

**NPC Consultant Professional Profile**

**I. Personal Information**

**Name:** RAJESH SUND

**Date of Birth:** 03-10-1970

**Current Position & Domain:** DIRECTOR-1, ECONOMIC SERVICES

**Office Location:** Head Office

**Languages:** ENGLISH, HINDI, PUNJABI

**Contact:** [rajesh.sund@npcindia.gov.in](mailto:rajesh.sund@npcindia.gov.in), 9868844272



**II. Professional Summary**

More than 25 years of experience in conducting Concurrent, Mid-term, Final Evaluation and Monitoring of Central Government Schemes. Proficiency in Research and Impact Assessment Studies. Associated with more than 20 studies for various Central Ministries. Expertise in primary data collection and collation with secondary data for analysis and report writing. Possess experience of more than 12 years in organizing and conducting residential training programs throughout India in the area of Financial Management, Financial Monitoring, Strategy, Project Management, Monitoring & Evaluation, Research Methodology and Productivity & Competitiveness areas. More than 70 residential training programs conducted and have trained more than 1200 participants from various spheres.

**III. Areas of Expertise**

**Primary Domains:** [List 3-4 primary areas of technical expertise]-

- Evaluation and Monitoring
- Impact Assessment
- Research Studies
- Conducting Training Programs

**Specialized Skills:** [List 4-5 specialized technical or consulting skills]

- Developing Schedules / Questionnaire on Economic aspects & parameters
- Data compilation & analysis
- Editing of research papers on Productivity areas
- Data compilation of more than 100 factors from different published sources for IMD World Competitiveness Yearbook

**Industry Focus:** [List 3-4 key industries where expertise has been applied]-Nil

#### **IV. Professional Experience**

**Current Position:** Group Head (Economic Services) & Head of Certification (NPC-CB) Organisation: NPC, Delhi **Duration:** [June 2023 - Present]

**Key Responsibilities:**

- Strategic role in productivity enhancement

---Dissemination of Knowledge on Productivity areas by sourcing 40 articles on various focused issues for publication in Productivity Journal every year.

---Working on 350+ economic parameters i.e., secondary data and online survey opinion of stakeholders from different spheres for World Competitiveness Yearbook, Institute for Management - Development (IMD), Switzerland

Creating awareness for Productivity Specialist Certification of NPC under NPC-CB.

- Specific areas of consultation /expertise

---Evaluation, Monitoring and Impact Assessment of Government Schemes

- Leadership and team management aspects

---Managing team of 4 consultants from Energy, HRM, Environment and Technology Management areas.

- Key projects and initiatives led

**Previous Position: Director-II** (Economic Services) Organisation: NPC, Delhi **Duration:** [August 2019 - June 2023]

**Key Responsibilities:**

- Role

---Organizing & Conducting Residential Training Programs

---Prepare proposals and meeting with potential clients.

---Carry out client sponsored consultancy projects.

---Conducting Webinars/Online Training Programs

---Assisting Group Head in the preparation of project proposals, data compilation and report writing.

---Contacting renowned authors for research papers

---Selecting & editing Research Papers from renowned authors for Productivity Journal

---Offline and Online collection of data and emailing to various potential opinion makers for opinion survey for IMD World Competitiveness Yearbook

- Specific areas of work/expertise

Evaluation, Monitoring and Impact Assessment of Government Schemes

- Leadership and team management aspects

- Key projects and initiatives led

Submitted proposal for undertaking “Design and Implement Capacity Building Workshops” at a total cost of **Rs 78.55 lakhs** to National Skill Development Corporation.

Submitted proposal for Impact Assessment Study for Swadesh Darshan Projects (Select Destinations) at a total cost of **Rs. 316.24 lakhs** to Ministry of Tourism.

**Previous Position: Deputy Director** (Economic Services) Organisation: NPC, Delhi **Duration:** [July 2006-Oct 2018]

**Key Responsibilities:**

- Role:
  - Responsible for preparation of proposals, negotiating assignments & planning for carry out projects.
  - Responsible as a project team member for conducting preliminary surveys at potential client sites, data collection through observations, interviews, questionnaires etc.
  - Responsible for completion of field survey by own or hiring field investigator providing relevant training about assignment for data collection and on aspects like how to contact respondents and to collect relevant data etc.
  - Responsible as a project team member for data analysis & compilations, report writing, policy recommendations doing economic and impact evaluations.
  - Responsible as a team member for project report preparation & presentation to the Clients.

- Specific areas of work/expertise:

Evaluation, Monitoring and Impact Assessment of Government Schemes

- Leadership and team management aspects
- Key projects and initiatives led

**Previous Position: Assistant Director** (Economic Services) Organisation: NPC, Delhi **Duration:** [May 2000-June-2006] **Key Responsibilities:**

- Role
  - Responsible for completion of field survey by own or hiring field investigator providing relevant training about assignment for data collection and on aspects like how to contact respondents and to collect relevant data etc.
  - Responsible as a project team member for data analysis & compilations, report writing, policy recommendations doing economic and impact evaluations.
  - Responsible as a team member for project report preparation & presentation to the Clients.

- Specific areas of work/expertise

Evaluation, Monitoring and Impact Assessment of Government Schemes

- Leadership and team management aspects
- Key projects and initiatives led

**V. Major Project Experience in NPC [For each significant project, include:]**

**Project Title:** [Name of the project]

- Third Party Evaluation of Central Sector Schemes: Package II & IDS
- **Client Name:** [DPIIT] **Type:** [Government] **Sector:** [Industry]

**Role:** [Project Leader]

**Duration:** [Six Months]

**Problem Definition:** [Short description of ToR/Objective of work] For Package -II

- ❖ To estimate and evaluate the benefits and impact( means the development impacts on long term, far-reaching changes to which the schemes have plausibly contributed) (in case of each of the beneficiary States) of Package in terms of achievements of its objective and degree of industrialization (measured through materialization of investment and number of new units/expansion of capacities, employment generation and rise in manufacturing value added, increase in SDP etc) before and after implementation of Package-II.
- ❖ To gauge the impact of inclusion of some of the service sector activity within package tour by way of assessment of activity wise investment and employment generation in the beneficiary States.
- ❖ To analyse spatial distribution of benefits (subsidies/concessions/exemptions) and generation of outcome, identify reasons for skewed pattern, if any, and suggest remedial measures.
- ❖ To identify reasons/factors responsible for slow pace of industrial development
- ❖ compared to other parts of the country and to assess whether the object of package-II have been achieved. If not ,the measures for improvement of effectiveness of the package.
- ❖ To suggest any improvement, if required, in the present scheme and also on the present
- ❖ method of scrutiny & disbursement of subsidies under Package —II.
- ❖ To look into the compatibility of Special Package with National Manufacturing
- ❖ Policy(NMP) and to recommend measures for further streamlining package —II
- ❖ To analyse the impact on units under Micro,Small and Medium Enterprise sector

The special Package —II for J&K & Special Package-II for HP and UK having outlived their terms, the study was conducted with proposed evaluation focus on impact assessment of the scheme so as to justify their grand fathering for a period of 5 years after their respective closure dates.

**Recommendations Made:** [Short description of recommendations made]

After the completion of tenure of Package-II in the year 2017, GoI had launched Industrial Development Scheme (IDS-2017) for J&K, Ladakh which has remained in force till March 31, 2021 and IDS-2017 for HP and UK which will remain in force till March 31, 2022. Similarly GoI has also formulated New IDS for J&K (J&K IDS, 2021) aims to take first time industrial development to the block level in UT of J&K and it is implemented from 1st April, 2021. IDS-2017 has add on features in addition to all the features of Package-II, it is, therefore, recommended that for HP, UK and Ladakh a new scheme in line with J&K IDS, 2021 may be formulated and implemented from 1st April 2022 onwards however till that time this Package-II may be extended for one more year particularly in the State of HP and State of UK.

**Problem Definition:** [Short description of ToR/Objective of work] For IDS-2017

- (i) To focus on procedural aspects of the IDS-2017 scheme so as to evaluate the effectiveness of shift from offline submission of proposal to online.
- (ii) Impact of Centralization of Registration by Empowered Committee at DPIIT level
- (iii) To see the geographical spread of the units that have been granted registration.

- (iv) Compliance load on Units for applying for various incentives and how it can be optimized without compromising on accountability and transparency.
- (v) Equity in terms of access by Women, SC and ST entrepreneurs in the scheme (At least registration data)
- (vi) To estimate and evaluate the proposed benefits and impact on investment, production, employment generation, sales value, manufacturing value added etc.
- (vii) To suggest any improvement, if required, in the present IDS 2017 scheme and also on the present method of scrutiny & disbursement of subsidies under IDS.
- (viii) To provide recommendations for improvement of the scheme, if any, based on the feedback received from various stakeholder categories.

As the IDS 2017 Scheme has been in force for some time, Department for Promotion Industry and Internal trade (DPIIT) proposed to assess the impact of the IDS 2017 and obtain suggestions from stakeholders for modifications, if any, for better implementation of the Scheme and to boost industrialization in Union Territories (UTs) of Jammu & Kashmir and Ladkha (erstwhile State of J & K), States of HP and UK.

**Recommendations Made:** [Short description of recommendations made]

Total Financial Outlay approved for HP & UK for three years was not at all commensurate to the projected investment in P & M. Further, the Scheme notified for five years without enhancing the financial outlay has resulted in delays of release of required funds to units. It is apparent that there is inadequacy of funds allocation in the Scheme, therefore, it is recommended that appropriate measures may be taken to revise Financial Outlay and expedite the release of funds against the applied incentives under the Scheme. Looking at the importance and potential benefits of the IDS Scheme in these states, it is also recommended that Project Monitoring Unit (PMU) at DPIIT level for proper monitoring of the Scheme and Project Implementation Unit (PIU) at States level for smooth function and performance of Scheme may be constituted.

**Impact Created:**

- Quantifiable results achieved- NA
- Process improvements achieved- NA
- Cost savings or efficiency gains- NA
- Capacity building outcomes- NA

[\[Include 3-4 major projects that best demonstrate expertise\]](#)

Study on Impact of 2nd hand Shuttle-less looms on Capital Goods Industry

- **Client Name:** [Ministry of Textiles, Govt. of India]
- **Type:** [Government] **Sector:** [Industry]

**Role:** [Project Leader]

**Duration:** [Six Months]

**Problem Definition:** [Short description of ToR/Objective of work]

During X and XI Plan periods, TUFS had undergone substantial modifications as per the industry requirements. During the beginning years of 1999 to 31st March 2007, plant and machinery were also covered under the purview of TUFS. Besides these, taxes on the machinery were also taken into account for calculation of TUFS eligibility for the Shuttle-less looms. The scheme was further modified during the XI plan period and taxes on machineries were excluded for deciding the TUFS eligibility. Also, the entire range of imported second hand machinery were made ineligible under the Scheme except automatic Shuttle-less looms with the value cap of Rs. 8.00 lakh per machine and 10 years vintage and with a residual life of minimum 10 years. TUFS was re-structured and reinitiated on 28th April 2011 with defined caps for various segments.

In order to understand the impact of imported second hand shuttle-less looms under TUFS on domestic capital goods industry, Ministry of Textiles has entrusted National Productivity Council (NPC) to undertake a detailed study on “Impact of Imported Second hand Shuttle-less looms under TUFS on Domestic Capital Goods Industry” during XI five-year plan. The present study was conducted based on detailed field surveys and discussions across six major power loom clusters besides various other stakeholders such as composite mills and Indian shuttle-loom manufacturers across India conducted during January-March 2013.

### **Terms of Reference**

- The study shall assess the current status of modernization of the Power loom sector under TUFS and the modernization requirements of the sector.
- The study shall assess the investment capacity of the Power loom sector, their bankability for rapid scaling up and modernization.
- The study shall undertake a comparative analysis in terms of cost, productive life, productivity and safety standards between 2nd hand shuttle-less looms imported from European Union and New looms imported from European Union, Japan and China under TUFS.
- The study shall also examine the reasons for lower installation of brand new Indian shuttle-less looms by the power loom units.
- The study shall examine the reasons for increase in the share of 2nd hand looms in total import of looms.
- Identification and mitigating measures required to overcome the major hurdles in increasing indigenous production of shuttle-less looms.
- Undertake field surveys of companies/ Power loom units of different sizes and other stakeholders based on Questionnaires/Responses across the six selected power loom clusters.
- Undertake field surveys of major power loom manufacturing units at the selected six locations as well as outside the clusters.

- The study shall focus on XI Plan period from 2007-08 to 2011-12 only and recommend the steps needed to be taken to meet the projected requirements of shuttle-less looms by the power loom sector during 12th Plan.

**Recommendations Made:** [Short description of recommendations made]

Based on NPC field study, it was found that the import of second hand shuttle-less looms during XI Plan was quite substantial and it contributed towards the upgradation of the technology of the powerloom sector. Since, the domestic capital goods manufacturing sector is still in a developing stage and not able to meet the technology upgradation requirements of the user industry, it is recommended that import of Second hand shuttle less looms may be continued for XII Plan as well. There is an urgent need to support and develop indigenous textile machine manufacturing industry capabilities for producing high tech automatic shuttle-less looms at competitive cost for meeting the requirements of weaving sector. Indigenous textile machine manufacturing industry may be encouraged to enter into foreign collaborations through Joint Ventures with renowned companies for producing state of the art shuttle-less looms desired by the user industry.

**Impact Created:**

- Quantifiable results achieved-NA
- Process improvements achieved-NA
- Cost savings or efficiency gains-NA
- Capacity building outcomes

[Include 3-4 major projects that best demonstrate expertise]

## **VI. Educational Background**

**Highest Degree:**

- **Degree:** Masters in Agril Economics
- **Institution:** , Punjab Agricultural University, Ludhiana **Type:** [Full Time]
- **Year:** [1995]
- **Specialization:** Agri. Economics & Statistics
- **Degree:** Bsc. in Agriculture
- **Institution:** , Punjab Agricultural University, Ludhiana **Type:** [Full Time]
- **Year:** [1993]
- **Specialization:** Agri. Economics & Statistics

**Additional Professional Qualifications:**

- [List relevant certifications] : Post Graduate Diploma in Productivity Research, Dr Ambedkar Institute of Productivity, Chennai, National Productivity Council
- [Professional memberships] :Nil
- [Specialized training]:

- ❖ Participated in Twenty Days Training Programme On “Research Methods In Labour Economics” at VV. National Labor Institute, Noida from Nov 17-Dec 7, 2004.
  - ❖ Participated in five day International Seminar on “Productivity Measurement In Government Sector” At Lahore, Pakistan from Dec 13-17, 2004.
  - ❖ Participated in five day International Seminar on “Multicountry Observational Study Mission on Agro technology / Agribusiness incubators, at Taiwan from 22-26 June, 2009.
  - ❖ Participated in four day International Seminar on “Workshop on Result based Management for NPOs and Public Sector Organizations’, at Manila, Philippines from 07-10 Oct, 2014.
- [IT Tools & Proficiency Level]: SPSS

## **VII. Research and Publications**

### **Recent Publications:**

- [List key publications with dates]
- [Include research papers, articles, and reports]

### **Research Papers published -National Journals**

- i. A paper as co author “Productivity & Competitiveness of Indian Toy Industry: Prospects & Challenges” in Productivity Journal, NPC
- ii. A paper on “Innovation and Knowledge Management in Micro, Small and Medium Sized Enterprises (MSMEs)” in Journal of Indian Institute of Material Management.
- iii. A paper on “Supply Chain Management Problems of Indian Bi-cycle Parts Industry” in Journal of Indian Institute of Material Management
- iv. A paper on “Invigorating Supply Chain Innovation: A Stimulant for MSMEs” in Journal of Indian Institute of Material Management
- v. A paper on “Marketing of Fruit and Vegetable Processing Industry in Ludhiana city” in Journal of Agricultural Marketing in India.

### **Book Reviews**

- i. Accelerating Growth through Globalization of Indian Agriculture Editors: K.P.Kalirajan, G.Mythili, U.Sankar, in Productivity, NPC Publication.
- ii. Agricultural Statistics in India, Editors: P.C.Bansil, in Productivity, NPC Publication.
- iii. Urban Fringe Agriculture, APO Publication, in Productivity, NPC Publication.
- iv. WATER Perspective, Issues, Concerns, By Ramaswamy R. Iyer, in Productivity, NPC Publication.
- v. WATER Resources, Sustainable Livelihoods and Eco-System Services Editors: Kanchan Chopra, C.H.Hanumantha Rao & Ramprasad Sengupta Water Management in India, by P.C.Bansil, in Productivity, NPC Publication.
- vi. Structure and Performance Relationship in Indian Industries, By Maninder. S. Sarkaria in Productivity, NPC Publication.
- vii. Capital Formation and Entrepreneurship in Indian Agriculture, By A Ghosh in Productivity, NPC Publication.
- viii. Green Productivity in Small and Medium Enterprises edited by M. Soundarapandian -Vol: 1 & 2 in Productivity, NPC Publication.



## **Reports**

- Third Party Evaluation of Central Sector Schemes: Package II & IDS
- Evaluation of IC Scheme, Ministry of MSME, Govt. of India
- Study on Impact of 2nd hand Shuttle-less looms on Capital Goods Industry, Ministry of Textiles, Govt. of India
- Evaluation of Catalytic Development Programme (CDP) during XI Five Year Plan”, sponsored by Central Silk Board (CSB), Ministry of Textiles, Government of India
- Monitoring of Various schemes of Ministry of Minority Affairs, Govt. of India.
- WTO impact Assessment on Indian Bicycle Industry Sponsored by SIDBI.
- Study of factors responsible for Handloom Production Decline in India and evaluation of three Schemes viz: DDHPY, WCHS and IHTP, Sponsored by Min. of Textiles, Government of India.
- Feasibility Assessment Study for four MMPs under NeGP Sponsored by Department of Information Technology, Government of India.
- Study on Rural poultry production, consumption and marketing with special reference to marketing of small and marginal farmers, Sponsored by Min. of Agri., GOI.
- Evaluation of Industrial Growth Centre, Sponsored by Min. of Commerce and Industry, Govt. of India.
- Industrialization aspects of Nagaland, State Development Report of Nagaland, Sponsored by Planning Commission of India.
- Study on Review of Transport Subsidy in Hill States in India, Sponsored by Min. of Com. and Industry, Government of India.
- Study on Review of Mill Gates Price Scheme, in India Sponsored by Min. of Textiles, Government of India.
- Study of Survey on Foreign Tourist expenses on Handcraft items in India Sponsored by Min. of Handicrafts, Government of India.
- Study on Evaluating the Unit Cost of Healthcare Services in India, Sponsored by National commission on Micro Health. Min. of Health, Government of India.
- Study on Productivity Measurement in Food Processing Industry, NPC.
- Study on Productivity Measurement in Jute Industry, NPC, New Delhi.

## **Speaking Engagements:**

- [List significant conference presentations]-Nil
- [Industry forum contributions]-Nil

## **Awards and Recognition**

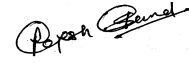
- [Professional awards received] -Nil
- [Industry recognition] -Nil
- [Special achievements] -Nil

## **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 I shall be responsible for any willful misstatement described herein.

Date: 11-02-2025

Place: New Delhi



[Rajesh Sund]

### **Profile Update History**

Last Updated: [Date]

Next Review Due: [Date]

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### **\*Photo Specifications**

- Professional headshot
- High resolution (minimum 300 DPI)
- Business formal attire
- Neutral background
- Recent (within last 12 months)