

# PROFESSIONAL PROFILE OF PROF. MUKESH P. MATHUR

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## **SUMMARY OF EXPERIENCE:**

**Dr. Mukesh P Mathur** is a Professor at the National Institute of Urban Affairs (NIUA), New Delhi, India, and has over 30 years of professional experience in the field of urban planning urban finance and urban management. He has a PhD degree in Economics and did PG Diploma in Housing, Planning and Building from the Institute for Housing Studies (IHS), Rotterdam, Netherlands Dr Mathur is the Shastri Fellow and coordinated and conducted series of research studies and capacity development programmes focusing urban issues. He is the Member of various committees/ study groups/ commissions including Central Team on Decentralized Governance in North- Eastern Region, constituted by the Govt of India, Haryana State Finance Commission, 4<sup>th</sup> Delhi Finance Commission, Municipal Valuation committee set up by the of Govt of NCT Delhi and NDMC, and Central Team on Decentralized Governance in the North-East States. He has also been appointed as a Hony. Visiting Professor at the Centre for Research in Rural & Industrial Development (CRRID), Chandigarh since July 2010.

Dr Mathur had been designated as a Professor-in Charge (Director) of NIUA from March 2007 to February 2008

Dr Mathur was associated with the series of national and international professional activities including as a Training and Research Coordinator with the Indian Human Settlements Programme (IHSP), a Joint venture of Government of India and the Netherlands (1985-88); an India Coordinator on UNEP supported Global Project on Cities, Urban Systems and Waste Management based at Montreal, Canada (1993-94), coordinator of State Finance Commissions (SFCs) Cell, established at the NIUA by the Government of India for providing technical assistance and guidance to the State Finance Commissions. Presently, he is coordinating the activities of Jawaharlal Nehru National Urban Renewal Mission (JNNURM), Cluster City Economic Development in South Asia (CCED- India Chapter) project and Indo-USAID Financial Institutions Reform and Expansion Program (FIRE-D) project at the institute.

He has a large number of publications in books, national dailies and journals of international and national repute on urban governance, urban finance and other development issues. He has also been guiding PG and doctorate dissertation and acting as an Examiner in the leading academic institutes/ university and giving lectures and presentations in the training programmes targeted to the middle and senior level executives of varying nature urban institutions. The noteworthy training institutions with whom he have been associated as a visiting faculty are: LBSNAA, Mussoorie, Indian Institute of Public Administration (IIPA), New Delhi; HSMI (HUDCO), New Delhi; Haryana Institute of Public Administration (HIPA), Gurgaon; Institute of Town Planners of India (ITPI), New Delhi; HCM Institute of Public Administration (RIPA), Jaipur; Madhya Pradesh Academy of Public Administration (MPAP), Bhopal; TERI, New Delhi; Institute of Housing Studies, New Delhi, IIT, Kanpur and IIT Roorkee etc. Guiding PG and doctorate dissertation and acting as an Examiner/Adviser in the leading academic institutes/ university including IGNOU, New Delhi, SPA, Delhi; IIT Roorkee, SVNIT, Surat, TERI University, Delhi etc.

## DETAIL BIO- DATA

1.	<b>NAME:</b>	<b>Mukesh P. Mathur</b>
2.	<b>DATE OF BIRTH:</b>	25 July 1952
3.	<b>NATIONALITY:</b>	Indian
4.	<b>PERSONAL ADDRESS:</b> <b>TELEPHONE NO:</b> <b>FAX NO:</b> <b>EMAIL ADDRESS:</b>	A-16, Keshav Kunj, NDMC Emp. Coop. Group Housing. Society, H-3, Vikaspuri, New Delhi-110018, INDIA +91-11-24617543 ( o); +91-11- 28549906 @; Mobile--9971133008 +91-11-24617513 <a href="mailto:mmathur@niua.org">mmathur@niua.org</a> ; <a href="mailto:mmathur51@gmail.com">mmathur51@gmail.com</a>
5.	<b>EDUCATION:</b>	<ul style="list-style-type: none"> <li>• Ph.D. Economics, Bhopal University, Bhopal, India, 1981</li> <li>• Post-Graduate Diploma in Housing, Planning and Building, Institute for Housing Studies (IHS) Rotterdam, The Netherlands, 1985</li> <li>• Masters of Arts ( Economics), Jabalpur University, Jabalpur, India, 1976</li> </ul>
6.	<b>OTHER KEY TRAINING:</b>	<ul style="list-style-type: none"> <li>• ICMA Study Tour and International Conference (Urban Infrastructure and Municipal Affairs), Organised by ICMA, Washington D.C., at San Diego, USA, 2004</li> <li>• Regulation of Water and Sewerage Services, Organised by the Institute of Public- Private Partnerships, Washington, D.C., USA at Washington D.C., 2002</li> <li>• Urban Management Core Course (South Asia Urban And City Management), World Bank Institute, Washington D.C., USA at Jaipur, India, 2002</li> <li>• Privatization of Municipal Services - A case of Solid Waste Management (Faculty Research Programme), Sponsored by the Shastri Indo- Canadian Institute, New Delhi and Canadian International Development Agency (CIDA). Host Institution: Centre for Urban Studies, University of Concordia, Montreal, Canada, 1996</li> <li>• Alternative Institutional Arrangements for Delivery of Urban Services, Urban Resource Management and Urban Environment (Staff Development Programme -NIUA-USAID Collaboration) Centre for International Development, Research Triangle Institute, North Carolina, U.S.A. 1992</li> <li>• Local Government Management, International Union of Local Authorities (IULA) The Hague, Netherlands. 1990</li> </ul>
7.	<b>LANGUAGE AND DEGREE OF EFFICIENCY:</b>	<ul style="list-style-type: none"> <li>• English (Read, Write, Speak) – Excellent</li> <li>• Hindi (Read, Write, Speak) – Excellent</li> </ul>
8.	<b>MEMBERSHIP IN PROFESSIONAL SOCIETIES:</b>	<ul style="list-style-type: none"> <li>• Member, Fourth Delhi Finance Commission, Govt of NCT Delhi ( September 2009- continue)</li> <li>• Member, Central Team on Decentralized Governance in North- Eastern Region, constituted by the Govt of India ( February 2011- continue)</li> <li>• Member, Valuation Committee of NDMC ( continue since 2007)</li> <li>• Member, Third Municipal Valuation Committee, Govt of NCT Delhi( October,2009- continue)</li> <li>• Member, Second Municipal Valuation Committee, Govt of NCT Delhi (October, 2006- May, 2007)</li> <li>• Member, India Habitat Centre, New Delhi (1997 -continue)</li> <li>• Member (Special Invitee), Committee on Accounting Standards for Local Bodies, constituted by the Institute of Chartered Accountants of India (ICAI)</li> </ul>

				<p>(2005- till date).</p> <ul style="list-style-type: none"> <li>Member, Task Force setup by CII on Urban Infrastructure (2003-2004)</li> <li>Member of Waste Watchers expert Group set up by Prof. J.F. Leonard, Director, Institute des Sciences de l' environment, University of Quebec a Montreal, Canada. 1993-94.</li> <li>Member, Netherlands Alumni Association since 1985 till date.</li> <li>Member, Executive Committee, IHS, Netherlands, Alumni Association India</li> <li>Member Steering Committee on Metropolitan Planning Committees (MPCs) and District Planning Committees (DPCs), Constituted by the National Institute of Rural Development, Govt. of India (1997).</li> <li>Member, Sub-group on Municipality (Small Areas Statistics – Urban), Constituted by the Deptt. Of Statistics, Ministry of Planning and Programme Implementation, Govt. of India (1996)</li> <li>Member/ Special Invitee, National Consultation on Urban Sector and Training Needs, Lal Bahadur Shastri National Academy of Administration ( LBSNAA), Mussoorie ( 2010- continue)</li> <li>Member/ Special Invitee, for Discussion Group of proposed Post Graduate Diploma in Urban Planning and Development Programme of IGNOU (2009- continue). Also the member of Unit Writing Committee</li> </ul>
9.	<b>KEY EXPERIENCE:</b>			<ul style="list-style-type: none"> <li>Urban development and management</li> <li>Municipal Finance, institutional strengthening and capacity building</li> <li>Governance and decentralisation</li> </ul>
10.	<b>COUNTRIES OF WORK EXPERIENCE:</b>			India. Study visits- USA, Canada, UK, Middle- East, Iran, Singapore, Thailand, Philippines, Sri Lanka, Hong Kong, Bangladesh etc.
11.	<b>EMPLOYMENT RECORD:</b>			
11.1	FROM:	March 2007	TO:	February 2008
	EMPLOYER:	National Institute of Urban Affairs, New Delhi		
	POSITION HELD AND DESCRIPTION OF DUTIES:	<p><b>Professor-in-Charge (Acting Director)</b>  Administrative and technical head of the Institute. Responsible for the overall supervision of the affairs of the Institute under the direction and guidance of the Ministry of Urban Development, Govt. of India and the Governing Council of the Institute.</p>		
11.2	FROM:	April 2004	TO:	Present
	EMPLOYER:	National Institute of Urban Affairs, New Delhi		
	POSITION HELD AND DESCRIPTION OF DUTIES:	<p><b>Professor</b>  Key duties included to (i) initiate, coordinate and conduct research on contemporary urban issues including municipal finance and urban infrastructure and services; (ii) design and conduct training programs for senior and middle level functionaries of state and municipal governments; (iii) organize seminars and workshops; (iv) assist states in formulating urban development policies and programs; (v) assist state/central finance commissions on the matters concerning to local government management; (vi) guide and supervise the research studies, sponsored/contracted out by the institute, and (v) provide guidance to the students of urban research.</p>		
11.3	FROM:	Feb 1995	TO:	Mar 2004
	EMPLOYER:	National Institute of Urban Affairs		
	POSITION HELD AND DESCRIPTION OF DUTIES:	<p><b>Associate Professor</b>  Key duties included to (i) initiate, coordinate and conduct research on contemporary urban issues including municipal finance and urban infrastructure and services; (ii) design and conduct training programs for senior and middle level functionaries of state and municipal governments; (iii) organize seminars and workshops; (iv) assist states in formulating urban development policies and programs; (v) assist state/central finance commissions on the matters concerning to local government management (vi) provide the guidance to the students of urban research.</p>		

11.4	FROM:	Feb 1983	TO:	Jan 1995
	EMPLOYER:	National Institute of Urban Affairs		
	POSITION HELD AND DESCRIPTION OF DUTIES:	<b>Senior Research Officer</b> Key duties include to (i) coordinate and conduct research on various areas of urban governance, planning and management; (ii) design and conduct training programs in areas of municipal finance and neighbouring improvement and slum upgrading; and (iii) guide and supervise the research studies, sponsored/contracted out by the institute.		
11.5	FROM:	Feb 1981	TO:	Jan 1983
	EMPLOYER:	National Institute of Urban Affairs		
	POSITION HELD AND DESCRIPTION OF DUTIES:	<b>Research Officer</b> Key duties included conducting research on urban issues, and evaluating government-sponsored programs on urban development and management.		
11.6	FROM:	Apr 1980	TO:	Dec 1980
	EMPLOYER:	International Potato Centre (CIP), a Division of FAO, New Delhi		
	POSITION HELD AND DESCRIPTION OF DUTIES:	<b>Assistant Socio-Economist</b> Contract appointment for developing a report on production and utilization of potato in Indian economy.		
11.7	FROM:	Aug 1978	TO:	Mar 1980
	EMPLOYER:	National Council of Applied Economic Research (NCAER), New Delhi		
	POSITION HELD AND DESCRIPTION OF DUTIES:	<b>Research Fellow</b> Fellowship – Primarily to work on the Ph.D. dissertation.		
12	<b>IMPORTANT PROJECTS/ RESEARCH STUDIES CONDUCTED:</b>	<p><b>Project Title: Jawaharlal Nehru National Urban Renewal Mission (JNNURM)</b> <b>Client:</b> Ministry of Urban development, Government of India ( MoUD)</p> <p>Main Features: The Government of India launched the JNNURM on 3<sup>rd</sup> December 2005. The mission aims to create '<i>economically productive, efficient, equitable and responsive cities</i>'. The main thrust of the mission is to: a) improve and augment the economic and social infrastructure of cities; b) ensure basic services to the urban poor including security of tenure at affordable prices ;c)initiate wide-ranging urban sector reforms to eliminate legal, institutional and financial constraints that have impeded investment in urban infrastructure and services; and d) strengthen municipal governments and their functioning in accordance with the provisions of the Constitution (seventy-fourth) Amendment Act, 1992.</p> <p>NIUA is playing a significant role in the implementation of JNNURM. Key activities in which NIUA contributed include: appraisal of Implementation of Reform Measures in the States/ ULBs as per the Memorandum of Association signed between the centre, state and the cities and appraisal of City Development Plans (CDPs).</p>		
		Location	All India	
		Month/Year:	2007– ongoing	Time Spent::average 8-months/ year.
		Position Held:	Project Coordinator/Team Leader	
		<b>Duties:</b> Responsible for supervision, coordination, designing and monitoring the progress of the project		

		Assigned Tasks:	Prepared work plan for the individual team member for the timely delivery of the project outputs, supervised filed / desk work of the team members, develop the design/methodology of the project, dialogues with all the stake holders involved in the implementation of the project., review of the project implementation and performance measurement system of the state/ city level agencies, develop criteria for better implementation/ monitoring of the project, assessment of institutional, financial and management capabilities of the urban institutions in implementation of the project, and finally analysis of data/ information and preparation of reports as per the time line provided in the project/ MoA.
		<b>Project Title: City Sanitation Plan (CSP) for Eight Cities of Orissa.</b> <b>Client:</b> Government of Orissa ( GoO), India <b>Main Features:</b> The main objective of the project is to develop citywide sanitation plans for eight cities of Orissa state viz. Bhubaneshwar, Puri, Cuttack, Berhampur, Sambalpur, Rourkela, Balasore and Baripada by integrating all aspects of sanitation in an effective way. The Ministry of Urban Development, Government of India has provided a grant to Government of Orissa to prepare City Sanitation Plans in selected cities/towns of Orissa. Consequently, eight towns/cities were selected in conformity with National Urban Sanitation Policy of the Government of India. The National Institute of Urban Affairs (NIUA) has been engaged as technical coordinator by the GoO to carry out this task in a time bound manner.	
		<b>Location:</b> Selected eight cities of Orissa state	
		<b>Month/Year:</b> October 2010– August 2011	
		<b>Position Held:</b>	Project Coordinator
		<b>Duties:</b> Responsible for supervision, coordination, designing and monitoring the progress of the project	
		<b>Assigned Tasks:</b>	As listed above
		<b>Project Title: Financial Profile of Municipalities of Assam, Karnataka, Kerala, Rajasthan and Tamil Nadu</b> <b>Client:</b> , Eleventh Central Finance Commission, Government of India <b>Main Features:</b> This financial profile of the municipalities of Assam, Karnataka, Kerala, Rajasthan and Tamil Nadu was prepared for the Eleventh Central Finance Commission in Collaboration with the NIPFP. The study analyses the growth pattern of revenue income and expenditure of the aforesaid municipalities. It also highlights the reasons for the higher growth in revenue income of the selected municipalities.	
		<b>Location:</b>	New Delhi
		<b>Month/Year:</b>	2000 Time Spent: 6 months
		<b>Position Held:</b>	Project Coordinator
		<b>Duties:</b> Key duties included initiating, designing and coordinating research on finances of municipalities and management of urban services.	
		Assigned Tasks:	Prepared work plan for the individual team member for the timely delivery of the project outputs, supervised filed / desk work of the team members, develop the design/methodology of the project, coordinated with the central, state and city level agencies for collection of data and relevant information for the project. Data analysis and report preparation as per the time frame of the study.

		<p><b>Project Title: Financial Institutions Reform and Expansion (FIRE-D)</b>  <b>Project Phase I, II and III.</b>  <b>Client: USAID and Government of India</b></p> <p><b>Main Features:</b> The Indo-USAID programme on Financial Institutions Reform and Expansion (FIRE-D) for developing a long-term debt market for viable urban infrastructure projects was launched in 1994. The project has provided cutting-edge technical assistance and capacity building support to national, state, and local governments towards identification of alternative financial mechanisms for urban infrastructure and creation of an enabling environment for state and local governments to plan, implement, and manage urban infrastructure projects towards improved delivery of water and sanitation services with an emphasis on increasing access to the poor.</p>	
		Location:	All India
		Month/Year:	1994-January 2011
			Time Spent::average 8-months/ year.
		Position Held:	Project Coordinator/ Municipal Governance and Finance Expert
		<p><b>Duties:</b> Key duties included (i) responsible for supervision, coordination and monitoring the progress of the project; (ii) supervised a series of research studies on Finances of Municipalities and Management of Urban Services; and (iii) was involved in training and capacity building of municipal bodies and service delivery agencies on the issues concerning financial resource mobilization, management of urban infrastructure and services, financing urban infrastructure and project development</p>	
		Assigned Tasks:	<p>The National Institute of Urban Affairs was assigned by Government of India, the nodal role and responsibility to promote, analyse and disseminate the policy change agenda and also to coordinate and conduct capacity building training workshops in the demonstration states/cities.</p> <p>As a Coordinator of the project, I am responsible for pursuing activities in the areas of (i) Policy promotion, (ii) Training and capacity building, (iii) Impact analysis of the programmes and the projects, and (iv) Information dissemination. With an objective of pursuing policy advocacy for implementing the FIRE agenda, policy promotion is being carried out through policy promotion meetings with state governments, policy seminars, research studies and case studies and documentation of best practices in municipal management. Capacities building training workshops are being conducted through a potentially sustainable network of urban management training institutions spread across the country. Under dissemination, the NIUA work plan focuses on dissemination of information for advocating the FIRE policy objectives and the lessons learned. This is being accomplished through developing a website, sustaining the publication of the Urban Finance Newsletter, bringing out publications of FIRE project activities and participation in national and international seminars and conferences for dissemination of FIRE (D) outputs.</p>
		<p><b>Project Title: State Finance Commission Recommendations and Follow-up Actions Thereon.</b>  <b>Client: Ministry of Urban Development, Government of India</b></p> <p><b>Main Features :</b> The purpose of this study is to review the functioning of state finance commissions (SFCs), constituted as per the provisions of the Constitution ( 74<sup>th</sup>) Amendment Act of 1992 ( CAA) in different states and union territories of India. This includes compilation and review of the recommendations for municipalities/urban areas, put forward by the finance commissions of various states and union territories in India and to assess the actions taken by the State Governments/UTs on the SFC recommendations.</p>	
		Location:	All India
		Month/Year:	2005
			Time Spent: 4 months

		Position Held:	Project Coordinator/Team leader
		<b>Duties:</b> Key duties included (i) responsible for supervision, coordination and monitoring the progress of the project, (ii) review of state finance commission reports and other concerned documents, (iii) analysis of data and information, and (iv) preparation of final report	
		Assigned Tasks	Prepared work plan for the individual team member for the timely delivery of the project outputs, supervised filed / desk work of the team members, develop the design/methodology of the project, coordinated with the central, state and city level agencies for collection of data and relevant information for the project. Data analysis and report preparation as per the time line of the study.
		<p><b>Project Title: Impact of the 74th Amendment Act on the Working of Urban Local Bodies.</b></p> <p><b>Client: Ministry of Urban Development, Government of India</b></p> <p><b>Main Features:</b> The Constitution (74<sup>th</sup>) Amendment Act was introduced with a view to strengthen the urban local bodies (ULBs) through democratic decentralisation. In addition to recognising the ULBs as a third administrative divisions of Indian Governmental system, the Act provides various provisions to change the fundamental structure of the ULBs such as constitution of a uniform typology of ULBs in each state, conduct of regular and fair election, reservation of municipal seats for women and weaker section of society (SC, ST, and OBC), constitution of State Finance Commission (SFC) and decentralised committees i.e. District Planning Committees (DPCs), Metropolitan Planning Committees (MPCs) in each state, constitution of Ward Committees (WCs) and devolution of functional responsibility and financial powers to ULBs. The provisions of the amended Act provide a basis for the State legislature to guide the state governments in the assigning of various responsibilities to ULBs and to strengthen the structure of democratic municipal governments.</p> <p>The study has assessed the impact of above provisions of CAA on the working of ULBs in different states and union territories of the country.</p>	
		Location:	All India
		Month/Year:	2005
			Time Spent: 4 months
		Position Held:	Project Coordinator/Team Leader
		<b>Duties:</b> Key duties included (i) review of current status of the 74 <sup>th</sup> Constitution Amendment Act 1992 in urban local bodies in India (secondary studies), (ii) review the extent of compliance, (iii) analysis of major gaps and deficiencies, (iv) preparation of the final report, and (v) providing recommendations.	
		Assigned Task:	Prepared work plan for the individual team member for the timely delivery of the project outputs, supervised filed / desk work of the team members, develop the design/methodology of the project, coordinated with the central, state and city level agencies for collection of data and relevant information for the project. Data analysis and report preparation as per the time frame of the study.
		<p><b>Project Title: Municipal Accounts and Financial Reporting Systems.</b></p> <p><b>Client: United Nations Development Program (UNDP) India/Government of India</b></p> <p><b>Main Features:</b> The study reviews the new system of municipal accounting and financial reporting in the states/ cities where it was introduced in recent years, and suggest measures to improve it further.</p>	
		Location:	New Delhi / Selected States
		Month/Year:	2004
			Time Spent: 6 months
		Position Held:	Project Coordinator

		<b>Duties:</b> Responsible for supervision, coordination and monitoring the progress of the project and submission of reports as per the time line given in the project.	
		Assigned Task:	As above
		<b>Project Title: Urban Governance Decentralization in India - A Review</b> <b>Client: United Nations Development Program (UNDP) India</b> <b>Main Features:</b> The study examines the extent of urban decentralization in India after about a decade of the passing of the 74 <sup>th</sup> Constitutional Amendment Act (CAA). It undertakes a review and a critical analysis of the decentralization measures identify the hurdles in the way of employment of the ULBs and also the facilitating factors.	
		Location:	New Delhi
		Month/Year:	2003 Time Spent: 4 months
		Position Held:	Project Coordinator
		<b>Duties:</b> Responsible for supervision, coordination and monitoring the progress of the project and submission of reports as per the time line given in the project	
		Assigned Tasks:	As above
		<b>Project Title: Financing Urban Infrastructure in India.</b> <b>Client: Asian Development Bank</b> <b>Main Features:</b> This study provides an overview of urban infrastructure finance in India. The magnitude of resources required for augmenting municipal services is a cause of concern. It is in this context that an attempt has been made to identify innovative financial arrangements for the delivery of urban services. The report includes a national perspective and detailed case studies of selected cities namely Bangalore, Visakhapatnam, Aurangabad and Mangalore.	
		Location:	New Delhi / Selected Cities
		Month/Year:	1997 Time Spent: 6 months
		Position Held:	Urban Services and Infrastructure Expert
		<b>Duties:</b> Key duties included (i) analysing the financial status of sample municipal bodies, and assessing financial needs for upgrading urban infrastructure and services in India.	
		Assigned Tasks:	As above
		<b>Project Title: Urban Policy and Urban Development Strategy for the State of Gujarat. Client: World Bank</b> <b>Main Features:</b> Conducted under the aegis of the World Bank, it is the first study of its kind in India to undertake a comprehensive exercise of evolving a state urban development strategy. Based on an assessment of various urban sector programmes and policies on land, services environment, institutional and fiscal framework, it suggests an Urban Development Strategy for the state of Gujarat to meet the land, infrastructure and service requirements of a growing urban population.	
		Location:	New Delhi/Gujarat
		Month/Year:	1993 Time Spent: 9 months
		Position Held:	Municipal Finance Expert
		<b>Duties:</b> Key duties included (i) undertaking a detailed review of status of municipal finances and municipal services in the state of Gujarat with a view to suggest the measures for strengthening the finance of urban local bodies and delivery of urban services in the state; and (ii) providing training and undertook capacity building of municipal bodies	
		Assigned Tasks:	As above

		<p><b>Project Title: Citizens charter for Municipal Services: Guide Points to structure it. Client: Ministry of Urban Development, Government of India</b></p> <p><b>Main Features: To improve the quality and delivery of urban services in the urban areas of the country, citizen's charter was prepared.</b></p>	
		Location:	New Delhi
		Month/Year:	1998 Time Spent: 3 months
		Position Held:	Coordinator
		<p><b>Duties:</b> Key duties included meeting with the stake holders institutions including centre, state and local government institutions, collection of information from various sources and agencies on the charter development process including international agencies, and finally preparation of the report for the Ministry of Urban Development, GOI.</p>	
		<p><b>Project Title: A compendium of Municipal Legislations in Conformity with Constitution (74th) Amendment Act, 1992</b></p> <p><b>Client: Ministry of Urban Development, Government of India</b></p> <p><b>Main Features:</b> This compendium is an attempt to collate the efforts of state governments in amending their municipal legislations within the context of the Constitution (74th) Amendment Act. Besides analysing the important features incorporated in the amended laws to make them conform to the 74th Amendment to the Constitution, it also gives the current status on the implementation of the Act in different states of the country</p>	
		Location:	New Delhi
		Month/Year:	1998 Time Spent: 12 months
		Position Held:	Project Coordinator
		<p><b>Duties:</b> Key duties included (i) analysing municipal legislation to conform to the Act of 1992; and (ii) preparation of Compendium of Municipal Legislations.</p>	
		Assigned Tasks:	Responsible for supervision, coordination and monitoring the progress of the project and submission of reports as per the time line given in the project.
		<p><b>Project Title: Kanpur Municipal Corporation: A Study of its Finances</b></p> <p><b>Client: State Finance Commission, Uttar Pradesh</b></p> <p><b>Main Features:</b> The study (i) documents the current practices of tax administration in the Kanpur Municipal Corporation (KMC) and (ii) analyses the trends in municipal finances in KMC. Based on the analysis of the information collected certain suggestions for improving the tax administration and finances of the Corporation have been made.</p>	
		Location:	New Delhi/Lucknow and Kanpur
		Month/Year:	1996 Time Spent: 4 months
		Position Held:	Project Coordinator
		<p><b>Duties:</b> Responsible for supervision, coordination and monitoring the progress of the project and submission of reports as per the time line given in the project</p>	
		Assigned Tasks:	Prepared work plan for the individual team member for the timely delivery of the project outputs, supervised filed / desk work of the team members, develop the design/methodology of the project, coordinated with the central, state and city level agencies for collection of data and relevant information for the project. Data analysis and report preparation as per the time line of the study

		<b>Project Title: A Study of Municipal Finances For Faridabad and Sonapat</b> <b>Client: State Finance Commission, Haryana</b> <b>Main Features:</b> This study examines the revenue and expenditure pattern of the sample municipal bodies of Haryana state over a period of time and assesses the impact of various measures that have been adopted by these bodies to increase its revenues and to regulate expenditure.	
		Location:	New Delhi/Faridabad, Sonapat
		Month/Year:	1996   Time Spent: 4 months
		Position Held:	Project Coordinator
		<b>Duties:</b> Responsible for supervision, coordination and monitoring the progress of the project and submission of reports as per the time line given in the project	
		Assigned Tasks:	Prepared work plan for the individual team member for the timely delivery of the project outputs, supervised filed / desk work of the team members, develop the design/methodology of the project, coordinated with the central, state and city level agencies for collection of data and relevant information for the project. Data analysis and report preparation as per the time line of the study
		<b>Project Title: Pricing of Urban Services</b> <b>Client: IDRC Canada</b> <b>Main Features:</b> This study heralds a beginning in efforts to understand the complex issues involved in the pricing of urban services. It attempts to ascertain the procedures and techniques of pricing two important services – water supply and solid waste disposal – followed by municipal bodies and their ability to recover the costs of providing these services from the users. Based on field data collected from nine cities of different sizes and functional specialisation, the study shows that both these services are underpriced and therefore jeopardise the overall financial viability of the municipal bodies. It points out that in order to make these services self-paying, water tariffs will have to be increased substantially, and municipal bodies must recognise the financial worth of solid wastes and use them as an important resource.	
		Location:	New Delhi / Selected cities
		Month/Year:	1991   Time Spent: 11 months
		Position Held:	Co-Coordinator
		<b>Duties:</b> Responsible for supervision, coordination and monitoring the progress of the project and submission of reports as per the time line given in the project	
		Assigned Tasks:	As above
		<b>Project Title: Upgrading Municipal Services: Norms and Financial Implications</b> <b>Client: Ninth Central Finance Commission, Government of India</b> <b>Main Features:</b> Based on a comprehensive sample of 157 municipal bodies within the size category of 1-7.5 lakh population, the study analyses the financial resources required for upgradation of core municipal services like water supply, environmental sanitation, street lighting, roads and preventive medical services. It presents a perceptible analysis of the problems confronting the local bodies and suggests policy options for their solution.	
		Location:	New Delhi / All India
		Month/Year:	1989   Time Spent: 11 months
		Position Held:	Project Coordinator

		<b>Duties:</b> Responsible for supervision, coordination and monitoring the progress of the project and submission of reports as per the time line given in the project	
		Assigned Tasks	Prepared work plan for the individual team member for the timely delivery of the project outputs, supervised filed / desk work of the team members, develop the design/methodology of the project, coordinated with the central, state and city level agencies for collection of data and relevant information for the project. Data analysis and report preparation as per the time line of the study
		<b>Project Title: Management of Urban Services</b> <b>Client: IDRC Canada</b> <b>Main Features:</b> The study attempts to determine the management and organisational problems that are encountered by the urban local bodies in their attempts to deliver urban services efficiently and the factors responsible for this. It suggests the measures that could be adopted to overcome these problems.	
		Location:	New Delhi / Selected Cities
		Month/Year:	1986      Time Spent: 18 months
		Position Held:	Senior Research Officer
		<b>Duties:</b> Key duties included collection of data from the field, preparation of tabulation and analysis plan, analysis of data and report writing as per the time line suggested in the project proposal.	
		Assigned Tasks:	As above.
<b>13.</b>	<b>PUBLICATION/ ADVOCACY</b>	<ul style="list-style-type: none"> <li>Published over 50 articles and papers in books, national dailies and journals of international and national repute on urban governance, urban finance and other development issues. Also presented papers in the national / international seminars/ conferences etc. on various urban issues</li> <li>Guiding PG and doctorate dissertation and acting as an Examiner/ Adviser in the leading academic institutions/ universities including IGNOU, New Delhi, SPA, Delhi; IIT Roorkee, SVNIT, Surat, TERI University, Delhi etc.</li> <li>Giving lectures and presentations in the training programmes targeted to the middle and senior level executives/ elected representatives of varying nature urban institutions. The noteworthy training institutions with whom I have been associated as a resource person/visiting faculty are: LBSNAA, Mussoorie, Indian Institute of Public Administration (IIPA), New Delhi; HSMI (HUDCO), New Delhi; Haryana Institute of Public Administration (HIPA), Gurgaon; Institute of Town Planners of India (ITPI), New Delhi; HCM Institute of Public Administration (RIPA), Jaipur; Madhya Pradesh Academy of Public Administration (MPAP), Bhopal; TERI, New Delhi; Institute of Housing Studies, New Delhi, IIT, Kanpur and IIT Roorkee etc.</li> <li>Appointed as a Hony. Visiting Professor at the Centre for Research in Rural &amp; Industrial Development (CRRID), Chandigarh since July 2010.</li> </ul>	