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DOB: 6th May 1956

Nationality: Indian

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| Post. Graduate Diploma in Management | 1978/80 | Indian Institute of Management, Ahmadabad |
| Master of Science (Agri Extension) | 1976/78 | University of Agricultural Sciences, Bangalore |
| Bachelor of Science (Agri) | 1972/76 | Tamil Nadu Agric University, Coimbatore |

Key Areas of Expertise

- Strategy development and execution support in promotion of agricultural e markets, modernizing market systems, towards a fair trade process in public and private sector, for impactful outcome.
- Policy analysis and regulatory options for promotion for enabling growth of farmer business collectives with objective of mainstreaming them in the market, improving their collective bargaining power
- Support building institutional processes and business planning capabilities of mid size agribusiness private enterprises and farmer collectives
- Approach to development solutions focused on farmer issues, in the area of marketing, finance, intelligence systems and so on.

Consulting Assignments

World Bank, India: April 2015 - Sep 2022: Been a part of the Bank's task team, as Agribusiness Specialist, in three of the projects in the states of Maharashtra, Himachal Pradesh and Assam. My focus areas were on a) improving market access for farm produce under the project, b) modernizing marketing systems including electronic bidding for greater transparency in price discovery processes, c) process automation improving speed and accuracy of data recording, c) warehouse receipt financing to enable farmer delayed sale for a better price, d) reforms in regulations and market practices towards achieving fair trade regime in an ecosystem where market powers firmly rest with the trade and e) FPO/FPC institution building.

Grant Thornton, India: Oct 2021- Sept 2022: As Value chain Specialist and CO Team Leader to develop horticulture development in Himachal Pradesh for a project to be funded by Asian Development Bank, aimed at promoting subtropical fruit plantations, enhancing incomes of farmers of the lower areas of the state.

Jan 2020- Dec 2020: Engaged as Agri Economist and Value chain Specialist for an assignment to advise Asian Development Bank in structuring a new project for development of horticulture crops in Maharashtra, aimed at reducing post harvest losses, strengthening Farmer Associations and better value capture for farmers. In both these projects introduced the concept of Anchor or Apex FPO to provide business leadership for FPOs, allowing individual FPOs to focus on production/aggregation as suppliers and the Apex handles business strategy and execution, permitting the FPOs to achieve scale jointly instead of each individually going to market.

Ernest n Young, India: May 2018 - March 2019: EY are the transaction advisor to the e-National Agricultural Market (<http://enam.gov.in/enam/>) implemented by an arm of Government of India. Nearly 600 agricultural markets across the country are connected on an electronic trading and settlement system, primarily to bring about market transparency and wider market access for farmers instead of relying on buyers in a single location. My assignment under this assignment, was to enhance effectiveness of implementation of the project, identify areas that require strengthening in terms of institutional support and process improvements in all areas of ecosystem development, trade and settlement.

EA Trade and Investment Hub, Nairobi: Jan-May 2018: Consultancy assignment for evaluation of performance and future strategy formulation for e-Granary project managed by the East African Farmers Federation. e- Granary is conceptualized as a platform for supporting small farmer access to inputs under credit, crop insurance, extension advisory and in finally finding market for the produce. The assignment awarded by EATIH, a USAID sponsored NGO.

Alliance for Green Revolution in Africa, Kenya: Sept 2015-Mar 2017: AGRA, an NGO funded by several international agencies, is Kenya head quartered. They awarded a Business Development Consultancy funded by African Development bank was to support growth of 54 seed companies in 11 African countries which have been beneficiary of

grant assistance from AGRA. These companies are promoted and managed by local entrepreneurs mainly in the business of agricultural seed production and marketing. Being startups or in early growth stages, under this assignment, companies were supported in developing their market plans, financial planning and in use of management tools and information systems. It was also a good opportunity to understand the agro-commodity marketing systems and the need to develop the ecosystem in most of the countries. Submitted to AGRA a comprehensive strategy for business development of the private seed sector in Africa.

Executive Roles

Founder Director, FPO Market Linkages Foundation

2011 - Present

FPO Market Linkages Foundation, engaged in policy advocacy and dialogue with Governments in the areas of fair trade practices in agricultural markets and mainstreaming farmer producer organisations into large business. Besides policy thought initiatives, Foundation is promoting a forum "Agri Angels" for enabling private capital for projects under joint stock company models with FPCs. Another major challenge of farmers is their weak position in the markets, to address this, promoting the concept of Collective Bargaining Councils to balance market power vis-s-vis the Trade, an area unaddressed by the present regulations. Presented this proposal, as an invitee, at the meeting of the Committee constituted by the PM studying the issues of farm produce pricing and MSP. www.fpomarklink.org

East African Seed Company & Group, Nairobi, Kenya:

July 2013 – Dec 2014

Chief Operating Officer: overall business and growth of Seeds, Agrochemicals and Farming businesses of the group in East Africa. Key result areas on this assignment includes expansion to other African regions, building field crops portfolio, develop technology alliances & inhouse R&D, rationalize financial systems & operational efficiency enhancement/cost reduction, Management processes & capacity building to meet future challenges through a team of Country/Functional Heads.

Bourse Africa Limited, Johannesburg:

2009-11 / 12-13

Dy Mg Director: It was a startup commodity exchange to handle both futures and spot trades for a variety of asset classes including agricultural commodities on a pan African basis. I worked with them in two spells 2009-11 and 2012-13. My responsibility was to promote the spoke Exchanges in several African countries, Exchange Operations and business development. BAL was designed to offer both spot and futures in agri and non-agri commodities.

Abdoolally Ebrahim Commodities, Hong Kong:

May 2011 to Jul 2012

Global Head- Agri: Responsibility of managing performance of the agri-commodities international trading teams based in various origins and destinations. Mandate to stream line trading systems, management processes and assist in diversifying the product offering. Teams in origins such as Myanmar, China and Canada feeding Asian countries.

Safal National Exchange (SNX), Bangalore:

Nov 2006 - Sept 2009

CEO: Promoted by National Dairy Development Board of India in partnership with Multi Commodity Exchange, as an electronic spot exchange for fresh fruits & vegetables, **the first of its kind** ever to be set up aimed at creating an alternate transparent market for farmers to find fair prices, pursuing a vision of One India One Market. Built an organization with a diverse functional teams 100 people and the systems required for successful trading involving Farmer Associations, Processors, Modern Retail and Traders. SNX covered a wide range of items such as Apple, Kinnow, Banana, Potato, Onion and Mangoes; Delivery systems, Quality standards and assessment systems were developed making it possible for buyers and sellers to transact on the electronic exchange without physically viewing the item. Challenges of migrating trade from traditional trade channels to the electronic platform were tough and required creating innovative structures and keeping the teams highly energised to generate trade.

Zuari Seeds Limited, Bangalore, India:

Dec 99 – Oct 06

MD & CEO: Lead organization transformation from a position of a seed production department to the stature of a Dynamic R & D based Seed Business, in a fiercely competitive business with more than a dozen brands in every market segment. Developed strong supply chain process including setting up a green field processing unit & training teams to deliver the planned volumes of over 30 hybrids across several crops meeting the quality standards.

Advanta India, Bangalore:

June 95-Nov 99

National Head: Responsible for national Sales & Marketing function of hybrid seeds. As part of operations responsibility, I successfully managed setting up of a green field seed processing plant from concept to commissioning in record time with several ingenious features. April 1998-Nov 99: Head of Supply Chain Function, responsibility for hybrid seed production & procurement, processing, materials, engineering, logistics and quality control functions.

JV Group, Tanzania:

Sept 90/June '94

One of the largest private sector group in east Africa. Responsibility was in corporate planning & project finance function to support the group's expansion cum diversification plans and development of agribusiness of the group. During my tenure, presented investment proposal to various agencies such FMO, CDC, in Pepsi bottling capacity expansion, Textiles, Sisal spinning, Brewery and so on. The later part of the assignment, was responsible for promotion of agribusiness interest of the group. Tanzania was encouraging private participation in cotton ginneries,

Kewalram Chanrai, Nigeria:

Mar '88/Mar '90

Business Manager: Managed a large outgrower programme covering 2,000 ha of rainfed cotton cultivation in NE Nigeria, and managed trading operations in cotton in NW states of Nigeria.

SPIC Limited, Chennai:

May 1980- Feb 1988

Mid Management Roles: Company was in national leadership position offering annually over 1.8 million tons of fertilisers. As Head of Logistics, responsible for managing movement & storage of fertilizers from the plant and five ports to over 400 warehouse locations on a national basis. Also, founded the marketing services cell to support planning and review of marketing functions.

Countries Resident in the Past: Nigeria (2y), Tanzania (5y), South Africa/Botswana (2y), Hong Kong (1y), Kenya (2y)

Countries travelled on work: Bangladesh, Europe, Canada, Myanmar, UAE, China, Uganda, Ghana, Sierra Leone, Mali, Liberia, Burkina Faso, Senegal, Mozambique

Featured articles on Economic Times, Business Line, Business Standard

Article published in Journal of Agricultural Extension Management, Vol XXIII No.1

<https://www.manage.gov.in/publications/journal/jan-jun2022.pdf>