

ANIRUDH KRISHNA

Associate Professor of Public Policy and Political Science
Duke University
212 Sanford Institute, Durham, NC 27708-0245
(919) 613-7337; ak30@duke.edu

Education

Ph.D. in Government, Cornell University, 2000
("Social Capital, Collective Action, and the State: Understanding Economic Development, Community Peace, and Democratic Governance in Rural North India.")
M.P.S. in International Development, Cornell University, 1995
Master's in Economics, Delhi School of Economics, 1980
B.A. (Honors) Economics, St. Stephens College, Delhi University, India, 1978

Publications

Books

Anirudh Krishna. 2002. *Active Social Capital: Tracing the Roots of Development and Democracy*. New York: Columbia University Press.

Anirudh Krishna, ed. 2000. *Changing Policy and Practice From Below: Community Experiences in Poverty Reduction*. New York: United Nations Development Programme.

Norman Uphoff, Milton J. Esman and Anirudh Krishna. 1998. *Reasons For Success: Learning from Instructive Experiences in Rural Development*. West Hartford, CT: Kumarian Press. (South Asian edition by Sage Publications, New Delhi).

Anirudh Krishna, Norman Uphoff and Milton J. Esman, eds. 1997. *Reasons For Hope: Instructive Experiences in Rural Development*. West Hartford, CT: Kumarian Press. (South Asian edition by Sage Publications, New Delhi).

Articles in Refereed Journals

Anirudh Krishna. "How Does Social Capital Grow? A Seven-Year Study of Villages in India." Forthcoming in *Journal of Politics*, November 2007.

Anirudh Krishna. "For Reducing Poverty Faster: Target Reasons before People." Forthcoming in *World Development*, November 2007.

Anirudh Krishna, Patricia Kristjanson, Judith Kuan, Gustavo Quilca, Maren Radeny, and Alicia Sanchez-Urrelo. 2006. "Fixing the Hole in the Bucket: Household Poverty Dynamics in Forty Communities of the Peruvian Andes." *Development and Change*, 37 (5), 997-1021.

Anirudh Krishna. 2006. "Poverty and Democratic Participation Reconsidered: Evidence from the Local Level in India." *Comparative Politics*, 38 (4), 439-58.

Anirudh Krishna. 2006. "Pathways Out of and Into Poverty in 36 Villages of Andhra Pradesh, India." *World Development*, 34 (2), 271-88.

Anirudh Krishna, Daniel Lumonya, Milissa Markiewicz, Firminus Mugumya, Agatha Kafuko, and Jonah Wegoye. 2006. "Escaping Poverty and Becoming Poor in 36 Villages of Central and Western Uganda." *Journal of Development Studies*, 42 (2), 346-70.

Anirudh Krishna, Mahesh Kapila, Mahendra Porwal, and Veerpal Singh. 2005. "Why Growth is Not Enough: Household Poverty Dynamics in Northeast Gujarat, India." *Journal of Development Studies*, 41 (7), 1163-92. (Received the Dudley Seers Annual Memorial Prize for best article in *Journal of Development Studies*.)

Anirudh Krishna. 2004. "Understanding, Measuring and Utilizing Social Capital: Clarifying Concepts and Presenting a Field Application from India." *Agricultural Systems*, 82, 291-305.

Norman Uphoff and Anirudh Krishna. 2004. "Civil Society and Public Sector Institutions: More than a Zero-Sum Relationship." *Public Administration and Development*, 24, 357-72.

Anirudh Krishna, Patricia Kristjanson, Maren Radeny, and Wilson Nindo. 2004. "Escaping Poverty and Becoming Poor in Twenty Kenyan Villages." *Journal of Human Development*, 5 (2), 211- 26.

Anirudh Krishna. 2004. "Escaping Poverty and Becoming Poor: Who Gains, Who Loses, and Why? People's Assessments of Stability and Change in 35 North Indian Villages." *World Development* 32 (1), 121-36.

Anirudh Krishna. 2003. "What is Happening to Caste? A View from Some North Indian Villages." *Journal of Asian Studies*, 62 (4), 1171-93.

Anirudh Krishna. 2003. "Partnerships between Local Governments and Community-Based Organizations: Exploring the Scope for Synergy." *Public Administration and Development*, 23 (4), 361-71.

Anirudh Krishna. 2002. "Enhancing Political Participation in Democracies: What is the Role of Social Capital?" *Comparative Political Studies*, 35 (4), 437-60. (Received Best Article Award, American Political Science Association, Comparative Democratization, 2003.)

Anirudh Krishna. 2001. "Moving From the Stock of Social Capital to the Flow of Benefits: The Role of Agency." *World Development*, 29 (6), 925-43, lead article.

Articles under review with refereed journal

Anirudh Krishna. "A Rising Tide that Falls Sharply: Education Achievement in Villages of Two Indian States." Under review with *Population and Development Review*.

Anirudh Krishna and Jan Nederveen Pieterse. "Hierarchical Integration: The Dollar Economy and the Rupee Economy." Under review with *Development and Change*.

Anirudh Krishna. "Why Don't "the Poor" Make Common Cause? The Importance of Subgroups." Under review with *Journal of Development Studies*.

Articles being prepared for submission to refereed journals

Anirudh Krishna. "Do Poor People Care Less for Democracy? Testing Individual-Level Assumptions with Individual-Level Data from India."

Anirudh Krishna, Christina Gibson-Davis, Liz Clasen, Milissa Markiewicz, and Nicolas Perez. 2006. "Escaping Poverty and Becoming Poor in Thirteen Communities in Rural North Carolina."

Book Reviews

The Dubious Link: Civic Engagement and Democratization, by Ariel C. Armony (Stanford University Press, 2004), *Perspectives in Politics*, 3 (2), June 2005, 390-92.

Globalization and Nationalism: The Changing Balance in India's Economic Policy, 1950-2000, by Baldev Raj Nayar (Sage Publications, 2001), *Journal of Commonwealth and Comparative Politics*, 40 (1), March 2002, 112-13.

Other Published Articles

Anirudh Krishna. 2007. "Poverty and Health: Defeating Poverty by Reducing Its Creation." *Development*, 50 (2), 50th Anniversary Special Issue, 63-69..

Anirudh Krishna, forthcoming. "Social Capital and Economic Development." In Dario Castiglione, Jan van Deth and Guglielmo Wolleb, eds., *Handbook of Social Capital*, Oxford University Press.

Anirudh Krishna, forthcoming. "Poverty Knowledge and Poverty Action in India." In Deepa Narayan, ed., World Bank volume.

Anirudh Krishna. 2007. "Politics in the Middle: Mediating Relationships between Citizens and the State in Rural North India." In Herbert Kitschelt and Steven Wilkinson, eds., *Patrons, Clients, and Politics*. Cambridge, UK: Cambridge University Press.

Anirudh Krishna. 2007. "The Stages-of-Progress Methodology and Results from Five Countries." In Carolina Moser, ed., *Reducing Global Poverty: The Case for Asset Accumulation*. Washington, DC: Brookings Institution Press.

Anirudh Krishna. 2007. "Mobilizing Social Capital: Community Responses to Globalization." In Dennis Rondinelli and John Hefron, eds., *Globalization and Change in Asia*. Boulder: Lynne Rienner Publishers.

Anirudh Krishna. 2006. "Reversal of Fortune: Why Preventing Poverty Beats Curing it." *Foreign Policy*, May/June.

Anirudh Krishna and Vijay Brihmadേശ. 2006. "What Does it Take to Become a Software Engineer? Educated Parents, Information Networks, and Upward Mobility in India." *Economic and Political Weekly*, Bombay, India, July 29.

Anirudh Krishna. 2005. "Are Villagers Ready for Decentralization?" In L.C. Jain, ed., *Decentralization and Local Governance*. New Delhi: Orient Longman.

Anirudh Krishna, Mahesh Kapila, Sharad Pathak, Mahendra Porwal, Kiranpal Singh, and Veerpal Singh. 2004. "Falling Into Poverty in Andhra Pradesh Villages: Why Poverty Avoidance Policies are Needed." *Economic and Political Weekly*, Bombay, India, July 17.

Anirudh Krishna. 2004. "Putting Social Capital to Work: Agency and Development." In Per Selle and Sanjeev Prakash (eds.), *Investigating Social Capital: Comparative Perspectives on Civil Society, Participation and Governance*. New Delhi: Sage Publications.

Anirudh Krishna, Mahesh Kapila, Mahendra Porwal, and Veerpal Singh. 2003. "Falling Into Poverty in a High-Growth State: Escaping Poverty and Becoming Poor in Twenty Gujarat Villages." *Economic and Political Weekly*, Bombay, India, December 6.

Anirudh Krishna. 2003. "Falling Into Poverty: The Other Side of Poverty Reduction." *Economic and Political Weekly*, Bombay, India, February 8.

Anirudh Krishna. 2003. "Global Truths and Local Realities: Traditional Institutions in a Modern World." In Surjit Singh and Varsha Joshi, eds., *Institutions and Social Change*. New Delhi: Rawat Publications.

Anirudh Krishna and Norman Uphoff. 2002. "Mapping And Measuring Social Capital," in Christian Grootaert and Thierry van Bastelaer, eds., *The Role of Social Capital in Development: An Empirical Assessment*. New York: Cambridge University Press.

Ruth Alsop, Anirudh Krishna, and Disa Sjoblom. 2001. "Inclusion and Local Elected Governments: The Panchayat Raj System in India," Social Development Papers No. 37, Environmentally and Socially Sustainable Development Network, The World Bank.

Anirudh Krishna. 2001. "Social Factors in Sustainable Land-Use Management." In Nico Heerink, Herman van Keulen & Marijke Kuiper (eds.) *Economic Policy and Sustainable Land Use in LDC: Recent Advances in Quantitative Analysis for Developing Countries*. Heidelberg and New York: Physica-Verlag.

Anirudh Krishna. 2000. "Creating and Harnessing Social Capital." In Partha Dasgupta and Ismail Serageldin, eds., *Social Capital: A Multifaceted Perspective*. Washington, DC: The World Bank.

Anirudh Krishna and Elizabeth Shrader. 2000. "Cross-Cultural Measures of Social Capital: A Tool and Results from India and Panama." *Social Capital Initiative Working Paper No. 21*, Social Development Department, The World Bank, 2000. (Reprinted as "The Social Capital Assessment Tool: Design and Implementation" in Christian Grootaert and Thierry van Bastelaer, eds., *Understanding and Measuring Social Capital: A Multidisciplinary Tool for Practitioners*. Washington, DC: The World Bank, 2002.)

Anirudh Krishna. 1999. "Large-Scale Government Programmes: Watershed Development in Rajasthan, India." In Fiona Hinchcliffe, John Thompson, Jules Pretty, Irene Guijt, and Parmesh Shah, eds., *Fertile Ground: The Impacts of Participatory Watershed Management*. London, UK: Intermediate Technology Publications.

Anirudh Krishna and T.P. Ramarao. 1995. "Computerization of Land Records." In B.N. Yugandhar and P.S. Datta, eds., *Land Reforms in India, Volume 2*. New Delhi: Sage Publications.

Reviewer

National Science Foundation, Social Science Research Council, Columbia University Press, Indiana University Press, Duke University Press, Oxford University Press, Routledge, Rowman and Littlefield, *Agriculture*, *American Journal of Political Science*, *American Political Science Review*, *Ecosystems and Environment Journal*, *Asian Survey*, *Comparative Politics*, *Comparative Political Studies*, *Commonwealth and Comparative Politics*, *European Journal of Political Research*, *Journal of Asian Studies*, *Journal of Development Studies*, *Journal of Politics*, *Review of Development Economics*, *Social Science Quarterly*, *World Development*, *World Politics*.

Conferences and Workshops (last four years)

Invited speaker: FDRI/Berkeley conference on Indian Democracy, University of California, Berkeley, May 24-25, 2007. "Poverty, Panchayats, and Participation."

Invited speaker: University of Illinois, Urbana-Champaign, Transnational Sociology Seminar Series, April 27, 2007. "Increasing Volatility and Vulnerability? Evidence from Grassroots Investigations in India, Kenya, Uganda and Peru."

Invited speaker: International Food Policy Research Institute, April 25, 2007: "Why Don't 'The Poor' Have a Louder Voice in Democracy?"

Keynote speaker: Conference on What Works for the Poorest: Policies and Practices to Overcome Extreme Poverty. Convened by the University of Manchester, BRAC University, and the Chronic Poverty Research Centre, Dhaka, December 3-5, 2006.

Inaugural Krishna Raj Memorial Lecture on Contemporary Issues in Health and Social Sciences. Convened by Anusandhan Trust, Tata Institute of Social Sciences, SNDT University, and Bombay University, Mumbai, December 8, 2006.

Invited speaker: Workshop on Concepts and Methods for Analyzing Poverty Dynamics and Chronic Poverty, University of Manchester, October 23-25, 2006. (Paper: "Subjective Assessments, Participatory Methods and Poverty Dynamics: The Stages of Progress Method").

Invited speaker: Brookings Institution/Ford Foundation Workshop on Asset-based Approaches to Poverty Reduction in a Globalized Context, Washington DC, June 27-28, 2006. (Paper: "The Stages-of-Progress Methodology, Assets, and Longitudinal Trends: Results from a Five-Year Study in 236 Communities of Five Countries")

Invited speaker: Workshop on Making Democracies Better at Delivering Services to the Poor: What Can Governments and Donors Do? Organized by Expert Group on Development Issues and the Swedish Ministry for Foreign Affairs, Stockholm, April 27-28, 2006. (Paper: "Providing Services to Enhance Citizenship and Improve Accountability: Information is Key")

Invited speaker: Maxwell School of Syracuse University, April 21, 2006: "Why Don't 'The Poor' Have a Louder Voice in Democracy?"

Workshop on Poverty and Democracy, Duke University, February 17-18, 2006. (Paper: "Do Poor People Care Less for Democracy? Testing Individual-Level Assumptions with Individual-Level Data from India.")

Invited speaker: Indian Institute of Management, Bangalore, December 22, 2005: "Information and Opportunity for Poverty Reduction."

Invited speaker: Conference on The State of the Panchayat and the Way Forward. Organized by the Government of India, New Delhi, December 16-18, 2005.

Invited speaker: School of Advanced International Studies, Johns Hopkins University, October 31, 2005: “Defeating Poverty by Reducing Its Creation.”

American Political Science Association, Annual Meeting, Washington DC, September 1-4, 2005 (presenter)

Invited speaker: Workshop on the Post-Liberalization State in India: Inter-disciplinary Perspectives, Stanford University, June 5-6, 2005. (Paper: “Poverty Knowledge and Poverty Action in India”)

Workshop on Las Crianzas y Políticas en la Reducción de la Pobreza Alto Andina, organized by the Food and Agriculture Organization of the United Nations and CONDESAN, Lima, Peru, April 4-6, 2005 (presenter)

Conference on Understanding Rural Poverty and Democracy, organized by Ford Foundation and Seva Mandir, New Delhi, India, February 10, 2005 (presenter)

Escaping Poverty and Becoming Poor in 36 Villages of Central and Western Uganda: presentation in Kampala, Uganda, December 10, 2004, organized by Makerere University (presenter)

Escaping Poverty and Becoming Poor in Five Countries: presentation to the Poverty Reduction and Economic Management Group, World Bank, November 17, 2004

Combating Persistent Poverty in Africa: BASIS Lessons Learned Policy Conference, Washington DC, November 15-16, 2004 (discussant)

American Political Science Association, Annual Meeting, Chicago, September 2-5, 2004 (panel chair and discussant)

Conference on South Asian Politics, organized by NETSAPPE and Centre d’Etudes et de Recherches Internationales, Paris, June 30-July 2, 2004 (presenter)

Conference on Antipoverty and Social Policy in India, Inequality and Economic Performance (sponsored by the MacArthur Foundation), Neemrana, India, January 2-4, 2004 (presenter)

American Political Science Association, Annual Meeting, Philadelphia, August 27-30, 2003 (paper presenter)

Moving Out of Poverty: Understanding Growth and Freedom from the Bottom Up, World Bank, July 15-17, 2003 (presenter)

Applying Social Capital Measures to Operations, World Bank, May 13-16, 2003 (invited speaker)

International Conference on Staying Poor: Chronic Poverty and Development Policy: Institute for Development Policy and Management, University of Manchester, UK, April 7-9, 2003 (presenter)

International Workshop on Stocktaking and Understanding Pro-Poor Growth. World Bank, February 11-12, 2003 (invited speaker)

Policy Advice and Collaborative Research

Government of Kenya (2005): Collaboration, advice and training on extending the Stages of Progress Methodology for a countrywide poverty assessment

SEWA, India (2005): Identifying the Poorest and Targeting Development Benefits More Effectively

Seva Mandir, India (2004-06): Social Capital, Poverty and Democracy at the Grassroots: An examination of 71 village communities in Rajasthan.

DISHA, Andhra Pradesh, India (2004): Poverty and Democracy: An examination in 35 communities.

CARE and CIP, Peru (2003-04): Examining Poverty Dynamics in 40 Communities of Cajamarca and Puno.

Makerere University, Uganda (2003-04): Household Poverty Dynamics in 36 Communities of Central and Western regions.

SARATHI, Gujarat, India (2003): Household Poverty Dynamics in 36 Communities.

World Bank (2003): Understanding and Measuring Empowerment

CHITRA, Rajasthan, India (2002): Developing and Testing the Stages-of-Progress Methodology in 35 villages of Rajasthan.

ILRI, Kenya (2002): Household Poverty Dynamics in 20 Communities of Western Kenya

World Bank (2001-2002): Analyzing Partnerships Between Local Governments and Civil Society Organizations

World Bank (2000): Organizing in Support of Community Driven Development

World Bank (1999): Investigating Inclusion and Exclusion with respect to Democratic Decentralization in India: Report on Research Conducted in Two States

UNDP (1998-1999): Civil Society Organizations And Development: Identifying and Learning From Best Practices

FAO (1999): Livelihood Security and Local Institutions: Learning From Experience

World Bank (1998-1999): Developing and Testing Instruments for Assessing Social Capital

World Bank (1994-1995): Public Sector Management and Participation

Save the Children Fund, U.K. (1991): Assisting Community Initiatives for Livelihood Security in Arid and Semi-Arid Regions.

Teaching

Graduate

PPS 306S: Communities and Development: Social Capital, Entrepreneurship and External Assistance (seminar class)

PPS 314: The Politics of the Policy Process (A core class for the Masters in Public Policy Program)

PPS 329.06: Globalization and Poverty (seminar class)

Undergraduate

PPS 196S/PPS264S: Understanding and Assisting Development in the Third World (A seminar class for advanced undergraduates and graduate students)

PPS 114: Political Analysis for Public Policy (A core class for undergraduates majoring in public policy)

PPS 198/199: Senior Honors Seminar

Independent Study Classes

Spring 2002: *PolSci 399.06*: Political Organization and Political Participation (Kristian Schalter)

Fall 2002: *PPS 399*: Public Administration and Human Rights (Pravin Dixit)

Spring 2003: Sonia Doloutskaia (routes to collective action); S. Sridhar (globalization, technology and equity); Aurelie Brunei (social capital in developing countries), Alexis Bedford (economic development and poverty reduction in Jamaica)

Spring 2005: Oscar Farfan (the state and economic development)

Fall 2006: Vijay Brihmadessam (globalization and opportunity); Nicolas Perez (Latino immigrants and poverty in North Carolina); Aditi Misra (technology for local institutional development)

Thesis Advising

Thesis Advisor (PIDP Program): Franco Gamboa Rocabado (Civil Society and Educational Reform in Bolivia); Kenichi Fukumura (Community Organization and Community Forestry in Three Countries); Idrissa Kamara (Child Soldiers in West Africa); Hasmik Minasyan (Civil Society in Armenia); David Swanson (Healthcare in Ghana); Nicolas Perez (Migration and Development).

Thesis Advisor (MPP Program): Karen O'Donnell (Children and War in Africa); Ford O'Connell (Oil and War in the Middle East); Jennifer Nevin (Policy Analysis Capacity Building in Serbia), Boyu Ao (Decentralization and Poverty Reduction in China); Felicity Kolp (Operationalizing a Human Rights Strategy); Elaine Lai (Conservation and Poverty Reduction in Mexico); Marissa Archibald (Poverty Reduction in Trinidad); Jessica Campbell (Community-based Natural Resources Management in the Caribbean); Leandra Marin (Labor Organizing in Brazil and Argentina).

Undergraduate Seniors Thesis Advisor: Adam Hosmer-Henner (Poverty Reduction in Ecuador and Peru); Suzanne Garland (Microcredit, Gender Relations, and Development)

Master of Arts in Liberal Studies (MALS) program: Sridhar Sourirajan (Globalization and Offshore Outsourcing)

Ph.D Committees

Sonia Doloutskaia, Nicholas School of the Environment, Duke University

Aurelie Brunei, University of North Carolina at Chapel Hill

Katrin Uba, Uppsala University, Sweden (external examiner)

Magdalena Inkinen, Uppsala University, Sweden (external examiner)

K.R. Nisha, University of Mysore, India (external examiner)

Service

Helped bid for and later organize the training program for officials of the Indian Administrative Service (2007-2009)

Co-Organizer (with Karen Remmer): Workshop on Poverty and Democracy, Duke University, February 17-18, 2006.

Adviser, Government of Kenya, 2005-07

Adviser, United Nations Poverty Reduction Network, 2004-06

External Reviewer: University of Georgia, Global Project on Nature, Wealth and Power, August 2004.

External Reviewer, Center for the Future State, Institute of Development Studies at the University of Sussex, UK, 2004

Editorial Board: *Public Administration and Development*, 2002-2005

Member, Selection Committee, American Institute for Indian Studies, 2001-2003.

Member, International Affairs Committee, Duke University, 2000-2001 and 2001-2002

Co-Convener (with Nan Lin), Multi-Disciplinary Social Capital Workshop, Duke University, 2002-2003

Co-Convener (with Robert Keohane): Globalization and Equity Seminar series, Duke University, 2001-02

MPP Admissions Committee, Sanford Institute for Public Policy, Duke University, 2001, 2002, 2003

Member Faculty Search Committee (international position), Sanford Institute for Public Policy, Duke University, 2001, 2002, and 2005

Member: Fulbright review board, 2002 and 2003

Faculty Associate and mentor, Hart Fellowship Program, 2003, 2004, and 2005

Member, Review Committee, Undergraduate Overseas Summer Research Awards, 2005

Grants and Awards

Olaf Palme Visiting Professorship, 2007-08, Swedish Research Council.

Dudley Seers Annual Memorial Prize, for “Why Growth is not Enough: Household Poverty Dynamics in Northeast Gujarat, India,” *Journal of Development Studies*, 41 (7), 2005.

Best Article Award: American Political Science Association, Comparative Democratization Section, for "Enhancing Political Participation in Democracies: What is the Role of Social Capital?" *Comparative Political Studies*, 35 (4), 2002.

Ford Foundation (\$89, 900): “Can We Bank Upon Social Capital?”

Food and Agriculture Organization of the United Nations (\$144,000; with Patricia Kristjanson): “Escaping Poverty and Becoming Poor in 40 communities of Peru”

Glaxo Smithkline Foundation (\$74,500): “Escaping Poverty and Becoming Poor in India and Uganda.”

Common Fund, Duke University (\$11,200; with Nan Lin).

United States Agency for International Development (\$55,000; with Patricia Kristjanson and Andrew Odero): “Escaping Poverty and Becoming Poor in 20 communities of Western Kenya”

Sanford Institute, Duke University, Multi-Sector Public Policy Program (\$11,500); New Research Initiatives in the International Field, Office of the Vice Provost for International Affairs, Duke University, November 2001 (\$4,500); Arts and Sciences Research Council, Duke University (\$3,700); and Trent Memorial Foundation Fellowship, Duke University, May 2001 (\$3,000): “Tracing Household Poverty Dynamics in Rajasthan, India”

Janice N. and Milton J. Esmen Award for Distinguished Scholarship, Department of Government, Cornell University, 2000.

World Bank Social Capital Initiative, 1998 (\$65,000; with Norman Uphoff): “Identifying and Assessing Social Capital in Rajasthan, India”

Olin Presidential Fellows, Cornell University, 1996-2000, award made in university-wide competition to four outstanding first-year graduate students each year by the Cornell Graduate School.

Hubert H. Humphrey Fellowship, a competitive Fulbright program exchange award for mid-career professionals, 1993-1994.

Kennedy Fellowship, Harvard University, 1980-1981.

President's Gold Medal in Economics, Delhi University, India, 1978-1980, for ranking first in graduating master's class.

Prior Professional Experience

(A) Indian Administrative Service, 1982-1994. Significant initiatives are mentioned briefly below.

Director, Department of Watershed Development (Rajasthan), 1991-1993: Set up the department in 1991 to deal with the scarcity of food, fodder and fuelwood chronically faced in most rural areas. Helped set up over 100 Users Committees – elected community groups – which in collaboration with the department’s technical staffs drew up and implemented comprehensive five-year plans for resource management and development. Over three

years, selected and supervised a multi-disciplinary staff of close to 2,000 full-time employees and an equal number of paraprofessionals, working in an area of 400,000 hectares, with annual funding worth \$18 million, provided jointly by the World Bank and the Government of India. Received the Indian government's National Merit Certificate for Best Watershed Development.

Administrator, Municipal Corporation, Jaipur, 1990-1991: Helped organize citizen groups and technical specialists to formulate plans for participatory recycling and waste reduction and for mechanizing and privatizing waste disposal. Introduced systems that by enhancing transparency, augmenting public information, and increasing processing speed reduced the scope for delays and corruption.

Collector and District Development Officer, Dungarpur, 1988-1990: Initiated processes that improved the speed and quality of response by the district administration to citizens' requests and public grievances. Formulated, managed and obtained funding for a community-based local project for afforesting wastelands spread out in small holdings operated by indigenous (tribal) people.

Deputy Secretary, Industries Department, 1987-1988: In collaboration with private sector export houses, set up the first Inland Container Freight Station in the state. Three follow-up projects have since been taken up.

Additional Commissioner, Command Area Development, 1986-1987: Led a project team that developed the first working model for computerizing land and tenancy records in India. The project was recognized as a national pilot project. It provides an alternative means for citizens to access records and obtain reliable copies, thereby reducing administrative delays and scope for corruption.

(B) Lecturer in Economics: Hindu College, Delhi University, August 1981 – June 1982