

CURRICULUM VITAE

Name **Ganapathy Rajakesari**

e-Mail r_ganapathy@hotmail.com
ganapathy@accordmanagementltd.com

Date of Birth August 21, 1970

Sex Male

Summary

Mr Rajakesari is an environmental and waste management consultant with over fourteen years of experience in waste management, environmental and social assessment, and developmental studies. He has served in various capacities on numerous environmental and waste management projects covering the entire range from consulting, conceptualization, feasibility and design studies, and development to implementation. In waste management, Mr Rajakesari has been involved in preparing Masterplan for comprehensive regional SWM system, capacity development in municipal bodies, developing strategies for effective management of industrial wastes, designing and implementing community participatory collection system, siting studies, including environmental assessment, for transfer stations and landfills, remediation of existing waste infrastructure, carrying out feasibility studies and assisting in the conceptual designs of new transfer stations and landfills, preparation of operational manuals for SWM landfills, managing the design and construction of sanitary landfill, and managing relationship with the community and stakeholders. As environmental consultant, he has been involved in carrying out environmental assessments and site remediation projects, identifying the extent of contamination, plant siting studies based on environmental factors, studies to assist in financing decisions based on the environmental benchmarks, people relocation and social assessment, etc. He has worked as the Contractor's Representative in a major FIDIC Contract for a Design-Build Landfill project in the Caribbean, and has also coordinated the successful completion of World Bank funded SWM Masterplan studies in India.

Mr Rajakesari is an engineer with a MBA in International Management. Apart from the work in the environmental field, he has gained experience working in diverse industrial areas such as manufacturing engineering, Internet & eCommerce implementation, risk analysis, and much more. He is a talented and accomplished management professional with strong background in international project management, operations management, strategic planning, consulting, analysis, contract management, alternative dispute resolution techniques, CRM, and administration. With his diverse all round experience, Mr Rajakesari is flexible and is recognised for his ability to build, train, lead and be part of effective teams, and has exceptional planning, reporting, and problem-solving skills.

Professional Experience

Project Manager/Consultant - GPEC International, Canada, *May-Sep 2001 & since May 2002*

Project manager for Design & Construction of Landfill for Government of St. Lucia, collaborated with the project manager in the National Hazardous Waste Management Study for Government of Oman, consulting on behalf of GPEC in its various arbitration / adjudication cases, preparing / prosecuting claims before the Dispute Adjudication Board (DAB), carrying out extensive legal research / coordinating with legal counsel, preparing background materials, formulating strategies for management, communicating with arbitrators / adjudicators, designed and implemented effective document management system. Coordinated design and implementation of site remediation projects.

- Successfully completed US \$6 million St. Lucia Landfill Project / eliminated pre-existing delays by working closely with employer's agents to proceed to phased completion of project

- As Deputy Contractor's Representative and Contractor's Representative (FIDIC Contract equivalent to Project Manager), worked with team to prioritize works to allow site to become operational / balance of works to be completed in parallel with operations phase
- Effectively managed relationships with employer's representative, joint venture partner, subcontractors, government agencies, senior GPEC management, performed project planning / scheduling of work activities, coordinated construction, developed operational plans, prepared regular progress reports
- Streamlined operations / enhanced efficiency by implementing operational policies / procedures, oversaw environmental monitoring, ensured compliance with project deliverables, rewrote operational plan, improved project administration / procurement functions, identified new suppliers to reduce costs, corrected errors in accounting / document systems
- Cultivated effective teamwork / collaboration through supervision of construction manager, up to 30 site workers, off-site design manager, administrative personnel
- Created / facilitated conceptual documentation / initial requirements for National Hazardous Waste Study project, developed promotional approach, assisted senior project manager with preparation of conceptual plans, base case project, model documentation for tender
- Successfully designed / constructed / implemented MS-Excel based documents retrieval system in short time span, established means to record information, legal counsel / team to access appropriate documents in efficient manner
- Prepared / prosecuted 15+ claims before the DAB in London, UK by structuring "in principle" approach / proceeding to "quantum portion" following the DAB's initial decisions, and managed claim values over US\$ 8 million
- Successfully defended GPEC, and collaborated in preparing various pleadings and legal submissions
- Efficiently managed site remediation projects within time and budget

Vice President – Strategy - Travelmartindia.Com, *July-September 2000*

Promoted rapidly from Technocommercial Manager, and prepared long-term strategies, developed project plan focusing on offering travel services to companies / travel agents, formulated project scope, evaluated / selected IT contractor to design new B2B portal / update B2C portal, planned / managed project budget, supervised team of 8, led implementation of on-line processing, order management, new payment process.

- Established / implemented / managed B2B business sector for previously B2C-based travel portal
- Convinced funding companies with new segment of portal by presenting business case / feasibility study revealing a large, untapped market
- Overcame time constraints by subcontracting rather than utilizing existing personnel resources
- Improved site offering by conceptualizing requirements, prepared RFPs, evaluated potential suppliers, negotiated sub-contract relationship, coordinated development
- Improved efficiency by directing re-design / development of new site architecture to expand features / eliminate previously existing navigational flow issues

Project Executive - QPRO IT Services, *March-July 2000*

Directed planning, development, execution of travel portal website, selected / managed sub-contractors for content creation / technical development, oversaw site architecture development, refined initial business concept, developed workflow, site navigation, payment mechanisms, prepared project plans / budgets, negotiated sub-contractor agreements.

- As manager of entire process, established TravelWebIndia.com from conceptualization to overall implementation, completed project within approved budget / 3 month timeline
- Successfully made site operational by overcoming challenges such as coordinating multifunctional teams / their diverse activities: content, web design & development, market development to interact with hotels / travel companies, subcontracted activities

Director/Co-Founder - suyambhu.com, *August 1999-February 2000*

Formulated operating procedures, managed consulting projects, designed, developed, hosted web sites for clients, managed marketing, oversaw all corporate affairs including finance, administration, client relations, developed site content, performed quality reviews of coding / programming.

- Established / developed business plans for web development / design business, managed all facets of daily operations
- Marketed services / convinced clientele previously not utilizing the internet, competed against numerous established companies by educating / meeting frequently with potential clientele
- Successfully built 10+ web sites / obtained repeated referral through previous work assignments

Consultant - Environmental Resources Management (ERM), *April 1995-December 1998*

Carried out environmental and waste management projects, created business strategies for South India region, identified / acquired key accounts, oversaw recruiting / hiring junior consultants, implemented all administrative policies / procedures, hired administrative staff, marketing / business development, maintained relationships with clients / government agencies, worked with home office on multiregional accounts, prepared / delivered presentations to prospective clients, identified requirements / provided project proposals, responded to RFPs, formulated pre-qualification documentation, carried out complete project management from conceptualization to delivery, led projects for major engineering, manufacturing, investment, MNCs, government agencies, developed ISO-based Environmental Management System, carried out environmental site assessments / regulatory compliance audits, conducted plant and landfill siting studies, designed waste collection, transfer and disposal systems.

- Successfully managed project budgets US \$100,000+
- Key driver in successful completion of World Bank funded SWM (Solid Waste Management) Masterplan study in Chennai (formerly Madras) for provincial government with report earning favourable reviews
- Secured World Bank funded SWM project through collaboration with government / World Bank, aligned common goals / firm's interests selling both the project / our participation, convincing them to get to 2nd phase
- Cultivated stable working relationship with stakeholder by continuously / consistently marketing the project through numerous proactive meetings with government personnel / World Bank Missions
- Achieved large / important project on sole-source basis confirming status of being one of the best environmental / waste management consultancies available in India
- Established / managed Chennai operations of ERM / convinced company to establish local office by presenting business case showcasing potential of / a way to better serve the South Indian market
- Gained entry into consulting market by undertaking business development, meeting regularly with potential clients, securing opportunities
- Performed various studies within time / budget, expanded company's share in the environmental works market
- Performed a noteworthy study in midst of severe time constraints while also scheduled to participate in ISO 14000 training in London, UK
- Structured requirements through discussions with client to facilitate completion within available timeframe while also meeting client requirements
- Successfully provided assessment prior to deadline through detailed preparations, site visits to various individual units of Indian company, surveyed various plant areas, reviewed process / compliance information, interviewed facility personnel etc, assessed environmental liabilities
- Successfully obtained additional projects from client due to dedication / quality of work

Junior Environmental Engineer - Wardrop Engineering Inc., *May 1994-March 1995*

- Played a key role in successfully executing the Industrial Waste Management Study Project in Chennai, funded by Canadian International Development Agency, in association with the Tamil Nadu Pollution Control Board (TNPCB)

Engineer - Standard Motor Products of India Ltd., *November 1992-December 1993*

- Gained experience in different aspect of production operations, and was provided training in Materials (including procurement and stores), Production, Production Planning and Control, Quality Control and R&D departments
- Ensured smooth operations of the Gear box and Trim lines

Graduate Trainee - Rane (Madras) Ltd., *January-July 1991*

- Gained hands on experience in operating various machines of Tie Rod and Gearbox assembly lines
- Involved in developing material procurement plans and measures for effective stores management based on ABC and FMS analysis

Education

- **Master of Business Administration (International Management)** – Stuttgart Institute of Management & Technology, Germany (2000-02)
- **Diploma in Production Management** – Annamalai University, India (1994)
- **Postgraduate Diploma in Plastics Engineering** – Central Institute of Plastics Engineering & Technology, India (1991-92)
- **Bachelor of Engineering (Mechanical and Production Engineering)** – Annamalai University, India (1986-90)

Training

- IBM's *e-Business programme*, *March-July 1999*. Included Web Publishing, Web Application Development & Internet Security and Management
- **Environmental Management System (ISO 14000) Auditor Training**, *November 1997*. Course organised by Environmental Resources Management Certification and Verification Services (ERM CVS) in London
- **Environmental Impact Assessment (EIA) Training**, *December 1995*. Course organised by KPN Engineering Inc., USA and Madras Metropolitan Development Authority (MMDA)

ENVIRONMENTAL PROJECT EXPERIENCE

Waste Management

*Municipal Solid Waste Management;
Industrial Waste Management;
Hazardous Waste Management;
Landfill Design and Construction;
Masterplan Studies for Cities; and
Preparation of Conceptual Designs.*

Design and Construction of MSW Landfill in Deglos, St Lucia for the St Lucia Solid Waste Management Authority, May – September 2001 and May 2002 - ongoing. The assignment was on behalf of GPEC. This project contract to construct a landfill catering to 20 years of waste generated in the most populous parts of St Lucia was based on FIDIC, and the role was to manage the project according to the contractual conditions in agreement with FIDIC. Involved in the project in various capacities as Deputy Contractor's Representative and Contractor's Representative (Project Manager), which required interacting and working closely with the Employer, the Employer's Representative, the Contractor's team and other stakeholders. The responsibilities included contract management, stakeholder management, contract administration and accounting, strategic planning, project planning, scheduling of work activities, coordinating construction tasks, preparing periodical progress reports, developing operations plan to enable the landfill to be operated as designed and constructed, managing relationship with sub-contractors and adhering to all written deliverables per FIDIC. Played a key role in planning and implementing the environmental monitoring programme during the construction phase. The landfill has been taken over by the Employer and the landfill is in operation. However, the project gave rise to numerous disputes and they are currently being arbitrated/ adjudicated upon. Currently involved in preparing and prosecuting the claims before the stipulated forums. Significantly involved in the alternative dispute resolution (ADR) process, including preparation of claims and prosecuting them, and providing strategic advice to the company management.

National Hazardous Waste Management Project, Oman, April 2003. During the tenure with GPEC on the St Lucia project, was also involved in the development of tender documents for the hazardous waste treatment and disposal facility in Oman. The responsibilities included assisting the Senior Project Manager in the conceptualisation of the project requirements and developing the approach for private sector to be interested in offering this service.

First Phase Extension to the Municipal SWM Study for the Chennai (Madras) Corporation Area, funded by World Bank, February – December 1998. The purpose of this was to assist Chennai Municipal Corporation (CMC) in the completion of project preparation activities for the subsequent World Bank investment.

The responsibilities in this study as *Project Coordinator* included:

- reviewing and assessing the existing municipal and industrial waste management practices;
- developing a revised Masterplan for improving the SWM activities in the Chennai regional area in close consultation with stake holders;
- evaluating the status of the existing waste infrastructure in Chennai (transfer stations and open dump sites), and developing plans for their remediation;
- carrying out the detailed environmental assessment component;
- managing the topographical and geotechnical surveys;
- assisting in the preparation of conceptual and detailed designs for the newly proposed transfer stations and landfills;
- feasibility studies for the proposed waste infrastructure;
- evaluating the institutional arrangement, assessing the capacity availability and developing appropriate institutional structures;
- working with local communities;
- assessing the land acquisition requirement and identification of displacement issues;
- developing rehabilitative measures to minimise social impacts;
- studying and reviewing vehicles and equipment requirement;

- coordinating project tasks - internal and external;
- project scheduling and reporting; and
- stakeholder management.

Institutional Strengthening and Restructuring of Kerala State Pollution Control Board (KSPCB) for effective implementation of Environmental policies and Programmes of the State Government, July 1996 – December 1997. This study was funded by the Ministry of Foreign Affairs of Netherlands to strengthen the institutional capabilities and performance of KSPCB. Was working with bkh Consulting Engineers of Netherlands and provided inputs on waste characterization and quantities, and determining pollution loads. Assisted in creating the necessary institutional infrastructure to take care of the existing and future waste generation in Kerala.

Municipal SWM Study for Chennai (Madras) Metropolitan Area, funded by the World Bank, April 1995 - September 1996. The responsibilities in this study included:

- assisting in the development of Masterplan recommendations for the comprehensive management of solid wastes generated in the study area;
- studying the pattern of waste generation and its characterization;
- investigating the SWM practices being followed in the study area, which comprised the city of Chennai (Madras) and the surrounding regional municipal areas;
- analysing impact of industrial waste on the municipal stream, and developing solutions for segregation and treatment;
- studying the different types of vehicles and equipment used for SWM;
- studying the existing institutional structure and develop capacity;
- reviewing present and future designs and formats of transfer stations, including plans for remediating and rezoning the existing transfer stations;
- evaluating the status of the open dump sites (that was used for waste disposal) and assisting in preparing remedial solutions;
- assisting in the detailed assessment of potential sites for having future landfills;
- reviewing and analysing the collected data;
- conducting socio-economic survey, including willingness to pay;
- implementing a pilot community-based waste collection system;
- assisting the organization and coordination of workshops for technology transfer and feedback;
- carrying out public community awareness and training;
- working closely with the municipal and government authorities, and with NGOs to develop appropriate solutions for waste management; and
- presenting study findings to the client, counterpart staff and World Bank officials.

Industrial Effluent and Hazardous Waste Management in Madras Metropolitan Area, funded by Canadian International Development Agency (CIDA), May 1994 - March 1995. The study was carried out by Wardrop in association with the Tamil Nadu Pollution Control Board (TNPCB). Was part of the project team and worked for the full duration of the project, till its completion and return of the expatriate team back to Canada.

Specific responsibilities in this study included:

- interacting with various government and industrial agencies to obtain information relating to industries and waste generation;
- studying different types of industries and the waste generated by them;
- studying the health and safety systems;
- reviewing and analysing of collected data;
- providing solutions to minimise generation and subsequent treatment of effluent from electroplating units;
- providing solutions to minimise and treat waste generated from Manali petrochemical complex;
- developing solutions for treating petroleum residues;
- preparing procedures to characterise, analyse and manage industrial wastes;
- preparing reports on various industrial waste treatment/disposal processes;

- developing and evaluating strategies for effective management of the industrial waste;
- working closely with governmental and non-governmental bodies on prioritisation and the feasibility of various options;
- organising stakeholder workshops;
- carrying out public awareness and training;
- developing conceptual design and cost estimation of waste management systems, including treatment plant;
- preparing weekly project activity summary reports, including office management; and
- stakeholder management.

Environmental Assessment

Assessment of Site Activities;

Plant Siting Studies;

Identification of Potential Environmental Liabilities (to enable funding/ joint ventures);

Quantification of Environmental Liabilities through Sampling; and

Soil and Groundwater Contamination.

Phase-I Environmental Site Assessment and Phase-II Site Investigations at two Engineering Facilities for a Multinational Automobile Industry, Tamil Nadu and Karnataka, January - March 1998. The main objective of the assessment was to identify potential environmental liabilities that may have an adverse effect over the value of the property. The work included detailed inspection of the site, review of available documentation and carrying out site investigations to assess the extent of soil and groundwater contamination.

Site Selection Review and Phase-I EA for a Major Beverage Manufacturing Company, Bangalore, December 1997 - January 1998. Was involved in evaluating various short listed sites based on their environmental concerns and groundwater availability for a beverage company planning to set up a manufacturing unit in Bangalore. Under this project, also carried out a Phase-I Due Diligence Assessment for the finalized site to evaluate its potential environmental liabilities.

Environmental Due Diligence Report of an Indian company for a US based Foreign Institutional Investor, Tamil Nadu, October - November 1997. The US based investment company was planning to invest in a leading Indian Chemical company and wanted to understand the extent of environmental liabilities associated with their operations. The Indian company had many individual units, and the work involved surveying the various plant areas, reviewing the process and compliance information, interviewing with facility personnel etc, and assessing their environmental liabilities.

Soil sampling and Investigation Programme for a Major Multinational Automobile Industry, Chennai, October 1997. The objective was to assess the soil conditions within the factory site for any potential contamination. The work included collection and analysis of soil samples and preparing a brief report on the results.

Phase-I Due Diligence Assessment and Groundwater studies of two Greenfield Sites for a Major Beverage Manufacturing Company, Pune, October 1997. A leading beverage company was planning to acquire a property in Pune for building up their plant. Was involved with assessing two short listed greenfield sites with respect to environmental concerns and availability of groundwater resources.

Post-Monsoon Sampling Programme for a Major Beverage Manufacturing Company, Vijayawada, Bangalore and Pune, August - October 1997. The objective of this study was to establish the characteristics of groundwater and surface water at their sites during the post-monsoon period. The work involved collecting the water samples and interpreting the results with respect to the national standards.

Phase-I Due Diligence Assessment and Groundwater studies of two Greenfield Sites for a Major Beverage Manufacturing Company, Bangalore, September 1997. Both the greenfield sites preferred by a beverage company were assessed with respect to environmental concerns and availability of groundwater resources.

Pumping Tests at Two Greenfield Sites for a Major Beverage Manufacturing Industry, Pune and Guntur, May - June 1997. The pumping tests were conducted to determine the ground water availability at the site. The safe yield of water that can be pumped out without affecting the underground aquifer was ascertained to assist the industry in taking a decision on investing in that site. Was involved in conducting these tests and coordinating with the hydrogeological and drilling personnel.

Phase-I Due Diligence Assessment and Phase-II Site Investigation of a Greenfield Site for a Beverage Manufacturing Company, Vijayawada, April - May 1997. The EAs involved general characterization of property, discussions regarding the history of the property, assessment of on-site activities and adjacent landuses and evaluating the potential environmental liabilities of the site. Was involved in the assessment and in the quantification of environmental liabilities, by collecting and analysing soil and water samples for any potential contamination.

Soil and Surface Water Investigation for a Major Multinational Automobile Company, Chennai, March - April 1997. This involved assessment of onsite and neighbouring landuses, collection and analysis of soil and surface water for any contamination. Was responsible for investigating the adjacent site developments and for carrying out the sampling programme.

Phase-I Due Diligence Assessment and Phase-II Site Investigation of a Greenfield Site proposed for a Major Electronic Instruments Manufacturing Multinational Company, Bangalore, November 1996. The responsibilities included survey of the site and adjoining areas, discussions with industrial estate personnel regarding history of the property, review of existing documents to assess the potential environmental liabilities associated with that site. Also carried out site investigation, to assess the extent of soil and ground water contamination in that area.

Phase - I EA of a Greenfield site proposed for a Major Automotive Seat Belts Manufacturing Facility, Tamil Nadu, April 1996. Was involved in assessing the general characteristics of the site, on-site activities and adjoining landuse and determining the potential environmental liabilities.

Site Remediation

***Remediation of Contaminated Sites;
Soil and Groundwater Sampling; and
Bio-remediation.***

Remediation of Hydrocarbon contaminated soil at a site in Southern Ontario, November – December 2009. The work included removing underground fuel storage tanks, excavating and disposing contaminated soil, confirmatory sampling, treating the groundwater, backfilling and compacting the site, preparing reports, managing and maintaining documentation and manuals, and project management.

Remediation of Gasoline contaminated soil at a site in Northern Ontario, August – October 2010. The work included removing capping existing monitoring wells, demolishing and recycling/ disposing existing building structures, excavating and disposing contaminated soil, confirmatory sampling, backfilling and compacting the site, applying bio-remediation compound by injection, preparing reports, managing and maintaining documentation and manuals, and project management.

Miscellaneous

***ISO 14000 Environmental Management Systems;
Environmental and Health and Safety;
Technical and Economic Implications of Policy Measures; and
Groundwater Studies.***

Development of ISO 14001 based Environmental Management System (EMS) for Whirlpool India, Pondicherry, May – December 1998. The work included identifying environmental aspects, applicable requirement from environmental regulations, developing EMS system, preparing manuals and carrying out mock assessment.

Environmental and Health and Safety (EHS) Regulatory Compliance Audit of a Medical Catheter Manufacturing Facility, Pondicherry, November 1997 - January 1998. The main objective of the audit was to identify environmental concerns and risks associated with the facilities operation with respect to national regulations. This work involved a detailed visual inspection of the facility, review of compliance documentation and interview with facility personnel. Was one of the two assessors involved in carrying out the audit.

Study of Technical and Economic Implications of ban on Azo dyes in India, January - February 1997. This project was funded by the European Commission to study the effects on Indian industry due to the ban on azo dyes and products treated with azo dyes. The work involved carrying out the investigations and interviews with the leather and textile sector in Chennai.

Study of Groundwater Quality in Salem District, Tamil Nadu, December 1995 -February 1996. This study was funded by the Department for International Development (DFID) of UK to identify potential environmental impacts of the starch and sago processing industry on the groundwater quality. Was responsible for selecting the sites and carrying out the detailed sampling study programme.

Social Assessment

Assessment of Potential Displacement and Rehabilitative Measures;

Social Impacts arising out of Developmental Activities;

Socioeconomic Profile of Developmental Areas;

Rag-pickers Problems and Waste Recycling; and

Socioeconomic Surveys and Public Awareness.

First Phase Extension to the Municipal Solid Waste Management Study for the Madras Corporation Area, funded by the World Bank

Municipal Solid Waste Management Study for Madras Metropolitan Area, funded by the World Bank

Industrial Effluent and Hazardous Waste Management in Madras Metropolitan Area, funded by the Canadian International Development Agency