

SRIVASTAVA, MANOJ K.

**FORMER CIVIL SERVANT, INDIAN ADMINISTRATIVE SERVICE (IAS), 1980 BATCH
DISTINGUISHED FELLOW, IIM, AHMADABAD & ADJUNCT PROFESSOR, NIAS, BENGALURU**

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QUALIFICATIONS

- **Masters in International Development (MPS/ID), Cornell University, USA.** August 1998. Overall 'A' Grade (CGPA: 3.75/4).
- Studied for **Masters in Sociology, Jawaharlal Nehru University (JNU), New Delhi, India.** 1976-1980. Was awarded with **13 'A' grades** (out of 16), which was a **record unbeaten** for many years that is known of. **CGPA 7.6 eq. to US 3.8/4** (for 63/64 credits).
- **B.Sc. Physics (Hons.), St. Xavier's College, Ranchi, Bihar, India.** 1975. High First Class with Honours; Second (II) Position in the University with **Distinctions in Physics and Mathematics.**

PROFESSIONAL AND ACADEMIC WORKS

- 10/2018--continuing: **Adjunct Professor, School of Social Sciences, National Institute of Advanced Studies (NIAS), Bengaluru, India.**
- 01/2018-continuing: **Distinguished Fellow, JSW School of Public Policy, Indian Institute of Management, Ahmadabad (IIMA), India.** Involved (part time) in helping the School in shaping up its different public policy programmes and activities.
- 02/2009--12/2010: **Jamsetji Tata Fellow: Pro-poor Governance in India, London School of Economics (LSE), UK.** *First recipient of the Jamsetji Tata Fellowship awarded by the LSE.*
- 05/2002--05/2004: **Research Scholar, Crisis States Research Centre, LSE, UK.**
- 01/01--09/01: **Research Fellow, Enhancing Pro-poor Governance in Bihar and West Bengal, India. The Cambridge-Keele Joint Action Research Project.**
- 03/00--05/01: **SPURS Fellow, Massachusetts Institute of Technology (MIT), Cambridge, USA.**
- 10/98--09/00: **Research Scholar, Cambridge University (UK)** Research Project: *Poverty, Developmental State and the Spaces of Empowerment in West Bengal and Bihar, India.*
- Selected to the **Mason Fellow Program, Harvard University, USA** for the session 1998-1999 [*Could not join due to financial constraints*].
- **Completed MPS/ID program at the Cornell University, USA** during 1996-98.
- **Joint Japan/World Bank Graduate Scholarship** to pursue the MPS/ID program at the Cornell University, USA during 1996-98.

(For Academic contributions, please see pages 6-8)

- **1980: Competed for the Indian Administrative Service (IAS), the Apex Public Service in India. Attained one of the top positions in the country (III position in India).**
- **1979: Competed for the Indian Police Service (IPS).** *Joined the National Police Academy, Hyderabad.* Underwent almost full training, after which shifted to the IAS post selection.
- **1977-78: Had to discontinue my studies in MA Sociology at JNU** (due to family conditions) for taking up a job. *In the process, competed for the post of Management Trainee in the Punjab National Bank (PNB), Steel Authority of India Ltd. (SAIL) and the State Bank of India (SBI).* Joined as MT in the PNB towards the end of 1977. However, resigned to resume my studies at JNU in January 1979.

CIVIL SERVICE EXPERIENCES & ACHIEVEMENTS

Recently superannuated from the IAS in the rank of Secretary to the Government of India/Chief Secretary to the State Government. As a public servant, served on many senior and responsible positions in the government overseeing and managing governance, policy planning and implementation of important national and state developmental, and also regulatory programs in various sectors during my 35 years long career in the IAS. A few contributions made during the various key positions held are briefly highlighted below:

- ❖ **1982-83: *Appreciations by Shri V.C. Pandey, the then Advisor, Planning Commissioner, ex-Cabinet Secretary of India and ex-Governor, Bihar, India:*** Shri V.C. Pandey, then Advisor, Planning Commission, and I/c for 20-Point Programme in Bihar, had visited the Hazaribagh district to review the progress of the Programme. I was then serving my first posting as SDO, Koderma (now in Jharkhand state) under the leadership of Shri Anup Mukherji, IAS, then the Deputy Commissioner of Hazaribagh district (later became the Chief Secretary of Bihar). While working dedicatedly, I took special efforts to unearth a large number of poor bonded labour from my sub-division, which was hardly acted upon otherwise because of powerful vested interests behind its perpetuation. This was noticed by Shri Pandey in the various reports, who specially called me to the district HQ to find out more details from me. Later on, when he circulated his review note to the Centre and the State Governments, it was a great honour to find that he had recorded his high appreciations for me for this pro-people committed work, which has been a source of motivation throughout my career.

- ❖ **1985-87: *Appreciations by the then Deputy Chairman, Planning Commission, Dr. Manmohan Singh, later the Hon'ble Prime Minister of India:*** for bringing in innovations through a Cluster Approach in the micro-planning and the implementation of the Integrated Rural Development Program (IRDP) at the grassroots. This approach had led to a number of micro-finance based micro enterprise development with providing for crucial backward and forward linkages, such as: Intensive Vegetable production; *Tasar* silk cocoon rearing-cum-reeling; Improved breed pig rearing; Blanket weaving; Bee-keeping and honey production; and Mulberry plantation and silk production. Additionally, based on the study of the Chinese model, an ambitious endeavour of integrating a scientific fish production enterprise with pig rearing, poultry farming, and mulberry silk production was undertaken.

A special team led by the then Deputy Chairman *Dr. Manmohan Singh*, Planning Commission, along with three advisors, had visited the interior villages in Ranchi, where the innovative Cluster Approach had been implemented. Subsequently, ***I had the honour of receiving his appreciations, followed by a written commendation from the Government.*** [As the Deputy Development Commissioner, District of Ranchi, Bihar].

- ❖ **1987-88: *Participation and contribution to the Prime Minister-District Magistrates' workshop:*** Contributed to an *unique and imaginative exercise led by the then Hon'ble Prime Minister of India, Shri Rajiv Gandhi*, in which through five workshops all the District Magistrates in India (about 550 in number) joined the Hon'ble Prime Minister to critically reflect and offer suggestions on issues concerning decentralization and governance reforms. The resultant policy recommendations fed into shaping the historic 73rd and 74th constitutional amendments in India. Those have ushered in a new era of constitutionally mandated and protected *Panchayati Raj* and Urban Local bodies as decentralized institutions of governance, fundamentally altering the State structure in India by establishing them as the third tier of the Indian State beyond the Federal and the Sub-national tiers. [Was serving then as the District Magistrate (DM) and the Collector, Bhojpur District, the State of Bihar].

- ❖ **1991-92: *Initiated the "Bihar Education Project" (BEP): the first integrated and holistic policy and the program in the country,*** aimed at securing comprehensive institutional changes in the functioning of the primary education system in the State of Bihar, with a special emphasis on girl child education. The BEP was initially supported by the UNICEF and served as a model to later inform, and get integrated to, the World Bank and DFID supported District Primary Education

Program (DPEP) that now covers the selected regions throughout the country. [As the DM and the Collector, Sasaram, Bihar].

- ❖ **2004-2005: *A rewarding experience of working as the MD, Milk Producers Cooperatives' Federation (COMPFED; Brand name: SUDHA), Bihar.*** The position allowed me to work for helping a large network of milk producers' cooperative societies by serving their poor farmer members right from their grassroots level (5000 dairy cooperatives, involving 0.25 million members, spread in about 4500 villages of the state, of which about 20% societies are entirely owned and managed by women members) upwards to their intermediary and apex levels. This cooperative venture is of about \$89 million annual turnover with about \$1.7 million net profit, and involves about \$180,000 income transfer from the urban consumers to the rural milk producers on a daily basis. An immensely challenging assignment, which demanded both passion and rigorous professionalism to assist the farmers (mostly poor) in strengthening their participatory governance, and also the executives in improving their professionalism, for jointly securing improved efficiency and effectiveness to deliver 'significantly enhanced' economic and social benefits to the poor in just ways. Additionally, a comprehensive transformation of the organization was also envisioned and pursued with in collaboration with the prestigious Indian Institute of Management, Ahmadabad (IIM-A) and the National Dairy Development Board (NDDB) to build up capacity for meeting the impending unprecedented challenges of competition arising from both cooperative and corporate sectors in a liberalized economic environment. This stint has afforded me with rich insights into the complex issue of how people can effectively build and scale up the micro enterprises by establishing robust linkages to modern technology, professionals, and the markets, through integrations with appropriate higher and wider level institutions.
- ❖ ***Experiences of working with International Organizations*** (varied years): As the CEO of the Tourism Corporation and also the Director in the Tourism Dept., had dealt with the OECF (now JICA) of the Japan Government while overseeing its funded project of Buddhist sector development. Was also a key member representing the state of Bihar in a High Powered National Delegation, headed by the then Minister of Tourism of the Government of India for promotion of Buddhist Tourism in Bihar & UP, that had visited Japan, South Korea and Thailand (1994). Worked with GoI and UNICEF in implementing a holistic vision and strategy for reforms of primary education system in Bihar as its team leader in the District of Sasaram (1990-92). As the Principal Secretary of the Disaster Management Department, had led an ambitious GoI-UNDP programme in 14 flood prone districts of Bihar for developing community capacity at the village level to prepare and effectively respond to different disasters as first responders. This involved endeavours towards developing well-trained about 100,000 village volunteers, people's disaster management committees and preparation of district level disaster management plans comprising of effective prevention and mitigation strategies.
- ❖ **2006: *Challenges of industrial development:*** Was posted as Additional Industrial Development Commissioner (AIDC) of Bihar. This gave me valuable experiences and insights into shaping industrial development policy to create an enabling environment for private sector development and investments. It also allowed me to develop a good grasp of the issues involved in shaping up an effective strategy for promoting Government-industry partnership. During my tenure, a new Industrial Policy was unveiled in the state.
- ❖ **1984-85: *Commendation by the Hon'ble Supreme Court of India:*** The then Hon'ble Chief Justice of the Supreme Court, Shri P.N. Bhagwati, had ordered Shri K.B. Saxena, IAS (retired as Secretary, Rural Development Ministry, GoI) to inquire about 3,000 bonded labourers in Deoghar district. He was also given the liberty to form a team of IAS officers of his choice to assist him. Pursuant to this, I was selected as the youngest IAS officer in his team, along with seniors such as Shri Anup Mukherji (retired as Chief Secretary of Bihar) and others. The team, including me, received commendation from the Hon'ble Supreme Court for unearthing bonded labourers and for suggesting rehabilitation measures in its report. [As the Deputy Development Commissioner, Patna District, Bihar].

- ❖ 1990-92: **Commendation from the Cooperative Ministry, Government of Bihar:** for achieving an unprecedented growth (800%) in the revenue income from the minor minerals in the District, also the highest in the State for the relevant year (1992), by introducing innovative participatory approach in the revenue management system of the minor minerals, that also had a major income enhancing impact on the poor labourers engaged in this trade since long. [As the DM and Collector, Sasaram District, Bihar].
- ❖ 1992-96: **Commendation from the Board of Governors:** for achieving a turnaround of a public sector organization (the Tourism Corporation of the State of Bihar), transforming the organization for the first time into a profit-making body since its inception in its 11 years history of functioning. Not only the accumulated losses of 11 years were wiped out, but the enterprise was turned around to be in net profit for the first time, which also made it possible to employ the internal revenues for undertaking an ambitious modernization plan [As the CEO of the Corporation].
- ❖ 1987-88: **Award of the best District Magistrate Trophy:** for achieving the highest growth in revenue collection in the excise sector in the District of Bhojpur, also the highest in the State. [As the DM and the Collector, the District of Bhojpur, Bihar].
- ❖ 1984-85: **Commendation from the Government for work during the Anti Sikh Riots of 1984:** for contributing to a successful release of Bhai Man Singh, the then Head Priest of Takhat Harminder Sahib [one of the most sacred places of worship in India for the Sikh community] after he was kidnapped and taken to Calcutta. *Had also earned appreciation and respect of the Sikh community of Patna* for ensuring a swift and an effective control of anti-Sikh riots in 1984, providing them with a sense of security and justice, and recovering their looted properties in some cases. [As the Deputy Development Commissioner, Patna, Bihar].
- ❖ 1990-92: **Challenging experience of ensuring communal peace:** The District of Sasaram, Bihar had witnessed two Hindu-Muslims riots immediately prior to my taking charge of the district in 1990. Due to this, and also due to the communally highly surcharged atmosphere prevalent in the country during 90-91, the situation in the district was highly sensitive. Despite these, through a strong law and order enforcement and innovative people's participatory initiatives, absolute communal harmony and peace was achieved. This earned the appreciations of the citizens, especially as they had not forgotten the sufferings inflicted on them by the two riots in the recent past.
- ❖ March 2007-March 2008: **Governance challenges during crisis of disaster (caused by the unprecedented massive floods in Bihar in 2007):** While working on an extremely challenging position of the *Principal Secretary, Disaster Management Department in Bihar*, gained valuable insights into the functioning of the state during the times of disaster, when it becomes the primary duty of the state to ensure well organised emergency response and relief measures to help the suffering humanity. The floods in the year 2007 in Bihar have been unprecedented, damaging and devastating crops, houses and infrastructure in a colossal way. Thus, organising a massive relief operation, historic in its scale and reach, for about 24.5 million people or about 4.9 million families, spread over about eleven thousand villages, mostly marooned by the floods, had proved extremely challenging. However, since this challenge was met with ensuring a devoted team work, which slogged day and night, while also coordinating with Army, Air Force, National Disaster Management Authority and its Force, Several Depts. of the State and their Corporations, such as: Agricultural, Food, Health, Animal Husbandry, the State Police and District Magistrates of almost the entire state, with passion and commitment to securing an effective delivery of the relief operations with transparency, it earned appreciations. Gained enormously insights into the challenges of governance during disasters times.
- ❖ 2008: **Conducting free and fair elections as Central Election Observer:** Was appointed as a Federal Election Observer by the prestigious Election Commission of India for guiding and regulating the conduct of Assembly elections of Karnataka held in May 2008 in its certain part. Selection as a Federal Election Observer by the Election Commission is based and a proven track record of integrity, impartiality and professional competence of IAS officials, and therefore it was an honour to be appointed in this role. This afforded me the opportunity to camp and also intensively visit the

interiors of Karnataka state and oversee the conduct of elections in its about 200 polling stations, involving about 1500 election personnel, a huge contingent of police and para-military forces, and other supporting staff. Elections in India is one of the largest and most complex managerial exercise possibly in the world, that demands meticulous planning, intense and intricate logistical arrangements of a massive scale, the grasp of myriads of election laws and rules, and a round the clock monitoring and vigilance to ensure that it is conducted freely and fairly. This affords deep insights into the conduct of elections, but more importantly into the issues of electoral reforms, that are critical to strengthening democratic institutions and values.

- ❖ 2008: ***Work with the Human Rights Commission:*** Worked as the Principal Secretary, Bihar Human Rights Commission before proceeding on leave to join the London School of Economics as the Jamsetji Tata Fellow. The Commission was recently constituted under the Protection of Human Rights Act, 1993 with the Ex- Chief Justice of Rajasthan High Court, Mr. S. N. Jha as its Chairman and another Justice (retd.) and a Director General of Police (retd.) as Hon'ble Members.
- ❖ 2011-12: ***Empowering rural decentralized governance (PRIs) as the Principal Secretary, Panchayati Raj:*** It was indeed one of the most challenging assignments of my career. In 2011, elections to about 1.25 lakh posts of PRI members and additional about 1.25 lakh members of Panch and Sarpanch for Gram Kutcharies, thus to about .2.50 lakhs posts, were to be conducted, which was a gigantic task. I had to work round the clock with my team in coordination with the State Election Commission and District officials in ensuring timely provision of budget and resources; approval of schedule of elections; and availability of police and para-military forces through the Home Department and Police Headquarters.

A painstaking initiative was under progress for framing rules in effective and robust ways by undertaking comparative study of 194 rules from 12 States, to help PRIs conduct their democratic and participatory works in transparent and focused ways. Gained valuable experiences through implementing a number of policies and programmes for institutional strengthening and capacity building of PRIs, as well as for augmenting their financial base, such as: Backward Regions Grant Fund (BRGF), devolution of funds as per the recommendations of the Central Finance Commission and State Finance Commission; Computerization of PRIs' accounts through a powerful software 'PRIYA Soft'; incentivisation of good performance by PRIs through the implementation of Panchayat Employment and Accountability Scheme (PEAS); *Programme for the construction of 'Panchayat Sarkar Bhawans' – an innovative conceptualization of an integrated building infrastructure to bring all the actors and officers of decentralized governance under one roof to serve the rural populace through a single platform;* and so forth.

Led the formulation of a massive training programme for about 1.25 lakh elected members of PRIs from all 3 tiers. This required, *inter alia*, the development of a wide ranging, comprehensive and communicable set of training modules. This was completed painstakingly, which formed the foundation of the training.

ACADEMIC WORKS: BOOK, RESEARCH PAPERS & OTHER ACADEMIC CONTRIBUTIONS

BOOK

- Corbridge, Stuart, Williams, Glyn, Srivastava, M. and Rene Véron. 2005. *Seeing the State: Governance and Governmentality in India*. Cambridge University Press.

RESEARCH PAPERS PUBLISHED IN INTERNATIONAL/NATIONAL REFEREED JOURNALS AND PUBLISHED WORKING & DISCUSSION PAPERS

- Corbridge, Stuart and Srivastava, Manoj. 2013. **Mapping the social order by fund flows: the political geography of employment assurance schemes in India.** *Economy and Society*. 42 (3): 455-479.
- Srivastava, M. 2010. **Crossing the "Great Divide": Does it produce positive state-society synergy?** *Department for International Development, LSE*. Working Paper no. 121, pp. 1-64. (Available at <http://www.lse.ac.uk/internationalDevelopment/pdf/WP/WP121.pdf>)
- Srivastava, M. 2010. **Could the poor demand and control their own schools?** *Department for International Development, LSE*. Working Paper no. 120, pp. 1-91. (Available at <http://www.lse.ac.uk/internationalDevelopment/pdf/WP/WP120.pdf>)
- Srivastava, M. 2010. **Do the poor effectively utilise a "Rights-Based Programme" with the support of multi-layered decentralisation?** *Department for International Development, LSE*. Working Paper no. 119, pp. 1-207. (Available at <http://www.lse.ac.uk/internationalDevelopment/pdf/WP/WP119.pdf>)
- Srivastava, M. 2010. **Transferring resources and Powers to the village Panchayats: Does it improve governance and development outcomes?** *Department for International Development, LSE*. Working Paper no. 118, pp. 1-92. (Available at <http://www.lse.ac.uk/internationalDevelopment/pdf/WP/WP118.pdf>)
- Corbridge, Stuart, Srivastava, Manoj, Williams, Glyn, and Rene Véron. 2007. **Seeing the State again.** *Geoforum* 38(4):611-613.
- Véron, René and Williams, Glyn and Corbridge, Stuart and Srivastava, Manoj. 2006. **Decentralized corruption or corrupt decentralization? Community monitoring of poverty-alleviation schemes in Eastern India** *World Development*. 34 (11): 1922-1941.
- Srivastava, M. 2005. **Crafting Democracy and Good Governance in Local Arenas: Theory, Dilemmas and their Resolution through the Experiments in Madhya Pradesh, India?** *Crisis States Program (CSP)* Working Paper No. 60, pp. 1-35. (<http://www.lse.ac.uk/internationalDevelopment/research/crisisStates/download/wp/wpSeries1/wp60.pdf>).
- Srivastava, M. 2004. **Moving Beyond 'Institutions Matter': Some Reflections on how the 'Rules of the Game' Evolve and Change.** *Crisis States Program (CSP)*. Discussion Paper No. 4, pp. 1-32. (<http://www.lse.ac.uk/internationalDevelopment/research/crisisStates/download/dp/dp04.pdf>) Further, has earned the distinction of registering the **second highest downloads in 2005** under the CSRC's discussion paper series). Also, *selected by the DfID sponsored Governance and Social Development Resource Centre. (GSDRC) for posting on its website* (<http://www.gsdrc.org/document-library/moving-beyond-institutions-matter-some-reflections-on-how-the-rules-of-the-game-evolve-and-change/>)
- Williams G., Srivastava M., Corbridge S. and Véron R. 2003. **Enhancing pro-poor governance in eastern India: participation, politics and action research.** *Progress in Development Studies*, 3(2): 159-178.
- Véron, R., Corbridge, S., Williams, G. and Srivastava, M. 2003. **The everyday state and political society in eastern India: structuring access to the employment assurance scheme.** *Journal of Development Studies*. 39(5): 1-28.
- Williams, G., Véron, R., Corbridge, S. and Srivastava, M. 2003. **Participation and power: Poor people's engagement with India's Employment Assurance Scheme.** *Development and Change*, 34(1): 163-192.

- Corbridge, Stuart, Williams, Glyn, Srivastava, M. and Rene Véron. 2003. **Making Social Science Matter: How the Local State Works in Rural Bihar, Jharkhand and West Bengal.** *Economic and Political Weekly*, Special Article I, June 14, 2003.
- Corbridge, Stuart, Williams, Glyn, Srivastava, M. and Rene Véron. 2003. **Making Social Science Matter: How the Local State Works in Rural Bihar, Jharkhand and West Bengal.** *Economic and Political Weekly*, Special Article II, June 21, 2003.
- Srivastava, M. 2003. **The Dynamics of achieving 'Power' and 'Reform' as a Positive-sum Game.** *Crisis States Program (CSP)*. Working Paper No. 26. pp. 1-21. (<http://www.lse.ac.uk/internationalDevelopment/research/crisisStates/download/wp/wpSeries1/WP26MS.pdf>).
- Srivastava, Manoj, Corbridge, S., Véron, R. and Williams, G. 2002. **Making sense of the local state: rent-seeking, vernacular society and the Employment Assurance Scheme in eastern India.** *Contemporary South Asia*, 11(3): 267-289.

INVITED TO WRITE FOR IDEA GLOBAL'S PUBLICATION 'ASIAN REGIONAL MARKETS' (*multiple issues*)

- **2009 General Elections: the NDA Led BJP is Surging Ahead.** *June 6, 2008.*
- **UPA's dwindling Electoral Prospects.** *June 26, 2008.*
- **Emerging Alliance in the name of Survival.** *July 4, 2008.*
- **More a clash of world views than of substance?** *July 10, 2008.*
- **Time for Murky Manoeuvrings.** *July 16, 2008.*
- **Defections, Cross-Voting and Abstentions craft the Victory.** *July 24, 2008.*
- **Who is likely to perform the "loneliest job" in India?** *August 7, 2008.*
- **Surprise over RBI Governor Appointment.** *September 17, 2008.*
- **RBI's New Governor's Baptism by Fire, nay, Inferno.** *October 29, 2008.*
- **The Challenge of Connecting Minds and Hearts.** *November 7, 2008.*
- **Does the Third Front have a promise?** *November 20, 2008.*
- **A Final Wake-Up Call or will this Pass too?** *December 16, 2008.*
- **A Decisive vote for Governance and Development.** *December 18, 2008.*
- **Politics in H1; Economics in H2.** *February 12, 2009.*
- **The Time of Reckoning.** *March 12, 2009.*
- **Despite Challenges Congress is Going Ahead.** *April 22, 2009.*
- **Elections in Mumbai in the Shadow of 26/11.** *May 7, 2009.*
- **Revival of the Congress that Stands for Aam Aadmi.** *May 21, 2009.*

RESEARCH REPORTS, THESIS

- Srivastava, M. 2006. *Does the Breakdown of Hierarchical Socio-political Order usher in Pro-poor Governance?: Some Counterintuitive answers from a Comparison of Bihar and Madhya Pradesh, India.* Pp. 1-49, mimeo, *Crisis States Research Centre (CSRC)*, LSE.
- Srivastava, M. 2003. *Good Governance Matters, but What Matters to Good Governance?: An Ethnographic Study of the Politics-Governance Nexus Surrounding the Reforms in the State of Madhya Pradesh, India.* *Crisis States Program (CSP)*, DESTIN, LSE. Mimeo. (74 pages plus appendices).
- Srivastava, M., Williams, G., Corbridge, S., and Véron, R. 2001. *Building a Pro-Poor State-Society Partnership: A Search for Pathways.* Final Report (Bihar), Enhancing Pro-Poor Governance in West Bengal and Bihar Project, sponsored by DFID. Mimeo. (89 pages, plus appendices), submitted to DFID.
- Srivastava, M. 1998. *Promoting Adult Education through State-Society Synergy. A Comparative Analysis of the Mass Literacy Campaigns in Kerala and Bihar, India.* Master's Thesis. Cornell University. Mimeo (220 pages).

OTHER ACADEMIC CONTRIBUTIONS, PARTICIPATION IN SEMINARS, ETC.

- Reviewer for the prestigious peer-reviewed international academic journal: **Journal of Development Studies**.
- Contributor for the Enterprise LSE as *LSE India Expert*. Invited to write articles on socio-political and economic issues and challenges confronting India for the *IDEA Global* for its daily publication *Asia Regional Markets*, which has a worldwide circulation. Had contributed a number of articles on different India themes, which are listed above.
- Invited to present papers, deliver talks and seminars and participate in various, workshops, conferences, etc. *Inter alia*, a few *select list* of such engagements are highlighted below:
 - National Institute of Advanced Studies, Bangalore, India (2018)
 - Ministry of Personnel, Govt. of India: Civil Service Day Workshops, (2014, 2015)
 - Centre for International Development, LSE, UK (2009)
 - Institute for Human Development (IHD), Delhi: International Conference on Poverty (2007)
 - The Crisis States Programme Seminar Series, LSE, UK (2004)
 - Centre for South Asian Studies, University of Virginia, USA (2000)
 - SPURS Fellow Seminar, MIT, USA (2000)
 - M E Centre for International Studies & Centre for Peace Studies, Cornell University (1998)
 - Cornell Institute of Public Affairs (1997)
 - South Asia Program, Cornell University (1997)
 - Harvard Institute of International Development (1996)
 - UNDP, New Delhi, India(2001)
 - National Council of Applied Economic Research (NCAER) and UNDP, New Delhi (1995);
 - The Administrative Staff College, Hyderabad, India (1992)
 - The Indian Institute of Public Administration, New Delhi (1991)
 - The Indian Institute of Management, Ahmadabad, India (1990)
