



# VIKAS KANUNGO

DIGITAL TRANSFORMATION SPECIALIST

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## BRIEF PROFILE

A seasoned professional with expertise in strategy and policy formulation, design, and supervision of large projects in the domain of eGovernance, digital development, and Digital Economy. Experience of more than 27 years in working with country, state, and city governments in India, South Asia, CIS, Middle East, and EU with a specific experience of 18 years as a senior Digital Development consultant with the World Bank. Worked as a national consultant and advisor with agencies like the Ministry of Electronics and IT, Government of India, TRAI, UNDP, FAO, IFC, Asia Foundation, IDC, IIPA, One World South Asia, Danish Technological Institute, and top ICT consulting companies in India, Middle East, and Europe.

Authored more than a dozen papers on e-Governance/ Smart cities and co-authored the book "*Digital Divides: New Challenges and Opportunities of e-Inclusion*" published by CRC Press in 2015. Editor and author of "*India – Journey from Knowledge Economy to Inclusive Information Society*" released by the Indian government during WSIS Summit in Geneva (2013) as an action taken report by India on MDGs realization.

## CONTACT

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## EDUCATION AND TRAININGS

**Professional Qualification:** B.E. Industrial Electronics - University of Pune (1993)

### Other Trainings & Certifications:

- ChatGPT's Impact on Various Industries – The World Bank
- Navigating AI Ethical Challenges and Risks – The World Bank
- Creating Advanced ChatGPT Prompts – The World Bank
- Transforming Agriculture and Food Systems through Data-driven Digital Agriculture: Learning from Practitioners – The World Bank
- Big Data Analytics and Artificial Intelligence for Impact – GSMA
- e-Government: What a Government Leader Should Know – United Nations Public Administration Network
- Data for Better Lives: A New Social Contract – The World Bank
- PKI and cybersecurity – Verisign

## PERSONAL DETAILS

**Date of Birth:** November 08, 1971, **Nationality:** Indian

**Civil Status:** Married

**Languages & Degree of Proficiency:** (1= basic, 5= fluent)

	Reading	Speaking	Writing
Hindi	5	5	5
English	5	5	5
Punjabi		5	
Urdu	1	2	2

## COUNTRIES OF WORK EXPERIENCE

India, Sri Lanka, Nepal, Bhutan, Bangladesh, Moldova, Tajikistan, Malaysia, Denmark, Ireland, Spain, Oman, Portugal, Netherlands.

## MEMBERSHIPS OF PROFESSIONAL BODIES & GOVT. COMMITTEES

**Member – Technical Advisory Committee – India Portal 2.0**, Ministry of Electronics and Information Technology, Government of India

**Member – Advisory Group on Digital Platform Standards** – India Digital Ecosystem for Agriculture (IDEA)

**Member -ICT and Digital Economy Committee**, Federation of Indian Chambers of Commerce and Industry (FICCI) (2014 – Present).

**Member – Taskforces on e-Governance Standards** (Identity Management, Access Management, and e-Forms), Government of India (2009 -2011)

## SUMMARY of RELEVANT EXPERIENCE

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With over 33 years of experience at the intersection of **AI, Digital Transformation, e-Governance, and Smart Cities**, I've spent my career helping institutions translate technology into meaningful impact. I bring a proven track record in developing **implementation roadmaps, policy frameworks, and digital strategies** across diverse governance and development contexts.

For the past 16 years, I've worked extensively with the **World Bank as a Senior Digital Development Specialist (Consultant)**, and with **UN FAO as a Senior Digital Economy specialist**, where I've led and advised on large-scale digital transformation initiatives across **India, South Asia, the EU, and the Middle East**.

My work spans strategic advisory, capacity building, and digital infrastructure design—delivered in collaboration with **national governments, multilateral agencies, corporations, and civil society organizations**. I've helped formulate and implement programs that harness ICT and emerging technologies to unlock developmental potential across sectors. I have also been closely involved in supporting state governments in India in the formulation of their **Artificial Intelligence policies**—ensuring responsible, inclusive, and forward-looking approaches to AI adoption in public systems.

In the domain of **Artificial Intelligence and Generative AI**, I have designed and conducted **high-impact masterclasses and advisory sessions** for institutions including **The World Bank, UNESCO, and state governments in India**. My focus includes responsible **AI adoption, data-driven decision support systems, and the development of digital public infrastructure** powered by advanced technologies. My expertise includes:

- Conducting digital readiness assessments
- Designing data governance frameworks
- Preparing project concept notes, DPRs, and implementation support plans
- Leading multidisciplinary teams on smart city and e-governance programs in India, Bangladesh, Bhutan, Sri Lanka, Oman, and the EU

I remain committed to integrating emerging tech with ethical, inclusive, and scalable development outcomes—ensuring digital transformation is not just about technology, but about people, purpose, and progress.

### Experience in Urban, GIS & Smart City Projects

**1. Development of Drone based GIS platform integrated with Property Tax solutions for 14 cities in Uttarakhand (2021 – Ongoing)** - The assignment is part of the World Bank funded **UKPFMS** project in the state of Uttarakhand. The responsibilities include working with the government to define SOPs for drone flying, Ground truthing for property mapping, data warehousing and integration standards for enhancing property tax revenue. Worked with the Urban Development Department of the state to formulate RFP, Selection of Vendor and monitoring of implementation activities. The work also included supporting the state government in setting up a GIS Cell at UDD.

**2. Design and deployment of Integrated ERP solution for Tamilnadu Housing and Slum Rehabilitation Board (2022 – Ongoing)** – The assignment is the part of World Bank funded TNUHDB includes supporting the client in system study, design of a future state system, formulation of ToRs for RFPs for vendor selection and review of system deployment & capacity building activities.

**3. Technical and advisory services on Spatial and Non-Spatial Data Standards and integration framework for setting up Chennai Urban Data Exchange (2022 – ongoing)** – The responsibilities include providing assistance and reviewing compliance with any studies, RFPs and deployments for compliance with national GIS policy guidelines, data collection protocols and standards, cybersecurity and privacy policies. The project is at the inception stage

**4. Development of a complete municipality services platform for all ULBs in the state of Tamilnadu (2016 – 2020)** – The assignment was undertaken as parts of TNSUDP I & TNSUDP II projects funded by the World Bank. The responsibilities included providing technical and advisory services for formulating RFPs, Data collection protocols, and multi-channel system design. Participated in all review missions to supervise the deployment of Urban Tree platform for the state of Tamilnadu.

**5. Management of Knowledge Exchange Program on Smart City Strategies (2016 – 2019)** - The assignment was undertaken as a part of the World Bank and Korea Government-funded (KGGTF) grant program. The responsibilities included coordinating with experts in the European Union, South Korea, Nordic Region to facilitate the exchange of knowledge and just in time support to help accelerate the 100 Smart Cities Program of the government of India.

**6. Design, Development, and Deployment of a Global Knowledge Platform on Smart Cities** – The assignment included supervising the design, development, and deployment of a global knowledge platform ([www.icities4greengrowth.in](http://www.icities4greengrowth.in)) to help connect the policymakers from South Asia with practitioners from cities on top of smart cities Index. The portal is fully functional and has more than 500 case studies from Europe, the US, the Middle East, and the Nordic region.

**7. Evaluation of Smart City Strategy proposals of 100 Smart Cities Mission** – The assignment included participation as an expert in the assessment of smart cities proposals from multiple Indian cities against pre-defined evaluation criteria.

**8. Establishment of a Knowledge Exchange Network among World bank and multiple UN agencies and Industry** – Under this assignment, worked with agencies like USTDA, UN Global Compact Network, Nordic Innovations, UN University Portugal and many industry players to help set up a global knowledge network on digital technologies for smart cities. Directly coordinated the signing of Formal knowledge exchange MoU between the World Bank and UNGCNI, UNU eGOV, USTDA, Institute of Future Living Netherlands, DFAT, and Nordic Innovations. The work to bring the top industry players into the knowledge network is ongoing.

**9. Digital Cities Framework** – Working on a project involving USTDA, National Institute of Urban Affairs (India), The World Bank to evolve a digital cities framework based upon the concept of City as a Platform (Digital Services stack as a shard public Good). As a part of the

assignment, have coordinated the development of a Technical Advisory Board consisting of top experts from industry associations, government, multilateral agencies, and academia to oversee the development of the Citizen-Centric Smart Governance (CCSG) framework and Digital Blueprint National Urban Innovation Stack for the government of India.

### Experience in working with Country Governments

- Carried out Cyber Security Maturity Assessment of a country government in South Asia on behalf of World Bank and Oxford University joint project.
- Advisor with Ministry of Electronics and Information Technology, Government of India for formulating National Policy on Mobile Governance (2010 – 2011)
- Lead consultant and Author of India Action taken report on MDGs titled “India – Journey from Knowledge Economy to inclusive information society”. The report was presented by the government of India during WSIS 2011 (2010 – 2011)
- Jury member for Sultan Qaboos Awards for excellence in e-Governance organized by Information Technology Authority of Oman. Also worked as the lead consultant in the redevelopment of award categories and evaluation criteria. (2009 – 2016).
- Advisor for development capacity building program on Digital India for all central and state government ministries with Indian Institute of Public Administration (2015 – 2018)
- Member of National Taskforce on developing e-Governance standards with National Informatics Centre, Government of India (2009 – 2014)

### Experience in working with Multilateral Organizations

**FAO India (2018 – Present)** – Under India: World Bank/ FAO Cooperative program, working as the digital economy consultant with FAO for National Agriculture Higher Education Project, Kerala Resilient Agriculture Projects, and Himachal Pradesh Horticulture Development Project.

**The World Bank (2008 – Present)** – Senior Consultant Digital Development Global Practice. Currently supporting projects on Cybersecurity maturity assessment, Digital Economy readiness assessment, Smart cities capacity development on digital strategies and solutions, and multiple thematic projects in e-Agriculture, urban transformation, and rural transformation.

**IFC (Bhutan)** – Consultant for the development of Digital Platforms for Company registration, building permissions, and citizen engagement systems (2016-2018)

**UNDP(India)** – National Consultant for developing a common language framework for the national services portal for the government of India. The project helped India enhance its ranking of the UN online Services Index from 27<sup>th</sup> position globally to 6<sup>th</sup> position (2016 – 2018)

**Asia Foundation (Sri Lanka)** – Developed digital strategies for the nationwide project in Sri Lanka on Local Economic Governance and build digital tools for participatory budgeting, municipal revenue management, monitoring, and evaluation. The project was funded by DFAT (2013 – 2017)

**European Commission** – Worked as Asia Pillar for Danish Technological Institute and Danish Management Institute for Developing e-Governance Research Policy for EU and Conducting a global Digital Literacy Study spanning 20 nations. Authored India report on Digital Literacy initiatives (2008 -2010)

**Asia Development Bank** – i) Carried out technical assessment of GIFT for making it a global FINTECH Hub. Provided inputs for strengthening digital and connectivity infrastructure and enhancing cybersecurity ecosystem for the city. (2023 -2024), ii) City Consultant with GHK Consulting UK for the development of Capacity Building Knowledge Framework and a prototype of knowledge portal for Assam Urban Infrastructure Development Project. (2016 -2018)

### Experience in Digital Agriculture Projects

**India Digital Ecosystem for Agriculture (IDEA)** – Worked as a member of an advisory group responsible for recommending technology standards, metadata standards, and interoperability standards for the government of India's flagship policy guidelines document for deploying an open standards-based digital ecosystem for agriculture.

**Mainstreaming Digital Technologies in Agriculture (Technical Assessment and Idea note for the World Bank country partnership framework)** – Co-authored technical assessment and idea note for mainstreaming digital technologies in agriculture. The note was developed as a part of the country partnership strategy of the World Bank. Inputs on formulating Digital Strategies, Digital platform development principles, financing options, and capacity building for farmers were provided.

**Digital Platform strategies, deployment framework, capacity building, and supervision of Agriculture and Rural Development Projects in the World Bank**) – Have worked as a digital development specialist for multiple agriculture and rural development projects in the World Bank over the past 5 years. The work included providing technical assistance and advisory support in leveraging digital technologies in project intervention areas. Key past and ongoing projects are *Himachal Pradesh Horticulture Development Project (HPHDP)*, *Tamilnadu Rural Transformation Project (TNRTP)*, *Tamilnadu Integrated Agriculture Management Project (TNIAMP)*, *Project on Climate Resilient Agriculture (POCRA)* Maharashtra, *SMART Maharashtra*, and *Kerala Resilient Agriculture (KERA)* project.

## DIAGNOSTIC STUDIES, THINK PIECES, AND PUBLICATIONS

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### Diagnostic Study Reports

1. **Citizen Engagement and Grievance Redress Systems** – Comparative study of India, Singapore, and Oman's good practices.
2. **Capacity Enhancement strategies for Smart Cities** – Need Assessment study report for India and recommendations for multi-stakeholder partnership models for building National Urban Innovation Stack
3. **Digital Literacy maturity study of 20 countries** and recommendations for bridging the digital divide.

## Publications

1. **India – Journey from Knowledge Economy to Inclusive Information Society.**<sup>1</sup>
2. **Digital Divides – The New Challenges and Opportunities of e-Inclusion** (Author of the chapter – “Leveraging Mobile Revolution for Turning Digital Divide into Digital Dividend: Examples from India, Bangladesh, and Sri Lanka”.<sup>2</sup>
3. **Mobile Applications for Inclusive Growth & Sustainable Development**<sup>3</sup>

## Articles/Papers/Presentations

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1. Using Open Data to drive innovation, collaboration, and change in India<sup>4</sup>
2. Citizen-Centric e-Governance in India<sup>5</sup>
3. Greenfield Smart City Development - Learnings from Development of South Korean City of Songdo<sup>6</sup>
4. Ensuring Convergence of Mobility with Green Growth Objectives - Intelligent Transport Systems for Indian Smart Cities<sup>7</sup>
5. Don't know what's Smart City? Now you'll Know<sup>8</sup>
6. ***Life of Average Indian citizen in 2015*** (Vision paper on Next-generation public services using mobile and new media technologies) – Governance Now Magazine (October 2011 Edition)
7. ***Future is Here*** – Paper on Mobile applications – Governance Now Magazine (January 2012 Edition)
8. ***e-Government research priorities for achieving vision 2020***”, keynote address delivered during Consultation Workshop on e-Government Research organized by European Commission on October 26-27, 2005 in Brussels, Denmark
9. ***e-Government foresight for research priorities***”, presentation delivered during the e-Government Research and Policy Challenges organized by IPTS, European Commission in Seville, Spain on October 2-3,2005.
10. ***India's Roadmap for transformation*** (Analysis of national e-Governance Plan of India) (Commonwealth Business, UK – July/August 2005)
11. ***e-Government development in SAARC region- Comparative status of various countries***. A paper presented during the International Conference on Best Practices of e-Government and e-city: Vision, Innovations and Opportunities from 13-16 June 2005 at Ipoh City, Malaysia.
12. ***e-Government strategic framework for developing countries***”, a paper presented during an international conference on building partnerships for ICT implementations organized by Bellanet – SAP Nepal in Kathmandu, Nepal in March 2005.

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<sup>1</sup> [https://www.meity.gov.in/sites/upload\\_files/dit/files/IndiaJourneyfromKnowledgeEconomyInclusiveInformationSociety\\_16052011.pdf](https://www.meity.gov.in/sites/upload_files/dit/files/IndiaJourneyfromKnowledgeEconomyInclusiveInformationSociety_16052011.pdf)

<sup>2</sup> ISBN 9781482216592 - CAT# K22066

<sup>3</sup> [https://trai.gov.in/sites/default/files/Compendium\\_NFCN\\_2010.pdf](https://trai.gov.in/sites/default/files/Compendium_NFCN_2010.pdf)

<sup>4</sup> <https://blogs.worldbank.org/digital-development/using-open-data-drive-innovation-collaboration-and-change-india>

<sup>5</sup> <https://www.linkedin.com/post/edit/6028583862051885056/>

<sup>6</sup> <http://bwsmartcities.businessworld.in/article/Learnings-from-Development-of-South-Korean-City-of-Songdo-11-11-2016-108092/>

<sup>7</sup> <https://www.linkedin.com/pulse/ensuring-convergence-mobility-green-growth-objectives-vikas-kanungo/>

<sup>8</sup> <https://www.linkedin.com/pulse/dont-know-whats-smart-city-now-youll-vikas-kanungo/>

13. **Electronic Public Services- Roadmap for technology framework** (Journal of 8<sup>th</sup> National Conference on e-governance organized by Department of IT and DARPG, Govt. of India –2005)
14. ***Citizen-Centric Governance in India***, published in ASSOCHAM – WORLD Bank vision document titled e-governance, Transforming India (the Year 2003)
15. Societal, **Ethical and Legal Implication of ICT** (ICT Policy workshop for CSOs by GIPI India) and National conference on e-Governance held in West Godavari District, 2004.
16. **Nations in Cyber Era** – “International Conference on Politics and Information Systems, Technologies and Applications (PISTA 2004) and the International Conference on Cybernetics and Information Technologies, Systems and Applications. Orlando, US
17. **E-Governance in India-an Implementation Roadmap** – “National conference on e-Business solutions Institute of Electronics and Telecommunications Engineers)
18. **Balancing Gender Equity in Knowledge Society** – International Seminar on Women in e-Governance organized by Annamalai University, November 2004.

## Summary of Key Assignments

### 1. DIGITAL INFRASTRUCTURE POLICIES, STRATEGIES, INSTITUTIONS & REGULATIONS

<b>NATIONAL MOBILE GOVERNANCE POLICY FRAMEWORK FOR INDIA</b>
<b>Client:</b> Ministry of Electronics and Information Technology, Government of India
<b>Role Assigned:</b> Lead Policy Advisor (2010 -2011)
<b>Narrative Description of the Project:</b> The project involved the formulation of national policy on mobile governance to provide public services to citizens of India through mobile devices and assist multiple ministries in rolling out the sectoral services through mobile devices. A detailed framework for developing mobile services delivery gateway and making this available to multiple central and state government agencies was formulated.
<b>Key Responsibility Areas</b> <ul style="list-style-type: none"><li>▪ Assistance in formulating infrastructure, regulatory, supervisory, and institutional framework for mobile governance in India</li><li>▪ Introducing the international best practice in mobile governance and private sector participation</li><li>▪ Extensive consultations with TRAI, Telecom Industry, Value-added service providers, and line ministries for evolving regulatory and implementation framework</li><li>▪ Designing a comprehensive plan for mobile service delivery gateway and recommending the linkages with mobile payment infrastructure</li></ul>
<b>E-GOVERNANCE RESEARCH POLICY FRAMEWORK FOR EU</b>
<b>Client:</b> Danish Technological Institute (DTI), Denmark
<b>Role Assigned:</b> Senior Consultant (2004 – 2006)
<b>Narrative Description of the Project:</b> DTI was selected by the European Commission to identify e-Governance research policy challenges in Eu member countries and develop a framework that can be used by the European Commission for accelerating the research in the domain by developing a funding support program supported by EC under their FP7 program. In addition to DTI, leading institutes from the EU such as IPTS Spain and the European Institute of Public Administration were partners in the program.
<b>Key Responsibility Areas</b> <ul style="list-style-type: none"><li>▪ Worked with a team of experts from the leading public sector and academic institutes from the EU and provided inputs on e-Governance research challenges</li><li>▪ Chaired the meeting on centralized planning and decentralized implementation strategies for e-Governance programs based on the experience of the Indian federal structure.</li><li>▪ Contributed to the development of a common assessment framework for e-Governance projects for all member countries of the EU</li><li>▪ Provided inputs for developing a knowledge platform titled Best e-Europe Practices (BEEP) to enable sharing of learning practices among European countries.</li></ul>

FRAMEWORK FOR EVALUATION OF DIGITAL INFRASTRUCTURE, POLICIES & E-GOVERNANCE PROJECTS,  
OMAN

**Role Assigned:** Lead Advisor (2013) & Jury Member (2009 – 2017)

**Client:** Information Technology Authority, Government of Oman

**Narrative Description of the Project:** ITA had instituted an e-Governance award program in 2009 for promoting excellence in e-Governance projects by recognizing the best practice projects in different domains such as the use of innovative technologies, governance process reengineering, and many other categories. In 2013, as digital technologies had evolved considerably, ITA desired to revamp the award categories and evaluation criteria to reflect the changes in technology. The assignment required redesigning the entire wards program to encourage various ministries in undertaking projects to leverage mobile and new media technologies.

**Key Responsibility Areas**

- Worked as the lead advisor in coordination with a team of experts from the EU and Oman to study the global best practices, UN e-Governance Index, and other such benchmarking programs globally.
- Incorporated the categories pertaining to mobile governance, data analytics, and digital payments-based initiatives
- Carried out consultations with all the ministries to understand the current state of capacities and suggest enhancements
- Developed the evaluation criteria in consultation with other team members
- Provided training to all the ministries on new categories and evaluation criteria
- Worked as a jury member for the award from 2009 to 2017

NATIONAL PLAN FOR ENHANCEMENT OF E-GOVERNANCE SERVICES OF GOVERNMENT OF INDIA

**ROLE ASSIGNED: NATIONAL CONSULTANT (2016 – 2018)**

**Client:** United Nations Development Program (UNDP)

**Narrative Description of the Project:** The national e-Governance plan of India was launched in 2006. After the implementation of multiple mission mode projects at central and state levels, the services were still disjointed and multiple applications working in silos were developed. The project involved the development of a framework based Whole of the government (WoG) approach and getting the same implemented through various central and state government agencies to ensure India's ranking on the Online Services Index (OSI) of the UN e-Governance Index improved considerably

**Key Responsibility Areas**

- Formulated a Governance structure and institutional framework involving DARPG, UNDP, NIC, Central Government Ministries/Departments, and State/UT governments for interoperable services offered through a single national portal.
- Developed a review mechanism with accountability at the Central and State level to ensure the ongoing strengthening of services on the National Services portal.
- Developed a framework to enhance the dashboard and analytical view of the services being published as per the taxonomy, especially for the priority areas under the UN e-Government Survey framework
- Formulated guidelines to develop requisite capacities and competencies at the respective Central Government Ministries/Departments and State/UT governments for publishing services on National Service Portal.
- Evolved a Reward and Recognition mechanism and highlighted Service Leaders amongst the Ministries/States/UT and Departments.

## 2. SUPPORT FOR CROSS-SECTORAL PROJECTS (THE WORLD BANK) – BUSINESS DEVELOPMENT, PREPARING PROJECT PROPOSALS, CONCEPT NOTES, AND PARTICIPATION IN SUPERVISION MISSIONS

### INTEGRATED HORTICULTURE SECTOR MANAGEMENT SYSTEM (HPHDP PROJECT)

**Role Assigned:** Senior Digital Development Consultant (2018 –ongoing)

**Associated GP:** Agriculture and Rural Development

**Narrative Description of the Project:** The Project Development Objective (PDO) of HPHDP is to “increase the productivity, profitability and market access of selected horticulture commodities in Himachal Pradesh”. The primary target beneficiaries of the project are small and marginal horticulture producers in selected production clusters across the state. The assigned task was to mainstream the use of digital and mobile technologies as cross-cutting tools across all project areas right from the concept stage and develop systems for real-time monitoring of the project activities

#### Key Responsibility Areas

- Supported the project TTL and the team members in leveraging innovative digital and mobile technologies for providing electronic public services to the beneficiaries
- Development of the functional requirements for an integrated Horticulture sector management system with applications and a dashboard for real-time monitoring of the system
- Developed core and secondary indicators to measure the use of ICTs in the project
- Participated in the development of PAD and PID documents
- Provided technical and advisory services for RFP development, evaluation of vendor performance, and suggesting improvement in system design
- Participated in all implementation support and monitoring missions for the project.

### TAMILNADU SUSTAINABLE URBAN DEVELOPMENT PROJECT (TNSUDP I AND II)

**Role Assigned:** Senior Digital Development Consultant (2016 –ongoing)

**Associated GP:** Urban Global Practice

**Narrative Description of the Project:** The Project development objective is to improve urban services delivery in participating ULBs in a financially sustainable manner and to pilot improved urban management practices in selected cities. The project is comprised of three components: (i) Results-Based Grants for Urban Governance; (ii) Investments in Urban Services (comprising three sub-components); and (iii) Urban Sector Technical Assistance. The assignment involved helping develop a centralized digital platform for all the municipalities for all the services provided to citizens in the entire state and matching the physical and financial progress of project activities using a GIS-based data analytics engine

#### Key Responsibility Areas

- Supported the project TTL and the team members in conceptualizing an urban services system titled Urban Tree for all the municipalities in the state
- Helped developed functional requirements specifications for the digital platform, GIS engine, data analytics engine, and mobile applications
- Supported the implementation of the digital platform through close coordination with IT companies and the PMU

### PROJECT ON CLIMATE RESILIENT AGRICULTURE (POCRA) FOR MAHARASHTRA STATE

**Role Assigned: Senior Digital Development Consultant (2018 –ongoing)**

**Associated GP:** Agriculture and Rural Development

**Narrative Description of the Project:** The proposed project seeks to introduce transformational changes in the agriculture sector by scaling up proven technologies and good agricultural practices that contribute to simultaneously building climate resilience and enhancing the profitability of smallholder farming systems. The project promotes the transfer of technologies for climate adaptation and mitigation at farm level targeted interventions and limited physical investments to promote the use of surface water over groundwater.

**Key Responsibility Areas**

- Inputs to the PAD and PIP documents on leveraging digital technologies for achieving project objectives
- Conceptualization of an ICT innovation lab in PMU and support for lab setup and partnerships with more than 10 reputed organizations in the agriculture domain
- Support the project team in conceptualizing an Integrated Digital Platform for Climate Resilient Agriculture.

TECHNICAL ASSISTANCE PROJECT TO SUPPORT DPC FOR IMPROVING BUSINESS CLIMATE IN BHUTAN

**Role Assigned: Senior Digital Development Consultant (2016 –2018)**

**Associated GP:** Trade and Competitiveness

**Narrative Description of the Project:** The objective of this programmatic technical assistance project was to “support the Royal Government of Bhutan to improve the investment climate in Bhutan, foster business creation and growth, and unlock private investment across the economy and in key sectors.” The ultimate goal was to contribute to sustainable job creation by deploying multichannel electronic service delivery systems in compliance with international standards and best practices.

**Key Responsibility Areas**

- Developed the ICT strategy and implementation framework for automating land records, business registry, and building permission systems for the government of Bhutan
- Helped finalize ToRs for a multichannel service delivery system leveraging ICT and new media technologies
- Helped the project team conceptualize and implement the e-Governance systems and associated reforms in the domain of building permissions, land record automation, and company registration based upon global best practices.

RURAL WATER AND SANITATION PROJECT FOR THE LOW-INCOME STATES (RWSS-LIS), RWSS PROJECT MAHARASHTRA, AND RWSS PROJECT PUNJAB

**Role Assigned: Senior Digital Development Consultant (2016 –2019)**

**Associated GP:** Water

**Narrative Description of the Projects:** The objectives of each of the projects are to provide water and sanitation facilities to the low-income beneficiaries and improve the availability of services through radical enhancement in the infrastructure.

**Key Responsibility Areas**

- Developed the ICT strategy and implementation framework for each of the projects

- Helped develop a real-time monitoring system for monitoring more than 100 project activities in all 6 states
- Help develop a process monitoring application for more than 8000 watersheds in the country
- With The WSP practice, developed an ICT system for citizen feedback for service level benchmarking of water and sanitation services in municipalities

### 3. DIGITAL TECHNOLOGY TRENDS AND ANALYSIS OF DIGITALLY ENABLED BUSINESS MODELS

#### INDIA – ICT ENABLED INTEGRATION FOR GREEN GROWTH PROJECT

**Role Assigned:** Senior Digital Development Consultant (2016 –2019)

**Implementing Agency:** Digital Development Global Practice, The World Bank with support from KGGTF

**Narrative Description of the Projects:** The objective of the project was to support the capacity enhancement of Smart City practitioners in India by organizing knowledge exchange activities, just-in-time support, and training for commissioners and CEOs of the Indian Smart Cities Mission program of the government of India. The program focused on learning about Korean best practices in Smart Cities.

#### Key Responsibility Areas

- Assisting the team in developing a proposal for submission against the KGGTF call for proposals
- Development of India – Korea Smart Cities knowledge exchange program
- Conceptualization of design and metadata structure global knowledge portal on smart cities
- Initiation of discussions with other multilateral and bilateral agencies for partnering with the program
- Signing of knowledge partnership MoUs with more than 10 multilateral and bilateral agencies and joint organization of joint workshops and knowledge sharing events

#### CAPACITY BUILDING AND TRAIN THE TRAINER PROGRAM FOR THE DIGITAL INDIA MISSION

**Role Assigned:** National Advisor (2017 –2019)

**Implementing Agency:** Indian Institute of Public Administration, Delhi

**Narrative Description of the Projects:** The objective of the project was to develop the course curriculum, train the trainer manuals and run pilot training programs in all the states of India through state and regional institutes of public administration to enhance the capacities of state governments in implementing Digital India program of the government of India. The program trained more than 3000 senior officers from all states and UTs of India in a period of two years

#### Key Responsibility Areas

- Development of an overall framework for Digital India training programs
- Supervision and evaluation of the course curriculum developed by experts from multiple government agencies and private players
- Overseeing the delivery of train the trainer program and evaluation of trainers
- Support and supervise the delivery of training programs through state-level public administration institutes and evaluate the efficacy of the program

- Support IIPA in discussions with the Ministry of Electronics and Information Technology for expansion of program content and outreach.

**INDIA – MOLDOVA – TAJIKISTAN KNOWLEDGE EXCHANGE PROGRAM ON IT/ITES AND E-GOVERNANCE PRACTICES**

**Role Assigned:** consultant (2017 –2019)

**Implementing Agency:** Transport and ICT Global Practice, The World Bank

**Narrative Description of the Projects:** The project objective was to help Moldova and Tajikistan leapfrog in establishing the ICT industry in the country and governance transformation projects by developing close collaboration with leading ICT industry players globally.

**Key Responsibility Areas**

- Development of agenda for a knowledge exchange program
- Coordination with the Ministry of Information Technology and state-level ICT agencies for bilateral knowledge exchange MoUs with Moldova and Tajikistan
- Coordination with leading ICT industry players in India for knowledge sharing with Moldova and Tajikistan delegations and facilitating business cooperation initiatives
- Coordination with Management of Software Technology Parks of India for helping Moldova and Tajikistan set up similar single window clearance systems for the ICT industry

**INDIA KNOWLEDGE EXCHANGE NETWORK**

**Role Assigned:** Knowledge Management Consultant (2017 –2018)

**Implementing Agency:** World Bank Institute

**Narrative Description of the Projects:** The project objective was to develop a joint program with the Government of India for sharing best practices among states of India and countries in the region with an aim to support collaboration among the global south.

**Key Responsibility Areas**

- Analysis of existing knowledge management and knowledge sharing initiatives in India and globally and preparation of a report on learnings
- Participate in discussion with DEA on opportunities to share Indian best practices and help states replicate each other's good solutions in technology and ICT domains
- Preparation of an indicative roadmap for sharing of ICT and e-Governance best practices through the India Lighthouse project.

## EMPLOYMENT RECORD

<b>From:</b> 2008	<b>To:</b> Ongoing
<b>The World Bank</b>	<b>Digital Development Global Practice</b>
<b>Position Held:</b> Senior Consultant	<p><b>Description of Duties:</b></p> <p><b>DD Unit projects:</b> Supporting multiple projects of the unit on Smart Cities, Cybersecurity readiness assessment, Digital Economy assessment and mainstreaming of digital technologies in bank projects. The activities include development of concept notes, PAD and PIP documents, advising project management units with client governments on procurement, participating in implementation support missions and review missions and writing proposals for trust funds. Providing support to country management unit for incorporating best practices on digital for development in country partnership framework</p> <p><b>Cross Support on Thematic domains:</b> Supporting Agriculture Global Practice, Urban Global Practice, Water Global Practice and Rural Development Global practice in incorporating state of the art digital strategies and solutions in thematic projects. The activities include development of core and supplementary indicators related to mainstreaming of digital technologies in project operations, incorporation of digital solutions in sectoral project, provide inputs on client procurement plans, participating in implementation support and supervision missions.</p>
<b>From:</b> 2004	<b>To:</b> 2012
<b>The Society for Promotion of e-Governance (SPeG)</b>	<b>e-Governance think tank</b>
<b>Position Held:</b> Chairman and Secretary General	<p><b>Description of Duties:</b></p> <p>Founder Life Member and Chair of the governing body to help develop &amp; implement the strategy and positioning for enabling the organization to emerge as a pioneer for creating local capacities in utilizing the potential of ICTs for e-governance. Developed collaboration with Europe's premiere organizations for exchange of better e-governance framework and learning practices as well as collaborated on joint projects.</p> <p>contributing to the organization's intellectual capital and development efforts and in mentoring other civil society organization working in the area of ICT for development, Gender issues, e-Governance.</p>

	<ul style="list-style-type: none"> <li>▪ Established Methodologies and programmes on e-Governance promotion in Asia Pacific Region. Collaborated with media and PR agencies to create awareness regarding the initiatives of the organization.</li> <li>▪ Researched and presented a paper on "Citizen Centric Governance in India", published in ASSOCHAM World Bank vision document for India. Conducted international workshop on "<b>Strategic Framework for e-Governance- Learning about best e-Europe practices</b>" with the participation of European Institute of Public Administration, Danish Technological Institute, RAND Europe and University of Durham. Developing a Knowledge Management tool for e-governance practitioners in Asia Pacific Region in collaboration with Danish Technological Institute.</li> <li>▪ Worked on a project to establish an e-Governance Resource Centre in India with the support of prestigious technical institute in the country and international funding agencies.</li> <li>▪ Developed a community of e-governance experts from India and Europe for knowledge sharing and joint working.</li> <li>▪ Hosted Open Source Summit to foster collaboration between developing and developed countries as well as collaboration between various groups in the country.</li> </ul>
<b>From:</b> 1993	<b>To:</b> 2004
<b>Internet Consortium India Private Limited</b>	
<b>Position Held:</b> Founder and Managing Director	<b>Description of Duties:</b> Spearheaded the planning and implementation of the marketing strategy of the company to market Internet connectivity and web-based solutions in the nascent market. <ul style="list-style-type: none"> <li>▪ Conducted many workshops to spread net-literacy in the country. The most popular of them were <b>Net Info 96, Web Presence 1997, ISP Info 98, and Business on Net 99</b>.</li> <li>▪ Successfully marketed and implemented web presence solutions for major public sector enterprises.</li> </ul>

## ENGAGEMENT WITH CIVIL SOCIETY, ACADEMIA, AND INDUSTRY ORGANIZATIONS

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- Chief Architect & Curator - Global observatory on Mobile Governance in association with an e-Development thematic group of The World Bank  
**Organization** – The Society for Promotion of e-Governance, India
- Convener- Government Transformation Forum 2009 -11 and coordinator for knowledge sharing between DIT, Department of Income Tax, Department of Custom and Excise, and Department of Commercial Taxes for deliberations during GTF 2009 in October 2009.  
**Organization**: The Society for Promotion of e-Governance, India and Various Ministries of Government of India
- Coordinator - India's participation in Global VC dialogues on Mobile Government, Public-Private partnership Models, Open Source for e-Government  
**Organization**: e-Development Thematic Group, The World Bank
- Contributing Author – Project report on the creation of a Rural Technology Bank for National Institute of Rural Development, Government of India  
**Organization**: National Institute of Rural Development, Government of India
- Consulting Advisor and Trainer– Global Research on potential countries for PPP in e-Government on behalf of Infodev, The World Bank  
**Organization**: eValueserve, India
- Author of India Report on Digital Literacy Initiatives – 32 country digital literacy initiatives research funded by European Commission  
**Organization**: Danish Technology Institute, Denmark
- Consulting advisor and trainer – Setting up of Public Sector Solutions division  
**Organization**: Siemens Information Systems, India
- Consultant: Communications and Awareness Strategy for Government of Bahrain  
**Organization**: PricewaterhouseCoopers, India
- Founder: Global Observatory and Knowledge Portal on Mobile Government  
**Organizations**: The Society for Promotion of e-Governance, India, One World South Asia and e-Development Thematic Group of The World Bank
- **Consulting resource**: Taxonomy mapping for e-GovWorld portal for Government of India  
**Organization**: NIIT Limited
- Policy Expert and Senior Assistant Editor e-Gov Magazine  
**Organization**: Centre for Science Development and Media Studies (CSDMS)