

Aviation • Transformative Mobility • Electric Vehicles • Monitoring & Evaluation • Corporate Governance

— **Summary** —

Self-starter leader, with over 35 years of extensive experience in corporate management, global negotiations, program implementation, policy formulation, monitoring & evaluation, public service in Government. Has worked in the Indian Administrative Service (IAS) at different levels in various departments of critical importance; most recently at Secretary in Government of India as Principal Adviser & Director General in NITI Aayog (National Institution for Transforming India), last eight (8) years of his experience includes more than 5 years at leadership positions in all the areas of Aviation ministry and 2+ years of experience leading mission on Transformative Mobility & Battery Storage for transition to electric vehicles and greener energy mix in India, resulting in major policy pronouncements by concerned Government ministries. Led & prepared an output & outcome based monitoring & evaluation framework for Government budget and for Prime Minister's review.

— **Key Examples of Success** —

- Developed an evaluation and monitoring framework for **International Solar Alliance (ISA)**, as member of the “Program and Project Evaluation Committee” of ISA to monitor and evaluate ISA's all programs and projects, to evaluate effectiveness of stakeholder engagement and to develop future guidelines and methodologies for in-house monitoring and evaluations. (Dec 2020 – June 2022)
- Setting up the National Mission on Transformative Mobility & Battery Storage at NITI Aayog.
- Organized the “Global Mobility Summit 2018” in New Delhi, inaugurated by the Prime Minister of India and attended by global mobility leaders, a critical move forward for mobility transformation in India.
- Formulated Policies for adoption of electric vehicles in terms of fiscal & non-fiscal incentives, charging infrastructure/standards, battery-manufacturing, amendments in tax/duty structures etc.
- Developed Output-Outcome Monitoring Framework for all ~600 centrally sponsored/sector schemes of the central budget of around 10000 billion INR (~150 bn. USD). The schemes were analyzed, outputs & outcomes for each one of those schemes were determined and indicators for measuring each one of those were developed. Dashboard was developed for real time entry on the progress of around 6000 indicators for monitoring these schemes.
- Turnaround India's largest helicopter service company Pawan Hans Ltd. from its loss making operations in 2011-12 to its best ever performance and highest ever revenue & net profit in 2014-15. Pawan Hans was a company with more than 50 helicopters and heliport operations.
- Led Indian delegations and represented India in many multilateral and bilateral negotiations including High Level Conference on aviation security and unruly passengers on an aircraft in International Civil Aviation Organization (ICAO).
- Negotiated flying rights with different countries, discussions with global airlines operators to increase flying into Indian airports at Routes Conferences.

- Was associated in the preparation of the National Civil Aviation Policy (NCAP) for India, which aims to establish an integrated ecosystem which will lead to significant growth in aviation sector and would promote tourism, increase employment and balanced regional growth with an objective to take flying to masses by making it affordable and convenient.
- Instrumental in the launch of the Regional Connectivity Scheme (UDAN) which aims to connect un served and under served airports and make flying affordable to masses.
- Designed and got developed the Air Sewa web portal and mobile application which was launched by the Ministry of Civil Aviation to offer people a convenient, hassle free and digital air travel experience. It brings all stakeholders on one platform and air passengers can lodge grievances and access flight/airport information using the portal/mobile application.
- Was associated in setting up the National Aviation University to meet growing requirement of professionally qualified personnel and also to create strong base with a pool of scientific and technical manpower in civil aviation.
- Developed “Child Record Information System” – a web based tracking system for each child starting from the marriage of the couple to the conception, pre natal, postnatal care, institutional safe delivery for child birth, taking care of nutritional needs and finally child’s entry into the school, thus converging schemes of eight different departments. This system was implemented in eight districts of Jabalpur Division of MP State covering a population of around 10 million, primarily from rural areas and significant number of them being tribal. This led to exceptional improvement in IMR, MMR, institutional deliveries and quality of life in those areas.

— Professional Skills —

Team Leadership

- ◆ Motivating
- ◆ Career building
- ◆ Outcome focus
- ◆ Participation

Strategic Vision

- ◆ Big picture
- ◆ Perspective
- ◆ Integration
- ◆ Disruption

Execution Excellence

- ◆ Detailing
- ◆ Mobilization
- ◆ Project Management
- ◆ Stakeholders Management

Governance

- ◆ Turnarounds
- ◆ Restructuring
- ◆ Financial Discipline
- ◆ Compliance

— Professional Experience —

Group Head – Corporate Affairs, Amara Raja group of companies

April 2021 --

Amara Raja group is a large conglomerate of companies in the areas of battery manufacturing, power electronics, foods & beverages, fabrication etc. The group is aspiring to enter into Li-ion battery for mobility and energy storage, It is also operating in the area of AC-DC Li-ion battery chargers.

Mission Director, National Mission on Transformative Mobility & Battery Storage April 2019 to March 2021

Founding head of the newly established mission to promote shared, connected & clean mobility solutions and battery storage capacities in the country for mobility, stationary energy storage and India’s transition to cleaner energy mix.

Principle Advisor NITI Aayog (National Institution for Transforming India)

May 2017 to March 2021

- Drove multiple projects from ideation to execution
- Consistently driven the agenda to achieve leadership for India in the global mobility paradigm.
- Facilitated technology transfer process and commercialization of Lithium ion Battery Technology developed by Indian Space Research Organization and further developed the case for promotion of Indigenous Charging Standards with a push for design and manufacture in India.

- Prepared policies and schemes for transforming mobility & Intelligent Transport Systems (ITS) for India to reach to leadership position with clean, shared, connected, affordable and safe transport systems.
- Forged collaborations with other countries like Japan, France and signed mutually agreed agreements for transfer of technology to be used by indigenous industries.
- Successfully organized first Global Move Summit 2018 in New Delhi in September 2018 to showcase innovation and build a platform to shape the future of mobility. It was inaugurated by Hon. Prime Minister of India with participation of industry, think tanks and global automobile leaders and was aimed to get technology ideas adopted by other countries and to apprise them about India's future plan for transforming mobility. The event was a big success and was very well received by participants and also had great response on the social media.
- Member of the NITI Aayog delegation to 3rd NITI-DRC Dialogue on World Economic Prospects & China-India Economic Cooperation in December 2017 held in China.
- Led Industry delegation of India to China EV 100 Forum to explore cooperation possibilities between EV Industries of two countries. Also addressed the Summit 'Global Zero Emission and All Electric Vehicle'. Delivered keynote address to express thoughts on e-vehicles and mobility/transportation related issues and as panelist in various national and international events.
- Coordinated with different departments of Government of India for the establishment of the **National Mission for Transformative Mobility and Battery Storage**.

Director General, Development Monitoring and Evaluation Office, NITI Aayog:

2017 to 2019

- Restructured DMEO office to meet the new challenges and new functional requirements.
- Established a new framework to facilitate transition from merely outlays based monitoring of schemes to result oriented Outputs and Outcomes based monitoring through measurable indicators. The monitoring framework was developed using Strategic Outcome Verification Process (SOVP) toolkit derived from a Results Management System for more than 600 outlays of 66 Ministries/departments covering the entire Centrally Sponsored & Central Sector Schemes under the budget. This included an online dashboard updated by all ministries and departments on a real time basis.
- Provided inputs for Prime Minister's critical monitoring of umbrella schemes on a monthly basis including Quarterly Sectorial Reviews of 15 infrastructure & social sectors.
- Analyzed proposals submitted by all Departments and Ministries of Government of India to Empowered Finance Committee and other committees for approvals & sanctions.
- Conducted Evaluation Studies for Government Schemes for their continuation/dropping in next plan period.

Joint Secretary, Ministry of Civil Aviation, Government of India:

2012 to 2017

Served in all the areas of civil aviation during a tenure of 5+ years, handled all the functions of the ministry at various times including that of the Airports, Domestic Transport, General Aviation, International Agreements, Aviation Security, Safety Regulator - DGCA, Air India, etc.

- Director on the Boards of Air India, Airports Authority of India, Delhi International Airport Ltd. & Mumbai International Airport Ltd.
- Led Indian side in various bilateral negotiations with more than 20 countries for the exchange of flying rights.
- Led Indian delegations to major Air Shows, including Farnborough, Paris, Moscow, Singapore along with other dignitaries.

- Finalized National Civil Aviation Policy and worked on the Policy for Regional Connectivity, which was subsequently finalized as UDAN.
- Instrumental in organizing India Aviation, the Civil Aviation Air Show at Hyderabad in 2013 & 2015. In 2015, delegations from around 40 countries participated and the event was inaugurated by the Hon. President of India.
- Handled intricate issues related to Operation, Management & Development Agreement (OMDA) of then-privatized Delhi and Mumbai airports.
- Agreements for the brownfield/greenfield airports at Hyderabad, Bangalore, Cochin including the nuances/implications of tariff determination.
- Finalized policy for private partnership in management and operation of the other bigger airports like Kolkata, Chennai, Lucknow, Ahmedabad, Jaipur and Guwahati.
- Initiated digital identification of passengers to facilitate speedier passenger movement as head of the Bureau of Civil Aviation Security (Commissioner of Security - Civil Aviation).

Chairman & Managing Director, Pawan Hans Helicopters Ltd.

2012-2015

As CEO turned around this loss making Public Sector Undertaking (PSU), operating 50+ aircrafts, to a profit making undertaking, with extensive measures taken for cost cutting and efficient operations the company recovered and recorded highest ever flying hours of aircrafts during FY 2014-15, achieved highest ever revenue and recorded the highest ever net profit in 2014-15 which it could never achieve subsequently. Some of the steps implemented included web based real time monitoring of daily flying and serviceability of all aircrafts, bases /detachments were converted to independent cost center, identification of new areas where helicopters could be deployed.

Commissioner & Principal Secretary, Various departments, State Government

2008 to 2012

Held various senior level positions of responsibility including that of Commissioner & Principal Secretary, New & Renewable Energy; Managing Director, Energy Development Corporation; Principal Secretary Revenue; Horticulture & Food Processing departments; Managing Director, Warehousing & Logistics Development Corporation; Secretary Rural Development, Revenue Commissioner Jabalpur Division etc.

Corporate Management:

1996-2012

Director on the Boards of:

(i) Hotline Glass Ltd., (ii) Fujitsu Optel Ltd., (iii) National Information Technologies Ltd., (iv) Air India, (v) Airports Authority of India, (vi) Delhi International Airport Ltd. & (vii) Mumbai International Airport Ltd.

Chief Executive Officer of different companies & corporations, including a few listed in National Stock Exchange of India (NSEI-NIFTI).

- **Optel Telecommunications Ltd. & State Electronics Development Corporation (1999-2002)**
- **State Warehousing & Logistics Development Corporation (2009-2010)**
- **Small Scale Industries Development Corporation (1997-99)**
- **State Agro Industries Development Corporation**

- **State Industrial Development Corporation**
- **State Seeds & Farm Development Corporation**
- **Urja Vikas Nigam (State Corporation for New & Renewable Energy)**

– **Administrative Field Positions in the State (MP): (1986-1996)**

(i) Divisional Commissioner at Jabalpur Division, (ii) District Collector & Magistrate at Shajapur & Hoshangabad Districts, (iii) Administrator Municipal Corporation at Gwalior & Sagar, (iv) Commissioner of Sales Tax, (v) Sub Divisional Officer at Guna, Bastar & Indore.

(Chronological details of the postings in Government are submitted in a separate sheet)

— **Education** —

- Maxwell School of Citizenship and Public Affairs, Syracuse University, New York – 2002-2004 Master of Arts in Public Administration, pursued Ph.D. program.
- IIM Bangalore - 1982-84 Post Graduate Diploma in Management (equivalent to MBA)
- IIT Kanpur – 1976-81 Bachelor of Technology - Electrical Engineering
- Certificate of Advanced Study - Information Technology and Policy and Management (ITPM), Syracuse University, New York. Fall semester -2003

Executive Education Programs:

- Senior Managers in Government - Harvard Kennedy School of Government, Harvard University. (2016)

Conferences:

- Distinguished speaker at WRI, World Bank Group, Transforming Transportation, WB – HQ – Washington DC.
- Member of the NITI Aayog delegation to 3rd NITI-DRC Dialogue on World Economic Prospects & China-India Economic Cooperation in December, 2017 held in China.
- Led Industry delegation of India to China EV 100 Forum to explore cooperation possibilities between EV Industries of two countries. Also addressed the Summit ‘Global Zero Emission and All Electric Vehicle’. Invited to deliver keynote address to express thoughts on e-vehicles and mobility/transportation related issues and as panelist in various national and international events.
- Led Indian Delegation to ICAO Air Services Negotiation Event, ICAN-2014 at Bali, Indonesia from 17th to 21st November 2014.
- Led Indian delegation to the Diplomatic Conference held at ICAO, Montreal to finalize and adopt a Protocol to amend the Convention on Offences and Certain Other Acts Committed on Board an Aircraft (Tokyo 1963) during the period 26th March to 4th April 2014. Signed the protocol on behalf of India.
- Led Indian Delegation to MAKS, an International Air Show at Russia from 27th August to 1st September, 2013.
- Led the delegation of Indian Airports to World Routes conferences at Abu Dhabi in 2012, Las Vegas in 2013 and Chicago in 2014 where negotiations between airports and airlines were done for enhancing traffic & footfall

- Keynote address in “Aviation ICT Forum 2013” organized by SITA High level IT event for the Aviation Industry in India, held in Goa – September, 2013.
- Led Indian delegation to High Level Conference on Aviation Security (HLCAS) convened by International Civil Aviation Organization (ICAO) at its Headquarters in Montreal – 12th to 14th Sept., 2012. The conference was attended by over 700 participants representing 132 countries and 23 international & regional organizations.
- Chief Guest & Key Note address on the theme “Intelligent Decision Making: Emerging Strategy for Global Winners” at the Sixth International Conference on Operations and Quantitative Management (ICOQM-6) – Organized by Indian Institute of Management, Indore – August 2005.
- Public Sector Group and ISG Workshop on E-Government (PREM): Impact on Transparency and Anti-Corruption, conference jointly organized by Transparency International and World Bank - January, 2003 - World Bank, Washington, DC.
- “ICT- Human Development Interface: Charting the Growth Path in Madhya Pradesh”- ASCI Journal of Management- special issue on IT Policies- co-edited by Prof. Kenneth Keniston, Director-MIT India Program.

Publications:

Towards A Clean Energy Economy : Post COVID-19 Opportunities for India’s Energy and Mobility Sectors. Link: <https://rmi.org/insight/india-stimulus-strategy-recommendations-towards-a-clean-energy-economy/>

India’s Electric Mobility Transformation. Link: <https://rmi.org/wp-content/uploads/2019/04/rmi-niti-ev-report.pdf>

Transparency: Panacea for Corruption-Free Governance and Reforms. Link: https://link.springer.com/chapter/10.1007/978-3-319-78378-9_10

Valuing Society First: An Assessment of the Potential for a Feebate Policy in India.

Link: http://niti.gov.in/writereaddata/files/document_publication/Valuing_Society_First_Feebates_Policy.pdf.

India’s Energy Storage Mission: A Make-in-India Opportunity for Globally Competitive Battery Manufacturing. Link:

http://niti.gov.in/writereaddata/files/document_publication/India-Energy-Storage-Mission.pdf

Moving Forward Together: Enabling Shared Mobility in India. Link:

http://niti.gov.in/writereaddata/files/document_publication/Shared-mobility.pdf

Data-Drive Mobility: Improving Passenger Transportation through Data. Link:

http://niti.gov.in/writereaddata/files/document_publication/Mobility-data.pdf

Goods on the Move: Efficiency & Sustainability in Indian Logistics. Link:

http://niti.gov.in/writereaddata/files/document_publication/Freight_report.pdf

Transforming India's Mobility: Towards a Policy Perspective. Link:

http://niti.gov.in/writereaddata/files/document_publication/BCG.pdf

ICT Policy Strategies for Developing countries.

e-Governance in India – Withstanding Challenges of Transparency.

Politics of e-governance in India.

— Miscellaneous —

Awards & Honors:

- As CMD of Pawan Hans – (i) Operational Excellence award for Overall Organizational Effectiveness by IIIE and NITIE; (ii) Award for Highest Turnaround under Service Sector during PSU Summit-2014.
- “National Award for e-Governance” given by Department of IT, Government of India in 2006 for “Integrated Treasuries Computerization Project and Cyber Treasury” Govt. of Madhya Pradesh.
- “Excellence in e-Governance Initiatives” award and cash prize of INR 100000 by the Government for project “Child Record Information System” in Jabalpur Division as Commissioner Jabalpur division. In 2006, when idea of unique identity “Aadhar” was not even conceived, developed a unique identity based delivery system “Child Record Information System (ChRIS)” for the convergence of the schemes of eight different departments to enable beneficiary level tracking in all eight districts of Jabalpur division, the project was awarded by Government of India for being the best project for fulfilling the objective of IT for masses–(ChRIS, <http://www.cris.nic.in>) – 2007.