

Xavier has an accomplished professional career of 20+ years as an intrapreneur. Of this 15 years were with Blackstone MarketFacts, Synovate and Ipsos, the leading global market research / intelligence service providers. Established two specialist divisions (first in Blackstone Market Facts (BMF) and later in Synovate) to provide research and consultancy services to development organisations, UN and governments.

The core expertise include setting up profit generating business divisions, project management (multi country), strategic consulting, Design Thinking, incubating startups, inclusive innovation, social transformation, capacity building, ethnography, research and analytics.

Highly skilled in designing programmes, using design thinking for innovation, project management, boot strapping startups, market interventions, M&E&L frameworks, needs / scoping assessments, communication campaigns, mapping, surveys, and events.

Designed and implemented humanitarian assistance programs in India (Maoist affected areas in Chattisgarh and for Sri Lankan Tamil Refugees in Tamil Nadu) and Sri Lanka (Northern and Eastern Provinces).

As an Entrepreneur involved in setting up profit and not-for-profit ventures. Founder-Director of TSP Consultancy Services Pvt. Ltd., Serendip Boutique, TechLoyola Organics and YX Infra. Mentoring 9 startups at Loyola Inclusive Innovation Impact Centre (L3iC).

Taught in University of Madras – Department of Anthropology (Social, cultural, applied, ecological and developmental anthropology) and Department of Sociology (Sociology of Development) – Stella Maris College (Business sustainability – IMBA programme) and at Periyar IAS & IPS Coaching Centre, Chennai (approved and funded by Ministry of Welfare, Government of India).

An avid reader and is a learner with interest in design thinking, agile, lean business models / implementation, technology and disruptive innovation to address business / development / environment challenges for social equity, inclusion, participation, prosperity and sustainability.

1. Qualification Highlights

- At C.K. Prahalad Centre for Emerging India, as Chairperson, responsible for consultancy, applied research projects, publications, designing courses, entrepreneur development programmes, and promoting social entrepreneurship.
- Initiated setting up of innovation, incubation and accelerator programme for startups in Loyola College Campus.
- Established three specialist divisions, managed them successfully and expanded their operations in consulting, research and capacity building. Generated revenue of over INR 250 million.
- More than 15 years of hands on experience, implemented over 200+ assignments – technical assistance, project/programme management, humanitarian programme implementation, trainings, social marketing, product/service testing (BoP segments), survey, research, analytics, incubating BoP/social enterprise startups, negotiation and mediation

- A dynamic leader, trainer, and presenter; skilled in using precision, clarity, and innovation in communicating ideas, concepts, process and procedures; versatile in reaching out to employee at all organizational levels and socio-economic segments
- Volunteered / provided pro-bono management and technical assistance to NGOs - humanitarian assistance, resettlement and development programmes, social enterprise ventures, and communication campaigns
- Taught PG students and PG Diploma courses in Anthropology, Sociology and Management

2. Membership in Professional Associations

- American Evaluation Association

3. Other professional affiliations / honorary positions

- Consulting Anthropologist, District Level Vigilance Committee / Adi Dravidar Welfare Committee, Government of Tamil Nadu (10 Districts – South Zone) (2013 onwards)
- Consulting Anthropologist, State Vigilance Cell (South Zone), Department of Tribal Welfare, Government of Tamil Nadu (2013 onwards)
- Member, Board of Studies in Anthropology, University of Madras, India (2007-13)
- Member, Board of Studies for Sociology, University of Madras, India (2013-22)
- Member, Committee for unifying curriculum across universities in Tamil Nadu (2013)
- Founding member of The Sustainability Platform established initially in Asia region
- Supporting NGOs providing humanitarian assistance, for example OfERR working with Sri Lankan Tamil Refugees in India and Sri Lanka

4. Honors and Awards:

- 2013-18** Member, Board of Studies in Anthropology, **University of Madras, India**
- 2007-13** Member, Board of Studies in Anthropology, **University of Madras, India** (from 1-10-2007 to 30-9-2013 (second term)).
- 2005-07 and 2012** Invited to teach as Guest Faculty, **Department of Anthropology and Department of Sociology University of Madras.**
- 1998** Selected by **Blackstone Group, a US based market research firm**, to set up a social research division as one of the verticals in India
- 1998-2001** Member of Research Study Team for an Indo-Canadian Shastri Project on Plant Genetic Resources: Formal and Informal Knowledge Systems, Institutional Interests and Sustainability. A collaborative project between **Indian Ocean Institute, IIT Chennai and Queens University, Canada** (1998-2001)
- 1998** Selected for Post Doctoral Fellowship, **Pacific Basin Research Center at Kennedy School of Government, Harvard University:** "Human Values Through Primary Health Care: Pragmatism and Rhetoric in the Indian Context."
- 1997-98** Associate Research Fellow, **French Institute, Pondicherry, India.**
- 1996** Ph.D thesis selected for **ICSSR publication grant, India**
- 1993-94** Research Associate (Post Doctoral Research Fellowship) for a **CSIR project titled 'Indigenous Navigations Traditions in Indian Ocean' in Department of Anthropology, University of Madras.**

- 1993** **Ph.D thesis received “Highly Commended” reports from all the examiners** (a rare distinction): Prof. Mario D. Zamora, Department of Anthropology, College of William & Mary, Williamsburg and former Chairperson, Dept. of Anthropology, University of Philippines; Prof. R.S.Mann, Delhi University; Prof. G. Prakasha Reddy, S.V.University; and Prof. V. Sudarsen, University of Madras. (1993)
- 2001** Independently taught and managed a **PG certificate course on Development Anthropology for a year at Department of Anthropology**, University of Madras.
- 1988-93** Given responsibility to teach PG students at Department of Anthropology, University of Madras, while pursuing Ph.D.
- 1985**
- Qualified in **NET-UGC, 1985** for Junior Research Fellowship (Anthropology).
 - Qualified in **CERA (Common Entrance for Research Fellowship) conducted by IIT** in 1985 (Sociology)
 - Awarded **L.A. Ananthakrishna Iyer Prize** by Madras University for securing first rank in M.A. degree Examination (Anthropology) 1985.
 - **M.A. Dissertation was adjudged the best** by an external examiner, 1985
 - Contributed to publication of **population data sheet for India** with Prof. S.B.Mani while pursuing PG course in Anthropology, 1985.

5. Education

Year	Degree	Subject	Distinction Awards	College/University
1993	Ph.D	Culture Population and Resources- A study of Malayali of Javadhi Hills – a tribe in Tamil Nadu, India	Highly Commended Thesis	Department of Anthropology, University of Madras
1985	M.A.	Anthropology	Class First and (University rank holder), received L.A.Ananthakrishna Iyer prize	Department of Anthropology, University of Madras
1983	B.Sc.	Physics	First Class	Loyola College, University of Madras

6. Employment

From	To	Employer	Position held
March 2018	Present	National Institute of Advanced Studies, IIS Campus, Bengaluru	Honorary position of Adjunct Faculty with the School of Social Sciences and School of Natural and Engineering Sciences at
September 2015	Present	Loyola Institute of Business Administration	Professor of Entrepreneurship Management, Chairperson of C.K. Prahalad Centre of Excellence , and Head of

From	To	Employer	Position held
			innovation, incubation and startup programme
October 2017	Present	Loyola Inclusive Innovation Impact Centre (L3iC), Chennai	Executive Director
June 2015	Present	TSP Consultancy Services Pvt. Ltd., Chennai	Founding Director and Chief Executive Officer
March 2012	May 2015	Advisory / Consulting Positions: Honorary Advisor for OfERR (India and Sri Lanka); Senior Analyst at ZeneSys (USA); Senior Consultant at Palma Resources (Chennai) and teaching Post Graduate Students at University of Madras	Various advisory and consulting positions with not for profit, management consulting and research organizations.
June-04	November-04	Government of Bangladesh	Senior Consultant – Social Assessment – Health, Nutrition and Population (HNP) – 5 year Plan
Feb-03	March 2012	Synovate India Pvt. Ltd.	Head – Socio-economic Environment Development Centre (SEDC)
May-99	Jan-03	Blackstone Market Facts	Head – Social and Environmental Research Division (SERD)
Sep-98	Apr-99	French Institute, Pondicherry	Associate Research Fellow
Sep-98	Apr-99	Blackstone Group of India	Head of Social Research
Feb-95	Jun-98	Budget Analysis Cell, Tamil Nadu People's Forum for Social Development, Chennai	Programme Coordinator
Jan-94	Jan-95	AICUF, Chennai	Preparation of dossier on Indigenous Peoples Rights and Coordinator (Indialink), Tamil Nadu and Pondicherry
Jan-93	Dec-93	Department of Anthropology, University of Madras	Senior Research Associate, Council for Scientific and Industrial Research

7. Work Experience

Loyola Institute of Business Administration (LIBA)

October 2016 - Present

Professor of Entrepreneurship Management
Chairperson, C.K.Prahalad Centre of Excellence
Executive Director of Loyola Inclusive Incubation Impact Centre (L3iC)

Establish C.K. Prahalad Centre in the global map for entrepreneurs, management professionals, social scientists, scholars and students as go to place, a world-class business incubation, research and analysis centre

Proposed activities are:

1. *Forge collaboration with business, practitioners and management institutions across the globe*
2. *Establish an independent Business Incubator and Accelerator in Loyola College Campus (New ventures and scaling up)*
3. *Provide consultancy to businesses (Working with Practitioners Community)*
4. *Support inclusive innovation, competition and regulation (Affordability, Access, Outreach, and Sustainability)*
5. *Facilitate Triple Bottom Line reporting (Enable business to become socially and environmentally accountable)*
6. *Promote Social Enterprises (Retrofitting and greenfield ventures)*
7. *Provide for Skilling of entrepreneurs, managers, professionals, and workers for business with bottom half, inclusiveness and sustainability*

Loyola Institute of Business Administration (LIBA)

**September 2015 –
September 2016**

Director, C.K.Prahalad Centre of

Establish C.K. Prahalad Centre in the global map for entrepreneurs, management professionals, social scientists, scholars and students as go to place, a world-class business incubation, research and analysis centre

Completed activities are:

1. *Establish a Business Incubator and Accelerator (New ventures and scaling up)*
2. *Networked with industry, corporate bodies, governments and practitioners for collaborations*
3. *Collaborated with governments and other bodies to conduct events to promote entrepreneurship*
4. *Signed an MoU with AEIOU and LoC with BYST*
5. *Identified startups (3) for incubation programme at LIBA*

TSP Consultancy Services Pvt. Ltd.

May 2015 - Present

Co-founder and Chief Executive Officer

TSP is a platform for exchange of ideas, innovations, solutions and practical experience in achieving sustainability goals by any institution, group or agency and ultimately society. It is also an Academy for training and capacity building. Core expertise include intelligent manufacturing, IPR, Green Energy Options, Green Campuses, Natural Resources and Biomass, Sustainable Cities, Next Frontier, Advisory, Consulting and Skill Building.

- Registered TSP as Private Limited Company in May 2015.

- TSP shall promote ideas, innovation, application, and policy for sustainable technology, processes and practices
- Provide consultancy services on
 - Greening of Campuses – technology, processes and practices
 - Retrofitting of technology, process and practices
 - Skilling for sustainable technology, process and practices

March 2012 - Present

Advisor to OfERR in India and OfERR Ceylon

Senior Analyst at ZeneSys (USA)

Consultancy Positions – UNESCAP, For Profit and Not for Profit

Organisations – National and International

- Technical and Management Advisor to OfERR India and OfERR Ceylon. OfERR is an NGO providing Humanitarian Assistance to Sri Lankan Tamil Refugees in 111 camps in India (**OfERR India**) and work in Northern and Eastern Provinces of Sri Lanka (**OfERR Ceylon**).
- Consultant to **UNESCAP** for **study on development of ambulance services in rural areas in two states of India, Karnataka and Tamil Nadu** under the Regional Action Programme on Transport Development in Asia and the Pacific (2012-2016) for mainstreaming Millennium Development Goals into transport planning and policies. This study is carried out for **Transport Policy and Development Section (TPDS), UNESCAP, Bangkok.** (2014)
- Advisor to **InnovisionMedia, Social Enterprise in Mumbai with a focus on creating a media platform for SMB.** (2011-12)
- Part of an analyst team - an US based management consulting firm **ZenesysConsulting (2012-13)**
- **Promoting an infrastructure start up firm in Mumbai, YX Infra,** with a focus on creating employment opportunities for BoP designing innovative service provisions (2013 onwards).
- Technical and Management Consultancy to **NEIDA (North East Initiative Development Agency)** set up by NRTT for implementing various programmes in North East
- Provided consultancy **to design and set up a hospital** with surgical facilities in Uttarakhand. This is part of a four hospitals that caters to lower income group in remote locations providing affordable surgical care (2012-13).
- Senior Consultant and Advisor, **Palmyra Workers Development Society (PWDS)** and **Palma Resources.** Palma Resources was started as a separate entity by PWDS. Palma resources provides consultancy services in development sector, social business and marketing to BoP. (Till July 2013):
- **Ipsos Research Pvt. Ltd.**
- **Independent Evaluation / Studies (multiple clients)**

Government of Bangladesh

Senior Consultant – Social Assessment

June 2004 -November

2004

- Invited by Government of Bangladesh to carry out social assessment of Health, Nutrition and Population 5 year plan 2006-2010

- The consultancy was to certify appropriateness of PIP and 29 component plans of HNP in effectively targeting vulnerable segments: poor, women, children, elders, migrants and persons with disability. The tribes were added and a separate sub plan for prepared to ensure effectiveness of targeting tribes.
- Under Sector Wide Approach (SWAP), multi-laterals, bi-laterals and international organization were pooled along with contribution from GoB. Organized a workshop with participation of representatives of donors, international organisations and GoB attended to provide inputs on efficiency, effectiveness and changes required to existing channels.
- Conducted FGDs with vulnerable segments to corroborate grassroots realities with provisions in PIP
- Prepared a Tribal Sub Plan with appropriate allocations of resources
- Submitted a report based on discussions with stakeholders, review of documents and validation through workshop and FGDs.

Synovate India Pvt. Ltd. (Now Ipsos)

Head SEDC, Associate Director and Business Head

February 2003 -March

2012

- Reported to Managing Director (Synovate) / CEO (Ipsos) Mr. Mick Gordon and was part of management team
- Set up SEDC as an independent specialist vertical with expertise in social research, development consultancy, and capacity building
- Successfully positioned SEDC, Synovate as one of the leading providers for research and consultancy services for development clients and in the league of more established agencies such as ACNeilson, TNS, IMRB and the four Audit Firms
- Generated **revenue of over INR 250 million** for the SEDC
- Prepared and submitted over 500 proposals.
- Led and guided execution of over 250 research projects in India and South Asian countries on a range of development issues- Public Health, Reproductive Health and Family Planning, Governance, WASH, Behaviour Change Communication, Poverty Reduction Strategies, Women and Children, Agriculture, Rural and Urban Development, Micro-enterprises for economic growth, Climate Change, Base of Pyramid, and others
- Established and developed a client base for SEDC that comprised of Multilateral, Bilateral funding agencies, International NGOs, National and State Government across geographies. The client list includes World Bank, ILO, UNAIDS, UNICEF, DFID, PATH, FHI, BMGF, World Vision, Christian Aid, Intra-health, MoHFW, MoRD, State Health Systems Development Project, and others
- Mentored and coached a pool of development professionals from varied background for development research and consultancy
- Over 15 reports published by donors and funders for studies carried out by SEDC, Synovate
- Led over 41 project / programme evaluations for various international funding organisations and governments. Sectors covered include HIV/AIDS, Public health initiatives, Humanitarian Assistance, Child Rights Programme, Child Labour, Bonded Labour, Behaviour Change Communication, and others.

- Developed and piloted a social audit toolkit for audit of government programmes in Andhra Pradesh
- Technical Assistance to Integrated Humanitarian Assistance in Maoist movement affected district of Dantewada for provision of WASH services in IDP camps, health centres, schools and AWCs, and developed a Child Protection Framework
- Evolved and introduced ethnographic, participatory, and community based data collection methods to increase validity and reliability of data (1999-2012)
- Technical assistance for setting up systems and capacity building for improved systems and process for of Tamil Nadu Health Systems Development Project (2008-2014), Uttarakhand Health Systems Development Project (2003-05) and West Bengal Health Systems Project (2000-03) – Quality Assurance, monitoring and evaluations, validation of HMS and HMIS, third party audit of civil construction, strengthening equipment utilization, patient satisfaction, facility surveys, development of dashboards for monthly reviews, strategies for signage and assessment of effective functioning of bio-medical waste management

Blackstone Market Facts

May 1999 – January 2003

Head – Social and Environmental Research Division (SERD)

- As business unit Head reported to Mr. Alok Shanker, Managing Director, Blackstone Market Facts and part of the management team
- Established Social and Environmental Research Division. It was started from scratch grew from being one person department to a full service division with a **revenue of INR 8 million** within 6 months **and INR 25 million in 24 months.**
- Established SERD as one of the go to divisions in India for methodologically rigorous research, insights and actionable findings
- Competed successfully and won a number of assignments from USAID, World Bank, DFID and UNICEF assisted projects, state governments, International Organizations, academic institutions and NGOs
- Part of two member team that set up Mumbai Corporate Office in 1999
- Assisted MD, Mr. Alok Shankar, in identifying solutions (product test), developing marketing materials and preparing proposals (market research)
- Recruited and mentored development professionals, field team and analysis personnel
- Expanded development business across India covering all states
- Formed useful association and alliances with PwC, NGOs and Academic Universities for joint bidding, knowledge sharing and conducting workshops / seminars
- Completed over 20 studies / consultancy assignments in a span of 4 years
- Part of the core team that organized annual conferences for the business head and midline reportees.

Blackstone Group of India

September, 1998 – April

Head – Social Research

1999

- Reporting to President (Chief Functionary) in India Mr. Narasimhan and Chairman of Blackstone Group (USA) Mr. Ashref Hashim, successfully competed and signed a contract to

carry out a challenging assignment of “Mapping of Sex Access Points in Maharashtra”, selected by FHI and funded by USAID. This was the first large social research assignment. **Value of the assignment was INR 4,000,000.**

- Within six months carried out two assignments, one on child labour (for an NGO in Tamil Nadu), another a study of private hospitals (for IIT, Madras) and supported a market research study among farmers on seed buying practices

Budget Analysis Cell, Tamil Nadu People's Forum for Social Development, Chennai **February 1995 – June 1998**
Programme Coordinator

- Set up and coordinated activities of Budget Analysis Cell at AICUF, Chennai for Forum for Social Development in Tamil Nadu (a network of 100 NGOs)
- Developed analytics for analysis of state budget allocations, interpretation of policy notes and assembly proceedings
- Provided technical and management support for implementation of projects impacting socially and economically disadvantaged groups and environment
- Organised rallies, workshops, seminars and meetings to discuss various welfare services to SC, ST, Women, Poor and Elderly
- Creating awareness on the rights of people (child, women, SC & ST, displaced people), functioning of PDS and custodial deaths
- NGOs act as pressure group to increase fund allocations for social sector working with ruling party MLAs and opposition
- Periodic press conference to release alternative budget immediately after state budget presentation.

AICUF, Chennai **January 1994 - January 1995**
Programme Coordinator

- Established IndiaLink, an email network forum for NGOs using ernet as backbone, in Tamil Nadu. Managed hardware, software, training of NGOs, troubleshooting and server management from AICUF.
- Associated with NGOs / CBOs providing technical and management support to effectively establish themselves and manage project / programmes effectively.
- Carried out many email based campaigns in India on issues such as women’s rights, child rights, environmental pollution (Toxic Link), custodial deaths, Indigenous peoples’ rights, and human rights
- Capacity building of tribal communities through representation of issues in program recommendation committee, work with joint council for tribal association to explore and evolve alternative perspectives on tribal development program and tribal administration
- Organised the state level tribal convention on tribal self-rule in Madras.
- Capacity building of NGOs for effective advocacy for budget allocation for social sector including PDS, rural housing, health, education, water and sanitation, etc., : Member of core

group responsible for conceiving and setting up of the Budget Analysis and Policy Priority Cell, Madras

- Founder member of the "Chennai Co-operations Citizens' Forum" in Madras for monitoring the functioning of Madras corporation. 1996.
- Advisor to JEEVIKA, a network of NGOs in Karnataka for eradication of Bonded Labour.
- Prepared a book titled "Indigenous People" for the college students published by All India Catholic University Federation (AICUF), 1994-95.

8. Training and Certificate Course

Year	Certificate	Subject	College/University
2014	Street Addressing and Management of Cities	Street addressing for city management, service delivery and maintenance, public asset management, land management, municipal resource mobilization, and business development.	The World Bank Institute, Washington DC.
2014	Harvard Manage Mentor Online Module	Business Plan Development	Harvard Manage Mentor, Harvard Business Review, USA
2014	ToT Workshop organized by Act for Peace, Australia	Protection Assessment in Humanitarian Setting	Act for Peace, funded by AusAid, Australia
2012	Training Workshop organized for Act for Peace Partner Agencies	Child Safeguarding Training: Developing Organizational Child Protection Policies and Procedures	Keeping Children Safe and Act for Peace funded by Australian Aid, Australia
2012	Certificate course	Consultancy skills for management and strategy consulting	ZeneSys Consulting, USA
2011 - 2009	E Learning Certificate Course	Low Carbon Development; Policies for Growth, Trade and Agriculture (participated) and Health Economics	The World Bank Institute, Washington DC.
1995	Certificate Course (Residential Programme)	Computer Communications: Hardware and Software	Indian Social Institute, New Delhi
1989	Certificate Course (Workshop)	Data analysis and interpretation in social sciences	Department of Sociology, University of Madras (Sponsored by Indian Council of Social Science Research)

9. Publications:

• Books

- Community Based Care and Support, PWDS, 2012.
- The knowledge of the sea: some communities. PPST, Madras. 1995. (Co-authored).
- A booklet on 'Indigenous Knowledge of Navigation and Maritime Communities', IGRMS, 1997 (Co-authored)

• Monographs of survey / studies / manuals / films

- India CGPP India Baseline Survey report. (2009)
http://coregroup.secure.nonprofitsoapbox.com/storage/documents/Polioreports/India_Fin_al_Report.doc
- Tribal Health Nutrition and Population Plan for Bangladesh 2006-2010, Government of Bangladesh, 2005.
http://www.mohfw.gov.bd/index.php?option=com_content&view=article&id=78&Itemid=59&lang=en
- Baseline Survey of UNICEF-DFID Assisted Districts: A Summary (12 Districts in India).
<http://www.indiasanitationportal.org/96.2005>
- An assessment of CDD Watsan Project in Medinipur, Ganjam and Kandhamal. 2005 (Compiled by UNICEF based on the reports submitted in 2004).
<http://www.indiasanitationportal.org/category/category/public-health-engineering-department-phed>
- Mapping of sex access points in Maharashtra, FHI, 2002
https://childhub.org/en/system/tdf/library/attachments/comercial_maping_0607.pdf?file=1&type=node&id=17845
- Communication needs assessment, FHI, 2002.
[http://www.aidsdatahub.org/sites/default/files/documents/India_Communication_Needs_Assessment_in_Maharashtra_India_\(2001\).pdf.pdf](http://www.aidsdatahub.org/sites/default/files/documents/India_Communication_Needs_Assessment_in_Maharashtra_India_(2001).pdf.pdf)
- Social Audit Tool Kit, CGG, 2004.
<http://unpan1.un.org/intradoc/groups/public/documents/cgg/unpan023752.pdf>
- Assessment of VCT Services in Tamil Nadu, APAC, 2007
- District Health Action Plans of five districts in Uttarakhand, NRHM, 2007
- Perception of DFID services in India included in evaluation report.
www.dfid.gov.uk/aboutDFID/performance/files/ev670.pdf
- Research Associate for Prof. M.A. Kalam for a Governance Research: Governance Research - Grassroots Anti-Corruption Initiatives and the Right to Information Movement in India.
<https://www.ids.ac.uk/go/idsproject/grassroots-anti-corruption-initiatives-in-india>
- Success stories of SMB (in western and northern India) and information about their products.
<http://www.youtube.com/user/InnovisionMedia>

• List of published articles:

- "Entrepreneurship in India: Is There a Level Playing Field?" in Arena, The Hindu Centre for Politics and Public Policy, 21 September 2017

- "Saving lives through rural ambulance services: Experiences from Karnataka and Tamil Nadu states, India" (2014) in UN ESCAP transport and communications bulletin for Asia and the Pacific, No. 84. <http://www.unescap.org/sites/default/files/Bulletin%2084-Full%20text.pdf>
- 'Religion amongst Malayalis', in Journal of Asian Studies, April 1997.
- 'Indigenous Navigational Traditions of India', in Voices for the Oceans' (A Report to the Independent World Commission on the Oceans), ed. by R.Rajagopalan, International Ocean Institute, Madras, 1996.
- 'Tribes and Education: Some Reflections' Rally, vol.73 (6), November 1996.
- 'Human Rights for Better Society', Rally. Vol. 73, No. 3, August 1996.
- 'Genuine Cultures: Tribals', Rally. Vol.73, No. 3, August 1996.
- 'Tribal Scenario and Developmental Planning in Tamil Nadu' in Tribes of India Ed. By R.S.Mann, Rawat Publishers: Jaipur, 1996 (co-authored).
- 'Shelter for All: Gains and Setbacks' Rally. Vol.73, No.2, July 1996.
- 'Mandal Commission and After...' Rally. Vol. 72, No. 6-7, January 1996.
- 'Malayali' in Encyclopedia of Tribes in South India Eds. NIRD, Hyderabad, 1995
- 'Tribal Rights', Rally. Vol.72. No.3. September 1995.
- 'Tribal Leadership', Rally. Vol.72. No.2, July-August 1995.
- Koravas in People of India Volumes, Anthropological Survey of India, New Delhi 1996.
- 'Resource utilisation and population growth among the Malayali of Jawadhi hills' in Bio-Cultural dimensions of People of India Eds. S.B.Roy and A.K.Ghosh, 1993
- 'Andaman Archipelago: Oil spill and its impact', Indian Ocean Resources: News and Views. Vol.3 (1), March 1993.
- 'Kuravars of Tamilnadu', The encyclopedic volumes of People of India project, ASI, Government of India, 1993 (Co-authored).
- 'Transition from food gathering to food production: A Theoretical approach with special reference to India' in Asian Panorama ed. by K.de Silva et al., Vikas Publishers, India. 1990 (Co-authored).
- 'Displacement and resettlement: A conceptual frame of the problems and prospects' in The Uprooted Ed. By V.Sudarsen and M.A.Kalam, Gian Publishing House, India, 1990. (Co-authored).
- Contributions to Encyclopedia of Life Science, published by Tamil University, Tanjavur, 1989.
- 'Population, Environment and Global Security' in Terra Solidaria No.20, Nov-Dec. 1989 (211-22) (Co-authored).
- 'Tribal Development Programmes in India' in the Geography Teacher India, Vol. 23, No.4, 1988.
- 'Exploration of Antarctica' in the Geography Teacher India, Vol.23, No.4, 1988.

10. Select conferences attended:

- Participated in an International Interdisciplinary Conference on "Knowledge Partnerships to Advance UN Sustainable Development Goals," Mysuru, India, 17th to 18th November 2017.
- Participated as a Delegate in Unlocking U.S. – India Trade Potential Conference, Taj West End, Bengaluru, India, 6th to 8th November 2017.
- Participated in The AGBA 13th Annual World Congress on Entrepreneurship, Innovation and Community Development, Solo, Indonesia, 26th to 27th November 2016.

- Observer at Asia-Pacific Regional Conference of Right Livelihood Awardees (alternate Nobel Prize winners) at Tata Institute of Social Sciences (TISS), Mumbai, India March 3rd to 6th 2015.
- Delivered a valedictory address in a national seminar on “Bio-Cultural Diversity and Sustainable Development: Contemporary Issues and Consequences”, S.V.University, Tirupathi, India. March 2011.
- Participated in international business conferences organized by Synovate in Beijing, Yugoslavia, Malaysia, India between 2003 and 2009
- Involved in organizing and participating in national level annual business meets for senior management staff between 2000 and 2012 at Blackstone Market Facts and Synovate
- Participated in India Carbon Market Conclave 2010 organised by Federation of Indian Chambers of Commerce and Industry, Ministry of Environment and Forests (Government of India), with the support from GIZ, The World Bank Group
- Understanding Tribes’ World View for Water, Sanitation and Hygiene Programming in Chhattisgarh- assessment of water and sanitation services. An International Conference organized by Anthropological Survey of India, 2010.
- “Violence in college campus – An Analysis of Social Economic and Political Aspects” in XXIII All India Conference on Criminology, organized by National Institute of Criminology and Forensic Science, Ministry of Home Affairs, Delhi, India. November 11 to 13, 1994 at Delhi.

11. Teaching experience and other academic engagements:

2014	Have been identified as Liverpool Hope International Teaching Fellow (Guest Faculty) to teach management for an International MBA course offered jointly by Liverpool Hope University (UK) and Stella Maris College (India).
2012-13	“Sociology of Development” (PG Diploma Course) and Research Methodology (PG Students), Department of Sociology, University of Madras
2005-07	“Culture and Management,” (Required MA Course), University of Madras
1991	Development Anthropology (PG Certificate Course), University of Madras
1988-90 & 1992-93	Taught Social Anthropology, Applied Anthropology and pre-historic Archeology (Required MA Course), UGC research fellow.
1994-95	Taken classes for Civil Service Main Aspirants at Periyar IAS & IPS Coaching Centre, Chennai (approved and funded by Ministry of Welfare, Government of India).
1999- present	Conducted over 100 training programmes for adult learners (designed the training - content and format) on technical, management, research, communication and human rights aspects to government functionaries, NGO workers, CBOs and hard to reach groups in a community.

Languages Known - Proficient in English and Tamil. Can speak and understand Hindi. Can read and write French.

12. Annexure 1: List of Assignments from 2011

2011

- **Innovision, media agency, Mumbai**
 - As knowledge partner, guided the creative, production and marketing team in conceiving the TV programme in Sahara One at prime time, which aired success stories of SMB (in western and northern India) and information about their products. Unlike advertisement slots which are short and expensive, this TV programme provided space for business to create visibility for their brand and thereby increasing the sales. Some of the episodes aired in Sahara One are available in <http://www.youtube.com/user/InnovisionMedia>
 - Episodes also have interviews with experts, for example CA, explaining how to run small and medium business efficiently, filing of tax, forms to be used, periodicity, etc.
 - Episodes provided information industrial and development opportunities for starting new ventures
 - Episodes also documented CSR activities, NGOs working in slums and poor socio-economic settings and entrepreneurs in BoP segments
 - An episode on CSR identifying the need to enhance awareness on CSR, what is CSR and what need not be CSR
 - Instituted an award for SMB including social enterprises.
- **Synovate India Pvt. Ltd.**
 - An assessment of various programmes implemented in Tribal Areas of Orissa for designing a livelihood programme for LEAD, New Delhi. Beneficiaries of social security schemes including PDS, particularly BPL and Antyodaya card holders were consulted and observations at PDS outlets were carried out (2011)
 - Evaluation of Building Sustainable Livelihoods on the Tsunami affected Great Nicobar Project funded by Big Lottery Fund (2011)
 - Evaluation of CBCS (HIV/AIDS - Community Based Care and Support Programme) implemented by PWDS since June, 2001 until December 2010 funded by a network of NGOs in Tamil Nadu (2011)

2012

- **OfERR, India:**
 - Prepared proposals jointly with Christian Aid and CRS for ECHO and BPRM (USG)
 - Introduced M&E and have been conducting monthly review and planning meetings organizational development, MIS, M&E, project management, and reviewing reports. (2012 onwards - ongoing)
- **ZeneSys Consulting, USA**
 - Segmentation key words (by product and size of company – small, medium and large) to aid analysis of social media posting for hiring – Global (2013)
 - Data Analytics (DATA ANALYTICS (Business Analytics, Business Intelligence, Big Data), Doublejay Consulting LLC (2012)

- Strategy and Portfolio Analysis of firms providing consulting services in pharma and life sciences, estimate industry market size – Global – Profiled South Africa, Italy , Canada and International Organizations (2012)
- KOL engagement – Impact on sales volume – Pharma Industry (Global) (2012)
- Profiling of Telecom Market – Global (2012)
- Hybrid Matrix for a Small Medium Business entrant to identify target consumer, competition, sales channels, and production (2012)
- **YX Infra, Mumbai: Prepared business plans for YX Infra (Mumbai):**
 - A professional service to meet various plumbing, carpentry, electrical / electronic repair
 - Assisting SHGs to start a courier business and marketing solar products / services
 - Running courses in language, finance and communication skills (soft skills) for educated youth in slums to improve employability
- **Ipsos Research Pvt. Ltd., India**
 - **NEIDA (North East Initiative Development Agency)** set up by NRTT for implementing various programmes in North East
 - Technical assistance for a baseline survey for **NRTT (Navroj Ratan Tata Trust)** supported livelihood initiative being implemented by **ECS (Eletherous Catholic Society)** in Tuensang District of Nagaland (2012).
- Provided consultancy **to design and set up a hospital** with surgical facilities in Uttarakhand. This is part of a four hospitals that caters to lower income group in remote locations providing affordable surgical care (2012-13).
 - Additional services provided include:
 - Improving service provision to attract patients under Rashtriya Swasthya Bima Yojana (RSBY) thereby providing quality surgical care to people below the poverty line
 - Provided strategic inputs for streamlining their procurement system
- **Palmyra Workers Development Society (PWDS), Tirunelveli, Tamil Nadu**
 - Senior Consultant and Advisor, **Palmyra Workers Development Society (PWDS)** and **Palma Resources**. Palma Resources was started as a separate entity by PWDS. Palma resources provides consultancy services in development sector, social business and marketing to BoP. (Till July 2013):
 - Strategic planning
 - New Project Development (7 Grant Proposals)
- Identified potential new finance products in health for a start up in Mumbai which provides an innovative financial products to meet health expenses for middle of the pyramid segment (2012)
- Completed an **evaluation of Refugee Health Programme in Tamil Nadu**, India, supported by **Act for Peace (Australia)** and funded by **Australian Aid** (2012)

2013

- **OfERR, India**
 - Project lead (honorary position) for a **US Consulate Chennai's Public Diplomacy Small Grants Program** implemented by OfERR. Title of the project is Identifying durable solutions in

post war political setting by Sri Lankan Tamil Refugees through stakeholder involved consultation (2013-14).

- **OfERR, Sri Lanka**
 - Designed an integrated farm to be set up in Sri Lanka.
 - Supporting expansion of a dairy venture in Sri Lanka.
- **YMCA, Madurai**
 - Evaluation of project implemented by **YMCA Madurai in Muthupatty village among migrants focusing on children, women and youth**. Project was supported by Y CARE, London with funds from YMCA Denmark. (2013).

2014

- **OfERR, India**
 - Prepared and submitted a proposal titled “Preparation of Sri Lankan Tamil Refugees for return” to US BPRM for the proposal call 2014
 - Provided technical, management and financial advisory to Chief Functionary, Management Committee, Project Managers and Regional Coordinators in implementing projects, both in India and Sri Lanka.
 - Prepared proposals for (and obtained grants from) Act for Peace and AusAID, Australian Government, PWRDA (Canada), Church of Sweden (COS), Chelvanayagam Foundation (US), US Government Grants, ESP (Belgium), CRS, Save the Children and other agencies providing funds and programme support
 - Supporting expansion of Spirulina business – investments, increasing production capacity, registration under FSSA of India, pricing, packaging and marketing.
- **UNESCAP, Bangkok**
 - Consultant to UNESCAP for **study on development of ambulance services in rural areas in two states of India, Karnataka and Tamil Nadu** under the Regional Action Programme on Transport Development in Asia and the Pacific (2012-2016) for mainstreaming Millennium Development Goals into transport planning and policies. This study is carried out for **Transport Policy and Development Section (TPDS), UNESCAP, Bangkok**.
- **NEIDA (North East Initiative Development Agency)** set up by NRTT for implementing various programmes in North East
 - Developing reporting formats, and providing hand holding support for implementing the same (2014)
 - Developed a M&E framework for NEI. This involved working with partners in three states - Arunachal Pradesh, Mizoram, and Nagaland in developing LFA for programme, developing M&E strategy and framework (2013-14)
 - Identified strategic areas of interventions: Setting up of Centre for Excellence, Agriculture, Pork Production, Sustainable Forest Based Livelihood Activities, and WASH (Water, Sanitation and Hygiene Practices). Prepared the vision, mission, goal, component specific objectives, outputs, activities, and measurable indicators (2013)
 - Technical Assistance for a baseline survey for eco-tourism project in Nagaland
- **Ipsos Research Pvt. Ltd., India**

- Project Coordinator for an **evaluation of quality of care in secondary hospitals in Tamil Nadu**. This study is carried out for Tamil Nadu Health Systems Development Project, funded by World Bank (2014-15).
- Technical advisor for a **study on Assessment of affordable private schools in five cities of India**. This study identifies areas of improvement in affordable private schools catering to BoP segments in the cities. This study is conducted by Public Affairs Division of **Ipsos Research in India** and funded by **Michael Suzan Dell Foundation, New Delhi** (2013-14)
- Project Coordinator, **DLHS-4 in Tamil Nadu and Puducherry conducted by Ipsos**, for International Institute of Population Sciences (IIPS) and Ministry of Health and Family Welfare, India. (Sample Size: 60,000 households across 36 districts; mapping and listing of 400,000 structures for sampling frame). Provided oversight to Ipsos project in charge for recruitment and management of 500 plus personnel (mappers, listers, household, Clinical Anthropometric and biochemical (CAB)), data entry team, supervisors, team leaders, accountants, IT team, and health team (2012-14)

2015

- **OfERR, India**
 - Participated in interface and collaboration meetings involving implementing partners and government agencies / departments – Act for Peace, Christian Aid, Save the Children, ADRA, Church of Sweden, ESP (Germany), CRS, and other agencies.
 - Resource person for protection, GBV, Child safeguarding and protection and participate in inter-agency protection working group.
 - Incharge of internship programme in OfERR – India and Sri Lanka
 - Training of management staff, finance and admin staff, volunteers and councilors: project management, documentation and reporting, M&E, GBV, child safeguard, protection and income generation activities
 - Involved in Flood Relief Work carried out jointly by OfERR, a Sri Lankan Tamil Refugee Organisations and Nadigar Sangam, Chennai.
 - Senior Consultant for a Project “Strategic Communication Campaign to dissuade refugees from undertaking risky illegal boat travel to Australia,” funded by DIBP, Australia
 - Advisor to OfERR in India and Sri Lanka. Monthly review meetings, Monitoring, Learning and Evaluation system, promoting self-help, skill development, entrepreneurship, policy advocacy, MIS and documentation
- **OfERR, Sri Lanka**
 - Initiated activities to set up business ventures to build capacity of OfERR in setting up and running social enterprises in India and Sri Lanka – Have prepared business plans, identified investors, and start the ventures
 - Carried out a market assessment for setting up business enterprises for BoP in northern and eastern provinces in Sri Lanka
 - Supported the programme team in preparing proposals, reports and annual reports – OfERR Sri Lanka

- Technical Assistance: Strengthening OfERR, Sri Lanka for implementing a large rehabilitation programme in northern and eastern provinces of Sri Lanka. Consultancy provided for Act for Peace, Australia.
- CKP Centre supported implementing partner OfERR for a return and rehabilitation programme for Sri Lankan refugees.
- **Ipsos Research Pvt. Ltd., India**
 - Project Advisor for a needs assessment study for BMGF Global Libraries Programme pilot initiative in India. Conducted by Ipsos and funded by BMGF (2015)
 - Endline Evaluation of Quality of Care and Patient Satisfaction in secondary hospitals of Tamil Nadu. Conducted for Tamil Nadu Health Systems Project funded by World Bank (2014-15)
- **Loyola College Society (LCS)**
 - Developing a concept note outlining vision, mission, proposed activities at CKP Centre, approach, expected outcomes (over a three year horizon), reconstitution of advisory board and formation of working group.
 - Preparing Business Plan for Setting up of Loyola Inclusive Innovation and Impact Centre for Loyola College Society
 - Prepared presentations and supplementary information (for Fr. Jayapathy, LCS Council, Campus Directors Meeting - Non-Jesuits, Campus Directors - Jesuits)
- **C.K. Prahalad Centre for Emerging India, LIBA**
 - Renewed contact with Associates of Educators from India on US Campuses (AEIOU).
 - Collected information about roof garden farming initiatives in India and in Bangladesh. The idea was to see if we could incubate roof top garden at CKP centre as a full fledged business.
 - Coordinated the visit of Chiang Rai University delegation in Chennai and Bangalore during the fourth week of January. Participated in Australian Day on January 26th in Chennai
- **TSP Consultancy Services Pvt. Ltd.**
 - Two workshops on “Sustainability”: System thinking for Sustainability. The Sustainability Platform, Bangalore in association with Sustainability Asia.
 - Incorporation of TSP Consultancies Private Limited
- **Bangladesh Institute of Development Studies (BIDS), Dhaka, Bangladesh**
 - SAWRP Household baseline survey implemented by Bangladesh Institute of Development Studies (BIDS). Dr. A. Xavier Raj designed quality assurance protocol.
- **Loyola College Vettavalam, Thiruvannamalai, Tamil Nadu**
 - Developing business plans for entrepreneurship initiatives by students at Loyola College, Vettavalam
 - Initiated Designing a Social Entrepreneurship Program for the academic year 2016-17.

2016

- **Loyola College Society (LCS)**
 - Promoting SME among Cashew Nut Processor funded by CARE in Cuddalore District, Tamil Nadu

- **C.K. Prahalad Centre for Emerging India, LIBA**
 - A Workshop for Faculty Coordinators organised by NEN (Wadhvani Foundation)
 - Organised an Entrepreneurship Awareness Programme for general public at LIBA in collaboration with Entrepreneurship Development Institute (EDI), Government of Tamil Nadu
 - A Consultative Workshop on Social Enterprises in Tamil Nadu
- **Bangladesh Institute of Development Studies (BIDS), Dhaka, Bangladesh**
 - SAWRP Household midline survey implemented by Bangladesh Institute of Development Studies (BIDS). Dr. A. Xavier Raj designed quality assurance protocol.
 - Technical Advisor for a study on Brand Perception for British Council implemented by Bangladesh Institute of Development Studies (BIDS).
- **OfERR, India**
 - Senior Consultant for a project on Strategic Communication Campaign to dissuade refugees from undertaking risky illegal boat travel to Australia, funded by DIBP, Australia
- **Social Watch, Tamil Nadu**
 - Promoting Dalit Entrepreneurship – An initiative of READ and Social Watch
- **LiSOR, Loyola College Vettavalam, Thiruvannamalai, Tamil Nadu**
 - Promoting Organic Farming in Villupurum and Thiruvannamalai Districts, LiSOR in Loyola College Vettavalam
- **Bharathiya Yuva Shakthi Trust (BYST)**
 - Facilitating monthly meeting of entrepreneurs supported by BYST
 - A study of BYST supported Entrepreneurs in Tamil Nadu
- **Stella Maris College and Liverpool Collaboration**
 - Course Leader, Business Sustainability: Issues, Values and Principles, IMBA Certificate Programme at Stella Maris College

2017

- **Loyola College Society (LCS)**
 - Feasibility Assessment - Global Apprenticeship Masters in Engineering in Collaboration with ICAM and partners in Brazil and Cameroon
 - Preparing a Proposal for School of Liberal Arts Programme in Loyola Campus
 - Compiling and validating information for a proposed application to UGC for a deemed to be university status
- **Bharathiya Yuva Shakthi Trust (BYST)**
 - BYST - "Convene 5 - Mentor Connect"
- **Business Development**
 - Visit to Delhi: Inauguration of Indian School of Development Management (ISI, Kantar, ISDM, Vasudha Foundation & NASSCOM Foundation)
- **C.K. Prahalad Centre for Emerging India, LIBA**
 - Venture Clincher: An I3 Business Simulation Exercise. A collaborative event of business communication class, C.K. Prahalad Centre and L3iC.
 - Coordinated with Villgro to adopt some of the best practices and process flow at incubation centres

- **Loyola Inclusive Innovation Impact Centre (L3iC)**
 - Preparing the documents, submission and completing the process for incorporation of L3iC
 - Prepared and submitted an application for Atal Incubation Centre grant
- **Stella Maris College and Liverpool Collaboration**
 - Course Leader, Business Sustainability: Issues, Values and Principles, IMBA Certificate Programme at Stella Maris College

2018

- **Panna Foundation, Dhaka, Bangladesh**
 - Baseline Study for "Building Better Future for Girls Project" submitted to Plan International, Bangladesh
 - Mapping amenities in Rohingya refugees camps , Bangladesh
- **Bangladesh Institute of Development Studies (BIDS), Dhaka, Bangladesh**
 - Monitoring and quality assurance of the field work as part of the Endline Survey for South Asia WASH Results Program Study, sponsored by Ipsos Research Private Ltd, India. The study is being implemented in Bangladesh by Bangladesh Institute of Development Studies (BIDS).
- **Social Watch, Tamil Nadu**
 - Two letters for Social Watch, to be submitted to Chennai Mission
 - A report on Kadar's of Valparai, Data collected by Social Watch, to be submitted to Planning Commission Tamil Nadu
- **Ipsos Research Pvt. Ltd, India**
 - Media Activation Plan for Cities in India – Liveability Index initiative of Ministry of Housing and Urban Affairs.
- **Bharathiya Yuva Shakthi Trust (BYST)**
 - Facilitated Business Idea Contest 2018 coordinating participation from Loyola College, LICET and LIBA
- **Loyola College Society, Chennai**
 - Incubating Global Apprenticeship Masters in Engineering in Collaboration with ICAM and School of Liberal Arts Programme in Loyola Campus

13. Annexure 2: Type of consultancies / surveys / studies / technical assistance

13.1. Business / Social / Development Ventures:

- Founder director of TSP consultancy Services Private Limited incorporated at Chennai, India
- Successfully established Socio-economic Development Centre (SEDC) as a leading service provider in development sector – project management, capacity building and researching services to UN, Multi-laterals, Bi-laterals, International Organizations, Governments, NGOs and CBOs. Regions included Asia-Pacific, Africa, Latin America and Central and Eastern Europe (2003 onwards)
- Started Social and Environmental Research Centre (SERC) in Blackstone MarketFacts, a multi-national firm. SERC emerged as a provider of niche service in development sector in a short span of 2 years in India (1999-2003)
- Took responsibilities for setting up and coordinating activities of Budget Analysis Cell at AICUF, Chennai for Forum for Social Development in Tamil Nadu (a network of NGOs). This cell is continues to be active (1996-1999). As Programme coordinator of Budget Analysis and Policy Priority Cell (1996-97) at AICUF for TNPFS Madras. (Tamil Nadu Peoples Forum for Development was formed by 100 NGOs spread across Tamil Nadu in 1994 during Social Development Summit in Copenhagen). Provided technical and management support for implementation of projects impacting socially and economically disadvantaged groups and environment.
- Established IndiaLink, an email network forum for NGOs using ernet as backbone, in Tamil Nadu. Managed hardware, software, training of NGOs, troubleshooting and server management from AICUF.

13.2. Technical support and management consultancy

- Mapping of NH4 for creating a safe zone from Panvel to Kolhapur. Assignment requires mapping of services, identifying locations for communication, profiling of truckers passing through, identifying NTOs for stocking condoms, needs and constraints. This study is implemented for HLPPT, funded by USAID. (Technical Advisor – 2010)
- Process documentation of supportive supervision provided by UNICEF in UP for strengthening RI provision. This assignment is implemented for UNICEF. (Technical Advisor – 2010).
- Participatory assessment for planning family planning service provisions in slums located in 5 cities of UP. This assignment was carried out for CARE and FHI. (Technical Advisor – 2010).
- IT assessment of teaching hospitals, peripheral hospitals attached and colleges in Tamil Nadu. This assignment was carried out for TNHSP with funding support from NACO. (Technical Advisor – 2010).
- Technical and management support for humanitarian assistance in conflict area, Dantewada District, Chhattisgarh, India. Provided Technical and Management support for a team of project manages, water quality testing, construction, NGO and activities of government departments (PHED, Tribal Welfare, Development and Revenue) for completing hardware and software components at 4 IDP camps and 30 affected villages. Designed baseline and endline surveys, which includes assessment of benefits from various schemes (including MGNREGA) and welfare services (including PDS). SEDC team was involved in second phase providing technical capacity, supervision, quality assurance, monitoring and evaluation as

sufficient capacity has been built at Humanitarian Hub set up for this purpose. Project Holder: UNICEF. This programme was funded through ECHO and UNICEF. (Team Leader, 2008).

- Technical assistance for signage in hospitals for facilitating movement of patients / visitors and staff. This assignment was carried out for Tamil Nadu Health Systems Development Project (TNHSP), Chennai (Technical Expert, 2009)
- Technical assistance for development HRD strategy for an investment region at Dholera Region, Gujarat, India. Dholera node is developed as a model for, precursor to developing Delhi – Mumbai Industrial Corridor. (Team Leader, 2009).
- Capacity building of Tamil Nadu Health Systems Development Project (TNHSP) through revalidation of HMIS data at hospital level. Inputs are in the form of recommendations for improving HMIS and grading of hospitals. TNHSP is funded by World Bank. (Team Leader, 2008-09).
- Capacity building of HMIS team at Tamil Nadu Health Systems Development Project. Facilitate development of monitoring reporting formats for hospitals, district level reviews and state level reviews. Formats prepared cover all aspects of health systems management. (Technical Consultant, 2008-09).
- Technical assistance for pre-testing of IEC materials for hospitals in Tamil nadu. This assignment was carried out for (TNHSP), Chennai (Technical Expert, 2009)
- Capacity building of District Water and Sanitation Committee through a participatory reflection on implementation of Total Sanitation Campaign in the Surguja District, Chattisgarh, India. Emphasis was on understanding aspects that led to successful convergence of resources and efforts by various departments, participation of PRI, involvement of community and behaviour changes at individual level. This was supported through funds from UNICEF (Team Leader, 2008)
- Capacity building of CCDU of Chattisgarh in effectively designing programmes for primitive tribes. A detail background document and protocol was discussed. Ethnographic and participatory consultations with CCDU at Raipur and Regional levels were carried out This was funded by UNICEF (Team Leader, 2008)
- District Health Action Plans (DHAP) for NRHM – 5 districts in Uttarakhand. Constella Futures Group funded by USAID Team Leader, 2007)
- Technical Consultancy for Digitas, Boston and AKES (France) for testing the proposed concept of an academy. Aga Khan Academy (Team Leader, 2006).
- Documentation of Youth Programmes working with out of school to reduce their vulnerability to HIV/AIDS. UNICEF (Technical Advisor, 2005-06)
- Preparation of District Action plan (RCH) for six districts in Uttaranchal in both Garhwal and Kumaon region. Constella Futures Group funded by USAID. (Team Leader, 2006)
- Preparation of District HIV/AIDS Action plan for eight districts in Tamil Nadu. Constella Futures Group funded by USAID . (Team Leader, 2006)
- Assessment of migration issue in Medak district, Andhra Pradesh. UNICEF (Technical Advisor, 2005-06)
- Documenting lessons learnt from Child Environment Programme implemented in Orissa. UNICEF. (Technical Advisor, 2005).

- Developing and Implementing Quality Assurance Strategy and Referral protocols in district hospitals in Uttarakhand. Uttarakhand Health Systems Development Project, Department of Health and Family Welfare, Government of Uttaranchal funded by World Bank. (Team Leader, 2002-2007)
- Establishing Quality Assurance Program in the Project Hospitals of West Bengal for Government of West Bengal. West Bengal Health Systems Development Project, Department of Health and Family Welfare, Government of West Bengal funded by World Bank. (Project Consultant, 1999–2000).
- Actively involved in promoting INDIALINK, an email network for NGOs, all over India. Carried out many email based campaigns in India on issues such as women’s rights, child rights, environmental pollution (Toxic Link), custodial deaths, Indigenous peoples’ rights, and human rights (1994-99).
- **Capacity building of tribal communities:**
 - Member of Program Recommendation Committee (PRC) of Joint Council for Tribal Action (JCTA). (1997-99).
 - Involved with Joint Council for Tribal Association to explore and evolve alternative perspectives on tribal development program and tribal administration (Core team member: 1996).
 - Organised in collaboration with Joint Council of Tribal Action and Human Rights Foundation the state level tribal convention on tribal self-rule in Madras. (December 1995).
- **Capacity building of an NGO network:** Advisor (Socio-economic and Development aspects) to Community Environment Monitoring Centre (CEMC), Chennai. Prepared a concept paper on `Environmental rights in Tamil Nadu' with specific emphasis on water resources and desertification process'. (1997-98).
- **Capacity building of NGOs for effective advocacy for budget allocation for social sector:** Member of core group responsible for conceiving and setting up of the Budget Analysis and Policy Priority Cell, Madras (1995-96).
- Founder member of the "Chennai Co-operations Citizens’ Forum” in Madras for monitoring the functioning of Madras corporation. 1996.
- **Capacity building of community:**
 - Involved in a community oriented agro-forestry project in Dindigul district. (1997-98).
 - Capacity building for effective intervention among bonded labourers. Advisor to JEEVIKA, a network of NGOs in Karnataka for eradication of Bonded Labour. (1998-99).
- **Capacity building of youth for activists roles for a rights based approach:** As a research associate at AICUF (1994-1997), written research based articles for Rally, the official journal of AICUF, and participated in various activities of AICUF as a resource person (Tribals, Dalits, Women and Environment issues). Prepared a book titled "Indigenous People” for the college students to be published by All India Catholic University Federation (AICUF), 1994-95.

13.3. Programme / Project Evaluation:

- Endline Evaluation of Quality of Care and Patient Satisfaction in secondary hospitals of Tamil Nadu. Conducted for Tamil Nadu Health Systems Project funded by World Bank (2014-15)
- Evaluation of outreach programme for children and women implemented by YMCA Madurai (2013)
- Evaluation of Refugee Health Programme supported by Act for Peace funded by Ausaid (2012)
- An assessment of various programmes implemented in Tribal Areas of Orissa for designing a livelihood programme for LEAD, New Delhi. Beneficiaries of social security schemes including PDS, particularly BPL and Antyodaya card holders were consulted and observations at PDS outlets were carried out (2011)
- Evaluation of Building Sustainable Livelihoods on the Tsunami affected Great Nicobar Project funded by Big Lottery Fund (2011)
- Evaluation of CBCS (HIV/AIDS - Community Based Care and Support Programme) implemented by PWDS since June, 2001 until December 2010 funded by a network of NGOs in Tamil Nadu (2011)
- Evaluation of Child Protection Programme in Sri Lankan Refugee Camps, funded by EED, Germany (2010)
- Evaluation of quality of care, patient satisfaction and health care waste management practices in secondary care hospitals in Tamil Nadu for Tamil Nadu Health System Development Project (TNHSP). (Evaluation Specialist, 2010).
- Evaluation of civil works and utilization of equipment in secondary hospitals in Tamil Nadu for Tamil Nadu Health System Development Project (TNHSP). (Evaluation Specialist, 2010).
- Evaluation of Child Rights Programme in three Sri Lankan Refugees camps in India. This evaluation was carried out for KNH. (Evaluator, 2010)
- Evaluation of humanitarian assistance for Srilankan refugee camps in India. This evaluation was carried out for ECHO. Project holders were Christian Aid and OfERR. (Evaluator, 2010).
- Use, Coverage and Maintenance of toilets and hygiene practices in Tamil Nadu. UNICEF (Team Leader, 2006-07).
- Evaluation of Integrated Project to ensure the Livelihoods Rights, Right to Water and Coastal Resources for the Coastal Communities from a Rights Based Approach in Tsunami affected villages in Tamil Nadu. Christian Aid (Team Leader, 2007)
- Evaluation of OfERR, India Relief and Rehabilitation Programme of Tsunami affected villages in Tamil Nadu. Christian Aid (Team Leader, 2007)
- Evaluation of Peer educator Model in Tamil Nadu. APAC, funded by USAID. (Team Leader, 2007)
- Female Condom pre program evaluation in eight states to document evidence of pre programming, lessons learnt and inputs/recommendations for scaling up the program at the national level. HLPPT and NACO funded by UNFPA (Project Advisor, 2007)
- Comparative analysis of NGOs implementing HIV/AIDS intervention programmes and Care and support programmes. International HIV/AIDS Alliance (Consultant, 2005).
- Evaluation of targeted interventions supported by Goa State AIDS Control Society. Goa SACS (Team Leader, 2005).

- Impact assessment of Health Insurance Scheme in two taluks, Kanakpura and Chennapatna of Bangalore districts. CMFR (Project Associate, 2005)
- Social assessment in Bangladesh for building safeguards for vulnerable groups (poor, women, children and aged) in Health, Population and Nutrition Sector Programme, including HIV/AIDS (HNPS - 2004 – 2010). Ministry of Health and Family Welfare, Government of Bangladesh funded by World Bank. (International Consultant, 2004).
- Evaluation of SFDRT truckers intervention project in Pondicherry. PSACS (Principal Investigator, 2004)
- Baseline assessment for monitoring a programme for promoting emergency contraceptives among lower socio-economic groups for birth spacing and family planning through Saadhan Network, PSI (Technical Advisor, 2004)
- Baseline study on reproductive health in Jharkhand. PSA (Team Leader: 2003).
- Assessment of Saadhan clinic and quality of services using mystery client approach across 10 port towns. PSI funded by USAID. (Technical Advisor, 2004)
- Behaviour Change Impact Survey among target groups to assess impact of HIV/AIDS interventions among port workers- formal and informal, fishermen, truckers and helpers, sex workers, and their clients at 12 ports along east and west coast of India. PSI funded by USAID (Team Leader: 2004-05).
- Evaluation of Saadhan helpline communication campaign to assess impact of communication campaign and track changes in knowledge, attitude, and usage of services among the target group. PSI funded by USAID (Technical Advisor, 2004)
- Baseline and evaluation study of Integrated Water and Sanitation Projects in 15 districts, across six states. UNICEF for DFID assisted projects. This included quantitative survey, qualitative assessment and consultations at district, state and national level. (Principal Investigator: 2001-02).
- Evaluation of Shram Shakti project, HIV/AIDS intervention project among coal miners, industrial workers and sex workers at Asansol, West Bengal. CARE (Project Advisor: 2001).
- Impact evaluation of contact programmes for chemists for marketing of ORS – A case study of Lucknow and Patna. PATH (Project Advisor: 2001).
- A survey of 20,000 beneficiaries in the rural areas for the evaluation of ICDS Programs in selected districts in collaboration with NGOs in Andhra Pradesh (Project Advisor: 1999)
- A sample of 2500 mothers of children in age group of 0-5 years were interviewed for the Coverage Evaluation Survey of Pulse Polio Immunization and Regular Immunization in North Eastern States for UNICEF, Delhi (Project Advisor: 1998).
- Evaluation of Tribal Sub Plan in Tamil Nadu and Kerala; a research study funded by Ministry of Social Justice and Empowerment, Government of India. (1997)
- Honorary project director for an Evaluation study on the impact of Entrepreneurship training programmes, run By NGOs in Tamil Nadu, funded by NORAD and STEP. (1994-95).

13.4. Policy / programme research (across various sectors):

- District Level Household and Facility Survey – 4 (DLHS 4) in Tamil Nadu and Puducherry. Survey has components of household interviews, eligible married women (EMW), clinical, anthropometric and chemical (CAB) tests, health facility survey (primary and secondary), and

village questionnaire. About 400,000 were listed in 1980 PSUs across 36 districts. CAPIs were used to conduct household and EMW interviews and recording CAB test results. Village questionnaire and facility questionnaires were entered online. A team of 650 investigators, supervisors, district in charge, IT support teams and CAB support teams were trained, deployed and monitored. A project office was established in Tirichy centrally located for reporting, team rotation, supplies and ease of monitoring. About 40 vehicles were used for this project. Nodal Agency is IIPS and funded by Ministry of Health and Family Welfare (Project Coordinator (2012-14)

- Mapping of high risk behavior groups in Maharashtra (which has one of the largest HIV/AIDS interventions) and Chattisgarh (a difficult areas with Maoist presence). These mapping exercises, using participatory ethnographic mapping tools, were carried out for National Aids Control Organisation (NACO) in India. The assessment was funded by World Bank (Technical Expert – Maharashtra and Chattisgarh, 2008-09)
- Facility assessment to assess functionality of First Referral Units (FRUs) and 24X7 PHCs in Uttarakhand. Constella Futures Group funded by USAID (Team Leader, 2007-08)
- Assessment of quality of services provided at VCTCs, ICTCs and PPTCTs in Tamil Nadu. APAC funded by USAID. (Technical Advisor, 2006)
- An assessment of universal precautions practices, SHRC funded by DFID. (Team Leader, 2006-07)
- Comprehensive mapping for enumeration of high risk and vulnerable groups in Vellore District. APAC funded by USAID. (Team Leader, 2006)
- Behavioural Surveillance Survey among truckers and helpers in Neelmangala, Karnataka. TCIF. (Technical Advisor 2004)
- Capacity building of Samarksha, NGO based in Karnataka in preparing community wide intervention programme for HIV/AIDS prevention in five districts of Karnataka. Samuha. (Technical Advisor, 2004)
- An assessment of Mobility, Migration, and HIV/AIDS risk in India for evolving a typology of mobility and migration and identifying related aspects of vulnerability. FHI and NACO funded by USAID. (Principal Investigator, 2003).
- Monitoring quality of services provided in Government hospitals in West Bengal for two years; Cycle I and Cycle II. West Bengal Health Systems Development Project, Department of Health and Family Welfare, Government of West Bengal funded by World Bank. (Project Advisor: 2000–02).
- Mapping of sex access points and other relevant services in Mumbai, Thane, Pune and Sangli. AVERT, funded by USAID. (Project Director: 1999-2000).
- Communication needs assessment for HIV/AIDS and STD prevention in Maharashtra. AVERT, funded by USAID. (Project Director: 2000-01).
- Communication Campaign Strategy Guideline for HIV/AIDS and STD prevention in Maharashtra. AVERT, funded by USAID. (Project Director: 2001).

13.5. Consulting / Research Experience: Governance and corruption

- A study of public perception of genetic engineering of foods and crops and public perception of climate change and global warming in India. Greenpeace (Technical Advisor, 2007)

- Second round of a study of public perception of genetic engineering of foods and crops and public perception of climate change and global warming in India. Greenpeace (Technical Advisor, 2007)
- Assessment on Perception of Corruption and identifying corruption prone practices to list recommendations for reducing corruption prone practices in selected public departments, which have high interface with citizens, such as Department of Registration, PDS, health, etc., in Andhra Pradesh. Centre for Good Governance (CGG) funded by DFID (Team Leader, 2005).
- Developing a methodology for Social Audit and developing a tool kit for social audit and pilot testing it in selected departments, including PDS, Registrar, Health, etc.. Centre for Good Governance (CGG) funded by DFID (Team Leader, 2005)
- Governance Research - Grassroots Anti-Corruption Initiatives and the Right to Information Movement in India. This research was led by Anne-Marie Goetz, Professorial Fellow, Institute of Development Studies, UK. Outputs of this study has been published in number of journal articles and chapters in books.
- Collaborated in organising a state level field survey to assess the awareness, perceptions and expectations of contestants and voters on the eve of the Local Body elections in Tamil Nadu during the month of October, Political Science Department, University of Madras (Core team member: 1996).
- Member of Coastal Action Network. (Active member: 1995-1998).

13.6. Consulting / Research Experience - Poverty, livelihood, and environment

- Information needs assessment and community mobilization for understanding the acceptance of Internet based communication system. UNAIDS (Principal Investigator: 2000-01).
- A Quantitative survey of Child Labourers in Textile Sector in Karur District, Tamil Nadu. (Principal Investigator: 1998).
- Five man months for conducting a survey of women participating in Micro-Credit Societies in Karur District, Tamil Nadu (Principal Investigator: 1999).
- Secondary data analysis for identifying poverty clusters in Tamil Nadu, Andhra Pradesh and Karnataka for ACTIONAID, Chennai (Principal Investigator: 1999).
- Developed a composite index for human rights violation against women in association with Dr. L. Sabbaratinam, North Carolina University, and Prof. M.A. Kalam of University of Madras (Co-investigator; 1999).
- Community perception of tribals on the resettlement for the proposed mining activities, Raygada District, Orissa. L & T (Project Advisor: 2000-01).
- Prepared a status report on the rehabilitation and resettlement of project affected persons in Raygada District in Orissa (Mining area and Plant site, UTKAL Alumina Plant. A network of NGOs (1998-99).
- Part of the team for MOST (Management of Social Transformations) sponsored by UNESCO. Prepared the report on tannery workers in Palar Valley in Tamil Nadu. French Institute (Associate Research Fellow: 1998-99).

- Team Member for a research study titled 'Plant Genetic Resources: People's Knowledge and institutional interface' at International Ocean Institute. Funded by CIDA (operational centre, IIT, Chennai). (1999 – 2001).
- Part of a team that conducted a study in Kolli hills to assess social and environment impact of proposed 20 MW hydro-electric power generation plant, five check dams and conduits linking these five dams to power plant. (Co-investigator: 1998).
- Member of Tamil Nadu Environment Council (TNEC) with specific responsibility of representing TNEC in various meetings, conferences and Seminars; and organise training workshops for member NGOs (1997 –99).
- Conducted extensive fieldwork along the East and West coasts of India to collect data on the indigenous navigation traditions and ethnography of the communities involved. Specifically fieldwork was undertaken in West Bengal, Kerala, Karnataka, Tamil Nadu, Gujarat and Maharashtra. Consulted various Libraries, Museums and Archives to compile various source materials on navigation and boat building from the earliest time to the present (Research Associate - CSIR: 1993-94).
- Population, resources and culture. A study (Ph.D thesis) to understand adaptation of forest dwelling tribal community in adapting to existing access to land, water and forest resources. Most of the households were below poverty line. The study identified livelihood options, strategies for improving health and education and overall development of the area (1985-1991)
- Consulted Madras archives to collect information on Plantation Labourers for the years 1880 to 1920 (Research Assistant: 1992).
- Collected data and completed a report on Kuravars of Tamil Nadu (all the districts) for the People of India project, Anthropological Survey of India (Research Fellow: 1987).
- Assisted Malcolm Rodgers, London School of Africa and Oriental Studies, for collecting data in the village Kumaramangalam, near Chidambaram, Tamil Nadu (Research Assistant: 1985).
- Assisted Prof. S.B. Mani, Slippery Rock University, USA in preparing and publishing a population Chart - India (Research Assistant: 1985).
- Submitted a dissertation on the demographic aspects of Irulas tribe in Tamil Nadu as a partial fulfillment of M.A. Anthropology (PG. Student, Department of Anthropology: 1985).

13.7. Consulting and research in Education sector:

- A study on primary school teachers' views, perception, and attitudes in order to understand and identify the factors that impact their motivation. Teachers' consultation were organized in eight states across all four regions. Azim Premji Foundation (Technical Advisor, 2006)
- Advisor to JEEVIKA, a network of NGOs in Karnataka for eradication of Bonded Labour. Analyzed socio-economic and educational data of 22,000 bonded labourers in nine districts of Karnataka, JEEVIKA (1998-99).
- Baseline and evaluation study of Integrated Water and Sanitation Projects in 15 districts, across six states – school component. UNICEF (Principal Investigator: 2001-02).
- Prepared a GIS for Kodagu District in Karnataka to be used for documentation and educational training by CEE (2001)

- Published a paper on Mandal Commission and After..., highlighting issues of education, reservations and affirmative action.

13.8. Consulting and research in MCH, HIV/AIDS, Water and Sanitation:

- Dipstick survey and qualitative assessment in Gujarat to develop a communication strategy for Reproductive and Child Health programmes in Gujarat. MICA (Project Associate, 2005)
- Assessment of user needs for introducing a diagnostic device- a health product for developing countries. The data was collected in India, Nigeria and Zimbabwe. PATH (Project Advisor, 2006)
- Part of creative team for developing the communication campaign for Maharashtra AVERT funded by USAID (Technical Advisor, 2003).
- Study to determine Condom Coverage in four high prevalent states being supported by interventions through BMGF (Technical Advisor, 2005)
- Mapping of high risk behaviour groups and vulnerable population in all the 64 districts of Madhya Pradesh and Chattisgarh. DFID (Team Leader, 2002).
- Mapping of seven high risk behaviour groups in 22 districts in Maharashtra. AVERT funded by USAID (Technical Advisor, 2002-2003)
- Mapping of high risk behaviour groups in select cities in Jharkhand. AVERT funded by USAID (Technical Advisor, 2003)
- Mapping of health care providers and health provider survey in Karnataka, Karnataka Health Systems Development Project. KHS DP funded by World Bank (Technical and GIS specialist, 2004)

13.9. Geographical Information System:

- Conceived and developed a comprehensive GIS for processing the information collected through mapping study in Madhya Pradesh and Chattisgarh. DFID (2003)
- Conceived and developed a comprehensive GIS for processing the information collected through study of Maharashtra. AVERT funded by USAID (1999)
- Prepared a GIS for Kodagu District in Karnataka to be used for documentation and educational training by CEE (Centre for Environment and Education), showing various information including hospitals, post offices, etc (2001).
- Prepared thematic maps for locating targeted interventions for HIV/AIDS prevention in Tamil Nadu for AIDS Research Foundation of India, which was later used for preparing the PIP for Tamil Nadu State AIDS Control Society (1998).
- Prepared a demo GIS showing health care and pharmaceuticals in Anna Nager in Chennai, IIT (1998)

13.10. Training and Capacity Building:

Organised and participated in number of training and dissemination workshops for various studies carried out in SEDC – over 200. Given below is representative experience in capacity building across sectors:

- Capacity building of HRGs – FSWs, MSMs, IDUs and TGs – for mapping HRGs and migrants in Maharashtra and Chattisgarh. NACO, Ministry of Health and Family Welfare funded by World Bank, 2008

- Participating in proposal writing workshop in Chattisgarh organised by TSU and CGSACS in Raipur – 2008
- Organizing and conducting two stakeholder workshops for TB programme staff – Tamil Nadu and Maharashtra – for pre-testing of TV spots for RNTCP II and ACSM. CTD, Ministry of Health and Family Welfare, 2008
- Capacity building of District level stakeholders - District administration, line departments, NGOs, and CBOs – for preparing District Level Health Action Plan for NRHM in five districts of Uttarakhand, Constella Futures Group funded by USAID, 2007
- Capacity building of District level stakeholders - District administration, line departments, NGOs, and CBOs – for preparing District Level Health Action Plan in five districts of Uttarakhand. Constella Futures Group funded by USAID, 2006
 - industries (CASA) in the coastal states of India - 1995.

13.11. Visual documentation:

- Documentation pre-programme implementation of Female Condom Programme in India, HLFPT and NACO (Team Leader - 2007)
- Documentation of school teachers perception of schools education. Azim Premji Foundation (2005)
- Organised and involved in the visual documentation of Indigenous Navigation system in Indian Ocean, sponsored by IGRMS (1996).
- Organised and involved (Associate Director) in the making of a documentary film on the fishermen of Tuticorin, Tamil Nadu (1995).

13.12. Website designing, content developing and managing / moderation

- www.tspasia.org
- www.devex.com/serc
- www.hubsukma.org (Website documents humanitarian assistance provided by UNICEF with funding support from ECHO. SEDC provided management and technical assistance. Components of humanitarian assistance are provision of water and sanitation services, IPC with school children and IDPs, community mobilization for maintenance of WASH provisions, water quality testing and capacity building of district stakeholders)
- www.hubelections.org: This website advocates for including development issues during electioneering process. Sensitizing political parties, candidates and voters of the importance of development issues in political agenda of a country is the primary objective. Currently, hubelections.org tracks election lower house of Indian parliament, one world's largest democracy.
- www.hubenergy.org: This site explores clean and green energy options. It advocates for changing mindset from energy consumption to energy conservation.