

STANDARD FORM OF CONTRACT

Consultant's Services Time-Based



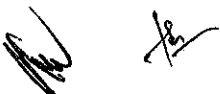
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Preface

1. The standard Contract form consists of four parts: the Form of Contract to be signed by the Client and the Consultant, the General Conditions of Contract (GCC), including Attachment 1 (Bank's Policy – Corrupt and Fraudulent Practices); the Special Conditions of Contract (SCC); and the Appendices.
2. The General Conditions of Contract, including shall not be modified. The Special Conditions of Contract that contain clauses specific to each Contract intend to supplement, but not over-write or otherwise contradict, the General Conditions.

Handwritten initials or signatures in the bottom left corner of the page.

No. DGT-35(4)(1)/PMC Strive/2016-NPIU

**CONTRACT FOR CONSULTANT'S SERVICES
Time-Based**

Hiring of Firm for providing Project Management Consultancy Service for implementation of scheme STRIVE "Skills Strengthening for Industrial Value Enhancement" with World Bank assistance.

between

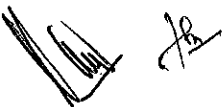
DGT,
Ministry of Skill Development & Entrepreneurship,
Government of India
2nd Floor, PTI Building, Parliament Street
New Delhi - 110001

and

KPMG Advisory Services Private Limited
Building No. 10, 4th Floor, Tower B, DLF Cyber City , Phase - II,
Gurgaon - 122002, Haryana
(Registration No: 122186)

Credit No. - 5965-IN

Dated: 03rd May 2018



Bond



**Indian-Non Judicial Stamp
Haryana Government**



Date : 01/03/2018

Certificate No. G0A2018C592



Stamp Duty Paid : ₹ 101
(Rs. Only)

GRN No. 33891310



Penalty : ₹ 0
(Rs. Zero Only)

Deponent

Name: Kaspl

H.No/Floor : Na

Sector/Ward : Na

Landmark : Na

City/Village : Gurugram

District : Gurugram

State : Haryana

Phone : 0



Purpose : OTHERS to be submitted at Any where india

I. Form of Contract

TIME-BASED

This CONTRACT (hereinafter called the "Contract") is made on the 03rd day of the month of May, 2018, between, on the one hand, DGT, Ministry of Skill Development & Entrepreneurship (hereinafter called the "Client") and, on the other hand, KPMG Advisory Services Private Limited (hereinafter called the "Consultant").

The total contract value is **INR 16,40,58,414 (Indian rupees Sixteen crore forty lakh fifty eight thousand four hundred and fourteen only)** excluding applicable taxes.

WHEREAS

- (a) the Client has selected the Consultant through Expression of Interest and Request for proposal to provide certain consulting services as defined in this Contract (hereinafter called the "Services");
- (b) the Consultant, having represented to the Client that it has the required professional skills, expertise and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract;
- (c) the Client has applied for a credit from the *International Development Association (IDA)* toward the cost of the Services and intends to apply a portion of the proceeds of this credit to eligible payments under this Contract, it being understood that (i) payments by the Bank will be made only at the request of the Client and upon approval by the Bank; (ii) such payments will be subject, in all respects, to the terms and conditions of the financing agreement, including prohibitions of withdrawal from the credit account for the purpose of any payment to persons or entities, or for any import of goods, if such payment or import, to the knowledge of the Bank, is prohibited by the decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations; and (iii) no

party other than the Client shall derive any rights from the financing agreement or have any claim to the credit proceeds;

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of this Contract:

- (a) The General Conditions of Contract (including Attachment 1 "Bank Policy – Corrupt and Fraudulent Practices);
- (b) The Special Conditions of Contract;
- (c) Appendices:

Appendix A: Terms of Reference
 Appendix B: Key Experts
 Appendix C: Remuneration Cost Estimates
 Appendix D: Reimbursables Cost Estimates
 Appendix E: Form of Advance Payments Guarantee – Not Applicable
 Appendix F: Form of Performance Security

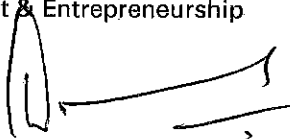
In the event of any inconsistency between the documents, the following order of precedence shall prevail: the Special Conditions of Contract; the General Conditions of Contract, including Attachment 1; Appendix A; Appendix B; Appendix C and Appendix D; Appendix E. Any reference to this Contract shall include, where the context permits, a reference to its Appendices.

2. The mutual rights and obligations of the Client and the Consultant shall be as set forth in the Contract, in particular:

- (a) the Consultant shall carry out the Services in accordance with the provisions of the Contract; and
- (b) the Client shall make payments to the Consultant in accordance with the provisions of the Contract.

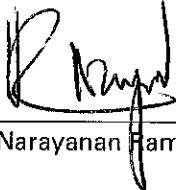
IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

For and on behalf of DGT, M/o Skill Development & Entrepreneurship



Shri. Vijay Kumar Dev, DG/AS, (DGT. Ministry of Skill Development and Entrepreneurship)

For and on behalf of KPMG Advisory Services Private Limited




Mr. Narayanan Ramaswamy, Partner, KPMG Advisory Services Private Limited



II. General Conditions of Contract

A. GENERAL PROVISIONS

1. Definitions

1.1. Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

- (a) "Applicable Guidelines" means the Guidelines for Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011 ("Consultants' Guidelines").
- (b) "Applicable Law" means the laws and any other instruments having the force of law in the Client's country, or in such other country as may be specified in the **Special Conditions of Contract (SCC)**, as they may be issued and in force from time to time.
- (c) "Bank" means the International Bank for Reconstruction and Development (IBRD) or the International Development Association (IDA).
- (d) "Borrower" means the Government, Government agency or other entity that signs the financing agreement with the Bank.
- (e) "Client" means the implementing agency that signs the Contract for the Services with the Selected Consultant.
- (f) "Consultant" means a legally-established professional consulting firm or entity selected by the Client to provide the Services under the signed Contract.
- (g) "Contract" means the legally binding written agreement signed between the Client and the Consultant and which includes all the attached documents listed in its paragraph 1 of the Form of Contract (the General Conditions (GCC), the Special Conditions (SCC), and the Appendices).
- (h) "Day" means a working day unless indicated otherwise.
- (i) "Effective Date" means the date on which this Contract comes into force and effect pursuant to Clause GCC 11.
- (j) "Experts" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or JV member(s) assigned by the Consultant to perform the Services or any part thereof under the Contract.
- (k) "Foreign Currency" means any currency other than the currency of the Client's country.
- (l) "GCC" means these General Conditions of Contract.



- (m) "Government" means the government of the Client's country.
- (n) "Joint Venture (JV)" means an association with or without a legal personality distinct from that of its members, of more than one entity where one member has the authority to conduct all businesses for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Client for the performance of the Contract.
- (o) "Key Expert(s)" means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose Curricula Vitae (CV) was taken into account in the technical evaluation of the Consultant's proposal.
- (p) "Local Currency" means the currency of the Client's country.
- (q) "Non-Key Expert(s)" means an individual professional provided by the Consultant or its Sub-consultant to perform the Services or any part thereof under the Contract.
- (r) "Party" means the Client or the Consultant, as the case may be, and "Parties" means both of them.
- (s) "SCC" means the Special Conditions of Contract by which the GCC may be amended or supplemented but not over-written.
- (t) "Services" means the work to be performed by the Consultant pursuant to this Contract, as described in Appendix A hereto.
- (u) "Sub-consultants" means an entity to whom/which the Consultant subcontracts any part of the Services while remaining solely liable for the execution of the Contract.
- (v) "Third Party" means any person or entity other than the Government, the Client, the Consultant or a Sub-consultant.

2. Relationship between the Parties

2.1. Nothing contained herein shall be construed as establishing a relationship of master and servant or of principal and agent as between the Client and the Consultant. The Consultant, subject to this Contract, has complete charge of the Experts and Sub-consultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.

3. Law Governing Contract

3.1. This Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Laws of India.

4. Language

4.1. This Contract has been executed in the language specified in the **SCC**, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract.

5. Headings

5.1. The headings shall not limit, alter or affect the meaning of this Contract.

6. Communications

6.1. Any communication required or permitted to be given or made pursuant to this Contract shall be in writing in the language specified in Clause GCC 4. Any such notice, request or consent shall be deemed to

have been given or made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent to such Party at the address specified in the **SCC**.

6.2. A Party may change its address for notice hereunder by giving the other Party any communication of such change to the address specified in the **SCC**.

7. Location

7.1. The Services shall be performed at such locations as are specified in **Appendix A** hereto and, where the location of a particular task is not so specified, at such locations, whether in the Government's country or elsewhere, as the Client may approve.

8. Authority of Member in Charge

8.1. In case the Consultant is a Joint Venture, the members hereby authorize the member specified in the **SCC** to act on their behalf in exercising all the Consultant's rights and obligations towards the Client under this Contract, including without limitation the receiving of instructions and payments from the Client.

9. Authorized Representatives

9.1. Any action required or permitted to be taken, and any document required or permitted to be executed under this Contract by the Client or the Consultant may be taken or executed by the officials specified in the **SCC**.

10. Corrupt and Fraudulent Practices

10.1. The Bank requires compliance with its policy in regard to corrupt and fraudulent practices as set forth in **Attachment 1** to the **GCC**.

a. Commissions and Fees

10.2. The Client requires the Consultant to disclose any commissions or fees that may have been paid or are to be paid to agents or any other party with respect to the selection process or execution of the Contract. The information disclosed must include at least the name and address of the agent or other party, the amount and currency, and the purpose of the commission, gratuity or fee. Failure to disclose such commissions, gratuities or fees may result in termination of the Contract and/or sanctions by the Bank.

B. COMMENCEMENT, COMPLETION, MODIFICATION AND TERMINATION OF CONTRACT

11. Effectiveness of Contract

11.1. This Contract shall come into force and effect on the date (the "Effective Date") of the Client's notice to the Consultant instructing the Consultant to begin carrying out the Services. This notice shall confirm that the effectiveness conditions, if any, listed in the **SCC** have been met.

12. Termination of Contract for Failure to Become Effective

12.1. If this Contract has not become effective within such time period after the date of Contract signature as specified in the **SCC**, either Party may, by not less than twenty two (22) days written notice to the other Party, declare this Contract to be null and void, and in the event of such a declaration by either Party, neither Party shall have any claim against the other Party with respect hereto.

13. Commencement of Services

13.1. The Consultant shall confirm availability of Key Experts and begin carrying out the Services not later than the number of days after the Effective Date specified in the **SCC**.

- 14. Expiration of Contract** 14.1. Unless terminated earlier pursuant to Clause GCC 19 hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the SCC.
- 15. Entire Agreement** 15.1. This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.
- 16. Modifications or Variations** 16.1. Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any proposals for modification or variation made by the other Party.
- 16.2. In cases of substantial modifications or variations, the prior written consent of the Bank is required.
- 17. Force Majeure**
- a. Definition** 17.1. For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party, is not foreseeable, is unavoidable, and makes a Party's performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible under the circumstances, and subject to those requirements, includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action confiscation or any other action by Government agencies.
- 17.2. Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Experts, Sub-consultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract, and avoid or overcome in the carrying out of its obligations hereunder.
- 17.3. Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.
- b. No Breach of Contract** 17.4. The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Contract.
- c. Measures to be Taken** 17.5. A Party affected by an event of Force Majeure shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall take all reasonable measures to minimize the consequences of any event of Force Majeure.

17.6. A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any case not later than fourteen (14) calendar days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give written notice of the restoration of normal conditions as soon as possible.

17.7. Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

17.8. During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultant, upon instructions by the Client, shall either:

- (a) demobilize, in which case the Consultant shall be reimbursed for additional costs they reasonably and necessarily incurred, and, if required by the Client, in reactivating the Services; or
- (b) continue with the Services to the extent reasonably possible, in which case the Consultant shall continue to be paid under the terms of this Contract and be reimbursed for additional costs reasonably and necessarily incurred.

17.9. In the case of disagreement between the Parties as to the existence or extent of Force Majeure, the matter shall be settled according to Clauses GCC 48 & 49.

18. Suspension

18.1. The Client may, by written notice of suspension to the Consultant, suspend all payments to the Consultant hereunder if the Consultant fails to perform any of its obligations under this Contract, including the carrying out of the Services, provided that such notice of suspension (i) shall specify the nature of the failure, and (ii) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) calendar days after receipt by the Consultant of such notice of suspension.

19. Termination

19.1 This Contract may be terminated by either Party as per provisions set up below:

a. By the Client

19.1.1 The Client may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (f) of this Clause. In such an occurrence the Client shall give at least thirty (30) calendar days' written notice of termination to the Consultant in case of the events referred to in (a) through (d); at least sixty (60) calendar days' written notice in case of the event referred to in (e); and at least five (5) calendar days' written notice in case of the event referred to in (f):

- (a) If the Consultant fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause GCC 18;
- (b) If the Consultant becomes (or, if the Consultant consists of more than one entity, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary;
- (c) If the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Clause GCC 49.1;
- (d) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days;
- (e) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract;
- (f) If the Consultant fails to confirm availability of Key Experts as required in Clause GCC 13.

19.1.2 Furthermore, if the Client determines that the Consultant has engaged in corrupt, fraudulent, collusive, coercive or obstructive practices, in competing for or in executing the Contract, then the Client may, after giving fourteen (14) calendar days written notice to the Consultant, terminate the Consultant's employment under the Contract.

b. By the Consultant

19.1.3 The Consultant may terminate this Contract, by not less than thirty (30) calendar days' written notice to the Client, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause.

- (a) If the Client fails to pay any money due to the Consultant pursuant to this Contract and not subject to dispute pursuant to Clauses GCC 49.1 within forty-five (45) calendar days after receiving written notice from the Consultant that such payment is overdue.
- (b) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days.
- (c) If the Client fails to comply with any final decision reached as a result of arbitration pursuant to Clause GCC 49.1.
- (d) If the Client is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Consultant may have subsequently approved in writing) following the receipt



by the Client of the Consultant's notice specifying such breach.

- c. Cessation of Rights and Obligations**
- 19.1.4 Upon termination of this Contract pursuant to Clauses GCC 12 or GCC 19 hereof, or upon expiration of this Contract pursuant to Clause GCC 14, all rights and obligations of the Parties hereunder shall cease, except (i) such rights and obligations as may have accrued on the date of termination or expiration, (ii) the obligation of confidentiality set forth in Clause GCC 22, (iii) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records set forth in Clause GCC 25, and (iv) any right which a Party may have under the Applicable Law.
- d. Cessation of Services**
- 19.1.5 Upon termination of this Contract by notice of either Party to the other pursuant to Clauses GCC 19a or GCC 19b, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the Client, the Consultant shall proceed as provided, respectively, by Clauses GCC 27 or GCC 28.
- e. Payment upon Termination**
- 19.1.6 Upon termination of this Contract, the Client shall make the following payments to the Consultant:
- (a) remuneration for Services satisfactorily performed prior to the effective date of termination, and reimbursable expenditures for expenditures actually incurred prior to the effective date of termination; and pursuant to Clause 42;
 - (b) in the case of termination pursuant to paragraphs (d) and (e) of Clause GCC 19.1.1, reimbursement of any reasonable cost incidental to the prompt and orderly termination of this Contract, including the cost of the return travel of the Experts.

C. OBLIGATIONS OF THE CONSULTANT

20. General

- a. Standard of Performance**
- 20.1 The Consultant shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as a faithful adviser to the Client, and shall at all times support and safeguard the Client's legitimate interests in any dealings with the third parties.



20.2 The Consultant shall employ and provide such qualified and experienced Experts and Sub-consultants as are required to carry out the Services.

20.3 The Consultant may subcontract part of the Services to an extent and with such Key Experts and Sub-consultants as may be approved in advance by the Client. Notwithstanding such approval, the Consultant shall retain full responsibility for the Services.

b. Law Applicable to Services

20.4 The Consultant shall perform the Services in accordance with the Contract and the Applicable Law and shall take all practicable steps to ensure that any of its Experts and Sub-consultants, comply with the Applicable Law.

20.5 Throughout the execution of the Contract, the Consultant shall comply with the import of goods and services prohibitions in the Client's country when

- (a) as a matter of law or official regulations, the Borrower's country prohibits commercial relations with that country; or
- (b) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Borrower's Country prohibits any import of goods from that country or any payments to any country, person, or entity in that country.

20.6 The Client shall notify the Consultant in writing of relevant local customs, and the Consultant shall, after such notification, respect such customs.

21. Conflict of Interests

21.1 The Consultant shall hold the Client's interests paramount, without any consideration for future work, and strictly avoid conflict with other assignments or their own corporate interests.

a. Consultant Not to Benefit from Commissions, Discounts, etc.

21.1.1 The payment of the Consultant pursuant to GCC F (Clauses GCC 41 through 46) shall constitute the Consultant's only payment in connection with this Contract and, subject to Clause GCC 21.1.3, the Consultant shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Contract or in the discharge of its obligations hereunder, and the Consultant shall use its best efforts to ensure that any Sub-consultants, as well as the Experts and agents of either of them, similarly shall not receive any such additional payment.

21.1.2 Furthermore, if the Consultant, as part of the Services, has the responsibility of advising the Client on the procurement of goods, works or services, the Consultant shall comply with the Bank's Applicable Guidelines, and shall at all times exercise such responsibility in the best interest of the Client. Any discounts or commissions obtained by the Consultant in the exercise of such procurement responsibility shall be for the account of the Client.



- b. **Consultant and Affiliates Not to Engage in Certain Activities** 21.1.3 The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, as well as any Sub-consultants and any entity affiliated with such Sub-consultants, shall be disqualified from providing goods, works or non-consulting services resulting from or directly related to the Consultant's Services for the preparation or implementation of the project, unless otherwise indicated in the **SCC**.
- c. **Prohibition of Conflicting Activities** 21.1.4 The Consultant shall not engage, and shall cause its Experts as well as its Sub-consultants not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this Contract.
- d. **Strict Duty to Disclose Conflicting Activities** 21.1.5 The Consultant has an obligation and shall ensure that its Experts and Sub-consultants shall have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Client, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.
22. **Confidentiality** 22.1 Except with the prior written consent of the Client, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or as a result of, the Services.
23. **Liability of the Consultant** 23.1 Subject to additional provisions, if any, set forth in the **SCC**, the Consultant's liability under this Contract shall be as determined under the Applicable Law.
24. **Insurance to be Taken out by the Consultant** 24.1 The Consultant (i) shall take out and maintain, and shall cause any Sub-consultants to take out and maintain, at its (or the Sub-consultants', as the case may be) own cost but on terms and conditions approved by the Client, insurance against the risks, and for the coverage specified in the **SCC**, and (ii) at the Client's request, shall provide evidence to the Client showing that such insurance has been taken out and maintained and that the current premiums therefore have been paid. The Consultant shall ensure that such insurance is in place prior to commencing the Services as stated in Clause GCC 13.
25. **Accounting, Inspection and Auditing** 25.1 The Consultant shall keep, and shall make all reasonable efforts to cause its Sub-consultants to keep, accurate and systematic accounts and records in respect of the Services in such form and detail as will clearly identify relevant time changes and costs.
- 25.2 The Consultant shall permit and shall cause its Sub-consultants to permit, the Bank and/or persons appointed by the Bank to inspect the Site and/or all accounts and records relating to the performance of the Contract and the submission of the Proposal to provide the Services,

and to have such accounts and records audited by auditors appointed by the Bank if requested by the Bank. The Consultant's attention is drawn to Clause GCC 10 which provides, inter alia, that acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under this Clause GCC25.2 constitute a prohibited practice subject to contract termination (as well as to a determination of ineligibility under the Bank's prevailing sanctions procedures.)

26. Reporting Obligations

26.1 The Consultant shall submit to the Client the reports and documents specified in **Appendix A**, in the form, in the numbers and within the time periods set forth in the said Appendix.

27. Proprietary Rights of the Client in Reports and Records

27.1 Unless otherwise indicated in the **SCC**, all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Client in the course of the Services shall be confidential and become and remain the absolute property of the Client. The Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Client, together with a detailed inventory thereof. The Consultant may retain a copy of such documents, data and/or software but shall not use the same for purposes unrelated to this Contract without prior written approval of the Client.

27.2 If license agreements are necessary or appropriate between the Consultant and third parties for purposes of development of the plans, drawings, specifications, designs, databases, other documents and software, the Consultant shall obtain the Client's prior written approval to such agreements, and the Client shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned. Other restrictions about the future use of these documents and software, if any, shall be specified in the **SCC**.

28. Equipment, Vehicles and Materials

28.1 Equipment, vehicles and materials made available to the Consultant by the Client, or purchased by the Consultant wholly or partly with funds provided by the Client, shall be the property of the Client and shall be marked accordingly. Upon termination or expiration of this Contract, the Consultant shall make available to the Client an inventory of such equipment, vehicles and materials and shall dispose of such equipment, vehicles and materials in accordance with the Client's instructions. While in possession of such equipment, vehicles and materials, the Consultant, unless otherwise instructed by the Client in writing, shall insure them at the expense of the Client in an amount equal to their full replacement value.

28.2 Any equipment or materials brought by the Consultant or its Experts into the Client's country for the use either for the project or personal use shall remain the property of the Consultant or the Experts concerned, as applicable.



D. CONSULTANT'S EXPERTS AND SUB-CONSULTANTS**29. Description of Key Experts**

29.1 The title, agreed job description, minimum qualification and time-input estimates to carry out the Services of each of the Consultant's Key Experts are described in **Appendix B**.

29.2 If required to comply with the provisions of Clause GCC 20a, adjustments with respect to the estimated time-input of Key Experts set forth in **Appendix B** may be made by the Consultant by a written notice to the Client, provided (i) that such adjustments shall not alter the original time-input estimates for any individual by more than 10% or one week, whichever is larger; and (ii) that the aggregate of such adjustments shall not cause payments under this Contract to exceed the ceilings set forth in Clause GCC 41.2.

29.3 If additional work is required beyond the scope of the Services specified in **Appendix A**, the estimated time-input for the Key Experts may be increased by agreement in writing between the Client and the Consultant. In case where payments under this Contract exceed the ceilings set forth in Clause GCC 41.1, the Parties shall sign a Contract amendment.

30. Replacement of Key Experts

30.1 Except as the Client may otherwise agree in writing, no changes shall be made in the Key Experts.

30.2 Notwithstanding the above, the substitution of Key Experts during Contract execution may be considered only based on the Consultant's written request and due to circumstances outside the reasonable control of the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall forthwith provide as a replacement, a person of equivalent or better qualifications and experience, and at the same rate of remuneration.


31. Approval of Additional Key Experts

31.1 If during execution of the Contract, additional Key Experts are required to carry out the Services, the Consultant shall submit to the Client for review and approval a copy of their Curricula Vitae (CVs). If the Client does not object in writing (stating the reasons for the objection) within twenty two (22) days from the date of receipt of such CVs, such additional Key Experts shall be deemed to have been approved by the Client.

The rate of remuneration payable to such new additional Key Experts shall be based on the rates for other Key Experts position which require similar qualifications and experience.

32. Removal of Experts or Sub-consultants

32.1 If the Client finds that any of the Experts or Sub-consultant has committed serious misconduct or has been charged with having committed a criminal action, or shall the Client determine that Consultant's Expert or Sub-consultant have engaged in corrupt, fraudulent, collusive, coercive or obstructive practice while performing the Services, the Consultant shall, at the Client's written request, provide a replacement.



32.2 In the event that any of Key Experts, Non-Key Experts or Sub-consultants is found by the Client to be incompetent or incapable in discharging assigned duties, the Client, specifying the grounds therefore, may request the Consultant to provide a replacement.

32.3 Any replacement of the removed Experts or Sub-consultants shall possess better qualifications and experience and shall be acceptable to the Client.

**33. Replacement/
Removal of
Experts – Impact
on Payments**

33.1 Except as the Client may otherwise agree, (i) the Consultant shall bear all additional travel and other costs arising out of or incidental to any removal and/or replacement, and (ii) the remuneration to be paid for any of the Experts provided as a replacement shall not exceed the remuneration which would have been payable to the Experts replaced or removed.

**34. Working Hours,
Overtime, Leave,
etc.**

34.1 Working hours and holidays for Experts are set forth in **Appendix B**. To account for travel time to/from the Client's country, experts carrying out Services inside the Client's country shall be deemed to have commenced or finished work in respect of the Services such number of days before their arrival in, or after their departure from, the Client's country as is specified in **Appendix B**.

34.2 The Experts shall not be entitled to be paid for overtime nor to take paid sick leave or vacation leave except as specified in **Appendix B**, and the Consultant's remuneration shall be deemed to cover these items.

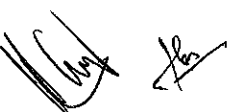
34.3 Any taking of leave by Key Experts shall be subject to the prior approval by the Consultant who shall ensure that absence for leave purposes will not delay the progress and or impact adequate supervision of the Services.

E. OBLIGATIONS OF THE CLIENT

**35. Assistance and
Exemptions**

35.1 Unless otherwise specified in the **SCC**, the Client shall use its best efforts to:

- (a) Assist the Consultant with obtaining work permits and such other documents as shall be necessary to enable the Consultant to perform the Services.
- (b) Assist the Consultant with promptly obtaining, for the Experts and, if appropriate, their eligible dependents, all necessary entry and exit visas, residence permits, exchange permits and any other documents required for their stay in the Client's country while carrying out the Services under the Contract.
- (c) Facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Experts and their eligible dependents.



- (c) Issue to officials, agents and representatives of the Government all such instructions and information as may be necessary or appropriate for the prompt and effective implementation of the Services.
- (d) Assist the Consultant and the Experts and any Sub-consultants employed by the Consultant for the Services with obtaining exemption from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity in the Client's country according to the applicable law in the Client's country.
- (e) Assist the Consultant, any Sub-consultants and the Experts of either of them with obtaining the privilege, pursuant to the applicable law in the Client's country, of bringing into the Client's country reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Experts and of withdrawing any such amounts as may be earned therein by the Experts in the execution of the Services.
- (f) Provide to the Consultant any such other assistance as may be specified in the **SCC**.

36. Access to Project Site

36.1 The Client warrants that the Consultant shall have, free of charge, unimpeded access to the project site in respect of which access is required for the performance of the Services. The Client will be responsible for any damage to the project site or any property thereon resulting from such access and will indemnify the Consultant and each of the experts in respect of liability for any such damage, unless such damage is caused by the willful default or negligence of the Consultant or any Sub-consultants or the Experts of either of them.

37. Change in the Applicable Law Related to Taxes and Duties

37.1 If, after the date of this Contract, there is any change in the applicable law in the Client's country with respect to taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Contract shall be increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the ceiling amounts specified in Clause GCC 41.1.

38. Services, Facilities and Property of the Client

38.1 The Client shall make available to the Consultant and the Experts, for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference (**Appendix A**) at the times and in the manner specified in said **Appendix A**.

38.2 In case that such services, facilities and property shall not be made available to the Consultant as and when specified in **Appendix A**, the Parties shall agree on (i) any time extension that it may be appropriate to grant to the Consultant for the performance of the Services, (ii) the manner in which the Consultant shall procure any such services, facilities and property from other sources, and (iii) the

additional payments, if any, to be made to the Consultant as a result thereof pursuant to Clause GCC 41.3.

39. Counterpart Personnel

39.1 The Client shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the Client with the Consultant's advice, if specified in **Appendix A**.

39.2 If counterpart personnel are not provided by the Client to the Consultant as and when specified in **Appendix A**, the Client and the Consultant shall agree on (i) how the affected part of the Services shall be carried out, and (ii) the additional payments, if any, to be made by the Client to the Consultant as a result thereof pursuant to Clause GCC 41.3.

39.3 Professional and support counterpart personnel, excluding Client's liaison personnel, shall work under the exclusive direction of the Consultant. If any member of the counterpart personnel fails to perform adequately any work assigned to such member by the Consultant that is consistent with the position occupied by such member, the Consultant may request the replacement of such member, and the Client shall not unreasonably refuse to act upon such request.

40. Payment Obligation

40.1 In consideration of the Services performed by the Consultant under this Contract, the Client shall make such payments to the Consultant and in such manner as is provided by GCC F below.

F. PAYMENTS TO THE CONSULTANT

41. Ceiling Amount

41.1 An estimate of the cost of the Services is set forth in **Appendix C**(Remuneration) and **Appendix D**(Reimbursable expenses).

41.2 Payments under this Contract shall not exceed the ceilings in foreign currency and in local currency specified in the **SCC**.

41.3 For any payments in excess of the ceilings specified in GCC41.2, an amendment to the Contract shall be signed by the Parties referring to the provision of this Contract that evokes such amendment.

42. Remuneration and Reimbursable Expenses

42.1 The Client shall pay to the Consultant (i) remuneration that shall be determined on the basis of time actually spent by each Expert in the performance of the Services after the date of commencing of Services or such other date as the Parties shall agree in writing; and (ii) reimbursable expenses that are actually and reasonably incurred by the Consultant in the performance of the Services.

42.2 All payments shall be at the rates set forth in **Appendix C** and **Appendix D**.

42.3 Unless the **SCC** provides for the price adjustment of the remuneration rates, said remuneration shall be fixed for the duration of the Contract.

42.4 The remuneration rates shall cover: (i) such salaries and allowances as the Consultant shall have agreed to pay to the Experts as well as factors for social charges and overheads (bonuses or other means of profit-sharing shall not be allowed as an element of overheads), (ii) the cost of backstopping by home office staff not included in the Experts' list in **Appendix B**, (iii) the Consultant's profit, and (iv) any other items as specified in the **SCC**.

42.5 Any rates specified for Experts not yet appointed shall be provisional and shall be subject to revision, with the written approval of the Client, once the applicable remuneration rates and allowances are known.

43. Taxes and Duties

43.1 The Consultant, Sub-consultants and Experts are responsible for meeting any and all tax liabilities arising out of the Contract unless it is stated otherwise in the **SCC**.

43.2 As an exception to the above and as stated in the **SCC**, all local identifiable indirect taxes (itemized and finalized at Contract negotiations) are reimbursed to the Consultant or are paid by the Client on behalf of the Consultant.

44. Currency of Payment

44.1 Any payment under this Contract shall be made in the currency(ies) specified in the **SCC**.

45. Mode of Billing and Payment

45.1 Billings and payments in respect of the Services shall be made as follows:

- (a) Advance payment. Within the number of days after the Effective Date, the Client shall pay to the Consultant an advance payment as specified in the **SCC**. Unless otherwise indicated in the **SCC**, an advance payment shall be made against an advance payment bank guarantee acceptable to the Client in an amount (or amounts) and in a currency (or currencies) specified in the **SCC**. Such guarantee (i) is to remain effective until the advance payment has been fully set off, and (ii) is to be in the form set forth in **Appendix E**, or in such other form as the Client shall have approved in writing. The advance payments will be set off by the Client in equal installments against the statements for the number of months of the Services specified in the **SCC** until said advance payments have been fully set off.
- (b) The Itemized Invoices. As soon as practicable and not later than fifteen (15) days after the end of each calendar month during the period of the Services, or after the end of each time interval otherwise indicated in the **SCC**, the Consultant shall submit to the Client, in duplicate, itemized invoices, accompanied by the receipts or other appropriate supporting documents, of the amounts payable pursuant to Clauses GCC 44 and GCC 45 for

such interval, or any other period indicated in the **SCC**. Separate invoices shall be submitted for expenses incurred in foreign currency and in local currency. Each invoice shall show remuneration and reimbursable expenses separately.

- (c) The Client shall pay the Consultant's invoices within sixty (60) days after the receipt by the Client of such itemized invoices with supporting documents. Only such portion of an invoice that is not satisfactorily supported may be withheld from payment. Should any discrepancy be found to exist between actual payment and costs authorized to be incurred by the Consultant, the Client may add or subtract the difference from any subsequent payments.
- (d) The Final Payment. The final payment under this Clause shall be made only after the final report and a final invoice, identified as such, shall have been submitted by the Consultant and approved as satisfactory by the Client. The Services shall be deemed completed and finally accepted by the Client and the final report and final invoice shall be deemed approved by the Client as satisfactory ninety (90) calendar days after receipt of the final report and final invoice by the Client unless the Client, within such ninety (90) calendar day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report or final invoice. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated. Any amount that the Client has paid or has caused to be paid in accordance with this Clause in excess of the amounts payable in accordance with the provisions of this Contract shall be reimbursed by the Consultant to the Client within thirty (30) days after receipt by the Consultant of notice thereof. Any such claim by the Client for reimbursement must be made within twelve (12) calendar months after receipt by the Client of a final report and a final invoice approved by the Client in accordance with the above.
- (e) All payments under this Contract shall be made to the accounts of the Consultant specified in the **SCC**.
- (f) With the exception of the final payment under (d) above, payments do not constitute acceptance of the Services nor relieve the Consultant of any obligations hereunder.

**46. Interest on
Delayed
Payments**

46.1 If the Client had delayed payments beyond fifteen (15) days after the due date stated in Clause GCC 45.1 (c), interest shall be paid to the Consultant on any amount due by, not paid on, such due date for each day of delay at the annual rate stated in the **SCC**.



G. FAIRNESS AND GOOD FAITH**47. Good Faith**

47.1 The Parties undertake to act in good faith with respect to each other's rights under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.

H. SETTLEMENT OF DISPUTES**48. Amicable Settlement**

48.1 The Parties shall seek to resolve any dispute amicably by mutual consultation.

48.2 If either Party objects to any action or inaction of the other Party, the objecting Party may file a written Notice of Dispute to the other Party providing in detail the basis of the dispute. The Party receiving the Notice of Dispute will consider it and respond in writing within fourteen (14) days after receipt. If that Party fails to respond within fourteen (14) days, or the dispute cannot be amicably settled within fourteen (14) days following the response of that Party, Clause GCC 49.1 shall apply.

49. Dispute Resolution

49.1 Any dispute between the Parties arising under or related to this Contract that cannot be settled amicably may be referred to by either Party to the adjudication/arbitration in accordance with the provisions specified in the **SCC**.

II. General Conditions**Attachment 1: Bank's Policy – Corrupt and Fraudulent Practices****Guidelines for Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011:****"Fraud and Corruption**

1.23 It is the Bank's policy to require that Borrowers (including beneficiaries of Bank loans), consultants, and their agents (whether declared or not), sub-contractors, sub-consultants, service providers, or suppliers, and any personnel thereof, observe the highest standard of ethics during the selection and execution of Bank-financed contracts [footnote: In this context, any action taken by a consultant or any of its personnel, or its agents, or its sub-consultants, sub-contractors, services providers, suppliers, and/or their employees, to influence the selection process or contract execution for undue advantage is improper.]. In pursuance of this policy, the Bank:

(a) defines, for the purposes of this provision, the terms set forth below as follows:

- (i) "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party¹;
- (ii) "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation²;
- (iii) "collusive practices" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party³;
- (iv) "coercive practices" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party⁴;
- (v) "obstructive practice" is
 - (aa) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially

¹ For the purpose of this sub-paragraph, "another party" refers to a public official acting in relation to the selection process or contract execution. In this context "public official" includes World Bank staff and employees of other organizations taking or reviewing selection decisions.

² For the purpose of this sub-paragraph, "party" refers to a public official; the terms "benefit" and "obligation" relate to the selection process or contract execution; and the "act or omission" is intended to influence the selection process or contract execution.

³ For the purpose of this sub-paragraph, "parties" refers to participants in the procurement or selection process (including public officials) attempting either themselves, or through another person or entity not participating in the procurement or selection process, to simulate competition or to establish prices at artificial, non-competitive levels, or are privy to each other's bid prices or other conditions.

⁴ For the purpose of this sub-paragraph, "party" refers to a participant in the selection process or contract execution.

impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or

- (bb) acts intended to materially impede the exercise of the Bank's inspection and audit rights;
- (b) will reject a proposal for award if it determines that the consultant recommended for award or any of its personnel, or its agents, or its sub-consultants, sub-contractors, services providers, suppliers, and/or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;
- (c) will declare misprocurement and cancel the portion of the Loan allocated to a contract if it determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the Loan were engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the selection process or the implementation of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner they knew of the practices;
- (d) will sanction a firm or an individual at any time, in accordance with prevailing Bank's sanctions procedures⁵, including by publicly declaring such firm or an ineligible, either indefinitely or for a stated period of time: (i) to be awarded a Bank-financed contract, and (ii) to be a nominated⁶ sub-consultant, supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract.

⁵ A firm or an individual may be declared ineligible to be awarded a Bank-financed contract upon (i) completion of the Bank's sanctions proceedings as per its sanctions procedures, including inter alia: cross-debarment as agreed with other International Financial Institutions, including Multilateral Development Banks, and through the application of the World Bank Group corporate administrative procurement sanctions procedures for fraud and corruption; and (ii) as a result of temporary suspension or early temporary suspension in connection with an ongoing sanctions proceedings. See footnote 12 and paragraph 8 of Appendix 1 of these Guidelines.

⁶ A nominated sub-consultant, supplier, or service provider is one which has been either (i) included by the consultant in its proposal because it brings specific and critical experience and know-how that are accounted for in the technical evaluation of the consultant's proposal for the particular services; or (ii) appointed by the Borrower.



III. Special Conditions of Contract

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
1.1(b) and 3.1	The Contract shall be construed in accordance with the law of INDIA
4.1	The language is: English
6.1 and 6.2	<p>The addresses are:</p> <p>Client: Sanjay Kumar, Director, DGT, Ministry of Skill Development & Entrepreneurship, 2nd Floor, PTI Building, Parliament Street, New Delhi - 110001 Attention: Director (Project)</p> <p>Facsimile: E-mail: sanjay.dget@gmail.com Consultant: KPMG Advisory Services Private Limited Building No. 10, 4th Floor, Tower B, DLF Cyber City, Phase - II, Gurgaon - 122002, Haryana</p> <p>Attention: Mr. Narayanan Ramaswamy, Partner – KPMG Advisory Services Private Limited Facsimile: +91 124 254910 E-mail (where permitted) : narayananr@kpmg.com</p>
9.1	<p>The Authorized Representatives are:</p> <p>For the Client: Mr. Vijay Kumar Dev, DG/AS, 2nd Floor, DGT, MSDE, PTI Building, Parliament Street, New Delhi.</p> <p>For the Consultant: Mr. Narayanan Ramaswamy, Partner, KPMG Advisory Services Private Limited Building No. 10, 4th Floor, Tower B, DLF Cyber City, Phase - II, Gurgaon - 122002, Haryana</p>
11.1	<p>The effectiveness conditions are the following:</p> <p>a) Within 15 days of signing of the contract b) Submission of Performance Security to the client of an amount of 10% of the contract value valid upto the date mentioned in SCC 45.1 [b].</p>
12.1	Termination of Contract for Failure to Become Effective:






	The time period shall be 30 days
13.1	Commencement of Services: The number of days shall be: The Effective Date Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Client in writing as a written statement signed by each Key Expert.
14.1	Expiration of Contract: The time period shall be 36 months. Further extension of 24 months shall be considered depending upon need for the assignment and performance of consultant.
21 b.	The Client reserves the right to determine on a case-by-case basis whether the Consultant should be disqualified from providing goods, works or non-consulting services due to a conflict of a nature described in Clause GCC 21.1.3 Yes

23.1	<p>The following limitation of the Consultant's Liability towards the Client can be subject to the Contract's negotiations:</p> <p>"Limitation of the Consultant's Liability towards the Client:</p> <p>(a) Except in the case of gross negligence or willful misconduct on the part of the Consultant or on the part of any person or a firm acting on behalf of the Consultant in carrying out the Services, the Consultant, with respect to damage caused by the Consultant to the Client's property, shall not be liable to the Client:</p> <p style="padding-left: 40px;">(i) for any indirect or consequential loss or damage; and</p> <p style="padding-left: 40px;">(ii) for any direct loss or damage that exceeds the three times the total value of the Contract;</p> <p>(b) This limitation of liability shall not</p> <p style="padding-left: 40px;">(i) affect the Consultant's liability, if any, for damage to Third Parties caused by the Consultant or any person or firm acting on behalf of the Consultant in carrying out the Services;</p> <p style="padding-left: 40px;">(ii) be construed as providing the Consultant with any limitation or exclusion from liability which is prohibited by the applicable law in India'</p>
24.1	<p>The insurance coverage against the risks shall be as follows:</p> <p>(a) Professional liability insurance, with a minimum coverage equal to the value of the contract.</p> <p>(b) Third Party motor vehicle liability insurance in respect of motor vehicles operated in the Client's country by the Consultant or its Experts or Sub-consultants, with a minimum coverage of "in accordance with the applicable law in the Client's country";</p> <p>(c) Third Party liability insurance, with a minimum coverage equal to the value of the contract;</p> <p>(d) employer's liability and workers' compensation insurance in respect of the experts and Sub-consultants in accordance with the relevant provisions of the applicable law in the Client's country, as well as, with respect to such Experts, any such life, health, accident, travel or other insurance as may be appropriate; and</p> <p>(e) insurance against loss of or damage to (i) equipment purchased in whole or in part with funds provided under this Contract, (ii) the Consultant's property used in the performance of the Services, and (iii) any documents prepared by the Consultant in the performance of the Services.</p>
27.1	No change



27.2	The Consultant shall not use these documents/information/Reports/Data/software and other information for purposes unrelated to this Contract without the prior written approval of the Client.
35.1 (a) through (e)	No change
35.1(f)	The client shall facilitate the consultants by way of : information regarding project, visits to State Directorate / ITIs, access to NCVT MIS Portal, previous reports / data, etc., and as per the Terms of Reference
41.2	<p>The ceiling in local currency (Indian Rupees) is: Rs. 164,058,414 (Sixteen crore forty lakh fifty eight thousand four hundred and fourteen only) exclusive of local indirect taxes.</p> <p>Any indirect local taxes chargeable in respect of this Contract for the Services provided by the Consultant shall <i>be</i> reimbursed by the Client to the Consultant.</p> <p>The amount of such taxes is Rs. 29,530,515 (at current rate of indirect taxes @18%)</p>
42.3	Price Adjustment on remuneration – NOT APPLICABLE
43.1 and 43.2	<p>The Client warrants that:</p> <p>“the Client shall reimburse the Consultant, the Sub-consultants and the Experts”</p> <p>any indirect taxes, duties, fees, levies and other impositions imposed, under the applicable law in the Client’s country, on the Consultant, the Sub-consultants and the Experts in respect of:</p> <ul style="list-style-type: none"> (a) any payments whatsoever made to the Consultant, Sub-consultants and the Experts (other than nationals or permanent residents of the Client’s country), in connection with the carrying out of the Services; (b) any equipment, materials and supplies brought into the Client’s country by the Consultant or Sub-consultants for the purpose of carrying out the Services and which, after having been brought into such territories, will be subsequently withdrawn by them; (c) any equipment imported for the purpose of carrying out the Services and paid for out of funds provided by the Client and which is treated as property of the Client; (d) any property brought into the Client’s country by the Consultant, any Sub-consultants or the Experts (other than nationals or permanent residents of the Client’s country), or the eligible dependents of such experts for their personal use and which will subsequently be withdrawn by them upon their respective departure from the Client’s country, provided that:



	<p>(i) the Consultant, Sub-consultants and experts shall follow the usual customs procedures of the Client's country in importing property into the Client's country; and</p> <p>(ii) if the Consultant, Sub-consultants or Experts do not withdraw but dispose of any property in the Client's country upon which customs duties and taxes have been exempted, the Consultant, Sub-consultants or Experts, as the case may be, (a) shall bear such customs duties and taxes in conformity with the regulations of the Client's country, or (b) shall reimburse them to the Client if they were paid by the Client at the time the property in question was brought into the Client's country.</p>
44.1	The currency of payment shall be the following: Indian Rupees.
45.1(a)	No advance payment
45.1(b)	<p>The Consultant shall submit to the Client itemized statements at time intervals:</p> <p>Payment for the services provided shall be paid on a three monthly basis. The consultant shall submit to the Client, invoice at time intervals of every three months for the preceding three-month period.</p> <p>Liquidated Damages:</p> <p>In the event of the Consultant's failure to submit the Bonds, Guarantees and Documents, supply the deliverables as per schedule specified in this contract and the delay is solely attributable to the Consultant, the Client may, at his discretion withhold any payment until the completion of the contract. The Client may also deduct from the Consultant as agreed, liquidated damages to the sum of 0.5% of the contract price of the delayed/undelivered deliverables and other deliverables as mentioned above, for every week of delay or part of a week, subject to the maximum value of the Liquidated Damages being not higher than 10% of the value of the delayed/undelivered deliverables.</p> <p>Performance Security:</p> <p>The Consultant shall at its own expense, deposit with the Client, within seven (7) working days of the date of notice of award for the Contract or prior to signing of the Agreement, whichever is earlier, an unconditional and irrevocable Performance Security in the form of bank guarantee for an amount of 10% of the contract price and valid upto 3 [three] months from the end of the contract period,, i.e., until January 2021,in the format as per Appendix F, from a Nationalized Bank acceptable to Client.</p> <p>The Client shall have the right to invoke and appropriate the proceeds of the performance security in whole or in part without notice to the consultant in the event of breach of this contract.</p>



	<p>The Performance Security may be discharged/returned by Client upon being satisfied that there has been due performance of the obligations of Consultant under the Agreement. However, no interest shall be payable on the Performance Security.</p>
45.1(e)	<p>The accounts are: Name : KPMG Advisory Services Private Limited Account Number: 01722540000258 Name of Bank : KOTAK Mahindra Bank Limited IFSC Code : KKBK0000172 for local currency: Rs. 164,058,414 (Sixteen crore forty lakh fifty eight thousand four hundred and fourteen only)</p>
46.1	<p>The interest rate is: For local currency : 4% per annum</p>
49.	<p>Disputes shall be settled by arbitration in accordance with the following provisions:</p> <ol style="list-style-type: none"> 1. <u>Selection of Arbitrators.</u> Each dispute submitted by a Party to arbitration shall be heard by a sole arbitrator or an arbitration panel composed of three (3) arbitrators, in accordance with the following provisions: <ol style="list-style-type: none"> (a) Where the Parties agree that the dispute concerns a technical matter, they may agree to appoint a sole arbitrator or, failing agreement on the identity of such sole arbitrator within thirty (30) days after receipt by the other Party of the proposal of a name for such an appointment by the Party who initiated the proceedings, either Party may apply to Indian Council of Arbitration, India for a list of not fewer than five (5) nominees and, on receipt of such list, the Parties shall alternately strike names there from, and the last remaining nominee on the list shall be the sole arbitrator for the matter in dispute. If the last remaining nominee has not been determined in this manner within sixty (60) days of the date of the list, Indian Council of Arbitration, India shall appoint, upon the request of either Party and from such list or otherwise, a sole arbitrator for the matter in dispute. (b) Where the Parties do not agree that the dispute concerns a technical matter, the Client and the Consultant shall each appoint one (1) arbitrator, and these two arbitrators shall jointly appoint a third arbitrator, who shall chair the arbitration panel. If the arbitrators named by the Parties do not succeed in appointing a third arbitrator within thirty (30)



	<p>days after the latter of the two (2) arbitrators named by the Parties has been appointed, the third arbitrator shall, at the request of either Party, be appointed by the Indian Council of Arbitrators, India.</p> <p>(c) If, in a dispute subject to paragraph (b) above, one Party fails to appoint its arbitrator within thirty (30) days after the other Party has appointed its arbitrator, the Party which has named an arbitrator may apply to the Indian Council of Arbitrators, India to appoint a sole arbitrator for the matter in dispute, and the arbitrator appointed pursuant to such application shall be the sole arbitrator for that dispute.</p>
	<p>2. <u>Rules of Procedure.</u> Except as otherwise stated herein, arbitration proceedings shall be conducted in accordance with the Arbitration and Conciliation Act, 1996 of India, unless the Consultant is a foreign national/firm, in which case arbitration proceedings shall be conducted in accordance with the rules of procedure for arbitration of the United Nations Commission on International Trade Law (UNCITRAL) as in force on the date of this Contract.</p> <p>3. <u>Substitute Arbitrators.</u> If for any reason an arbitrator is unable to perform his/her function, a substitute shall be appointed in the same manner as the original arbitrator.</p> <p>4. <u>Nationality and Qualifications of Arbitrators.</u> The sole arbitrator or the third arbitrator appointed pursuant to paragraphs 1(a) through 1(c) above shall be an internationally recognized legal or technical expert with extensive experience in relation to the matter in dispute and shall not be a national of the Consultant's home country or of the Government's country. For the purposes of this Clause, "home country" means any of:</p> <p>(a) the country of incorporation of the Consultant; or</p> <p>(b) the country in which the Consultant's principal place of business is located; or</p> <p>(c) the country of nationality of a majority of the Consultant's shareholders; or</p> <p>(d) the country of nationality of the Sub-consultants concerned, where the dispute involves a subcontract.</p>
	<p>5. <u>Miscellaneous.</u> In any arbitration proceeding hereunder:</p> <p>(a) proceedings shall, unless otherwise agreed by the Parties, be held in New Delhi</p> <p>(b) the English language shall be the official language for all purposes; and</p>





	(c) the decision of the sole arbitrator or of a majority of the arbitrators (or of the third arbitrator if there is no such majority) shall be final and binding and shall be enforceable in any court of competent jurisdiction, and the Parties hereby waive any objections to or claims of immunity in respect of such enforcement.
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IV. Appendices

APPENDIX A – TERMS OF REFERENCE

The Project Management Consultancy (PMC) for STRIVE will initially be chosen for a period of 3 years. The ministry may however, extend the contract for a subsequent period of 2 years on the same terms and conditions, based on satisfactory performance of the PMC.

The assignment will be divided in 2 phases, namely – 1. Design 2. Implementation. The design phase is estimated to last for about 03 months and the implementation phase for 3 years duration including design phase. Both phases will start concurrently. Consultants to be deployed by the firm, in the design phase will be in addition to the consultants deployed in the implementation phase. Phase wise scope of work may include, but is not limited to:

Phase 1: ITIs/ ICs Shortlisting and Selection, Interventions design and Implementation Roadmap

Phase 1 entails design and development of the project and would further consist of two sub-components; the first component would include shortlisting, selection and mobilization of ITIs and Industry Clusters. The second would include creation of intervention modules and implementation roadmap (covering all relevant stakeholders, including NPIU) across the Result areas of STRIVE.

Phase 1(a): Shortlisting and selection of ITIs, selection of industry clusters, formalization of engagement modalities, and on boarding

The overall objective of this phase is to facilitate selection, mobilization and on-boarding of (a) 500 ITIs (including Govt. and Private) through a competitive selection process, while ensuring adherence to guidelines and (b) 100 IA clusters through a defined selection criteria.

This phase will include all activities relating to ITI/ IC shortlisting, selection, and mobilization framework design and support. These activities may include, but not be limited to:

- Defining minimum eligibility criteria for ITIs participating in the program. This may include (but may not be limited to) grading score, scale, physical infrastructure, range/type of courses offered, instructor vacancy rate, degree of industry engagement, current outcomes (graduation and placement rates)
- Defining a framework for final selection of eligible ITIs on the basis of (but not limited to) Institute Strategic plans (ISPs) created by eligible and interested ITIs. The criteria to evaluate ISPs of participating ITIs can include (but not limited to) initiatives planned for
 - Deepening industry linkages
 - Developing training supply in line with market needs and NCVT requirements
 - Improving quality of management and facilities
 - Improving employment and placement rates
 - Promoting inclusion
 - Creating capacity and capability of teaching staff
 - Improving income generating activities
- Facilitating the process of selection of ITIs
- Creating a framework for selection of ICs.
- Facilitating the selection of ICs and capacity building of ICs to set up IAs.
- Defining a methodology to determine exact quantum of financial support to be provided to selected ITIs, States and ICs through PBGs, clearly linked to outcomes.
- Creating an overarching framework for all potential PBG Agreements (PBGAs) (i.e. - between Centre and States, States and ITIs; Centre and CFIs, Centre, State and ICs).

- Facilitating signing of PBGAs
- On-boarding selected ITIs, States and ICs through necessary channels (collaterals, workshops, meetings, etc.).
 - Creating understanding about STRIVE's overall objectives and scope, among select stakeholders including: ITIs, ICs, States, CFIs, etc.
 - Creating understanding about the process of fund disbursement as per the Performance Grant instrument, among select stakeholders including: ITIs, ICs, States, CFIs, etc.

Phase 1(b): Intervention modules and Implementation roadmap design

The overall objective of this phase is to assist the selected States, ITIs and ICs in designing specific intervention modules with the aim to achieve the desired outcomes in the four result areas envisaged under STRIVE.

- **Result Area 1:** Improved performance of ITIs – In this phase, the consultant should create intervention modules that can further help selected ITIs build on their ISP and achieve desired outcomes. These intervention modules may be centred around (but may not be limited to) the following areas:
 - Deepening relations with industry
 - Introducing new courses (long term or short term)
 - Mobilizing previously under represented and vulnerable groups, specially ST youth and females by introducing tailored services and courses
 - Strengthening pedagogical approaches for soft skills development
 - Strengthening employment promotion activities for graduating students (job fairs, application training, entrepreneurship training and support, etc.)
 - Improving income generating activities for enhanced sustainability
 - Improving facilities and management
- **Result area 2:** Increased capacity of State Governments to support ITIs and apprenticeship – Design of initiatives for States should focus on activities that can create the right regulatory environment for ITIs to operate; and promote apprenticeship. Detailed modules may be created across the following areas (indicative list):
 - Developing centralized admission process for ITIs
 - Establishing equivalence of ITI certificate with State Board Certificate
 - Reforms to encourage dual training
 - Recruitment norms and career progression policy for ITI trainers
 - Examination reforms
 - Constitution of IMCs (Industry Management Committees)
 - Establishment of State Apprenticeship Cell
- **Result area 3:** Improve and broaden Apprenticeship training. Develop intervention modules designed for IAI clusters to function effectively – Activities relating to this focus are may include:
 - Setting up new or revising existing apprenticeship training programs in line with the specific needs of the participating firms (including development of curricula, enterprise training plans and TL material, assessment mechanism)
 - Capacity development (including infrastructure) of basic training providers (either apprenticeship training schools run by ICs, ITIs, or third-party basic training providers)
 - Initiatives to establish and raise the standards of quality assurance of apprenticeship training with the participation of industry experts
 - Training of trainers (e.g., company supervisors of apprentices and trainers in basic training institutions) and other stakeholders

- **Result area 4:** Improved teaching and learning. These may include intervention modules around:
 - a. Improving teaching and learning**
 - Establishment of curriculum development cells in ATIs/ CFIs
 - Capacity building modules for NIMI staff for development of multimedia content
 - Development and introduction of Online Distance Learning Programs (ODLPs) for instructor training
 - Creating a Professional Development system for ITI trainers
 - Designing and implementing IT and technology based solutions to improve quality of teaching and learning
 - Upgrade selected central training institutes to Multi-Purpose Resource Centres
 - Increase industry involvement (strengthening IMCs; setting up a Board of Governors to drive transformation)
 - Revamp existing curriculum and content wherever needed, with an explicit view to ensure better alignment with industry needs and NSQF
 - Define a plan to ensure improved quality and scale up of short term skilling programs run by CTIs
 - b. Reforms to overhaul examination system**
 - Designing outcome based methods of assessment
 - Improving transparency and fairness of the examination process
 - Launching multi lingual questions
 - Overhauling process of examiner selection and appointment

Phase 2: Initiative detailing, implementation and monitoring

The overall objective of this phase is to detail out the initiatives as identified in intervention modules created in Phase-1 b, and put in place a stringent monitoring mechanism to ensure tracking of these initiatives as they get implemented on ground. Key activities in this phase may include:

Detailing of initiatives identified in Phase-1 b

- Exact approach for implementation
- Detailed roll out plan
- Assessment of capability gaps (process, technology, organization, etc) for initiative implementation
- Determine resource requirements (financial, managerial, etc)
- Identify need for third party providers

Assist NPIU in project implementation thru:

a. Technical and Strategy Development

- Support the continuous improvement of the overall strategy for STRIVE.
- Continuously assess the target population and design best strategies to improve apprenticeship training; labour market relevance of ITIs, provide strategic insights to improve efficiency of instructor training so that the program delivery can be aligned to the result areas.
- Provide support in designing and implementation of Grant Agreements with Industry Apprenticeship Initiatives (IAIs)
- Support Capacity Development for Apprenticeship training at national, state and IA/ Cluster level.
- Co-ordinate the performance based grant funding mechanism with states and ITIs

- Support state level capacity building and reform activities by creating model policy with regards to examinations and assessments, instructor recruitment and progression, instructor career progression
- Assist in undertaking quality assurance programs such as grading of ITIs
- Assist in creation of teaching and learning material
- Co-ordinate with National Instruction Media Institute, CSTARI and other CFIs in development of new training and learning materials for CTS and instructor training programs, including for distance education modules
- Support establishment of distance education program
- Continuously improve project appraisal, project monitoring policies and risk management strategies.
- Help in strategic development of the participating institutions
- Support institutional capacity assessment of DTEs and their workload to understand and augment the required capacity for implementing the project
- Support a Training Needs Assessment (TNA) exercise to identify training needs, development of a change management strategy, as well as staff recruitment at all levels
- Support the process of designing and conduct of tracer studies at National and State levels
- Support further development of NCVT MIS
- Interact with the stakeholders such as line department and ministries, Small and Medium Enterprises (SMEs), apprenticeship clusters, ITIs, ITI clusters, instructor training institutes, National Skill Development Agency (NSDA), National Skill Development Corporation (NSDC), Sector Skill Councils (SSCs), State government departments, Certification and Assessment Agencies, Employment Exchanges etc. to get their feedback on ongoing strategies and propose changes in the operational strategies, and quality standards.

b. Financial Management

- Build and strengthen capacities of finance officers in NPIU, and ITIs for implementation of agreed financial management procedures and system;
- Provide assistance to NPIU in coordinating receipt of quarterly information of un-audited Interim Financial Report (IIFRs) from the States / UT and preparation of consolidated quarterly IIFR for the project for submission to World Bank;
- Improve coordination with SPIUs and ITIs in tracking funds and expenditure;
- Oversee and provide support for timely release of funds and review the progress and expenditure, monitors the achievement against project indicators (DLIs)
- Contribute to adherence to FM aspects of Disclosure Management Framework of the project by NPIU.

c. Monitoring, Evaluation, and Reporting

- Provide support for strengthening mechanisms for collection of information and monitoring of targets based on key performance indicators, including through strengthening of the MIS system
- Assist NPIU and co-ordinate with SPIUs in monitoring and evaluating results of the project, against the targets projected in Institute Strategic Plans (ISPs) developed by ITIs and Industry clusters
- Support NPIU to review and track progress of implementation through a technology backed solution
- Support reporting and monitoring of DLIs and KPIs
- Consolidating and disseminating information on program progress in form of periodic implementation progress reports



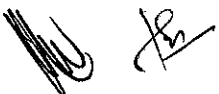
- Provide coordination support to NPIU for conducting workshops, seminars, conferences, bi-annual Joint Review Missions and interim missions from time to time
- Collect required information from the States and prepare documents for review missions and for other purposes as required by the NPIU
- Assist in the preparation of TORs for evaluation of different aspects of the project, and commission the evaluation and assure quality
- Help NPIU prepare quarterly progress report on some key inputs/outputs indicators
- Support the NPIU and SPIUs to facilitate and analyze tracer studies

Help with knowledge transfer and capability building to ensure sustainability

- Create best practice docket based on learnings from implementation of initiatives
- Conduct forums for sharing and dissemination of best practices between ITIs/IAs/States
- Design capability building modules for relevant stakeholders

In addition, tasks of the PMC team may include:

- Support the NPIU in following up the recommendations of Joint Review Missions and sharing feedback with State government counterparts;
- Support NPIUs in arranging workshops and trainings to facilitate cross-state sharing, and initiate dialogue and discussions on relevant issues/areas; as this will help in the development of policy framework.
- Periodic progress reports against agreed work plan to NPIU & the World Bank.
- Support as required for the successful implementation of the STRIVE program for the duration of the contract. This will also include visiting various states for coordination and project implementation activities during the contract period of the firm.



APPENDIX B - KEY EXPERTS

Name of Staff	Deployment Duration	Qualification	Position Assigned	Detailed Job description
Narayanan Ramaswamy	6 Months	<ul style="list-style-type: none"> • Post Graduate Diploma in Management (MBA) • Bachelor of Technology 	Program Leader	<ul style="list-style-type: none"> • Support the continuous improvement of the overall strategy for STRIVE. • Provide support in designing and implementation of Grant Agreements with Industry Apprenticeship Initiatives (IAIs) • Continuously provide inputs to improve project appraisal, project monitoring policies and risk management strategies. • Help in strategic development of the participating institutions • Conduct forums for sharing and dissemination of best practices between ITIs / IAIs / States.
Rit Chandra	36 months	<ul style="list-style-type: none"> ○ PhD in Planning Studies ○ MSc (Development Management) ○ Bachelor of Urban Planning 	Deputy Program Leader/ Team Leader	<ul style="list-style-type: none"> • Co-ordinate the performance based grant funding mechanism with states and ITI's • Support state level capacity building and reform activities by creating model policy with regards to examinations and assessments, instructor recruitment and

				<p>progression, instructor career progression</p> <ul style="list-style-type: none"> • Assist in undertaking quality assurance programs such as grading of ITIs • Assist in creation of teaching and learning material • Continuously improve project appraisal, project monitoring policies and risk management strategies. • Support a Training Needs Assessment (TNA) exercise to identify training needs, development of a change management strategy, as well as staff recruitment at all levels • Interact with various stakeholder at the National and State level. • Conduct forums for sharing and dissemination of best practices between ITIs/IAs/States
Dr Chandrasekar Balakrishnan	6 months	<ul style="list-style-type: none"> ○ Ph.D. ○ PG Diploma in Management ○ M.Tech., Applied Botany & Biotechnology ○ MSc Plant Sciences 	Skill Development Specialist	<ul style="list-style-type: none"> • Support the continuous improvement of the overall strategy for STRIVE. • Continuously assess the target population and design best strategies to

				improve apprenticeship training; labor market relevance of ITIs, provide strategic insights to improve efficiency of instructor training so that the program delivery can be aligned to the result areas
Ashok Kumar Ahuja	36 months	<ul style="list-style-type: none"> ○ Master of Pharmacy with specialization in Pharmacology ○ Bachelor of Pharmacy ○ Diploma in Pharmacy 	Apprenticeship Consultant - 1	<ul style="list-style-type: none"> • Support Capacity Development for Apprenticeship training at national, state and IAI/ Cluster level. • Setting up new or revising existing apprenticeship training programs in line with the specific needs of the participating firms (including development of curricula, enterprise training plans and TL material, assessment mechanism) • Capacity development (including infrastructure) of basic training providers (either apprenticeship training schools run by ICs, ITIs, or third-party basic training providers) • Establish and raise the standards of quality assurance of apprenticeship training with the participation of industry experts
Praveen Manikpuri	34 Months	<ul style="list-style-type: none"> ○ Post Graduate Diploma in Rural Management (PGDRM/MBA) (Rural Management) ○ BCA (Computer Application) 	Apprenticeship Consultant - 2	

				<ul style="list-style-type: none"> • Undertake training of trainers (e.g., company supervisors of apprentices and trainers in basic training institutions) and other stakeholders
Basant Kumar	36 Months	<ul style="list-style-type: none"> ○ Bachelor of Engineering in Mechanical Engineering ○ 4-Yrs Advanced Diploma in Tool & Die Making (Mechanical Engineering) 	Institutional Development Consultant -1	<ul style="list-style-type: none"> • Developing centralized admission process for ITIs • Establishing equivalence of ITI certificate with State Board Certificate • Reforms to encourage dual training
Ganapati Hegde	34 Months	<ul style="list-style-type: none"> ○ MS-Embedded System Design ○ Bachelor of Engineering-Electronics & Communication 	Institutional Development Consultant -2	<ul style="list-style-type: none"> • Recruitment norms and career progression policy for ITI trainers • Examination reforms • Constitution of IMCs (Industry Management Committees) • Establishment of State Apprenticeship Cell • Deepening relations with industry • Introducing new courses (long term or short term) • Mobilizing previously under represented and vulnerable groups, specially ST youth and females by

				<p>introducing tailored services and courses</p> <ul style="list-style-type: none"> • Strengthening pedagogical approaches for soft skills development • Strengthening employment promotion activities for graduating students (job fairs, application training, entrepreneurship training and support, etc.) • Improving income generating activities for enhanced sustainability • Improving facilities and management
Hemant Chadha	36 Months	<ul style="list-style-type: none"> ○ Chartered Accountant ○ Bachelor of Commerce 	Financial Management Consultant	<ul style="list-style-type: none"> • Build and strengthen capacities of finance officers in NPIU, and ITIs for implementation of agreed financial management procedures and system; • Provide assistance to NPIU in coordinating receipt of quarterly information of un-audited Interim Financial Report (IUFs) from the States / UT and preparation of consolidated quarterly IUFs for the project for

				<p>submission to World Bank;</p> <ul style="list-style-type: none"> • Improve coordination with SPIUs and ITIs in tracking funds and expenditure; • Oversee and provide support for timely release of funds and review the progress and expenditure, monitors the achievement against project indicators (DLIs) • Contribute to adherence to FM aspects of Disclosure Management Framework of the project by NPIU.
Dr Anoop Kumar Satpathy	36 Months	<ul style="list-style-type: none"> ○ PhD (Economics) ○ M. Phil (Economics) ○ M.A. (Economics) 	M&E Consultant -1	<ul style="list-style-type: none"> • Provide support for strengthening mechanisms for collection of information and monitoring of targets based on key performance indicators, including through strengthening of the MIS system • Assist NPIU and co-ordinate with

Dr Bijaya Kumar Sahu	36 Months	<ul style="list-style-type: none"> ○ PhD in Economics ○ MA in Sociology ○ MBA in Finance ○ MA in Economics 	M&E Consultant -2	<p>SPIUs in monitoring and evaluating results of the project, against the targets projected in Institute Strategic Plans (ISPs) developed by ITIs and Industry clusters</p> <ul style="list-style-type: none"> • Support NPIU to review and track progress of implementation through a technology backed solution • Support reporting and monitoring of DLIs and KPIs • Consolidating and disseminating information on program progress in form of periodic implementation progress reports • Provide coordination support to NPIU for conducting workshops, seminars, conferences, bi-annual Joint Review Missions and interim missions from time to time • Collect required information from the States and prepare documents for review missions and for other purposes as required by the NPIU • Assist in the preparation of TORs for
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				<p>evaluation of different aspects of the project, and commission the evaluation and assure quality</p> <ul style="list-style-type: none"> • Help NPIU prepare quarterly progress report on some key inputs/outputs indicators • Support the NPIU and SPIUs to facilitate and analyze tracer studies • Support further development of NCVT MIS
Akshay Bhatia	36 Months	<ul style="list-style-type: none"> ○ PGDM (MBA Equivalent) ○ MBA Exchange ○ B.E. (Computer Engineering) 	Support Consultant - 1	<ul style="list-style-type: none"> • Analysis of Secondary and Primary data collected by the PMC team.
Mahaveer Agarwal	36 Months	<ul style="list-style-type: none"> ○ PGDBM ○ B Tech Mechanical Engineering 	Support Consultant - 2	<ul style="list-style-type: none"> • Support the STRIVE PMC team in report writing.



1. Program Leader

1. **Proposed Position** Program Leader
 2. **Name of Firm** KPMG Advisory Services Private Limited
 3. **Name of Staff** Narayanan Ramaswamy
 4. **Date of Birth:** 13/06/1970 **Nationality:** Indian

5. Education:

Degree Obtained	Institution	Year
Post Graduate Diploma in Management (MBA)	Indian Institute of Management, Bangalore	1997
Bachelor of Technology	Thiagarajar College	1991

6. Membership in Professional Associations and Publications:

- Member of The Indus Entrepreneurs, TiE
- Member in Confederation of Indian Industries (CII)
- Member in Federation of Indian Chamber of Commerce and Industry (FICCI)
- Member in Retailer Association of India (RAI)
- Member in Students in Free Enterprise (SIFE)

7. Other Training: N/A**8. Countries of Work Experience:** India, Sri Lanka, Bhutan, Middle-East and Africa**9. Languages:** English, Hindi and Tamil**10. Employment Record:**

Period	Employer	Position Held
2003 – Present	KPMG Advisory Services Private Limited (KASPL)	Partner, National Head for Skilling and Education
2000 – 2003	Arthur Andersen	Manager
1997 – 2000	PwC	Senior Consultant

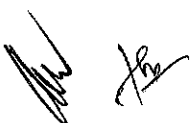
11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
<ul style="list-style-type: none"> • Support the continuous improvement of the overall strategy for STRIVE. • Provide support in designing and implementation of Grant 	<p>Name of assignment or project: Project Management Unit at Dept. of Technical Education (DoTE), Govt. of West Bengal Year: 2015 - 2017 Location: Kolkata Client: NSDC - Govt. of West Bengal (GoWB) Main project features: End to end project management support for (DoTE) including monitoring and evaluation of various central and state schemes, setting up of ITIs in PPP model, drafting criteria for vendor evaluations and creating and strengthening process and support systems for smooth functioning of the department and objectively achieve goals formulated by DoTE. Position Held: Engagement Partner (Project Leader) Activities Performed:</p>

<p>Agreements with Industry Apprenticeship Initiatives (IAls)</p> <ul style="list-style-type: none"> Continuously provide inputs to improve project appraisal, project monitoring policies and risk management strategies. Help in strategic development of the participating institutions Conduct forums for sharing and dissemination of best practices between ITIs / IAls / States. 	<ul style="list-style-type: none"> Participated in brainstorming sessions with key stakeholders to define tangible goals and objectives of the intervention and provide inputs to formulate the Results Chain. Provided guidance on legal and regulatory framework to carry out strategic initiatives in technical education. (For example privatization of ITI's, capacity expansion in the PPP model and setting of Skills University) Identified all possible PPP models that can be considered to improve the quality of training and present Value for Money (VfM) for GoWB. Conceptualized the overall blueprint for 510 Advanced Vocational Training Centers and 100 ITI's operating model under PPP route, transactions structuring to achieve better quality and reach Adopt international best practices in vocational education and adopt them to the Indian context. Oversaw end to end bid process management for selection of vendors required by the DoTE. Designed the draft templates and documents for PPP Transaction such as, Request for Qualification (RFQ), Request for Proposal (RFP) and Draft Concession Agreement Forged industry partnerships and alliances for placements, training, content development, endowment contributions etc. (For example Maruti, Samsung, Royal Enfield for CSR-linked training at existing ITI's) <p>Drafted guidelines based on Results Based Framework for supporting monitoring and evaluation on the ongoing projects</p> <p>Name of assignment or project: Capacity Building of National Skill Development Agency: NSQF operationalization in 8 states by capacity building of state skill mission and other departments Year: 2015 – 2016 Location: New Delhi Client: Asian Development Bank Main project features: NSQF rollout and capacity building in 8 states Position Held: Engagement Partner (Project Leader) Activities Performed:</p> <ul style="list-style-type: none"> Provided extensive capacity building support for rollout of NSQF training programmes in states and central ministries through a structured workshop series for respective stakeholders. Developed training and evaluation content for the workshops and a self-learning IT enabled tool for learning and knowledge sharing Steered awareness and sensitization workshop about the NSQF and Qualification Files in the states and ministries for NSQF implementation Consulted multiple stakeholders (scheme implementing bodies and international donor agencies) to understand current monitoring and evaluation practices Assessed current monitoring and evaluation practices, study international reference cases and develop a common minimum M&E framework based on skilling schemes in India after developing an understanding of the current skilling landscape <p>Recommended a prescriptive terms of reference for conducting labor market studies</p> <p>Name of assignment or project: Punjab State Skill Development Mission/ National Skill Development Corporation Year: 2015-16</p>
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	<p>Location: Punjab Client: Punjab SSDM/ National Skill Development Corporation Main project features: To provide for State Skill Development Mission, an organization created within the Government to formulate and steer various skill development schemes and to bring necessary synergy, oversight, convergence and effective coordination in the implementation of various skill development schemes across the Departments Position Held: Engagement Partner (Project Leader) Activities Performed:</p> <ul style="list-style-type: none"> • Devised the operational blueprint and a detailed roadmap of the SSDM, including defining key functions and powers of the Governing Council, State Steering Committees, State Executive Committee, District Executive Committee, SPMU and DPMU and also clearly defined roles and responsibilities in a complex multi stakeholder environment • Provided strategic direction for partnering with various Central Government Ministries/Agencies, NSDC, SSCs, State Government Departments/Agencies and any other organization for effective implementation of various skill development Initiatives • Suggested innovative methods for an effective student mobilization process including focused awareness building campaigns. Holding camps and registration at village/ward level for identification of candidates and Batch formation based on counseling by the training partners • Led the design of annual operating plans (AOPs), standard operating procedures (SOPs), reporting structures and process and fund flow mechanisms • Formulated a methodology for target allocation and design a robust monitoring plan with tangible variables for meeting targets • Mobilised funds through focused outreach campaign and evolve a CSR strategy to lead multiple initiatives to channelize funds into the skilling ecosystem. As part of this Narayanan has overseen multiple efforts for setting up of Multi Skill Development Centers (MSDCs) and create better industry – ecosystem linkages. • Prepared quarterly and annual briefing for the project management committee.
	<p>Name of assignment or project: PMU for National Urban Livelihood Mission (NULM) at NSDC Year: 2014 - Ongoing Location: New Delhi Client: National Skill Development Corporation (NSDC) Main project features: NSDC has been appointed as fund manager for NULM, by Ministry of Housing & Urban Poverty Alleviation (MoHUPA). NSDC as fund manager implements NULM scheme across the states through its 'Training Partners', wherein funds for the same is transferred to NSDC by participating states. Position Held: Engagement Partner (Project Leader) Activities Performed:</p> <ul style="list-style-type: none"> • Liaisoned with 13 states for implementation of NULM scheme in partnership with NSDC • Devised target allocation methodology across sectors and urban local bodies based on skill gap reports, candidate mobilization,

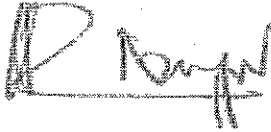
	<p>curriculum design, assessment and certification, placement linkage, MIS etc.</p> <ul style="list-style-type: none"> • End to end monitoring of the scheme including technical support for planning, management, monitoring and reporting on the parameters identified during the project inception • Prepared evaluation criteria for selection of training partners and manage entire on-boarding process • Liaisoned with SSCs to assist States in finalization of courses, syllabi and normative training fees, alignment of courses and curriculum to NSQF guidelines <p>Name of assignment or project: Monitoring & Evaluation for National Skill Development Corporation (NSDC) Training Partners and Implementation of Pradhan Mantri Kaushal Vikas Yojna (PMKVY) Year: Nov 2015 (ongoing) Location: Delhi, India Client: National Skill Development Corporation Main project features: NSDC has - training partners who offer training to students in various sectors/trades. Apart from imparting training through its regular partners, NSDC is also implementing PMKVY and UDAAN scheme. Position Held: Engagement Partner Activities Performed:</p> <ul style="list-style-type: none"> • Overall supervision of the teams working on various schemes, client interaction and stakeholder management across value chain, review of deliverables/documents, resource planning, monitoring of progress and relevant updates, project management etc. <p>Name of assignment or project: Detailed Project Report (DPR) for developing state of art Skill Development Institute at Vizag Year: Nov 2016- Feb 2017 Location: Vishakhapatnam, Andhra Pradesh Client: Andhra Pradesh State Skill Development Corporation (APSSDC) Main project features: Andhra Pradesh State Skill Development Corporation (APSSDC) commissioned the study to preparation a Detailed Project Report (DPR) for setting up a Skill Development Institute (SDI) at Vizag. Position Held: Engagement Partner Activities Performed:</p> <ul style="list-style-type: none"> • Identified the critical success factors for setting up the proposed centre • Selected the key sectors/ trades important for proposed SDI based on "Sector Competitiveness Index" • Developed a conceptual blueprint for establishment of the SDI including a plan to establish the following Centres of Excellence at SDI, Vizag – Hydrocarbon, Construction & Building Services, Renewable Energy, Driver Training • Created an Operational Plan and Financial Model and costing analysis per student per hour for the proposed institute in order to attain self-sustainability. • Suggested a roll out strategy along with an actionable plan to develop the campus in a phased manner • Suggested an ecosystem within the SDI to enable it as an independent and self- sustaining organization within initial few years of roll out.
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	<p>Name of assignment or project: Development of National Occupational Standards (NOS) for multiple sectors Year: 2012-2015 Location: New Delhi Client: Respective Sector Skill Councils – Rubber, Capital Goods, Telecommunication, Logistics, Life Sciences and BFSI Main project features: Assessing the market/ industry needs for Occupational Mapping and Functional Analysis of occupations across various sectors Position Held: Engagement Partner (Project Leader) Activities Performed:</p> <ul style="list-style-type: none"> • Developed National Occupational Standards, for Rubber, Telecommunication, Capital Goods, Logistics, Life Sciences, BFSI sectors amongst others • Engaged with various industry stakeholders across Large/Medium/Small industries to understand existing requirements of employers • Drafted questionnaire and solicited above information from the respondents through a survey • Carried out occupational mapping of the sector based on extensive discussion with the industry and subsequently conduct functional analysis for identified job-roles to develop NOSs • Conducted industry validation of developed NOSs <p>Name of assignment or project: State Skill Gap Study covering 6 Indian States and 24 key sectors Year: 2012-14 Location: Pan India Client: National Skill Development Corporation Main project features: Surveyed and analyzed 24 key sectors and 6 states for mapping youth aspiration and conduct studies to estimate incremental manpower Position Held: Engagement Partner (Project Leader) Activities Performed:</p> <ul style="list-style-type: none"> • Developed strategy and design for conducting one of the firsts comprehensive skill gap studies conducted in India • Planned, structured and coordinated for the baseline surveys to understand current status quo • Identify and prepare a list of qualitative and quantitative variables to analyses during the course of the study • Devised the sampling methodology, sign off on sample size and data collections tools for the study. • Captured the feedback and recommendations to understand the expectations and aspirations of the students • Conducted extensive interviews, survey & focused group discussions across Large/Medium/Small industries to identify their current & future skills requirements and barriers to the access of skilled resources • Drew up a list of tangible actionable for bridging the Skill Gaps identified during the study • Geospatial analysis of the industrial and livelihood market, policy recommendations for government to improve upon the skill training infrastructure in the state, identification of district level key employment generating activities
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13. Certification:

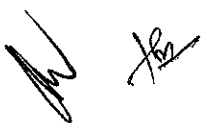
I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.



Signature of staff member
Full name of staff member:

Date: 24/10/2017

Day/Month/Year
Narayanan Ramaswamy



2. Deputy Program Leader/ Team Leader

1. **Proposed Position** Deputy Program Leader/ Team Leader
 2. **Name of Firm** Independent Consultant
 3. **Name of Staff** Rit Chandra
 4. **Date of Birth:** 07/02/1980 **Nationality:** Indian

5. Education:

Degree Obtained	Institution	Year
PhD in Planning Studies	University College London (UCL), London, UK	Expected 2017
MSc (Development Management)	London School of Economics & Political Science (LSE), London, UK	2004
Bachelor of Urban Planning	School of Planning & Architecture (SPA), Delhi, India	2001

6. Membership in Professional Associations and Publications:

- Life Member of International Society of City and Regional Planners (ISOCARP)
- "Urban India: Comparing Mumbai, Delhi, Kolkata and Bangalore" [with Philipp Rode]. Paper accepted for publication at 9th World Congress of Metropolis Conference, October 2008.
- "Integrated City Making. Governance, planning and transport in Mumbai, Delhi, Kolkata, Bangalore, London, Berlin, New York and Johannesburg comparative study" [with Philipp Rode et. al], Urban Age (London School of Economics), 2008.
- "Education, Gender and Labour Markets - a South Asian perspective" [with Sukti Dasgupta], published by the UNESCO in an edited volume, 2005.
- "Skill Training For Decent Work - Why the Informal Sector in India got left behind". Masters dissertation, LSE, September 2004.
- "Processes of Squatting & Rehabilitation: A Case of Delhi", ITPI Journal, 21:1 (2003) 25-35.
- "Policy Framework, Guidelines for Squatter Resettlement". B.Plan thesis, SPA, May 2001.
- "Natural Disaster Management: Concepts, Tools & Technologies". Paper presented at National Awareness Workshop by SPA & National Council for Disaster Management in 2000.

7. **Other Training:** Completed UNDP-Yale University Public Private Partnership for the Urban Environment (PPPUE) training programme in 2001

8. **Countries of Work Experience:** India, United Kingdom

9. **Languages:** English, Hindi, Bengali, Urdu

10. Employment Record:

Period	Employer	Position Held
Jun 2008 – May 2012	International Labour Organisation, New Delhi (India)	Consultant (Skills and Employment)
Feb 2007 – May 2008	London School of Economics, London (UK)	Researcher
Nov 2004 – Jul 2006	International Labour Organisation, New Delhi (India)	Researcher
Mar 2004 – May 2004	Overseas Development Institute, London (UK)	Consultant
Dec 2001 – Oct 2002	School of Planning and Architecture, New Delhi	Researcher

Jun 2000 – Aug 2000	Infrastructure Professionals Enterprise, New Delhi	Researcher
Jun 1999 – Aug 1999	Transport Planners Associates, New Delhi	Researcher

11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
<ul style="list-style-type: none"> • Co-ordinate the performance based grant funding mechanism with states and ITI's • Support state level capacity building and reform activities by creating model policy with regards to examinations and assessments, instructor recruitment and progression, instructor career progression • Assist in undertaking quality assurance programs such as grading of ITIs • Assist in creation of teaching and learning material 	<p>Name of assignment or project: Development of National Employment Policy Year: 2008 Location: New Delhi Client: Government of India (GOI) Main project features: A National Technical Consultation on Employment Policy for India was held in May 2008 with participation from all major tripartite stakeholders including the Minister, Labour and Employment, major trade unions, and employers' representatives. The Consultation focused on economic and labour market policies and discussed recommendations to mainstream employment into macro policy as well as a sector-focused approach to increase total employment absorption while maintaining high levels of productivity. The Consultation decided that working groups be constituted to go into specific policy areas. Position Held: I was invited to be a member of the skills development working group. Activities Performed:</p> <ul style="list-style-type: none"> • Participated in multiple meetings of the working group. • Wrote the final report of the working group, submitted to the Ministry of Labour and Employment, Government of India.
	<p>Name of assignment or project: Formulation of National Skills Development Policy Year: 2008 Location: New Delhi Client: Government of India Main project features: In 2009 the Government of India adopted the National Skills Development Policy (NSDP) as a framework for securing a skilled workforce that meets the needs of employers, boosting training capacity to over 10 million trainees a year, and increasing participation in the labour market of traditionally excluded groups. The ILO was requested by the GOI to provide technical assistance to develop the NSDP. Position Held: I was a member of the ILO team that facilitated the development of the NSDP. Activities Performed:</p> <ul style="list-style-type: none"> • As part of the ILO team, I facilitated multi-stakeholder consultations, shared international experience, and advocated the use of international labour standards as benchmarks for formulating the national policy. • Co-authored the final report that the ILO submitted to the GOI.
	<p>Name of assignment or project: Creation of a National Skills Qualification Framework (NSQF) framework for India Year: 2011 Location: New Delhi Client: Government of India</p>

<ul style="list-style-type: none"> Continuously improve project appraisal, project monitoring policies and risk management strategies. Support a Training Needs Assessment (TNA) exercise to identify training needs, development of a change management strategy, as well as staff recruitment at all levels Interact with various stakeholder at the National and State level. Conduct forums for sharing and dissemination of best practices between ITIs/IAls/States 	<p>Main project features: The National Skills Qualifications Framework (NSQF) was notified in 2013. The World Bank and ILO provided technical support to the Ministry of Labour and Employment in the preparation of the NSQF.</p> <p>Position Held: I was a member of the ILO team that facilitated the development of the NSQF.</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> As part of the ILO team, I facilitated multi-stakeholder consultations, and shared international experience with the Government of India. Within the ILO, I also provided research support to the authors of the report containing specific policy recommendations that was submitted to the GOI. <hr/> <p>Name of assignment or project: Development of a Labour Market Information System (LMIS) for India Year: 2011-12 Location: New Delhi Client: Government of India</p> <p>Main project features: The Government of India and ILO created a National Skills and TVET Data Working Group which met multiple times between 2011-12 to establish a technical knowledge and issues base to facilitate the ultimate creation of a LMIS. This Working Group was headed by the Director General (Employment and Training) from the Ministry of Labour and Employment.</p> <p>Position Held: I was a member of the ILO team that participated in the working group.</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> To create a discussion base, the ILO undertook a study/environmental scan of the current sources of skills development data. I provided the principal research support to the Senior Skills Specialist at the ILO who created the document. <hr/> <p>Name of assignment or project: Implementation of two 4-year pilot projects for livelihood development in two Indian states under GOI Skills Development Initiative Year: 2008-12 Location: New Delhi and Firzoabad (Uttar Pradesh) Client: Government of India</p> <p>Main project features: The NSDP 2009 initiated a shift to modular vocational training delivery with an emphasis on learning outcomes tested via the attainment of competencies. Given its vast technical and international experience, the ILO was requested by the Government of India to run three pilot vocational training projects to provide a best practice model that the Government could learn from and subsequently replicate on its own.</p> <p>Position Held: Consultant</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> Identified ecosystem of 10 training providing agencies, 40 master trainers to perform training of trainers, and over 100 individual trainers from existing cluster workforce. Identified and established partnerships, at state and national levels, with 10 government agencies, 10 elected representatives, 5 major industries, 3 industry associations, 5 worker bodies, and 10 high-level experts to obtain multi-level, cross-cutting buy-in for the pilots.
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	<ul style="list-style-type: none"> • Developed, in collaboration with experts, competency levels for outcome-based training in 6 trades across the domestic work and glassware clusters, along with detailed curricula and training materials for each trade. Organised two-stage peer-review of all content by 20 trainers, and 10 representatives from government, industry, and workers associations. • Developed in-training monitoring metrics and post-training evaluation framework and supervised their deployment in the field. Tracked post-training employment for 200 trainees leading to modification of curriculum and delivery systems. • Supervised development of a prototype digital chip-based updatable 'skills card'. The card was designed as a portable, updatable solution enabling verification of qualifications, skills, and experience of low-literacy vocational tradesmen by prospective employers. <p>Name of assignment or project: Development of technical and business plans for the creation of the national Handicrafts and Handlooms Sector Skill Council (SSC) Year: 2012 Location: New Delhi Client: National Skills Development Corporation Main project features: Subsequent to the successful completion of the 4-year pilot vocational training project in the glassware handicraft sector in Firozabad, the NSDC requested the ILO to facilitate the creation of a Sector Skills Council (SSC) for the handicrafts sector. Position Held: Consultant. I had sole charge of the project from inception to submission of the creation proposal to the NSDC. Activities Performed:</p> <ul style="list-style-type: none"> • Conducted a sector scan to identify major ministries, public sector organisations, large and small private firms, trade union partners, and area experts with a significant influence in the handicrafts sector. • These partners were then brought on-board the project over the next few weeks through multiple personal one-on-one meetings with Secretary-level officers, CEOs of private and public sector companies involved in the handicrafts sector, trade union leaders etc., explaining the concept and benefits of the SSC, which was a brand new concept in the Indian vocational training landscape. • Organised two national workshops with participation from over 50 stakeholders from across India to discuss the modalities of establishing the SSC. As a result of these two workshops, the founder members of the SSC were finalised. • Created the technical and financial proposals (in the standard NSDC approved format) for the creation of the SSC which sequenced in detail the major sub-sectors that would be green-lit for intervention and the timeline and budget for the various activities. • The SSC was created in 2013 and is currently operational. <p>Name of assignment or project: Post-project evaluation of the ILO-UNDP Alternative Livelihoods Project (ALP) Year: 2008 Location: Tamil Nadu and Kerala Client: United Nations Team for Recovery Support (UNTRS) Main project features: As part of the recovery and rehabilitation efforts in the wake of the 2004 Asian tsunami, the ILO and UNDP, under overall coordination by the UNTRS, conceived and ran multiple vocational</p>
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	<p>training and entrepreneurship development programs in affected districts of Tamil Nadu and Kerala.</p> <p>Position Held: Consultant</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> • Spent a month travelling to multiple projects in Tamil Nadu and Kerala and interviewing beneficiaries, teachers and trainers at the ITIs where the beneficiaries had been trained, and other stakeholders (such as banks, local enterprises, and trade unions) to obtain qualitative and quantitative data about individual programs. • Using the above data I assessed the effectiveness of individual ITIs in addressing beneficiary training and entrepreneurship aspirations as well as the relevance of the training to local industry requirements. • Also wrote a 10-step global strategy guide to project implementation for disaster rehabilitation for the ILO.
	<p>Name of assignment or project: Creation of the urban governance knowledge base for the Urban Age India Conference (Mumbai 2007)</p> <p>Year: 2007-2008</p> <p>Location: London, UK</p> <p>Client: London School of Economics (LSE)</p> <p>Main project features: At the LSE I worked at the Urban Age project, an international investigation of cities that, since 2005 has studied the social, economic, and spatial dynamics of megacities such as Delhi, London, Mumbai, Shanghai, New York etc.</p> <p>Position Held: Researcher</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> • I created the knowledge database for the cities of Delhi, Bengaluru, and Mumbai from secondary data sources and interviewing prominent stakeholders (such as Principal Secretaries of various state Town Planning departments, CEOs of parastatals, and academics) involved in urban governance and management in the three cities • I was part of the LSE team that organised the inaugural international Urban Age Conference held in Mumbai in 2007. The conference was attended by over 250 global leaders from 15 countries.
	<p>Name of assignment or project: A Study of Administrative Control over urban local bodies in the states of UP & MP (India)</p> <p>Year: 2001-2002</p> <p>Location: Uttar Pradesh and Madhya Pradesh</p> <p>Client: UNDP</p> <p>Main project features: This project was a primary investigation carried out over six months to evaluate the effectiveness of urban governance structures in various urban local bodies in the two states of UP and MP.</p> <p>Position Held: Researcher</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> • Under supervision of the project head, I managed a team of 10 field researchers in UP and 7 researchers in MP including coordinating and sequencing research, managing project finances, and troubleshooting. • I was also in-charge of qualitative and quantitative data analysis and co-authored the final report submitted to the UNDP.

13. Certification:

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



Signature of staff member
Full name of staff member:

Date: 24/10/2017
Day/Month/Year
Rit Chandra



3. Skill Development Specialist

1. **Proposed Position** Skill Development Specialist
 2. **Name of Firm** Independent Consultant
 3. **Name of Staff** Dr. Chandrasekar Balakrishnan
 4. **Date of Birth:** 24/11/1965 **Nationality:** Indian

5. Education:

Degree Obtained	Institution	Year
Ph.D.	Indian Institute of Technology, Delhi	2005
PG Diploma in Management	Maastricht School of Management, Netherlands	2005
M.Tech., Applied Botany & Biotechnology	Indian Institute of Technology, Kharagpur	1992
MSc Plant Sciences	Bharathidasan University, Tiruchirappalli, Tamil Nadu	1989

6. Membership in Professional Associations and Publications:

- Life Member, World Renewable Energy Congress
- Member, Indian Society for Solar Energy
- Founding & Expert Member, Committee on Forests & Climate Change, Ministry of Environment

7. Other Training: N/A**8. Countries of Work Experience:** India, Europe, Africa – Botswana, Ethiopia, Rwanda, Djibouti, Vietnam, Malaysia, Mongolia, Nepal, Sri Lanka, Uzbekistan**9. Languages:** English, Hindi**10. Employment Record:**

Period	Employer	Position Held
Dec 2016 – Present	UNESCO - Regional Centre for Biotechnology, Faridabad, New Delhi, DBT, Govt. of India	Registrar
Aug 2009 - Dec 2016	IL&FS Education & Technology Services Ltd; IL&FS Skills Development Corporation Ltd.; IL&FS SEEDS	Vice President & Sr. Education Specialist; Member on Board
Apr 2008 - Aug 2009	Grant Thornton International	Vice President
Jan 1997 - Apr 2008	Educational Consultants India Ltd. [EdCIL], Govt. of India	Head & Dy. Manager, Technical Assistance Department
Jun 1995 - Nov 1996	Environment Education Centre, a Regional Resource Centre of the Ministry of Environment & Forests, Govt. of India	Project Officer
1992 - 1995	PRADAN (NGO funded by Ford Foundation, NOVIB & the Netherlands Foundation)	Project Executive

11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
	Name of the assignment or project: Design and Development of National Strategy for establishment of ITI based on PPP model

<ul style="list-style-type: none"> • Support the continuous improvement of the overall strategy for STRIVE. • Continuously assess the target population and design best strategies to improve apprenticeship training; labor market relevance of ITIs, provide strategic insights to improve efficiency of instructor training so that the program delivery can be aligned to the result areas 	<p>Year: Feb 2012 to Jan 2013 Location: India Client: Government of India, DGET & Planning Commission Main project features: Position Held: Expert Member from IL&FS Skills (JV of NSDC & IL&FS) Activities Performed:</p> <ul style="list-style-type: none"> • Review of technical and vocational education system in the country and functioning of ITI in the govt. and non govt. space. • Review the short and long duration programmes along with the relevance of trades and effectiveness of organizational structure. • Conduct consultation process for development of PPP framework for addressing the key issues of national level skill issues. Develop a financial model for incentivising the TVET service providers for the services offered.
	<p>Name of the assignment or project: Establishment of an ITI in UP in partnership with Govt. of UP under CSR funding (a PPP model ITI) Year: Location: Feb 2012 to July 2012 Client: Govt. of UP with CSR funding support from RINL (a Govt. of India undertaking) Position Held: Technical & Vocational Education Expert Main project features: Activities Performed:</p> <ul style="list-style-type: none"> • Review of ITI in the state and national system with context of organization and management towards sustainability • Preparation of Detailed Project Report and Master plan for establishment of an ITI in the state of UP. • Formulation of plans for design and delivery of trades that are employable, & linkages and affiliation with NCVT and SCVT • Preparation of financial plan and organizational structure towards sustainability including human resources. • Prepare operational management plan for the ITI and facilitate running and conducting trades.
	<p>Name of the assignment or project: Preparation of Policy Papers, Drafting of Concept for National Vocational Education Qualification Framework (NVEQF) Implementation by Service Providers Year: March 2012 – Dec 2013 Location: India Client: Government of India (AICTE, MHRD) & ISDC (JV of NSDC & IL&FS Education) & Department Of Technical Education, Government of Himachal Main project features: Policy paper on NVEQF implementation by the vocational education service providers Position Held: Expert Member – Technical and Vocational Education Activities Performed:</p> <ul style="list-style-type: none"> • Review of NVEQF Scheme for design and implementation at the state and regional level • Identify possible scope for polytechnics, ITIs and Skill Service providers in design and implementation of the scheme • Draft partnership model for Institute-Industry-Service Provider interaction • Plan lab infrastructure for skills training under the NVEQF model • National and International collaborations with international partners



	<p>for quality improvement and preparation of National Occupational Standards.</p> <p>Name of the assignment or project: Evaluation of Technical Assistance Component of DFID's Education Sector Portfolio in India (funded by DFID, 2015) Year: Jan, 2015 to Mar, 2016 Location: India Client: DFID, India & UK Position Held: India Education Sector Specialist Main project features: Evaluation of DFID's education sector portfolio in India Activities Performed:</p> <ul style="list-style-type: none"> • Review of India's education sector system including review of primary and secondary education systems, national level programmes relevant to India's rural and remote locations. • Formulated detailed evaluation design including indicators for the evaluation questions, sample size and sampling methodology and sources for information • Designed a detailed methodology for collecting data, reporting on the indicators, tools to be used, stakeholder involvement and support required • Implemented plan and timelines for mid-term, end-term reports • Conduct field survey, review and assessment of systemic needs, gaps, ICT resource needs at all levels • Reviewed Teacher Training and Education system, teacher learning resources, assessment and policy issues at the national and regional level.
	<p>Name of the assignment or project: Establishment of ICT Systems in the Schools of India for various State Governments Year: May 2011 – Sept 2012 Location: India Client: Department of School Education, Govt.(s) of Haryana, HP, Gujarat, and Jharkhand Position Held: Education Sector Specialist Main project features: Activities Performed:</p> <ul style="list-style-type: none"> • Review of ICT systems in existing Government school in the rural and semi-urban areas • Review of the state policy for school education and relevance in the system meeting the national objectives. • Identify the gaps in the teaching and learning process. • Suggestions and recommendations for implementation of ICT in Schools. • Implement the students use technology lead by teachers and introduction of hands-on use of productivity software for tutorial and self-learning. • Establishment of Virtual Learning Environment in the schools & application of innovative teaching learning products.
	<p>Name of the assignment or project: Development of National level Skills Training Programmes for Engineering & Technology Sector including IT, ITES Sector Year: March 2011 to Jan 2012 Location: India</p>

	<p>Client: Govt. of India & ISDC (JV of NSDC & IL&FS Education) Position Held: Education Planning Expert Main project features: Activities Performed:</p> <ul style="list-style-type: none"> • Review of skill development sector covering Engineering & non-Engineering trades covering Welding, Fabrication, IT & ITES education & training programmes in the state and the Policy prepared by the Dept. of IT. • Assess the employment potential in the IT & ITES sector across the employment potential in the Govt., private and service sector industries. • Designed and developed short skill programmes for IT & ITES sector in line with the National Skills Policy. Provided guidelines for manpower training and employment within the state and outside the state. • Establishment of IT Skill Resource Centre for employment oriented skills training for school drop outs, graduates and post graduates along with placement linkages in employment sectors. • Skill training for women was key focus for employment in the IT & ITES sectors. Provided inputs for establishment of Rural BPO Centres with focus to local employment potential. <p>Name of the assignment or project: Preparation of 12th 5 year Plan for School Education & Teacher Training Year: March 2011 – Dec 2011 Location: Client: Ministry of Human Resource Development, Govt. of India Main project features: Position Held: Member, School Education Sub-Committee Activities Performed:</p> <ul style="list-style-type: none"> • Review of Education & Teacher Education Policy & past 5 year Plans • Review of Education Infrastructure & Resources in the schools of semi-urban and rural areas • Review of Teacher Education resources including teacher training institutes available in the states, regions and national level • Review of Financial budgets, resources for education aids, ICT resources, teacher learning resources for schools across India • Preparation of Draft 5 Year Plan for the School Education & Teacher Education resources • Inputs for Financial budgets & provisional for education resources, school buildings, additional resources, education aids and innovative budgets for improvement of education at the rural India. <p>Name of the assignment or project: Feasibility Study for Establishing Teacher Training Institution for the Department of Education, Govt. of Bihar Year: Sept 2008 to Jan 2009 Location: India Client: Govt. of Bihar Position Held: Expert in Education Policy & Planning Main project features: Activities Performed:</p> <ul style="list-style-type: none"> • Review of School education system and teacher training system along with the institutions in the state. • Review the State Education policy and the key issues concerning the
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	<p>teacher education.</p> <ul style="list-style-type: none"> • Analysis of the supply demand and requirements of teacher training in the key institutions managed by the govt. and private sector. • Preparation of DPR for new Teacher Training Institutions and recommendations for the establishment to meet the needs & demands of Universal Elementary Education. • Introduction of new in-service and pre-service teacher training programmes in the state. <p>Name of the assignment or project: ICT at Schools (ADB funded project to the Govt. of Uzbekistan) Year: Dec 2006 – April 2007 Location: Uzbekistan Client: Ministry of School Education, Govt. of Uzbekistan Main project features: Position Held: Education Sector Specialist Activities Performed:</p> <ul style="list-style-type: none"> • Review of ICT at the schools of country, School Education Systems including the education policy with specific context to the application of ICT • Preparation of ICT policy for Country in the context of technology enabled learning • Preparation of ICT resources for English, Maths, Science and Uzbek based on ICT platform • Review of the ICT resource plan for the schools in national and rural schools & preparedness for schools to seamlessly implement the same • Review and Conduct Teacher training in the use and application of the ICT at the schools at all levels. • Training of teachers in the use and application and continual development, upgradation of resources as per the needs and demands • Setting up Cluster Leader Schools in the use and ICT resources for content development, upgradation and teacher training <p>Name of the assignment or project: Review of Technical and Vocational Programmes under the DGET in the States of Bihar, Rajasthan, MP, and UP (Funded by World Bank) Year: July 2003 to Sept 2004 Location: India Client: EdCIL Position Held: Institutional Planning & TVET Specialist Main project features: Activities Performed:</p> <ul style="list-style-type: none"> • Review of technical and vocational education system and the policy prepared by the Dept. of Labour & Employment. • Assess the employment potential in the manufacturing and production related industries for employment. • Assess the skill requirement in select industries and demand supply gap in the sector. • Review of Certificate and Diploma programmes offered by ITIs managed by state Govt. and CTI Scheme of Labor & Employment. • Conduct national level survey in select states on the student enrolment, choice of programmes of study in the ITI, with respect to the geographic location, employment sectors in the region and
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	<p>across the sectors.</p> <ul style="list-style-type: none"> • Review and assessment of employment demand sectors and training needs of the industries, entrepreneurship intensive sectors for the ITI programmes offered in the region. • Preparation of Project report on the status of utilization and effectiveness of ITIs managed by the Govt. (under the purview of DGET) and private sector ITIs. The status of supply demand for ITI <p>Name of the assignment or project: Feasibility Study for Establishment of Centres of Excellence in Technical & Vocational Education in Bihar Year: May 2002 to Jan 2004 Location: India Client: Govt. of Bihar Main project features: Position Held: Team Leader & Vocational Education Planning Expert Activities Performed:</p> <ul style="list-style-type: none"> • Review of ITI education system in the state of Bihar, conducted focussed group discussions with key stakeholders to understand the gaps, issues in the ITI education and training needs. • Assess the existing training facility available in the ITIs including the resource availability • Identify the best performing ITI for upgrading, positioning to the Centres of Excellence with additional training resources, quality of learning resources, faculty upgradation and key parameters for providing autonomy to ITIs with the aim to make vocational education accessible • Assessment of resource facility for providing connectivity to all ITIs for making available teaching learning accessible. <p>Name of the assignment or project: Preparation of Education Sector Policy Year: Feb 2000 – Dec 2000 Location: India Client: ADB & UNICEF Main project features: Position Held: Education Sector Specialist Activities Performed:</p> <ul style="list-style-type: none"> • Review the Education Policy in the Asian Region covering, UNESCO operations in Bangladesh, Bhutan, Sri Lanka and Nepal • Compilation of Education policies in the context of Asian Region • Review of Educational outcomes with specific reference to the School Education at the Primary & Secondary level • Preparation of compendium on School Education Policy of various states & regional level education sector training plans • Preparation of status of Teacher Training institutions in Low Income States and low performing states <p>Name of the assignment or project: Implementation of District Primary Education Programme (DPEP) – “Education for All” (now the National Mission of Primary Education) Year: Dec 1998 – Jan 2000 Location: India Client: Ministry of Human Resource Development, Govt. of India (funded by the Govt. of India, World Bank & DFID) Position Held: National Project Manager Main project features: Implementation of “Education for All” scheme</p>
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	<p>Activities Performed:</p> <ul style="list-style-type: none">• Executed planning, budgeting, School Infrastructure & Teacher Training & related training programmes of teacher training, curriculum development, policy level interactions on access and retention of school children in the schools.• Planning national level and regional level workshops on various themes – teacher training, assessment & evaluation, MIS, education infrastructure, planning & budgeting for state and regional level and theme based budgets for quality improvement.
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13. Certification:

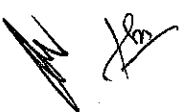
I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.



Signature of staff member
Full name of staff member:

Date: 24/10/2017

Day/Month/Year
Dr. Chandrasekar Balakrishnan



4. Apprenticeship Consultant – 1

1. **Proposed Position** Apprenticeship Consultant – 1
 2. **Name of Firm** Independent Consultant
 3. **Name of Staff** Ashok Kumar Ahuja
 4. **Date of Birth:** 02/06/1959 **Nationality:** Indian

5. Education:

Degree Obtained	Institution	Year
Master of Pharmacy with specialization in Pharmacology	Bangalore University	1983
Bachelor of Pharmacy	Delhi University	1981
Diploma in Pharmacy	Govt. College of Pharmacy, Pusa, New Delhi	1978

6. Membership in Professional Associations and Publications:

- Member-Indian Pharmacy Graduates' Association
- Member-Indian Hospital Pharmacists' Association
- Indian Society for Technical Education
- Registered Pharmacist-Delhi Pharmacy Council

7. Other Training:

- Effective implementation of Apprenticeship Act, 1961
- DOEACC module I
- Short term course in ICT

8. Countries of Work Experience: India, Oman**9. Languages: Hindi, English****10. Employment Record:**

Period	Employer	Position Held
Mar 2007 – Jun 2017	Directorate of Technical Education H.P., Sunder Nagar, Himachal Pradesh, India	Joint Director
Jul 1999 – Mar 2007	Directorate of Technical Education H.P., Sunder Nagar, Himachal Pradesh, India	Served as Principal in various Polytechnics of Himachal Pradesh
Jul 2005 – Mar 2007	Directorate of Technical Education H.P., Sunder Nagar, Himachal Pradesh, India	Officiating Principal of Govt. B. Pharmacy College, Rohru, Himachal Pradesh
Apr 1992 – Jul 1999	Directorate of Technical Education H.P., Sunder Nagar, Himachal Pradesh, India	Head of Pharmacy Department in various Polytechnics of Himachal Pradesh
Sept 1988 – Apr 1992	Maharaja Agrasen Technical Institute, Agroha, Haryana, India	Sr. Lecturer and later on as Principal from June 91 to March 92
Dec 1984 – Dec 1987	Capital Polyclinic cum Pharmacy, Muscat, Oman	Pharmacist in Charge cum Medical Representative

Sep 1984 – Dec 1984	Tribhuvan Injectable, New Delhi, India	Manufacturing Chemist
Mar 1983 – Aug 1984	Al-Ameen College of Pharmacy, Bengaluru, Karnataka, India	Lecturer in Pharmacy

11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
<ul style="list-style-type: none"> • Support Capacity Development for Apprenticeship training at national, state and IAI/ Cluster level. • Setting up new or revising existing apprenticeship training programs in line with the specific needs of the participating firms (including development of curricula, enterprise training plans and TL material, assessment mechanism) • Capacity development (including infrastructure) of basic training providers (either apprenticeship training schools run by ICs, ITIs, or third-party basic training providers) • Establish and raise the standards of quality assurance of 	<p>Name of the assignment or project: Implementation of Technical Education Quality Improvement Programme (TEQIP) – I, II and III Year: Mar 2011 – Jun 2017 Location: Sunder Nagar, Himachal Pradesh Client: Directorate of Technical Education H.P., Sunder Nagar Main project features: National Project Implementation Unit (NPIU) approved and World Bank funded project for the improvement of Technical Education Position Held: Joint Director (Technical Education) cum State TEQIP Co-ordinator</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> • Handled overall implementation of project. • Engaged in enhancing existing capacities of the institutions so that they become dynamic and demand-driven. • Ensured that institutes become quality conscious in their program offerings. • Ensured strengthening of institutions to produce high quality resources for better employability. • Helped in establishing centres of excellence for focused research. • Involved in making institutes responsive to rapid economic and technological developments occurring both at national and international levels. • Facilitated MoU signing between State Govt. & selected institutions in TEQIP II and III. • Vetted the draft MoUs between State Govt. & selected institutions in TEQIP II and III. • Timely report submission to NPIU and World Bank. • Coordinated State TEQIP, various state level/ national level meetings, workshops, house allotment matters etc. • Involved in formation of State Project Facilitation Unit (SPFU). • Facilitated implementation of UGC norms in formation of BOGs. • Helped in accelerating the Process of accreditation courses/ programmes to enable the participation. <p>Name of the assignment or project: Implementation of Modernization & Removal of Obsolescence Scheme (MODROBS) Year: Mar 2000 – Jun 2007 Location: Sunder Nagar, Himachal Pradesh Client: Directorate of Technical Education H.P., Sunder Nagar Main project features: The All India Council for Technical Education funded project to modernize and remove obsolescence in the Laboratories / Workshops / Computing facilities so as to enhance the functional efficiency of Technical Institutions for Teaching, Training and Research purposes. Position Held: Principal Govt. Polytechnic</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> • Handled overall implementation of project.


<p>apprenticeship training with the participation of industry experts</p> <ul style="list-style-type: none"> Undertake training of trainers (e.g., company supervisors of apprentices and trainers in basic training institutions) and other stakeholders 	<ul style="list-style-type: none"> Engaged in enhancing existing capacities of the institutions so that they become dynamic and demand-driven. Ensured that grants were used properly by institutes by implementing proper regulatory processes and delegation. Responsible for execution and completion of the sanctioned project, followed by submission of all related documents including the project report. Timely report submission to AICTE. Conducted regular inspection of institutes in order to assess the fulfilment of prescribed norms involving both physical and intellectual infrastructure. Facilitated grant sanction process and proper utilization in the stipulated time frame. Facilitated up-gradation of equipment in existing laboratories and replacement of out-dated/deprecated machinery and equipment. Optimum utilization of Machinery and equipment in order to enhance the skill and knowledge level of trainees inter-alia making the students industry ready.
	<p>Name of the assignment or project: Administration activities at DTE Year: Mar 2007 – Jun 2017 Location: Sunder Nagar, Himachal Pradesh Client: Directorate of Technical Education H.P., Sunder Nagar Main project features: Position Held: Joint Director (Technical Education) Activities Performed:</p> <ul style="list-style-type: none"> Involved in the decision making process for improving the overall scenario so that students could enhance their employability by way of offering relevant value addition courses mapped to their disciplines and deputing the students to various industries for apprenticeship training (Polytechnic students) and through trade apprentices in respect of ITI students. Empowered by the State Govt. to be the signatory on the NTC certificate (ITI). Attended several meetings/ workshops convened by the Board Of Apprenticeship Training (BOAT), Northern Region, Kanpur and participated actively in joint review missions of 09 Northern States including UTs. Coordinated State TEQIP, various state level/ national level meetings, workshops, house allotment matters etc. Assisted in community developmental activities through Govt. Polytechnics. Establishment of Community College in Sunder Nagar with Automobile sector. I was the Chairman of Board of Studies of this community college. Associated with Education Department and conducted meetings to introduce Vocational subjects in four sectors (NSQF Levels I, II, III and IV) in 200 schools. Discharged successfully the duties of Director (TE) in the absence of regular Director (TE) as and when directed by State Govt. Involved in preparation of DPRs for new polytechnics, B Pharma colleges, IIIT, Una, IIT, Mandi, IIM Himachal Pradesh, CIPET and Hydro Engineering College Bilaspur.

	<ul style="list-style-type: none"> • Involved in service matters, DPC and regularization of employees • Departmental nominee for recruitment of faculty and staff through HPPSC Shimla. <ul style="list-style-type: none"> ◦ Discharged the duties of PIO of Directorate of Technical Education H.P., Sunder Nagar • Chairman Procurement approval process for Institutions. • Chairman Inspection Committees for Govt./ Pvt. Technical Institutions in the State • Chairman for Online Admission Counselling Committee. • Served as the nodal Officer for legal matters <p>Name of the assignment or project: Information and Communication Technology (ICT) implementation Year: Jul 2011 – Mar 2017 Location: Sunder Nagar, Himachal Pradesh Client: Directorate of Technical Education H.P., Sunder Nagar Main project features: I along with two more senior level officers was asked by the then Chairman, BoG, Board of Apprenticeship Training (BOAT) to study the problem areas inter-alia assess the apprentice requirement of industry and streamline the processes of BOAT by leveraging ICT. Position Held: Principal in various Polytechnics Activities Performed:</p> <ul style="list-style-type: none"> • Apprenticeship of Students in Polytechnics and ITIs. • Oversee Industrial Trainings • Teaching Polytechnic Administration • Liaison with BOAT Kanpur • Monitoring and Inspection of Technical Institutes • A comprehensive report was submitted and some of the proposed steps got eventually adopted. • A report was prepared to identify and assess the skill deficit areas in Pharma Industry of Baddi, Barotiwala and Nalagarh through a standard questionnaire and interaction with HRD of Pharma Industry. The report was submitted to the Planning department and a letter of appreciation was subsequently issued by the department to all the five team members. • Involved in smooth operations and conduct of classes, examinations and timely certifications and evaluations by board. • Involved in motivating faculty to steer the NBA accreditation. • Steered the tendering process for procurement of machinery and equipment of workshops. <p>Name of the assignment or project: Establishment and administration of Govt. B. Pharmacy college Year: Jul 2005 – Mar 2007 Location: Sunder Nagar, Himachal Pradesh Client: Directorate of Technical Education H.P., Sunder Nagar Main project features: Position Held: Principal of Govt. B. Pharmacy College, Rohru, HP Activities Performed:</p> <ul style="list-style-type: none"> • Involved in establishment of B. Pharmacy College with best in class infrastructure and teaching facilities. • Involved in development and adoption of courseware. • Actively involved in the maintenance of Campus infrastructure. • Teaching of B. Pharmacy students
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	<p>Name of the assignment or project: Teaching pharmacy students Year: Apr 1992 – Jul 1999 Location: Sunder Nagar, Himachal Pradesh Client: Directorate of Technical Education H.P., Sunder Nagar Main project features: Position Held: Sr. Lecturer and Principal Activities Performed:</p> <ul style="list-style-type: none"> • Involved in arrangement of conducting skill development programs for unemployed youths of the area in the areas of ICT, plumber, carpenter, electrician and electronic mechanics. • Involved in arranging proper training providers for the above mentioned activity. • Actively involved in liaison activities with assessment and certifying authorities. • Involved in administration and file work pertaining to various branches. • Actively involved in listening and resolving service matters. • Involved in preparing technical reports/ DPRs of newer institutes. • Facilitated the development of courseware and provided various inputs. • Organized placement activities for the youth trained in skill development modules. • Involved in community development activities through conducting socio-economic surveys by interacting with villagers.
	<p>Name of the assignment or project: Administration and teaching Year: Sep 1988 – Apr 1992 Location: Agroha, Hisar, Haryana Client: Maharaja Agrasen Technical Institute, Agroha Main project features: Teaching and general administration of diploma pharmacy college Position Held: Principal and Senior Lecturer Activities Performed:</p> <ul style="list-style-type: none"> • Institute administration. • Timely reporting to the management. • Actively involved in the maintenance of Campus infrastructure.\ • Actively involved in liaison activities with assessment and certifying authorities. • Involved in conducting seminars and extra-curricular activities for students.
	<p>Name of the assignment or project: Supervision and Management of Polyclinic Pharmacy Year: Dec 1984 – Dec 1987 Location: Muscat, Oman Client: Capital Polyclinic cum Pharmacy, Muscat Sultanate of Oman Main project features: Maintenance, supervision and management of pharmacy Position Held: Pharmacist in Charge cum Medical Representative Activities Performed:</p> <ul style="list-style-type: none"> • Actively involved in pharmacy administration and maintenance. • Supervision of other staff members. • Procurement of medicines and other equipment both domestically and internationally like US, UK and India. • Also involved in MR activities like promotion of products.

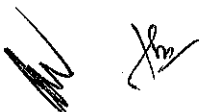
13. Certification:

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



Signature of staff member
Full name of staff member:

Date: 24/10/2017
Day/Month/Year
Ashok Kumar Ahuja



5. Apprenticeship Consultant - 2

1. Proposed Position	Apprenticeship Consultant – 2
2. Name of Firm	Independent Consultant
3. Name of Staff	Praveen Manikpuri
4. Date of Birth: 15/08/1983	Nationality: Indian

5. Education:

Degree Obtained	Institution	Year
Post Graduate Diploma in Rural Management (PGDRM/MBA) (Rural Management)	Institute of Rural Management, Jodhpur	2006
BCA (Computer Application)	RSU Raipur, Chhattisgarh	2003

6. Membership in Professional Associations and Publications:

- Advisory Board Member in Board of Apprenticeship Training (BOAT), North Region Ministry of HRD, GoI
- Serving as board member for Content Committee for National Career Service to design various contents on notified trades under Apprenticeship and NCO mapping, MoLE GoI
- Member of Quality Council of India representing FICCI in National Accreditation Board for Education and Training (NABET)
- Member Advisor in Department of Training and Technical Education, Government of National Capital Territory of Delhi on Apprenticeship and Industry academia partnership
- Member in International Network on Innovative Apprenticeship (INAP) which is an association of researchers and research institutions in vocational education and training, University of Bremen Germany
- Founding member of National Association of Vocational Skills Providers (NAVSP) – the only association of private ITIs in India.
- Member of the Global Apprenticeship Network (GAN). It is a coalition of committed companies, international organisations and business and employers' federations who create work-readiness programmes for youth and foster skills for business.
- Advisor to All India Employer's Association (AIOE) on Skill development from employer's perspective
- Advisor to Chhattisgarh State Skill Development Agency on Apprenticeship Services
- Yes Fund - Youth Entrepreneurship Business Plan competition for India and Kenya since 2007
- Member participating in Annual General Meeting of National Skill Development Corporation (NSDC)
- Steering committee member for Sports, Capital Goods (Manufacturing) and Chemical Sector Skill Council

7. Other Training:

- BiBB International Conference on Apprenticeship Training – entitled "Why do governments promote apprenticeship?" at Korean Institute for Vocational Education and Training (KRIVET)
- Ensuring the Acquisition of Expertise: Apprenticeship in the Modern Economy from International INAP Conference, Beijing
- Delivering TVET through Quality Apprenticeships, UNESCO-UNEVOC e-Forum
- Value Chain Analysis and its Development for unorganised cluster level enterprise from Enter Growth Srilanka
- Smart Technology Pacific Entrepreneurship summit; organized by Hewlett Packard in Bangkok for Smart Business (STSB)

- Use of Results Based Management (RBM) for monitoring and evaluation of Developmental Projects; organized by NISG (Dept of IT, GOI) and UNDP

8. **Countries of Work Experience:** India, Srilanka

9. **Languages:** English, Hindi

10. **Employment Record:**

Period	Employer	Position Held
2011 - Present	FICCI	Consultant
2009 – 2011	Ganges International Pvt Ltd (GIPL)	Manager - CSR and Industry Relations for Skills
2007 – 2009	Development Alternatives and Consultant to ILO	Deputy Manager – Enterprise Development
2006 - 2007	Project Manager – Enterprise Training and support services for TARAhaat	Consultant, UNDP

11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
<ul style="list-style-type: none"> • Support Capacity Development for Apprenticeship training at national, state and IAI/ Cluster level. • Setting up new or revising existing apprenticeship training programs in line with the specific needs of the participating firms (including development of curricula, enterprise training plans and TL material, assessment mechanism) 	<p>Name of assignment or project: Managing various activities including consulting, research on Apprenticeship, Policy advocacy - Simplification of Apprenticeship Act, Apprenticeship promotion workshops and technical sessions with industry and state governments including capacity building programs for various stakeholders</p> <p>Year: 2006- present</p> <p>Location: New Delhi, Industry Clusters of TN, MH, GJ, AP and nine other states.</p> <p>Client: Industry Associations, ILO, UNDP, World Bank, MSDE, MHRD, State Governments</p> <p>Main project features: N/A</p> <p>Position held: TVET Consultant</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Led India's largest industry association FICCI in policy reforms in the Apprenticeship Act and contributed in simplifying Apprenticeship Act which successfully resulted in Amendments in 2014. Presently associated in various consultations to further strengthen apprenticeship rules and norms including apprenticeship portal • Presented white paper on Apprenticeship in India at UNESCO International Centre for Technical and Vocational Education and Training UNESCO – UNEVOC in Bejiing Conference 2015 • Facilitated more than 1000 employers in registration for apprenticeship and documentation guidelines • Serving as Advisory Board Member in Board of Apprenticeship Training (BOAT), North Region from past three years. Contributed in the design of engineering and polytechnic trades under Apprenticeship in North Region in the capacity of board member • Contributed in the design and implementation of <i>National Apprenticeship Training Scheme (NATS) of MHRD</i>. Worked extensively in aggregating the efforts of MHRD in creating coordination among four regions and operational work charter with MSDE on implementing Apprenticeship Act

<ul style="list-style-type: none"> Capacity development (including infrastructure) of basic training providers (either apprenticeship training schools run by ICs, ITIs, or third-party basic training providers) Establish and raise the standards of quality assurance of apprenticeship training with the participation of industry experts Undertake training of trainers (e.g., company supervisors of apprentices and trainers in basic training institutions) and other stakeholders 	<ul style="list-style-type: none"> Created ready to understand apprenticeship tool kit for the India Industry and Launched Apprenticeship: Simplified™ movement to enhance industry participation for Apprenticeship in India. Conducted capacity building and Training programs for RDATs and State Apprenticeship Advisors on the Amendments of Apprenticeship Act, its guidelines and the portal. Contributed in the design of National Apprenticeship Promotion Scheme (NAPS) as advisory member to Ministry of Skill Development & Entrepreneurship Working with MSDE and NSDC in creating pathways for Apprenticeship training for Sector Skill Council designed training programs Organised Training programs for awareness on Apprenticeship amendments and function of various NAPS with Sector Skill Councils. Presently developing the first ever integration of Apprenticeship with SSC in Food Processing and Capital Goods Sector. Created and reviewed around 137 designated and optional trades under Directorate General of Training (DGT), MSDE Working as member advisor to UNDP on Apprenticeship reforms in Karnataka and Maharashtra Established Apprenticeship Cell for Industry Facilitation in FICCI. Objective of the cell is to create outreach among industry on apprenticeship and facilitate their participation. Introduced Apprenticeship as membership services for Industry Associations and member chambers in 26 States. Approximately 10000 industry associations have across different sectorial and clusters are associated with the service. Established Apprenticeship Joint Task Force with Indian Labour Organization (ILO) and authored first ever primer for employers for Industries in India. Primer is used as reference and published by ILO, Geneva.
	<p>Name of assignment or project: Organizing Apprenticeship workshops Year: 2015-2016 Location: Pan India Client: MSDE/ FICCI/ILO Main project features: Apprenticeship Awareness Workshop, disseminating features of Apprenticeship acts, schemes offered by the Government Position held: Apprenticeship Consultant Activities performed:</p> <ul style="list-style-type: none"> Designing workshops for Dissemination of Apprenticeship schemes, solving queries of Industry, establishing link between Gol and Industry to understand the Act, register and hire apprentices, coordination between RDAT, BOAT and other key skills departments
	<p>Name of assignment or project: Skills for Jobs : Technical Assistance to Ministry of Skill Development & Entrepreneurship on Apprenticeship Reforms Year: 2014- on going Location: New Delhi Client: DFID, Ministry of Skill Development Main project features: Programme Management – Leading the DFID supported Skill for Jobs programme, ideating new concepts, curating</p>

	<p>strategic partnerships and rolling out Technical assistance activities of the project</p> <p>Position held: Apprenticeship Specialist/ Knowledge Management Expert</p> <p>Activities performed:</p> <p>Apprenticeship</p> <ul style="list-style-type: none"> • Technical Assistance to MSDE on popularising the National Apprenticeship Scheme (NAPS) which was launched in Aug 2016. • Strengthening the systematic design of Apprenticeship portal of Ministry of Skills and making it respond to the amendments made in the Act • Training to State Apprenticeship Advisors and officers of Regional Directorate of Apprenticeship & Training (RDAT) on amended guidelines and industry partnerships • Setting up a technical help desk at each RDATs to respond to apprenticeship related queries • Designing the entire promotion toolkit, media campaigns, articles for Ministry of Skills for National Apprenticeship Promotion Scheme (NAPS) • Developing Eols for third party aggregators for encouraging NAPS and handling the Eol responses • Technical assistance to state skill missions and conducting capacity building workshops for integrating Apprenticeship training into the mainstream state skilling targets • Creating convergence between MHRD and MoSDE led apprenticeship programmes • Designing Apprenticeship modules for Banking & Financial sectors and capacity building of Sector Skill Councils and NSDC for integrating NAPS with Pradhan Mantri Kaushal Vikas Yojna (PMKVY) • Addressing the queries of industry on joining as establishments on Gol's apprenticeship portal to hire apprentices • Organising technical awareness workshops on NAPS in industry clusters in major states of India • Developing log frame and strategies for MoSDE articulating plan for NAPS target, developing strategies for alliances and collaborations • Providing technical recommendations and workshop outcomes to the ministry about NAPS <p>Name of assignment or project: Primer for Employers on Hiring Apprentices in India</p> <p>Year: 2016</p> <p>Location: New Delhi</p> <p>Client: ILO</p> <p>Main project features: ILO's publication "Primer for Employers on Hiring Apprentices in India" is a first elaborative primer written keeping in mind the employers about how should they engage apprentices. It also illustrates different approaches to engaged apprentices under MHRD and MoSDE schemes with detailed outlook on operational details of hiring apprentices in India.</p> <p>Positions held: Apprenticeship Expert</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Review of the secondary information and Co-authoring of the publication • Validation of the primer by MoSDE and MHRD
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	<p>Name of assignment or project: Possible Futures for the Indian Apprenticeship System Options Paper for India Year: 2013 Location: New Delhi Client: ILO & World Bank Main project features: This report captures international review of eleven International apprenticeship systems, including India, and development of a model apprenticeship framework including options paper for future reform of the Indian system which took into account of the model framework in the particular context of India based and recommend options for future development of the Indian apprenticeship system. Position held: TVET specialist and Industry Expert Activities performed:</p> <ul style="list-style-type: none"> • Supporting ILO in organising industry consultations on the apprenticeship from the perspective of reforms and challenges faced by employers • Moderating various technical consultations and developing records of discussion pointers for development of option paper • Mobilising stakeholders for various technical consultations <p>Name of assignment or project: Engaging Employers in Apprenticeship Opportunities Year: 2011 Location: Primary research across six Indian States, Client: OECD Main project features: A comprehensive report capturing what works and what doesn't in Apprenticeship training. It uses various case studies from different countries and deliberate contextual thematic requirements for policy change. Position held: Indian Expert for the contribution Activities performed:</p> <ul style="list-style-type: none"> • Conducting Interviews and Desk research for writing section on India and Apprenticeship • Providing secondary information for the country benchmarking and mapping • Identifying stakeholders for validating the article <p>Name of assignment or project: Trade Apprenticeship Training in India Year: 2011 Location: Primary research across six Indian States, Client: Ministry of Labour & Employment, Govt of India Main project features: The study covered creating a reliable database for planning and taking corrective action in apprenticeship training under the Apprentices Act, 1961. Returns submitted by from Regional Directorates of Apprenticeship Training/State Apprenticeship Advisers were evaluated. 254 groups of industries, comprising 188 designated trades have been included in the study. Position held: Vocational Training Specialist Activities performed:</p> <ul style="list-style-type: none"> • Industry visits with meetings with RDATs stakeholders to gather the information for evaluation • Identifying key parameters to measure the performance of industry participation • Study of demand supply imbalance in the skills training ecosystem
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	<p>Name of assignment or project: Research Study on Quality of Industrial Training institutes Year: 2007 Location: Orissa, Client: ILO Main project features: The study, which covered 121 training institutes in the States of Orissa, Andhra Pradesh and Maharashtra, reviewed the training policy and system, the demand for skills training, and the capability of ITIs to respond to the needs for skills training in the most efficient way. Position held: Vocational Training Specialist Activities performed:</p> <ul style="list-style-type: none"> • ITI Center visits with stakeholders to gather the information for evaluation • Identifying key parameters to measure the performance and quality of it is • Study of demand supply imbalance in the skills training ecosystem <p>Name of assignment or project: Occupational Mapping and writing standards for job roles of the glassware cluster Year: 2007 Location: Firozabad, Uttar Pradesh Client: ILO and Ministry of Labour & Employment Main project features: Functional and Occupational mapping of various job roles of the cluster and writing job standards for job roles which are largely occupied by women, poor and disadvantage community. Positions held: Knowledge Management Expert Activities performed:</p> <ul style="list-style-type: none"> • Responsible to meet various stakeholders, understand the functions, occupational relations, batching of various job processes and writing standards required to perform the job roles. Activity also included: validating the job functions and developed occupational standards
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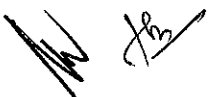
13. Certification:

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



Signature of staff member
 Full name of staff member:

Date: 24/10/2017
 Day/Month/Year
 Praveen Manikpuri



6. Institutional Development Consultant – 1

1. **Proposed Position:** Institutional Development Consultant
 2. **Name of Firm:** Independent Consultant
 3. **Name of Staff:** Basant Kumar Sutar
 4. **Date of Birth:** 12/05/1968 **Nationality:** Indian

5. Education:

Degree Obtained	Institution	Year
Bachelor of Engineering in Mechanical Engineering	Pacific Institute of Engineering & Management(PIEM), New Delhi	2010
4-Yrs Advanced Diploma in Tool & Die Making (Mechanical Engineering)	Central Tool Room & Training Centre, Kolkata, India (Now MSME, Kolkata)	1984

6. Membership in Professional Associations and Publications:

- Member- Sep 1997 – Society of Automotive Engineers (SAE), USA

7. Other Training:

- Science of Teaching & Learning (Pedagogic & Didactics), Germany
- Curriculum Planning and Design
- Teaching and Learning Technology
- Design & Development of Instructional Materials
- ISO/TS-16949 Internal Auditor Course and Qualified
- OSHAS & EHS, TACL Bawal
- CNC Technology, IIT Mumbai
- Curriculum development/Designing on CNC, DSE Germany
- Programming & Machining CNC with Heidenhain, LMW
- Adv. CAD/CAM and CNC Simulation Software, MTS Germany
- Basic CNC Technology-Turning & Milling, MTS Germany
- Integrated HRD Programme, IGTR Indore
- ISO 9000-2000 Transition Auditor Training, SGS
- Computer – MS-Access Software, Pentasoft Indore

8. Countries of Work Experience: India, Germany**9. Languages:** English, Oriya, Hindi, Bengali and Gujarati**10. Employment Record:**

Period	Employer	Position Held
Dec 2016 - present	Accenture Technology, India	Expert-Labour and Skill Development (Reforms of ITIs)
Apr 2011 - Nov 2016	GIZ IS, Germany	Dy. Team Leader/ Short-term Technical Advisor
Apr 2006 - Mar 2011	Talbros Automotive Components Limited(TACL), Bawal, Rewari, Haryana, India	AGM
Sep 1993 - Apr 2006	Indo-German Tool Room(IGTR), Indore, India	Sr. Engineer

May 1992 - Sep 1993	M/s Secure Industries Limited (SIL), Sahibabad, India	Design Engineer
Sep 1990 - Oct 1991	M/s Noida Steel Fabricators Ltd. (NSF), Noida, India	Die/ Mould Maker
Sep 1988 - Aug 1990	M/s Arati Metallographic Pvt. Ltd. (AMPL), Orissa, India	Tool & Die Maker cum Supervisor

11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
<ul style="list-style-type: none"> • Developing centralized admission process for ITIs • Establishing equivalence of ITI certificate with State Board Certificate • Reforms to encourage dual training • Recruitment norms and career progression policy for ITI trainers • Examination reforms • Constitution of IMCs (Industry Management Committees) • Establishment of State Apprenticeship Cell • Deepening relations with industry • Introducing new courses (long term or short term) 	<p>Name of the assignment or project: Supporting Human Capital Development in Meghalaya Year: December, 2016 – Till Date Location: Meghalaya, India Client: Labour Department, Government of Meghalaya Main project features: The key objective of the project is to strengthen the selected Industrial Training Institutes (ITIs) in Meghalaya. The project has two major goals. The first goal is to enhance the capacity and responsiveness of technical education by upgrading training equipment and infrastructure, training of trainers, augmenting curriculum and course material, enhancing classroom delivery and learning. The second goal is to support ITIs in re-accreditation by National Accreditation Board for Education and Training (NABET), one of the constituent Board of Quality Council of India (QCI). QCI is responsible for handling the scheme of Accreditation of Government and Private Industrial Training Institutes. QCI (NABET) Accreditation is applicable to following Industrial Training Institutes</p> <ul style="list-style-type: none"> • New Government and Private Industrial Training Institutes • Existing ITI desire to add new trades • Existing ITI desire to add units in existing Trade <p>Position Held: Expert-Labour and Skill Development (Reforms of ITIs) Activities Performed:</p> <ul style="list-style-type: none"> • Led the process of Identification, information capture and categorization of training institutions. • Responsible for aligning and rationalizing trades and curriculum as per national and international standards. • Monitored the process of upgrading training equipment, training of trainers and improving curriculum and delivery methods. • Provided inputs to institutions based on skill ecosystem assessment report. • Monitored the progress of reforms in the institutions and reported the same to the client. • Facilitated the institutions in the process of associating with employers, industry forums and other associations to facilitate the placement of trainees. • Provided updates to the office of the MSSDS on employer and pass-out satisfaction of the training. <p>Name of assignment: Establishment of greenfield Vocational Training Centres (VTC)/ Multi Skill Development Centres (MSDC) in Public Private Partnership (PPP) Model Year: 2011 Location: Gujarat, India Client: Tribal Development Department/ Development Support Agency of Gujarat (D-SAG), Govt. of Gujarat</p>

<ul style="list-style-type: none"> • Mobilizing previously under represented and vulnerable groups, specially ST youth and females by introducing tailored services and courses • Strengthening pedagogical approaches for soft skills development • Strengthening employment promotion activities for graduating students (job fairs, application training, entrepreneurship training and support, etc.) • Improving income generating activities for enhanced sustainability • Improving facilities and management 	<p>Main project features: Establishment of vocational training centres having all the required infrastructure and training facilities along with industry linkage.</p> <p>Position held: Deputy Team Leader/Technical Advisor</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Established five Vocational Training Centres (VTC)/Multi Skill Development Centres (MSDC) in PPP model for the tribal youths. • Designed and developed more than 100 demand driven employment courses based on the Training Need Analysis (TNA). • Prepared Institutional Development Plan (IDP) and road-map strategy for self-sustenance of VTCs. • Conducted demand/ market survey. • Forged industry-institute linkages with more than 400 industries from various sectors. • Designed and developed course modules and instruction material both in English and local language for all 100 courses. All courses are recognised/certified by NCVT/MES. • Responsible for achieving 85% placement rate for courses. • Prepared and validated the occupational standards, knowledge and skills testing methodologies. • Organised and conducted Training of Trainers (ToT) and capacity building. • Developed SoPs for occupational standards development, accreditation and certification. • Designed and developed teaching and evaluation/ assessment procedures for each course. • Facilitated assessment and accreditation of training providers. • Assisted in preparing manpower recruitment and HR Policy, defining KPIs/KRAs of all positions and OVIs for VTCs • Designed MIS system to capture all VTC related data and Concurrent Monitoring & Evaluation system (CMES) through CPMS. • Carried out Impact Assessment survey, analysed the results and reported to client. <p>Name of assignment: Establishment of Training Centre to supply trained manpower to the Industry.</p> <p>Year: 1993 - 2006</p> <p>Location: Indore, India</p> <p>Client: Indo-German Tool Room</p> <p>Main project features: Establishment of training centre to supply well-trained manpower conversant with latest machineries from world-class manufacturer like DMG, Carl Zeis and Schunk etc. in the field of tool and die making to the industry.</p> <p>Position held: Senior Engineer (Team Leader-SBU)</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Identified and established good relationships with all stakeholders including internal and external partnerships. • Implemented and supported the design and development of knowledge management process for learning offerings. • Facilitated the use of best practices and relevant knowledge products in learning and training. • Established training labs/ workshops including installation and commissioning of machines & equipments.
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	<ul style="list-style-type: none"> • Experienced in completing procedural formalities including DPR, Curriculum, Teaching and Evaluation schemes in order to get affiliated with Board of Technical Education AICTE (for Diploma programmes) and NCVT (for Vocational Training courses). • Developed SoPs, Training Manuals for conduction of Training programmes. • Developed software based trainee selection procedure. • Conducted theory and practical modules for Diploma and Vocational Training programmes. • Conducted more than 350 short-term courses (both basic and refresher courses) for industry employees and enthusiasts. • Developed course modules and instructional material including practical training modules along-with evaluation schemes/ methods for exercises of all courses. • Functioned as a coordinator for courses. • Ensured in time delivery of job orders with improved delivery performance and minimum rejection. • Successfully executed flagship project "PMPS/CMPS jacks to CERN, Geneva while working as a Team Leader of profit centre. • Hands on experience in operations and general maintenance of CNC machines, programming on CAD/CAM softwares – UG, SOLIDWORKS, M-CAD, Auto-CAD • Developed FFS Moulds for IV fluid for first time in India that resulted in drastic reduction in tool cost which were earlier imported from Italy. • Established in-house machining facilities for all components of PMPS and CMPS Jacks and machining process for all Gear components that re being used in various tools including Gear components, Sheet-metal, Jigs & Fixtures and Gauges etc. • Planned the selection and procurement of tools. • Implemented ISO-9000 processes in production.
	<p>Name of assignment: Establishment and Operationalization of Tool Room to meet the internal demands of supplying quality tools and dies.</p> <p>Year: April, 2006 – March, 2011</p> <p>Location: Rewari, Haryana</p> <p>Client: Talbros Automotive Components Ltd.</p> <p>Main project features: Working as a CFT leader for establishment of internal tool room.</p> <p>Position held: General Manager</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Established tool-room and Machine Shop starting from Machine procurement, tool-ups, installation & Commissioning and Operational of machines. • Established machining process of more than 150 components with minimum rejection percentage i.e. less than 0.5%. • Achieved Straight Pass Ratio of Dies/Tools > 97%. • Developed 260 Parts and 95% Parts approved in first time. • Die manufacturing lead-time reduced to 33%. • Improvement in die-life by 20%. Time loss due to "No Dies" brought-down to minimum. • Implemented TQM, SMED successfully. • Implemented ISO/TS-16949 with no NC's in last several audits.

	<ul style="list-style-type: none"> • Involved in process planning, scheduling and loading. • Planned the Procurement of Die-steels and Cutting Tools. • Involved in recruitment of Manpower and monitoring skill-matrix of individuals within the department. • Presented in MRM meetings and Data presentations. • Prepared monthly MIS for the management. • Involved in Rejection Review, CoPQ data generating and presentation in MRM. • Vendor development. Leading APQP, FMEA activities with Engineering. • Conducted trials and establishment of new Parts. • Attended Customer Complaint meeting with QA • Monitored Export items Machining, Packing and Dispatching. • Responsible for implementation of ISO/TS-16949 related activities and KAIZEN.
	<p>Name of the Assignment: To establish full-fledged design centre-cum-Tool Room to produce quality sheet-metal components Year: May 1992-Sept 1993 Client: M/s Secure Industries Limited(SIL), Sahibabad Main project features: Tool room development Position held: Design Engineer Activities performed:</p> <ul style="list-style-type: none"> • Designed and developed almost 45 sheet-metal Parts including Press Tools, Draw Dies, Jigs & fixtures, key-milling and crimp etc. • Manufacturing of Dies as per Design • Conducting Trial and Pilot production. • Vendor development • Interacting with Marketing/ Sales teams for product feed-back.
	<p>Name of the Assignment: To establish Tool Room equipped with modern tool-room machines to design and produce precise tools (sheet-metal, plastics) for automotive components. Year: Sept 1990- Oct 1991 Client: M/s Noida Steel Fabricators Ltd(NSF), Noida Main project features: Tool room establishment Position held: Die/Mould maker Activities performed:</p> <ul style="list-style-type: none"> • Involved in manufacturing of both sheet-metal and Injection Mould operating tool-room machines. • Helped in maintenance of Dies, Press-tools and Moulds. • Made first Progressive tool 13-station for Connector. • Involved in Trouble-shooting during production. • Guided and lead team-mates involved in the project. • Assisted design department in Designing.
	<p>Name of the Assignment: Designing and manufacturing Aluminium Pressure Die-casting Dies, Tools Year: Sept 1988-Aug 1990 Location: Balasore, Orissa Client: M/s Arati Metalographics Pvt Ltd(AMPL), Balasore, Odisha Main project features: Designing world class dies and tools. Position held: Tool and Die maker cum supervisor Activities performed:</p> <ul style="list-style-type: none"> • Managed tool-room; Involved in procurement of tool-room consumables and raw-materials; Coordinated with Designing team

	<ul style="list-style-type: none">• Planned the loading of Dies in different work-stations.• Involved in general maintenance of tool-room machines.• Made Water Meter Cover Die having 1.5mm wall thickness.• Made multi-cavity Die for Frame having 0.8mm wall thickness• Manufactured around 30 Parts and oversaw the production successfully.
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13. Certification:

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



Signature of staff member
Full name of staff member:

Date: 24/10/2017
Day/Month/Year
Basant Kumar Sutar



7. Institutional Development Consultant - 2

1. Proposed Position	Institutional Development Specialist
2. Name of Firm	Independent Consultant
3. Name of Staff	Ganpati Hegde
4. Date of Birth: 02/07/1976	Nationality: Indian

5. Education:

Degree Obtained	Institution	Year
MS-Embedded System Design	Manipal University, India	2013
Bachelor of Engineering- Electronics & Communication	Karnataka University, India	1999

6. Membership in Professional Associations and Publications: N/A**7. Other Training:**

- Trained in CDMA-BSS-B, 1x, EVDO and GSM equipment - ZTE Telecom, China
- Course on Optical fibre communication and networks -Indian Institute of science, Bangalore
- Internal quality Auditor certification -Nathan and Nathan consultants.
- Surface Mount Technology -Siemens Ltd, Singapore

8. Countries of Work Experience: India**9. Languages: English, Kannada, Hindi****10. Employment Record:**

Period	Employer	Position Held
Oct 2015 - Present	NICC	Consultant
Mar 2013 – Sep 2015	GIZ International Services	Technical Expert
Jun 2012 – Feb 2013	Sri Ventures Eco Energy India Pvt Ltd, Bangalore	Manager Technical
Apr 2009 – May 2012	NTTF India Pvt Ltd, Bangalore	Assistant Manager
Apr 2008 – Mar 2009	IASPL, Bangalore	Technical Manager
Sep 2003 – Mar 2008	NTTF India Pvt Ltd, Bangalore	Assistant Manager
Oct 1999 – Aug 2003	MES RN Shetty Institute	Training & Development Officer

11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
<ul style="list-style-type: none"> • Developing centralized admission process for ITIs • Establishing equivalence of ITI certificate with 	<p>Name of assignment or project: Upgradation of 76 PPP ITI's in Karnataka, India Year: June 2015 to October 2016 Location: Bangalore Client: Karnataka State Government Main project features: Provide Technical Support to Upgradation of 76 PPP ITI's in Karnataka, India Position Held: Technical Expert, GIZ IS Activities Performed:</p> <ul style="list-style-type: none"> • Developed vision, Sustainability road map and action plans

<p>State Board Certificate</p> <ul style="list-style-type: none"> Reforms to encourage dual training Recruitment norms and career progression policy for ITI trainers Examination reforms Constitution of IMCs (Industry Management Committees) Establishment of State Apprenticeship Cell Deepening relations with industry Introducing new courses (long term or short term) Mobilizing previously under represented and vulnerable groups, specially ST youth and females by introducing tailored services and courses Strengthening pedagogical approaches for soft skills development 	<ul style="list-style-type: none"> Developed plans for Training Cum Production centres as part of Revenue generation model based on potential and demand Involved in providing the knowledge, advisory and facilitation support in the region Support in laboratory / work shop and training facility development Developed technical concepts including guidelines, manuals, and procedures Developed courses on Basics of Solar electricity, Mobile Cell tower maintenance, Basics of Surface Mount Technology, DTH Installation etc Designed, delivering training and learning solutions to address identified needs Establish, maintain, and enhance relationships with engineering resources, Business partners, Technical Consultants, and third-party vendors Involved in designing, coordination and conducting need based training program for Electronics and Communication cluster of industries associated with more than 30 industries Assisted trainees/Employees in development of more than 100 electronic projects and modules and supported trainee's placement through organizing campus interviews and web portals <p>Name of the assignment or project: Implementing Electronics/IOT Technology in Product Design Courses Year: October 2015 to Present Location: Bangalore, India Client: NICC Main project features: Design, Implement Electronics/IOT, courses/Infrastructure and add value to Product Design Courses Position Held: Consultant Activities Performed:</p> <ul style="list-style-type: none"> Designed and conducted Electronic Product Design Courses, suggest improvements and update the plan from time to time Developed technical concepts including guidelines, manuals and procedures Laboratory / work shop and training facility development Prepared the training materials, presentations and hand-outs required for the training programs. <p>Name of assignment or project: Design and development of LED lighting modules Year: June 2012 to February 2013 Location: Bangalore, India Client: Sri Ventures Eco Energy India Pvt Ltd Main project features: Design and development of LED lighting modules such as T8 tubes, High bay Lighting (120W, 200W), Flood Lights (30W, 50W, 80W), Street Lights (60W and 80W) using High Power LEDs and Chip on Boards Position Held: Manager Technical Activities Performed:</p> <ul style="list-style-type: none"> Designed and developed of LED lighting modules such as T8 tubes, High bay Lighting (120W, 200W), Flood Lights (30W, 50W, 80W), Street Lights (60W and 80W) using High Power LEDs and Chip on Boards
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<ul style="list-style-type: none"> Strengthening employment promotion activities for graduating students (job fairs, application training, entrepreneurship training and support, etc.) Improving income generating activities for enhanced sustainability Improving facilities and management 	<ul style="list-style-type: none"> Development of motion sensors and daylight sensors for street light and other commercial application Development of automotive LED lighting systems Performed analysis, identification of potential partners/Suppliers for the required products/parts <p>Name of assignment or project: Development and Implementation of Training Modules for Electronics Year: April 2009 to May 2012 Location: Bangalore, India Client: NTTF India Pvt Ltd Main project features: Prepare the training materials, presentations and hand-outs required for the training programs and to develop, conduct and co-ordinate the technical training programs Position Held: Assistant Manager Activities Performed:</p> <ul style="list-style-type: none"> Prepared the training materials, presentations and hand-outs required for the training programs and to develop, conduct and co-ordinate the technical training programs Active member in setting up wireless 3G Lab and implemented courses on GSM and CDMA for wireless Network Engineers in collaboration with ZTE Corporation China Active member in setting up of SMT Lab and developed and Conducted course on Surface Mount Technology collaboration with SIEMENS Singapore Active member in development and Implementation of Training Modules for Indus Technical Training Academy for technicians in Mobile Cell Tower Maintenance courses
	<p>Name of assignment or project: Implement training courses on GSM BSS and CDMA BSS for wireless Network Engineers Year: April 2008-March 2009 Location: Bangalore, India Client: IASPL Main project features: Establish, maintain and enhance relationships with engineering resources, Business partners, Technical Consultants and third party vendors Position Held: Technical Manager Activities Performed:</p> <ul style="list-style-type: none"> Actively involved in setting wireless 3G Lab and implemented and trained courses on GSM BSS and CDMA BSS for wireless Network Engineers Supported in design and development of projects involved with Digital and analogue circuitry Established, maintained and enhanced relationships with engineering resources, Business partners, Technical Consultants and third party vendors
	<p>Name of assignment or project: Development and Implementation of Training Modules for Electronics Year: September 2003-March 2008 Location: Bangalore, India Client: NTTF Main project features: Prepare the training materials, presentations and hand-outs required for the training programs and to develop, conduct and co-ordinate the technical training programs.</p>

	<p>Position Held: Assistant Manager</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> • Prepared the training materials, presentations and hand-outs required for the training programs and to conduct and co-ordinate the training programs • Supported in design and development of projects involved with Digital and analogue circuitry • Actively involved in Implementation of Training courses on Setup box and Multiple Dwelling Unit for technicians of Tata Sky Ltd. <p>Name of assignment or project: Implementation of Training courses for Electronics</p> <p>Year: Oct 1999-August 2003</p> <p>Location: Bangalore, India</p> <p>Client: MES RN Shetty Institute</p> <p>Main project features: Training on theory and practical classes in the department of Electronics Engineering at undergraduate level, conducting theory and practical exams</p> <p>Position Held: Training & Development officer</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> • Training on theory and practical classes in the department of Electronics Engineering at undergraduate level, conducting theory and practical exams, evaluations of theory and practical's, guiding students in development by supporting them in project works
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13. Certification:

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



Signature of staff member

Full name of authorized representative:

Date: 24/10/2017

Day/Month/Year

Ganpati Hegde



8. Financial Management Consultant

1. **Proposed Position** Institutional Development Consultant
 2. **Name of Firm** Independent Consultant
 3. **Name of Staff** Hemant Chadha
 4. **Date of Birth:** 04/06/1965 **Nationality:** Indian

5. Education:

Degree Obtained	Institution	Year
Chartered Accountant	Institute of Chartered Accountants of India	1989
Bachelor of Commerce	Kolkata University	1987

6. Membership in Professional Associations and Publications:

- Institute of Chartered Accountants of India

7. Other Training:

- Oracle Software Training on the ERP System

8. Countries of Work Experience: India, Sri Lanka, Maldives, Kazakhstan, Uzbekistan, Singapore, Bhutan, Nepal, and Japan**9. Languages:** English, Hindi, Bengali and Punjabi**10. Employment Record:**

Period	Employer	Position Held
2000 – Present	Independent International Financial Management Specialist and PPP Specialist on Multilateral Donor Funded Projects / Technical Assistance as well as other Indian and International projects	Freelance consultant / Financial Management Specialist / PPP Expert / Infrastructure Finance Expert
1998 - 1999	KPMG India, New Delhi, India	Senior Manager
1997 - 1998	Oracle Software India, New Delhi, India	Senior Consultant
1995 - 1997	Arthur Andersen & Co, SC, Mumbai, India	Senior Consultant
1992 - 1995	Ernst & Young India, Kolkata, India	Consultant
1990 - 1992	Citibank, NA, Kolkata, India	Assistant Manager

11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
<ul style="list-style-type: none"> Build and strengthen capacities of finance officers in NPIU, and ITIs for implementation of agreed financial management 	<p>Name of the assignment or project: Implementation Support and Capacity Development for Manipur PWD under road development Project (i) Imphal Ring Road & Imphal Kangchup Tamenglong Road under SASEC Regional Connectivity Implementation Program (SCRIP) Tranche on an intermittent basis Year: Jan 2016 to December 2017 Location: Imphal and New Delhi Client: Asian Development Bank and PWD Department Manipur - hired through Dong IL, Korea Main project features: The project is intended to build the two critical roads in Manipur to other North East locations and Myanmar</p>

<p>procedures and system;</p> <ul style="list-style-type: none"> • Provide assistance to NPIU in coordinating receipt of quarterly information of un-audited Interim Financial Report (IUFs) from the States / UT and preparation of consolidated quarterly IUFs for the project for submission to World Bank; • Improve coordination with SPIUs and ITIs in tracking funds and expenditure; • Oversee and provide support for timely release of funds and review the progress and expenditure, monitors the achievement against project indicators (DLIs) • Contribute to adherence to FM aspects of Disclosure Management Framework of the project by NPIU. 	<p>Positions held: International Financial Management Expert. Activities performed: Define the overall reporting process and standards in the project to fulfill the requirements of MPWD and ADB by:</p> <ul style="list-style-type: none"> • Assisted MPWD in preparing a financial management system, including preparing financial statements; • Prepared the monthly and quarterly reports as required for management of the project and reporting to ADB; • Scheduled the project implementation and establishing project schedules with milestones and critical path analysis based on international best practice; • Provided proper monitoring of the funds available, fund flows within the project, disbursements of funds from the loan account, projections of future financial needs; and prepare the reports and documentation needed for the MPWD to submit the subsequent PFRs to ADB to secure funding of later trenches. • Prepared a financial management system to consolidate financial data and monitor continuously with the inputs from the Reporting & Scheduling Specialists posted with the Project Implementation Unit (PIU) the financial progress of the project. • Prepared projections of contract awards and disbursements for the project and continuously update the requirement for financing based on the change orders and contract variations agreed upon in the project. • Ensured that the payment certificates of the contractors are processed in a timely manner and organize and monitor the overall process of reimbursement for payments to the contractor for reimbursement by ADB through the necessary process within MPWD and Government of India. • Ensured continuous flow of funds and disbursements and timely reimbursement of invoices to reduce the amount of commitment charges paid by the Government
	<p>Name of the assignment or project: Supporting Human Capital Development in Meghalaya – ADB-TA 8468 (Loan # 3033) Year: July 2014 to December 2015 Location: Shillong and New Delhi Client: Asian Development Bank and Government of Meghalaya through Ministry of Finance – hired through Accenture India Main project features: The proposed project will help in enhancing the employability of Meghalaya's youth by improving the quality and delivery of its skill development and secondary education programs. Positions held: Senior Financial Management Specialist Activities performed:</p> <ul style="list-style-type: none"> • Diagnostic review of the current financial management systems of the Department of Education, PWD, Meghalaya State Skill Development Mission, and the Department of Finance, Government of Meghalaya to identify strengths and weaknesses. • Established and documented key business functions and processes which would be required for strengthening FM practice and to bring them in synch with requirements of the ADB project. • Assessed the adequacy of existing internal controls and procedures for key processes.

	<ul style="list-style-type: none"> • Assisted in operationalising the FM Manual prepared for MSSDS. Identify other such manuals which may be required to ensure that the PMU and PIUs are able to follow due process as required by ADB. • Prepared these manuals and also train the relevant GOM officials and members of the PMU and PIUs in using these manuals. • Validated operational effectiveness of controls already in place. • Identified gaps/weaknesses in the control procedures and establish non-value adding activities/processes; benchmark best practices in similar institutions. • Finalized the operational rules for the Skill Challenge Fund (SCF). • Designed standard operating procedures. • Evaluated information needs of internal and external stakeholders. • Prepared descriptive manuals around key processes based on identified gaps and good practices across similar organizations. • Assisted in carrying out the selection process for training providers: this includes outreach programs, advertising, stakeholder discussions, and procurement processes. • Appraised proposals from training providers, including assistance in discussions and negotiations. <p>Name of the assignment or project: Government of India – ADB Initiative for Sustaining Public Private Partnerships – TA7463IND Year: Sept 2012 to Mar 2014 Location: New Delhi, India (North Block) Client: Asian Development Bank and Ministry of Finance, Department of Economic Affairs, Government of India – direct ADB hire Main project features: To provide technical assistance to the Department of Economic Affairs (DEA) in policy, risk and financial assessments of Infrastructure projects in India. Includes assessments of projects are viable, whether they are amenable to PPPs Positions held: Financial Management Specialist, Risk and Infrastructure Finance specialist Activities performed:</p> <ul style="list-style-type: none"> • Financial analysis of large infrastructure projects approval with DEA e.g., high Speed Rail projects, Metro Projects – Jaipur Metro, Bangalore Metro, Dedicated Freight Corridor, • Risk analysis on PPP projects with DEA. Creating a Risk Matrix for DEA to evaluate projects • Policy making for sectoral PPP initiatives – power as an example • Capacity building at State level for PPP projects on a financial and risk basis • Understanding Model Concession agreements to foster privatization – Major Power Purchase Agreements (MPPA), Model Power Supply Agreement (MPSA), Model Agreement for Power Purchase (MAPP) • Derived funding strategies for PPP projects in India • Technical and Financial Appraisals of Delhi Mumbai Industrial Corridor projects – (a) Industrial Townships of NOIDA and Vikram Udyogpuri (Ujjain) (b) Multi Modal Logistic Hubs at Rewari and NOIDA (c) Water Supply Systems at Pithampur Industrial Area, MP (d) Bhimnath to Dholera Special Investment Region (e) Mass Rapid Transit Systems in Gurgaon-Bawal, Ahmedabad and Dholera and between DNGIR and Delhi • Reviewed and added comments on Electricity Act, 2003 amendments
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	<ul style="list-style-type: none"> • Reviewed and added comments on Advance Ultra Super Critical Technology for Power Generation • Reviewed and added comments on National Data Policy in E&P of Hydrocarbon Sector • Reviewed and added comments on National Aviation Policy • Added comments on Madhepura Elect Locomotive Prj and Marhowhra Diesel Locomotive project • Added comments on Funding of Stressed power generation assets • Added comments on Information Technology Investment Region in Bhubaneswar and Hyderabad • Research Paper Fourth Bilateral Meeting of Finance Ministers of India and Republic of Korea <p>Name of the assignment or project: Model Contract for the Management and Operations of a Regional Waste Management Facility in Maldives (Swiss Funded) Year: Mar 2011 Location: Male, Maldives Client: United Nations Operations for Project Services (UNOPS), Maldives Operations Main project features: Providing a model contract for O&M of a Maldives Waste Management Facility that would be put to PPP in the future with an explicit intent to evaluate risks of such a contract – financial, legal, operational, social and environmental. Positions held: Financial Advisor / PPP Risk Advisor Activities performed:</p> <ul style="list-style-type: none"> • Provided inputs on the financial risks associated with the Model Contract for Management and Operations of the Waste Facility • Provided key inputs in the draft of the contract Participated in stakeholder meetings and training on the Model Contract <p>Name of the assignment or project: Environmental Remediation Program (EU Funded) Year: Mar 2010 to March 2012 Location: Ampara, Sri Lanka Client: United Nations Operations for Project Services (UNOPS) – direct UN hire Main project features: Environmental Remediation Program for the Ampara District at the Eastern Province of Sri Lanka. The project required for creation of an Integrated Solid Waste Management System (ISWMS) covering twelve local authorities in the Ampara district. Project was funded by the EU for around US\$ 40 million to create ISWM facilities like landfills, Waste Transfer Stations and also provide transport vehicles and technical and financial support to all the Local Authorities in the management of such facilities In particular, the program undertook the following activities:</p> <ul style="list-style-type: none"> • Capacity building of Local Authorities on proper operations and management of disposal facilities. • Awareness raising of beneficiary communities. • Provision of resources and technical assistance to the operations and maintenance of facilities for the proper disposal of waste from all sources, including composting, recycling, clinical waste incineration and landfill facilities.
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	<ul style="list-style-type: none"> • Model best practice in solid waste management, specifically on proper landfill operations and mitigating potential environmental pollution. • Implement measures to protect the health and safety of solid waste management workers and the public and provide technical advice through mentoring and coaching sessions. <p>Positions held: Financial Management Specialist Sri Lanka Operations</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Reviewed the Fee for Service Policy, Fee for Service Guidelines and other policies and standards relevant to the solid waste management system • Assessed and make recommendations for improvement of the financial management of Local Authorities • Prepare financial management systems and procedures for local authority solid waste service • Advised the development of training resources and provide training to the twelve local authorities in the administration of the financial management systems • Provided financial details to the Local Authority waste management plans and the ERP / UNOPS exit strategy • Reviewed the financial recommendations of the feasibility study and co-ordinate with UNOPS finance unit on the management of regular monthly support payments to local authorities • Advised the financial management of service agreements between local authorities for sharing of waste management facilities and recyclable material supply to the Material Recovery Facility • Advised Provincial Council / Ministry of Local Government, Sri Lanka on how to set up "Regulatory Body" for the regulation of User Fee, Tipping Fee and Waste facilities created by UNOPS and handed over to Las • Provided recommendations for commercial public private partnerships for management of compost and other infrastructure created – Assist in the creation of financial plans for both initiatives <p>Name of the assignment or project: Streamlining Public Private Partnership at State Level - ADB TA # 4890 IND</p> <p>Year: Jul 2007 to Mar 2010</p> <p>Location: New Delhi, India (North Block)</p> <p>Client: Asian Development Bank and Ministry of Finance, Department of Economic Affairs, Government of India - direct ADB hire</p> <p>Main project features: To provide technical assistance to the Department of Economic Affairs (DEA) and participating State level public private partnership (PPP) cells to build their capacity to use public private partnerships as a mainstream strategy for delivering infrastructure services.</p> <p>Positions held: Financial Management Specialist</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Financial analysis of PPP projects for VGF funding / approval with DEA • Risk analysis on PPP projects with DEA. Creating a Risk Matrix for DEA to evaluate projects • Policy making for sectoral PPP initiatives – airports and ports as an example
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	<ul style="list-style-type: none"> • Capacity building at State level for PPP projects on a financial and risk basis • Understanding Model Concession agreements to foster privatization – BOT (Annuity), BOT (O&M) and MCA – 4 and 6 laning • Deriving funding strategies for PPP projects in India • Financial analysis of Power Projects proposed by TERI for DEA – Solar Power, MSW and Nuclear • Compared PPP Policies of two countries – UK and South Africa to understand the best practices from an Indian perspective • Commenced basic paper on India's PPP Policy
	<p>Name of the assignment or project: Bukhara and Samarkand Water Supply Project Year: Apr 2007 to Jun 2007 Location: Tashkent, Samarkand & Bukhara, Uzbekistan and Delhi, India Client: World Bank and Government of Uzbekistan Main project features: The Bukhara and Samarkand Water Supply Project sought to improve the safety, quality, reliability, efficiency, financial viability, and sustainability of the water supply services in Bukhara and Samarkand. The project consists of four components.</p> <ul style="list-style-type: none"> • The Investment Fund component will provide the Operator and both Bukhara Water and Wastewater Utility (BVK) and Samarkand Water Wastewater Utility (SVK) with the financial resources for investments to improve Operation and Maintenance and support rehabilitation of the water supply system. • The service contract component will pay for salaries and expenses of the Operator's core group of management staff with international experience in the water supply sector who will implement the service contract. It will also provide funds for a performance-dependent bonus paid to the Operator for achievement of specific targets defined in the service contract. • The third component will pay for consulting services and the maintenance of the Project Coordination Unit. • The Swiss-financed component will provide parallel financing to the World Bank-financed project. <p>Positions held: Financial Management Specialist Activities performed:</p> <ul style="list-style-type: none"> • Project Cost Estimates, Benefits and Economic Analysis, financial modelling and current cost calculation. Also to evaluate three financial options in each city to decide appropriate option
	<p>Name of the assignment or project: Rural Water Supply in Karaganda Oblast Year: 2006 to 2007 (Oct 2006 to Feb 2007) Location: Karaganda, Kazakhstan Client: Islamic Development Bank & Committee of Water Resources, Kazakhstan Main project features: The project involved the construction or reconstruction of water supply systems in 94 villages in the Karaganda Oblast region. The project was designed to support the Government's new Sectoral Program Drinking Water Policy. This was launched by the Kazakhstan Government to improve the health, quality of life and hygiene of low income rural communities through provision of safe, adequate and reliable water supply. SMEC provided detailed design and construction supervision consultancy services including: field surveys</p>

	<p>and investigations for detailed designs, preparation of engineering design and construction drawings, Environmental Impact Assessments, financial analysis, construction management, establishment of an appropriate project management system, provision of training to local client and Ministry personnel and preparation of a project completion report.</p> <p>Positions held: Financial Management Specialist</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Mobilization and project management • Review of existing and field information • Feasibility Studies • Survey and investigation • Water Tariff Models • Financial Modelling <p>Name of the assignment or project: Second Irrigation And Drainage Improvement Project (IDIP-2)</p> <p>Year: 2006 (Apr 2006 to Jul 2006)</p> <p>Location: Shymkent, Kazakhstan</p> <p>Client: The World Bank & Committee of Water Resources, Kazakhstan</p> <p>Main project features: The Committee for Water Resources of the Ministry of Agriculture (CWR of MOA) of the Republic of Kazakhstan jointly financed with the World Bank the "Second Irrigation and Drainage Improvement Project" (IDIP-2). The project responds to the GOK's strategy to accelerate improving irrigated land due to reduction demands and effective use of irrigated water. Improvement of technical condition of irrigation and drainage infrastructure with simultaneous improvement of their maintenance and operation will contribute to steadier development of the agricultural sector in acutely dry regions, benefiting both the national economy and the rural population. The Project objective is improvement of irrigation and drainage systems (further IDS) in the Project areas, in order to increase effectiveness of farms in usage of water-land resources. This will be achieved through rehabilitation and modernization of technical conditions of I&D systems, better management, operation, and maintenance of these systems, and more efficient agricultural assimilation and use of project irrigated lands, all with improved participation of water users.</p> <p>Positions held: Financial Management Specialist</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Mobilization and project management • Review of existing and field information • Feasibility Studies • Economic Analysis <p>Name of the assignment or project: Tamil Nadu Highways Project on Institutional reform</p> <p>Year: 2006 (Jan to Apr 2006, Aug & Sep 2006)</p> <p>Location: Chennai, India</p> <p>Client: The World Bank & Tamil Nadu Highways Department</p> <p>Main project features: The Government of Tamil Nadu (GOTN) implemented a Road Sector Project with funding assistance from the World Bank. The project was implemented through the Highways Department (HD) and included major road construction, improvement and maintenance works together with development of institutional capabilities and measures to enhance road safety. As part of project</p>
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	<p>preparation, an Institutional Development Study (IDS) was undertaken and the output included the development of an Institutional Strengthening Action Plan (ISAP). The goal of this project was to assist in the implementation of the ISAP. SMEC's services included: assisting in restructuring of the HD, revising many of the core processes and procedures, providing adequate and assured funds to meet the needs of the road sector in the state, modernizing financial planning and reporting, recommending and applying improved road safety and congestion management procedures and interacting and coordinating with other service providers to achieve effective implementation of the ISAP.</p> <p>Positions held: Financial Management Specialist</p> <p>Activities performed:</p> <ul style="list-style-type: none"> Part of SMEC Team for the Road Reforms in the State of Tamil Nadu. Re Financial Plan, improvement of budgetary practices and systems, public – private partnerships advisory support, preparation of Corporate Plan and Policy Note. Ongoing project and inputs provided till December 2006
	<p>Name of the assignment or project: Assam State Electricity Board Reform</p> <p>Year: 2005</p> <p>Location: Guwahati, Assam, India</p> <p>Client: Asian Development Bank and Assam State Electricity Board</p> <p>Main project features: The Technical Assistance (TA) will assist Assam Electricity Regulatory Commission (AERC) to develop its operational standards and procedures and build up its institutional capacity to handle regulatory matters effectively and efficiently so as to promote the power sector reform of the state of Assam. The TA's objective will be considered achieved when AERC becomes fully able to make timely regulatory decisions that are consistent with the reform objective</p> <p>Positions held: Financial Management Specialist</p> <p>Activities performed:</p> <ul style="list-style-type: none"> Part of SMEC Team for the Electricity Reforms in the State of Assam. An ADB funded project responsible for Tariff Filing for FY 2006-07 as part of the overall mandate for Electricity Reforms in Assam State Electricity Board.
	<p>Name of the assignment or project: Strengthening Integrated Water Management in Mountainous River Basins – (ADB TA – 9095 – REG)</p> <p>Year: July 2017 to July 2018</p> <p>Location: Thimpu and Katmandu</p> <p>Client: Asian Development Bank and Environment Ministries of Afghanistan, Bhutan and Nepal – hired through Landell Mills, London</p> <p>Position Held: International Financial Management</p> <p>Main project features: Strengthening Integrated Water Resources Management in Mountainous River Basins, is being implemented in three countries, Afghanistan, Bhutan and Nepal.</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> The Technical Agency is to assist river basin organizations (RBO) in target river basins in each of these three countries to strengthen water resources management to cope with (i) expected changes in water availability due to climate change and (ii) increase in water demand to support economic and population growth.

	<p>Name of the assignment or project: Institutional Reform – Uttar Pradesh Irrigation Department (part of Uttar Pradesh Water Sector Restructuring Project) Year: 2005 (Feb to Mar 2005, Aug to Oct 2005) Location: Lucknow, India Client: World Bank and UP Irrigation Department Positions held: Financial Management Specialist Main project features: The objective of the Uttar Pradesh Water Sector Restructuring Project is to set up an enabling institutional and policy framework for water sector reform in the State for integrated water resources management; and to initiate irrigation and drainage sub-sector reforms in the State to increase and sustain water and agricultural productivity. Activities performed: Part of Institutional Restructuring team for Institutional Reforms of the Uttar Pradesh Irrigation Department funded by the World Bank. Part of a larger consulting team from SMEC Pty Ltd. Involved in the financial aspects of the Institutional Reform.</p>
	<p>Name of the assignment or project: World Bank Missions Year: 2005 (Apr to Jul 2005) Location: Maharashtra, Uttaranchal, Madhya Pradesh & Chhattisgarh INDIA Client: The World Bank Main project features: Water and Poverty related projects – Maharashtra Rural Water and Sanitation Project, Uttaranchal Health Systems Project, Madhya Pradesh District Poverty Initiative Project, Chhattisgarh District Rural Poverty Reduction Project Positions held: Financial Management Specialist Activities performed:</p> <ul style="list-style-type: none"> • Disbursement review; • Audit review; • Reporting review; • Funds flow review; • Technology implementation review
	<p>Name of the assignment or project: Madhya Pradesh Water Sector Restructuring Project (MPWSRP) – project preparation Year: 2004 Location: Bhopal, India Client: The World Bank Main project features: The Madhya Pradesh Water Sector Restructuring Project for India aims to improve productivity of water for sustainable growth, and poverty reduction in selected focus river basins (Chambal, Sindh, Betwa, Ken and Tons) of Madhya Pradesh. The project has the following four components:</p> <ul style="list-style-type: none"> • Will support the establishment and operationalization of the proposed planning, allocation and regulatory institutions and instruments at the state and basin-levels. Component • Will support measures related to delivering reliable irrigation services at rationalized cost by financially viable entities. Component • Will operationalize the concepts and provide the necessary investments in five basins (Chambal, Sindh, Betwa, Ken, and Tons) for (i) reliable delivery of water measured and supplied on an appropriate volumetric basis in the irrigation systems of these

	<p>basins to improve system performance, cost recovery and accountability of the service provider; (ii) an outcome oriented approach with integrated sustainable agricultural intensification and diversification; and (iii) improved operation and management of the irrigation and drainage schemes. Component</p> <ul style="list-style-type: none"> • The project activities would be coordinated by a multi-disciplinary Project Implementation Coordination Unit (PICU). Support would be provided to assist the PICU with its role in facilitating and guiding the implementation and monitoring of all project activities, ensuring synergy and coordination amongst activities and agencies implementing these activities, preparing consolidated reports and facilitating training. <p>Positions held: Financial Management Specialist</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Developed financial management manual; • Developed accounting policies and chart of accounts; • Designed flow of project funds; • Developed planning and budgeting system; • Formatted financial reporting integrating with World Bank and governmental needs; • Developed procurement and control management system; • Developed audit Systems. •
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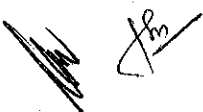
13. Certification:

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



Signature of staff member
 Full name of staff member:

Date: 24/10/2017
 Day/Month/Year
 Hemant Chadha



9. M&E Consultant - 1

1. Proposed Position	M&E Consultant
2. Name of Firm	Independent Consultant
3. Name of Staff	Dr. Anoop Kumar Satpathy
4. Date of Birth:	01/02/1972
	Nationality: Indian

5. Education:

Degree Obtained	Institution	Year
PhD (Economics)	Jawaharlal Nehru University, New Delhi, India	2012
M. Phil (Economics)	Jawaharlal Nehru University, New Delhi, India	1998
M.A. (Economics)	Sambalpur University, Odisha, India	1994

6. Membership in Professional Associations and Publications:

- Rehabilitation of Child Labour in India: Lessons Learnt from the Evaluation of NCLP, V. V. Giri National Labour Institute, Noida, 2014
- Burgeoning Informal Economy in India: Elements of An Strategy Towards Formalization, Yojana, December 2014
- Social Security for Unorganised Sector Workers in India: A Critical Appraisal, Working Paper No. 89, V. V. Giri National Labour Institute, Noida, 2010
- Child Labour in India: Trends and Pattern, Indian Labour Journal, Vol. 50, No. 10, October. Labour Bureau, Ministry of Labour and Employment, Government of India, 2009
- Challenge of Full, Productive and Decent Employment in South Asia (co-author) in Demographics, Employment and Old Age Security: Emerging Trends and Challenges in South Asia (edited) by Moner Alam and Armando Barrientos, MACMILAN Publisher, 2008
- Member, Inter-Ministerial Committee on Drafting of National Employment Policy and Amendments to Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959, Ministry of Labour and Employment, Government of India, 2014
- Member, Core group for Collection and Analysis of Data in respect of Social Security, Ministry of Labour and Employment, Government of India, 2013.
- Informal Economy Expert of Ministry of Labour and Employment, Government of India to the ILO, Geneva for discussing and negotiating proposed ILO instrument on Formalising the Informal Economy, September 2013
- Member, Planning Commission Sub-Group on Creating Employment Opportunities for the 12th Five year Plan (2012-2017);
- Panelists in the session on Right to education and child labour in the 2nd SAARC Conference on Child Labour, New Delhi organized by Ministry of Labour and Employment and International Labour Organisation (ILO) during 29-31st May 2013.

7. Other Training:

- Asia Pacific Knowledge Sharing Network on Youth Employment, Jakarta, Indonesia
- Labour dimensions of Child Migration and Trafficking: Issues at Stake and Effective Responses - training course for public officers of India at the International Training Centre of the ILO in Turin, Italy.
- Improving Job Quality in Micro-Enterprises in India by ILO, New Delhi
- Distance Education and Learning Technology Application Program, International Training Centre of the ILO, held at New Delhi

8. Countries of Work Experience: India, Afghanistan

9. **Languages:** Oriya, Hindi, English, Bengali, Gujarati

10. **Employment Record:**

Period	Employer	Position Held
Nov 2016 – Aug 2017	International Training Centre (ITC) of the ILO, Turin Italy	External Collaborator
Dec 2016 – Apr 2017	UNDP, India	Consultant
Sept 2014 – Apr 2016	British Council-Asian Development Bank (ADB), India	Monitoring and Evaluation Specialists (Vocational Education and Training)
Feb 2014 – Jun 2014	The World Bank, India	Consultant (Evaluation of Vocational Training Projects)
May 2011 – May 2014	V. V. Giri National Labour Institute (VVGNI), Noida	Fellow (Faculty member)
Sept 2012 – Dec 2012	United Nations Development Programme, Afghanistan	International Consultant, (Capacity Development Advisor)
May 2002 – May 2011	V. V. Giri National Labour Institute (VVGNI), Noida	Associate Fellow
Jun 1999 – May 2002	Institute for Human Development (IHD), New Delhi & International Research on Working Children, Netherland	Consultant

11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
<ul style="list-style-type: none"> Provide support for strengthening mechanisms for collection of information and monitoring of targets based on key performance indicators, including through strengthening of the MIS system Assist NPIU and co-ordinate with SPIUs in monitoring and 	<p>Name of assignment or project: Impact Evaluation of Select Skills Development Programmes (SDPs) in India Year: 2014 Location: New Delhi, India Client: The World Bank and The National Skills Development Agency Main project features: The broad objective of the evaluations was to understand and assess whether and how the five national level Skills Development Programmes (SDPs) are working and whether the returns for trainees of the SDPs are economically and socially justified investments. The evaluation also assessed the effectiveness of program design, program structures, organizations, and processes to understand how these enable and/or constrain program reach, delivery, outcome and impact and draw lessons for the future. The five SDPs evaluated were NSDC STAR programme, Ajeevika and RSETI programme of Ministry of Rural Development, STEP-UP programme of Ministry of Urban Poverty Alleviation and Skills Development Initiative Scheme (SDIS) of Ministry of Labour and Employment. Position Held: Consultant (Impact Evaluation) Activities performed: As a Lead Evaluation Consultant provided the following services:</p> <ul style="list-style-type: none"> Formulated evaluation design, implementation plan, timeline and methodology

<p>evaluating results of the project, against the targets projected in Institute Strategic Plans (ISPs) developed by ITIs and Industry clusters</p> <ul style="list-style-type: none"> Support NPIU to review and track progress of implementation through a technology backed solution 	<ul style="list-style-type: none"> Designed the quantitative and qualitative survey tools (survey questionnaire, structured interviews and focus group discussions) Developed data collection and sampling strategy for districts, training institutions; past trainees, current trainees and non-trainees, employers and assessors Conducted capacity development of qualitative and quantitative survey agencies/enumerators/field investigators on pilot and post-pilot data collection process Co-ordinated and supervised the implementation of quantitative and qualitative studies in 5 sample provinces and in 25 districts of India; prepared database, data scrutiny and consistency check and validation by developing rigorous data quality policy Analysed the data by using STATA, interpreted the data and reviewed the draft reports prepared by the consulting firms and based on the draft reports, prepare draft final reports with clear set of policy recommendations and best practices Participated in the technical meetings convened by the task team leader and proactively propose consultation with the task team <p>Participated actively in meetings and discussions and presented findings of the evaluation to the World Bank and National Skills Development Agency (NSDA) and other stakeholders and development partners.</p>
<ul style="list-style-type: none"> Support reporting and monitoring of DLIs and KPIs Consolidating and disseminating information on program progress in form of periodic implementation progress reports Provide coordination support to NPIU for conducting workshops, seminars, conferences, bi-annual Joint Review Missions and interim missions from time to time 	<p>Name of assignment or project: One Year Training programme on Employment Policies: Moving from Fragility to Resilience, Tailored Made for Afghanistan Year: 2016-17 Location: India and Kabul Client: Ministry of Labour, Government of Afghanistan Main project features: The one year training programme with eight training module is prepared to increase the technical capacity of the key officials of the Ministry of Labour, employer's and worker's organization of Afghanistan for implementing Afghan National Labour Policy and Strategies. By the end of the training programme, participants are expected to acquire: Knowledge on key concepts related to employment policy in situations of fragility; Capacity to actively participate in the processes of formulating gender sensitive employment policies; Capacity to implement employment policy through: (a) action planning ; (b) programme design and (c) monitoring, evaluation and learnings; and Capacity to advocate for and coordinate the integration of employment policies with development interventions at national and sub-national level.</p>
	<p>Position Held: External Collaborator Activities performed:</p> <ul style="list-style-type: none"> Provided technical inputs to the design, development and delivery of training modules relating to labor market analysis and informal economy, youth employment, international and internal migration, entrepreneurship development, skills and employability. Design training methodologies, case studies, group works, reading materials and delivery of the training programmes in Kabul. <p>Name of assignment or project: Supporting Human Capital Development in Meghalaya, ADB-JFPR TA: 8468 Year: 2014-2016 Location: Shillong, Meghalaya, India</p>

<ul style="list-style-type: none"> • Collect required information from the States and prepare documents for review missions and for other purposes as required by the NPIU • Assist in the preparation of TORs for evaluation of different aspects of the project, and commission the evaluation and assure quality • Help NPIU prepare quarterly progress report on some key inputs/outputs indicators • Support the NPIU and SPIUs to facilitate and analyze tracer studies • Support further development of NCVT MIS 	<p>Client: Asian Development Bank and Meghalaya Skills Development Society (MSSDS) & Department of Labour (DOL), Government of Meghalaya</p> <p>Main project features: Capacity Development Technical Assistance (CDTA) under Asian Development Bank-Japanese Fund for Poverty Reduction (ADB-JFPR) funding to the government at various levels and other consulting firms for putting in place a result based monitoring and evaluation framework for the vocational education and training interventions to ensure effective tracking of the performance of private sector training providers, monitoring compliance and measuring outcomes and impact of the project.</p> <p>Position Held: Monitoring and Evaluation Specialists</p> <p>Activities performed: As the Lead M&E Specialists in consultation with the Government and other stakeholders, provided following services:</p> <ul style="list-style-type: none"> • Prepared a Labour Force Projection Report with sectoral human capital gap analysis by analysing Labour Force, Enterprise, Demographic & Domestic Product data • Established Result Based Monitoring and Evaluation System as per the international best practices • Reviewed and strengthened the design and monitoring framework (DMF) of the project in line with the Theory of Change and project log-frame • Identified a set of key performance indicators (including their definition, purpose, formula, frequency and source) and established baselines and targets for monitoring and evaluating performance of private training providers at frequent intervals as well as during mid-term and end term review • Assessed the capacity building needs and prepared a capacity development plan on M&E for the government officials • Designed and implemented 6 M&E training workshops (including objectives/scope, training methods/schedule and development of training contents/ manuals) and practical mentoring and hand holding strategy – the training topics were: <ul style="list-style-type: none"> ○ Basic Concepts of M&E ○ Importance, Meaning and Steps in Building Result Based Monitoring and Evaluation System ○ Designing Evaluation Questions, and Constructing Data Collection Tools ○ Sample Strategy, Data Analysis and Linking Qualitative and Quantitative Data ○ Designing baseliner questions, methodology, data collection and designing baseline report • Identifying and Tracking Key Performance Indicators for updating Designing and Monitoring Framework; Prepared TVET sector analysis report with analysis on effectiveness of ongoing TVET and youth employment programs in the state and disseminated findings through seminars and publications; produced a note highlighting "Potential Risks and Challenges to the implementation of Skills Challenge Fund (SCF); and produced various knowledge products/ reports and facilitated dissemination workshops. <p>Name of assignment or project: Discussion Paper on Ending Poverty, Hunger and Malnutrition in India by 2030: Situational Analysis & Road Map for Achieving SDG Goals ;</p>
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	<p>Year: 2016-17 Location: India Client: United Nation's Development Programme and World Food Programme, India Main project features: The discussion paper as part of the UN results group on 'No Hunger and Zero Poverty' aims to provide support to the national and state governments to achieve Sustainable Development Goal (SDG) 1 (End Poverty) and SDG 2 (End Hunger, Achieve Food Security and Improved Nutrition and Promote Sustainable Agriculture) across India. Position Held: Individual Consultant (IC) Activities performed:</p> <ul style="list-style-type: none"> • Developed a roadmap to achieve SDG-2 (End Hunger) and alleviate rural poverty (part of SDG-1) based on the SDG framework and situation in India by: <ul style="list-style-type: none"> ○ Undertaking robust situation analysis at national and sub-national level and ○ Clearly identify and articulate 5-6 critical/priority areas and provide solutions based on the sound analysis and projection to end rural poverty, hunger and malnutrition ○ Prepared a detail roadmap for achieving SDG-1 and SDG-2 goals for Odisha and contextualize it with the zero hunger SDG framework being developed by the NITI Aayog, and translate it with state level actionable zero hunger plans. <p>Name of assignment or project: Assessment of Social Security Coverage Gap in the Formal and Informal Enterprises in India Year: 2013 Location: New Delhi, India Client: Ministry of Labour and Employment, Government of India. Main project features: The assessment analysed the implementation effectiveness and exclusion gap in the coverage of social security benefits to the workers in the formal and informal industry/enterprises in India and reports its findings to the Core Group on Social Security constituted by the Ministry of Labour, Government of India. The detail ToR of the project are as follows: Position Held: Project Director and Lead Specialists Activities performed: As lead specialists undertook rendered the following services: <ul style="list-style-type: none"> • Design, implementation and delivery of the assessment study • Secondary data collection, standardization & harmonization with official definition of social security and data analysis using STATA • Report writing, presentation and validation of findings by organizing a series of high level Core-Group Meetings with clear recommendations and supporting evidence in the form of analysed data and information • Final Report Submission and dissemination of findings in a workshop. </p> <p>Name of assignment or project: Labour Market and Training Assessment and Manpower Planning for Kuwait Year: 2013-14 Location: Onsite / From Home, India Client: Civil Service Commission, Government of Kuwait</p>
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	<p>Main project features: Assess the desired services delivery outcomes of the government sector and the human capital required to meet these outcomes; Conduct an assessment of the current human capital development system in Kuwait government entities; Identify and analyse the gaps between human capital skills requirements and human capital skills available in Kuwait; Develop a strategic plan to bridge the gaps by addressing structural disparities in the Kuwaiti labor market; Detail the regulatory environment needed to enable the labour market strategy and Identify information, processes, organization, and resources required to enable labour market strategy</p> <p>Position Held: Labour Market Specialists</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Co-ordination, liasoning and meetings/discussions with various government departments, private and public skills training providers, industry representative, assessment and certification authorities, job placement and employment agencies and desk review of available documents and data to design the labor market and manpower planning study including designing of quantitative and qualitative questionnaires, sampling and methods and data collection procedure and analysis for each aspects of the ToR • Collection of primary data from various entities on specific themes and triangulated the primary data with that of available secondary data for overall analysis • Prepared a report on assessment of gaps human capital development by analysing the current human capital development capacity and system, requirement of future human capital and developed a strategic plan to bridge the gaps • Reviewed and suggested changes in regulations and institutional framework for enabling the labour market strategic plan • Presented key findings to the stakeholders, incorporated comments and observations and submitted the draft final reports. <p>Name of assignment or project: Drafting Afghanistan National Labour Policy</p> <p>Year: 2012</p> <p>Location: Kabul, Afghanistan</p> <p>Client: United Nation Development Programme, & Ministry of Labour, Social Affairs and Disabled, Afghanistan</p> <p>Main project features: The basic objective of the assignment was to draft National Labour Policy with focus on multi-sectoral issues such as gender which is responsive to national needs, priorities and circumstances as a part of technical assistance project of UNDP.</p> <p>Position Held: International Capacity Development Adviser</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Undertook comprehensive review and examination of existing sectoral plans, policies, programmes, legislative framework of the Government with a specific reference to understand labour and employment practice and potential in the specific sector and setting the policy goals • Undertook macro-economic and sectoral analysis to identify key issues and challenges to be addressed in the labour policy and generate policy options and interventions specific to the country context; Formulation of labour policy on the basis of the outcome at
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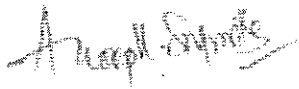
	<p>point 1 and 2 above with clear modalities for implementation, monitoring and evaluation</p> <ul style="list-style-type: none"> • Undertook policy co-ordination, validation and adoption process by organizing inter- ministerial and national level stakeholders meetings and workshops and incorporate the comments received and finalise the policy document.
	<p>Name of assignment or project: Assessing Trainers Requirement for Skilling 500 million persons by 2022 Year: 2011 Location: Delhi/NOIDA, India Client: Ministry of Labour and Employment, Government of India Main project features: Assess existing vocational training capacity and existing number of trainers and project and project trainers requirement to skill 500 million skilled manpower by 24 central ministries and departments of the Government of India as per the National Skills Development Policy, 2009 Positions Held: Project Director and Lead Researcher Activities performed:</p> <ul style="list-style-type: none"> • Designed and validated of the conceptual outline of the study including scope, coverage and methodology through literature review and stakeholder's consultations • Procured, prepared terms of reference and mobilized a set of qualified consultants to undertake ministry specific data collection, analysis, reporting and to assist in the overall implementation of the study • Conducted an inception meeting with 24 Government Ministries/Departments to understand the type of vocational education and skills training schemes implemented and to assess the quantum of information available with them • Identified different sectors along with growth potential, skilled work force requirement and critical skills • Prepared data collection questions/template and liasoned with Nodal Officers of Central Ministries and Provincial Departments for timely and accurate collection of administrative data on various parameters of vocational education and skills training • Developed data analysis plan and report framework and wrote the consolidated report on the basis of Ministry specific reports submitted by the consultants • Submitted and presented of draft report findings to high level officials of the Ministry of Labour and Employment and from 23 sectoral Ministries/Departments and other stakeholders • Incorporated comments and feedbacks and submitted final capacity and trainer's assessment report
	<p>Name of assignment or project: Management Review of World Bank Assisted Vocational Training Improvement Project (VTIP) Year: 2011 Location: Delhi/NOIDA, India Client: Directorate General Training, Ministry of Skills Development and Entrepreneurship and the World Bank Main project features: The objective of the study are to review efficiency, effectiveness, constraints, and risks; provide recommendations for improvement; and document good practices of the management reform initiatives taken up under World Bank assisted Vocational Training</p>

	<p>Improvement Project (VTIP) relating to functioning of various divisions established for project implementation such as national and provincial level steering committees and project implementation units and institutional management committees, delegation of power at various levels; fund flow and utilisation and procurement and disclosure management.</p> <p>Positions Held: Project Director and Lead Specialists</p> <p>Activities performed:</p> <ul style="list-style-type: none"> • Developed management review design including the questionnaire design, sampling, methodology and report framework by undertaking preliminary research and analysis key project documents and data, progress reports, correspondence relating to fund flow and utilisation, audit reports and compliances, guidelines and circulars and comparing the current status of implementation against project procedures/ benchmarks • Procurement and mobilisation of survey team, participated and supervised qualitative and quantitative data collection through survey, interviews of officials and key stakeholders and focus group discussions with students • Drafted evaluation reports and presentation of summary findings and recommendations to the Joint Review Mission (JRM) comprising of higher officials from Government, the World Bank and other stakeholders. <p>Name of assignment or project: International Training Programme on Skills Development and Employment Generation</p> <p>Year: 2011-12; 2012-13; 2013-14</p> <p>Location: NOIDA, India</p> <p>Client: Ministry of External Affairs, Government of India</p> <p>Main project features: The key objective of the training programs were to impart following skills and expertise to the officials – (1) understanding the linkage between vocational education and skill training (VET) with growth and employment; (2) Providing knowledge about the Education and VET systems around the world including the best practices; (3) Providing knowledge and skills to design appropriate active labour market and skill development policies/projects to meet the employment challenges and goals; and (4) Providing knowledge on best practices towards design, plan and implement, monitor and evaluate VET and employment generation projects/policies/programs at country and regional level.</p> <p>Positions Held: Coordinator and Lead Trainer</p> <p>Activities performed: As a Lead trainer and Co-ordinator rendered following services:</p> <ul style="list-style-type: none"> • Overall planning, management, facilitation, delivery and implementation of the international training programmes for three years • Prepared and sought approval on the training budget including tuition fees, boarding and lodging, per-diem and additional book purchase/ study material expenses and co-ordination of travel plan with all the participants • Co-ordination and communication with all stakeholders e.g. Government of India and Government of respective countries (through Indian Mission abroad), training participants and other stakeholders and service providers
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	<ul style="list-style-type: none"> • Identified training components and subcomponents through training need analysis and official discussions with the Governments of key countries • Designed the background objectives/scopes, content of the training modules, key topics to be addressed, training delivery methods, time schedule, and hiring of external experts for specific sessions • Arranged onsite field and exposure trips to public and private training institutions and Institutions run by industry sector skills councils for hands on knowledge and for providing practical experience and international best practices • Implemented training programs as lead trainer and assessed effectiveness of training programs through participant feedback and reporting to the respective government through Ministry of External Affairs.
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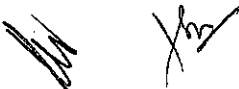
13. Certification:

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



Signature of staff member
Full name of staff member:

Date: 24/10/2017
Day/Month/Year
Dr. Anoop Kumar Satpathy



10. M&E Consultant – 2

1. Proposed Position	M&E Consultant
2. Name of Firm	Independent Consultant
3. Name of Staff	Dr. Bijaya Kumar Sahu
4. Date of Birth:	25/05/1962
	Nationality: Indian

5. Education:

Degree Obtained	Institution	Year
MA in Sociology	IGNOU	2014
MBA in Finance	Alagappa University	2011
PhD in Economics	Berhampur University	1995
MA in Economics	Sambalpur University	1985

6. Membership in Professional Associations and Publications:

- Secretary, Centre for Developmental Studies Bhubaneswar, Odisha
- Director, Centre for Socio-Economic and Market Research, Bhubaneswar, Odisha
- Life Member, Green Cross Society, Agra, Uttar Pradesh
- S.N. Mishra/B.K. Sahu, "Multi-Agency System and Rural Development in India," Published by Spellbound Publications, Rohtak, 1997.
- B. K. Sahu, "Rural Development in India", Published by Anmol Publications Pvt. Ltd. New Delhi-110002, 2003.
- S.N. Mishra/B.K. Sahu, "Globalization, Economic Growth and Human Development" (Edited), Published by Anmol Publications Pvt. Ltd, New Delhi, 2006.
- S.N. Mishra, B.K. Sahu, "Institutional credit and Rural Employment generation on study of the relative contribution of rural sectors to employment at disaggregated level". Published in an edited book "Employment Perspectives in Rural India", edited by Dr. B. Mohanty, published by APH Publishing Corporation, New Delhi, 1997.
- B.K. Sahu, "Food Processing Industries and Industrial Policies of Orissa", Published in a edited book "Agro-Industries and Economic Development – A Vision for 21st Century, 2002". Published by Deep & Deep publication Pvt. Ltd., New Delhi, 2002.

7. Other Training:

- Banner Programme on Data Collection and Analytical Procedure (D-CAP), National Institute of Rural Development (NIRD), Hyderabad
- course on Techniques for Evaluation of Rural Development Projects, National Institute of Rural Development North-Eastern Regional Centre (NIRD-NERC) Guwahati
- Workshop on Self Help Group, National Institute of Rural Development North-Eastern Regional Centre (NIRD-NERC) Guwahati
- Course on Managerial Leadership for Organizational Development, NIRD, Hyderabad
- Course on Project Development and Management for NGO's, NIRD, Hyderabad
- Course on Planning, Monitoring and Evaluation of Community Health & Development Programmes', Institute of Health Management, Pachod, Aurangabad, Maharashtra
- Course on Scheduled Castes Development: Approaches, Strategies and Programmes, NIRD, Hyderabad
- Course on Managing Information using Information Technology, NIRD, Hyderabad
- Course on ToT on Social Audit under MGNREGS, NIRD, Hyderabad
- Course on Information Technology for Data Processing and Analysis, NIRD, Hyderabad

8. Countries of Work Experience: India

9. Languages: Oriya, Hindi, English, Bengali

10. Employment Record:

Period	Employer	Position Held
Aug 2012 – Present	JPS Associates (P) Ltd, New Delhi	Consultant –Economic & Social Development
Apr 2011 – Jul 2012	CARE India, UP	Monitoring & Evaluation Officer
Aug 2010 - Jan 2011	Health Development Initiatives, Bhubaneswar, Odisha	Research Manager
Feb 2010 - Jul 2010	Monitoring and Research Systems (MaRS) Pvt. Ltd, Mumbai	Research Manager
Sept 2007 – Aug 2009	Institute of Social Sciences, New Delhi (Bhubaneswar Regional Centre)	State Project Coordinator
Mar 1999 – Jul 2002	Centre for Developmental Studies, Bhubaneswar, Odisha	State Project Manager

11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
<ul style="list-style-type: none"> Provide support for strengthening mechanisms for collection of information and monitoring of targets based on key performance indicators, including through strengthening of the MIS system Assist NPIU and co-ordinate with SPIUs in monitoring and evaluating results of the project, against the targets projected in Institute Strategic Plans (ISPs) developed by ITIs and 	<p>Name of the assignment or project: BME-FREMAA Year: January 2015 Location: Guwahati Client: Sutra Consulting Pvt. Ltd, Bhubaneswar Main project features: Assess the impact on the beneficiary of the investments during the tenure of the project at three intervals i.e. beginning of the project, at completion of 3 years and upon completion of all activities envisaged in the project Position Held: Economist Activities Performed:</p> <ul style="list-style-type: none"> Recommendation of economic related interventions required to be done by the State/NGOs/Civil Societies etc. for the future Quality monitoring, develop a mechanism for quality up gradation Review of thematic studies/evaluation study reports and advising on necessary changes on finalization Concurrent monitoring of field visits from time to time Report writing on thematic matters as requested by Team Leader.
	<p>Name of the assignment or project: Capacity Development for Forest Management and Personnel Training Projects (Funded by JICA), North East Region Capital City Development Investment Programme (Funded by ADB), Tourist Statistics-Punjab & Himachal Pradesh (Funded by ADB). Year: 2012 - Continuing Location: Madhya Pradesh, Jharkhand, Nagaland, Chhattisgarh, Himachal Pradesh, Punjab and 5 NE (North –Eastern) States Client: JPS Associates (P) Ltd, New Delhi Main project features: Involvement in multiple projects Position Held: Consultant – Social & Economic Development Activities Performed:</p> <ul style="list-style-type: none"> Working as Participatory Rural Appraisal (PRA) Expert under Capacity Development for Forest Management and Personnel Training projects for the forest departments in the states of Madhya

<p>Industry clusters</p> <ul style="list-style-type: none"> • Support NPIU to review and track progress of implementation through a technology backed solution • Support reporting and monitoring of DLIs and KPIs • Consolidating and disseminating information on program progress in form of periodic implementation progress reports • Provide coordination support to NPIU for conducting workshops, seminars, conferences, bi-annual Joint Review Missions and interim missions from time to time • Collect required information from the States and prepare documents for review missions and for other purposes as 	<p>Pradesh Chhattisgarh, Jharkhand, Nagaland and Himachal Pradesh. Under the projects, my responsibilities are to make selection of key indicators and sampling of areas and beneficiaries for assessment. Conduct TNA and prepare report therein. Review of JFM Guidelines, Preparation of JFM Handbooks for all the states mentioned. Preparation of course materials, lesson plan, PPTs. Interaction and mobilization of JFMCs and EDCs with regards to their organizational structure, function, identification of Alternate Economic Activities / Income Generating Activities.</p> <ul style="list-style-type: none"> • Worked as Benefit Monitoring and Evaluation Specialist in North East Region Capital City Development Investment Programme for Ministry of Urban Development, Government of India funded by Asian Development Bank (ADB). Under the project benefits accrued by people/ community and ULBs of Aizawl, Agartala, Gangtok, Kohima and Shillong out of the project intervention has been monitored. Basic features/ parameters of Evaluation such as; efficiency, effectiveness, impact and sustainability aspects have been considered /adhered. Besides, other task under the assignment is Identification of land acquisition and resettlement (LAR) requirements of the subprojects and Preparation of Resettlement Plans for the sub projects (PAPs). • Worked as Database Management Expert for the Tourist Statistics projects of Punjab and Himachal Pradesh. Key responsibilities under this project are data analysis, development of tables, graphs, charts and report preparation. • Worked as Economist in the project Tourism Policy and Master Plan for Promotion of Tourism and Tourism Infrastructure Development in Delhi. • Economist & Social Demography Expert in Study to Assess the Carrying Capacity of the existing and potential destinations of Uttarakhand. My key responsibilities under this project are designing of questionnaire/schedules, finalization of methodology in consultation with the Client and Analysis of data and information gathered from primary and secondary data sources. • In addition to the above project assignments, preparing business development / project proposal related to social and economic projects. These include research, survey, monitoring and evaluation, impact assessment, gender, SHG, water and sanitation, education, rural health etc. <p>Name of the assignment or project: Girls Education Programme Year: 2011 - 2012 Location: Lucknow, Uttar Pradesh Client: CARE India, UP Main project features: Preparation of Monitoring Framework for Girls Education Programme for CARE India. Under the GEP umbrella under which five kinds of projects were implemented such as; (i) School Improvement Programme, (ii) Udaan, (iii) Girls Leadership Programme, (iv) Kasturba Gandhi Balika Vidyalaya (KGBV) and (v) Pastry Collin Trust Fund Initiatives focusing on improvement of children on education/competency. Position Held: Monitoring & Evaluation Officer Activities Performed:</p>
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<p>required by the NPIU</p> <ul style="list-style-type: none"> • Assist in the preparation of TORs for evaluation of different aspects of the project, and commission the evaluation and assure quality • Help NPIU prepare quarterly progress report on some key inputs/outputs indicators • Support the NPIU and SPIUs to facilitate and analyze tracer studies • Support further development of NCVT MIS 	<ul style="list-style-type: none"> • Developed and modified monitoring tools as per the need and changing strategies of the projects and programme. • Assisted in the development and maintenance of database on education development indicators related to children in general and girls in particular. • Imparted training to the District and Block Resource persons on monitoring tools, data collection and documentation. • Conducted Evaluation (Concurrent and Impact) of sub-projects under projects and programme. Important among them are the Assessment of Morning Assembly and KGBVs in the project intervention districts of UP. • Imparted training to the field level personnel on monitoring and evaluation techniques. <p>Name of the assignment or project: Base Line Analysis on Social Exclusion in relation to Water and Sanitation for 6 (six) IPAP partners in Jharkhand and Odisha Year: 2010-11 Location: Jharkhand and Odisha Client: Health Development Initiatives, Bhubaneswar, Odisha Main project features: Conduct survey and perform Monitoring and evaluation of the projects implemented in Jharkhand and Odisha Position Held: Research Manager Activities Performed:</p> <ul style="list-style-type: none"> • Conducted Base line survey and monitoring and evaluation of the Water and Sanitation projects implemented in the states of Jharkhand and Odisha for WaterAid India, the International NGO working for the improved quality of life through ensuring safe drinking water and improved sanitation facilities to the socially and economically excluded population. • Participatory monitoring and assessment with the community was one of the important features of the project. Efficiency, effectiveness, impact and sustainability aspects of the water and sanitation projects implemented in the project areas were assessed. <p>Name of the assignment or project: MGNREGA Process Documentation in Ganjam District of Odisha Year: 2010 Location: Ganjam, Odisha Client: Monitoring and Research Systems (MaRS) Pvt. Ltd, Mumbai Main project features: End-to-end project management and implementation of MGNREGA Position Held: Research Manager Activities Performed:</p> <ul style="list-style-type: none"> • Worked as in-charge of the project, liaison with state, district, block and panchayat level officials in relation to the implementation of MGNREGA. • Development of research tools for data and information. • Monitoring and Evaluation of MGNREGA and process documentation was other task of the project. Under this participatory / Social Audit of MGNREGA/MGNREGS was conducted in the sample selected villages where active participation of community and other stakeholders was ensured. The issues related to the rights and entitlements on land, land utilization and benefit sharing of the created community assets were also discussed/assessed.
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	<ul style="list-style-type: none"> • Evaluation of roles and responsibilities of NGOs and CBOs with regards to their participation on MGNREGA activities. Sensitization and Mobilization of NGOs and CBOs for Social Audit. • Imparted training to the investigators and supervisors on data and information collection from the beneficiaries, analysis of the data collected through application of SPSS and development & submission of report to the client (UNDP). <p>Name of the assignment or project: Land Alienation and Entitlements in Selected Tribal Districts of Odisha Year: 2007-2009 Location: Koraput, Odisha Client: Institute of Social Sciences, New Delhi (Bhubaneswar Regional Centre) Main project features: Planning, Monitoring and Evaluation of the project on land alienation, land rights and entitlements of community with focus on scheduled tribes. Position Held: State Project Coordinator Activities Performed:</p> <ul style="list-style-type: none"> • Prepared of Training Module and implementation of the same on Land rights and entitlements for the community with focus on scheduled tribes and elected representatives of the PRIs, particularly the Gram Panchayats(GP level), Panchayat Samities (Block level), NGOs, CBOs and other stakeholders. • Organized / mobilized community volunteers to work on the land rights & entitlements of the community. • Coordinated with funding agency, implementing agency, government departments (Revenue, Forest and Panchayati raj etc.) Community and trainers/experts of relevant areas. Besides as and when required imparted training to the Community (Scheduled Tribes) PRIs, CBOs including Women SHGs, NGOs on land rights and entitlements in the project areas i.e. Koraput district of Odisha. • To find out the land alienations, which have been taken place in the project area and coordinated to redress the same with competent authorities and affected persons/households (beneficiaries) in the project areas. • Facilitated in providing the rights and entitlements (RoR) of the persons/households on the same. <p>Name of the assignment or project: Mobilization of Tasar Farmers in Madhya Pradesh/Chhattisgarh" under Madhya Pradesh Sericulture Project (MPSP) funded by Japan Bank of International Cooperation (JBIC) Year: 1999-2002 Location: Bilaspur, Jashpur Nagar and Raigarh districts of Chhattisgarh Client: Centre for Developmental Studies, Bhubaneswar, Odisha Main project features: Planning, Monitoring and Evaluation of project in the Raigarh and Jashpur Nagar districts of Chhattisgarh state. Position Held: State Project Manager Activities Performed:</p> <ul style="list-style-type: none"> • Overall in-charge of the implementation of project. Liaison with the Forest and Sericulture department officials at different levels. • Conducted PRA, FGD with women tasar farmers, analyzed data and information, preparation of reports.
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	<ul style="list-style-type: none">• Coordinated and organized women Self Help Groups in the project intervention areas.• Prepared of training modules and impart training to the women tasar farmers on thrift & saving, identification of viable economic activities, book keeping, record keeping, bank linkages and operation of bank account with documentation of the proceedings.
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13. Certification:

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



Signature of staff member
Full name of staff member:

Date: 24/10/2017
Day/Month/Year
Dr. Bijaya Kumar Sahu



11. Support Consultant – 1

1. **Proposed Position** Support Consultant
 2. **Name of Firm** KPMG Advisory Services Private Limited
 3. **Name of Staff** Mahaveer Agarwal
 4. **Date of Birth:** 05/01/1988 **Nationality:** Indian

5. Education:

Degree Obtained	Institution	Year
PGDBM	XLRI Jamshedpur	2015
B Tech Mechanical Engineering	IIT Guwahati	2010

6. Membership in Professional Associations and Publications: N/A**7. Other Training: N/A****8. Countries of Work Experience: India****9. Languages: English, Hindi****10. Employment Record:**

Period	Employer	Position Held
Apr 2015 – Present	KPMG Advisory Services Pvt. Ltd	Senior Consultant
Jul 2010 - Jun 2013	Reliance Industries Limited	Manager

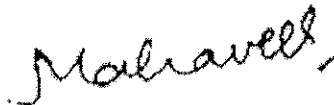
11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
<ul style="list-style-type: none"> Analysis of Secondary and Primary data collected by the PMC team. Support the STRIVE PMC team in report writing. 	<p>Name of assignment or project: Project Management Support in setting up of National Centre of Excellence for Animation, Visual Effects, Gaming and Comics Year: March 2017 - Ongoing Location: Delhi, India Company: Federation of Indian Chambers of Commerce and Industry (FICCI)/ Indian Institute of Mass Communication (IIMC) Main project features: With a vision to develop training capacity for animation and gaming Industry in India, Ministry of Information & Broadcasting (MoIB) has proposed to set up National Centre of Excellence in training for Animation, Visual Effects, Gaming and Comics (AVGC). KPMG assisted the Ministry in developing the detailed project report for NCoE's establishment and consequently provided end to end implementation assistance services by for establishment and operationalization of the NCoE. Indian Institute of Mass Communication (IIMC) will be the sponsoring body for the proposed NCOE in AVGC and FICCI has been recommended as the program management agency to support IIMC in the execution of the project. KPMG will provide Project Management support to FICCI. Position Held: Associate Activities Performed: KPMG is providing assistance to FICCI in following modules for setting up NCoE in AVGC:</p>

	<ul style="list-style-type: none"> • Assistance in Selection of Operating Partner • Assistance in Selection of an International Academic Partner • Assistance in developing processes related to regulatory/ compliance process for setting up the Institute • Assistance in Constitution of Governing Council, Advisory Boards and in identifying industry participation • Monitoring achievement of milestones as per planned timelines • Assistance in identification of potential partners and establish collaborations • Assistance in selection of Architect / Designer and assistance in Campus Infrastructure Development • Assistance in identification of potential partners and establishing collaborations <p>Name of assignment or project: Project Management Support in setting up of Rajiv Gandhi National Aviation University Year: Dec 2016 – March 2017 Location: Delhi, India Company: Ministry of Civil Aviation Main project features: KPMG has been appointed as Project Management Agency for assistance to RGNAU under Executive, Operations, Collaborations, and Infrastructure Modules. The University has launched its first Executive Development Program on Aviation Management and is planning to hold multiple Management Development Programs and MBA programs in coming academic session. Position Held: Associate Activities Performed:</p> <ul style="list-style-type: none"> • Documented best practices and assist in preparation of RGNAU Regulations and Ordinances • Assisted in designing performance parameters to monitor the performance of the University • Designed and successful delivery of first Executive Development Program on Aviation Management • Chalked out key resource requirement map and drafting job description to initiate recruitment process • Conducted stakeholder workshop to gauge demand of the industry prior to designing curriculum • Assistance to RGNAU under Executive, Operations, Collaborations, and Infrastructure Modules <p>Name of assignment or project: Financial due diligence and risk management of DDU GKY Proposals under West Bengal State Skill Development Mission Year: September 2016 (ongoing) Location: Kolkata, India Company: West Bengal State Rural Livelihoods Mission Main project features: Proposal appraisals, financial & governance analysis, risk management Position Held: Appraiser Activities Performed: Gathering and analysing supporting documents, conducting field visits for verification of facilities & infrastructure proposed, proposal rating on financial, governance, project management parameters</p> <p>Name of assignment or project: Santosh Hospitals Year: September 2016 – December 2016</p>
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	<p>Location: Delhi, India Company: Santosh Hospitals Main project features: Program management and execution assistance of initiatives for performance improvement of a leading private medical university Position Held: Associate Activities Performed: Identification of revenue pockets for hospital, tracking progress of implementation part of recommendations</p> <hr/> <p>Name of assignment or project: Monitoring and Evaluation of NSDC Udaan Year: April 2015 to September 2016 Location: Delhi, India Company: National Skill Development Corporation Main project features: Designing Monitoring framework, process maps for audits and grant disbursements, stakeholder management, database management Position Held: Team Lead Activities Performed: Designing and implementation of monitoring framework, multiple stakeholder management, quality check on grant disbursement & training delivery, database management on portal</p> <hr/> <p>Name of assignment or project: Reliability and Condition Monitoring of Mechanical Equipment Year: 2013-14 Location: Surat, Gujarat, India Company: Reliance Industries Limited Major features: Financial Analysis of capex projects, reliability study of critical equipment and condition monitoring Position Held: Manager Activities Performed:</p> <ul style="list-style-type: none"> • Carried out detailed feasibility cum technical analysis of mechanical equipment • Performed cost benefit and economic analysis of critical equipment and reviewing annual budgets • Member of Business Process Reengineering Team for process optimization and automation • Conducted financial analysis of new projects: capital expenditure versus project revenues • Led inter-disciplinary Root Cause Analysis teams for finding out root cause of various failures
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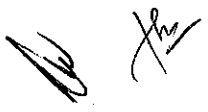
13. Certification:

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



Signature of staff member
Full name of staff member:

Date: 24/10/2017
Day/Month/Year
Mahaveer Agarwal



12. Support Consultant - 2

1. **Proposed Position** Support Consultant
 2. **Name of Firm** KPMG Advisory Services Private Limited
 3. **Name of Staff** Akshay Bhatia
 4. **Date of Birth:** 16/10/1988 **Nationality:** Indian

5. Education:

Degree Obtained	Institution	Year
PGDM (MBA Equivalent)	Indian Institute of Management, Bangalore (IIMB)	2016
MBA Exchange	Kedge Business School, Bordeaux, France	2015
B.E. (Computer Engineering)	Thapar University, Patiala, India	2010

6. Membership in Professional Associations and Publications: N/A**7. Other Training:**

- Certified BASE-SAS analytics programmer, a professional certification in data analytics, EXL Service, '13

8. Countries of Work Experience: India**9. Languages: English, Hindi, Punjabi****10. Employment Record:**

Period	Employer	Position Held
Apr 2016- Present	KPMG Advisory Services Pvt. Ltd.	Consultant
Feb 2014- May 2014	Cognizant Analytics	Senior Associate-Analytics
Jan 2011- Feb 2014	EXL Service (Inductis)	Senior Business Analyst
Jul 2010- Jan 2011	Accenture	Associate Software Engineer

11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
<ul style="list-style-type: none"> • Analysis of Secondary and Primary data collected by the PMC team. • Support the STRIVE PMC team in report writing. 	<p>Name of the assignment or project: Developed Diversification Strategy and conducted Portfolio Analysis for a South-India based business conglomerate Year: April 2017 – Present Location: Delhi/Chennai, India Client: South Indian Conglomerate Main project features: South Indian Conglomerate was present in over 12 sectors but its revenue source was highly skewed and there was over-dependence on few sectors. The conglomerate wanted portfolio analysis of the existing business and a diversification strategy and opportunity assessment for venturing into new sectors. Position Held: Consultant Activities Performed:</p> <ul style="list-style-type: none"> • Developed Opportunity Assessment framework to analyse business opportunities considering investments, returns, business adjacencies, risks and their maturity level (early stage, growth stage, declining business)

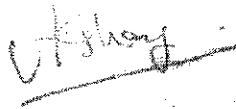
	<ul style="list-style-type: none"> • Performed opportunity assessment for 6 business opportunities - Test Preparation, Interactive Digital videos, Cloud Admission System, K-12, Renewables and Education Allied Services • Provided guidance on key parameters that will aid group on decisions related to inorganic growth • Developed a portfolio strategy for the group to set appropriate performance goals • Analysed current portfolio performance across sectors and performed benchmarking against peers • Suggested suitable business/ organization structure to manage business portfolio • Provide suitable sample case studies on establishing Family Investment Office Structure <p>Name of the assignment or project: Implementation and Monitoring of Pradhan Mantri Kaushal Vikas Yojna (PMKVY) under Skill India Year: May 2016- March 2017 Location: Delhi, India Client: National Skill Development Corporation (NSDC) Main features: NSDC is implementing Pradhan Mantri Kaushal Vikas Yojna (PMKVY) which is the flagship scheme of Ministry of Skill Development & Entrepreneurship under Skill India Campaign. Scheme aims to benefit 24 lakh youth at an approx. cost of INR 1,500 Crores by mobilizing them to take up skill training and become employable and earn their livelihood. Position Held: Consultant Activities Performed:</p> <ul style="list-style-type: none"> • Formulated Skill Ecosystem Guidelines, PMKVY 2.0 Guidelines and Monitoring framework for Skill India scheme • Developed Accreditation and Affiliation Standards for the Skill Eco System • Defined Compliance and Performance Parameters and outcome based Project Monitoring Framework • Monitored implementation of Pradhan Mantri Kaushal Vikas Yojana(PMKVY) • Performance based Monitoring and 125+ Center Validations for compliance and capacity evaluation • Formulation of PMKVY Monitoring framework for monitoring the performance of the scheme • Conducting Center Validations and Inspections for compliance and capacity evaluation. • Preparation of work plan for Monitoring - including Centre visit plans and third party inspection reports etc. • Conducting due diligence for placement validation and ensuring disbursement of payouts to stake holders. • Investigation and analysis of complaints and RTIs received by NSDC and providing appropriate response. <p>Name of the assignment or project: Developing franchising strategy for entering K-12 Education Space Year: May 2016-June 2016 Location: Delhi, India Client: India based diversified business conglomerate Main features: Developed Growth Plan and Franchising strategy for the client for entering K-12 Education Space in India</p>
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	<p>Position Held: Consultant</p> <p>Activities Performed:</p> <ul style="list-style-type: none"> • Developed strategic growth objective and potential growth target for the group in K-12 education space • Analyzed existing franchising models in the space, the value proposition and benefits being offered by them • Devised and proposed multiple franchising models to the client along with the features and revenue model <p>Name of the assignment or project: Concept Note for Rajasthan Public Service Commission Year: Apr 2016-May 2016 Location: Delhi, India Client: Rajasthan Public Service Commission Main features: Performed feasibility analysis, scalability and stakeholder analysis related to transitioning Civil Services Examination System in Rajasthan to online mode Position Held: Consultant Activities Performed:</p> <ul style="list-style-type: none"> • Analyzed the challenges of the current paper-based system and advantages of the new online based systems • Performed stakeholder and feasibility analysis of the new system based on infrastructure and scalability • Performed benchmarking against historical case studies to absorb learnings from transitioning similar systems <p>Name of the assignment or project: Operation Analytics and Process Optimization Year: Mar 2014- May 2014 Location: Gurgaon, India Client: US based Fortune-100 Auto Major Main features: Created Predictive Analytics Models to optimize the Client Servicing Costs Position Held: Senior Associate- Analytics Activities Performed:</p> <ul style="list-style-type: none"> • Analyzed customer interaction data to conduct behavior analysis and segmentation analysis • Created Multivariate logistic regression model to predict customer contacting through contact centers • Scored customers and identified propensity of a customer likely to contact using expensive service mediums • Reduction of call volume and total costs through pre-emptive communication to customers <p>Name of the assignment or project: Social-Media and HR Analytics Year: Feb 2014- Mar 2014 Location: Gurgaon, India Client: US based Fortune-100 Company Main features: Hotspot Analysis to predict future customer behaviour Position Held: Senior Associate- Analytics Activities Performed:</p> <ul style="list-style-type: none"> • Independently led and worked on a Hotspot Analysis engagement for a Fortune 100 company. • Improved the associate engagement on the client's internal social network by tracking primary habits of users • Performed App level Analysis for integrating Data & Form KPIs for
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	<p>tracking associate level web activity</p> <ul style="list-style-type: none"> Conducted user profiling and segmented the associates based on the exhibited interaction habits. <p>Name of the assignment or project: Marketing Analytics - Operation Analysis & Customer Feedback Analysis Year: Jan 2011- Feb 2014 Location: Gurgaon, India Client: A Credit Union Major, US Main features: Campaign Management, Operation Analysis, Segmentation Analysis, Up-Sell and Customer Feedback Analysis Position Held: Senior Business Analyst Activities Performed:</p> <ul style="list-style-type: none"> Offshore Team Leader, independently led 4 member analytics team and liaised with 16 departments Performed Up-Sell Analysis, Operation and Segmentation Analysis and Customer Feedback Analysis. Designed and developed agent performance scorecards to analyze the caseload and cycle-time of agents. Performed campaign management analysis across parameters like lead generation, lead conversion ratio etc. Implemented Voice of Customer Dashboards to analyze Loyalty Scores and Overall Customer Satisfaction. Performed Business Development, successfully pitched \$100k USD project, doubling the account revenue
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13. Certification:

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



Signature of staff member
 Full name of staff member:

Date: 24/10/2017

Day/Month/Year
 Akshay Bhatia





APPENDIX C – REMUNERATION COST ESTIMATES

1. Monthly rates for the Experts:

Name	Position	Staff month Rate (in INR)	Input (Staff months)	Total (in INR)
Local Staff				
Narayanan Ramaswamy	Program Leader	412,288	4	1,649,152
		412,288	4	1,649,152
Rit Chandra	Deputy Program Leader/ Team Leader	386,520	24	9,276,480
		386,520	12	4,638,240
Dr. Chadrashekar Balakrishnan	Skill Development Specialist	373,636	4	1,494,544
		373,636	2	747,272
Ashok Kumar Ahuja	Apprenticeship Consultant - 1	354,310	20	7,086,200
		354,310	16	5,668,960
Praveen Manikpuri	Apprenticeship Consultant - 2	322,100	20	6,442,000
		322,100	14	4,509,400
Basant Kumar	Institutional Development Consultant - 1	373,636	20	7,472,720
		373,636	16	5,978,176
Ganapati Hegde	Institutional Development Consultant - 2	373,636	20	7,472,720
		373,636	14	5,230,904
Hemant Chadha	Financial Management Consultant	386,520	28	10,822,560
		386,520	8	3,092,160
Dr. Anoop Kumar Satpathy	M&E Consultant - 1	354,310	26	9,212,060
		354,310	10	3,543,100
Dr. Bijay Kumar Sahu	M&E Consultant - 2	334,984	26	8,709,584
		334,984	10	3,349,840
Mahaveer Agarwal	Support Consultants - 1	289,890	30	8,696,700
		289,890	6	1,739,340
Akshay Bhatia	Support Consultants - 2	289,890	30	8,696,700
		289,890	6	1,739,340
Kanissery Venugopalan	TVET Specialist	373,636	4	1,494,544
		373,636	2	747,272
Gurumurthy Shivananda	Procurement Specialist	354,310	2	708,620
		354,310	1	354,310
Sangeet Sharma	Architect for building and lab layouts	322,100	2	644,200
		322,100	1	322,100
Dr. Neela Dabir	Instructional Design Specialist	380,078	4	1,520,312
		380,078	2	760,156

Name	Position	Staff-month Rate (in INR)	Input (Staff-months)	Total (in INR)
Local Staff				
S.V. Sukumar	Sector Specialist - Engg. Trades	380,078	3	1,140,234
		380,078	3	1,140,234
Kuchibhotla Srinivas	Sector Specialist - Non-Engg. Trades	380,078	3	1,140,234
		380,078	3	1,140,234
Total Costs			400	140,029,754

Model Form I
Breakdown of Agreed Fixed Rates in Consultant's Contract

We hereby confirm that we have agreed to pay to the Experts listed, who will be involved in performing the Services, the basic fees and away from the home office allowances (if applicable) indicated below:

(Expressed in Indian Rupees)*

Experts		1	2	3	4	5	6	7	8
Name	Position	Basic Remuneration rate per Working Month/Day /Year	Social Charge s ¹	Overhead ¹	Sub total	Profit ²	Away from Home Office Allowance	Agreed Fixed Rate per Working Month	Agreed Fixed Rate per Working Month
	Home Office								
Narayanan Ramaswamy	Program Leader							412,288	412,288
Rit Chandra	Deputy Program Leader/ Team Leader						As per Appendix D (refer per diem allowances)	386,520	386,520
Dr. Chadrashekar Balakrishnan	Skill Development Specialist							373,636	373,636
Ashok Kumar Ahuja	Apprenticeship Consultant - 1							354,310	354,310

IV. Appendices

Time-Based

Praveen Manikpuri	Apprenticeship Consultant - 2									322,100	322,100
Basant Kumar	Institutional Development Consultant - 1									373,636	373,636
Ganapati Hegde	Institutional Development Consultant - 2									373,636	373,636
Hemant Chadha	Financial Management Consultant									386,520	386,520
Dr. Anoop Kumar Satpathy	M&E Consultant - 1									354,310	354,310
Dr. Bijay Kumar Sahu	M&E Consultant - 2									334,984	334,984
Mahaveer Agarwal	Support Consultants - 1									289,890	289,890
Akshay Bhatia	Support Consultants - 2									289,890	289,890

1 Expressed as percentage of 1

IV. Appendices Time-Based

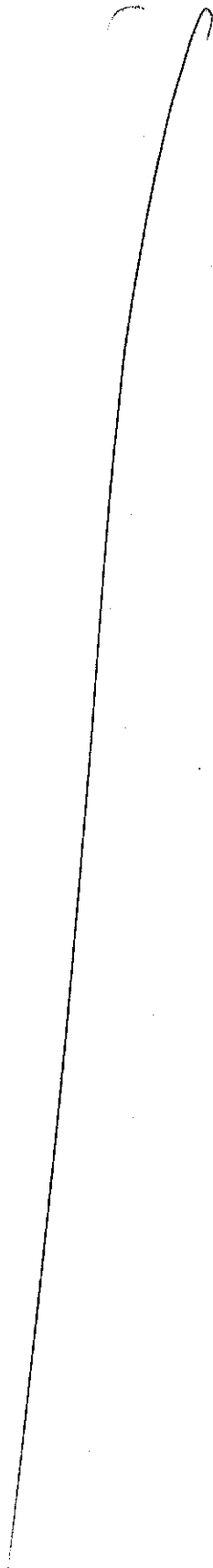
2 Expressed as percentage of 4

* If more than one currency, add a table

Signature _____ Date _____

Name and Title: _____





APPENDIX D – REIMBURSABLE EXPENSES COST ESTIMATES

1.

N°	Description	Unit	Unit Cost (in INR)	Quantity	Total (in INR)
1	Per diem allowances	Day	10,307	500	5,153,600
2	International flights	Trip	322,100	2	644,200
3	Miscellaneous travel expenses	Trip	25,768	250	6,442,000
4	Communication costs between [Insert place] and [Insert place]		-	-	-
5	Drafting, reproduction of reports	Per Report	322,100	12	3,865,200
6	Equipment, instruments, materials, supplies, etc.		322,100	1	322,100
7	Shipment of personal effects	Trip	64,420	10	644,200
8	Use of computers, software		-	-	-
9	Laboratory tests		-	-	-
10	Subcontracts		-	-	-
11	Local transportation costs	Trip	1,288	400	515,360
12	Office rent, clerical assistance		-	-	-
13	Training of the Client's personnel	Per Workshop	644,200	10	6,442,000
Total Costs					24,028,660

1.No change at the contract negotiation stage

2. All reimbursable expenses shall be reimbursed at actual cost, unless otherwise explicitly provided in this Appendix, and in no event shall reimbursement be made in excess of the Contract amount.

APPENDIX E - FORM OF ADVANCE PAYMENTS GUARANTEE --- NOT APPLICABLE
[See Clause GCC 41.2.1 and SCC 41.2.1]

{Guarantor letterhead or SWIFT identifier code}

Bank Guarantee for Advance Payment

Guarantor: _____ *[insert commercial Bank's Name, and Address of Issuing Branch or Office]*

Beneficiary: _____ *[insert Name and Address of Client]*

Date: _____ *[insert date]*

ADVANCE PAYMENT GUARANTEE No.: _____ *[insert number]*

We have been informed that _____ *[name of Consultant or a name of the Joint Venture, same as appears on the signed Contract]* (hereinafter called "the Consultant") has entered into Contract No. _____ *[reference number of the contract]* dated _____ *[insert date]* with the Beneficiary, for the provision of _____ *[brief description of Services]* (hereinafter called "the Contract").

Furthermore, we understand that, according to the conditions of the Contract, an advance payment in the sum of _____ *[insert amount in figures]* () *[amount in words]* is to be made against an advance payment guarantee.

At the request of the Consultant, we, as Guarantor, hereby irrevocably undertake to pay the Beneficiary any sum or sums not exceeding in total an amount of _____ *[amount in figures]* () *[amount in words]*¹ upon receipt by us of the Beneficiary's complying demand supported by the Beneficiary's a written statement, whether in the demand itself or in a separate signed document accompanying or identifying the demand, stating that the Consultant is in breach of their obligation under the Contract because the Consultant:

- (a) has failed to repay the advance payment in accordance with the Contract conditions, specifying the amount which the Consultant has failed to repay;
- (b) has used the advance payment for purposes other than toward providing the Services under the Contract.

It is a condition for any claim and payment under this guarantee to be made that the advance payment referred to above must have been received by the Consultant on their account number _____ at _____ *[name and address of bank]*.

The maximum amount of this guarantee shall be progressively reduced by the amount of the advance payment repaid by the Consultant as indicated in certified statements or invoices

¹ The Guarantor shall insert an amount representing the amount of the advance payment and denominated either in the currency(ies) of the advance payment as specified in the Contract, or in a freely convertible currency acceptable to the Client.

marked as "paid" by the Client which shall be presented to us. This guarantee shall expire, at the latest, upon our receipt of the payment certificate or paid invoice indicating that the Consultant has made full repayment of the amount of the advance payment, or on the __ day of [month], [year],² whichever is earlier. Consequently, any demand for payment under this guarantee must be received by us at this office on or before that date.

This guarantee is subject to the Uniform Rules for Demand Guarantees (URDG) 2010 revision, ICC Publication No. 758.

[signature(s)]

² Insert the expected expiration date. In the event of an extension of the time for completion of the Contract, the Client would need to request an extension of this guarantee from the Guarantor. Such request must be in writing and must be made prior to the expiration date established in the guarantee. In preparing this guarantee, the Client might consider adding the following text to the form, at the end of the penultimate paragraph: "The Guarantor agrees to a one-time extension of this guarantee for a period not to exceed [six months][one year], in response to the Client's written request for such extension, such request to be presented to the Guarantor before the expiry of the guarantee."