

## Curriculum Vitae of V N Alok

### 1. Personal Information

Name (Full) : Vishwa Nath Alok  
 Nationality : Indian  
 Place of Birth : Agra, India  
 Date of Birth : 14 November 1964  
 Father's Name : (Late) Prof. Vishwambhar 'Arun', Creative Writer & Orator  
 Marital Status : Married to Dr Apurva Vashist, Professor in Computer Science  
 Children : Daughter Ashi Vashist and son Ashutosh Vashist  
 Address : Indian Institute of Public Administration (IIPA)  
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           *Phone(Res.)* : +91-11- 23468513, 23350944  
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 E-mail : vnalok@gmail.com  
  
 Constitutional/ :Member, The 5<sup>th</sup> Delhi Finance Commission  
 Professional :Member, India International Centre, New Delhi  
                   :Member, IIPA and Member of its Executive Council,2006-08,2012-14  
 Bodies : Hony Professor, Shivaji Chair, Manohar Parrikar School of Law,  
           Governance and Public Policy, Goa University.  
           : Distinguished Hony Fellow, Centre for Multi-Level Federalism  
           : Member, Executive Committee, Authors Guild of India, 2004-todate  
           : Director/Chairman, Jaipur Stock Exchange, 2011-12  
           : Honorary Senior Fellow, Centre for Multi-level Federalism  
           : Member, Indian Economic Association  
           : Member, Several Committees of the Government of India  
           : Member, Editorial Boards of several Journals  
           : Member, Committees of Institute of Chartered Accountants of  
           India

### 2. Areas of Special Interest

Economics- Public finance, public policy, public governance, fiscal federalism, fiscal decentralization, state-local relations, urban finance, municipal finance, metropolitan governance, rural local governance, panchayat finances, devolution index, industrial economics, tax policy, tax reforms, value added tax, goods and services tax, fiscal harmonization, public service delivery, indicator development etc.

### 3. Current Employment and Previous Employments

Sep 1999 – present : **Indian Institute of Public Administration, New Delhi as Professor of Urban Finance** *with Basic pay of Rs 205600 in Pay Matrix 14 and Pay Scale 144200-218200.* The description of duties, achievements and responsibilities include:
 

- Undertaking, independently and jointly, research and

consultancy assignments for various Ministries of the Government of India, State Governments, Local Governments and multilateral agencies

- Conducting, independently and jointly, various capacity building programmes on public governance and fiscal management (both short term and long term) for Indian senior and middle level civil servants, including legislators and senior civil servants.
- Organizing various capacity building short-term programmes on public governance for senior and middle level civil servants of various countries in Asia, Africa and Latin America with multilateral and other agencies.
- Joint Editor, Nagarlok- Quarterly Journal on Urban Affairs, published regularly since 1969.(till recently)

The following responsibilities have also been undertaken:

- Graded States and computed a “Devolution Index” annually for six years for the Union Ministry of Panchayati Raj. On the basis, the Prime Minister awarded high ranked States for few years.
- Member Secretary of a Technical Committee on *Panchayat* Finance to advise the Committee of the Union and State Ministers for joint memorandum to the 13<sup>th</sup> Finance Commission.
- Chairman (later renamed as Coordinator), Centre for Urban Studies, a Centre established in 1966 and fully funded by the Ministry of Urban Housing and Urban Affairs, Government of India 2005-07 and 2012 -15.
- Coordinator, Centre for Economic Growth and Financial Management.
- Faculty Representative in the Executive Council of the Institute 2006 – 08 and 2012 -14.
- In charge of IIPA Uttarakhand Regional Branch headed by the chief secretary of the state. Goa in the past.

Feb 2003 – Dec 2004 : **Twelfth Finance Commission, India as Deputy Director (On deputation from IIPA).** The description of duties, achievements and responsibilities included:

- Technical assistance to the Commission on local government finances of all States in India
- Design, collection, maintaining and analysis of local government fiscal data of all states
- Preparation of working papers on issues related to intergovernmental fiscal transfers to states for rural and urban local governments
- Coordination of two national seminars on rural and urban local governments at the National Institute of Rural Development (NIRD) and The Indian Institute of Public Administration (IIPA)
- Content manager of the official website of the Commission.

Jul 1997 – Aug 1999 : **PHD Chamber of Commerce and Industry, New Delhi as Economist.** The description of duties, achievements and responsibilities included:

- Technical assistance on sub national macroeconomic issues in nine northern states in India.
- Preparation of Immediate comments after the announcements of various economic policies of the governments
- Drafting the framework of a common market for fiscal harmonization of sales tax/VAT in nine northern states
- Analysis of State Finances
- Compilation and analysis of industrial policies of all states in India to bring out an annual publication.

January 1996 to Jun 1997 : **Delhi Finance Commission, New Delhi as Economic Consultant.** The description of duties and responsibilities included:

- Drafting of Discussion papers for the consideration of the commission
- Collection, maintaining and analysis of fiscal data of Municipal Corporation of Delhi and New Delhi Municipal Council.
- Writing short notes on issues related to State – local fiscal relations

Mar 1992 – Sep 1995 : **National Institute of Public Finance and Policy (NIPFP), New Delhi as Research Associate.** The description of duties, achievements and responsibilities included:

- Technical assistance and analysis of data with reference to the following studies:
  - Reform of Domestic Trade Taxes in India: Issues and Options
  - Fiscal Incentives to Industries
  - Sales Tax Reforms in Uttar Pradesh
- Editing and compilation of data for ‘Sales Tax Systems in India: A Profile’ –An annual publication
- Technical assistance in organizing International Conference on Tax Reforms during December 1992 inaugurated by Dr Manmohan Singh, the then Union Finance Minister

May 1989 to Feb 1992 : **National Institute of Educational Planning and Administration (NIEPA), New Delhi as Research Associate.** The description of duties, achievements and responsibilities included:

- Technical assistance in conducting All India Survey on

## Educational Administration

- Research assistance to the Expert Committee appointed by the Government of India to review NIEPA

Dec 1988 - Apr 1989 : **Indian Institute of Public Administration, New Delhi as Research Assistant.** The description of duties and responsibilities included:

- Collection of municipal financial data through field survey, compilation and analysis of data for the project on Municipal Financial Management

Apr 1988 - Nov 1988 : **Educational Consultants India Ltd, (Ed-CIL), New Delhi as Project Fellow.** The description of responsibilities included:

- Technical assistance in the establishment of Central University, Nagaland and Centres for Electronic Design and Technology

Jul 1987 - Jan 1988 : **Indian Institute of Public Administration, New Delhi as Research Assistant.** The description of responsibilities included:

- Technical assistance in rural development projects for backward districts in India

Jul 1986 - Jun 1987 : **Institute of Economic and Market Research, New Delhi as Research Associate.** The description of duties and responsibilities included:

- Technical assistance, conduct of survey in various industrial units in Maharashtra State and analysis of data with reference to Marmagao Port Traffic Study.

#### 4. Education:

- B. Com in 1983, M.A. (Economics) in 1985 and Ph.D. (Economics) awarded in 1996 all from Agra University [St John's College].

#### 5. Recent Publications (5A to 5E):

##### 5(A) Papers in Journals/Magazines

- (2026) New template for Drafting Reports of State Finance Commission, Indian Journal of Public Administration (IJPA) Jan-March, Sage. (Forthcoming)
- (2026) Grants expanded under 16<sup>th</sup> Finance Commission recommendations, but Gram Panchayats face stricter compliance requirements, in Down to Earth 20 February. <https://www.downtoearth.org.in/author/vn-alok>
- (2026) 'State finances signal a Federal Reset: More autonomy, smarter spending, safer debt, expert commentary in 'The policy Edge' February 3. [jointly with Madhulika Jatoliya] <https://www.policyedge.in/p/state-finances-signal-a-federal-reset>

- (2025) Devolution Index in the Past and Present- Discussion Paper, Inclusion, Skoch Foundation <https://skoch.org/discussion-papers/devolution-indices-in-the-past-and-present>
- (2024) 'Finances and Accountability of Panchayats in India' in The Chartered Accountant, April Issue
- (2024) PM SVAnidhi – A Livelihood Scheme for Street Vendors: An Evaluation, Nagarlok, Vol. 56(1), Jan-Mar 2024, **ISSN 0027-7584** [jointly with Animesh Pareek]
- (2023): Fiscal Federalism and Subnational Finance in India after the 2008 Financial Crises and Covid-19 Pandemic, Cuadernos Manuel Giménez Abad, Special Issue 9, June. DOI: 10.47919/FMGA.CM23.0115
- (2022) Helicopter Services in India: Evidence from North Eastern States in Indian Journal of Public Administration, Vol. LXV, Oct-Dec [jointly with S N Tripathi and Pradeep Panda]. **ISSN 0019-5561**
- (2021) Governance and Economic Impact of Covid-19 in Indian Federation, in Indian Journal of Public Administration, Vol. LXIV, No. 3, Sep [jointly with Madhulika Jatoliya and Animesh Pareek]. **ISSN 0019-5561**
- (2021) Fiscal Decentralization in Haryana: Suggestions for Sixth State Finance Commission, in Nagarlok- A Quarterly Journal on Urban Affairs, vol LIII, Apr- June, No.2 [jointly with Pradeep Panda] **ISSN 0027-7584**
- (2020) 'Covid-19 and Federalism in India' in 50 Shades of Federalism. London
- (2020) Review of a book on 'Managing Urbanization, Climate Change and Disasters in South Asia by Ravindra Kumar Srivastava, Singapore, Springer, p. 469, in Nagarlok, Vol LII, Part 3, July-September
- (2020) 'Covid-19 and Multi-order Federalism in India' in Nagarlok- A Quarterly Journal on Urban Affairs, vol LII, Jan-Mar, No.1. **ISSN 0027-7584**
- (2020) 'Union Budget 2020-21- Macroeconomic Aspects of Indian Economy' in The Chartered Accountant, vol. 68, No. 9, March.
- (2019) 'Right to Public Service Delivery in Indian States: Legislations and Assessment' in Nagarlok- A Quarterly Journal on Urban Affairs, vol LI, Apr-Jun, No.2. [jointly with S N Tripathi and Damini Singh] **ISSN 0027-7584**
- (2019) Review of a book on Indian Fiscal Federalism by Y V Reddy and G R Reddy in Nagarlok- A Quarterly Journal on Urban Affairs, Vol LI, Jan-Mar, No.1. [jointly with KBL Mathur] **ISSN 0027-7584**

- (2018) 'Best Practices in Urban Governance: A Case Study of Tadipatri Municipality of Anantapuram District of Andhra Pradesh' in Nagarlok- A Quarterly Journal on Urban Affairs, Vol L, Apr-Jun, No.2. [jointly with Ankita Singh] **ISSN 0027-7584**
- (2018) 'Strengthening of Panchayats through Devolution' in Kurukshetra- A Journal of Rural Development by the Union Ministry of Rural Development, Vol. 66, No. 9, July, Publication Division, Government of India.
- (2018) 'Twenty-five Years of Local Governments in India: Time to Redefine and Restructure?' in Nagarlok, Vol. L, Jan-Mar, No. 1. [jointly with Ashutosh Vashist]. **ISSN 0027-7584**
- (2018) 'A Gist of Major Recommendations of Fourth State Finance Commissions and Their Implementation Status' in Indian Journal of Public Administration, March, Sage [Internet edition at <http://journals.sagepub.com/home/ipa>]. **ISSN 0019-5561**
- (2018) Review of a book by Omesh Saigal on I@S: Tale Told by an IASs, in Indian Journal of Public Administration, March, Sage [Internet edition at <http://journals.sagepub.com/home/ipa>]. **ISSN 0019-5561**
- (2017) 'Intergovernmental Fiscal Transfers and Practice of Fiscal Federalism in India' in Journal of Constitutional and Parliamentary Studies, Vol. 51, Nos 1-4, Jan-Dec. **ISSN: 0022-0043**
- (2017) 'Building Resilience in Indian Cities: Urban Development amidst Ecological Concerns' in Nagarlok, Vol. XLIX, Jul-Sep, No. 3. [jointly with Bhavya Bogra]. **ISSN 0027-7584.**
- (2018) Review article of a book by Omesh Saigal on I@S: Tale Told by an IASs, in Nagarlok, Vol XLIX, Jul-Sep, No. 3. **ISSN 0027-7584.**
- (2016) 'Financing Smart Cities in India' in Indian Journal of Public Administration, Vol. LXII, No. 4, Oct – Dec [jointly with Ashutosh Vashist]. **ISSN 0019-5561**
- (2016) 'Federal Fiscal Architecture is transformed within Two Years' lead paper in Inclusion, Apr – Jun.
- (2016) 'A Gist of Major Recommendations of Third State Finance Commissions and their Implementation Status' in Indian Journal of Public Administration, Vol. LXII, No. 1, Jan – Mar. **ISSN 0019-5561**
- (2016) 'Environment and Fiscal Reforms in India' in Urban India, Vol 36 Jan – Jun. This is a review article of the book edited by D.K. Srivastava and K.S. Kavi Kumar published by Sage in 2014. [Jointly with Amber Zabra]. **ISSN 0970-9045**

- (2013) Leadership Matters at the Grassroots – A Report of the Field visit to Punsari *Gram Panchayat*, Sabarkantha District, Gujarat in Inclusion, Special Supplement, July – Sep, Vol 4, Issue 3, 2013. *[Jointly with Meenakshi Datta Ghosh and G Palanithurai]*
- (2013) Thirteenth Finance Commission on Urban Governance and Service Delivery: Some Neglected Recommendations, *Nagarlok*, Vol. XLV, Jan-Mar 2013, No. 1. **ISSN 0027-7584**
- (2013) Strengthening of Panchayats in India: Comparing Devolution across States [an abridged version of the report of the same title], in *Indian Journal of Public Administration*, vol. LIX, No. 1, Jan-Mar. **ISSN 0019-5561**
- (2011) 'Infrastructure Financing, Planning and Governance of Metropolitan Regions in Indian Federation' *Nagarlok*, Vol XLIII, Oct-Dec. **ISSN 0027-7584**
- (2010) "Indian Tax System, Economic Development in the Context of BRIC" in *Indian Journal of Public Administration*, Vol. LVI, No. 4, Oct - Dec. **ISSN 0019-5561**
- (2009) 'Share of Local Governments in the Union Divisible Pool: An Option before the 13<sup>th</sup> Finance Commission' *Indian Journal of Public Administration*, Vol. LV, No. 1, Jan-Mar. **ISSN 0019-5561**
- (2004) 'Assessment of State Finance Commissions in improving the Fiscal Health of Urban Local Bodies' in *Nagarlok*, vol.16, No.4, Oct-Dec. **ISSN 0027-7584**
- (2004) 'State Finance Commission in India: An Assessment' in *The Indian Journal of Public Administration*, vol- L, No. 3, July-Sep. Special Number on Management of Central, State and Local Body Finances, Scope for improved resource mobilization and expenditure control. **ISSN 0019-5561**
- (2004) A Capsule of Major State Finance Commissions' Recommendations in *The Indian Journal of Public Administration*, vol- L, No. 3, July-Sep. Special Number on Management of Central, State and Local Body Finances, Scope for improved resource mobilization and expenditure control. **ISSN 0019-5561**

#### 5(B) Books

- (2024) Status of Devolution to Panchayats in States: An Indicative Evidence Based Raking, New Delhi, MoPR-IIPA.(Two volumes)
- (2021) Fiscal Decentralization in India: Outcome Mapping of State Finance Commissions, Singapore, Palgrave Macmillan **ISBN 978-981-16-2202-1, ISBN 978-981-16-2203-8 (eBook)**  
**<https://doi.org/10.1007/978-981-16-2203-8>**

- (2020) Panchayat Finances in India: Empirical Assessment 2018-19, New Delhi, NITI Aayog and IIPA. **ISBN 978-81-946138-0-0**
- (2014) Measuring Devolution to Panchayats in India: A Comparison across States, New Delhi, Ministry of Panchayati Raj and IIPA. **ISBN 81-86641-50-5**
- (2013) Strengthening of Panchayats in India: Comparing Devolution across States, New Delhi, Ministry of Panchayati Raj and IIPA. **ISBN 81-86641-48-1**  
[Union Minister of India launched it on 24 April 2013 at Vigyan Bhawan Plenary Hall]
- (2012) Devolution to Panchayats in India: Ranking Functional Environment at Sub-National Level, New Delhi, Ministry of Panchayati Raj and IIPA. **ISBN 81-86641-47-5**
- (2011) Empowerment of Panchayats by the States through Devolution: An Empirical Assessment 2010-11, New Delhi, Ministry of Panchayati Raj and IIPA. **ISBN 81-86641-51-3**  
[Union Minister of Rural Development and Panchayati Raj, Mr. Vilasrao Deshmukh released the book on 24 April 2011 at the Vigyan Bhawan Plenary Hall].
- (2011) Role of Panchayat Bodies in Rural Development since 1959, Theme Paper circulated and presented in the 55<sup>th</sup> Members' Annual Conference of IIPA held on 22 October 2011.
- (2010) 'Panchayat in India: Measuring Devolution by States' New Delhi, Macmillan, (jointly with P.K. Chaubey). **ISBN 10:0230-32949-7**  
[Dr. Montek Singh Ahluwalia, Deputy Chairman, Planning Commission released the book on the 24<sup>th</sup> April 2010 (National Panchayat Divas) in the Plenary Hall of Vigyan Bhawan]

#### 5 (C) Edited Books:

- (2013) 'Panchayats and Rural Development in India: Changing Role', New Delhi, Indian Institute of Public Administration. **ISBN 81-86641-72-6 Forward by T N Chaturvedi.**  
[Mohd Hamid Ansari, Vice President of India released it at IIPA, Delhi on 30 October 2013]
- (2011) Proceedings of Fifty Fifth Annual Conference of Members of the IIPA on Role of Panchayat Bodies in Rural Development since 1959 held on 22 October 2011 at IIPA, New Delhi, Indian Institute of Public Administration.

#### 5 (D) Chapters in Edited Books

- (2025) 'From Panchayat to Municipality: Tracing Financial Trails in Uttarakhand' in a volume on Uttarakhand@25: Looking Back, Looking Forward, edited by Nrip Singh Napalchyal, N Ravi Shankar

and Sudha Rani Pandey. Chief Minister Uttarakhand released the book on 30 November 2025.

- (2025) 'Financial Administration and Management' in S N Tripathi et al (edited) 'Public Administration in India: Theory, Policy and Practice, IIPA and Print
- (2025) 'Local Self-Governments in India' in S N Tripathi (edited) 'Viksit Bharat: Vision and Reality', IIPA and Print.
- (2025) 'Federal Finance and Macro Economic Management' in S N Tripathi (edited) 'Viksit Bharat: Vision and Reality', IIPA and Print.
- (2024) 'Local Governments in India: Issues and Practices of Accounting and Audit in States' published in an edited volume for the Mega Conference on Financial Reporting and Management of Reforms at the Grassroots on 1-2 October 2024.
- (2023) 'Fiscal Federalism in India' in Jean-François Tremblay (edited) The Forum of Federations Handbook on Fiscal Federalism, Toronto, Palgrave Macmillan
- (2023) 'Local Governments in India: Vision for 2047' in Sameer Kochhar (edited) India 2047: High Income with Equity. Oak Bridge Publishing, **ISBN 978-93-95764-36-0**
- (2015) Role of Panchayat Bodies in Rural Development since 1959 in Tishyarakshit Chatterjee and Ramesh Kumar Tiwari edited volume on "Issues and Themes in Indian Administration" vol II, New Delhi, Indian Institute of Public Administration. **ISBN: 81-86641-80-7**  
**Forward by T N Chaturvedi**
- (2014) Service Delivery through Panchayats in India: Measuring Devolution across States' in G Palanithurai edited volume on 'Decentralization of Powers in South Indian States', Chennai, MJP Publications. **ISBN 978-81-8094-240-2**
- (2011) Role of Panchayat Bodies in Rural Development: Past and Present in V N Alok edited volume on "Panchayats and Rural Development in India: Changing Role", New Delhi, Indian Institute of Public Administration. **ISBN 81-86641-72-6**
- (2011) Jointly with Rakesh Hooja, 'Introduction' in V N Alok edited volume on "Panchayats and Rural Development in India: Changing Role", New Delhi, Indian Institute of Public Administration. **ISBN 81-86641-72-6**
- (2010) "Tax System and Reform in India: An Analysis from the perspective of Economic Development and International Trade" in Marcos Aurelio Pereira Valadao and Antonio de Moura Borges edited 'Brazil, Russia, India and China (BRIC): Tax System, Structures and the effects on development and foreign trade performance', Brasilia,

Agencia Brasileira de Desenvolvimento Industrial (ABDI). **ISBN 978-85-61323-28-8 for English and ISBN 978-85-61323-27-1 for Portuguese version**

- (2008) Analytical summaries on 'How Effective are Different Forms of Harmonizing VAT and other Taxes?' and 'Does Fiscal Responsibility Legislation undermine Federalism?' in Ronald L Watts and Rupak Chattopadhyay edited volume 2 on Fiscal Federalism, New Delhi, Viva Books. **ISBN -10: 81-309-1097-7, ISBN-13: 978-81-309-1097-0**
- (2008) 'Role of State Finance Commissions in Fiscal Decentralization to Local Governments in India' in M A Oommen edited book on 'Fiscal Decentralisation to Local Governments in India', Newcastle, Cambridge Scholars Publishing. **ISBN(10): 1-84718-488-X, ISBN(13): 9781847184887**
- (2008) 'State Finance Commissions and Panchayati Raj Institutions in India' in 'The State of Panchayats: 2007-08, Volume One, Thematic Report, Anand, Institute of Rural Management.
- (2006) Local Government Organization and Finance: Rural India in Anwar Shah edited 'Local Governance in Developing Countries', Washington, DC, The World Bank. **ISBN- 10: 0-8213-6565-7 eISBN-10: 0-8213-6566-5**
- (2004) 'Rating the Policy and Functional Environment of PRIs in Different States of India – A Concept Paper' theme paper presented in the Fifth Roundtable Conference of State Ministers in Charge of Panchayati Raj held at Sri Nagar on October 28-29, 2004 on the theme of Annual Reports on the State of Panchayats including preparation of a Devolution Index. (co-author). <http://www.panchayat.gov.in>.

#### 5 (E) Newspaper Articles

- 19 November 2025, The Hindu – What can local bodies expect from the 16<sup>th</sup> FC?
- 29 June 2020, Economic Times Government – Emerging scope of local governments in India's fiscal architecture in Corona-crisis. <https://government.economictimes.indiatimes.com/news/governance/emerging-scope-of-local-governments-in-indias-fiscal-architecture-in-corona-crises/76638753>
- 6 June 2020, The Pioneer – 'Enlarge role of local governments in handling crisis' <https://www.dailypioneer.com/2020/columnists/enlarge-role-of-local-govts-in-handling-crisis.html>
- 1 June 2020, Financial Express – 'Local governments must have a key role to fight Covid-19.

- 25 July 2019, Financial Express – ‘Is it time to impose a carbon tax’. (jointly with Monika Gupta).
- 14 September 2016, Mint – ‘Why Gurgaon Development Authority is a Terrible Idea’.
- 29 November 2015, Deccan Herald - “Recommendations [7<sup>th</sup> Pay Commission] no ‘big drain’ on exchequer.”
- 19 March 2000, The Tribune - “Too Many Vexations of a VAT”.
- 26 February 2000, The Economic Times - “Sales Tax Reforms” (jointly with M C Gupta).
- 13 November 1994, The Economic Times - “Economic reform with human face”.
- 29 May 1994, The Economic Times - “Making it difficult to evade taxes”.
- 12 December 1993, The Economic Times - “Making sense of Dunkel Proposals”.
- 16 May 1993, The Economic Times - “VAT is solution, but a debate needed”.

## 6. Expert Services:

- *5 Aug 2025 – to date at IIPA, New Delhi.* Research Study on Strengthening Decentralization and Devolution to Panchayats in Gujarat; funded by the Gujarat Administrative Reforms Commission, Government of Gujarat.
- *30 May 2025 – to date at IIPA, New Delhi.* Research Study on the Design and Practices of State-local Fiscal Transfers in Indian States and Select Federations’, funded by the Sixth State Finance Commission, Uttarakhand vide Order No. 302023/86545/FCD-IRFC/FSC/5/2025 for Rs 11,93,500.
- *8 April 2025 – to date at IIPA, New Delhi.* Study on Design of Grants for Panchayats and Municipalities in Odisha vide Letter No 11260/F/FIN-BUD -SFC-0034-2025 for Rs 7,00,000
- *12 September 2024 – March 2025 at IIPA, New Delhi.* Report on Fiscal Framework for Local Government Growth: Analysing State-local Fiscal Transfers for the 16<sup>th</sup> Finance Commission, a study sponsored and funded by the 16<sup>th</sup> Finance Commission, India vide DO No.71/3/2024 -LB/SFC for Rs 6,50,000

- *12 August 2022 – March 2024 at IIPA, New Delhi.* Report on Policy research project on “Field Assessment of the Status of Devolution of Powers and Resources to the PRIs across the States and Union Territories in the Country to Develop Indicative Evidence based Ranking” funded by the Ministry of Panchayati Raj, Government of India for Rs 67,42,000 vide work order number T-11013/2/2021 – AR&RS (e-office)
- *3 November 2021- March 2024 at IIPA, New Delhi* Report on Policy research project on “Panchayat Elections” in all States in India funded by the Ministry of Panchayati Raj, Government of India for Rs 37,51,000 vide work order number T-11013/6/2021 – AR&RS
- *3 November 2021- March 2024 at IIPA, New Delhi* Report on Policy research project on “Panchayats and Dispute Resolution” in four States in India funded by the Ministry of Panchayati Raj, Government of India for Rs 28,49,000 vide work order number T-11/1/2021 – AR&RS
- *10 February 2021 – 20 March 2021 at IIPA, New Delhi* Study to evaluate ‘Information and Public Awareness Programme’ funded by the Union Ministry of New & Renewable Energy for Rs. 17,62,684 vide sanction letter No. 19/20/2019/I&PA
- *15 December 2020 – 20 February 2021 at IIPA, New Delhi,* Study to evaluate central sector scheme on ‘Civic Action Programme in Areas other than North East and Jammu & Kashmir’ funded by the Police Finance-II Division of Ministry of Home Affairs, Government of India, for Rs. 19,83,344 vide sanction letter No. II-27011/4/2019/PF.II
- *10 September 2020 – 10 December 2020 at IIPA, New Delhi,* Study to evaluate central sector scheme on ‘Advertising and Publicity in North Eastern Region’ funded by the North East Division, Ministry of Home Affairs, Government of India for Rs.13,96,648 vide sanction letter No. 2/4/2020-NEDC
- *7 September 2020 – 9 December 2020 at IIPA, New Delhi,* Study to evaluate central sector scheme on ‘Civic Action Programme in North Eastern Region’ funded by the Ministry of Home Affairs, Government of India for Rs. 19,83,344 vide letter of approval No. 6/13/2020-NE.I
- *26 June 2020 – 10 November 2020 at IIPA, New Delhi,* Study to evaluate central sector scheme on ‘Helicopter Services in North Eastern Region’ funded by the North East Division, Ministry of Home Affairs, Government of India for Rs 9,73,500
- *14 November 2018 – July 2019 at IIPA, New Delhi,* Study on “Design of Intergovernmental Fiscal Transfers to Rural Local Governments and Resource Gaps” funded by the 15<sup>th</sup> Finance Commission for Rs

7,50,000 vide letter No F.7/47/SF-XVFC/2018 dated 14 November 2018.

- *31 August 2018 – July 2020 at IIPA, New Delhi*, Study on “Measures to Augment Resources of Local Governments” funded by NITI Aayog (Formerly Planning Commission) for Rs. 18,34,610 vide letter of approval No. O-15012/22/18- Research dated 14 August 2018.
- *29 April – 3 May 2018 at Nairobi, Kenya*, Short term assignment as lead fiscal expert for the Forum of Federations, an International Network on Federalism based in Ottawa, Canada, to make key note presentations on ‘International Practices on Revenue Assignments, Fiscal Decentralizations and Intergovernmental Fiscal Transfers in Federations’ in a workshop on ‘Fiscal Federalism: Negotiating Constitutional Arrangements for Somalia’ to a Federal Negotiation Technical Committee comprising policy makers, academics, and members of civil society organizations.
- *(2015-17) at New Delhi*, Assignment on ‘Study of Recommendations of various State Finance Commissions and their Implementation status across the country’ Ministry of Panchayati Raj, Government of India sanctioned central grant of Rs 8,50,500 vide Order no. T-11013/8/2015-AR&RS (E-office) dated 26 Aug 2015.
- *21-30 September 2014 at Karachi, Pakistan*, Short term assignment as lead fiscal expert for the Forum of Federations, an International Network on Federalism based in Ottawa, Canada, to make key note presentations on ‘International Practices of Intergovernmental Fiscal Transfers in Federations’ to several groups comprising policy makers, civil servants, media and civil society organizations of Pakistan.
- *(2014-15) at New Delhi*, Assignment of the Ministry of Panchayati Raj, Government of India as an independent monitor to review the progress in a few Indian States related to strengthening of panchayats under Rajiv Gandhi Panchayat Sashaktikaran Abhiyan, a centrally sponsored scheme.
- *(2014) at New Delhi* Prepared a draft on local government as part of the Memorandum of the Government of Jharkhand to the 14<sup>th</sup> Finance Commission
- *(2013-18) at New Delhi*, On going assignment of the Ministry of Panchayati Raj, Government of India as a Member of the Project Advisory Committee to study the outcome of devolution by the State Governments to Panchayats.
- *(2013-14) at New Delhi*, ‘Study on Panchayat Devolution Index for the year 2013-14 under the scheme on *Rajiv Gandhi Panchayat Sashaktikaran Abhiyan*’, a centrally sponsored scheme, Ministry of Panchayati Raj, Government of India sanctioned Rs 39,23,500 vide sanction number M-11015/5/2013 dated 27 Sep 2013.

- *(2012-13) at New Delhi*, Study on Panchayat Devolution Index for the year 2012-13 under the Panchayat Empowerment Accountability and Incentive Scheme (PEAIS) and to support the Rajiv Gandhi Panchayat Sashaktikaran Abhiyan, a centrally sponsored scheme, Ministry of Panchayati Raj, Government of India sanctioned Rs 39,58,500 vide sanction number No. M-11015/11/2012 dated 7 August 2012.
- *(2011-12) at New Delhi*, 'Construction of Devolution Index in respect of PEAIS for the year 2011-12' under the Panchayat Empowerment Accountability and Incentive Scheme (PEAIS) a Central Sector Scheme, Ministry of Panchayati Raj, Government of India sanctioned Rs 23,31,750 vide sanction number N-39011/67/2011-PEAIS/Pol.II.
- *2-4 November 2011, at Kathmandu, Nepal*, Short term assignment as lead fiscal expert for the Forum of Federations, an International Network on Federalism based in Ottawa, Canada, to make presentations on 'International Practices of Intergovernmental Fiscal Transfers in Federations' in South Asian Forum on Federalism.
- *6 September 2011, at Brasilia, Brazil*, Short term assignment as lead fiscal expert for the Forum of Federations to advise the Government of Brazil and to make a presentation on the merger and creation of municipalities in a democratic set up.
- *20-21 June 2011, at Brussels [The European Commission], Belgium*, Short term assignment as lead fiscal expert for the Forum of Federations to make a presentation in a two-day workshop on 'Governance on Metropolitan Regions in Federal Systems' in a conference on 'Contributing to the Quality of Urban Life' organized by the Committee of Regions and The Forum of Federations.
- *(2010-11) at New Delhi*, 'Study on Construction of Devolution Index in respect of PEAIS for 2010-11' under the Panchayat Empowerment Accountability and Incentive Scheme (PEAIS) a Central Sector Scheme, Ministry of Panchayati Raj, Government of India sanctioned Rs 23,52,250 vide sanction number 39011/52/2010-PEAIS/Pol. dated 27 Sep. 2010.
- *12-17 July 2010, at Dar es Salaam, Tanzania*, Designed a course in consultation with various stake holders for the Tanzania Public Service College (TPSC), on 'Public Policy, Governance, Finance and Decentralization' a long term course at the request of TPSC.
- *27 June - 3 July 2010, Juba, South Sudan*, Short term assignment as lead fiscal expert for the Forum of Federations. Developed and delivered 'Foundation Course on Fiscal Federalism and Local Governance in Sudan' for the authorities of South Sudan under the project Federal Governance and Peace in Sudan Phase 2 (Ref: 307-217). The Fiscal and Financial Allocation and Monitoring Commission of South Sudan supported the event. The Forum of Federations organized. The Government of Canada funded.

- *24 February – 4 March 2010, Juba, South Sudan* Short term assignment as lead fiscal expert for the Forum of Federations. Developed and delivered course on ‘Foundations for Fiscal Federalism for Experts, for the authorities of South Sudan under the project Federal Governance and Peace in Sudan Phase 2 (Ref: 307-217). The Fiscal and Financial Allocation and Monitoring Commission of South Sudan supported the event. The Forum of Federations organized. The Government of Canada funded.
- *(2009-10) at New Delhi, ‘Construction of a Devolution Index in respect of PEAIS for 2009-10’* under the Panchayat Empowerment Accountability and Incentive Scheme (PEAIS) a Central Sector Scheme, Ministry of Panchayati Raj, Government of India sanctioned Rs 24,68,750 vide sanction number 39011/8/2009-PEAIS dated 23 Oct. 2010.
- *7-14 November 2009, at Abuja, Nigeria*, Short term assignment as lead fiscal expert for the Forum of Federations. Developed and delivered ‘In-depth Course on Fiscal Federalism in Nigeria’ for the senior civil servants of Nigeria. DFID funded.
- *21 September – 2 October 2009, at Juba and Khartoum, South Sudan and North Sudan*, Short term assignment as lead fiscal expert for the Forum of Federations. Developed and Delivered course on “Foundations of Fiscal Federalism for Experts” for the authorities of South Sudan and Sudan under the project Federal Governance and Peace in Sudan Phase 2 (Ref: 307-217). The Fiscal and Financial Allocation and Monitoring Commission of Sudan and South Sudan supported the event. The Forum of Federations organized State Finance Ministers, Parliamentarians and senior officers, among others, participated. Department of International Development, Government of Canada funded the programme.
- *12-16 September 2009, at Kathmandu, Nepal*, Short term assignment as lead fiscal expert for the Forum of Federations. Developed and Delivered [jointly with Bob Searle, Secretary, Commonwealth Grants Commission, Australia] course on ‘Fiscal Federalism’ under the project Federalism in Nepal Program (Ref: 145 – 417) for the Constituent Assembly Members of Nepal. The Government of Nepal and the Forum of Federations organized it and the Swiss Agency for Development and Cooperation funded the programme.
- *10-15 August 2009, Brasilia, Brazil*, Short term assignment for the *Universidade Catolica de Brasiliaa (UCB)* and *Agencia Brasileira de Desenvolvimento Industrial (ABDI)* to prepare a country paper and present it in the two-day conference on ‘BRIC: The impact of the Tax System in Economic Development and International Trade’.
- *15-26 June 2009, at Khartoum and Juba, Sudan and South Sudan*. Short term assignment as lead fiscal expert for the Forum of Federations. Developed [jointly with Michael Bell, Professor, The George Washington University] and delivered course on “Fiscal Federalism: A

Technical and In-depth Overview in Sudan (North and South Sudan) for the authorities of Sudan and South Sudan under the project Federal Governance and Peace in Sudan Phase 2 (Ref: 307-217). The Fiscal and Financial Allocation and Monitoring Commission of Sudan and South Sudan supported the event. The Forum of Federations organized State Finance Ministers, Parliamentarians and senior officers, among others, participated. Department of International Development, Government of Canada funded the programme.

- *31 March – 2 April 2009, at Pattaya, Thailand*, Short term assignment for the World Bank. Presented a paper in the session on Intergovernmental Fiscal Transfers in Developing Countries in a three-day Workshop on 'Local Public Finance and Governance'. The World Bank Institute, Washington DC organized the workshop in collaboration with the King Prajadhipok's Institute, Thailand, Korea Development Institute (KDI School) and the Government of Japan.
- *25 Sep- 5 Oct, 2008, at New Delhi*, Prepared the Memorandum to the XIII Finance Commission at the request of the Ministry of Urban Development, Government of India.
- *18 February – 28 August 2008, at New Delhi*, Prepared a Memorandum for the XIII Finance Commission as Member Secretary [*at the level of the Secretary to Government of India*] and Coordinator of the Technical Committee constituted on 18 Feb 2008 by the Ministry of Panchayati Raj, Government of India to advise the Sub-Committee of the State Governments in the preparation of Joint Memorandum of behalf of the Panchayats to the 13<sup>th</sup> Finance Commission. Ministry of Panchayati Raj, Government of India sanctioned grant of Rs 10,04,000 vide sanction number 39011/14/2007- Pol.-II. dated 16 May 2008.
- *Apr-May 2007, at New Delhi*, Technical Advice in a UNDP Study on 'Capacity Building of Elected and Official Functionaries of Panchayati Raj Institutions' to the National Council of Applied Economic Research (NCAER).
- *2006* Short term assignment for The World Bank, Washington, DC on Rural Local Government Organization and Finance in India.
- *2006* Assignment for the Second Uttaranchal State Finance Commission, Dehra Dun on Municipal Finance in Uttaranchal [*now Uttarakhand*].
- *2004*, Advice to Ministry of Panchayati Raj, Government of India and submitted paper on Rating the Policy and Functional Environment of Panchayati Raj Institutions in Different States of India [jointly with Laveesh Bhandari].
- *1997, at NLDP, New Delhi*, 'UNDP funded National Leather Development Programme (NLDP): An Evaluation in the Regarpura Footwear Cluster, Delhi' for the National Leather Development Programme (NLDP) of UNDP, New Delhi.

- 1996, at NCAER, New Delhi, 'Agra Footwear Cluster as part of World Bank funded project on impact of economic reforms in the large, medium and small industrial sectors in India' for the National Council of Applied Economic Research (NCAER), New Delhi.
- (1995), at Secretariat of Rajya Sabha (Upper House), New Delhi, 'Critical Evaluation of the Performance of Indian Leather Industry and Its Export' for Parliamentary Standing Committee on Commerce headed by Mr I K Gujral, Member, Rajya Sabha (Upper House), New Delhi.

## 7. Constitutional Bodies/Government Committees:

- (2024-2025) Member, Working Group on Constitution of Urban Governance Reforms- Group 1 on Reforms at Political Level constituted by the Ministry of Housing and Urban Affairs, Government of India vide Order No. N-11025/46/2024 -LSG (e-9185362 dated 6 November 2024.
- (2024-2025) Member, Steering Committee on 'Strategic Framework to Strengthen Municipal Finance in Indian Cities' vide Order No. 21011/1/2023 Housing- MoHUA -Part (I)/E-9151716 dated 19 April 2024
- (2024-25) Member, Advisory Group for the School of Excellence in Panchayati Raj at NIRDPR under *Rastriya Gram Sasbaktikaran Abhiyan* (RGSA) of the Ministry of Panchayati Raj, Government of India.
- (2024-25) Member, Expert Committee to assist the Ministry of Panchayati Raj in the preparation of a Memorandum for the consideration of the 16<sup>th</sup> Finance Commission.
- (2022-2024) Member, Task Force on the 16<sup>th</sup> Union Finance Commission Grants to Panchayats constituted by the Ministry of Panchayati Raj, Government of India vide Order No. G-39011/1/2017-FD dated 6 May 2022
- (2022) Member, Expert Committee on Own Source Revenues (OSR) of Rural Local Bodies constituted by the Ministry of Panchayati Raj, Government of India vide Order No. M-11015/449/2020-FD dated 13 May 2022
- (2018-20) Member of an Expert Committee to draft Memorandum of the Union Ministry of Panchayati Raj for the 15<sup>th</sup> Finance Commission [Order No. G 39011/1/2017-FD]
- (2018) Member of a Committee on Public Finance and Government Accounting of The Institute of Chartered Accountants of India, ICAI [Set up by an Act of Parliament].
- (2018) Member - nominated by the Chairman, University Grants Commission- of the Advisory Committee of 'Colleges with Potential

for Excellence' namely, Ahmednagar College, Ahmednagar (Maharashtra) and Lyallpur Khalsa College, Jalandhar (Punjab).

- (2017-) Part time Member of the 5<sup>th</sup> Delhi Finance Commission constituted by the Lt. Governor of Delhi in accordance with article 243 Y of the Constitution.
- (2017) Member of a Committee of the Ministry of Panchayati Raj to suggest themes/subjects for action research and research studies for the year 2017-18
- (2013-18) Member, Project Advisory Committee of the Union Ministry of Panchayati Raj, Government of India to study the actual status of devolution to panchayats (rural local governments).
- (2014) Member, Committee of the Union Ministry of Panchayati Raj to monitor progress of panchayats (rural local governments) in States related to *Rajiv Gandhi Panchayat Sashaktikaran Abhiyan*, a centrally sponsored scheme.
- (2012-13) Provided counsel to the Expert Committee on Leveraging Panchayats for Efficient Delivery of Public Goods and Services headed by Mani Shankar Aiyar, Former Union Minister.
- (2010) Member, Management Action Group on Local Level Participatory Planning of the Municipal Corporation of Delhi
- (2007-09) Member-Secretary [*in the rank of Secretary to Government of India*] of a Technical Committee on Panchayat Finances to advise the Committee of Union and State Ministers in the preparation of Joint Memorandum to 13<sup>th</sup> Finance Commission.
- (2007-09) Member, Technical Group of the Ministry of Panchayati Raj to consider the Paper relating to Devolution Index.
- (2006) Member, Committee [headed by Omesh Saigal] constituted by the Prime Minister's Office to study the issues of restructuring Municipal Corporation of Delhi. [*Secretary, Ministry of Home Affairs and Secretary, Ministry of Urban Development were other members*].
- (2006) Member, Sub-group on Film Sector under working group of the Eleventh Five Year Plan for the information and broadcasting sector – [*Ministry of Information and Broadcasting*]

## 8. Workshop/Training

*Organization and Key Participation [Select]*

- *28 April - 2 May 2025 at IIPA*, Five-day Training of Trainers (ToT) for Championing Change, Empowering Women Leaders in Local Governance for State Level Master Trainers, (SLMTS) Under *Rashtriya Gram Swaraj Abhiyan* RGSA. Sponsored by Ministry of Panchayati Raj, Government of India for Rs 7,80,000. 30 participants attended.
- *21-25 April 2025 at IIPA*, Five-day Training of Trainers (ToT) for Championing Change, Empowering Women Leaders in Local Governance for State Level Master Trainers, (SLMTS) Under *Rashtriya Gram Swaraj Abhiyan* RGSA. Sponsored by Ministry of Panchayati Raj, Government of India for Rs 6,76,000. 26 participants attended.
- *8-11 April 2025 at IIPA*, Five-day Training of Trainers (ToT) for Championing Change, Empowering Women Leaders in Local Governance for State Level Master Trainers, (SLMTS) Under *Rashtriya Gram Swaraj Abhiyan* (RGSA). Sponsored by Ministry of Panchayati Raj, Government of India for Rs 8,73,600. 42 participants attended.
- *13 February 2025 at IIPA*, Organized a report (in book form) release function for the which Report on 'Status of Devolution to Panchayats in States-2024.' Minister of State, Ministry of Panchayati Raj Prof S P Singh Baghel released the report. On this occasion, Shri Vivek Bharadwaj and Shri Rajeev Thakur, Advisor, NITI Aayog appreciated the work on the construction of Devolution Index by IIPA. All these speakers answered various questions raised by the media in the Press Conference which was subsequently organized after the event at IIPA. Many national newspapers published their editorials on the report. About 250 persons including media participated. This was extensively covered in media and editorials were written. Sponsored by Ministry of Panchayati Raj, Government of India. for Rs 1,75,000.
- *11 February 2025 at IIPA* Organized a select faculty interaction with a Parliamentary delegation of Bavarian State, Germany headed by Mr Florian Siekmann, Vice Chairman, Committee on Municipal Affairs, Internal Security and Sports, Bavarian State, Germany. The delegation had meaningful exchange on federalism, municipal affairs and disaster management. Hanns Seidel Foundation, India sponsored the event. 20 delegates participated.
- *14 December 2025 at IIPA*, Organized a book release and discussion event. Prof Arvind Panagariya's Penguin Book on 'The Nehru Development Model: History and Its Lasting Impact' was released. On the occasion, Dr Jaishankar, External Affairs Minister, shared his views. Shri Amitabh Kant, G-20 Sherpa was the Chief Guest. Dr Poonam Gupta, DG, NCAER moderated the session. Among others, Members of the 16th Finance Commission, heads of Delhi based national think tanks, thought leaders, senior civil servants and scholars were present. Prof Panagariya presented salient features of the book and answered all the questions raised by the participants. This was covered in the media. About 100 policy makers participated and interacted. Summed up the discussion at the end.

- *9-13 December 2024 at IIPA*, Five- day Refresher Training Programme for Officers from State Panchayati Raj Department/SIRDPR Responsible for Preparation of Annual Action Plan & Quarterly Progress Report under (RGSA) Sponsored by Ministry of Panchayati Raj, Government of India for Rs.18,92,000. 67 participants attended.
- *26 November 2024 at IIPA*, Organised an interaction of IIPA Faculty with Prof Karthik Muralidharan, Professor of Economics , University of California on his seminal book on 'Accelerating India's Development: A State-led Roadmap for Effective Governance' published by Penguin.
- *25-29 November 2024 at IIPA*, Five-day Refresher Training for the State/District level Nodal Officers (SNO), Officers of the State/ District Panchayati Raj Department and District Project Manager under Rashtriya Gram Swaraj Abhiyan (RGSA) Sponsored by Ministry of Panchayati Raj, Government of India for Rs 17,10,000. 60 participants attended.
- *23-27 September 2024 at IIPA*, Five-Day Refresher Training Program for Nodal officers, Senior Officers dealing with Schemes and Programmes of PRIs and State Project Managers DPMS and District Project Managers under RGSA Sponsored by Ministry of Panchayati Raj, Government of India for Rs 14,50,000. 47 participants attended.
- *30 August 2024 at IIPA*, Organized a talk of Prof David M. Van Slyke, Dean, Syracuse University - Maxwell School on 'Managing Complex Partnership with Industry: Innovating to Leverage the Defense and Space Industrial Base'. His colleague Prof Dan Nelson was also present.
- *19 August 2024 at IIPA*, Organized an interaction with the 5th Karnataka State Finance Commission and presented perspectives and practices of fiscal decentralization in States of India. Chairman of the Commission Dr C Narayanaswamy, Ex MP and Members, namely Shri Mohammed Sanaulla, IAS (Retd), and Shri R.S. Phonde, Controller (Retd) participated.
- *5-9 August 2024 at IIPA*, Five-day Refresher Training Programme for CEOs Zila Parishad/ Chief Development Officers (CDOs) District Development Officers (DDOs/ District Panchayati Raj Officers (DPRO under Rashtriya Gram Swaraj Abhiyan (RGSA) Sponsored by Ministry of Panchayati Raj, Government of India for Rs 14,50,000. 43 participants attended.
- *26 July 2026 at IIPA* Organised and anchored the consultation of the 16th Finance Commission (16th FC) with Public Finance economists of Northern Region including States of Haryana, Himachal Pradesh, Punjab, Uttar Pradesh and Uttarakhand. 16th FC Chairman, Prof Arvind Panagariya Presided over. All the Members namely Shri A N Jha, Smt Annie George Mathew, Dr Manoj Panda and Shri Soumya Kanti Ghosh and the entire Secretariat of the 16th FC were present

among others. In total, 37 economists participated. Sponsored and funded by the 16th Finance Commission for Rs 3,30,000.

- *1-5 July 2024 at IIPA*, Five-day Refresher Training Programme for State Program Manager (SPM), and State Nodal Officer (SNO) under Rashtriya Gram Swaraj Abhiyan (RGSA), Sponsored by the Ministry of Panchayati Raj, Government of India for Rs 14,50,000. Shri Vivek Bharadwaj, Secretary to Government of India, Ministry of Panchayati Raj inaugurated the event. 50 participants including IAS officers attended.
- *13-17 May 2024 at IIPA*, 15-Day Induction Programme for Lateral Entrants in Government of India at the level of Joint Secretary/Director and Deputy Secretary through Lateral recruitment 2023, Sponsored by Department of Personnel and Training for Rs 19,57,365. 24 participants attended.
- *17-19 May 2024 at Dehradun and Haridwar, Uttarakhand* Organized a three-day field visit of the 3<sup>rd</sup> Batch of lateral entrants at the level of Joint Secretary/Director/Deputy Secretary in parts of Uttarakhand, a hilly state. Participants met State Secretaries in the Chief Secretary's office and subsequently authorities of MDDA on the first day. On the second day, they met district and municipal functionaries of Haridwar, an aspirational district, at *Dam Kotbi*. Participants also met development officer of Bahadarabad, an aspirational block and elected representatives of Bahadarabad Jatt Gram Panchayat in their offices.
- *24-25 January 2024 at The Lalit, Goa*, Organised as Project Director National Consultative Workshop on the Status of Devolution to Panchayats of Additional Chief Secretaries, Principal Secretaries and Secretaries in States in-charge of Panchayats. Presided over by Secretary to Government of India, Ministry of Panchayati Raj and sponsored by, MoPR.
- *8 – 13 Jan 2024 at IIPA*. Refresher Course and Experience Sharing for Lateral Entrants joined the Government of India in 2019 and 2022 at the level of Joint Secretary/Director/Deputy Secretary, sponsored by Department of Personnel and Training, Government of India.
- *1 July 2022 – 28 April 2023 at IIPA*, Conducted as Course Director, 48<sup>th</sup> Advanced Professional Programme for Public Administration, a (ten-month M.Phil programme) comprising 38 participants in the rank of Joint Secretary/Director in the Government of India.
- Organized Forward Area Visits of 48th APPPA participants with the DG, Registrar and a faculty colleague.
- Organized Vishakhapatnam Naval Visit of the 48th APPPA participants with the DG, and a faculty colleague.
- Organized talks of a) Defense Secretary Dr Ajay Kumar, 2) Dr Anantha Nageswaran, Chief Economic Advisor, Ministry of Finance,

Government of India, 3) Chief of Naval Staff Admiral R Hari Kumar, 4) Air Chief Marshal VR Chaudhari, 5) Chief of Army Staff General Manoj Pande, PVSM, AVSM, VSM, ADC at IIPA.

- *21 March – 5 April 2022 at IIPA* Induction Training Programme for the 2<sup>nd</sup> Batch of Joint Secretaries/Directors/Deputy Secretaries joined Government of India through Lateral Entries, sponsored by Department of Personnel and Training, Government of India.
- *20 December 2021 at IIPA*, Organized a launch and discussion on the book on 'Fiscal Decentralization in India: Outcome Mapping of State Finance Commissions' by V N Alok. Chairman, 15<sup>th</sup> Finance Commission, Shri N K Singh (virtually) and Union Finance Secretary Dr T V Somanathan jointly released the book. Other panelists include Dr Rupak Chattopadhyay, President, Forum of Federations; Shri M C Gupta, Former Member Secretary, 10<sup>th</sup> Finance Commission, Dr Rakesh Sinha (MP) and Shri S N Tripathi, DG, IIPA.
- *2-6 March 2020 at IIPA*, Management Development Programme for Officers in India Trade Promotion Organization (ITPO) sponsored by ITPO, New Delhi.
- *20-21 January 2020 at IIPA jointly with PRS Legislative Research* Organized a two -day 'National Workshop on State Finances for State Legislators'. Dr Rajiv Kumar, Deputy Chairman, NITI Aayog delivered the keynote address Forty-six Members of Legislative Assembly (MLAs) from different States participated.
- *23 September – 4 October 2019 at IIPA*, Induction Programme for Joint Secretaries joined Government of India through Lateral Entries, sponsored by Department of Personnel and Training, Government of India.
- *2-10 July 2019 at IIPA, Delhi*, International Experience Sharing Programme on Public Governance and Advocacy for Afghanistan High Level Delegation comprising Leaders of Civil Society Working Group, sponsored by Counterpart International (USAID), Kabul.
- *27 January – 3 February 2019 at IIPA, Delhi and Bangalore*, International Experience Sharing Programme on Intergovernmental Relations and Practice of Fiscal Federalism for Myanmar High Level Delegation comprising Members of Parliament, Commissioners etc. sponsored by Hanns Seidel Foundation, India and Ministry of External Affairs,
- *24 February – 5 March 2018 at IIPA*, International Experience Sharing Programme for Ethiopian Parliamentary Delegation headed by Deputy Speaker, House of Federation, Ethiopia on Intergovernmental Relations and Practice of Fiscal Federalism, sponsored by Forum of Federations, Inter State Council Secretariat, Government of India and Government of Ethiopia.

- *23 September 2017 at Circuit House, Raipur*, Organized with the Chattisgarh State Finance Commission a Workshop on Local Public Finance and Goods and Services Tax in Present Economic Perspective sponsored by the Chattisgarh State Finance Commission.
- *21-26 August 2017 at IIPA*, International Experience Sharing Programme on 'Public Finance Management and Policy' for Afghan Delegation comprising officers in the Ministry of Finance, Government of Afghanistan. The Government of Afghanistan and the Government of India sponsored the programme (jointly).
- *9-17 February 2017 at IIPA*, International Experience Sharing Programme for Afghan Delegation comprising parliamentarians, senior officers of ministry of finance and representatives of civil society organizations on 'Budget Design, Execution and Public Finance Management sponsored by USAID, Government of India, Government of Afghanistan and Counterpart International.
- *10-20 December 2016 at IIPA*, International Experience Sharing Programme for Ethiopian Parliamentary Delegation on Intergovernmental Relations and Practice of Fiscal Federalism, sponsored by UNDP, Forum of Federations, Inter State Council Secretariat, Government of India and Government of Ethiopia.
- *16-18 February 2016 at IIPA*, jointly with PRS Legislative Research, Mastering the Budget. 85 Members of Legislative Assembly (MLAs) of 19 States representing 16 different political parties participated.
- *18-19 January 2016 at India Habitat Centre, Delhi* jointly with Ministry of Panchayati Raj and NIRD&PR, Fiscal Decentralization and Role of State Finance Commissions (SFCs). Union Minister of Rural Development and Panchayati Raj inaugurated and seven chairmen of SFCs, eminent economists from India and the USA and senior civil servants participated.
- *28-29 October 2015, at IIPA*, jointly with Department of Personnel and Training, and Ministry of Finance, Government of India, 'Policy Dialogues with Joint Secretaries on Current Economic Reforms under Cooperative Federalism'. 72 joint secretaries to Government of India nominated of which 43 participated. Shri Jayant Sinha, Minister of State for Finance led the discussions on second day.
- *17-19 February 2015, at IIPA*, Jointly with PRS Legislative Research a three day workshop for Members of Legislative Assemblies (MLAs) on 'Mastering the Budget'. 53 MLAs participated in the workshop.
- *3-7 March 2014, at IIPA*, a five-day workshop on Remodeling Municipal Taxes for Resource Generation [jointly].
- *19-21 January 2014, at IIPA*, Three-day National Workshops with PRS Legislative Research for Members of Legislative Assembly (MLAs) on 'Creating Jobs' and 'State and Local Finances'.

- *29-31 July 2013, at IIPA*, Three-day National Workshops with PRS Legislative Research for Members of Legislative Assembly (MLAs) on 'Creating Jobs' and 'State and Local Finances'.
- *14-19 January 2013, at IIPA*, International workshops on Public Governance, Finance and Federalism during for a group of Secretaries and Joint Secretaries to the Government of Nepal. The Ministry of External Affairs, Government of India sponsored the programme.
- *3-4 January 2013, at IIPA*, A Workshop on Panchayat Empowerment Accountability and Development Scheme (PEAIS), A central sector scheme of the Ministry of Panchayati Raj was organized. About 80 Professionals working at the field participated. They were sensitized about the pattern of investigation on the field. The Ministry of Panchayati Raj sponsored the workshop.
- *27 September 2012, at IIPA*, A Workshop for preparation of State Plans was organized under Rajiv Gandhi Panchayat Sashaktikaran Abhiyan (RGPSA). Secretaries to State Governments made presentations and shared best practices in devolution and accountability. Secretary to the Government of India, Ministry of Panchayati Raj presided over. 82 senior officers participated in the workshop.
- *27-29 June 2012, at IIPA*, A Workshop for New Delhi Municipal Corporation officials, Apart from familiarizing the participants with accounting as a business language, the programme was designed to: (i) discuss and illustrate the double entry accounting system and its mechanism; and (ii) provide an opportunity to have hands-on experience on TALLY. IDFC sponsored the programme [Jointly].
- *23-28 June 2012, at IIPA*, International workshops on Public Governance, Finance and Federalism for a group of Secretaries and Joint Secretaries to the Government of Nepal. The Ministry of External Affairs, Government of India sponsored the programme.
- *28 February 2012, at IIPA*, A National Workshop on Status and Provisions of Mixed Land Use in collaboration with the Town and Country Planning. Around 50 participants from town and country planning department of 18 states attended the programme. Secretary to the Government of India, Ministry of Urban Development was the Chief Guest and observer.
- *27 February 2012, at IIPA*, a dialogue with a five-member delegation from the Office of the Prime Minister of Ethiopia headed by Mr. Muktar Kedir, Minister of Cabinet Affairs and Head of the Office of the Prime Minister to renew cooperation.
- *11 January 2012, at IIPA*, a seminar on "*Finance and Government of Delhi: The Capital City*" in which P.K. Tripathi, Chief Secretary, Government of NCT of Delhi was the main speaker.

- *18 January 2012, at IIPA*, a National Workshop of Select Expert Group and State Representatives on Panchayat Devolution Index 2011-12 in partnership with the Ministry of Panchayati Raj.
- *19-20 January 2012, at IIPA*, an Orientation Workshop on national level field verification under the national scheme on Panchayat Empowerment, Accountability and Incentive Scheme (PEAIS) in partnership with the Ministry of Panchayati Raj.
- *15 March 2011, at IIPA*, a National Workshop of Select Expert Group on Panchayat Devolution Index 2010-11 in partnership with the Ministry of Panchayati Raj and the Decentralization Community of UN Solution Exchange.
- *7 February 2011, at IIPA*, a National Workshop on Devolution Index to discuss the quality of data on panchayats from states and to elicit views from states on the proposed methodology of the panchayat devolution index 2010-11. Presented the methodology of the proposed index and elicited views of states.
- *23 November – 4 December 2010, at IIPA*, A two-week ‘International Workshop on Indian Federalism for Nepal Delegation’ jointly with the Forum of Federations, Canada, under the Forum’s three-year programme titled “Federalism in Nepal: Supporting Nepal’s Constitutional Transition” aiming at helping Nepal to build its capacity for developing and implementing a federal democratic system. It was organised with the financial support from the Swiss Agency for Development and Cooperation.
- *2 December 2009, at IIPA*, a seminar on ‘Governance and Finance of Capital Cities in Federal Systems’. On this occasion, Minister for Health and Family Welfare, NCT of Delhi on behalf of the Chief Minister, NCT of Delhi, released a book, entitled ‘Finance and Governance of Capital Cities in Federal Systems’ published by the Forum of Federations and edited by Enid Slack and Rupak Chattopadhyay.
- *22 November- 4 December 2009, at IIPA*, a two week ‘International Workshop on Indian Federalism for Nepal Delegation’ jointly with the Forum of Federations, Canada, under the Forum’s three-year programme titled “Federalism in Nepal: Supporting Nepal’s Constitutional Transition” aiming at helping Nepal to build its capacity for developing and implementing a federal democratic system. It was organised with the financial support from the Swiss Agency for Development and Cooperation.
- *29 October - 1 November 2009, at The Lalit [previously InterContinental] New Delhi*, ‘International Global Dialogue on Intergovernmental Relations’ with the Inter-State Council Secretariat, Ministry of Home Affairs and the Forum of Federations. Dr. Vijay L. Kelkar, Chairman, XIII Finance Commission inaugurated the event in which about 25 international experts from different countries made presentations.

- 13 July 2009, *at IIPA*, a Colloquium on 'Thirteenth Finance Commission and Local Governments in collaboration with the Decentralization Community, UN Solution Exchange. Members, 13<sup>th</sup> Finance Commission, senior officials from Government of India and academics participated in the seminar.
- 13-14 July 2009, *at IIPA*, A two-day workshop of the expert group on performance indicators of States for local governments in collaboration with the Decentralization Community, UN Solution Exchange.
- 22 May 2009, *at IIPA*, talk of Prof Roy Bahl and Prof Sally Wallace of Georgia State University on Fiscal Decentralization.
- 7 April-30 May 2008, *at IIPA*, Eight-week Foundation Course for Officer-trainees of the Indian Economic Service, Department of Economic Affairs sponsored the programme (jointly).
- 10-12 December 2007, *at IIPA*, 'MDP for Local Development Officers, Government of Nepal' sponsored by the Ministry of External Affairs, Government of India. (Jointly).
- 29 October- 2 November 2007, *at IIPA*, a Five-day 'International Workshop on Public Sector Governance'. The programme was jointly sponsored by the Ministry of Personnel and Training and the Government of Japan through the World Bank. This was organised jointly with Dr Anwar Shah of World Bank Institute, Washington, DC (WBI)
- 25-29 June 2007, *at IIPA*, Organised a five-day training programme on 'Fiscal Decentralisation and Local Governance in India'. Ministry of Urban Development sponsored the programme. Mayors from municipal bodies and senior & middle level officers from various services including IAS attended the programme.
- April 2007, *at IIPA*, Two week 'Management Development Programme for Officers in Ministry of Finance, Government of Nepal'. Ministry of External Affairs, Government of India sponsored (Jointly).
- April 2007, *at IIPA*, Conducted two-week training programmes for Public Service Commission of Nepal. Ministry of External Affairs, Government of India sponsored (jointly).
- 30 April-11 May 2007, *at IIPA*, Two week 'Management Development Programme for Local Development Officers (LDOs) of Government of Nepal'. Ministry of External Affairs, Government of India sponsored (jointly).
- 11-15 December 2006, *at Inter Continental, Goa*, Five-day International Training Workshop for Senior IAS officers on *Fiscal Decentralization*

*and Local Governance* in India jointly with the World Bank Institute, Washington, DC. Department of Personnel and Training, *Ministry* of Urban Development, Ministry of Panchayati Raj, Government of India and Government of Goa sponsored the programme. Government of Japan funded the programme.

*[jointly with Anwar Shah of the World Bank Institute, Washington, DC].*

- *4-8 December 2006, at IIPA, Five-day Workshop for Senior officers on Public Sector Governance* of which fiscal federalism and local government organization and finance was a major component jointly with World Bank Institute, Washington, DC. Department of Personnel and Training, Government of India sponsored and Government of Japan funded the programme.  
*[jointly with Anwar Shah of the World Bank Institute, Washington, DC]*
- *6 December 2006, at IIPA, A Panel Discussion on Local Governance* was organized in collaboration with the World Bank Institute, Washington D.C. In the function, Mrs. Sheila Dikshit, Chief Minister of Delhi launched a book on 'Local Governance in Developing Countries' that was a collaborative effort between IIPA and the World Bank Institute, Washington D.C.
- *3 October 2006, at IIPA, a panel discussion was organised on the United Nation's theme on "Cities: Magnets of Hope" on the occasion of World Habitat Day.*
- *5 September 2006, at IIPA, A book release function, of the book entitled 'The Urban Local Self-Government in India with Reference to North-eastern States'.*
- *1 July 2005- 31 March 2006, at IIPA, Nine month Advanced Professional Programme in Public Administration (APPPA 31<sup>st</sup>)* sponsored by the Department of Personnel and Training, Government of India. (jointly as Co Programme Director)
- *15 December 2005, at IIPA, Organized a talk on "Governance for Growth" by Prof. (Lord) Meghnad Desai, Emeritus Professor of Economics, London School of Economics.*
- *14-18 November 2005, at IIPA, Conducted Five-day Workshop for Senior officers on Public Sector Governance* of which fiscal federalism and local finance was a major component jointly with World Bank Institute, Washington, DC. Department of Personnel and Training, Government of India and Government of Japan sponsored the programme  
*[jointly with Anwar Shah of the World Bank Institute, Washington, DC].*
- *9 May 2005, at IIPA, Organized a roundtable with the Embassy of France on "Road map for Successful Implementation of VAT".*
- *13-17 January 2003, at IIPA, Designed and conducted Training Programme on Management of State Finance and Value Added Tax for*

senior IAS officers. Department of Personnel and Training, Government of India sponsored the programme.

- *16-20 July 2002, at the Ecumenical Christian Centre, Whitefield, Bangalore,* Conducted a training programme on *Financial Relations between State and Local Bodies* for Karnataka Administrative Service Officers. IIPA Karnataka Regional Branch and Government of Karnataka sponsored the programme (jointly)
- *28 January – 08 February 2002, at IIPA,* Designed and conducted a two-week training programme on *Public Finance Management* for the Indian Audit and Account Service probationers of 2001 batch. The National Academy of Audit and Accounts, Shimla sponsored the programme (jointly).
- *24 September – 25 October 2001, at IIPA,* Conducted a five-week training programme for Empanelled Deputy Secretaries from the Central Secretariat Service. The Department of Personnel, Government of India sponsored the programme (jointly).
- *3-14 September 2001, at IIPA,* Designed and conducted a two-week special training programme on *Public Finance Management* for middle level officers from Colombo Plan Member Countries. Colombo Plan Secretariat and Department of Economic Affairs, Government of India sponsored the programme (jointly).
- *23-27 April 2001, at IIPA,* Conducted fee based Training Programme on *Value Added Tax: Policy and Administration* for middle and senior level officers from Delhi Sales Tax Department.
- *27 November – 1 December 2000, at IIPA,* Designed and conducted fee based Training Programme on *Value Added Tax: Policy and Administration* for middle and senior level officers from State Sales Tax Departments.
- *8 - 12 November 1999, at IIPA,* Designed and conducted a training programme on *State- Local Fiscal Relations* for middle level officers of State Government. The programme was sponsored by the Department of Personnel, Government of India (jointly).

**Invited Lectures/Presentations/Panelist on TV Channels (selected):**

- *4 February 2026 Live on internet,* Participated as panelist in a discussion on Cities, Local Governance and Union Budget 2026-27 organized by IMPRI
- *17 January 2026 Pune International Centre, Pune,* participated as keynote speaker in the National Conference on “State Finance Commissions: taking Stock of the Present, Evolving a Blueprint for the Future”, organized by the Maharashtra State Finance Commission in collaboration with Pune International Centre and Janaagraha.

- *12 January 2026 Live on DD News*, Participated the Panel Discussion under Viksit Bharat Young Leaders' Dialogue soon after the Prime Minister's speech in Bharat Mandapam on the same subject.
- *12 January 2026 Hotel Shangri-La New Delhi*, Moderated and made initial and concluding remarks in a panel discussion on Local Governance Synergy Conclave 2.0 on the theme Viksit Bharat: Strong and Transparent Local Financial Governance, Panelists included Ms Sofia Dahiya, Principal Chief Controller of Accounts, Ministry of Housing and Urban Affairs (MoHUA), Mr Rahul Jain, IAS, Joint Secretary, the 16<sup>th</sup> Finance Commission, Ms Sarika Kataria, Deputy General Manager, Securities and Exchange Board of India (SEBI), Mr Riddhiman Saha, Urban Specialist, The World Bank, Mr Krishnendu Sarkar, Principal Financial Management Officer, Asian Development Bank (ADB), and Mr Chinmaya Chinmaya Goyal, Principal Economic Officer, ADB.
- *5 January 2026 Atal Bihari Vajpayee University, Bilaspur, Chattisgarh*. Delivered Key-note Address as the Mukhya Vakta (main speaker) on Viksit Chattisgarh Anjor @2047 in an event in which Hon'ble Finance Minister Chattisgarh Shri O P Chaudhry was the Chief Shri A D N Bajpai, Vice Chancellor of the University presided over.
- *5 December 2025 RIS New Delhi*, Participated as panelist for a brainstorming session to conceptualize International Conference of Public Service Commission and Government Recruitment Agencies on United Nations Public Service Day in 2026. UPSC and RIS jointly organized the brainstorming session.
- *20-21 November 2025 CMDR Dharwad*, Delivered key note address in the inaugural session of the two-day 'National Seminar on Role of Gram Panchayats in Viksit Bharat', organized by the Centre for Multi-Disciplinary Research in its own campus at Dharwad. Indian Council of Social Science Research (ICSSR) funded the seminar.
- *4 November 2025 Metropolitan Hotel, New Delhi*. Participated as a panelist in the session on 'Fiscal Federalism and Economic Development' under International Ideation Workshop on "Exploring Federal Governance Practices in India and Germany" organized by the Hanns Seidel Foundation, India together with the Centre for Federal Governance Research, Department of Political Science, Delhi University.
- *27 October 2025 (Live online)*. Participated as a panelist in the International Seminar on 'Advancing Fiscal Decentralization' organized by Dr A Kumar Suhruth Library and Research Centre. Mr S.M. Vijayanand, Former Chairman, Sixth Kerala State Finance Commission, Dr Mohanakumar S, Professor and Director of the Public Policy Research Institute and Mr Sumesh K R, Registrar, Kerala Institute of Local Administration were the other panelists.

- *10 October 2025 Goa University, Goa.* Moderated the first technical session on 'Federalism' in a two-day National Convention on '75-Years of Indian Constitution: Reflections, Reforms and Road Ahead' organized by the Goa University and funded by the Government of Goa. The other panelists in the session were Profs Sandip Shastri, Gopal Guru and Rekha Saxena.
- *29 September 2025 Panjab University, Chandigarh.* Participated as keynote speaker and panelist on a discussion of a book on 'Public Finance and Financial Administration' authored by Dr Bharati Garg. Prof B.S. Ghuman, Former Vice Chancellor, Punjabi University was the other panelist. Department of Public Administration, Panjab University organized the event.
- *29 September 2025 Panjab University, Chandigarh.* Delivered a public lecture on "Revenue, Responsibility, and Reform: 75 Years of Fiscal Federalism in India". Department of Public Administration, Panjab University and IIPA Punjab Regional Branch organized the event.
- *16 September 2025 Regency Lagoon Resort and Convention, Rajkot.* Participated in a National Workshop on Strengthening Financial Management in Urban Local Governments through NMAM 2.0 organized by the Office of Comptroller and Auditor General of India through International Centre for Audit of Local Governance (iCAL), Rajkot and Janaagraha.
- *12-13 September 2025 Grand Hyatt, Kochi.* Participated as speaker and delivered keynote on 'urban infrastructure finance' in a session on the two-day Kerala Urban Conclave-2025 organized by the Government of Kerala. Hon'ble Urban Affairs Minister Shri Manohar Lal Khattar inaugurated and Hon'ble Chief Minister Kerala Shri Pinarayi Vijayan, presided over the inaugural session of the conclave.
- *27 August 2025 Doon Library and Research Centre, Dehradun.* Presented a paper titled 'From Panchayat to Municipality: Tracing Financial Trails in Uttarakhand' in a workshop of authors identified for a volume on Uttarakhand. Organized by the Doon Library and Research Centre and IIPA Uttarakhand Regional Branch.
- *16 August 2025, SIRD, Mysore.* Made a presentation and interacted on the current trends and issues in Panchayat Raj with the Director and Faculty Members of the Abdul Nazir Sab State Institute of Rural Development and Panchayat Raj, Mysore.
- *14 August 2025, 5<sup>th</sup> SFC Karnataka, Bengaluru,* Made a presentation on the Recent Trends in State-Local Fiscal Transfers in India and Other Federations to the 5<sup>th</sup> State Finance Commission of Karnataka.
- *24 July 2025, NITI Aayog, New Delhi.* Presented a keynote on 'Unlocking Non-conventional and Untapped Revenue Sources' in the National Workshop on Strategies for Enhancing Own Source Revenue of Panchayats', organized by the NITI Aayog. The

representative(s) of State Governments, 16<sup>th</sup> Finance Commission, C&AG, RBI, Ministry of Panchayati Raj, ICAI, academia and civil society participated.

- *18-19 July 2025, Doon University, Dehradun.* Made theme presentations in several sessions in the National Workshop on Decentralization and Devolution in Uttarakhand Post 73<sup>rd</sup> and 74<sup>th</sup> Amendments: Achievements, Challenges and Strategies for Strengthening Grassroot Governance, organized by the Sixth State Finance Commission, Uttarakhand and Department of Economics, Doon University Dehradun.
- *18 June 2025, Georgia State University, Atlanta, USA.* Made presentation on Status of Devolution in India and interacted with research scholars of the International Centre for Public Policy (ICePP), Public Research Cluster, Andrew Young School of Policy Studies. Prof Charles R. Hankla, Director, ICePP moderated the session.
- *29 April 2025 (Online),* Delivered talks on Theories of Public Finance, Finance Commission and Union Budget to a group of Audit Officers undergoing training at Regional Capacity Building and Knowledge Institute, Indian Audit and Accounts Department, Nagpur.
- *26 April 2025 at IIC, New Delhi.* Made a presentation on ‘One Nation, One Tax: Navigating the Federal Impact of Its Implementation’ in a panel discussion on ‘Unifying India: Unpacking the Federal Impact of Key Reforms’, under the aegis of the Planning Group on Federal Democracy constituted by the President of India International Centre, New Delhi.
- *1 April 2025, Jawahar Vyapar Bhawan, New Delhi.* Made a presentation to the 16<sup>th</sup> Finance Commission in their office on the Trends of State Local Fiscal Transfers in India and the Indicators of Fiscal Needs, Fiscal Capacity and Fiscal Disability.
- *29 March 2025, India Habitat Centre, New Delhi* Participated as a panelist in the discussion on ‘Agenda for Economic Reforms’ in the 100th Skoch Summit. Other Panelists were Pranjul Bhandari, M Ramachandran, M Govinda Rao, Hindol Sengupta and Ram Singh. Received Skoch Challenger Award in Economics alongside Prajul Bhandari and Ram Singh.
- *25 February 2025 at Doordarshan.* Panelist in a discussion on ‘*Vikshit Bharat*’ in a program on ‘*Ye hai India*’,
- *3-5 February 2025, Goa University, Goa* Delivered series of public lectures on Public Finance, Urban Finance and Fiscal Decentralization at Manohar Parrikar School of Law, Governance and Public Policy, Goa University, Goa. Had meaningful interactions with the faculty, students of the University and scholars who attended lectures.

- *28 January 2025 Ranchi* Presented my views in a Pre Jharkhand State Budget 2025-26 consultation headed by the Chief Minister Jharkhand Shri Hemant Soren. Finance Minister and Chief Secretary, Government of Jharkhand were present among about 100 government officers.
- *22 January 2025 at PDUCTREA in Dehradun.* Delivered a talk and interacted with young Uttarakhand State Service Officers at Pandit Deendayal Upadhyay Centre for Training & Research in Financial Administration.
- *7 January 2025, Taj Palace, New Delhi* Delivered a talk on 'Gandhian Thoughts on Local Governance' to American-Indian Scholars attending program under 'Gandhi-King Scholarly Exchange Initiatives', organized by the University of Alabama and APECS.
- *16 December 2024, The Imperial, New Delhi* Participated as a discussant in a national conclave on Municipal Finances: Issues before the 16th Finance Commission. Asian Development Bank (ADB) organized the event.
- *26 November 2024 Bharat Mandapam, New Delhi* Participated as discussant in a National Conference of Mayors and Chairpersons on Strengthening Urban Local Governments in India organized by the 16th Finance Commission and Janaagraha.
- *14 November 2024 at Vigyan Bhawan, New Delhi* Participated as an observer and commentator in a National Conclave in which Union Finance Commission ((UFC) interacted with all State Finance Commissions (SFCs) in Vigyan Bhawan, New Delhi to deal with Article 280 (3) bb &c which mandates UFC to suggest measures needed to augment the consolidated fund of States for Panchayats and Municipalities on the basis of the recommendations of SFCs. Ministry of Panchayati Raj organized the event for the 16<sup>th</sup> Finance Commission.
- *5 November 2024 at ICWA, New Delhi.* Delivered a talk on 'Role of President and Governors under the Constitution of India' to a group of interlocutors of Myanmar participating in a two-day event on 'Constitutionalism and Federalism' in Indian Council of World Affairs (ICWA) under the Government of India's 'Neighborhood First' policy.
- *23 October 2024, Russian Culture Centre, New Delhi* Presented a lecture on urban governance and finance and interacted with the Members of the Civic Chamber of Russian Federations on urban environment, municipal governance and infrastructure.
- *1 October 2024, Le Meridian, New Delhi* Presented a keynote on 'Grant Distribution Mechanism' in a session on Local Government Grants and Funding Sources' under the two-day Conclave on Local Government Accounting organized by ICAI in collaboration with

C&AG, Ministry of Panchayati Raj and Ministry of Housing and Urban Affairs. Shri Murmu C&AG inaugurated the conference.

- *26 September 2024, The Ashok, New Delhi*, Participated as a speaker in a panel discussion on 'Strengthening Municipal Finance for Sustainable Cities' organized by NIUA and Praja Foundation.
- *23 August 2024 at Lemon Tree Premier the Atrium, Ahmedabad* Participated as an expert in a consultation on the governance and finances of Ahmedabad Municipal Corporation with its Mayor, ward members, commissioner and academicians. Praja foundation and GIZ\_India organised the event.
- *29 September 2024 (Live on DD News)* Participated as panelist in a discussion on PM Aspirational Block Programme.
- *1 August 2024, The Lily Hotel, Guwahati*, Participated as an expert in Guwahati City Consultation on Strategic Framework to Strengthen Municipal Finance. Participants included Mayor, Commissioner, Ward Members of the Guwahati Municipal Corporation, Representative of Ministry of Housing and Urban Affairs, Government of India and Government of Assam. Praja Foundation organized and GIZ India sponsored the event.
- *26 July 2024 (Online)* Participated as a speaker in the panel discussion on Cities, Local Governance and Union Budget 2024-25 that Impact and Policy Research Institute (IMPRI) organized.
- *25 July 2024 at Mariott, Raipur*, Participated as an expert in Raipur City Consultation on Strategic Framework to Strengthen Municipal Finance. Participants included Mayor, Commissioner of the Raipur Municipal Corporation, Representative of Ministry of Housing and Urban Affairs, Government of India and Government of Chattisgarh. Praja Foundation organized and GIZ India sponsored the event.
- *5- 6 July 2024, at The Ashok, New Delhi*, Presented keynote to a group of about 400 vice chancellors and others on Case Studies and Best Practices in teaching methods at the 4<sup>th</sup> Global Education Summit: Manthan – A catalyst for academic growth. Organized by Board of studies, Institute of Chartered Accountants of India with technical support of NIEPA, AIU, and NCERT.
- *29 June 2024 at ABV Vishwavidhlaya, Bilaspur*, Presented keynote on 'Role of Tourism in Indian Economy' in the International Conference on Tourism and Hospitality Management organized by the Atal Bihari Vajpayee Vishwavidhlaya, Bilaspur.
- *17-18 June 2024 at CIMP Patna*, Made a presentation on the Role of 16th Finance Commission in fiscal decentralization in a two day International Conference on Public Policy and Management with a central theme on 'Promoting Good Governance and Local Development in Bihar and Beyond' at Chandragupt Institute of

Management Patna (CIMP). The Georgia State University - Andrew Young School of Policy Studies, Atlanta, USA collaborated with the CIMP in the organisation.

- *24 May 2024 at Doordarshan*, Panelist in a Discussion on 73<sup>rd</sup> Constitutional Amendment Act.
- *25 April 2024, at IIC, New Delhi*, Made a presentation on Dispute Resolution and Panchayats in the Conference on Federal Reforms organized by the India International Centre (IIC).
- *25 March 2024 at New Delhi*, Made a presentation to a delegation of Presidents of Bavarian Universities headed by Mr Markus Blume, Bavarian State Minister of Science and the Arts. Hanns Seidel Foundation organized the event.
- *29 February 2024, [Online]* Participated as panelist in a panel discussion under Kerala Urban Dialogues on Centre-State Financial Relations organized by KILA, Thrissur, Kerala. Prof Amitabh Kundu, Dr K Ravi Raman and Prof Lekha Chakraborty were other panelists.
- *15 February 2024, at Parliament House, New Delhi*, made a presentation on 'Role of Parliament in Public Finance Management' to a group of about 100 officers of Indian Civil Accounts Service, Indian Defence Account Service, Indian Defence Estates Service and Indian P&T Accounts and Finance Service. This was organized under a workshop on Parliamentary Processes and Procedures by Parliamentary Research and Training Institute for Democracies (PRIDE).
- *13 February 2024 at Sage University, Bhopal*, delivered a talk on 'financial management in Indian Federation' to a group of Faculty Members and students of Sage University, Bhopal.
- *30 January 2024, at 5<sup>th</sup> SFC, Karnataka, Bangalore*, presented views on State Local Fiscal Relations and the role of State Finance Commission in Karnataka to the 5<sup>th</sup> State Finance Commission, Karnataka. Shri C Narayanaswamy, Chairman, 5<sup>th</sup> SFC presided over.
- *25 January 2024 at The Lalit, Goa*, Made a presentation on the 16<sup>th</sup> Finance Commission and Panchayat Finances in the session on the 16<sup>th</sup> Finance Commission and Panchayats under the two-day National Consultative Workshop of Additional Chief Secretaries, Principal Secretaries and Secretaries in States in-charge of Panchayats on the Status of Devolution to Panchayats. Secretary to Government of India, Ministry of Panchayati Raj presided over. The MoPR sponsored the event.
- *24-January 2024 at The Lalit, Goa*, Made the key presentation as Project Director in the two-day National Consultative Workshop of Additional Chief Secretaries, Principal Secretaries and Secretaries in States in-charge of Panchayats on the Status of Devolution to

Panchayats. Secretary to Government of India, Ministry of Panchayati Raj presided over. The MoPR sponsored the event.

- *3 January 2024 at IIPA, New Delhi.* Delivered a talk on ‘Gandhian philosophies in the spheres of local governance’ to a group of about 25 American and Indian Scholars participating in India Residency of Gandhi-King Scholarly Exchange Initiative, organized by University of Alabama and APECS.
- *4 November 2023 at Central Stadium, Thiruvananthapuram,* presented views on Local Governments in Kerala in a public gathering chaired by Shri M B Rajesh, Kerala State Minister for Local Self-government and Excise. The occasion was part of one week event named *Keraleeum 2023*.
- *29 September 2023 on DD News (National TV Channel),* Participated (Live) as panelist on Prime Minister Aspirational Block Programme.
- *13 September 2023, at CSI, Dehradun,* participated in a public policy dialogue at Civil Services Institute Dehradun. Centre for Public Policy, Doon University and Centre for Good Governance, Uttarakhand organized the event with the support of UNDP.
- *4-5 Sept. 2023, at NIRDPR, Hyderabad,* participated in National Stakeholder’s Consultation Workshop and presided over discussions of a group formed on Panchayat Finances and OSR on the first day and made a presentation on the same subject on the second day. Ministry of Panchayati Raj, Government of India sponsored the event.
- *1 Sept. 2023, at KSRDPRU, Hubballi,* made a presentation on Panchayat Finances in the plenary session of the National Conference on Gram Swaraj and Panchayat Raj: a journey in the state of Karnataka, organized by the Karnataka State Rural Development and Panchayat Raj University, Gadag, Hubballi.
- *21 June 2023 at Hotel Chanakya, Ranchi.* Participated as panelist in a panel discussion on ‘Policy Exchange: Key lessons from 30 years of Panchayati Raj, at the three-day (21-23 June) national Conference on Local Democratic Governance in India’ organized by Azim Premji University, at Ranchi. Other panelists were Prof Thomas Isaac, Dr C R Bijoy, and Shri Bijoy Panda. Moderator was Dr Sonali Srivastava.
- *9 June 2023 at Eurac Research, Bolzano, Italy* Made an online presentation on ‘Fiscal Management of Non-Renewable Natural Resources in Indian Federation’ in a two-day Multidisciplinary Authors’ Workshop on Non-Renewable Natural Resources in Federal Political Systems organized by Eurac Research and Institute of Federalism, University of Fribourg, Switzerland at Eurac Research, Bolzano.
- *21-23 June 2023 at Ranchi,* participated in a panel discussion on Policy Exchange: Key lessons from 30 years of Panchayati Raj, at the 3-day

National Conference on "Local Democratic Governance in India" was held in Ranchi from 21st- 23rd June 23, by Azim Premji University.

- *5-6 June 2023 at Mount Abu, Rajasthan*, presented the theme paper in a two-day National Workshop of State Election Commissioners on 'Role of State Election Commissions (SECs) in Strengthening Effective Grassroots Democracy' at ISA Conference Hall. The workshop was inaugurated by Shri Kalraj Mishra, Hon'ble Governor of Rajasthan and organized by the SEC, Rajasthan and EY.
- *22-26 May at Kloster Banz Bildungsstätte der Hanns- Seidel- Stiftung, Germany*, participated in the International Munich Federalism Days: Crisis Governance in Multilevel Systems and made a presentation on "Multi- Order Federal Fiscal Framework of India: Dealing with the medical emergency of Covid-19". Organized by the Hanns Seidel Foundation with the technical support of Eurac Research.
- *12 May 2023 (online)*, participated as panelist in the webinar on 'Two decades of fiscal Decentralization in Indonesia: Lessons for Decentralization champions in Asia'. Organized by Local Public Sector Alliance with the support of The Asia Foundation, The Forum of Federations, Oxford Policy Management, and the USAID.
- *18 April 2023, at LBSNAA, Mussoorie*, made a presentation and interacted on urban finance with the senior IAS officers of 1992 to 1996 batch attending Phase V training at LBSNAA.
- *1 March 2023, at IIC, New Delhi*, made a presentation on Fiscal Federalism in India: Issues & Concerns in National Seminar on 75 Years of Federalism and Democracy in India organized by Shaheed Bhagat Singh College, University of Delhi.
- *1 March 2023, at the Ministry of Housing and Urban Affairs, Nirman Bhawan, New Delhi*. Made a presentation on 'Property Tax Reforms' in a brainstorming after the Union Budget 2023-24 announcements. The seminar was participated by around 30 domain experts. Prime Minister Shri Narendra Modi delivered the inaugural address.
- *7 February 2023 (Online)*, Made a presentation in a panel discussion on 'Cities and Union Budget 2023-24' organized by IMPRI Impact and Policy Research Institute, New Delhi.
- *4 January 2023 at ISB, Hyderabad*. Made a presentation in an expert panel on 'Fiscal Decentralization and Local Governance' under a four-day (3-6 Jan) 'Public Policy Dialogues- Bridging Research and Practice' organized by the Indian School of Business (ISB) and Bharati Institute of Public Policy. The co-panelists were Dr G Narendra Kumar, Prof Srinivas Chary and Dr Debarpita Roy. Shri S N Tripathi was the moderator.
- *6-9 December 2022, India International Centre, New Delhi*. Participated in an International Conference on 'Federalism in Times of Crisis'

organized by the Hanns Seidel Foundation, Germany and Central University, Haryana. Chaired a technical session on ‘Fiscal Federalism and Solidarity’ in which papers by three eminent experts of three countries made presentations. On the second day, made a presentation on ‘Role of Local Governments in Disaster Management’.

- *29-30 November 2022 at NIRD&PR, Hyderabad.* Made presentations in several sessions of the two-day National Conclave of State Finance Commissions organized by the National Institute of Rural Development and Panchayati Raj (NIRD&PR) and sponsored by the Ministry of Panchayati Raj.
- *25 November 2022 at India Habitat Centre, New Delhi.* Moderated the valedictory session in which Prof Bibek Debroy, Chairman, Prime Minister Economic Advisory Council was the speaker. This was under the consultation that Praja Foundation and National Institute of Urban Affairs (NIUA) organized of 31 cities across 16 states and two union territories on ‘Fiscal Empowerment of City Governments’.
- *29 October 2022 at Chandigarh.* Delivered talks on a) ‘Roles, Responsibilities, and Duties of a Councilor’ and b) ‘Engagement of the Councilor with the Public and Governments’, in a two-day (29-30 October) Orientation Programme for Councilors of Chandigarh Municipal Corporation. The Corporation and Rambhau Mhaigi Prabodini organized the programme.
- *16 October 2022 Hansraj College, Delhi.* Made a presentation as a panelist in a panel discussion on ‘Social Sciences – Retrospect and Prospects’ in a two-day (15-16 Oct) 5<sup>th</sup> National Conference on Social Sciences in India’s Knowledge Tradition organized by *Rashtriya Samaj Vigyan Parishad* in collaboration with Hansraj College, University of Delhi. Shri Mukul Kanetkar, Prof Sunil Chaudhary and Prof Raghunandan Sharma were co-panelists.
- *4 October 2022, at BIPARD, Bodhgaya,* delivered talks on Good Governance to batches of young civil servants in the Government of Bihar.
- *13 September 2022 NIRD&PR, Hyderabad.* Moderated a technical session in a two-day (13-14 Sep.) National Workshop on ‘Own Sources of Revenue for Rural Local Bodies’, organized by the National Institute of Rural Development and Panchayati Raj (NIRD&PR) and sponsored by the Ministry of Panchayati Raj.
- *29 August 2022 at State Convention Centre, Shillong.* Delivered keynote address in one-day State Conference on “Strengthening the Finances and Financial Accountability of Autonomous District Councils in Meghalaya” organized by the Department of Economics, North-Eastern Hill University (NEHU) in collaboration with the Meghalaya Institute of Governance.

- *22 August 2022 at Trichy.* Delivered a lecture as Chief Guest in a Pre Congress-Symposium on 'Fiscal Federalism: Tenets and Trends' organized by the Department of Economics, Bharathidasan University as a part of the XLVI Indian Social Science Congress scheduled during 27-31 January 2023. Vice-chancellor Bharathidasan University moderated the programme.
- *23 June 2022 at TRC Hall, Raj Bagh, Srinagar* presented expert views in a Workshop on Making Srinagar Municipal Corporation Financially Self Sufficient and Sustainable participated by Mayor, Deputy Mayor and all corporate members organized by Housing and Urban Development Department, Civil Secretariat, UT of Jammu and Kashmir and Praja Foundation.
- *5 June 2022 at New Delhi (online)* Delivered talks on a) Public Finance and b) Fiscal Federalism to a group of Chartered Accountants in a Certificate Course on 'Public Finance and government Accounting' organized by the Institute of Chartered Accountants of India.
- *1-3 June 2022 at Pokhara, Nepal,* made a presentation on 'Intergovernmental Relations in Federations' in Asia Federalism Conference covering South/Southeast Asian countries organized by Hanns Seidel Foundation, Germany.
- *26 May 2022 (Online),* Moderated a session on 'Revenue Mobilization and Local Economic Development in a three day 'International Webinar on Grassroots Participation and Local Development: Learnings from the 'People's Plan Campaign' in Kerala (India) and 'Batho Pele Initiative' in South Africa organized by Centre for Rural Management (CRM), Kerala, The Ghana Institute of Management and Public Administration (GIMPA), Ghana and The National School of Government (theNSG), South Africa
- *24 May 2022 at IIPA,* moderated a session on 'Making India's Budget by Dr T V Somanathan, Union Finance Secretary' in a workshop on '3PE- Public Policy and Program Evaluation, 23 May to 4 June 2022' organized jointly by the Grassroots Research and Advocacy Movement (GRAAM) and IIPA.
- *14 April 2022 at Scope Complex, New Delhi,* made presentation on 'Status of State Acts /Rules towards enhancement of own source revenue of Rural Local Bodies in a National Conference on Augmentation of Own Source Revenues of Rural Local Bodies as part of the 'Iconic Week' organized by the Union Ministry of Panchayati Raj.
- *23-25 March 2022 (Online).* Delivered talks on a) "An Introduction to Decentralization and Public Accountability" and b) "Decentralization, Devolution, and Local Governance: Learnings from India", in a workshop on Decentralized Governance and Public Accountability, jointly organized by the Ministry of Manpower, Indonesia and the Asian Productivity Organization (APO), an intergovernmental organization with 21 member economies.

- *10 February 2022 (Online)*. Had live conversation with Shri Subhash Chandra Garg, Former Union Finance Secretary on ‘Changing State Fiscal Architecture in India’ under India Webinar Series organized by the Forum of Federations, Ottawa, Canada.
- *4 February 2022 (Online)*, Discussant in a Panel Discussion on ‘Cities and Union Budget 2022-23’ organized by Impact and Policy Research Institute (IMPRI)
- *6 January 2022 (Online)*, Moderated a panel discussion on ‘State of Governance’ under 78<sup>th</sup> Skoch Summit organized by Skoch Foundation. Other panelists were secretaries to State Governments.
- *4 January 2022 at Jaipur*. Delivered a keynote on ‘Balanced Regional Development’ in the Annual Conference of Indian Economic Association on “Accelerating Economic Growth, Balanced Regional Development and Sustainable Urbanization in the aftermath of COVID-19”.
- *18 December 2021 at Shimla*, Participated as discussant in a two-day convening ‘Securing the Right to Breathe: Addressing the Winter Air Pollution in North India’ organized by the Observer Research Foundation (ORF) in association with Indicc Associates at ITC Welcome Hotel, Mashobra, Himachal Pradesh.
- *11 December 2021(Online)*, Made a presentation on ‘Sin Industries and State Finances’ in a Public Policy Forum and LITFest organized by Cii and Skoch Foundation.
- *3 December 2021* Presented a Keynote in a Consultation on a study namely ‘Fiscal Empowerment of City Governments’ organized by Praja Foundation at India Habitat Centre, New Delhi
- *19 November 2021 (Online)* Participated as panelist in a Discussion on Digital Finance with a focus on Uttar Pradesh in which Ms S Radha Chauhan, Additional Chief Secretary, Finance Department, Uttar Pradesh was the key speaker. Skoch Foundation organized.
- *18 November 2021 (Online)* Participated as an expert in the Advisory Committee of the research project on “Devolution and Performance Index Report for PRIs in Karnataka” organized by the Rural Development and *Panchayat Raj* Department, Government of Karnataka. Bangalore.
- *14 November 2021(Online)* Delivered a talk as Chief Guest on ‘Nehru, Finance Commission and Chhattisgarh’ in a symposium on the Occasion of Pt. Nehru Birth Anniversary organized by Atal Bihari Vajpayee University, Bilaspur

- *13 November 2021(Online)* Moderated a session on ‘State of Finance’, participated by State Finance Secretaries in the 75<sup>th</sup> Skoch Summit on ‘State of Governance’ organized by Caii and Skoch Foundation
- *22 September 2021 (Online)* Made a presentation in a ‘Consultative workshop on Urban Finance and Municipal Fiscal Health’ organized by Kerala Institute of Local Administration (KILA), Thrissur
- *11 September 2021(online)* Participated as panelist in a Roundtable on Gujarat organized by Caii abd Skoch Foundation.
- *25 August 2021 (Online)* Delivered a talk on ‘Fiscal Decentralization in India’ in *Guru -Dakshata*: 4<sup>th</sup> Faculty Induction Programme organized by UGC-Human Resource Development Centre (HRDC), University of Rajasthan, Jaipur
- *20 August 2021 (Online)*, Moderated a session on Municipal Finance in ‘Prajatantra 2021’ organized jointly by Praja Foundation and Friedrich Naumann Foundation. Dr Deparbita Roy and Dr Ravikant Joshi were the panelists.
- *30 July 2021* Presented a paper on the Design of State Local Fiscal Transfers in a brainstorming Session organized by the 6<sup>th</sup> State Finance Commission of Haryana at HIPA Gurugram.
- *13 July 2021 (Online)* Delivered talk on Concepts in Economics to 25 DANICS Probationers of 58<sup>th</sup> Batch organized by the Directorate of Training (UTCS), Delhi
- *14 March 2021 (Online)* Delivered talks on a) Public Finance and b) Fiscal Federalism in India in a Certificate Course for Chartered Accountants on ‘Public Finance and Government Accounting’, organized by ICAI
- *12 February 2021 (Online)* Delivered a talk as Key-note Speaker in a “Panel Discussion on Union Budget 2021” organized by School of Economics, Devi Ahilya University, Indore.
- *11 January 2021 at Delhi* Delivered a talk on ‘Fiscal Federalism and Corona-Crises’ to probationers of Delhi, Andaman & Nicobar Island Civil Service (DANICS), 56 batch at Directorate of Training, Delhi.
- *15 December 2020* Delivered a talk on 'Covid-19 and Indian Federalism' in an online global event 'Turn on Federalism' organised by Hanns Seidel Foundation and 50 Shades of Federalism. The talk and question-answer session were simultaneously translated into French, Myanmar and Spanish for hundreds of viewers from various countries in all continents.
- *12 December 2020* Presided over a technical session in virtual mode on "Issues of Leadership Finance and Decentralization Reforms in Pandemic Era' in an international webinar on 'Rethinking the Role of

Local Governments in a Post Covid-19 World' organized by the Central University of Kerala and Centre for Rural Management, Kottayam during 10-14 December 2020

- *26 November 2020* Delivered talk in virtual mode on State Finance Commissions and Rural Development organized by the Mumbai School of Economics and Public Policy, University of Bombay.
- *31 August 2020* Panellist live on NDTV in a discussion before the announcement of GDP estimate for the 1<sup>st</sup> quarter of fiscal 2020-21.
- *30 July 2020* Key-note Speaker in a national webinar on 'Integration of Monetary Policy and Fiscal Policy for *Aatm Nirbhar Bharat*, organized by AKS University, Satna.
- *27 May 2020* Panellist in a webinar on 'Federalism and the Corona-Crisis – International Experiences' organized by the Forum of Federations, Ottawa and Freie University, Berlin. Mr George Milbradt, former Prime Minister of Saxony State, Germany was one of the panellists.
- *27 May 2020* Panelist in a national workshop on 'Emerging Role of Local Governments in India in Corona-Crises' in virtual mode. Dr M Ramachandran, Former Secretary, Union Ministry of Urban Development and Dr S M Vijayanand, Chairman, 6<sup>th</sup> Kerala State Finance Commission were lead speakers. Shri S N Tripathi, DG, IIPA moderated
- *13 May 2020* Panellist live on NDTV in a discussion during the Union Finance Minister, Mrs Nirmala Sitaraman' presentation of the economic package to give relief arising out of Corona pandemic
- *27 January 2020 at Jaipur*, Delivered an inaugural lecture on 'State Local Relations and Public Service Delivery, to 40 Rajasthan Administrative Service Officers undergoing midterm training at HCM Rajasthan Institute of Public Administration, Jaipur.
- *22-23 January 2020 at IHC, New Delhi* Participated as Panellist in a session on Fiscal Decentralization of a two day 'National Urban Governance Consultation 2020' organized by Praja Foundation at India Habitat Centre, New Delhi. Representatives of 33 major cities participated.
- *5-7 December 2019 at Chandigarh*, Moderated as co-chair a session on 'Rural Development, Green Policies and Dispute Resolution' and presented a paper on 'Right to Public Service Delivery in Indian States: Legislations and Assessment' with the co-author in a session on 'SDGs and Addressing Vulnerability of Women' under International Conference on 'Global Frameworks in Local Context: Challenges and Way Forward' organized by Centre for Research in Rural and Industrial Development (CRRID) and ICSSR.

- *2 December 2019 at Agra*, Delivered a keynote address as Chief Guest on 'Gandhi and Governance' in a National Seminar on 'Mahatma Gandhi: Lessons for Contemporary Society' organized by Indian Economics and Allied Sciences Association at Symbozia Girls College, Agra.
- *29 November 2019 at Constitution Club, New Delhi*, Moderated a panel discussion on 'Strengthening Fiscal Federalism' under India Economic Forum organized by Cii and Skoch Group. Mr N K Singh, Chairman, 15<sup>th</sup> Finance Commission was the key note speaker.
- *11 October 2019 at NITI Aayog, New Delhi*, Participated as expert in a meeting of the Select Group on Long Term Vision for Governance in India by 2035. Prof Ramesh Chand, Member, NITI Aayog chaired the meeting.
- *26 July 2019 at NAAC, Bengaluru*, Moderated open discussions in a plenary session on Perspectives on Humanities and Social Sciences as reflected in National Education Policy 2019 organized by *Rastriya Samaj Vigyan Parishad* and National Assessment and Accreditation Council (NAAC).
- *17 July 2019 at IICA, Gurugram (Gurgaon)*, Delivered a talk on Public Finance in Indian Federation at Indian Institute of Corporate Affairs (IICA) to a group of participants of Insolvency Programme.
- *10 July 2019 at NDTV, New Delhi Studio*, Participated as panellist on a Live Show at 1730 hrs to discuss Ms Nirmala Sitaraman, Union Finance Minister's response during Union Budget Debate in the Parliament.
- *5 July 2019 at IIPA on NDTV, New Delhi*, Participated as panellist on a Live Show at 1800 hrs to discuss the Union Budget presented in the Parliament on the 5<sup>th</sup> morning of July 2019.
- *25 June 2019 at ASCI, Hyderabad*, made a presentation on Design of State-municipal Fiscal Transfers before the entire Telangana State Finance Commission headed by Mr. Godisela Goud.
- *26 April 2019 at Yangon*, Interacted on Fiscal Federalism with University Students and Academics.
- *25 April 2019 at MISIS, Yangon*, Made a presentation on Fiscal Federalism and interacted with leaders of think tanks in Myanmar. Embassy of India organized the interaction.
- *24 April 2019 at Nay Pyi Taw, Myanmar*, Delivered a talk on Fiscal Federalism at National Defence College, Nay Pyi Taw, Myanmar to about 120 senior Armed Forces Officers including Judge Advocate General. Embassy of India organized the talk.

- 28 March 2019 at NDTV, New Delhi Studio Participated as panellist on a Live Show at 2030 hrs to discuss the feasibility of 'Minimum Income Guarantee Scheme' announced by President of Congress Political Party on the same day.
- 28 March 2019 (evening) at Gurugram, Delivered a talk on Intergovernmental Fiscal Relations and Practice of Fiscal Federalism in India at Management Development Institute (MDI) to a delegation of senior officers from Nepal.
- 25 February 2019 at New Delhi, Panelist to discuss the theme on "Has Marginalization become Aspirational?" (moderated by T K Arun, Editor-in-Chief, The economic Times) in the 56<sup>th</sup> Summit on 'The Inclusion Manifesto' at Constitutional Club.
- 9 February 2019 at New Delhi, Delivered a talk on 'Inter-state trade in India and GST' at the Institute of Constitutional and Parliamentary Studies in a programme on Constitutional Law.
- 9 January 2019 at New Delhi, Delivered a talk on Fiscal Federalism and Tax Reforms' at Directorate of Training (UTCS), Government of NCT of Delhi to a group of 17 DANICS officers in 56<sup>th</sup> Foundation Course.
- 5 November 2018 at Delhi University, Delivered a talk on 'Fiscal Federalism' to Post Graduate Students.
- 30 October 2018 at Bangalore, Initiated discussions as lead expert at the closed door consultation on municipal finance reforms in India organized by the Jannagraha Centre for Citizenship and Democracy at Hotel Fortune Select JP Cosmos.
- 15 September 2018 at New Delhi, Delivered a talk on 'Inter-state trade in India and GST' at the Institute of Constitutional and Parliamentary Studies in a programme on Constitutional Law.
- 25 August 2018 at Bhubneshwar, Made presentations on 'Finance Commissions' as lead speaker in Odisha Development Conclave organized by Government at Bhubneshwar, CYSD and PRIA.
- 23-24 April 2018 at Jabalpur and Mandla, Participated as an expert in the two-day conference concluded by the Prime Minister Narendra Modi and organized by the Government of India and the Government of Madhya Pradesh to celebrate the 25<sup>th</sup> anniversary of 73<sup>rd</sup> Amendment Constitutional Amendment Act. Co-chaired a concurrent session participated by about 200 *Sarpanches* (Heads) of Panchayats on the theme of Social Development and Sustainable Development Goals. Made a presentation in the plenary session chaired by Union Minister for Rural Development Shri Tomar.
- 28 March 2018 at NIUA, New Delhi. Participated as an expert in the Roundtable on the '15<sup>th</sup> Finance Commission and Municipalities'

organized by the Ministry of Housing and Urban Affairs and National Institute of Urban Affairs (NIUA).

- *26 March 2018 at FRI, Dehradun.* Delivered a talk on ‘Public Finance Management in Indian Federation’ to Indian Forest Service (IFS) probationers. Indira Gandhi National Forest Academy popularly known as Forest Research Institute (FRI) organized.
- *10 March 2018 at Constitution Club, New Delhi.* Participated as panellist in the discussion on ‘State of Inclusion’ with other panellists including Shekhar Shah, Rajat Kathuria, Rathin Roy and Yamini Aiyar. Sameer Kochar moderated the discussion. Caii and Skoch Foundation organized.
- *20 December 2017 at Constitution Club, New Delhi,* Presented closing remarks and summarized the presentations of Ashok Chawla, Ashok Gulati and Indira Rajaraman in the session on ‘Economy of India in 2030, under 50<sup>th</sup> Skoch Summit.
- *28 November 2017 at CRRID, Chandigarh,* Delivered inaugural address on ‘Public Finance Management in Indian Federation’ in a one-week Winter School on Public Finance and Public Policy for the students of The Russian Presidential Academy of National Economy and Public Administration, Moscow organized by Centre for Research in Rural and Industrial Development.
- *6-8 November 2017 at CRRID, Chandigarh,* Presided over the first session in a Conference on “Mountain Cities, Climate Change and Urban Sustainability” and presented, jointly with Bhavya Bogra, a paper on ‘Climate Change and Urban Development: Building Resilience in Indian Cities’ organized by Centre for Research in Rural and Industrial Development.
- *5 November 2017 at CRRID, Chandigarh,* Made presentation on ‘Financing for Green Growth and Urban Sustainability’ in a Workshop on “Towards Achieving Green Growth, Eco-Efficiency & SDGs for Urban Sustainability”.
- *23 September 2017 at Circuit House, Raipur,* Delivered the keynote address in a Workshop on Local Public Finance and Goods and Services Tax in Present Economic Perspective sponsored by the Chattisgarh State Finance Commission
- *3 August 2017 at Nirman Bhawan, New Delhi,* Participated as an expert in the ‘National Workshop of State Secretaries of Urban Development on 14<sup>th</sup> Finance Commission Performance Grants 2017-18 to 2019-20’ conducted by the Ministry of Urban Development, Government of India.
- *15-18 May 2017 at Munich (Germany),* Participated as an expert in the discussion on ‘fiscal federalism’ and presented the outcome in the Plenary of International Munich Federalism Days on Federalism and

Conflict Management organized by the Hanns Seidel Foundation and Eurac Research.

- *17 March 2017 at Constitution Club of India, New Delhi*, Participated as panellist in the discussion on 'Co-operative Federalism and Digital India' in the two-day Summit on Modinomics organized by Skoch Development Foundation and Caii.
- *23 February 2017 at Puducherry*, Delivered a key note address in the two day training programme on 'Conceptualizing Public Policy, Plan and Budgets' for the officers in the Government of Puducherry. IIPA Puducherry Regional Branch organized the programme which was funded by the Government of Puducherry.
- *9 February 2017 at NIRD&PR, Hyderabad*, Delivered a special lecture as guest of honour in the two day national seminar on 'Participatory Decentralized Planning at the Grassroots: Problems, Challenges and Opportunities' organized by the Centre for Decentralized Planning, National Institute of Rural Development and Panchayati Raj (NIRD&PR).
- *5-6 January 2017 at Nehru Memorial Museum & Library (NMML), New Delhi* Presided over the inaugural session in the National Conference on New Development Paradigm in Public Private Partnerships (PPPs) organized by ICSSR, NMML, India International Centre (IIC) and Centre for Public Affairs.
- *17 December 2016 at Kolkata* Delivered a talk on 'inter government fiscal relations in India' on in a workshop organized by Ernst & Young.
- *15-16 December 2016 at Constitution Club of India, New Delhi* participated as panelist in the discussions on a) Insurance and Sustainable Growth and b) Smart Technologies and Sustainable Growth in the 46<sup>th</sup> Skoch Summit on Smart Technologies and Sustainable Growth organized by CEO Association, Skoch Foundation and Yes Bank during 15-16 December 2016.
- *5-6 December 2016 at University of Delhi*, Co-chaired a session and remarked as discussant in the session on 'Environmental and Resource Federalism' in a two-day International Workshop on 'Continuity and Change in Indian Federalism' held at University of Delhi organized by the University of Delhi and the University of Edinburgh.
- *7 October 2016 at Jesus and Mary College, New Delhi*, Delivered a lecture as Chief Guest in EcoVantage 2016 on 'Rethinking Local Development'.
- *3 October 2016 at Indian Institute of Technology (IIT) Jodhpur*, Delivered a lecture on 'Financing Jodhpur City Development' to the local authorities including Mayor, Chairman, Jodhpur Development Authority, Directors IIT and AIIMS involved under Jodhpur Initiative Project.

- *1 October 2016 at Mahendragarh, Haryana.* Presented a paper on 'Intergovernmental Fiscal Relations in India: Lessons for 5<sup>th</sup> Haryana State Finance Commission' at the National Conference on 'Federalism and Decentralization' organized by the Central University, Haryana.
- *8-9 September 2016 at Novotal Hitec city, Hyderabad,* Delivered a talk on the relevance, of development authority in metropolitan cities and chaired two panel discussions on (a) transportation (b) Breaking free from Garbage in the Convention of Indian Cities organized by the Cii, Skoch Group and the Government of Telengana.
- *7 September 2016 at NIRD&PR, Hyderabad.* Delivered talks on Good Governance-International Perspectives and Devolutionary Process in an international programme on Good Governance. National Institute of Rural Development and Panchayati Raj (NIRD&PR) organized.
- *17-19 August 2016 at Jal Mahal Hotel, Jaipur,* Presented paper on Financing Smart Cities in India and presided over a session on Resource Mobilization and Capacity Building in the BRICS 2016 Conference on Smart Cities organized by ORF with the support of Ministry of External Affairs, Government of India and Sardar Patel University of Police.
- *8 April 2016, at India Habitat Centre, New Delhi,* Made a presentation on urban finances and led discussions with representatives of potential SMART cities during the conference organized by the Ministry of Urban Development and Skoch Foundation on Swachh Bharat Abhiyan.
- *29 February – 3 March 2016, at Munich, Germany,* Made key observations and comments in the third panel on 'economic preconditions for a stable federal state' in the 4-day international conference namely '1<sup>st</sup> International Munich Federalism Days' organised by the Hanns Seidel Foundation.
- *20 February 2016, at Academy of Administration, Bhopal,* Delivered a talk on Fiscal Decentralization to Local Governments in India. IIPA Madhya Pradesh Regional Branch organized the event.
- *8 February 2016 at India Habitat Centre, New Delhi,* Made a presentation on State- municipal Fiscal Relations: Institutional Arrangements at the two day ORF-PRIO Conference on Urbanizing India.
- *18-19 January 2016 at India Habitat Centre, Delhi.* Presented a theme paper on Fiscal Decentralization in India: Institutional Arrangements and a workshop summary in a National workshop on Fiscal Decentralization and Role of State Finance Commissions (SFCs). jointly organized by IIPA with Ministry of Panchayati Raj and NIRD&PR.

- *7 December 2015, at New Delhi*, Presented a paper on ‘State-local Fiscal Relations in India’ in an international conference on ‘Intergovernmental Relations in Federal Systems’ organized by University of Delhi and Forum of Federations.
- *22 September 2015, at New Delhi*, Delivered key note address on Finance, Pension and Social Security in a concurrent session on the same theme as a part of the 41<sup>st</sup> Skoch Summit on Transformative Governance inaugurated by the Union Minister of Urban Development and Parliamentary Affairs.
- *6 September 2015, at New Delhi*, Delivered key note address as the Guest of Honor on “How the new government is instituting policies for better start-up culture in India” at the inaugural ceremony of Conquest 2015 – An International Start-up Conclave of the Birla Institute of Technology & Science (BITS), Pilani held at ITC, Sheraton, Delhi.
- *3 June 2015, at IHC, New Delhi*, Panellist in the discussion on ‘What is the current scenario and status of capacity building measures and what has been the experience so far?’ as a part of the workshop on ‘Capacity Building and Experience Sharing for Enhancing Sustainability in Urban India’ organized by The Energy and Resources Institute (TERI) and the Asia Pacific Network for Global Change Research (APN) at India Habitat Centre, New Delhi.
- *18-19 May 2015, at Pune*. Delivered talk on ‘Financing Mechanism for implementing of Urban Resilience in India- with Special Reference to the State of Maharashtra’ in a Training Workshop for elected representatives and officers of municipal bodies on Urban Climate Change Resilience jointly organized by The Energy and Resources Institute (TERI), Asia Pacific Network for Global Change Research and Government of Maharashtra
- *24 April 2015, at Vigyan Bhawan, New Delhi*, Participated as resource person in the session on 14<sup>th</sup> Finance Commission of the Conference on National Panchayati Raj Day inaugurated by the Prime Minister of India at Vigyan Bhawan.
- *21 April 2015 at NIRD&PR, Hyderabad*, Delivered talk for a day on ‘Strengthening Local Government Systems in India: Practices of Devolution across States’ in 5-day National Workshop for elected representatives on ‘Horizontal Learning of Practices on Development Governance in India’ organized by the National Institute of Rural Development and Panchayati Raj (NIRD&PR).
- *7 April 2015, at Hotel Pacific, Dehra Dun*, Delivered talk on ‘Governance and Financing Mechanism for implementing of Urban Resilience in India- with Special Reference to the State of Uttarakhand’ in a Training Workshop for elected representatives and officers of municipal authorities on Urban Climate Change Resilience jointly organized by The Energy and Resources Institute (TERI), Asia Pacific

## Network for Global Change Research and Government of Uttarakhand

- *17 March 2015, at TPIPRD, Raipur*, Delivered key note address on 'Leadership, Devolution and Good Governance in Local Governments' in a workshop for newly elected presidents of district panchayats of the State of Chattisgarh. Thakur Pyarelal Institute of Panchayat and Rural Development (TPIPRD), Raipur organized the workshop and Chief Minister of Chattisgarh inaugurated.
- *5 March 2015, at India Habitat Centre, New Delhi*, Made presentation on 'How to make Fiscal Decentralization more effective in India after the 14<sup>th</sup> Finance Commission' in a one-day seminar on Fiscal Federalism and its impact on economic growth on Indian States: Role of Grants and Royalties' organized by TERI and funded by UKaid.
- *24 February 2015 at NIRD&PR, Hyderabad*, Delivered talk for a day on 'Strengthening Local Government Systems in India: Practices of Devolution across States' in 5-day National Workshop for elected representatives on 'Horizontal Learning of Practices on Development Governance in India' organized by the National Institute of Rural Development and Panchayati Raj (NIRD&PR).
- *5 February 2015, at Statesman House, New Delhi*. Participated as discussant in the authors' workshop on 'Measuring Governance in Indian States' organized by the Oval Observer Foundation.
- *4-5 February 2015, at India International Centre, New Delhi*, Made a presentation on 'Fiscal Decentralization in India: Role of State Finance Commissions' in the technical session on 'Constitutional and Political Dynamics of Federalism' of the two-day International Seminar on 'Federalism and Governance' organized by the Shaheed Bhagat Singh College, University of Delhi, ICSSR funded the event.
- *27 January 2015, at Hotel Lalit, New Delhi*, Made a presentation in the first technical session on the theme of 'Strategic framework for assessment of cities and planning for migration to Smart Cities' in a two-day conference on 'Smart Republic 2015' organized by the Society for Promotion of e-Governance, IIPA, the National Institute of Smart Governance and Mobilepedia.
- *20 November 2014, at India Habitat Centre, New Delhi*, Made presentation in the Power Panel – Swachh Bharat [Clean India]- Who pays? in the conference on India Empowered as part of two-day 38<sup>th</sup> Skoch Summit organized by the Skoch.
- *22-29 September 2014, at Hotel Pearl Continental, Karachi, Pakistan*, Made key note presentations on 'International Practices of Intergovernmental Fiscal Transfers in Federations' to several groups comprising policy makers, civil servants, media and civil society organizations of Pakistan in workshops organized by the Forum of

Federations, an international network of federalism and devolved governance.

- *19 January 2014, at Hotel Samudra, Trivandrum, Kerala*, Presented Keynote address on Experiences of Indian States: Lessons for Kerala in a three day International Conference (19-21 January 2014) on Deepening Democracy organized by the Government of Kerala at Trivandrum, Kerala.
- *15 November 2013, at University of Delhi, Delhi*, Made a presentation on “Service Delivery in Rural India: Comparing Devolution across States” in a session on ‘Joint Policy Process and Service Delivery in Multilevel Systems’ of an International Conference on ‘Rethinking Politics, Policy and Governance in Federal Systems: India and the World’ organized by the University of Delhi at Ramjas College in collaboration with International Political Science Association (IPSA) and the Forum of Federations.
- *25 October 2013, at IIPA*, Made a presentation, as a panelist, in the technical session on ‘Decentralized Governance in India: Is it proving to be an answer to bad governance’ in the two-day national seminar on ‘Crisis of Ethics, Accountability and Governance in India: Genesis, Growth and Solution’ at IIPA organized by the India Public Foundation, New Delhi.
- *3 September 2013, at ISS, New Delhi*, Delivered a special lecture as the 35th lecture of the series conducted by the Centre of Multilevel Federalism of the Institute of Social Sciences, (ISS) New Delhi on “Panchayats in India: Comparing Devolution across States”.
- *29 January 2013, at NIRD, Hyderabad*, participated as resource person in a workshop of State Secretaries on *Rajiv Gandhi Panchayat Shashaktikaran Abhiyan* (RGPSA). The Ministry of Panchayati Raj and National Institute of Rural Development (NIRD) organized the workshop at NIRD. The workshop was chaired by the Secretary to the Government of India, Ministry of Panchayati Raj.
- *August 2012, at TPIPRD, Raipur*, Presented the theme in the three state level consultation organized by the 4<sup>th</sup> State Finance Commission of Chattisgarh at Thakur Pyarelal Institute of Panchayat & Rural Development (TPIPRD).
- *20 December 2012, at Lok Sabha, New Delhi*, delivered a talk on Fiscal Federalism at the Bureau of Parliamentary Studies and Training, Lok Sabha Secretariat to a delegation from the House of Federation, Ethiopia headed by the Speaker of Amhara Regional State, Ethiopia.
- *4 September 2012, at IIPA*, on “Fiscal Decentralization” to the group of government officers from Asia-Pacific countries attending a workshop on “Need Assessment, Monitoring, Evaluation and Information Generation Techniques for Decentralized Governance”

under the Technical Cooperation Scheme of Colombo Plan of the Ministry of External Affairs, Government of India.

- *21 July 2012, at IRMA, Gujarat*, Presented the theme on “Intergovernmental Fiscal Transfers in India: An Overview” in the Seminar on “Issues before the Third State Finance Commission of Gujarat”, organized by the Third State Finance Commission of Gujarat and Institute of Rural Management, Anand (IRMA).
- *7 June 2012, at HIPA, Gurgaon*, Made the theme presentation on Augmentation of Own Resource by Urban Local Bodies through Tax and Non-tax Measures’ in the state level consultation on ‘Empowerment of Urban Local Bodies’ organized by the 4<sup>th</sup> State Finance Commission of Haryana, at Haryana Institute of Public Administration (HIPA).
- *2- 4 November 2011, at Kathmandu, Nepal*, Made a presentation on ‘International Practices of Intergovernmental Fiscal Transfers in Federations’ and moderated the session on “Political Dimension of Inter-governmental Relations: International Perspective.” in South Asian Forum on Federalism, the Forum of Federations, an International Network on Federalism based in Ottawa and Federal Republic of Germany, Foreign Office.
- *October 2011, at SIRD, Nilokheri, Haryana*, Presented the theme paper highlighting the conceptual frame work and role of panchayats in the Conference on Panchayats and Rural Development organized by the Haryana Regional Branch of IIPA. Governor, Haryana State, was the chief guest.
- *29 September 2011, at IIPA*, Presented the theme paper on “Role of Panchayat Bodies in Rural Development since 1959” at the 55<sup>th</sup> Members’ Annual Conference of IIPA.
- *6 September 2011, at Brasilia, Brazil*, Made a presentation on the merger and creation of municipalities in a democratic set up in the Federal Colloquium on National Minimum Criteria for the Creation, Merger and Dissolution of Municipalities, organized by The Government of Brazil.
- *27 June 2011, at Vigyan Bhawan, New Delhi*, Made two theme presentations in the National Consultation of all States on State Finance Commissions (SFCs). The Ministry of Panchayati Raj organised the event in collaboration with the Ministry of Urban Development.
- *20-21 June 2011, at The European Commission, Brussels, Belgium*, Made a presentation on 'Governance, Planning and Finance of Metropolitan Regions in India' in a two-day workshop on 'Governance on Metropolitan Regions in Federal Systems: Contributing to the Quality of Urban Life' organized by the Committee of Regions and The Forum of Federations.

- *31 May 2011, at Kolkata*, Delivered a talk in the session on “Changing Dimensions of Public Finance and Accounting” in a national seminar organized jointly by Netaji Subhash Open University and Bengal National Chambers and Commerce and Industry.
- *9 April 2011, at the India International Centre, New Delhi*, Chaired a session on “Economic Diplomacy” in an International Conference on “Public Diplomacy in Theory and Practice”, organized jointly by Deakin University, Australia and Delhi University.
- *29-31 March 2011, University of the Philippines, Manila*, Participated as discussant and presided over a session in a three-day international workshop on Citizens’ Democracy Assessment Methodology organized by International IDEA and National College of Public Administration and Governance, University of the Philippines.
- *30 December 2010, at Puducherry*, Made a presentation on Devolution to Panchayats in a public function at Puducherry organized by Government of Puducherry and IIPA Regional Branch.
- *13-16 December 2010, at the United Nations Conference Centre, Addis Ababa, Ethiopia*, Presided over the discussions of the two working groups related to Fiscal Federalism and moderated the plenary session on Fiscal Federalism in the 5<sup>th</sup> International Conference of Federalism that the Government of Ethiopia organized in co-operation with the Forum of Federations, Canada.
- *2 December 2010, at Hotel Le Meridian, New Delhi*, Made a presentation in an international Workshop on Cultural Diplomacy on Australia-India Relations, organised by the Deakin University.
- *13 November 2010, at New Delhi*, Participated in a panel discussion on urban issues under the programme “India Advantage”. The programme was beamed live by Doordarshan (oldest TV Channel in India) and later on various channels of Doordarshan next day.
- *2-3 November 2010, at Andhra Pradesh Academy of Rural Development, Hyderabad*, Participated as a resource person of the Ministry of Panchayati Raj, in a Workshop for Panchayati Raj Department of the States/UTs regarding Model Indicators for Incentivising Panchayats.
- *21-23 October 2010, at YASHADA, Pune*, Participated as resource person in the National Workshop of Urban Trainers organized by the State Institute of Urban Development, YASHADA, Pune.
- *12-17 July 2010, at TPSC, Dar-es-Salaam, Tanzania*, Made several presentations to authorities in different ministries as part of Tanzania Mission at the request of Tanzania Public Service College, Dar-es-Salaam.

- *27 June - 3 July 2010, Juba, South Sudan*, Delivered several talks (including one in the South Sudan Assembly) as lead fiscal expert primarily in the 'Foundation Course on Fiscal Federalism and Local Governance in Sudan' for the authorities of South Sudan under the project Federal Governance and Peace in Sudan Phase 2 (Ref: 307-217). The Fiscal and Financial Allocation and Monitoring Commission of South Sudan supported the event. The Forum of Federations organized. The Government of Canada funded.
- *14-15 May 2010, at Hotel Mascot, Thiruvananthapuram, Kerala*, Participated as Guest of Honor in a two-day Consultation on Terms of Reference of the Fourth State Finance Commission of Kerala and made presentation on 'Intergovernmental Fiscal Transfers – Union and State Finance Commissions Relationship' and presided over a session on 'State Finance Commissions in India – Experiences and Lessons from States'. Fourth State Finance Commission of Kerala organized the event.
- *24 February – 4 March 2010, Juba, South Sudan*, Delivered several talks as lead fiscal expert primarily in a course on 'Foundations for Fiscal Federalism for Experts, for the authorities of South Sudan under the project Federal Governance and Peace in Sudan Phase 2 (Ref: 307-217). The Fiscal and Financial Allocation and Monitoring Commission of South Sudan supported the event. The Forum of Federations organized. The Government of Canada funded.
- *28-29 January 2010, Narai Hotel, Bangkok, Thailand*, Made a presentation on 'Strengthening Democratic Accountability through access to Information' in a two day 'Regional Expert Consultation on Democracy and Development', organized by the International Institute for Democracy and Electoral Assistance (International IDEA) and Action for Economic Reforms (AER).
- *7-14 November 2009, at Abuja, Nigeria*. Delivered several talks as lead fiscal expert in an 'In-depth Course on Fiscal Federalism in Nigeria' for the senior civil servants of Nigeria. The Forum of Federations organized and DFID funded.
- *21 September – 2 October 2009, at Juba and Khartoum, South Sudan and North Sudan*, Delivered several talks as lead fiscal expert in the course on "Foundations of Fiscal Federalism for Experts" for the authorities of South Sudan and Sudan under the project Federal Governance and Peace in Sudan Phase 2 (Ref: 307-217). The Fiscal and Financial Allocation and Monitoring Commission of Sudan and South Sudan supported the event. The Forum of Federations organized. State Finance Ministers, Parliamentarians and senior officers, among others, participated. Department of International Development, Government of Canada funded the programme.
- *12-16 September 2009, at Kathmandu, Nepal*, Delivered talks in a workshop on 'Fiscal Federalism' under the project Federalism in Nepal Program (Ref: 145 – 417) for the Constituent Assembly

Members of Nepal. The Government of Nepal and the Forum of Federations organized it and the Swiss Agency for Development and Cooperation funded the programme.

- *13-14 August 2009, at Catholic University of Brasilia, Brazil*, Presented a paper on “Tax System and Reform in India: An Analysis from the perspective of Economic Development and International Trade” at Catholic University of Brasilia in a two-day International Seminar on “Tax System, Development and International Trade in BRIC (Brazil, Russia, India and China)”. Brazilian Agency for Industrial Development (ABDI) sponsored it
- *3-4 July 2009, at Giri Institute of Development Studies, Lucknow*, Presented a paper on local governments in the two-day national seminar on ‘13<sup>th</sup> Finance Commission and the Backward States with Particular Reference to Uttar Pradesh’.
- *15-26 June 2009, at Khartoum and Juba, Sudan and South Sudan*. Delivered several talks as lead fiscal expert in the course on “Fiscal Federalism: A Technical and In-depth Overview in Sudan (North and South Sudan) for the authorities of Sudan and South Sudan under the project Federal Governance and Peace in Sudan Phase 2 (Ref: 307-217). The Fiscal and Financial Allocation and Monitoring Commission of Sudan and South Sudan supported the event. The Forum of Federations organized State Finance Ministers, Parliamentarians and senior officers, among others, participated. Department of International Development, Government of Canada funded the programme.
- *31 March – 2 April 2009, at Pattaya, Thailand*, Presented a paper in the session on Intergovernmental Fiscal Transfers in Developing Countries of the three day Workshop on Local Public Finance and Governance. The World Bank Institute, Washington DC organized the workshop in collaboration with the King Prajadhipok’s Institute, Thailand, Korea Development Institute (KDI) and the Government of Japan.
- *16-17 March 2009, at Rajiv Gandhi National Institute of Youth Development, Sriperumbudur, Tamil Nadu*, Participated as Chief Guest and delivered the Key-note Address in the National Seminar on Local Governance as an Emerging Discipline of Higher Education and chaired the first technical session in the seminar.
- *18 March 2009, at the Foreign Service Institute (FSI), New Delhi*, Delivered a talk on ‘Intergovernmental Fiscal Relations in South Asia’ to the group of foreign diplomats. FSI organized the event.
- *23 January 2009, at Vigyan Bhawan, New Delhi*, Presented the theme in the conference on “State Finance Commission: Issues and Options” and also summed up the discussions in the final session. Chairmen of State Finance Commissions, Secretaries to the Government of India, Secretaries of State Governments in-charge of Finance and Panchayati

Raj participated in the conference. Ministry of Panchayati Raj, Government of India organised the conference in collaboration with the Ministry of Urban Development and Ministry of Housing and Poverty Alleviation.

- *9 January 2009, at Vigyan Bhawan, New Delhi*, Presented the theme on Intergovernmental Fiscal Relations in the Country Roundtable of the Global Dialogue Programme on Intergovernmental relations in Federal countries organised by the Forum of Federations, Canada and Inter-State Council Secretariat, Ministry of Home Affairs, Government of India.
- *22-23 December 2008, at IRMA, Anand*, Presented the theme paper in the first session of the two-day conference on “Issues before the 13<sup>th</sup> Finance Commission: Empowering Panchayati Raj Institutions”. The 13<sup>th</sup> Finance Commission sponsored the programme.
- *3 December 2008, The Foreign Service Institute (FSI), New Delhi*, Delivered a talk on ‘Intergovernmental Fiscal Relations in South Asia’ in the group of 24 foreign diplomats. FSI organized the event.
- *28-29 November 2008, at Tirupati*, Presented a paper on ‘Devolution of Resources to Municipalities: Role of the XIII Finance Commission in Urban Poverty Alleviation’ in the two-day Regional Workshop organized by the RCUES, Osmania University. The Ministry of Housing and Urban Poverty Alleviation sponsored the programme.
- *2 July 2008, at The National Institute of Disaster Management (NIDM), New Delhi*, Made a presentation on “Financing of Disaster Management in India” at the national seminar for the Thirteenth Finance Commission. NIDM organized the event.
- *20 June 2008, at The Secretariat of the Jharkhand Government, Ranchi*, At the invitation of the Finance Department, Government of Jharkhand, made a presentation on the issues related to the Thirteenth Finance Commission before the group of Principal Secretaries/Secretaries of the Government of Jharkhand. The Chief Secretary, Government of Jharkhand presided over the discussion and deliberations.
- *17 May 2008, at The India Habitat Centre, New Delhi*, Presented a paper on ‘Panchayati Raj Institutions and Fiscal Transfers’ in the ‘International Seminar on Challenges before the Thirteenth Finance Commission’. Foundation for Public Economics and Policy Research organized the seminar.
- *24-25 January 2008, at University of Madras, Chennai*, Chaired a plenary session in a two day Silver Jubilee UGC International Seminar on Public Affairs and Governance: Challenges and Strategies organized by Anna Centre for Public Affairs, University of Madras. Also made a presentation on Fiscal Issues in Federal Governance.

- *5-8 November 2007, at Vigyan Bhawan, New Delhi*, Participated as a delegate in a three-day International Conference on “Federalism” organised jointly by the Inter State Council, Ministry of Home Affairs, Government of India and the Forum of Federations, Canada. Acted as an Analytical Writer for two sessions related to a sub-theme on “Fiscal Federalism”. The Prime Minister of India inaugurated the Conference and President of India addressed in the valedictory session. Government authorities, academics and experts from a number of federations participated.
- *3 August 2007, at Institute of Town Planning India (Gujarat Chapter), Ahmedabad*, Addressed the General Body of Gujarat Institute for Civil Engineers and Architects on ‘Municipal Governance’.
- *2 August 2007, at International Centre for Information System and Audit (ICISA), Noida*, Made a presentation on ‘Devolution Index for Panchayati Raj Institutions’ in a workshop for senior officers from Indian Audit and Accounts Service dealing with local bodies.
- *30-31 July 2007, at Goa*, Presented a paper on ‘How does the economy move ahead towards a harmonized Goods and Services Tax System without impacting on state autonomy and sensitivity to diversity?’ in a ‘Regional Roundtable on Federalism’ organised by the Inter State Council Secretariat, Ministry of Home Affairs, Government of India.
- *26-27 July 2007, at Le Meridian, Kochi*, Made a presentation in the session on ‘Functioning of Local Governments and their Relationship with Upper Levels of Government’ in the ‘Regional Roundtable on Federalism’ organized by the Inter State Council Secretariat, Ministry of Home Affairs, Government of India.
- *23 July 2007, at India Habitat Centre, New Delhi*, Presented a discussion paper on ‘Goods and Service Tax (GST) in Indian Federation’ in a workshop on “Fiscal Federalism” organized, by the Department of Economic Affairs, Ministry of Finance, Government of India and National Institute of Financial Management (NIFM), to discuss the terms of reference for the 13<sup>th</sup> Finance Commission.
- *6-7 July 2007, at National Institute of Public Finance and Policy (NIPFP), New Delhi*, Participated as a discussant in a two-day national seminar on “Panchayat Level Resource Mobilization and Efficient Fiscal Transfer” sponsored by the Union Ministry of Panchayati Raj.
- *1-3 July 2007, at Hotel Pearl Continental, Lahore*, Participated as a member of the delegation led by Mani Shankar Aiyar, Union Minister for Panchayati Raj, in the three-day “India-Pakistan Symposium on Local Governance.” Acted as panelist in the focus group on “Fiscal Decentralization, Fiscal Capacity and Financial Management at Local Level” in the opening day.
- *26-27 June 2007, at the National Academy of Audit & Accounts, Shimla*, Made a presentation on ‘Accountability Issues in Panchayats- State

Finance Commissions (SFCs) Recommendations’ in the session chaired by the Union Minister for Panchayati Raj and co-chaired by the Comptroller and Auditor General of India, in a two-day seminar on “Accountability of Local Bodies and the Role of the Comptroller & Auditor General of India”.

- *28-29 April, 2007, at Hotel Marriott, Islamabad, Pakistan.* Participated as a World Bank nominee in an International Conference on ‘Governing for Millennium Development Goals (MDGs) with Focus on Incentives, Ownership and Institutions’. National Reconstruction Bureau, Prime Minister Office, Government of Pakistan and the World Bank Institute, Washington jointly organised the conference. Prime Minister of Pakistan, Mr. Shaukat Aziz inaugurated the conference. Many Cabinet ministers, Chief Ministers of Pakistan Provinces and international dignitaries attended the programme.
- *29 April 2007, PTV, the official Pakistani TV Channel,* Participated in the three-member panel discussion for thirty minutes on Governing MDGs . The programme was aired in the evening of Sunday, the 29<sup>th</sup> April 2007.
- *29 April 2007 Aaj TV channel, Pakistan,* participated in the four-member panel discussion in Urdu language for forty-five minutes on Millennium Development Goals in Pakistan.
- *23 March 2007, at Centre for Federal Studies. New Delhi,* Presented a paper on ‘Role of State Finance Commissions in Devolution of Funds to Local Governments’ in a two day national seminar on ‘Emerging Dimensions of Indian Federalism’, organized by the Centre for Federal Studies, Hamdard University.
- *21-23 February 2007, at Vigyan Bhawan, New Delhi,* Participated in the two and a half day pre-conference event of the 4th International Conference on Federalism. As a member of the sub-group on ‘Local Government and Federal Systems’, took part in the deliberations and peer reviewed papers. Inter-State Council Secretariat, Ministry of Home Affairs, Government of India and Forum of Federation, Canada organized the event.
- *17-19 January 2007, at IIM, Ahmedabad,* Attended as an observer from the Union Ministry of Personnel and Training, the four-week mid term programme on ‘Governance Challenges for India – A Mid-Career Programme for IAS Officers (1979-Batch), Phase V’. The programme was conducted by the John F Kennedy School of Government, Harvard University and Indian Institute of Management (IIM), Ahmedabad.
- *10 November 2006, at Nirman Bhawan, New Delhi,* Made a presentation on the Overview of Urban Local Bodies in the context of National Health Accounts in the Expert Group Meeting on Health Financing by Local Bodies, organized by the Union Ministry of Health and Family Welfare.

- *6-7 November 2006, at Delhi University*, Presented a paper on “Urban Public Finance” in a two-day national seminar on ‘Urban Governance: Major Issues and Challenges’ organized by Delhi University. Shri T.N. Chaturvedi, Chairman, IIPA & Governor of Karnataka inaugurated the Seminar.
- *27-28 October 2006, at Amity University, NOIDA*, Presented a theme paper in a two-day workshop on “Devolution of Funds to Urban Local Bodies” organized by Amity School of Urban Management, NOIDA.
- *18 August 2006, at AIILSG, Mumbai*, Delivered a talk on ‘Public-Private Partnerships and Infrastructure Development in Urban Centres’ in the programme on ‘Encouraging Public-Private Partnership in Urban Service Delivery’. All India Institute of Local Self-Government (AIILSG) organized the event.
- *3-5 May 2006, at the Taj Mahal Hotel, New Delhi*, Participated and made a presentation in the workshop on “Evaluating Impact: Turning Promises to Evidence”. World Bank Human Development Network, World Bank South Asia Region and the World Bank Institute organized the workshop.
- *9-10 March 2006, at University of Allahabad*, Presented a paper on ‘74th Amendment and its Aftermath’ in the National Seminar on ‘Urban Local Self-government in India in an Era of Globalization’ organized by the University of Allahabad.
- *22-24 June 2005, at Hyderabad*, Participated in the three-day International Conference on Fiscal Responsibility and Inter-governmental Finance organized by the World Bank Institute and the Administrative Staff College, Hyderabad.
- *13 May 2005, at CII, New Delhi*, Panelist in the Symposium on “How to Deal with VAT” organized by Confederation of Indian Industry (CII).
- *6-7 May 2005, at the Giri Institute, Lucknow*, Paper on ‘Twelfth Finance Commission and Local Bodies’ was presented in the National Seminar on ‘Recommendations of the Twelfth Finance Commission and their Implications for State Finance’, organized by the Government of Uttar Pradesh and Giri Institute of Development Studies.
- *26-27 April 2005, at NIDM, New Delhi*, Made a presentation on ‘Role of Twelfth Finance Commission in Calamity Relief’ in a two-day National Workshop on ‘Risk Financing in Disaster Management’ organized by National Institute of Disaster Management (NIDM), Delhi.
- *17 March 2005, at Hotel Clarks Amer, Jaipur*, Delivered a talk on Good Governance in Federal Set up to senior officers in the Government of Rajasthan in a two-day workshop on Good Governance in a

Liberalized Era, jointly organized by the PHD Chamber of Commerce and Industry and Commissionerate of Industries, Government of Rajasthan.

## **9. Research Supervision**

Supervised as faculty guide the following M.Phil dissertations under the 10<sup>th</sup> Month Advanced Professional Programme in Public Administration organized by IIPA in collaboration with Panjab University

- Brig Sachin Dubey, IA, 2024-25 “Economic Impact of Jal Marg Vikas Project (JMVP) in Varanasi.
- Air Cmde Devashish Kukreti, IAF 2023-24 “Sustainable Management of Solid Waste: A case study of Indore.
- Renu Yadav, IRPS, 2023-24, “Gati Shakti: Indian Railways’ Initiatives”
- Amarjeet Garg, IAS, 2022-23: “An Assessment of Utilization of APARs as a Tool for HR Management of IAS Officers”
- Shiva Shankar Prasad, IOFS, 2022-23 An evaluation of “Survey of Villages and Mapping with Improvised Technology in Village Areas (SVAMITVA) Scheme in the State of Haryana.
- Brig Chander Sheikhar, IA 2021-22: System Approach in Indigenization of Assemblies and Spare-parts of Ex-import Weapons & Equipment.
- Renuka Mishra, IES, 2021-22: Significance of Fiscal Deficit and Public Debt in Indian Economy-twin perspectives of Sovereign Credit Rating Agency and Government of India
- Brig Inder Singh Rathore, IA, 2020-21: Defence Expenditure of India: Efficacy and Effect on Economic Growth
- Rajasree Ray, IES 2020-21: Climate Adaptation Finance - Experiences and Lessons from Multilateral Framework
- Kusum Ranjan, 2019-20: Impact of Micro Finance: An Evaluation of Mudra Scheme of Government of India in Patna
- Gautam Chadha, (Brigadier), 2019-20: Fiscal Decentralisation to Rural Local Governments in Himachal Pradesh: A Case Study
- Brig Jitendra Singh Bisht, IA 2018-19: Procurement of Fresh Supplies in the Army
- Krishan Kumar Agrawal, 2018-19: Promoting Indian Manufacturing in Telecom Sector: Issues and Opportunities
- Brig Piyush Gupta, IA, 2017-18: Defense Budget: Its Efficacy and Adequacy
- Upinder Singh, IRTS, 2017-18: Private Freight Terminal Scheme of Indian Railways: A Critical Appraisal.
- Sudhir Kumar Jaiswal, ICAS, 2016-17: Problems Faced by Medium and Small Scale Industries in Getting Redressal from Unfair Trade Practices under WTO special Antidumping.
- Anita Sinha, IRS, 2016-17: Widening of Income Tax Base in India: An Exploratory Study.
- Mahesh Kumar Rustogi, IRS, 2015-16: Goods and Service Tax: Synergy in IT and Human Resources of State and Centre.
- Capt. S.K. Sahoo, IAF, 2015-16: Effectiveness of Micro Finance in Poverty Alleviation: A Case Study of KBK.

- Dhruv Singh, IRAS, 2014-15: An Assessment of Commercial Development of Railway Land by Rail Land Development Authority.
- Tajinder Pal Singh, IRS, 2014-15: Assessment of Income Tax Base in India – Issues and Options of Widening the Taxbase.
- Surabhi Varma Garg, IRS, 2013-14: Effectiveness of Safe Harbour to Resolve Issues Related to Transfer Pricing Mechanisms.
- Rajiv Sharma, 2012-13: Defence Expenditure of India – An Analysis of Trends.
- Sanjay Kumar, IRS, 2011-12: Black Money Stashed outside India: Review of the Measures Taken by the Income Tax Department to Curb the Practice.
- Manjusha Jain, 2010-11: The Capital Budget of Indian Railways: An Analysis of Economic Viability vs. Social Responsibility.
- Anju Nigam, 2010-11: An Analysis of Fiscal Deficit in Government of India – Trends and Issues (1990-91 to 2009-10) [*Received the best dissertation award*].
- J. Vishwanathan, 2009-10: Social Security Benefits to Railway Employees – A Critical Review of Relevance of the Provident Fund Scheme.
- P. K. Singh IAS, 2009-10: Efficacy of the Integrated Financial Advisor System: An Analytical Study in the Central Government
- Amaresh Singh, IRS, 2008-09: Fiscal Federal Practices in India: Its Impact of Regional Equity.
- P.K. Singh, IRS, 2008-09: Goods and Service Tax (GST) in India - Future Scenario.
- Y.C. Shiva Kumar, 2008-09: KCTS Tax Administration in Union and State Governments: A Comparative Analysis with Special Reference to Karnataka [*Received the best dissertation award*]
- Brig. Sarbjit Singh, 2007-08: Budgetary Structure and Expenditure Management System in the Armed Forces.
- Arun K. Mehta, IAS, 2006-07: Financing Service Delivery in Municipalities.
- Sonali Singh, ICAS, 2006-07: The Role of Internal Audit in Central Government Ministries: Future Trends.
- Shubha Kumar, IA&AS, 2006-07: Non-Tax Receipts from Petroleum Sector: Analysis of Recent Trends.
- Mala Dutt, IES, 2006-07: Current Challenges in Developing Urban Infrastructure in the National Capital Territory of Delhi [*Received the best dissertation award*].
- Ameeta Saini, IRS, 2005-06: Fringe Benefits Tax – An Appraisal.
- Somya T. Dave, IC&CES, 2004-05: Emerging Issues in Indirect Taxation in India: Analyzing the Growth of Service Tax and Electronic Data Interchange.
- Aruna Sethi, ICAS, 2004-05: Private Sector Participation in Defence Production
- Narottam Mishra, IRS 2001-02: Relevance and Impact of Assessment under the Income Tax Act on Direct Tax Collections in India.

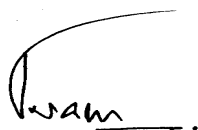
## **10. Administration and Examination**

- Member, the 5th Delhi Finance Commission, set up under article 243Y of the Constitution.
- Member of IIPA Executive Council as faculty representative, 2006-08, 2012-to 2014
- Chairman, IIPA Employees Thrift Society during 2022-25.
- Member, Shield Panel for ICAI Awards for Best Presented Financial Statements for Local Governments-both Panchayats and Municipalities.
- Reviewer to evaluate manuscripts submitted to International Journals including Oxford, Sage, Springer etc and International Publishers having headquarters abroad.
- Member, Advisory Group to form Centre for Excellence in Panchayati Raj, in National Institute of Rural Development and Panchayati Raj Hyderabad.
- Member Advisory Committee nominated by the University Grants Commission (UGC) of 'Colleges with Potential for Excellence (CPE)'.
- Member of the Jury for Skoch Awards given for various good practices in governance and public services instituted by Cii and Skoch Foundation.
- Joint Editor (former) of Nagarlok- a quarterly journal of urban affairs being brought out by the Institute since 1969.
- Director (Public Interest), Jaipur Stock Exchange, Jaipur, 2012-2014
- Member, IIPA and Member of its Executive Council, 2006-08, 2012-to 2014
- Member, Executive Committee, Authors Guild of India, 2004-to date
- Chairman (renamed as Coordinator for academic, financial and administrative activities) from 2005 to 2007 and 2012 to 2015, Centre for Urban Studies, IIPA which has the strength of 25 sanctioned posts including 10 faculty positions for which grant-in-aid is received from the Union Ministry of Housing and Urban Affairs since 1966.
- Chairman, Centre for Economic Analysis and Financial Management, (renamed as Centre for Economic Growth and Management Studies) 2007- 09 and since 2017 to date
- Post Graduate Diploma in Personnel Management from Sri Ram Centre of Industrial Relations and Personnel Management, Delhi in 1989.
- In charge of IIPA Goa (in the past), Karnataka and Uttarakhand regional branches headed by the chief secretary of the respective state in the past and Uttarakhand at present.
- As Project Director, undertake independent research and consultancy assignments for various Constitutional Bodies, Ministries of the Government of India, State Governments, Local Governments and multilateral agencies
- As Programme Director, conduct independently and jointly, various capacity building programmes on public governance and fiscal management (both short term and long term) for Indian senior and middle level civil servants, legislators etc.
- As an international expert, organize various capacity building short term programmes on public governance and fiscal federalism for

parliamentarians, senior and middle level civil servants of various countries in Asia, Africa and Latin America with multilateral and other agencies.

- Content manager of the official website of the Twelfth Finance Commission, India Feb 2003 – Dec 2004. Evaluate good governance practices across States in India
- As an expert, examine courses and individual performances in several Universities in India
- Examiner of Economics since 2013 to date in the competitive examinations of India

Signature:

A handwritten signature in black ink, appearing to read 'VN Alok', with a long horizontal stroke extending to the right.

Date of signing: 14/ 2 / 26