Curriculum Vitae

Name	**SANJAY SAXENA**
Proposed Position	**International E-Governance / Information Systems Specialist**
Date of Birth	**6th February 1966**
Nationality	**Indian**
Email	**sanjay@tscpl.com**
Public Profile	http://sanjaytscpl.wordpress.com/
Educational Qualification	**Cost and Management Accountant (ICMA)** from NIRC of Institute of Cost & Management Accountants of India, 1989
	Post Graduate Diploma in Urban Management and Planning, with distinction, from Institute for Housing and Urban Development Studies (IHS), Erasmus University, Rotterdam, The Netherlands, 1998
	Post Graduate Diploma in Advanced Software Applications from Computer Point, New Delhi, 1988
	B.Com (Hons.) from Delhi University, 1986
Professional Membership	Associate Member of Institute of Cost & Management Accountants of India
Other Training	Certificate in `C' and `UNIX' from Apple Technology, New Delhi, 1990

Language Proficiency

Language	Read	Write	Speak
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Country Experience

- India
- Bangladesh
- Nepal
- Sri Lanka
- Maldives
- Cambodia
- Vietnam
- Thailand
- Philippines
- Indonesia
- Malaysia
- Singapore
- Hong Kong
- Nigeria
- Uganda
- UK
- Netherlands
- Germany
- Australia
- USA
- Canada
- Kazakhastan
- Uzbekistan

Books Published — **Sanjay has published more than 150 books on Management Information Systems (MIS), Decision Support Systems (DSS), Systems Analysis & Design (SSAD) and Information and Communication Technology (ICT).** Collectively his books have sold over three million copies and are prescribed as course material

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by over 700 leading universities, colleges and training institutes in over 12 countries. The book 'A First Course in Computers' was on the **National Bestseller List** during 1997-2007.

SUMMARY OF EXPERIENCE

Sanjay has nearly 30 years international experience of working as development sector consultant. His work has spanned four thematic areas – **Governance, e-Governance,** Public Financial Management (PFM) and Monitoring & Evaluation (M&E). He has applied this subject matter expertise across a range of sectors such as **Education, Health, Skills Development,** Urban and Tourism Development, etc.. Sanjay He has **worked on over a hundred and thirty development sector projects in over 23 countries,** and as a Team Leader / Lead Advisor has led numerous multi-disciplinary international teams on projects in the above mentioned sectors. He has worked extensively with multilateral international development agencies such as - The World Bank, Asian Development Bank (ADB), African Development Bank, UNDP, UNOPS, UNICEF, etc. and leading bilateral such as DFID / UK Aid, Swiss Aid, GiZ, DFAT, etc.. He has worked with National, State / Provincial and Local Governments and public sector / regulatory authorities, in many countries.

As an E-Governance / MIS Specialist, Sanjay has **an extensive track record in designing, developing and supervising implementation of numerous large scale government Information System (IS)** projects including **Management Information Systems (MIS), Decision Support Systems (DSS) and Geographic Information Systems (GIS).** aimed at improving the efficiency, effectiveness and transparency in the government sector. His work has focussed on conducting organisational review and assessment for information systems; **mapping government processes and data systems, carrying out users' needs assessment and requirements analysis across different organisational and functional areas.** The over-archiving objective of most of Sanjay's work on **over seventy five Information System projects in over 20 countries** has been to – integrate disjointed and discrete disparate data system into a unified system so that relevant, up-to-date and actionable information is made available to the appropriate levels of users in different user departments / agencies. This involves a critical analysis of all data and information collected and generated by different users at different levels / organisations with a view to optimizing it so that – **information collected at any single point is made available to all authorised users** (*thereby reducing duplication of effort and conflicting data sets*); **address the different information needs of different stakeholders, while ensuring the overall integrity of data** (*thereby facilitating evidence based decision making and supporting consensus building between different user groups*); **incentivising a culture of systematic data collection and usage, through careful selection of appropriate and context / country feasible ICT tools and techniques** (*thereby building trust and credibility of information systems by ensuring that system are user friendly and significantly reduce the workload of users at all levels*).

His work has included preparing ICT / E-Governance Strategy and implementation roadmaps and E-Governance Master plans; designing and implementing ICT solutions based on web and mobile technologies for a wide variety of sectors, themes and functional areas and with varying levels of sophistication to meet the unique needs of government clients. Many of these initiatives have won national and international awards and cited as best practice case studies. Sanjay is well versed with ISO Standards such as ISO 9000 for Quality Management, ISO 31000 for Risk Management and ISO 27001 for Information Security and has advised several organizations and public sector bodies on how to plan and implement these standards for an eventual ISO Audit and certification(s).

Sanjay has conducted **over 200 national and international seminars, capacity building training workshops and best practices study tours** on M&E, **ICT, E-Governance and PFM** in several countries in Asia and Europe.

SELECTED WORK EXPERIENCE

Position Held	**International PFM and MIS Expert**
Project	**Support to Public Financial Management Systems in New Local Governments in Nepal DFID**
Client	
Tasks	In March 2017, Nepal made a decisive move towards implementation of the 2015
Description	Constitution by adopting a three tier government structure comprising of national, provincial and the newly constituted Local Level Governments (LLGs). The Ministry of
	Federal Affairs and Local Development (MoFALD), in conjunction with the Ministry of
Aug 2017– Ongoing	Finance (MoF), requested DFID to provide technical support for the identification, preparation and commissioning of public financial management systems for the 753 LLGs.

The consultants scope of work includes – preparing a draft PFM and MIS plan in consultation with MoF and MOFALD; provide technical support for development of a new Chart of Accounts; map key local government public financial management business processes: revenue administration; book-keeping/general ledger; and accounting / reporting; design and agree the most feasible ICT-based support package system to put in place for each category of LLG; provide guidance and oversee the design and development of an FMIS package, in line with the business processes identified above; develop a training package and support the delivery of training to all LLG Executive Officers and Accountants on local PFM; and provide guidance for a guidance manual, available online, providing instructions on how to use the agreed ICT-based support package.

Position Held	**ICT and MIS Specialist / Team Leader**
Project	**TA-8260 UZB: Business Process Review, Re-Engineering and Development of Online Government Services, Government of Uzbekistan**
	Asian Development Bank / Government of Uzbekistan
Client	The objective of the consultancy is to coordinate with various stakeholders and entities
Tasks	that are part of the e-governance and ICT development initiative in Uzbekistan,
Description	contribute to the Government of Uzbekistan's (GoU) goal of improving the Ease of Doing
	Business ranking and making it easier and faster for citizens to access government
June 2016 – May	services. The project focuses on three priority services – **Business Registration, Property**
2017	**Registration and E-Procurement**. The scope of work includes carrying out a rapid assessment of existing systems, procedures and legal framework for these services (AS IS) and then suggest carry out a **BPR exercise to improve the delivery** of these services (TO BE), through simplification of existing procedures, automating steps which reduces the time and complexity and eliminating redundant steps. This includes assisting the GoU in assessing GoU's e-readiness for introduction of the online e-services, making recommendations for improvements, **developing the design for the 'improved' business registration process** and piloting it.

Position Held	**Team Leader**
Project	**Urban Revitalization and Inclusive Tourism Development: Project Management Support to Portfolio Implementation**
Client	**World Bank**
Tasks	In 2012, the World Bank launched a new business line in India focused on Urban
Description	Revitalization and Inclusive Tourism Development. Since then, a fast growing portfolio is being developed and implemented including two main groups of activities: (i) advisory
Dec 2016 – Till Date	and financial support to state level investment loans and (ii) policy and technical advisory support on inclusive tourism development and urban revitalization to line ministries. Three loans are currently under preparation, namely Uttar Pradesh Pro Poor Tourism Development Project, MP Inclusive Tourism Development and Bihar Inclusive Tourism Development. At policy level, advisory support is being provided to three key line ministries, including the Ministry of Tourism (MoT), Ministry of Urban Development

(MoUD), Ministry of Drinking Water and Sanitation (MoDWS). The main scope of work includes providing advisory, technical and project management support these three national Ministries as well as for the design, preparation and implementation of inclusive tourism development projects in Uttar Pradesh (Pro-Poor Tourism Development Project), Madhya Pradesh (Madhya Pradesh Inclusive Tourism Development Project) and Bihar (Bihar Inclusive Tourism Development Project).

Position Held	**Financial Management and E-Governance / ICT Advisor**
Project	**Nepal Rural Access Programme (RAP) Phase III, NEPAL**
Client	**Department for International Development (DFID) / Government of Nepal**
Tasks Description	The programme aims to deliver results in rural roads construction and maintenance, short-term job creation, poverty reduction and market led economic development. RAP will also continue to support labour based rural infrastructure works that are climate and disaster resilient. Sanjay's role is to oversee the implementation of the financial management information systems related components of the project including those related to fiduciary risk reduction reforms. The scope of work includes designing and implementing an appropriate financial management system, which includes - programming and budgeting, funds flow planning & management, procurement management, internal and external (third party) audits, financial accounting and reporting. RAP 3 is being implemented on a **Payments for Results (P4R)** basis, so the financial management system has to be designed accordingly, including developing mechanisms for ensuring **Value for Money (VfM)** for project investments and interventions, while addressing the key Fiduciary Risk Assessment (FRA) and reduction requirements. The scope of work includes **designing and implementing an integrated financial management information system**, which keeps track and links all projects inputs, outputs and outcomes through a Programme Results Framework.
June 2013 – August 2016	

Position Held	**Team Leader**
Project	**Strategy for Sustainable and Inclusive Tourism Growth in Mizoram and Madhya Pradesh**
Client	World Bank
Tasks Description	The primary objective of this consultancy is to support the respective State government to draft a Strategy for Inclusive Tourism Development with a short, medium and long term action plan for policy reforms as well as public and private sector investment required to support the state inclusive and sustainable development. The strategy aims to unlock the state's unique assets and contribute to address the key issues faced by the tourism sector in the state and provide a way for the government, private sector and communities to collaborate with a view to leverage the state's tourism sector to support growth, job creation and poverty reduction, and to improve stewardship of the state's landscapes.
Mar 2017– Mar 2019	

Position Held	**E-Governance & Institutional Development Specialist**
Project	**Development of World Bank Strategy for Sustainable and Inclusive Tourism Growth in Rajasthan**
Client	**World Bank / Government of Rajasthan**
Tasks Description	Consultancy's objective is to support in doing research of the policy, institutional and human capacity as well as major initiatives and sources of financing (state, central government, private investors, NGO's, etc.) related to tourism development in Rajasthan. Work involves carrying out a rapid desk research and field consultations with key tourism stakeholders with a view to understanding what are the key drivers and constraints for the tourism sector in Rajasthan and to make strategic recommendations for growth of the tourism and strengthening its role as a driver of local economic development and livelihoods generation.
2016 – Till Date	

Position Held	**Team Leader / E-Governance & Institutional Development Specialist**
Project	**Support to Pro-Poor Tourism Development Projects in INDIA**
Client	**World Bank / Ministry of Tourism, Government of India**
Tasks	

Description	The WB is currently supporting the development of a series of technical assistances (TAs)
2016 – Till Date	and projects focused on pro-poor/inclusive tourism development and urban revitalization with a view to: Improve the living standards and quality of life of India's historic cities; The scope of work includes - researching the policy, institutional and human capacity as well as major initiatives and sources of financing related to tourism development in project states; profiling of the tourism circuits and destinations to be supported under the project covering its socio-economic-demographic and cultural aspects, history, available infrastructure and services; profiling the tourists - market, number and classification of tourists, services, accommodation, travel arrangements, number and type of tourist sites visited, main attractions, etc.; Stakeholder mapping for identifying the key stakeholders and agencies involved in tourism development and their specific roles and mandates as well as ongoing schemes and projects and future schemes/projects in each destination; and preparation of the Project Preparation Report (PPR) and project budget.

Position Held	**Team Leader / E-Governance & Institutional Development Specialist**
Project	**Skills Strengthening for Industrial Value Enhancement Project (STRIVE), Government of India**
Client	**World Bank / Ministry of Skill Development and Entrepreneurship,**
Tasks	**Government of India**
Description	This six year project aims at - improving and broadening apprenticeship training by incentivizing SME participation in apprenticeship training through grant funding of
2016 – Till Date	apprenticeship industry clusters; increasing performance of ITIs through performance-based grant funding for upgradation of selected ITIs; increasing state governments capacities to support ITIs through performance-based grant funding to state governments to incentivize reforms in management of ITIs; overhauling curricula and TLM in selected key CTS programs; and enhancing distance learning in pre-employment and in-service teacher training. The Project would be implemented in all the States of India. The objective of the consultancy is to support in the preparation of the Project Operations Manual for this project.

Position Held	**Team Leader / E-Governance & Institutional Development Specialist**
Project	**Bihar Pro-Poor Tourism Development Project**
Client	**World Bank / Government of Bihar, India**
Tasks	The objective of the consultancy is to support the design and implementation of proposed
Description	pro-poor/inclusive tourism development and urban revitalization projects and TAs financed by the World Bank in Bihar with a view to improve the living standards and
2016 – Till Date	quality of life of India's historic cities; enhance the management of the state's tourist destinations and the stewardship of their natural and cultural assets as endogenous sources of inclusive and sustainable growth; Increase linkages and related local benefits through income generation opportunities and basic service provision to some of the poorest communities living in heritage rich, but lagging tourist areas; enable private sector development and entrepreneurship.

Position Held	**Team Leader, E-Governance & Institutional Development Specialist**
Project	**Uttarakhand Workforce Development Project**
	World Bank/ Government of Uttarakhand, India
Client	The Government of Uttarakhand (GoUK) is preparing the Uttarakhand Workforce
Tasks	Development Project (UKWDP), with support from the World Bank, which aims to
Description	improve the quality and relevance of skills training and increase the number of skilled workers in the State. The World Bank is supporting project preparation through providing
January 2016 – Till Date	technical assistance.
	The objective of the consultancy is to contribute to preparation of the project design that is relevant for labor market and skills development context of Uttarakhand. The consultant prepared the Project Operations Manual based on a review of the proposed

project design, proposed activities, and implementation arrangement and consultations with the stakeholders.

Position Held	**International E-Goverance and ISO Specialist**
Project	**Indonesia Financial Inclusion Support Framework – Country Support Program**
	World Bank / OJK – Government of Indonesia
Client	Developed by the World Bank in close collaboration with relevant authorities like Bank
Tasks	Indonesia, Ministry of Finance and others, the Country Support Program (CSP) for the
Description	Indonesia Financial Inclusion Support Framework (FISF) is designed to provide financial
	and technical assistance and capacity building for policy and regulatory reforms. As an
September 2015 –	international public finance specialist, he carried out assessment and implementation
December 2016	support for improving the capacity of the system for financial customer care (information,
	enquiries and complaints) based on international best practices, such that it can achieve
	relevant ISO standards if required. The consultant is also to develop a roadmap for the
	implementation steps and resources required to achieve the ISO 9001::2008 Quality
	Standards for the FCC system. Capacity building workshops to be conducted in Jakarta
	highlighting technology trends, ISO awareness and quality audit as well as
	implementation of the recommendations provided.

Position Held	**Team Leader / E-Governance & Institutional Development Specialist**
Project	**Strengthening Inclusion and Local Governance in Karnataka Panchayats**
Client	**World Bank / Government of Karnataka, India**
Tasks	The project aim is to improve the inclusiveness of **management of public resources and**
Description	**delivery of priority services to rural citizens** in targeted areas.
	As an E-Governance expert, developed and reviewed the current Data Inventory
May 2015 – Till	pertaining to the 8 GP priority services defined under the Karnataka Panchayati Raj Act,
Date	the data for which was gathered from the respective government departments & the
	Finance & Planning Department. The consultant also identified robust and SMART
	indicators for the proposed operation and carrying out a Cost Benefit Analysis, including
	Monte Carlo simulations and sensitivity tests, of the project. An Impact Evaluation
	strategy to map the interventions and assessments during the project life was designed
	by the consultant, followed by drafting of a Results Framework detailing out the various
	data sources, the frequency of data collection, compilation, rationale, definitions of the
	various indicators. By melding inputs from multiple stakeholders, the consultant
	developed a comprehensive Monitoring and Evaluation plan utilizing both information
	and communication technology and community-based initiatives. Conducted an
	assessment of the MIS of Panchayat Raj Institutions in Karnataka, and identified
	communication/data collection gaps, and recommended strategies for improving system
	resilience and information flows.

Position Held	**Team Leader / Governance & Institutional Development Specialist**
Project	**Inclusive Tourism Development Project**
Client	**World Bank / Government of Madhya Pradesh, India**
Tasks	The project objective was to support the Government to leverage its tourism assets in a
Description	holistic manner, supporting the development of an entire sub-region, with emphasis on
	improving living conditions and increasing the job opportunities.
March 2011 – Till	
Date	The overall components of the project consist of Tourism Governance and Institutional
	Strengthening, Historic Cities "Hubs" Revitalization, Tourist Sites "Spoke" and Community
	Development & Program Management. Having an experience of working with
	governments and developing World Bank reports, the consultant's scope of work included
	project preparation and costing , preparation of implementation plans and monitoring
	and evaluation frameworks. Liaisoning with various specialists, the consultant
	coordinated crucial information exchange and coordination, along with developing
	project documentation.

Position Held	**International Team Leader and M&E / MIS Expert**

Project	**M&E System Natural Disaster Management Project**
Client	**World Bank / Ministry of Rural and Agriculture Development (MARD), Government of**
Tasks	**Vietnam**
Description	MARD has implemented a Monitoring and Evaluation system for the National Strategy on Natural Disaster Management to strengthen the resilience of people and economic assets
March 2015 – Till Date	against natural disaster in the 10 selected river basins in the project provinces of Vietnam.

The consultant's scope of work involved monitoring, updating indices of the project and evaluating implementation process, including semi-annual reports, mid-term reports, and indices for Project Completion Report (PCR), as designed and documented. The consultant managed the M&E system for the project, monitoring M&E at local levels, update and analyze statistics of the project during implementation years, provide training to operate M&E system at related levels and participate in developing the PCR. The consultant's services also assisted the project management organizations in: (I) **evaluated current database and GIS technology and capacity,** (II) **Acquired personnel and install appropriate database and GIS software at identified managing organizations**; (III) review the data collected and provide inputs to that activity to ensure data formats are suitable for integration into GIS database (V) updating evaluation indices during implementation years, (VI) developing and enabling the web-enabled GIS-Database system to make the data and standardized M&E reports accessible at the managing organizations, (VII) ensure that the M&E system, the underlying database, and outputs are available in English and Vietnamese.

Position Held	**Team Leader / E-Governance & Institutional Development Specialist**
Project	**Madhya Pradesh Higher Education Reform Project**
Client	**World Bank / Government of Madhya Pradesh, India**
Tasks	The Project aims to "to improve education outcomes for students in higher education and
Description	to increase the effectiveness of the higher education system in Madhya Pradesh." The Project will support activities relating to six goals of expansion and access, equity,
March 2015 – June 2015	excellence, employability, governance reforms, and financial reforms.

The consultant's scope of work supported selected Higher Education Institutions in developing comprehensive and strategic institutional development plans to improve their academic and managerial capacity to deliver higher education. Also developed the Project Implementation Plan providing description of activities and steps for various State level implementing agencies, including monitoring and reporting responsibilities and processes, and reference to the financial management and procurement processes to be followed. Supported the Department of Higher Education in policy formulation and its implementation through statewide initiatives aimed at improving teaching, research, and managerial capacity, for all HEIs in the state and in providing grants to students from disadvantaged backgrounds. Project management, monitoring and evaluation (M&E) and technical support/consulting services required by the project.

Position Held	**Team Leader / E-Governance & Institutional Development Specialist**
Project	**SAMAGRA – Right to Information and Public Services**
Client	**World Bank / Government of Madhya Pradesh, India**
Tasks	To implement the 2010 Public Service Delivery Guarantee Act ("Loksewoan Ke Pradan Ki
Description	Guarantee") and improve the effectiveness of the Kiosk model (Lok Sewa Kendras), the World Bank provided support to the Government of Madhya Pradesh (GoMP), through
June 2014 – May 2015	the Department of Economic Affairs (DEA), Ministry of Finance, Government of India (GoI).

The scope of work included the consultant to prepare a Costed Implementation Plan after a detailed review, to support implementation of the Public Service Delivery Guarantee Act and the rolling out of Lok Sewa Kendras at the block level, as a support to the Department of Public Service Management. Also **strengthened the ICT Capacity** of the Department of

Public Service Management and the NIC designated officials and provided technical support for stabilizing, optimizing, **enhancing and scaling up the current system so as to meet current and future demands of LSKs**. Prepared a brief overview of status of service delivery in MP and barriers for vulnerable groups to access basic government services including focus group discussions with representations from across vulnerable groups.

The consultant's **scope of work for SAMAGRA (a single service delivery point for social schemes, Samagra Samajik Suraksha) included process mapping and technical documentation** including a brief description of the government's program along with scope, actions undertaken so far, results thereof and developmental impacts.

Position Held	**Team Leader / E-Governance & Institutional Development Specialist**
Project	**SarvSeva Project, Strengthening Lok Sewa Kendras**
Client	**The World Bank / Government of Madhya Pradesh, India**
Tasks Description	The project aims to support the implementation of the Public Service Delivery Guarantee Act, 2010 The scope of work involved preparing a detailed project report (DPR) and all the supporting documents required for design and approval of a USD 35 million World Bank funded public service delivery project called SarvSeva.
September 2013 – June 2014	

The work of the consultant includes managing the **ICT support to operationalise, optimize and enhance the public service delivery information system** developed by NIC and executed through the Public Service Management Department of the Government of Madhya Pradesh. The scope of work also includes conducting **high-level assessment of the ICT architecture and financial models underpinning the LSK system** and preparing an issues paper on constraints to scale up the LSK model and deliver services effectively over time through high-level discussions with government, private sector and users, provide expert advice and guide government counterparts. The consultancy also involves providing **ICT advisory support** to the preparation of the new lending operation of The World Bank.

Position Held	**Project Management Advisor & E-Governance Specialist**
Project	**Institutional Strengthening for Economic Management and Private Sector Development Project, MALDIVES**
Client	**Asian Development Bank / Ministry to Economic Development, Government of Maldives**
Tasks	
Description	Responsible for coordinating the overall Project Management Unit and assisting the selected line ministries of the Government of Maldives in designing and implementing
Nov 2010 – Oct 2014	private sector / MSME development projects funded by ADB. The scope of work included project management and monitoring responsibility for the **Private Sector Development Project (PSDP)** and other ADB projects' being implemented by Ministry of Economic Development which included setting up a Line of Credit for MSMEs at the Bank of Maldives, supporting preparation of MSME Act, establishment of a **Credit Information Bureau under the Maldivian Monetary Authority**, establishment of Central Assets Registry, establishment of **business development service centres** (BDSCs) to provide a **help desk and technical support to MSMEs**, development of a national registration system for all business enterprises, etc. the work also included preparation of various ToRs and RFPs for engaging consultants to provide technical support to Ministry of Economic Development and post-engagement monitoring and supervision of these consultants. Developed a results based M&E system, in consultation with the Department of National Planning (DNP), for performance assessment and monitoring of all projects under Ministry of Economic Development, leading to more effective and timely project(s) implementation.

Position Held	**Strategic Advisor**
Project	**Evaluation of Enhancing Mobile Populations' Access to HIV and AIDS Services, Information and Support (EMPHASIS) Project, INDIA, NEPAL & BANGLADESH**

	CARE
Client	The project aims to conduct the end line of the project to explore the changes in
Tasks	knowledge, attitude and practice of impact population on HIV and AIDS and safe mobility
Description	as a result of project implementation. In order to achieve project goal, the project
	implemented wide ranging activities to address issues around HIV and AIDS and safe
December 2013 –	mobility, advocacy, capacity building and some other special interventions; the Evaluation
April 2014	is focused on assessing the overall project with a comprehensive analysis of all
	intervention and cost effectiveness. The scope of work includes strategic guidance on the
	implementation of the quantitative survey as well as the qualitative research for the
	evaluation.

Position Held	**Team Leader / E-Governance Specialist**
Project	**E-Tools in Construction Management, INDIA**
Client	**The World Bank**
Tasks	The project aims to enhance the use of e-tools in project management and financial
Description	management of infrastructure projects in the public sector through piloting
	implementation in three selected which are second Kerala state Transport project;
August 2012 –	National Highway Inter connectivity Project and UP Core Road Development Project. The
January 2013	projects may change during the study limiting to only three projects in total. The scope of
	work entails conducting a diagnostic exercise of the selected executing / implementing
	agencies in order to guide and assist them in **developing a strategic ICT roadmap** that will
	provide specific recommendations for implementation of relevant e-tools in a practical
	and time bound manner, keeping in view the budgetary and capacity constraints of the
	organization.

Position Held	**International PFM and Data Systems Expert**
Project	**Nepal Health Sector Support Programme (NHSSP II), NEPAL**
Client	**DFID / Ministry of Health and Population (MoHP), Government of Nepal**
Tasks	The consultant's specific role included **conceptualizing, designing and supervising**
Description	**implementation of a nationwide wide** (covering MOHP and all MOHP's District and
	Spending Units in Nepal) Output Based Budgeting system (OBB) and financial accounting
March 2011 – 2015	and budgeting system called **TABUCS** (**Transaction Accounting and Budget Control**
	System) covering accounting classification system, budgeting, fund release, accounting
	and reporting processes. The scope of work included authoring the TABUCS Concept Note
	and TABUCS Specification and System Design document; preparing the TABUCS
	implementation plan; guiding the software development team for its development;
	Quality Assuring key outputs and supervising and supporting the TABUCS rollout in 279
	cost centers spread over entire Nepal; supervising the preparation of System Manual,
	User Manual and Training Manual; Conducting Training Of Trainers for TABUCS; and
	conducting periodic quality enhancement and review workshops to improve, refine and
	expand the scope and working of TABUCS. The scope of work included reviewing other
	MIS solutions being used by MoHP, such as e-AWPB (electronic Annual Work Planning
	and Budgeting) system; **TSA** (Treasury Single Accounts), **HRMIS** (Health Management
	Information System), **LMIS** (Logistics Management Information System), **PMIS** (Program
	Management Information System), **HIIS** (Health Infrastructure Information System), etc.
	with a view to providing strategic inputs for the development of a full-fledged PFM system
	for MoHP and suggest ways for integration of these disparate system with TABUCS. The
	scope of work also included identifying streamlining MoHP's reporting procedures and
	formats for EDP reporting.

Position Held	**Strategic Advisor / Data Systems Specialist**
Project	**Capacity Building of Government Agencies Supporting ADB Operations, INDIA**
	Asian Development Bank (ADB) / World Bank / Department of Economic Affairs,
Client	**Ministry of Finance, Government of India**
	The scope of work includes designing and developing a web based **performance**
Tasks	**monitoring system for tracking and monitoring all the ADB funded projects in India** by

Description *November 2010 – January 2015*	the Department of Economic Affairs (DEA), Government of India. The work involved developing a Decision Support System for DEA which includes – a) a **Project and Mission Cycle Tracking System** to track all project documents that are exchanged between DEA and ADB; b) a **Performance Monitoring System** for all loan projects; c) a Consultant Performance Assessment System to keep track of the performance of all consulting firms and individual consultants; and d) a Training and Workshop Nominations Management System for receiving and managing online nominations for workshops, seminars, forums and meetings. The system is operational and being used by all the Executing and Implementing Agencies which are implementing ADB funded projects in India.
Position Held	**Project Director / Information Systems Specialist**
Project	**Information Technology (IT) Support for ICT Master Plan Implementation (IDA Grant TF093573)**
Client	**World Bank / Government of Cambodia**
Tasks Description *July 2012- July 2013*	The overall objective of this assignment was to ensure the operation and sustainability of all infrastructure and systems to be put in place by the Ministry of Commerce (MOC) under its program to **modernize the ICT systems and automate selected business processes.** The following services were provided along with the support functions: • Enterprise Server Administration • Network, Internet and Security Administration • Systems / Website Development and Administration • Systems Support & Helpdesk Services
Position Held	**International Team Leader / Information Systems Specialist**
Project	**Design and Strategy for ICT systems for Reducing Emissions from Deforestation and Forest Degradation (REDD+), INDONESIA**
Client	**United Nations Development Programme / United Nations Office for Project Services / Government of Indonesia**
Tasks Description *August 2011- September 2011*	The Governments of Indonesia and Norway are partnering on a USD One billion climate change programme called Indonesia REDD+ with a view is achieve (1) reduction in the deforestation rate, (2) reduction in the forest degradation rate, (3) conservation enhancement, and (4) carbon stock enhancement through sustainable forest management and carbon deposit enrichment. The Consultants scope of work includes guiding an international team of experts for **developing the ICT broad level design and implementation strategy** covering the entire REDD+ programme, including components such as Carbon Emission Measurement Accounting as per IPCC protocol, forest management, concessions and land tenure management, community monitoring, MRV system etc. The work also involves developing a blue print for a national GIS and MIS system which shall be used by all the key stakeholders, including over 14 Line Ministries and Departments of Government of Indonesia.
Position Held	**Team Leader / Information Systems Specialist**
Project	**Project Management Consultant (PMC) for ERP Implementation, INDIA**
Client	**Indore Development Authority (IDA) / Govt. of Madhya Pradesh**
Tasks Description *Feb 2011 – Feb 2012*	IDA is responsible for implementing of the Master Plan for Indore city which includes development of residential schemes, new links in the present transportation network, provision of water supply, sewage lines and electricity, etc. The PMC is responsible for Understanding the requirements of IDA, preparing the bidding documents and manage the procurement process for the selection of a suitable ERP Software and a turnkey vendor; **Project Management & Quality assurance of all outputs** submitted by the ERP Vendor Capacity Building of IDA staff for computerized systems.
Position Held	**Lead Advisor and Programme Reviewer – ICT Sector**
Project	**Implementation Progress review for the NEPAD Infrastructure Plan, TUNISIA** **African Development Bank (AfDB)**
Client	

Tasks *Description*	NEPAD is an economic development program of the African Union, which aims to provide a vision and policy framework for accelerating economic co-operation and integration among African countries.
October 2009 – *March 2010*	The primary objective of the project is to assess performance of the STAP by detailing the progress made (since the last review), identify constraints to efficient project implementation, and to make appropriate recommendations to enhance implementation performance going forward. Sanjay's role and responsibility on the project is to manage the review of donor funded **project implementation in the ICT sector** in Africa, including: an Overview of the main issues arising out of the last (second) STAP implementation review; Review and analysis of projects implementation in the Information and Communication Technology Sector; Assess or recommend the option of prioritizing the projects/programs; Highlight the areas of STAP, where SPIDA should intervene or play a role. Identification of major challenges and recommendations going forward.

Position Held	**Team Leader / Information Systems Specialist**
Project	**Design and Implementation of Project Management Information System (PMIS)** **Japan Bank for International Cooperation (JBIC) / Government of Goa**
Client *Tasks* *Description*	The overall objective of the Project is to provide safe and stable water supply and sewerage services that will meet the rapidly increasing water demand by expanding and rehabilitating water supply facilities in Goa. The Consultant is responsible for development of a PMIS which is supposed to keep a track of all project contracts along with all project inputs, outputs and outcomes, thereby working as an M&E system.
August 2010 – *December 2011*	
Position Held	**Team Leader / Information Systems Specialist**
Project	**Preparation of Detailed Project Report for E-Governance in selected Municipal Corporations in Madhya Pradesh under the National E-Governance Plan (NeGP) under JNNURM, INDIA**
Client	**Urban Administration and Development Directorate, Government of Madhya Pradesh**
Tasks *Description*	Responsible for coordinating the overall Project Management in preparing Detailed Project Report for implementation of E-Governance. This involves three mission urban local bodies of Bhopal, Indore and Jabalpur for Madhya Pradesh state. DPR aims to provide integrated common urban services across the states and a common service levels for implementation of the services.
Sept 2010 – March 2014	
Position Held	**Team Leader / Information Systems Specialist**
Project	**Bid Process Management Consultancy for NMML Archive Digitisation Project, INDIA** **Nehru Memorial Museum & Library, Delhi**
Client *Tasks* *Description*	The NMML at Teen Murti House, Delhi is one of the finest libraries on modern Indian history. NMML wishes to digitize its entire archival material and implement a Web enabled **Integrated Documentation Management System (IDMS)** through which the scanned documents can be managed, catalogued and searched. The rough estimate for the quantum of this material: approximately 41 million manuscripts, 250 thousand photographs, 11.5 million microfilms and micro fiches.
Feb 2009 – July 2011	
	Sanjay headed the team to create specifications for the digitization solution and manage the procurement of a vendor to provide a turnkey solution for NMML. He organized an international fact-finding workshop on archive digitization for both institutions and vendors to share knowledge and experience from digitization projects in India and abroad. He created the blueprint and wrote the detailed system specification requirements for the Integrated Documentation Management System (IDMS).
Position Held	**E-Governance / Communications Specialist**
Project	**Integrated Government Communication System, UGANDA**
Client	**Government of Uganda**

Tasks Description	The Government of Uganda (GoU) has been in the process of improving the overall efficiency and productivity of the government. As part of GoU's National Development Plan, they intend to implement **Government-wide centralised information system for government communication**, information sharing and collaboration, monitoring covering all Ministries and Departments of GoU. The consultant's role included conceptualisation and providing strategic technical inputs for the design, procurement and implementation of such an Integrated Government Communications System.
June 2010 – July 2010	

Position Held	**Financial Management and Decision Support Systems Specialist**
Project	**Bangladesh Road and Highway Department, Operational Risk Assessment (ORA), BANGLADESH**
Client	**The World Bank / Government of Bangladesh**
Tasks Description	Following several investigations in World Bank projects, the World Bank decided to cancel the Road Sector Reform Project due to systemic corruption issues in the Road and Highway Department (RHD). The Government of Bangladesh agreed to work with the World Bank to improve governance in the road sector and follow the recommendations of the World Bank Mission. The objective of this consultancy is to **update the information from the ORA of RHD** on: Management Information Systems (MIS) infrastructure as a tool to support the performance of RHD management, operations and financial control functions, including its functionality, security, development and maintenance; Adequacy of staff skills in developing, maintaining and applying MIS in management, operations and financial control functions; Operational risks arising from RHD's use of MIS and mitigation measures fort short, medium and long terms.
September 2009 – January 2010	

Position Held	**PFM and E-Governance Specialist**
Project	**Operational Risk Assessment (ORA) for Local Government Engineering Department (LGED)**
Client	**The World Bank / Government of Bangladesh**
Tasks Description	The objective of this consultancy is to perform the operational risk analysis on the aspects of information and decision support systems with financial and program management. The scope of tasks includes: reviewing the baseline status of LGED management information systems (MIS) infrastructure as a tool to support the performance of its management, operations and financial control functions, including its functionality, security, development and maintenance; **advising LGED on ICT regulation and policy formation**; advising LGED on implementation of iBAS (Integrated Budging and Accounting System) and its interfaces with LGED's Financial Management System. Assessing the adequacy of the staff skills in developing, maintaining and applying MIS in management, operations and financial control functions; identifying operational risks arising from LGED's use of MIS and develop mitigation measures fort short, medium and long terms; discussing the identified risks and appropriateness and feasibility of the proposed mitigation measures with ORA team, in particular institutional, procurement, infrastructure and financial management specialists.

The ORA study was awarded the Best Governance Project in South Asia Award by the World Bank in the year 2009. |
| *April 2008 - Dec 2009* | |

Position Held	**Team Leader / Data Systems Specialist**
Project	**Tonle Sap Environmental Information Database Project (TSBR-ED)**
Client	**Asian Development Bank / Government of Cambodia**
Tasks Description	**Sanjay was the international team leader and responsible for overall project management for the project**. The Tonle Sap Biosphere Reserve (TSBR), established in 1997 through Royal Decree, is mandated to coordinate management among agencies with jurisdiction in the TSBR and direct management objectives toward natural resource conservation and sustainable development of the Tonle Sap Biosphere. ADB funded TSBR-ED aims to establish an environmental information database to serve the information needs of partner agencies, nongovernmental institutions and general society. The
September 2005 - 2009	

consultant was the Team Leader leading an international team of MIS, GIS, E-governance and Environmental experts on for the said assignment. **Development of ICT Policy** in Government of Cambodia was facilitated through TSBR-ED's Memorandum of Understanding (MOU), signed by 17 National Ministries of Cambodia. The web portal developed under this assignment is one of the largest online repositories on environmental management in South Asia and contains over 10,000 reports, articles, research papers, over 200 data set and over 230 thematic layers on a digitized map of Cambodia (GIS).

Position Held	**Program Monitor & Reviewer - MIS and IT systems**
Project	**Financial Management Reform Programme**
Client	**DFID / Government of Bangladesh**
Tasks Description	The Department for International Development (DFID) has been supporting financial management reform in the Government of Bangladesh through a five-year, £25million programme, co-financed by DFID and the Royal Netherlands Government. The
2004 – 2009	consultant's specific role on the project included providing independent advice to DFID and The Government of Bangladesh (GOB) on the implementation FMRP programme, detailing specific area of FMRP (Implementation) Consultants' progress on various components. This included preparing an Annual Review Report giving recommendations and advice for improving performance on : GOB's Medium Term Budgeting Framework (MTBF); GOB's Medium Term Expenditure Framework (MTEF); Integrated Budgeting and Accounting System (iBAS) for all Ministries and department of GOB – its features, functionality and nationwide roll out. **Business Process Reengineering (BPR) of all accounting and banking systems** at PAOs, DCAs, DAO and UPOs; Treasury and Debt Management System; Bank Reconciliation Unit (BRU) and Banking and Treasury interfaces with CGA, C&AG and MOF; Internal, external and Social Audits; Systems Audit and Plans; Macroeconomic Framework Modelling and Medium Term Macroeconomic Framework (MTMF); Entity Wide Ministry accounts and Entity wide Auditing and Reconciled Annual Appropriation Accounts; iBAS and its banking interfaces with Bangladesh Bank and Sonali Bank; Training on different aspects of Information and Communication Technologies for CGA, C&AG and MOF in addition to accounting and banking interface officials from PAOs, DCAs, DAO and UPOs from the entire country.

Position Held	**E-Governance and ICT Team Leader**
Project	**Madhya Pradesh Urban Services for the Poor (MPUSP)**
Client	**DFID (Department for International Development, Govt. of UK) / Government of Madhya Pradesh**
Tasks Description	DFID is supporting a comprehensive urban reform program of the Government of Madhya Pradesh through a five-year, £30million programme. The consultant's specific role on the project includes developing, implementing and integrating an IT & E-Governance strategy
August 2005 – August 2010	in the fourteen largest cities in MP and then rollout of these systems to all other ULBs in MP after site readiness assessments. The work covers computerization of all municipal functions as well as those of Urban Development department as well as those of Urban Development Department. The scope of work included: Team leader and project manager for entire **ITC and E-Governance programme**, responsible for **project management of ICT initiatives** in Madhya Pradesh with a value in excess of US $10 million. Preparing Systems Requirement and Specifications (SRS), Terms of Reference (TOR), Request for Proposal (RFP) and Bidding documents. Preparing Vendor evaluation and selection criteria and overseeing the entire procurement process. **Procuring and implementing a COTS ERP (SAP) based Municipal Administration System**. Conceptualizing, procuring and implementing a wide variety of cutting edge IT initiatives. Developing Public Private Partnership (PPP) models to reduce implementation costs and increase efficiency of services. Designed an M&E system for the project monitoring, reporting and evaluation.

Position Held	**Team Leader / Information Systems Specialist**
Project	**Financial Management and Accounting System (FMIS)**

Client	**Indian Institute of Technology (IIT) Delhi**
Tasks Description	IIT Delhi one of the most prestigious educational institutions in the world is embarking on a project to **upgrade their organization wide financial accounting and management system**. This system would be integrated with all the other feeder modules such as human resource management system including payroll, student enrolment, fees management system, inventory management, etc. The scope of the work involves assisting IIT Delhi in converting from the cash based single entry system to accrual based double entry system, developing a Systems Requirement Specifications document (SRS) defining the complete functional and technical requirements for the new computerized system, developing compliance matrixes for an ERP solution, and an accounting manual.
January 2009 - September 2009	

Position Held	**Team Leader / Information Systems Specialist**
Project	**Deploying Innovative Information and Communications Technology for supporting e-Governance in Assam, INDIA**
Client	**Asian Development Bank / Government of Assam**
Tasks Description	This TA is focused on assisting the Government of Assam in - reducing the digital divide by expanding the ASWAN for **e-governance delivery**; this includes developing a regulatory framework for last mile connectivity for the ASWAN; **improving ICT accessibility** and **developing e-governance applications** in accordance with the roadmap to be identified by the e-government master plan; developing Public Private Partnership (PPP) model for Government of Assam ICT projects; improving and expanding ICT accessibility from legal, regulatory, and institutional perspectives; and enhancing the institutional capacity and human resource capacity for **managing ICT infrastructure and operating e-governance applications including advising on government policy and regulation for ICT development in Assam**.
April 2008 — December 2010	

Position Held	**Team Leader / Information Systems Specialist**
Project	**Creation of Water and Sanitation Information System (WASIS) & Benchmarking of Service Provision, INDIA**
Client	**Karnataka Urban Infrastructure Development & Finance Corporation**
Tasks Description	Design and create a Water and Sanitation Information System (WASIS) that captures the macro and micro level data of the ULBs on the entire water and sanitation services chain and serves as a centralized information database and set out the framework for data capture, record and regular Updation.
September 2006 – May 2008	Study international best practices in water and sanitation services, develop benchmarking parameters in consultation with stakeholders and in accordance with the Urban Drinking Water and Sanitation Sector Policy and Strategy and Implementation plan. Development of Benchmarking Manual on Service Provision.

Position Held	**Team Leader / ICT Advisor**
Project	**Advisory Consultancy On Intelligent Tools For Legislative Drafting**
Client	**Nigerian National Assembly**
Tasks Description	Nigerian National Assembly is looking to use ICT tools for reducing time required for Legislative Drafting. The consultant's role was to guide the consulting team which advised the National Assembly on latest best practices, tools and techniques in this field.
April 2006	Workshops were conducted accommodating over 80 National Assembly staff for capacity building and education of Legislative Drafting techniques. Objectives of the assignment were: Orienting participants on legislative process; **Review and Evaluate initiatives of "major countries" on usage of IT tools for legislative drafting**; Legislative Information Management Systems; Approaches for kick starting the IT based legislative drafting; Also arranged for a study tour to India.

Position Held	**Team Leader / Information Systems Specialist**
Project	**Model Contract for E-Governance for Urban Local Bodies in Madhya Pradesh**
	FIRE-D Programme, USAID / Government of Madhya Pradesh

Client	USAID FIRE-D is supporting Government of Madhya Pradesh in **implementation of several e-governance and urban reform**. One of these is the implementation of the recommendations of the National Mission Mode Project for Municipalities. The Consultant's scope of work is to prepare a detailed model contract which can be used by over 100 municipalities in MP for outsourcing the computerization work on a BOOT model. This model contract defines the Technical, Functional and Reporting Guidelines which provide the framework for the implementation of twelve modules of a Municipal Management Information system in a ULB covering all the key functional areas of municipal working.
Tasks Description	
Nov 2005 – July 2006	

Position Held	**Project Management Information System / Information Systems Specialist**
Project	**Project Management Consultancy for Multi Sector Project for Infrastructure Rehabilitation in Jammu and Kashmir, INDIA**
Client	**Asian Development Bank / Government of Jammu & Kashmir**
Tasks Description	The primary objective of this project is to rehabilitate essential roads, bridges, water supply and drainage systems in Jammu and Srinagar. The consultant's role includes **preparation of an ICT Master Plan and ICT system architecture** for the PMU, PIUs, DSCs and ERA. The consultant is providing recommendations for Business Process Reengineering of PMU's systems and procedures and how to use ICT for improving the organizational efficiency and effectiveness. Work also involves providing technical assistance for identification, specifications, procurement and operationalization of computer hardware, software, training and data management services. The consultant would also be implementing a **Project Management Information system (PMIS) for tracking the entire projects financial, physical and temporal progress.**
December 2005 — April 2008	

Position Held	**Team Leader / Information Systems Specialist**
Project	**Assam Budget Procedure Reform, Computerization & Expenditure Management, INDIA**
	Asian Development Bank / Government of Assam
Client	The Project is aimed at strengthening the capacity of the Government of Assam to implement the Medium-Term Fiscal Reform Programme and to assist them in the implementation. The consultant's specific role is to do a broad level design and specifying technical requirements for the computerization of the all line and executive departments of Government of Assam for the following four functional areas: Project Management (for managing all construction contracts); **Set up an E-governance cell within Government of Assam to look into policy and regulatory frameworks for ICT**; Financial Management and Accounting (including budgeting, tax management, expenditure management and treasury operations); Human Resource Management System (including state wide employee database, payroll systems, manpower planning etc.); and Procurement (including goods, service and turnkey projects procured by PWD).
Tasks Description	
April 2004 – March 2005	
	The work also includes preparing the RFP as per ADB guidelines, preparing an IT strategy for GOA's E-Governance and a time bound action plan for its implementation.

Position Held	**E-Governance Team Leader**
Project	**Kolkata Environment Improvement Project – Capacity Building Project (CBP, KEIP) , INDIA**
Client	**DFID (Department For International Development, Govt. of UK) / Government of West Bengal**
Tasks Description	Worked on the design phase of a DFID funded CBP KEIP Project involving Kolkata Municipal Corporation (KMC). This project aims at building capacity of KMC at all levels. One of the key components of this project is designing an integrated computerized Municipal Administration System (MAS) covering all departments of KMC. The consultant was the Team Leader for this IT component. His role included **advising the KMC on all aspects of this proposed computerization – IT strategy, hardware, software, database management, training etc**. required, and preparing a clear road map for the implementation. This project once fully operational would involve developing and
November 2002 – November 2003	

implementing a fully integrated computerized MIS and GIS system for over 26 departments, 100 project locations and covering about 42,000 employees of KMC. Sanjay was responsible for project **management of E-Governance components of the project.**

Position Held	**E-Governance Team Leader**
Project	**Andhra Pradesh Urban Services for the Poor (APUSP) , INDIA**
Client	**DFID (Department For International Development, Govt. of UK) / Government of Andhra Pradesh**
Tasks Description	Worked on a DFID funded APUSP program involving 32 class A towns of Andhra Pradesh. This project was aimed at providing better level of services to the poor through improved infrastructure facilities and capacity building of Urban Local Governments. The
July 2000- July 2007	consultant's specific role was to provide the IT expertise for the entire project and advise on **ICT policy formulation**. This included advising and assisting the GoAP and ULGs in deciding and implementing the hardware and software infrastructure at various locations, **designing and implementing Project Management Information System and Geographical Information Systems (GIS)** in all 32 project towns. The work also included providing support for the GoAP's other municipal computerization initiatives Municipal Management Information System (MMIS) being implemented in all 104 ULGs in AP and **E-Seva initiatives** being implemented in project towns. The work also included conducting IT training for various Government functionaries at all levels. The consultant developed Public Private Partnership models to reduce implementation costs and increase efficiency of services. Designed an M&E system for the project monitoring, reporting and evaluation, including a web portal interface. **Sanjay was responsible for project management of all IT components of the project.**

Position Held	**M&E / Information Systems Specialist**
Project	**Review, Develop and Support Operationalization of a Strategic M&E framework for ULBs in Andhra Pradesh (India).**
Client	**DFID (Department For International Development, Govt. of UK) / Government of Andhra Pradesh**
Tasks Description	The objective of this assignment was to develop a concept note and develop and framework for M&E for Municipal Management and Service Delivery in AP based on review of existing systems. The scope of work included development of framework for
2006	monitoring and reviewing ULBs at the state level, support the monitoring system of municipalities to better report project progress for 42 class 1 municipalities and to provide advisory support for implementation of an urban sector M&E system based on a web portal.

Position Held	**IT / MIS Team Leader**
Project	**Strengthening of State Directorate of Economics & Statistics (DES) Ministry of Statistics and Program Implementation**
Client	**The World Bank / Government of India**
Tasks Description	The study is aimed at documenting and preparing position paper on existing statistical activities of DESs, studying the efficacy of resource allocation for various activities and development of a comprehensive proposal for strengthening the state statistical system
May 2005 – May 2006	to raise to a minimum level of standard. Consultant's responsibilities included: **Analytical study and assessment of all the existing IT infrastructure, data volumes and capacity utilization, HR needs for the IT function,** etc.; Preparation of position papers & estimates for the additional requirements of IT infrastructure & training in each of the 20 DES; Preparation of State wise reports in the MIS an IT current status, future projections and requirements, for over 20 states of India.

Position Held	**Lead E-Governance Specialist**
Project	**Knowledge Management Strategy for RSPMU**
Client	**The World Bank / Government of Maharashtra**
Tasks	

Description	The Department of Drinking Water Supply and Sanitation, GoM is implementing multiple
2005 - 2006	projects in the rural water supply and sanitation sector. There is a need to develop: capabilities, attitudes, work processes, systems and create an enabling environment across all the levels for systematic generation and dissemination of relevant knowledge across the project. Within this framework, the scope of consultant's work includes reviewing the information requirement of different stakeholders and preparing a Knowledge Management strategy and action plan for integration and usage of various systems and a **Monitoring and Evaluation (M&E) system.**

Position Held	**MIS and IT Team Leader**
Project	**Monitoring & Evaluation System for Rural Water Supply – Sector Reform Program**
	WSP-SA, The World Bank
Client	Currently working on WSP funded, Monitoring and Evaluation System for Rural Water
Tasks	Supply - Sector Reform Program and Swajaldhara. Designing a Monitoring and Evaluation
Description	system and software, which would be used by Rajiv Gandhi National Drinking Water Mission in all the States of India for monitoring the progress on process, outputs and
2003 - 2006	outcomes of the GoI's Swajaldhara program. The work involves designing and implementing (in 2 states) a web based M&E system along with a system for benchmarking, generating performance index cards and community monitoring. Sanjay was responsible for overall **project management of the MIS development**.

Position Held	**E-Governance & PFMIS Specialist**
Project	**E-Governance and Government Management Information System for Government of Sri Lanka (PFMIS)**
Client	**Asian Development Bank / Government of Sri Lanka**
Tasks	Ministry of Finance & Planning of Sri Lanka with the assistance of ADB is implementing a
Description	Fiscal Management Reform Program (FMRP). As part of institutional strengthening of three revenue departments – Inland Revenue, Customs and Excise, a Revenue
June 2005	Administration Management Information System (RAMIS) and Treasury Management system is being procured. The consultant's specific role was to conduct an international workshop with a view to provide strategic inputs on the broad design of the proposed solution and give advice on **ICT Policy development**.

Position Held	**E-Governance Team Leader**
Project	**Kolkata Urban Services for the Poor (KUSP)**
Client	**DFID (Dept. For International Development, Govt. of UK) / Government of West Bengal**
	Worked on the design phase of a DFID funded CUSP Project involving 41 municipalities
Tasks	under Kolkata Metropolitan Area. This project is aimed at providing better level of
Description	services to the poor through improved infrastructure facilities and capacity building of Urban Local Governments. The consultant's specific role is to provide the IT expertise for
2001 – 2002	the project. This includes a) advising the GoWB and ULGs in designing and planning for Management Information Systems to be implemented at the municipal and state level; b) working out the interface between MIS and GIS; and c) recommending the hardware and software platforms to be used. Sanjay was responsible for **project management of IT components** of the project.

Position Held	**Lead Consultant – MIS and Computerization**
Project	**Rajasthan Urban Infrastructure Development Project (RUIDP)**
Client	**Asian Development Bank / Government of Rajasthan**
Tasks	Worked on an ADB funded RUIDP project which involved capacity building of 6 of the
Description	largest towns in Rajasthan. This project was aimed at providing improved infrastructure facilities in the project towns. The consultant's specific role was to provide the IT expertise
2003 - 2004	for the entire project. There were two main tasks assigned – **development of Project MIS** for monitoring the project and advising and assisting the KUIDFC and ULGs in computerization. This involved laying down the specifications of hardware, software and

training and then assisting the ULGs in implementing the proposed computerized solution.

Position Held	**E-Governance Specialist**
Project	**Monitoring & Evaluation System**
Client	**Ministry of Environment and Forests, Govt. of India**
Tasks Description	Designed an M&E system for the Ministry of Environment and Forests. This system kept track of the various activities funded under this ministry - expenditure, physical targets and fund flows under various government schemes on annual basis. This **database and monitoring software allowed benchmarking and comparisons between different locations, units and periods.**
2001- 2002	

Position Held	**Lead Consultant – MIS and Computerization**
Project	**State Expenditure Control for Government of Orissa**
Client	**DFID (Department For International Development, Govt. of UK) / Government of Orissa**
Tasks Description	Worked on a DFID funded expenditure control and civil service reform project for Government of Orissa. This project aimed at advising the Government of Orissa in achieving a better control and reducing its expenditure on non-development items. The consultant's specific role was to design and develop a comprehensive Human Resource Database for the GoO. This involved setting up a HR center at Bhubaneshwar and act as project manager for collection, compilation and reports generation of about 6,00,000 employees of the Government of Orissa. This employee database was to be used for setting up a full payroll system for the Government as well as for providing critical input for deciding on retrenchment of excessive staff.
2000 – 2003	

Position Held	**M&E & MIS Specialist**
Project	**Programme Evaluation System**
Client	**U.S. Institute for Environmental Conflict Resolution, USA**
Tasks Description	Designed a Program Evaluation System for the U.S. Institute for Environmental Conflict Resolution. As part of this evaluation exercise various parties who were involved in Institute projects and cases were asked to provide information about their experience. This Information was gathered through a set of eleven Questionnaires. The main objective of gathering this information was to contribute towards improve their service levels. The work also involved design and development of a computer based system – which captured the key information from the designed Questionnaires. The system also generated several reports which assisted users to identify critical areas for service improvements.
2002	

Position Held	**MIS Consultant**
Project	**Several Projects**
Client	**CARE India**
Tasks Description	Developed software packages for various CARE projects especially for micro finance operations. Conducted training programs for more 100 staff members and partner NGO participants on different MIS software packages. Prepared financial projections and budgeting systems for micro credit operations.
1998 - 2002	
	Provided consultancy for the DFID funded CASHE Micro Credit / Micro-Finance project and implemented a computerized project management system for the three implementing States in India.
	Set up a computerized Project Direct Cost monitoring and control system through for CARE Bihar - DFID funded Micro-Credit Project.

Position Held	**MIS & IT Consultant**
Project	**Several Projects**
Client	**Vikas Publishing House Private Limited**

Tasks *Description* 1998 to 2002	Developed numerous software packages for many functions like financial management and accounting, inventory management, marketing department management etc. Conducted orientation workshops for their top level management. Conducted training programs for the middle and junior level staff. Setting up a **LAN-WAN base management information system**, which links the Head office with all Regional ad branch offices.

Position Held	**MIS and Computers Consultant**
Project	**UBS Publishers' Distributors Ltd.**
Client	**Several Projects**
Tasks *Description* 1998 to 2002	Conducted a companywide reorganization and reengineering study with a special view to improve the productivity and efficiency of staff at all levels. Currently implementing the recommendations made in this study. Developed numerous software packages for many functions like financial management and accounting, inventory management, marketing department management etc. Conducted orientation workshops for their top level management. Conducted training programs for the middle and junior level staff. Setting up a LAN-WAN base management information system, which links the Head office with all Regional ad branch offices.

Position Held	**Computer Systems Development Consultant**
Project	**Capacity Building for Selected Municipalities in Karnataka**
Client	**Asian Development Bank / Government of Karnataka**
Tasks *Description* 1997	Reviewed present systems and procedures used by the municipalities for administration, financial and taxation control; proposed the computerization strategy and implemented a computerization plan for the municipalities which included appropriate methods for incremental transfer of records to a computer based system.

Assisted in developing, installation and implementation of a computerized management information, monitoring and control system, including design, development, installation and implementation of Municipal Accounting and Finance System, Municipal Budgetary System, Water Supply billing System, Property Tax Management, Inventory Management, Payroll Management, Birth and Death Registration and Public Grievances System.

Developed manuals for operating personnel, design and conduct class room as well as on the job computer training courses for both senior and operating level officials of selected Urban Local Governments in Karnataka. |

Position Held	**MIS and Computerization Consultant**
Project	**Interim Consultancy for The National Hydrology Project**
Client	**The World Bank / Government of India**
Tasks *Description* 1995 - 1996	The objective of this project was - to improve the database on quantity and quality of water resources in India (in the seven participating States). As part of this project a soft loan would be provided to Govt. of India, which is to be used, in addition to other things, on purchase and installation of computer equipment at the offices and various implementing agencies at state level and coordinating agencies at the central level. Submitted a report which detailed (1) recommendation on the Disk Operating System (2) criteria to select the computer hardware & software vendors (3) specifications for the computer facilities, both hardware and software (4) computer training needs assessment, course guidelines and identification of institutes conducting of such courses.

Position Held	**Consultant**
Project	**Several Projects**
Client	**Foster Parents Plan International, IH, U.K. / ROSA, Sri Lanka / Nepal / India**
Tasks *Description* 1992 - 1996	Executed various software development assignments for different functions like finance, inventory, MIS etc. Also conducted numerous training and troubleshooting workshops in India, Sri Lanka and Nepal for their different field offices. For the Sri Lanka Offices, advised them in designing MIS for Monitoring and Evaluation for the Projects and conducted

training workshop for the senior staff. Developed different application programs for Plan's International Headquarters in United Kingdom. Have also been conducting systems study for their field offices for different MIS needs.

Position Held	**MIS Consultant**
Project	**Several Projects**
Client	**USAID, New Delhi**
Tasks	Developed a fully comprehensive and integrated solution for generation of the Project
Description	Information Report. At the end of every quarter a comprehensive report had to be prepared for all the development projects funded or sponsored by the US governments
1994 – 1995	in India. This report gave all the financial and other details regarding the complete status of these projects. This report was used for performance evaluation and control and monitoring of various projects currently underway in India.

Position Held	**Information Technology Consultant**
Project	**Several Projects**
Client	**ACTION AID, New Delhi**
Tasks	Assisted in practically all areas of computerization - selection of appropriate computer
Description	equipment, suggesting and designing software solutions, providing trouble shooting and consultancy support etc. Also conducted brainstorming sessions for solving various
1994 to 1999	computer related problems and assisting the staff in optimum usage of computers and conducted numerous corporate training workshops for their staff on a variety of software packages. Assisted in the design and development of various MIS packages of projects monitoring and budgeting functions

Position Held	**MIS Consultant**
Project	**Several Projects**
Client	**Save the Children Fund, New Delhi**
Tasks	Developed various software packages for MIS and especially for sponsorship
Description	communication monitoring and control. The packages developed have been running successfully and are being implemented in the various field offices in India and Nepal. Also
1994 to 1996	provided them consultancy and troubleshooting supports.

Position Held	**IT Industry Specialist**
Project	**Several Projects**
Client	**Steel Authority of India (SAIL)**
Tasks	**Conducted a research study on the computer industry in India.** The study involved
Description	compilation and analysis of financial, turnover, manpower and product profile data of leading IT companies/institutions in India, with reference to their overall performance viz.
1995 – 1996	a viz. each other and as compared to World IT industry bench marks. This study also took a look at the current and future trends and the new technologies in IT industry. Also undertook turnkey assignment involving creating a computerized database for recruitment of junior managers and technical & management trainees for SAIL. This involved software development and bulk data processing.

Position Held	**Consultant - MIS and data processing**
Project	**Several Projects**
Client	**Rapid Action Force (RAF) of the Central Reserve Police Force (CRPF), New Delhi**
	CRPF conducted a National Survey to assess and understand the psychological and social
Tasks	profile of its junior personnel. Information was collected from a very wide cross section
Description	of jawans stationed all over India. Developed the complete system for the data entry, verification, validation and analysis of this data in association with the National
1993 – 1994	Informatics Center (NIC).

Position Held	**Consultant - MIS and data processing**
Project	**Several Projects**

Client	**The National Institute of Public Cooperation and Child Development (NIPCCD), New Delhi**
Tasks Description	NIPCCD conducted a National Survey to monitor progress of the ICDS. About seventy thousand questionnaires were collected from various sources for this purpose. Developed the complete system for the data entry, verification, validation and analysis of this data in association with the National Informatics Center (NIC), New Delhi.
1992 – 1993	

Position Held	**Information Technology Consultant**
Project	**Several Projects**
Client	**REUTERS, New Delhi**
Tasks Description	Provided consultancy and software development support to the various clients of REUTERS using REUTERS financial packages like Money 2000, News 2000 etc. These packages were typically used by banks, NBFCs and share brokers etc. to monitor the latest shares prices and exchanges rates. Developed various trends monitoring and ratios analysis reports for specific clients' needs. Developed various software programs for different requirements in accounting and payroll. Worked extensively on various proprietary software packages used and developed by or for REUTERS. Major areas of work are related to customization to unique local needs and problem solving on the usage of these software.
1992 - 1999	

Position Held	**Consultant - Software Development and data processing**
Project	**Several Projects**
Client	**The National Institute of Educational Planning and Administration (NIEPA), New Delhi**
Tasks Description	Keeping in line with the Ministry of Education national objective of "Universal Elementary Education by year 2000 (UEE)" NIEPA conducted periodical National Surveys to assess the extent to which this objective is being met and based upon this data to make projections for the next ten years. For this information was collected from about six lakes primary student. Executed the entire project on a turnkey basis. Developed the complete system for the data entry, verification and validation of data, processing and analysis of data, monitoring indicators and making projections and reports generation from this base data.
1991 – 1995	

Position Held	**Consultant – Software Development and data processing**
Project	**Several Projects**
Client	**Hong Kong Shanghai Bank, (HSBC) New Delhi**
Tasks Description	Developed various packages for their numerous back office banking operations like administration, payroll, vendor and payables management, fixed deposits management, etc. Developed a system for managing the TDS deducted from payments made to different vendors, suppliers and consultant. Developed share issues management software for generating the daily bank wise clearance and share applications received reports. Also developed a comprehensive solution for proper control and effective database maintenance of all the documents and archival of data which was required to be kept by the bank.
1990 – 2000	

Position Held	**MIS Consultant**
Project	**Several Projects**
Client	**UNICEF, New Delhi**
Tasks Description	**Executed a project for Public Health Information System**. A central control room was setup for monitoring the prevention and control of water borne diseases. Information was collected from about 32 hospitals and 700 clinics and dispensaries spread all over Delhi, on a weekly basis. Based upon this data necessary corrective and preventive actions were taken by Health Department of Delhi Administration. Developed the entire computerization - including selection, procurement and installation of computer equipment, development of an integrated software package to monitor and process the data and supervised the data processing operations. Also developed indicators for monitoring the health situation in different JJ colonies in Delhi, in association with the public health experts.
1989 – 1990	

Books Published	**Sanjay has published the following general market and commissioned books:**

1. *Sanjay Saxena, Damini Grover, Rajneesh Agrawal, B. Basavaraj, Paulomi M Jindal,& Vikas Publishing House* **Computer Foundation** *BAFNDC, Tripura University, 2017*

2. *Sanjay Saxena, Rajneesh Agrawal, R.S.Rajesh, K.S. Easwarakumar & R. Balasubramaniam, Chetna Jathol & Sonal Chabra & Vikas Publishing House* **Computer Education-II** *Optional IX MAE 18, Babasaheb Bhimrao Ambedkar Bihar University, Muzaffarpur, 2017*

3. *Sanjay Saxena, B. Basavaraj, Paulomi M. Jindal, Rohit Khurana & Vikas Publishing House* **Fundamentals of Computer and Network** *CCH-102,Certificate in Computer Hardware and Network Technology (CCHNT), Centre for Distance and Open Learning, Jamia Millia Islamia, New Delhi, 2017*

4. *Sanjay Saxena, Rajneesh Agrawal, Rohit Khurana, Dr. Anil Kumar, Prof. V. K. Govindam, Deepti Mehrotra, Vikas Singhal & Vikas Publishing House* **Operating Systems** *CCH-101, Certificate in Computer Hardware and Network Technology (CCHNT), Centre for Distance and Open Learning, Jamia Millia Islamia, New Delhi, 2017*

5. *Sanjay Saxena, Nirmalya Bagchi, Anuranjan Mishra, Veena Bansal, Rajneesh Agarwal & Vikas Publishing House* **MIS & Computer Applications** *MBA, Babasaheb Ambedkar Bihar University, Muzaffarpur, Directorate of Distance Education, Bihar, 2017*

6. *Sanjay Saxena, Rohit Khurana, Ashok Arora, DP Goyal & Vikas Publishing House* **Management Information System** *MBA Executive-205, Bharati Vidyapeeth Deemed University, Pune, 2016*

7. *Sanjay Saxena, S Mohan Naidu, Rajneesh Agarwal, Amit K Kashyap & Vikas Publishing House* **Computer Applications in Management** *MBA (First Semester), Vinobha Bhave University Hazaribagh, Jharkhand, 2016*

8. *Sanjay Saxena, B. Basavaraj & Vikas Publishing House* **Computer Education-1** *M.A. (Education) Optional IV MAE 13, Babasaheb Bhimrao Ambedkar Bihar University, Muzaffarpur, Directorate of Distance Education, 2016*

9. *Sanjay Saxena, Bharat Kumar, Richa Bhargava & Vikas Publishing House* **ICT Fundamentals** *Post Graduate Diploma in Library Automation and Networking LAN-01, Tamil Nadu Open University, 2016*

10. *Sanjay Saxena, Richa Bhargava, Rajneesh Agarwal & Vikas Publishing House* **Applications of ICT** *Masters of Learning and Information Science (MLS-06), Tamil Nadu Open University, 2016*

11. *Sanjay Saxena, Rajneesh Agrawal & Vikas Publishing House* **Computer Fundamentals and Office Applications (Covers C01 Syllabus)** *CAL-C Centre for Advance Learning in Computers, Punjab Information & Communication Technology Corporation Limited (A Punjab Govt Undertaking), 2016*

12. *Sanjay Saxena, Nirmalya Bagchi, Anuranjan Mishra, Veena Bansal, Rajneesh Agarwal & Vikas Publishing House* **Management Information Systems (M. Com – Semester-4)** *SRM University and Vikas Publishing House, 2015*

13. *Sanjay Saxena, Sanjay K Satapathy & Vikas Publishing House* **Fundamentals of Computers (BBA-10)** *Babasaheb Bhimrao Ambedkar Bihar University, Muzzaffarpur and Vikas Publishing House, 2015*

14. *Sanjay Saxena, Rajneesh Agrawal & Vikas Publishing House* **Computer Application (MPhil-Political Science-First Semester)** *Babasaheb Bhimrao Ambedkar Bihar University, Muzzaffarpur and Vikas Publishing House, 2015*

15. *Sanjay Saxena, B. Basavaraj & Vikas Publishing House* **Basic of IT (M.Sc.IT, MIT-01)** Babasaheb Bhimrao Ambedkar Bihar University, Muzzaffarpur and Vikas Publishing House, 2015

16. *Sanjay Saxena, B. Basavaraj & Vikas Publishing House* **Fundamentals of IT (B.Sc.IT, BIT-01)** Babasaheb Bhimrao Ambedkar Bihar University, Muzzaffarpur and Vikas Publishing House, 2015

17. *Sanjay Saxena, Rajneesh Agrawal & Vikas Publishing House* **Itensive Methedology of Personal Computer Application & Technology (A Comprehensive Study Guide for IMPACT course)** Webel Informatics Limited and Vikas Publishing House, 2015

18. *Sanjay Saxena* **A First Course in Computers (Based on Windows 8 and MS Office 2013) Updated as per Windows 8.1** Vikas Publishing House, 2015

19. *Sanjay Saxena, Vivek Kesari, Dr. Deepti Mehrotra & Vikas Publishing House* **Computer Organization and Architecture (BIT112 / BMA112)** International School of Business and Technology and Vikas Publishing House, 2015

20. *Sanjay Saxena, Praveen Tyagi & VK Govindan* **Basic of Computer and Office Applications (BIT111/BMA111/BBA115/BCM115)** International School of Business and Technology and Vikas Publishing House, 2015

21. *Sanjay Saxena, Rajneesh Agrawal & Vikas Publishing House* **Information Technology (MCA-01),** B.R. Ambedkar Bihar University, Muzzaffarpur,   Directorate of Distance Education, Vikas Publishing House, 2014

22. *Sanjay Saxena, B. Basavaraj, V.K. Govindan, Rohit Khurana & Vikas Publishing House* **Computer Fundamentals (BCA-02)** Babasaheb Bhimrao Ambedkar Bihar University, Muzzaffarpur, Directorate of Distance Education, Vikas Publishing House, 2014

23. *Sanjay Saxena, R.K. Madhurkar, Dr. Anjanee Sethi & Dr. Bhavana Adhikari, Nirmalya Bagchi, Rohit Khurana, Anuranjan Mishra, Veena Bansal & vikas Publishing House* **Business Communication & Information System (BCA-03)** Babasaheb Bhimrao Ambedkar Bihar University, Muzzaffarpur, Directorate of Distance Education, Vikas Publishing House, 2014

24. *Sanjay Saxena & Vikas Publishing House* **Expanding Vision Through IT Literacy** AMTRON and Vikas Publishing House, 2014

25. *Sanjay Saxena, Chetna Jathol & Sonal Chabra, Dr. Gyanendra Nath Tiwari, R.K. Madhukar, Dr. Anjanee Sethi, Dr. Bhavana Adhikari & Vikas Publishing House* **Application of Computer Ecucation & Development of Communication Skill (B Ed Paper IV)** Babasaheb Bhimrao Ambedkar Bihar University and Vikas Publishing House, 2014

26. *Sanjay Saxena, B. Basavaraj, Rajneesh Agarwal, Jyoti Singh & Vikas Publishing House* **Introduction to Computer and IT (BCA-First Semester-1BCA1)** Jai Prakash University and Vikas Publishing House, 2014

27. *Sanjay Saxena, Rajneesh Agarwal, Jyoti Singh & Vikas Publishing House* **Fundamentals of Computer and MS Office** CAL-C and Vikas Publishing House, 2014

28. *Sanjay Saxena, Rajneesh Agarwal, B. Basavaraj & Vikas Publishing House* **Logical Organisation of Computer-II** Maharshi Dayanad University and Vikas Publishing House, 2014

29. *Sanjay Saxena, Rajneesh Agarwal, V.K. Govindan & Vikas Publishing House* **Fundamental of Information Technology (MBA-IT-101)** Bharati Vidyapeeth Deemed University and Vikas Publishing House, 2013

30. *Sanjay Saxena, Vivek Kesari, Deepti Malhotra, S. Salivahanan and S. Arivazhagan & Vikas Publishing House* **Computer Organization (BSc Computer Science III Semester Core 10)** Mahatma Gandhi University and Vikas Publishing House, 2013

31. *Sanjay Saxena & Vikas Publishing House* **Coputer and Its Applications (COAD1312)** SRM University and Vikas Publishing House, 2013

32. *Sanjay Saxena, Dr. Subburaj Ramasamy, Rohit Khurana & Vikas Publising House* **Programming in C and C++ (Semester-1 MCAD1311)** SRM University and Vikas Publishing House, 2013

33. *Sanjay Saxena* **Computerized Office Management for Tourism (BTS-Fourth Semester)** Mahatma Gandhi University and Vikas Publishing House, 2013

34. *Sanjay Saxena & Praveen Tyagi* **IT Skills for Manager** Updesco and Vikas Publishing House, 2013

35. *Sanjay Saxena, Rajneesh Agrawal, R.S. Rajesh, K.S. Easwarakumar, R. Balasubramanian & Manna Dey* **Networking & Communication** Updesco and Vikas Publishing House, 2013

36. *Sanjay Saxena* **Operating System Concepts (MH-02)** Hiltron CALC and Vikas Publishing House, 2013

37. *Sanjay Saxena, B. Basavaraj* **Computer Fundamentals (MH-01)** Hiltron CALC and Vikas Publishing House, 2013

38. *Sanjay Saxena, Rajneesh Agrawal* **Introduction to Computers (BCA)** Mahatma Gandhi University and Vikas Publishing House, 2013

39. *Sanjay Saxena, Prof. Veena Bansal, Anuranjan Mishra, Dr. Nirmalya Bagchi, Rohit Khurana, Prof. (Dr.) Gagan Varshney, Pushpa Singh & Narendra Singh, Upendra Kachru* **Management Information Systems – Art and Humanities (MCC 403)** Sikkim Manipal University and Vikas Publishing House, 2011

40. *Sanjay Saxena, Jyoti Singh* **Web Technology - I (BCA)** Sambalpur University and Vikas Publishing House, 2013

41. *B. Basavaraj, Deepti Malhotra, Sanjay Saxena, Vivek Kesari* **Computer Organization and Architecture (MCA)** Sambalpur University and Vikas Publishing House, 2012

42. *Sanjay Saxena, B. Basavaraj, Rajneesh Agarawal* **Computer Fundamentals and Operating System (PGDCA)** Sambalpur University and Vikas Publishing House, 2012

43. *Sanjay Saxena, B. Basavaraj, Rajneesh Agarawal* **Information Technology (MCA)** Sambalpur University and Vikas Publishing House, 2012

44. *Sanjay Saxena, B. Basavaraj, Manas Ghosh, Sudipta Pathak, Narendra Singh & Pushpa Singh,* **Elementry Computer Application (MAEN-21),** Mahatma Gandhi University & Vikas Publishing House, 2012

45. *Sanjay Saxena, B. Basavaraj, Manas Ghosh, Sudipta Pathak, Narendra Singh & Pushpa Singh,* **Elementry Computer Application (MASO-21),** Mahatma Gandhi University & Vikas Publishing House, 2012

46. *Sanjay Saxena & Rajneesh Agrawal,* **Computer Fundamentals and Office Applications,** Punjab Information And Communication Technology Corporation Limited & Vikas Publishing House, 2012

47. *Sanjay Saxena, Rajneesh Agarwal & B. Basavaraj* **Application of Computers** (DEBTM-105), Maharshi Dayanand University & Vikas Publishing House, 2011

48. *Sanjay Saxena, T. Jeyapoovan , Dr Muneesh Kumar, Rajneesh Agarwal,* **Computer Skills for Business Management** (DEBJMC-105), Maharshi Dayanand University & Vikas Publishing House, 2011

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51. *Sanjay Saxena, B. Basavaraj & Vikas Publishing House*, **Computer Fundamentals** (DEMJMC-105), Maharshi Dayanand University & Vikas Publishing House, 2011.

52. *Sanjay Saxena, Manas Ghosh, Sudha Pathak & Vikas Publishing House*, **Computer Application in Business-I,** Mahatma Gandhi University & Vikas Publishing House, 2011

53. *Sanjay Saxena, Anirban Mukherjee, Arup Chatterjee & Vikas Publishing House*, **Multimedia Information Systems** (DEBCA-103, SEMESTER -I)**,** Maharshi Dayanand University & Vikas Publishing House, 2011

54. *Sanjay Saxena, B. Basavaraj, Manas Ghosh, Sudipta Pathak, Narendra Singh, Pushpa Singh & Vikas Publishing House*, **Elementary Computer Applicaton** (BAG1/BAG2/BAG3 - CC), IASE Deemed University & Vikas Publishing House, 2011.

55. *Sanjay Saxena, Manas Ghosh, Sudipta Pathak & Vikas Publishing House,* **Computer Applications In Business – I** (B Com – Second Year – Paper VIII), Mahatma Gandhi University & Vikas Publishing House, 2011.

56. *Sanjay Saxena, Rajneesh Agrawal, R.S. Rajesh, K.S. Easwarakumar, R. Balasubramanian & Manna Dey* **Networking And Communication** (MH 39/40), Hiltron CALC University, Uttarakhand Open University & Vikas Publishing House, 2011.

57. *Sanjay Saxena, VK Govindan, D Anil Kumar, Vikas Singhal, Dr Deepti Mehrotra & Vikas Publishing House,* **Operating System** (MCA – S3 – 10), KKHSOU & Vikas Publishing House, 2011.

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59. *Sanjay Saxena, B. Basavaraj, Rajneesh Agarwal & Vikas Publishing House,* **Computer Hardware and Networking Fundamentals**, Webel Informatics Limited & Vikas Publishing House, 2011.

60. *Sanjay Saxena & Vikas Publishing House* **Basics Of Computers** (B Com – I), Maharshi Dayanand University & Vikas Publishing House, 2011.

61. *Sanjay Saxena, Anirban Mukherjee, Arup Chatterjee & Vikas Publishing House,* **Multimedia Information Systems** (BCA-308, Semester-6), Maharshi Dayanand University & Vikas Publishing House, 2011.

62. *Sanjay Saxena, S.K. Satapathy, R. Agrawal & Vikas Publishing House,* **Computer Applications To Business** (M Com (P)), Maharshi Dayanand University & Vikas Publishing House, 2011.

63. *Sanjay Saxena, R.Agrawal, N.Singh, P.Singh, R.Subburaj & Vikas Publishing House,* **Computer For Managers** (MBA, DE.M-415)*,* Sambalpur University & Vikas Publishing House, 2011.

64. *Sanjay Saxena, N. Bagchi, A. Mishra, V. Bansal, M. Ghosh, S.Pathak, R. Agrawal & Vikas Publishing House,* **Management Information Systems** *,* University 18 & Vikas Publishing House, 2011.

65. *Sanjay Saxena, Agarwal R., Kumar M., & Punhani Ritu*, **Information Technology** (MBA-206), Bharat Vidyapeeth University & Vikas Publishing House, 2011.

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67. *Sanjay Saxena & Vikas Publishing House,* **Computer Fundamentals and PC Software** (MCA F1), KKHSOU & Vikas Publishing House 2010.

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70. *Sanjay Saxena, Manas Ghosh, Sudipta Pathak & Vikas Publishing House,* **MS Access** (MH-11)**,** Hiltron CALC University & Vikas Publishing House 2010.

71. *Sanjay Saxena, Rajneesh Agarwal & Vikas Publishing House,* **Computer Applications in Management** (MBA) KKHSOU & Vikas Publishing House, 2010.

72. *Sanjay Saxena, Anuranjan Mishra, Nirmalya Bagchi, Veena Bansal, Manas Ghosh & Rajneesh Agarwal,* **Decision Support Systems & Management Information Systems** (MBA, 2.32 DE, Semester-3)**,** Maharshi Dayanand University & Vikas Publishing House, 2008, 2010.

73. *Sanjay Saxena, Rohit Khurana, B.Basavaraj & Rajneesh Agarwal,* **Computers in Management** (BBA, DDE-104, Semester-1), Maharshi Dayanand University & Vikas Publishing House, 2008, 2010.

74. *Sanjay Saxena, Rajneesh Agarwal, Pushpa Singh & Narendra Singh,* **Computer Applications in Management** (MBA, 2.16 DE, Semester-1), Maharshi Dayanand University & Vikas Publishing House, 2007, 2010.

75. *Sanjay Saxena, Jeyapoovan T., Chopra P., Agarwal R., Kumar M. & Kakkar A.,* **Computing Skills For Business Management** (BBA-106), Bharat Vidyapeeth University & Vikas Publishing House, 2010.

76. *Sanjay Saxena, V.Kesari, B.Basavaraj, T.Jeypoovan, V.Singhal & D.Mehrotra & Vikas Publishing House,* **Computer System Architecture** (BCA-201 III), Maharshi Dayanand University & Vikas Publishing House, 2010.

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79. *Sanjay Saxena, Khurana R., Basavaraj B., Agarwal R. & Vikas Publishing House,* **Computers in Management** (BBA-104), Uttrakhand Open University, Vikas Publishing House, 2010.

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81. *Sanjay Saxena, Rajneesh Agarwal. & Vikas Publishing House,* **Micro-Computers and Maintenance** (BCA-6.2), Bharat Vidyapeeth University, Pune, Vikas Publishing House, 2010.

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83. *Sanjay Saxena,* **Information Technology For Managers** (CP-1002 MBA), Uttrakhand Open University, Vikas Publishing House, 2010.

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103. *Sanjay Saxena, Anirban Mukhopadhyay, Arup Chattopadhyay & D. Anil Kumar,* **Multimedia and Web Development** (MBA, ITM5, Semester-3)**,** Maharshi Dayanand University & Vikas Publishing House, 2008, 2009.

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Certification I certify that, to the best of my knowledge and belief, this Bio-Data correctly describes my qualifications, my experience and myself. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if employed.

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