

Sameer Sharma PhD, D.Litt

Director General &CEO,
Indian Institute of Corporate Affairs,
Delhi, India

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Professional expertise: **Globalization, Industries & Commerce
Sustainable Urban Development
Governance, including corporate governance
Finance and Resource mobilization**

Research interests: **Spatial Economics
Effective leadership in uncertain environments
Multilevel modeling of nested phenomenon
Social Capital**

Education

2017. **D.Litt.** CSSVM University, Kanchi, Tamilnadu, India

2008. **PhD.** School of Planning, Department of Design, Art, Architecture, and Planning (DAAP), University of Cincinnati, Ohio, USA

Specialization: Urban Development (Major); Economic Development (Minor)

2007. **MCP.** (Community Planning). School of Planning, Department of Design, Art, Architecture (DAAP), and Planning, University of Cincinnati, Ohio, USA

Specialization: Local Economic Development

1984. **BSc (Hons) & MSc.** St Stephen's College, Delhi University, Delhi, India

Books and Chapters in Books

A Textbook of Urban Planning & Geography. 2021. A textbook that applies western theories, paradigms, principles and practices in Indian cities (ready for sale). New Delhi: Prentice Hall of India.

Smart Cities Unbundled: Ideas and Practice of Indian Smart Cities. 2018. New Delhi: Bloomsbury.

Hourglass Management Paradigm: Pathway to Excellence in Leadership. 2015. New Delhi: Bloomsbury.

360-degree accountability – offsite real-time (OSRT) mobile-phone system. 2014. In *Driving process change: Innovative e-Government practices from India*, ed. Anjali Kaushik. Gurgaon, India: MacMillan Publishers India Limited.

Bottom-up decentralization in Greater Hyderabad Municipal Corporation. 2013. In *Thinking out of the box*. New Delhi: Bloomsbury Publishing.

Tuni- the midsummer cyclone and floods. In *Readings and case studies on disaster management*, ed. Rajiv Ranjan Mishra, Vasudha Mishra and Chiranjiv Choudhary. 2006. Mussoorie, India: Centre for Disaster Management, Lal Bahadur Shastri National Academy of Administration
(<http://www.lbsnaa.ernet.in/lbsnaa/research/cdm/index.htm>)

Academic Papers & Publications

Responding to COVID-19: What effective public governance should look like in India's COVID-19 response. 2021. IICA Press: NCR of Delhi, India.

Ward committees and area Sabhas: Has decentralization of governance actually worked in Hyderabad? 2014. Part of Reframing urban inclusion project: building evidence through case development. Indian Institute for Human Settlements (IIHS), Bangalore.

with Chris Auffrey. 2008. The relationship between residential property values and park activity areas. *Journal of Park & Recreation Administration* (accepted for publication).

with Chris Auffrey. 2007. *The association between park features and park visitation: an ecological approach*. Paper presented at the 48th Annual Conference of the Association of Collegiate Schools of Planning (ACSP) Conference, October 18-21, Milwaukee, Wisconsin, USA. (peer reviewed)

with Chris Auffrey. 2006. The impact of neighborhood walkability on residential property values. Paper presented at the 47th Annual ACSP Conference, Nov 9-12, at Fort Worth, Texas, USA. (peer reviewed)

Trust as a trigger in social capital. 2006. Paper presented at the Journal and Planning Education and Research Workshop for Young writers. University of Berkeley, Berkeley, USA. (peer reviewed)

International Federation of Red and Red Crescent Societies (IFRC). 2005. *Real time evaluation of tsunami response in Asia and East Africa, second round*. Geneva: International Federation of Red and Red Crescent Societies
(<http://www.ifrc.org/Docs/pubs/Updates/RTE2synthesis.pdf>.)

United Nations (UN) Habitat. 2000. *A resource mobilization strategy for the city of Phnom Penh. Cambodia*. Fukuoka, Japan: United Nations Habitat

Newspaper Publications

Global economic affairs & regional development

The rise of Donald Trump, *The Economic Times*, Jan 27, 2017
 Leveraging FDI in retail, *The Financial Express*, Sept 24, 2012
 The Great transformation, *The Economic Times*, July, 2012
 Clinching the Doha round, *The Economic Times*, April 23, 2010
 COP15, globalization & climate change, *The Economic Times*, January, 15, 2010
 Creating a subaltern stimulus, *The Economic Times*, July 30, 2009
 Globalization and urban space, *The Economic Times*, March 16, 2009
 When will the meltdown end? *The Economic Times*, Feb 05, 2009
 Global crisis: change and uncertainty, *The Economic Times*, Jan 01, 2009

Governance, including e-governance

Using behavioural economics will help officers take better decision, *The Economic Times*, 9 Jan, 2018
 Police that works like an army, *Hindu*, Sept 17, 2013
 Making cash transfers work: some options, *Mint*, May 22, 2013
 Jaipur's metaphors, *The Economic Times*, February 06, 2013
 When dither is a virtue, *The Economic Times*, October 26, 2012
 The crisis of governance, *The Economic Times*, June, 2012
 The real message of 2G, *The Economic Times*, February 23, 2012
 The craft of administration, *The Economic Times*, November 14, 2011
 Understanding corruption in India, *The Economic Times*, July 23, 2011
 Delivering subsidies through direct cash transfer, *The Economic Times*, June 18, 2011
 Way forward for microfinance, *The Economic Times*, March, 05, 2011
 Wicked problems and the IAS, *The Economic Times*, October, 09, 2010
 Mobile phones, social capital, & Self Help Groups, *The Economic Times*, March 13, 2010
 Ostrom, market failure and the IAS, *The Economic Times*, Nov, 2009
 Logic model and electoral outcomes, *The Economic Times*, Nov 22, 2008
 For a more effective IAS, *The Economic Times*, Sept 29, 2008
 Singur and the Indian growth machine, *The Economic Times*, Sept 08, 2008

Metropolitan development

A reform agenda for Indian cities, *The Mint*, Dec 28, 2018
 Mohallas, AAP and self-governance, *The Economic Times*, Jan 17, 2014
 Retrofitting Periburbs of Hyderabad, *The Financial Express*, Jan 07, 2013
 Financing our cities, *The Economic Times*, April 12, 2012
 Urban geography of India, *The Economic Times*, Jan 13, 2012
 Mixed-scanning model for slums, *The Economic Times*, September 08, 2011
 To see, hear and report evil, *The Economic Times*, April 25, 2011
 Bottom-up decentralization, *The Economic Times*, November 13, 2010
 How to create active, livable cities, *The Economic Times*, December, 2009
 Stitching together JNNURM v.2.0, *The Economic Times*, October, 17, 2009
 5S model of urban development, *The Economic Times*, May 23, 2009

Postmodernism & transport planning, *The Economic Times*, April 18, 2009
Spatial dimension of organized retail, *The Economic Times*, July 02, 2008

Finance and resource mobilization

Deconstructing the coal block allocation, *The Financial Express*, Sept 11, 2012
Budget and bang for the buck, *The Economic Times*, Sept, 26, 2009

Others

Namam (Telugu daily newspaper), Regular contributor (every Tuesday), 35 articles published during 2019-20

The Pioneer (Hyderabad Edition), Contribute every Saturday, 25 articles published during 2020-21

Blog - *MyGov*

Looking back at Re-monetization, 01 Mar 2017
Isha and Making Leaders of Administrators, 23 Feb 2017
Trajectory of India's Urban Development, 24 Jan 2017
New DBT paradigm in the Budget, 24 Jan 2017
How is AMRUT different? 22 Dec 2016
Reconceptualizing urban planning practice, 21 Nov 2016
How to bring the best out of your subordinates?, 21 Nov 2016
How to make meetings more productive and create greater value?, 05 Sep 2016
What is a Challenge?, 05 Sep 2016
What is 360-degree Leadership?, 23 Aug 2016
What are we doing to the Earth?, 23 Aug 2016
Adding Value to Secretariat Decision-making, 01 Jul 2016
IAS & politics, 16 Jun 2016
Ease of Doing Construction, 07 Jun 2016
Jan Dhan Yojana – a revolutionary financial inclusion program, 11 May 2016
The Idea and Practice of Smart Cities in India, 22 Apr 2016

Policy planning and design at the Central Government level

National Urban Policy Framework. 2020. Chairman of the Policy Preparation Committee.

Report of the Group of Secretaries on Health, Sanitation and Urban Development. 2017. Conceptualized mid-term review and wrote the report. New Delhi, Government of India.

Value Capture Finance Policy Framework. 2017. Designed and wrote policy. Ministry of Urban Development, Government of India.

India: Smart City Mission. 2015. As Mission Director, designed and wrote policy. Ministry of Urban Development, Government of India.

Bespoke Capacity Building for Urban Development (CBUD). 2016. A World Bank assisted capacity building programme for municipal functionaries.

India: AMRUT Mission. 2015. As Mission Director, designed and wrote policy. Ministry of Urban Development, Government of India.

Teaching & Training Experience

2010 & 11 - Taught Phase IV training program of IAS officers at the Lal Bahadur Sastri National Academy of Administration, Mussoorie, India.

2009 – Taught Phase III training program of IAS officers at the Lal Bahadur Sastri National Academy of Administration, Mussoorie, India.

2008 – Taught two courses - Statistics and Evaluation for planners (Undergraduate) at UC, USA.

2007 - Taught Urban Spatial Structures (Master's) at UC, USA.

2007 - Taught Statistics for Planners (Master's) at UC, USA.

Professional Expertise – Globalization, Commerce & Industries

Professional Experience

(1) National-level

Managing Director, Indian Tourism Development Corporation (ITDC) of India, Delhi, India

Full time from 05/2014 to 12/2014

Conceptualized and designed a model for strategic planning and execution with the Balanced Scorecard System (BSC) along four dimensions – customer, employee, internal process and financial. A cohesive strategic vision was developed and a results-based evaluation framework implemented.

Staff Assistant (private secretary) to the Federal Trade Minister of India, Delhi, India

Full time from 06/1996 to 07/1998

Globalization, World Trade Organization and Regional Trade Agreements. Developed diplomatic, cultural sensitivity and negotiating skills.

(2) State-level

Economic Division Director (Commissioner, Industries), State of Andhra Pradesh, Hyderabad, India

Full time from 07/2003 to 09/2004

Developed policies and practices integrating the economic, social and political dimensions.

(3) Sub-regional level

Chief Executive Officer of a non-profit agency (Managing Director, APCO cum Commissioner Handlooms & Textiles), State of Andhra Pradesh, Hyderabad, India
Full time from 06/2001 to 07/2003

Implemented affordable housing and health programs for Home Based Enterprises and the weaver community.

Empowered and supported local communities with crisis management and conflict resolution.

Academic Proficiencies

Theories of International Economic Development, Globalization and Regional Development, and Sustainable Development; Political Economy Approaches Tools -GIS, Factor Analysis, and Multilevel Modeling

Published accomplishments

Clusters and corridors in Andhra Pradesh. 2004. *Small Enterprise Development Management and Extension Journal (Sedme)* 31(3): 1-10

The experience of providing innovative business development services in the handloom clusters of Andhra Pradesh. 2004. *Journal of Rural Development* 23(4): 513-522. (peer reviewed)

Entrepreneurship development in networks of weaver cluster of Pochampalli. 2004. *Journal of Rural Development* 23 (3): 335-353. (peer reviewed)

APCO- An experience of restructuring an organization in an emerging market economy. 2004. *Indian Cooperative Review*, 42(1): 26-34. (peer reviewed)

Professional Expertise - Sustainable Urban Development

Professional Experience

Additional (Urban Affairs) and Joint Secretary (Smart Cities), Ministry of Housing and Urban Affairs, Government of India, Delhi, India
Full time 01/15 to 05/18

As Missions Director of the Smart Cities Mission, Atal Mission for Rejuvenation and Urban Transformation (AMRUT) and the Capacity Building for Urban Development (CBUD), developed and implemented the mission guidelines including the Value Capture Policy Framework; the Award Contest for Smart City projects that promoted innovative and dynamic projects in missions and framed the Indian Liveability Index. Delivered on the Reform Agenda.

Joint Secretary (Housing), Housing and Urban Poverty Alleviation Ministry (HUPA), Government of India, Delhi, India
Full time 12/2014 to 01/2015

Developed indicators and targets for the Sustainable Development Goals (SDGs), localized to the Indian context.

Principal Secretary, Municipal Administration & Urban Development and Commissioner, Urban Poverty Alleviation, Government of Andhra Pradesh, Hyderabad, India

Full time from 10/2013 to 05/2014

Designed the organizational structure of the National Institute of Urban Management (NIUM), developed the operational guidelines to actualize ward committees and *area sabhas to strengthen citizen participation* and implemented the citizen charter to levy penalty on municipal managers and compensate citizens for delayed municipal services.

Developed policies and programmes to build institutional capacity like the 360-degree accountability using mobile governance (OSRT), tax increment financing (TIF), upgrading neighborhoods using the idea of LEED-ND, and building capacity of municipal workers using *Destination Organization Charts (DOC)*

Reorganized the Department of Municipal Administration and Urban Development during the division of the State of Andhra Pradesh.

City Manager (Municipal Commissioner), State of Andhra Pradesh, Greater Hyderabad Municipal Corporation, Hyderabad

Full time from 01/2010 to 06/2011

City Manager (Municipal Commissioner), State of Andhra Pradesh, Cities of Visakhapatnam and Vijayawada

Full time from 06/1990 to 06/1994

Initiated high-impact sustainable urbanization strategies like spatial planning for urban and peri-urban areas, institutionalization of new models of Urban Governance (Area Sabhas and Ward Committees), 360-degree accountability using mobiles (Offsite Real time – OSRT - G2P system) and fostering of Public-Private-Community Partnerships (solid waste management, Neighborhood Committee Model). Developed capabilities to plan and organize work with clear and deliberate focus on progress and its dissemination.

Academic Proficiencies

Theories of World Cities and Structures and Dynamics of Metropolitan Systems; Social Capital models; Theories of Planning
Tools - Environmental scanning; Benefit-Cost analysis; Comprehensive and Strategic Planning; Municipal Finance and Budgeting

Published accomplishments

Urbanization as the key driver of India's economic growth. 2014. Lecture delivered to the 54th course at the National Defence College, New Delhi.

Planning an integrated municipal solid waste management project. 2012. Urban Case Studies Series, National Institute of Administrative Research (NIAR). Mussoorie: LBSNAA

Governance in mega-cities. 2011. Lecture delivered at India Urban Conference: Evidence and Experience (IUC 2011) on November 19, 2011, Mysore, Karnataka, India.

Making Hyderabad India's best governed city. 2011. Lecture delivered on September 14, 2011 at Columbia University, NY.

with Menelaos Triantafillou and others. 2007. Rethinking Sedamsville – a comprehensive neighborhood plan. Cincinnati: School of Planning, University of Cincinnati, OH, USA.

with Michael Romanos and others. 2006. Directory of organizations and initiatives – Hamilton County economic development. Cincinnati: School of Planning, University of Cincinnati, OH, USA.

Professional Expertise – Governance, including Corporate Governance

Professional Experience

Director General & CEO, Indian Institute of Corporate Affairs, Government of India, Delhi, India

Full time from 5/2018 to present

Head of an academic, research and training institute focusing on corporate affairs. The institute was reinvented and reoriented towards the Grand Challenges – insolvency, investor education, market regulation, independent directors and application of quasi-experimental methods in corporate social responsibility. In CSR built up specialization in needs assessment, impact evaluation, real-time monitoring and SROI. Started the Independent Directors Portal to empanel all independent directors and built their capacity as well as provide a match-making platform for independent directors and corporates. The Graduate Insolvency Programme (GIP) was started to professionalize insolvency professionals. The Forum of Indian Regulators Centre renewed the focus on market regulation.

Principal Secretary, Information Technology & Communication, Government of Andhra Pradesh, Hyderabad, India

Full time from 07/2009 to 03/2010

Attracted investments in IT in Andhra Pradesh, built new models of e-governance and reinvented Citizen Service Centres.

Director, Ministry of Home, Government of India, Delhi, India

Full time from 07/1998 to 06/2001

Policy development and evaluation; Secretariat Experience
Supervised reorganization of Uttar Pradesh and formation of Uttarakhand States

Deputy Secretary to the Chief Minister of Andhra Pradesh, Hyderabad, India

Full time 1990

Policy formulation and coordination

Collector and similar positions, State of Andhra Pradesh, Godavari districts

Full time from 08/1987 to 08/1990; again from 06/1994 to 07/1996

Supported sustainable human settlement and community development; initiated community participation in projects and programs for capacity building. Piloted self-

help groups for community empowerment with specific focus on women (e.g. micro - credit, pre-school education) and a community based post-literacy program
Managed disaster rescue and relief operations

Academic Proficiencies

Policies and Issues in Economic Development and Policy Analysis; Evaluation of disaster management and recovery operations, especially real-time evaluation of disaster management operations

Published accomplishments

Coalition against Corruption Conference (CoCo). 2014. Key note address on *Retail Corruption in Retail Services for Citizens*, Bangalore, India.

Decision making and the IAS. 2012. Lecture delivered at the Sixth Annual International Conference in Public Policy and Management at the Center for Public Policy, IIM Bangalore, India.

Magic of mobiles. 2011. Paper presented at the National Seminar on Design & planning for Sustainable Habitat, July 15 & 16, 2011. Center for sustainable Habitat, HSMI, HUDCO: New Delhi. (peer reviewed)

Professional Expertise – Resource Mobilization

Professional Experience

Commissioner, Excise, Government of Andhra Pradesh, India

Full time from 06/2011 to 10/2013

Receipts side of Finance Department, Revenue mobilization, Policy design using the mixed method (analysis *plus* action) and receipts side in revenue –finance department, fixing the “broken window” in the Excise Department

Finance Secretary, Government of Andhra Pradesh, India

Full time from 07/2008 to 07/2009

Expenditure control, pay revision consultations, fiscal planning and design of the Comprehensive Financial Management System

Consultant, United Nations, Phnom Penh, Cambodia

Part time from 07/1998 to 08/1998

Evaluated the financial conditions of the City of Phnom Penh and prepared a resource mobilization strategy for the United Nations Habitat, Fukuoka, Japan.

Academic Proficiencies

Economic Impact Analysis

Tools - Policy Analysis (Input-Output Analysis), Statistical Methods (Logistic Regression and Factor Analysis), Evaluation (Real Time using the Logic Model)

Published accomplishments

with Rexhausen, J. and Chris Auffrey. 2008. Impacts of the proposed Erickson Retirement Community on the village of Evendale, Ohio. Cincinnati, Ohio: University of Cincinnati, USA

An appraisal of the industrial policy of India. 2004. *The Administrator* 47(1): 427-446

Other Engagements

2014 - 15 Vice-President of the National Institute of National Affairs, India
 2003 - 07 Vice-President of the Andhra Cricket Association, India
 2003 Permanent invitee, World Wildlife Fund (WWF), Hyderabad, India
 1992 - 94 Member, Advisory Committee, SKCV Street Children Project, India
 1988 & 1990 Member, Andhra Pradesh Civil Services Cricket Team, India

Skills

Statistical analysis (Excel, SPSS v15.0, SAS v9.1) and Geographical Information Systems (ArcGIS v9.2)
 Spatial economic analysis (Multilevel Modeling techniques)
 Real-time evaluation (RTE) of disaster management operation
 Trained by the World Bank, in 2002, on designing a Performance based Monitoring and Evaluation System (PMES) and again participated in the workshop, in 2012, on Results-Framework Document (RFD) conducted by the Performance Management Division, Cabinet Secretariat

Awards & Appreciations

2017. V. Ramachandran Award for Excellence in Urbanization. Janaagraha Centre for Citizenship & Democracy
 2014. Mobile governance in Hyderabad (OSRT) described as a significant practice in Isher J. Ahluwalia's book: *Transforming our cities - postcards of change*.
 2014. President Pranab Mukherjee presented the award for the best State in promotion of Community Organizations in slums (SJSRY).
 2012. Janaagraha Urban G2C Award (jury chair: Sam Pitroda) to GHMC in the category of state capitals presented by the Union Urban Development Minister (Area Sabhas and Ward Committees).
 2011. Certificate of appreciation for JnNURM reforms in governance in Hyderabad presented by the Prime Minister.
 2010-11. Certificate of appreciation for Best City for outstanding efforts by Hyderabad to attain slum-free status presented by the Prime Minister.
 2010. *mBillionth* Award South Asia for mobile governance (OSRT) in Hyderabad.
 2010. Certificate of appreciation by the Union Urban Development Ministry for improvement in solid waste management (PPP model) in Hyderabad.

2010. Appreciation letter from Principal Secretary to the Prime Minister (Mr. TKS Nair), appreciating the efforts to help safeguard properties of the IT and ITeS firms during the Telengana agitation in Andhra Pradesh.

2008. Adjudged outstanding graduate student at UC, USA.

1989. Ballipadu adjudged as the Best Housing colony by HUDCO.

1989. Certificate of appreciation by the Collector West Godavari for safeguarding public and private properties in Narsapur in Dec 1988 followed by letter of appreciation by Mr. Yugandhar, IAS Director LBSNAA.

References

Professional

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| T. R. Prasad, IAS
Past Cabinet Secretary
Government of India | Supervisor, 1990 - 94 |
| Jayaprakash Narain, IAS, Ex MLA
Past Member
Second Administrative Reforms Commission
Government of India
Delhi, India | Supervisor, 1989 - 90 |
| P.K. Mohanty, IAS, PhD
Past Chief Secretary
Government of Andhra Pradesh
Hyderabad, AP, India | Supervisor, 1986-87 & 2013-14 |
| Michael A. Slingsby, MBE
Past Urban Poverty Adviser,
UNDP Bangladesh
C/o The Registry,
UNDP.
mikeslingsby@yahoo.co.uk | Urban Development, 1990-94 |

Academic

- | | |
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| David J. Edelman, PhD
Professor and Director of the School of Planning
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Cincinnati OH 45221
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Fax: (513)556-1274
513-556-2378
E-mail: david.edelman@uc.edu | Teaching experience, 2007-08 |
| Christopher Auffrey, PhD
Associate Professor
DAAP-School of Planning | Doctoral Committee, Chair |

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Methods Advisor