

TERRY THOMAS

Email 2492013@gmail.com
Mobile + 91 99 7257 2013

Program / Project Operations Management Practitioner with 17 years' experience in urban and rural water projects.

Major exposure in water supply, sanitation, irrigation, agriculture value chain and IWRM projects assisted by ADB, World Bank and JICA in India and Nepal. Holds a unique combination of technical, social and institutional leadership vision.

Three core skill sets in pursuit towards advancing career in sustainable water resources and agribusiness management in developing countries;

Business Development and Proposal / Client Manager:

- Scooping new consulting sectors / opportunities
- Mapping client requirements and preparation of proposals
- Collaborative working with senior government officials and stakeholders
- Networking consortia's in India, Nepal and South East Asian countries
- Sourcing multidisciplinary personnel for various consulting assignments
- Team based delivery of products / outputs

Project / Program Operations Manager:

- Establishment of process and systems for delivery of major program operations
- Institutional analysis and capacity building
- Leading field /office teams, decision making, negotiation and conflict resolution
- Procurement and contract administration
- Formulating web enabled MIS and GIS for management reporting
- Conduct of large surveys and synthesis of complex information into well-developed reports
- Review and finalisation of deliverables / reports and dissemination

Technical Expert -Water Resources / Monitoring / Climate Change Adaptation:

- Applying new concepts / innovations with rainwater harvesting and wastewater re-use
- Rejuvenation of water resources in any water stressed locations- quantity and quality concerns
- Establishing community collectives / partnerships for addressing water issues
- Construction of earth based large water storage structures for multiple uses
- Facilitating Participatory Rural Appraisal (PRA) for planning/ implementation/process monitoring

Education:

MSc Agribusiness Management
Imperial College, University of London, 2001

BTech Agricultural Engineering
Allahabad University, 1995

Professional trainings:

Project Management certifications from
CDM Smith University, 2010/12

**ToT in Wetlands Management -
Multistakeholder Processes**
-Wageningen International, Netherlands, 2006

**Participatory Rural Appraisal, Research and
Community Planning, 2002**

Date of birth: 24 April 1973

Nationality: Indian

Languages: Fluent in English, Hindi and Malayalam; besides limited competency in Nepali and other south Indian languages.

Recent assignments:

December 2013 onwards -Freelance consultant with various water linked development initiatives
www.terrythomas.info

Ongoing activities:

- i. **Associate consultant** with CDM Smith India Pvt. Ltd. as Program Evaluation and Monitoring Expert for ADB assisted Jammu and Kashmir Urban Sector Development Investment Program (JKUSDIP)
- ii. **Deputy Team Leader / Urban Hydrologist** -technical consultancy for rejuvenation and development of Madiwala and Yelahanka Putenahalli Lakes in Bangalore
- iii. **Business development** support for Climate SD Services Pvt. Ltd. engaged in promotion of cleaner technologies, waste water reuse and climate change adaptation projects in South India
- iv. **Agribusiness production support** for a commercial farming in coffee, pepper and ginger, including water resources development.

May 2008 to December 2013 as **General Manager -Program Management**, CDM Smith Inc., Bangalore, India

Lead partner for business development and operations management covering Program Management / Design and Supervision consulting assignments in water, sanitation and urban development sectors.

Enabled business growth from 2 state operations in the year 2008 to recent operations involving 6 additional states within India and in Nepal. Achieved new sales booked for US\$13.65 million during this period. Participated in major development banks funded assignments as listed below:

Role: Project Manager / Acting Team Leader / Program Evaluation and Monitoring Expert

Task: Project Management Consultant for ADB assisted Jammu and Kashmir Urban Sector Development Investment Program (JKUSDIP), Consultancy value: US\$ 4.5 million, Time: June to December 2013; and on intermittent basis from January 2014.

- i. Establishment of project management process and systems at two site locations, including set up of MIS and inception reporting,
- ii. Recruitment of staff and local vendors for the assignment,
- iii. Assisted client and ADB towards sub project identification and investment processes,
- iv. Refinement of monitoring frame work /procurement plan for urban WASH/ infrastructure program involving an investment outlay of US\$ 246 million in tranches,
- v. Preparation of standardized PPMS forms defining processes and criteria, eligible items, targets and investments,
- vi. Assisted client in formulating and implementing the reforms and draft state policies;
- vii. Concurrent monitoring of work program, quality and schedule involving 22 work contracts awarded for water supply, sewerage, solid waste management and urban roads in Jammu and Srinagar cities,
- viii. FIDIC contract management specific to civil work programming and disbursement planning.

Role: International Project Manager / Client Service Manager

Task: Design, Supervision and Management Consultant for ADB assisted Kathmandu Valley Water Supply Improvement Project (US\$ 130 million), Consultancy value: US\$ 3.71 million, Time: Sept. 2012 to June 2013, intermittent

Lead the proposal team including local partners, contract negotiations, identification and sourcing international and national personnel and building team work for design and construction supervision. Provided technical assistance towards water supply remodelling and improvement, including NRW assessment and bid document finalisation. Identified investment priorities in the government's capital investment and asset management program for annual investments in water supply infrastructure in Kathmandu Valley; advised on provisions to monitor NRW reduction, introduce asset management plan, and development plan for geographical information system to maximize benefits. Assisted in preparation of capacity building programs and training modules towards institutional development of the implementing agency.

Role: Project Manager / Project Performance and Monitoring Expert (PPME)

Task: Investment Program Management Consultant (PMC) for ADB assisted Uttarakhand Urban Sector Development Investment Program (US\$ 350 million in tranches), Consultancy value: US\$ 4.76 million, Year: April 2009 to December 2013 -Completed long consulting cycle.

Facilitated task delivery comprising of 33 staff (national and international) and various subcontractors. Monitored and reported progress/ issues / corrective actions amongst various soft and hard components in water supply and sanitation. Coordinated urban reforms initiatives with line departments, ULB's and assisted towards policy formulation. Assisted to explore business case towards engagement of PPP operator for urban water distribution. Monitored investments aiming at improving both the quantity and quality of water supply to established standards accompanied by public awareness and capacity building to ensure system sustainability.

Role: Monitoring and Evaluation Specialist

Design, Supervision and Management Consultant for ADB assisted North East Region Capital Cities Development Investment Programme for Kohima -Nagaland and Gangtok - Sikkim,

(i) Monitored investments involved in improvements towards water supply, sanitation and sewerage, and solid waste management infrastructure coupled with urban governance, finance and service delivery reforms and a capacity-building program; (ii) developed benefit monitoring system for water supply and sanitation users; (iii) provided implementation support and capacity building assistance to support the accomplishment of the urban institutional and financial reform agenda, and enhance planning, operation and maintenance (O&M), revenue mobilization, and financial management capabilities of service providers.

Role: Soil and Water Conservation Expert / Project Leader

Task: End Evaluation of JICA assisted Attappady Model of Participatory Development for JICA; Year: 2010. Explored and documented processes participatory actions underwent towards re-establishment of forest biomass, water resources development, biomass protection with an objective towards tribal community development and climate change adaptation amongst all stakeholders.

Role: Community Water Resources Specialist / Project Manager

Conducted and managed the team for mid-term review of World Bank assisted community based rural water supply and sanitation project (*Swaja*) targeting 8,270 habitations adopting WASH through a Sector-Wide Approach (SWAp) in the Himalayas region.

Role: Team Leader -Rapid Assessment of Total Sanitation and Sanitation Marketing Project in Madhya Pradesh and Himachal Pradesh, for World Bank (WSP-SA). Assessed various decision making factors in adopting safe sanitation, in mobilizing resources for sanitation hardware, hygiene behaviours and influences that sustain or detain the behaviour change mainly among new sanitation structure users. Sample size handled - 7,200 rural households and associated stakeholders.

Role: Water Resources Planning Specialist for preparation of infrastructure development and investment plan for 146 ULBs. Retained by Karnataka Urban Infrastructure Development and Finance Corporation(KUIDFC) for pre-planning (technical and financial aspects) towards enabling urban infrastructure services for 36 ULBs towards pre-planning (technical and financial aspects) towards enabling urban infrastructure services as City Level Investment Plan (CLIP).Involved in the study covering present urban infrastructure scenario, growth potential and proposed development strategy, study of present financial status of ULBs and preparation of urban infrastructure priorities for the city through stakeholder consultations.

May 2007 to April 2008

Associate Principal Engineer -SMEC India Pvt. Ltd. (*Subsidiary of SMEC International, Australia*)

Role: Water Resources Management Expert / Associate Principal Engineer

Task: Capacity Building of Water Users Associations under World Bank assisted Madhya Pradesh Water Resources Restructuring Project (US\$ 383 million), Consultancy value: US\$ 5.2 million;

Capacity building of water users associations (400 nos) towards improvement of productivity of water for sustainable growth and poverty reduction in selected river basins (Chambal, Sindh, Betwa, Ken, and Tons) of Madhya Pradesh. Tasks under taken include (i)consultations towards irrigation management transfer to water user associations; (ii)defined target area, group, user characteristics and media planning towards dissemination of project (iii)formation of MIS database, drawing monitoring and evaluation framework; (iii)strategic planning for capacity building / partnership methodologies; (iv)provide support for institutional reforms in water resources management as well as for irrigation service delivery and complementary investments in improving and modernizing physical assets.

December 2002 - April 2007

Team Leader / Technical Coordinator-Water & Environment

Participatory Learning and Action Network (PLANET Kerala) www.planetkerala.org

- **Team Leader** -Process documentation and post implementation sustainability monitoring for World Bank assisted Kerala Rural Water Supply and Environmental Sanitation Project (*Jalanidhi*) (US\$ 90 million). Lead sustainability monitoring of rural water supply schemes commissioned and operated through community management, covering over 250 schemes:
(i) lead process and sustainability monitoring of various water supply schemes operated through community management; (ii)formulated plans for cost recovery, and institutional reforms, by implementing new decentralized service models, and improving sector management capacity; (iii)promoted sanitation and hygiene strategy, and drafted framework through information, education, and communications development; (iv)supported community development, ensuring mobilization, and women's participation in a broad range of activities; (v)assisted design and engineering support to address community managed water supply systems, in addition to construction, drainage, and environmental management; (vi)supported to formulate a tribal development program to address water scarcity, and capacity building; (vii) rendered institutional analysis support for comprehensive state-wide planning, development and management aspects to foster sector reforms.
- **Project Leader** -Participatory technology development for water supply in coastal areas. Implemented an action research grant awarded by World Bank India Country Level Development Marketplace -2004. (i) lead experimentation and standardised process for rejuvenation of open wells (over 300 nos) through rainwater injection process-by feeding of rainwater directly into open wells- titled "Backwashing" as a water quality improvement / climate change adaptation model. Technology developed now scaled up by state government through social marketing and micro-financing; (ii) architect of the project concept, design and fabrication of a portable solar desalination for drinking water production.
- **Water Management Expert** -Action research and capacity building for community level eco-hydrological approaches for mitigation of water resource issues in wetlands and tsunami hit areas. Facilitated community partnerships for instigating action based learning process towards regenerating freshwater resources through eco-restoration.
- **Project Coordinator** -Knowledge synthesis of women led IT micro enterprises in "Kudumbashree" poverty eradication initiative in Kerala State. Assisted field research for University of Manchester / DFID to explore and document learning dynamics across various locations.
- **Deputy Team Leader** - Evaluating Stakeholder Needs and Formulation of Pointers for Decentralized Participatory Planning in Health and Education Sectors for ADB assisted (US\$ 240 million) Modernizing of Kerala Government and Fiscal Reforms. (i) evaluated service level of 14

local self-government institutions through stakeholder consultations, data analysis, and analysis of qualitative gaps; and (ii) examined institutional capacity gaps of local bodies' towards diagnosing critical issues and application of simple data analytics.

April 1996 - November 2002 *first career*

M/s. Agrocrat, Agricultural Planning and Farm Developers, Calicut, Kerala

Independent consultant involved in plan-design and construction of watershed / water resources projects funded by private plantation companies. Major assignments carried out:

- **Aysha Plantations:** Designed and constructed series of earthen water retention structures for stocking run off at feasible points and towards incrementing sub soil moisture levels in this 350 hectare plantation. This watershed is now receiving attention as model for climate change resilient water resource development.
- **Harrisons Malayalam Limited:** Designed and constructed series of earthen dams and other water retaining structures for irrigation and soil conservation, spread over an area of 110 hectares Tea plantation.
- **Kaipallil Farms:** Designed and implemented a 15 hectare farming unit comprising of multiple crops, animal husbandry, fisheries, bio- gas slurry based irrigation, besides water resources development and installation of drip irrigation.
- **Veekay Tea Company:** Master plan design consultant for implementation of land and water resource development interventions spread over an area of 400 hectares sprinkler irrigation.

Major knowledge publications / presentations:

- 2012: Decentralized governance and sustainable service delivery: A case of Nenmeni Rural Water Supply Scheme; Published by IRC International Water and Sanitation Centre (IRC). Title: [Sustainable Water and Sanitation Services - The Life-Cycle Cost Approach to Planning and Management](#) ISBN 978-0-415-82818
- 2007: What makes a community managed rural water supply scheme functional and sustainable? *Findings from comprehensive participatory evaluation process among "Jalanidhi" Beneficiary Groups towards capacity building for similar projects.*
- 2007: [Solar Desalination for producing Drinking Water at household level](#) - Technical note
- 2006: Role of women in community managed rural water supply projects -Reflections from the time utilization study in five Panchayats.
- 2006: [Backwashing of open wells using rainwater to cease salinity issues in coastal areas](#) -An emerging option to cease salinity issues in coastal areas.
- 2006: Community score card for evaluation of water user group. *Manual for user groups in local language to diagnose operational issues and adopt correctional practices. This manual was prepared based on yearlong concurrent evaluations across 120 water user groups.*
- 2005: [Regeneration of homestead fresh water systems using sunlight, rainwater and biodiversity](#) -Community water partnerships in water stressed locations.
- 2004: Rainwater Harvesting Manual for Kerala state, Kerala Rural Water Supply and Sanitation Agency as co-author.
- 2003: Water resources development model in humid topics -Experiences from Wayanad District. Case study presented at the "National Seminar on Hydrology of Small Watersheds".

References: on request.