

Mr S. Subramanian

NATIONALITY: Indian

SUMMARY

Independent International Development and Infrastructure Consultant/Advisor and Researcher.

Mr. Subramanian is an independent development researcher and consultant with over 20 years of highly multi-disciplinary experience including with academia, industry, the non-profit sector, development research, and consulting behind him. He has carried out consulting assignments for a range of clients including multilateral and bilateral development aid agencies including DFID, SDC, UNICEF, NORAD, World Bank, WSP-SA, UNDP, and occasionally, other agencies such as the European Business and Technology Centre (EBTC), India Canada Environment Facility, and WaterAid. Mr. Subramanian brings a strong track record of recent and current projects in India and elsewhere, and has worked on multiple sectoral verticals in the International Development space since 1996, and has played leadership roles in various mandates and as key team member in many others.

Previously, Mr. Subramanian was an Adviser in Development Consulting at ICRA Management Consulting Services Ltd (IMaCS), a cutting edge, trans-disciplinary consulting firm. Mr. Subramanian worked across IMaCS' s consulting groups/verticals, including International Development, Infrastructure, Urban Development, Energy, and Corporate Sector, providing consulting/advisory leadership to many mandates, as well as team support to many others for a range of multilateral, bilateral, and other clients including UNICEF, The World Bank, ADB, Water and Sanitation Program South Asia, DFID, KfW, USAID, WASTE, GIZ, and various governments and government organisations at national and subnational levels.

Mr. Subramanian is closely familiar with developmental contexts, including climate change in the Hindu Kush Himalayan region, having lived and worked there previously and having carried out numerous consulting/advisory assignments therein. More recent examples of consulting assignments in the region include an assignment with the Swiss Development Cooperation to develop their Indian Himalayas Climate Adaptation Programme (IHCAP), an assignment with KfW to develop institutional and financial flow frameworks for their 5-state climate adaptation programme in NE India, as well as leading reviews of urban reforms in all the states of NE India for

the Ministry of Urban Development, and work on the Uttarakhand State Action Plan for Climate Change in close coordination with the State Forest Department.

Mr. Subramanian' s research/consulting domains include Water, Wastewater, & Sanitation; Urban Development, Infrastructure & Planning; Investment Climate and Analyses; PPP; Regulatory Regimes; Climate Change & Adaptation; Environmental & Public Health; Environment and Livelihoods; Indigenous Peoples and Systems, NRM, Renewable Energy, ICT4D, Biological Diversity, Landscapes, Protected Areas and Conservation, CSR and CR, KM and KM4D.

Mr. Subramanian' s primary functional consulting areas/interests include Policy Research & Analyses; Sector Studies, Regulatory Governance and Research; Programme Design and Management; M&E.

EDUCATION

Bachelors Degree in Electrical Engineering, Bombay University 1986

EMPLOYMENT RECORD

Consulting Experience (As Independent Expert) – July 2011 onwards

Duration/Dates	Client	Assignment
August – September 2013	FinPro and European Business and Technology Centre (EBTC)	Study on Clean Capital: Guide on Funding Opportunities for EU Cleantech SMEs and Research including a special focus on Indian Markets
August 2013	FAO	Programme design inputs and PIF for submission to GEF for a project on Building disaster risk management and adaptation capacities of the agriculture sector in Bihar, India
June – August 2013 onwards	Intercooperation	Review and revision of the Tamil Nadu State Action Plan for Climate Change
June 2013 onwards (ongoing)	Indian Himalayas Climate Adaption Programme (IHCAP), Climate Change Division, Embassy of Switzerland, New Delhi	Analyses of State Action Plans for Climate Change in the Indian Himalayan Region
April – June 2013	KfW	Review and Redesign of institutional arrangements for the 5-State North East Climate Change Adaption Programme, India

October 2012 to February 2013	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Development of a 10 year Project Proposal on Development of Non-Timber Forest Products (NTFP) Sector (for Submission to JICA, by the Uttarakhand Forest Department), for the GIZ Regional Economic Development (RED) Programme
September 2012 to May 2013	United Nations Development Programme (UNDP)	Developing the State Action Plan for Climate Change, Chhattisgarh
June 2012	Government of Nagaland	Review and revision of State Action Plan for Climate Change, Nagaland
May 2012 to August 2012	United Nations Development Programme (UNDP)	Developing the State Action Plan for Climate Change, Bihar
February 2012 to April 2012	United Nations Development Programme (UNDP)	Review and revision of State Action Plan for Climate Change, Uttarakhand
October 2011 to February 2012	Swiss Agency for Development Cooperation (SDC)	Design/Development and Institutional Aspects of the Indian Himalayas Climate Adaptation Programme (IHCAP)
August 2011 – October 2011	Freshwater Action Network South Asia (FANSA)	Regional strategy formulation for South Asia Region

Consulting Experience as Advisor, International Development Consulting and Urban Infrastructure at ICRA Management Consulting Services (IMaCS) -- June 2007 to July 2011

Client	Assignment
Ministry of Urban Development, Government of India	Team Member, Appraisal of Progress of Urban Reforms (JNNURM & UIDSSMT) in 8 States of North Eastern India
GTZ ASEM	Technical Expert, Sanitation and ULBs, City sanitation Planning under the National Urban Sanitation Policy for 3 cities in India (Kochi, Nasik, and Tirupati)
World Bank Water and Sanitation Programme South Asia (WSP-SA)	Sole Consultant: Examining Global Policies and Regulatory Frameworks for Urban On-site Sanitation, and Recommending Policy and Regulatory Options for the Government of India
WASTE, Netherlands	Technical Expert, KEN India: In-the-field-knowledge-management and sharing on Integrated Sustainable Sanitation and Waste Management in India

Department for International Development (DFID)	Team Leader, Developing and Implementing a Monitoring and Evaluation System for Panchayat and Rural Development Department, Government of West Bengal
World Bank Water and Sanitation Programme South Asia (WSP-SA)	Sole Consultant: Reviewing/Improving Project Preparation and Design for Urban Sanitation Projects using the City-Wide Sanitation Planning Approaches
United Nations Children's Fund (UNICEF)	Team Leader, System Strengthening for Behaviour Change Communication in the Total Sanitation Campaign in Madhya Pradesh, India
USAID – ECO-Asia	Analytical inputs to Environmental Co-operation-Asia (USAID ECO-Asia) Pune Pilot on 24x 7 water supply. Review of metering and connection policies of Pune Municipal Corporation and recommend changes to the utility
Asian Development Bank (ADB)	Promoting Effective Water Management Policies and Practices. Assessment of select utilities and Profiling of large potentially bankable PPP projects in the WATSAN sector in India and to explore scope for financing such projects
Asian Development Bank (ADB) Private Sector Operations Department	Support to implementation of PPP projects in water and sanitation sectors in Ahmedabad, Rajkot and Surat in developing projects in water supply and waste water recycling in these cities
Asian Development Bank (ADB) Private Sector Operations Department	Identification of “bankable” PPP projects in urban sector that can be taken up on PPP mode. As a team member, responsible for potential Urban water supply projects
KfW	Team Leader for Design of Institutional Arrangements and Funds Flow Mechanisms for a Climate Change Adaptation Programme in 5 states in NE India
The Independent Evaluation Group, World Bank, Washington DC	Regional Assessment of the Supply of Monitoring, Evaluation, and Performance Management Capacity Development Services In India and Sri Lanka
Department of Scientific & Industrial Research, Government of India	Assessment of the Potential for Export of Consulting Services from India to Central and Eastern Europe – Hungary, Czech Republic, Bulgaria, and Romania

NEPED, Nagaland	Joint planning and advisory services for multidisciplinary project on environment, livelihoods, renewable energy, and planning
ADB and Lee Kuan School of Public Policy, Singapore	Two teaching case studies on PPP projects in the water sector in India
National Capital Region Planning Board (NCRPB), New Delhi	Study and analyses of potential counter-magnets to New Delhi in several states of northern India
United Nations Children's Fund (UNICEF)	Evaluation of the Quality Package of The GoI-UNICEF Education Programme Using the CBA Tools Developed
India Brand Equity Foundation (IBEF)	Infrastructure sector status studies – The Power Sector in India; and The Oil and Gas sector in India
World Bank Institute	Analytical review of Single Window Systems in several states of India – part of larger ongoing analyses of investment climate in India
World Bank Uttarakhand Health Systems Development Project	Advisor, Preparation of Village health Plans and Block Response Plans

Consulting Experience (As Independent Expert) – December 1996 to July 2007

Duration/Dates	Client	Assignment
October – December 2006	International Labour Organisation (ILO)	Analytical review of The Andhra Pradesh State Based Project (APSBP) for the Elimination of Child Labour
September 2006	UNICEF Hyderabad Field Office	Towards a Framework for Adolescent Self-Hygiene for Girls in Andhra Pradesh -- Strategy Paper
August 2006	UNICEF Hyderabad Field Office	Concept note on -- Medak: The Child Friendly District with "SANKALP" the Integrated Early Child Development Project
August 2006	UNICEF Hyderabad Field Office	Reaching the Unreached: Improving the WatSan and Nutrition Situation in the Tribal Areas of Visakhapatnam District, Andhra Pradesh – Five proposals
July 2006	UNICEF Hyderabad Field Office	Protecting the Girl Child from Abuse, Exploitation and Neglect: A Strategic Framework for Action and Research in Warangal, Andhra Pradesh -- Draft Proposal Framework submitted to IKEA
May – June 2006	World Bank Water and Sanitation Programme South Asia (WSP-SA) - Knowledge Links	Study on the possibilities and potential for sector-wide M&E in rural water supply and sanitation

September to October 2005	India-Canada Environment Facility (ICEF)	Team Leader, End of Project Performance Assessment and institutional evaluation of the ICEF funded Nagaland Empowerment of People through Economic Development (NEPED) Project, Nagaland, North-Eastern India
September 2005	LEAD India, Government of Arunachal Pradesh, Government of Nagaland	Key resource person for capacity building programme for Cohort 11, for Arunachal Pradesh National Training Session on NRM and carbon credits and trading; Resource person for multi-department capacity building in Government of Nagaland on participatory three-dimensional modelling (P3DM), in association with the International Centre for Integrated Mountain Development (ICIMOD), Kathmandu, Nepal
July to September 2005	WaterAid India	Team Leader, Development of WaterAid's India Country Strategy Paper (2005-2010)
September 2004 – June 2005	Water and Sanitation Programme South Asia (WSP-SA) – Scott Wilson	Development of 6 thematic guidance notes relating to various aspects of sectoral reforms in water supply and sanitation: (1) Developing an O&M focused approach to Multi-Village Drinking Water Supply Schemes; (2) A Framework for Local Governments Subsidizing O&M&R Charges; (3) Net Present Value Assessment of Technical Options; (4) Operationalising an Institutional Approach to Inclusion; (5) A Note on the Effects of 10% Contribution by Others; (6) Regulating Decentralised Demand Responsive Service Provision
February -April 2004	UNICEF India Country Office	Editorial role, End-of-Project Review of the DFID-SIDA funded UNICEF-Government of India Child's Environment Programme
October 2003	UNICEF India Country Office	Government of India's position paper on a National Sanitation Policy for the South Asian Conference on Sanitation (SACOSAN), Dhaka, Bangladesh, 21-23 October 2003
July – October 2003	Department for International Development, (DFID)	Assistant Team Leader for design of the 14 states Government of India -- UNICEF India Child's Environment Programme 2004-2008 programme cycle (US \$ 64 million)

May-June 2003	UNICEF Hyderabad Field Office	Proposal for the Health and Nutrition Section on Prevention and Control of Anaemia in Adolescent Girls through the School System in Medak District, Andhra Pradesh, Southern India, conceived as a three-year project reaching out to 40,000 adolescent girls.
August to October 2002	UNICEF India Country Office and WHO SEARO	India Country Assessment of Water Supply and Sanitation. Published as a Planning Commission, Government of India Document, 'India Assessment 2002: Water Supply and Sanitation)
June to July 2002	UNICEF India Country Office	First Joint Donor Review of the Government of India – UNICEF Child's Environment Programme. Project log frame revision processes in four states. Strategic input into UNICEF's 2003-2007 planning processes for the next cycle of co-operation with the Government of India
January to May 2002	UNICEF Hyderabad Field Office	Participatory research and implementation advisory services on project focused on harnessing information and communications technologies (ICTs) to accelerate achievement of child rights in rural parts of Andhra Pradesh, Southern India; Research and advisory services on the implications of new technologies such as ICTs (and the digital divide), nanotechnology, genetic engineering, etc on child rights in general and the possible policy/programming linkages for UNICEF, culminating in an internal UNICEF document titled "Emerging Technologies and the Child – An Exploration Begins;"; Working paper on application of GIS and geoinformatics to UNICEF's work in India
November - December 2001	Department for International Development, (DFID)	Mid-term review of UNICEF India's DFID funded Child's Environment Programme, being implemented in the states of Andhra Pradesh, Madhya Pradesh, Orissa, Rajasthan, Uttar Pradesh, and West Bengal
July/August 2001	Norwegian Agency for Co-operation and Development (NORAD)	Participatory appraisals and project proposal (US \$ 1 million) for sustained elimination of child labour in selected blocks of the Gulbarga and Davangere Districts of Karnataka (funding subsequently approved; implementation underway)

January 2000 to July 2001	United Nations University (UNU), Tokyo	Policy research on issues of Financing for Global Sustainable development, with special emphasis on international financing of capacity building of the next generation of leaders for environment and development, leading up to the Earth Summit 2002
May 1999 to December 2000	UNICEF Hyderabad Field Office	Participatory planning, development of Andhra Pradesh State Plan of Action for UNICEF's US \$ 8 million Child's Environment Project, focused on integrated water and sanitation interventions; Emergency preparedness plans for providing humanitarian relief and developed systems for working with the Governments of Andhra Pradesh and Karnataka; focal point on emergencies and daily SitReps; co-ordination of humanitarian assistance initiatives during various emergencies such as floods, cyclones, and drought in Andhra Pradesh; Programme management inputs to Project Officer, Water & Environmental Sanitation
January to April 1999	Centre for Environment Concerns, Hyderabad	Research on the fiscal condition on Andhra Pradesh, the impact of globalisation, and the work of multilateral development agencies, specifically in Andhra Pradesh. Special research focus on the World Bank assisted Andhra Pradesh Economic Restructuring Project (APERP)
July to December 1998	ThinkSolar, Hyderabad	Detailed participatory action plans for setting up total village renewable solar energy solutions in the tribal areas of Andhra Pradesh for submission to the International Finance Corporation (IFC) and the Global Environment Facility (GEF)
March to June 1998	DFID and International Development Department (formerly, Development Administration Group), School of Public Policy, University of Birmingham	Participatory research study on Micro Level Socio-economic Impacts of Differential Rural Power Supply Regimes and the Power Scenario in Andhra Pradesh
October 1997 to March 1998	Indo German Social Service Society (IGSSS)	Critical Appraisal of India's Draft 1997 National Youth Policy and its implications and study on Youth Situation in India

December 1996 to October 1997	SAKTI, Andhra Pradesh	<p>Research study titled 'Tribal Deprivation and Land Alienation in the West Godavari District of Andhra Pradesh,' examining history of land related legislation in the agency (tribal) tracts of Andhra Pradesh over the pre and post independence periods of India, various aspects of land, land tenure, migration of non-tribals into tribal areas, and other factors leading to land alienation in the West Godavari District;</p> <p>Research study titled 'Ethnographic Indicators in the Development Domain in selected tribal villages of the Vizianagaram District of Andhra Pradesh and Koraput District of Orissa', as a component of the ODA-Action Aid Local Indicators Study, examining various ethnographic indicators and indigenous knowledge of tribal groups and their implications and learnings they offered for resource utilisation and management;</p> <p>Research study titled 'Law and Administration in the Agency (Tribal) Tracts of Andhra Pradesh,' examining the evolution of legal and administrative frameworks in the tribal areas of Andhra Pradesh in general, and specifically, the East Godavari District and analysed the current administrative and legal frameworks, their lacunae, and impacts thereof on tribal communities.</p>
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PROFESSIONAL EXPERIENCE

March to November 1996	Public Interest Legal Support & Research Centre (PILSARC), New Delhi	Senior Research Officer. Worked on legislation, legal, and socio-legal issues in environmental conservation; forestry, wildlife protection, human rights, social Justice, governance, consumerism, economic globalisation & trade; and intellectual property rights. Authored several PILSARC internal research working papers independently and jointly during this period
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1991 to March 1996	Muyal Liyang Trust, Sikkim, and Himalayan Nature & Adventure Foundation, Siliguri, West Bengal	Voluntary participatory research/projects across multiple domains including equitable tourism, enterprise linked biodiversity conservation, protected areas, livelihoods, education, indigenous peoples, and humanitarian emergencies
1989 to 1991	AuroEngineering, Auroville, Pondicherry	Specialist in Computer Aided Design of Systems. Also worked with various development groups within Auroville such as the Auroville Greenwork Resource Centre, Centre for scientific Research on alternative development models, GIS techniques and platforms such as ArcInfo, ArcView, IDRISI, Autocad Map, etc, non-conventional energy sources, natural resource management, etc.
1987 to 1989	Dr. N K Gupta Technical Consultants Private Limited, New Delhi	Specialist on Computer Aided Design of Systems for food processing engineering. Also led their Bangalore office as Regional Manager for Southern India in 1989
1986 to 1987	Various academic projects	Short-term participation in various academic research projects on artificial intelligence, neural networks, and fuzzy theories

PROFESSIONAL AFFILIATIONS

Fellow, LEAD (Leadership for Environment and Development) (since September 2001)
Fellow, 21st Century Trust (Since may 2006)
Fellow, Salzburg Global Seminar (Since February 2009)
Member, Water Supply and Sanitation Collaborative Council (WSSCC)
Member, Sustainable Sanitation Alliance (SuSanA)
Member, Evidence Based Policy Making Network (EBPN)
Member, International Water Association (IWA)

PUBLICATIONS

Late 2013	Routledge	Commissioned book on Urban Infrastructure in North-East India (ongoing work – expected to be released in late 2013)
2010	India Infrastructure Report 2010	Co-Author Chapter on 'Financing Low Carbon Infrastructure'
2003	Planning Commission, Government of India	India Assessment 2002: Water Supply and Sanitation, a research study funded by WHO and UNICEF. Available at the Planning Commission's website, www.planningcommission.nic.in

2002	Orient Longman	Chapter titled "Rethinking Demographics and Sustainability" in "Rio, Johannesburg and Beyond – India's Progress in Sustainable Development" published by Orient Longman, September 2002
2001	LEAD India	Wrote, edited, and managed a eight page newsletter titled "From Rio to Johannesburg" published by LEAD India as a run-up to the 2002 World Summit for Sustainable Development held at Johannesburg
2000 - 2004	LEAD India	Concept note on the Global Commons and LEAD India – Explorations for Action In Support of Jhum: Strategies for examining evidence on +ve aspects of shifting cultivation in NE India & influencing policy making Institutional note for self-appraisal of LEAD India LEAD India & Decentralised Resource Centres: Defining steps towards local action for adapting to global change Adaptive local ecosystem management: Defining local action methodologies for adapting to global climate change Organic Intelligence: Using ICTs to foster Organic Farming in Nagaland, NE India Women's Empowerment in Nagaland: Towards an operational framework -- 2004 – 2006 Youth Empowerment in Nagaland: Towards an operational framework -- 2004 - 2006

**CSR and
Sustainable Business**

Certificate in Sustainable Business Challenges from the World Business Council for Sustainable Development (WBCSD, Norway), 1999

LANGUAGES

	Speaking	Reading	Writing
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent
Malayalam	Good	Good	Good
Tamil	Excellent	Poor	Poor
Kannada	Fair	Poor	Poor
Telugu	Fair	Poor	Poor
Marathi	Good	Good	Fair
Bengali	Good	Fair	Poor
Gujarati	Fair	Fair	Poor
Nepali	Basic	Basic	Poor