



**NITISH MISHRA**  
Vice President  
BJP Bihar  
And  
Former Minister  
Government of  
Bihar  
(Nov 2005- Feb2015)

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*Nitish Mishra, Former Minister, Govt. of Bihar is a young, dynamic and visionary leader with inspirational qualities. He has a record of academic excellence and proven proficiency in people skills. Born on 9<sup>th</sup> of July, 1973, he has more than 23 years of experience in diversified management, people centric operations, development initiatives, administration and co-ordination in the Non-profit and Government sectors.*

*He holds a Post Graduate Diploma in Global Political Economy from the University of Hull, United Kingdom (1998) and was a recipient of The British Foreign and Common Wealth (CHEVENING) Scholarship. He also holds a Masters in Business Administration from the FORE School of Management, New Delhi and Maastricht School of Management, Netherlands (1995) and has a Bachelor's degree in History from the University of Delhi (1994). He has also been awarded a certificate of completion for the Emerging Leader's Program (November 2016), John F. Kennedy School of Government at Harvard University. Executive Education*

*He has also written publications on contemporary issues to his credit namely, "Essays in Political Economy – A Global Perspective" published in 1998*

and "**External Alienation and Internal Apathy– An Analysis of Bihar's Backwardness**", published in 1999 by Vikas Publishing House, New Delhi.

*He has successfully completed a **Minor Research Study** on "Managing Rural Resources with Modern Initiatives" sponsored by UGC.*

*With his in-depth knowledge of rural milieu and his hands-on experience in conceptualising, designing and developing projects and strategies for community and societal development in both rural as well as urban frameworks, he offers a fresh paradigm on how politics and politicians are viewed in Bihar. He has been hailed nationally as Icon for Young Minds (**Pepsi MTV YOUTH ICON 2008**). He was identified as one of the promising social entrepreneur by Digital Partners, a Seattle based organisation for his project E Swasthya. **The British High Commission also recognised him among Thirty Indian Young Leaders.** He was instrumental in the approval of 84 Million US Dollars World Bank and Govt. of Bihar BISPS project. Under his leadership Department of Rural Development, Govt. of Bihar received 3 National Awards (2014-15) from the Govt. of India in *Accountability and Transparency; Convergence for Livelihood; and for Skill Development and Employability.**

He has been elected to the 13<sup>th</sup>, 14<sup>th</sup> and 15<sup>th</sup> Bihar State Legislative Assembly from Jhanjharpur (Madhubani District) Assembly Constituency of the State of Bihar.

He has held the responsibility of Minister for several departments of Government of Bihar, including important departments as Rural Development, Social Welfare, Disaster Management and Sugarcane Development. In all these responsibilities, he has completely altered the way governance happens, with his hallmarks of innovation, transparency and utmost sensitivity towards the poor and needy. His achievements and contributions tread over the following broad areas:-

**As Minister, Rural Development Department 26th November, 2010 To 22<sup>nd</sup> February 2015.** *He Has Transformed A Department Otherwise Infamous For Its Latches In Implementation And Got 3 National Prizes/ Recognitions In This Tenure.*

❖ **Mahatma Gandhi National Rural Employment Guarantee Act ( MGNREGA)**

This National scheme of rural unskilled employment was taken to a much higher trajectory in its implementation, than its conception. The high standards set in transparency and accountability were recognised by the Government of India twice by honouring the Rural Development Department Government of Bihar with the first prize in ‘**Transparency and Accountability in implementation in MGNREGA**’ and second prize in ‘**Convergence in MGNREGA**’. His proactive interventions in implementation of MGNREGA (Mahatma Gandhi National Rural Employment Guarantee Act) in Bihar, includes the following:-

• **Strengthening of Planning Process**

He systematized the ‘**Gram Sabha**’ for the development of panchayats by the people of panchayats themselves and preparation of annual plan based on that. Pre planning processes were further decentralized and streamlined, wherein ward sabhas were institutionalised as primary platform for discussing development plan of residents of the ward, their demand for work and its seasonality, coupled with selection of Schemes. Meetings of Empowered committee consisting of Mukhiya and Ward Members, in FY 2012 and **Meetings of Executive Council of Gram Panchayat** from 2013 onwards have become the norm to compile and formalise these plans before being proposed to the Gram Sabha, a process mirrored on best practices of democratic governance and legislative processes. These processes were logistically supported by the District Administration. The Gram Sabha is witnessed by Ministers and Secretary in charge of the districts and officials from State and district administration. The Proceedings of Ward Sabha and Gram Sabha are also Video recorded to ensure transparency in processes do not remain merely on paper.

- **Streamlining the implementation process, convergence and fund management**

The **Executive Council** of Gram Panchayats have been re-established as the decision making body of the Panchayat for implementation of MGNREGS. Roles of Panchayat Samiti and Zila Parishad as Project Implementation Agency as well as monitoring and supervising were emphasised. Generation of E-Muster rolls from MIS were made mandatory to ensure an end to fake muster rolls and to make the process transparent and fool proof. Schemes on private lands like **Farm ponds, IHHL, Vermi Composting, Poultry shelter** etc. were given fillip to ensure expansion of livelihood base of the rural poor.

System of fund release from district to Panchayats was streamlined by providing centralized log in facility to all DRDAs by mapping all Panchayats bank accounts on the Central Plan Scheme Monitoring System (CPSMS).

Revolving (corpus) fund was established from advance release of state share as a mechanism to tide over liquidity problem.

**A performance appraisal framework for ranking of district based on MGNREGA** implementation was brought forth encompassing physical progress, participation of weaker section, MIS management, financial management and transparency.

- **Grievance Redressal**

Recognising that quick and effective redressal of public grievances is a hallmark of a vibrant public administration; detailed measures have been rolled out for the same.

**Bihar Public Grievance Redressal system** was initiated where a high level committee has been set up under the Chairmanship of Development Commissioner of the state to monitor Grievance Redressal under the schemes.

Officers designated as **APO ( Janshikayat)** were appointed in every district with exclusive responsibility to expedite the redressal of public grievances have appointed in every district of Bihar.

To keep a personal vigil on all grievances addressed to him, a special software called **MORD ARMS (Minister of Rural Development- Application Record Management System)** has been developed to track every single application/complained to its final conclusion.

Amidst the national furore over **Lokpal**, he is the silent crusader in having appointed persons having track record of exemplary integrity as Lokpals (Ombudsmen) all across the state to act as impartial ombudsman for the MGNREGA complains. This system is already in place and running further past couple of the years.

- **Social Audit**

Instructions were given to ensure that all Gram Panchayats get compulsory half yearly social audit with the help of **JEEVIKA** and other Civil Society Organizations.

**Calendars of Social Audit** for all Gram Panchayats were decided in beginning of the financial year and strictly monitored. Detail directives were identified regarding processes to be followed and stakeholders to be trained by Social Audit Cell of the department.

Furthering the canvas of this social audit and to make it more particular, **a dedicated organization specialising in social audit has been conceptualised.**

**SQMs:** Senior retired government and non government officials have been empanelled as State Quality Monitors. This team of SQMs investigates complaints as per **Standard Operating Procedure** issued by the department, does random checks on first 4 days and makes a presentation of findings on 5<sup>th</sup> day before the District team and representatives of Department so that instant decisions are facilitated. These now comprise a state level special team to investigate and inspect any cases of alleged miss doing in MGNREGA.

- **Training and Capacity building**

A mammoth exercise of training program for **30,000 MGNREGA employees, Public Representatives and the various stake holders** were taken up. State level training and workshops of District and Block level Officials was developed as a forum for exchange of ideas that gets translated into policies. Training and awareness programs were also given to the **MLAs/ MLCs** of Bihar and the **media** representatives so that a continuous parallel audit evaluation is always taking place. **Police** personnel were trained to ensure effective investigation of cases related to MGNREGA. State level workshops were organised on World Toilet Day in 2013 and 2014.

- **Transparency and Accountability**

A strong mechanism for monitoring the quality of work and process in MGNREGA was established in form of **Weekly MGNREGA Diwas** were in which 534 Senior Deputy Collectors (Officers of Bihar Administrative Services not involved in implementation of MGNREGA) along with team of engineers undertake visit of randomly selected Panchayats in all 534 blocks every Wednesday.

Furthering the goal of transparency, all job card holders were given a '**statement of job**' comprising details of work accomplished, man-day's created and payments made to them card holder. These systems put a check on the cases of duplicate payments, fake job card holder and fake muster rolls.

The **MIS of MGNREGA Soft is being widely publicized** through the newspapers, so that information available on MIS is widely available to the stake holders. Journalists and media persons were sensitised on the information's available on MIS. Efforts were made to publish every information in public domain.

**Wall Painting of schemes and payments to job card holders** were taken up in each Panchayats in an effort to improve transparency and accountability. Photography and uploading of schemes on MIS was also made mandatory.

**IEC:** - Gram Sabhas and other aspects of the scheme were popularised through audio visual tools as films and radio jingles besides people friendly means as flex boards, and public announcements on rickshaws.

- **Convergence of MGNREGA with other schemes**

The scope of MGNREGA was extended by bringing about its convergence with other government schemes.

Convergence was brought forth with **SRLM (JEEVIKA) scheme**. Self employment and small entrepreneurship scheme as Poultry Farming, Pond Management, and Goat Rearing etc. were allowed to be taken up under MGNREGA. Government of India recognised this convergence and awarded Department of Rural Development in this category.

**Afforestation schemes** were taken up under MGNREGA on a massive scale. Large number of PMGSY and other village Roads all across Bihar are lined on both sides by trees planted and nurtured under MGNREGA. This convergence not only provided better environmental protection and livelihood for a large number of rural poor but each BPL house hold were given entitlement to twenty trees thus making it an investment for their future. This scheme left Government of India inspired and was hence after rolled out in the entire nation.

- **Hamara Gaon Hamari Yojna**

Yet again scaling up scheme beyond its conception, the **IPPE (Intensive Participatory Planning Exercise)** was extended to the whole of Bihar. Every stage in its implementation was keenly monitored. Now the whole of Bihar has a ward wise survey of the natural and other amenities available with them and a master plan of their villages and Panchayats prioritised by the people of that village. This is live example of a bringing democracy to the grass roots.

- ❖ **Indira Awas Yojna (IAY)**

He has completely transformed the implementation scenario of IAY (Indira Awaas Yojana) with his zeal for transparency and sensitivity to the needy. Some of his commendable actions here include the following:-

- **Block Level disbursement camps:**

Block level **Mega camps for fund disbursements to IAY beneficiaries** was his innovative idea to bring about transparency and integrity in implementation of IAY. These camps were to be held in front of Ministers and Secretaries in charge of various districts, Divisional Commissioner, District Magistrate other district officials and Panchayat level public representatives. This step reduced the harassment of beneficiaries and did away with middlemen.

- **Fund transfer to the beneficiaries account through NEFT/RTGS:-**

Direct fund transfer of the IAY disbursements to the accounts of beneficiaries through NEFT/RTGS system was taken up to ensure transparent fund transfer with zero time lags.

- **Special drive for House Completion:-**

In an action unprecedented for people in public life, strict action was adopted to ensure actual house completions within the stipulated time period. The Block administration has been directed to issue **white notices** to those who have not completed their houses even after two years of getting the first instalment. After three months of issuance of the white notices, they are again issued **red notices**. **Certificate cases and FIR** was instituted against the recalcitrant few. This stern action substantially improved the completion rate of IAY houses.

- **Mukhyamantri (CM) Shatabdi Indira Awas Protsahan Yojna:-**

To encourage and inspire the construction of houses under Indira Awas Yojana, an **incentive of Rs. 2000** was announced for Mahadalit Beneficiaries who completed their houses within two month of getting their second installment.

- Another scheme as **'Mukhyamantri (CM) Indira Aawas Jeernodhar Yojna'** was launched to assist the SC/ST IAY beneficiaries who has received their 1<sup>st</sup> instalment till financial year 2003-04 and were unable to cast a roof on their IAY houses are being given additional Rs.30000 to complete their houses.

- To ensure that not a single eligible beneficiary is deprived of benefits of IAY, Special **BPL updating drives** were undertaken in all Panchayats which claimed to have saturated their ST/SC beneficiaries.

- **Streamlined the disbursement of 2nd installment of IAY -**

To ensure timely payment and to facilitate a system wherein beneficiaries get subsequent instalment without any hassles, weekly disbursement camps are being organised at block level. A special IAY installment disbursement counter styled as **'Indira Awaas/Mgnrega Seva Kendra'** was established at block level to receive application. An Executive Assistant manned this counter and issued proper receipts to applicants as a guarantee for their service delivery within a stipulated time of 15 days. The fund transfer to beneficiary was also intimated to her through an automated SMS on their mobile numbers. This window was also used as a place where people could submit their applications for job demand under MGNREGA.

- **Accountability and Transparency**

He set the highest standards in accountability and transparency even in implementation of IAY. He made it a compulsory practice to get the waiting list for IAY beneficiaries **'socially audited' by the Gram Sabha every year.**

The list of identified beneficiaries was voluntarily disclosed on the website of respective districts and the department before each mega camp. Doing so, an exemplary standard was set for **voluntary disclosure of governmental information.** Entire data of IAY beneficiary is being uploaded on the Awaas Soft of government of India.

- **Preparation of data base from 1996 to 2011-12**

A massive drive to collect records of all IAY beneficiaries since the inception of this scheme in 1996 was initiated. This one – time task will end once and for all the complaints with respect to duplication of beneficiaries and rear the scheme to actual needy and penalize the defaulters.

- **IAY monitoring through satellite based geo tagged and time stamped photography**

Technology was used in a big way towards this ideal of transparency. IAY completions were monitored through satellite based geo tagged and time stamped photography. This was an unheard of practice in Bihar and unparalleled in IAY monitoring in the nation.

- **Rolling out Direct Beneficiary Transfer in IAY**

A business process restructuring was adapted to cut down all middlemen between government and IAY Beneficiaries. Scheme of Direct Benefit Transfer (DBT) of the IAY installment to the beneficiaries' account was piloted in Arwal district of Bihar and soon thereafter extended to the whole state. 100% IAY beneficiaries in the 2014 IAY mega camp all across Bihar were directly credited the first installment of IAY in their respective bank accounts. This cut down all the middlemen which marked the IAY fund transfer of yesteryears.

- **Online Recruitment System** He conceptualised a hassle free, transparent and mammoth recruitment drive of around 11000 Block and Panchayat level staffs. Experts from the department and NIC, Bihar continuously worked under his personal guidance to design and roll out the online recruitment portal 'SAMVIDA' all these recruitments were made in a record time of 3 months and without even a single objection / complaint as to the process. This portal came to be used by other departments in Bihar later. The Ministry of Information Technology and Ministry of Administrative Reforms & Public Grievances (AR&PG), Govt. of India jointly recognised this innovation and awarded the **prestigious GOLD award in 'Skill Development and Employability' Sector in 2015.**

❖ **National Rural Livelihood Mission**

While spearheading the various components of National Rural Livelihood Mission (NRLM) in Bihar, he has taken initiatives for getting a Cabinet nod for setting up a **State Program Implementation Plan (SPIP) for Bihar**. A new position of **Commissioner Self Employment** was also created and Bihar Rural Livelihood Promotion Society (BRLPS) was made the SRLM to roll out NRLM in Bihar.

- **JEEVIKA :**

Spearheaded the implementation of rural livelihoods programme JEEVIKA through the Bihar Rural Livelihoods Promotion Society (BRLPS) for social and economic

empowerment of rural poor. Under National Rural Livelihoods Mission (NRLM), BRLPS was designated as State Rural Livelihoods Mission (SRLM) to cover all the poor households in 534 blocks of 38 districts under JEEViKA. This is being done by developing self sustainable community institutions of rural women and enables them to access and negotiates better services, credit and assets from public and private sector agencies and financial organizations. The program is also investing in capacity building of public and private service providers. This program will mobilize 15 million rural poor women into forming 1 million Self Help Groups, 65000 Village Organizations, 1600 Cluster Level Federations and 534 Block Level Federations.

- **Development Management Institute**

With a vision of fuelling rapid Rural Development from the engine of local intellect and labour, he got established a **state of art Management Institution in Bihar named as Development Management Institute**. DMI is envisaged as an empowering academic institution of excellence with a mission to empower and usher in participatory governance and management of institutions, enterprises and resources for enhancing livelihoods and sustainable development. This institution has been oriented to create a cadre of development management professionals and enhance the competencies of the existing practitioners.

- **Skill Development Program**

Recognising skill development as the prime tool for increasing the employability of youth Bihar, he initiated the 'Aajeevika Skills' wherein skill up gradations programmes work is being provided to over a lakh youth all over Bihar in areas of their choice. Skills centres thronged all over Bihar giving a much needed impetus to entrepreneurship in Bihar. He launched Skill Development Programme for 1.17 lakh youth with the help of the PIA's on a single day and centres were established in almost all the districts of Bihar. A web portal was designed where the interested youths can register themselves for a skill development programme.

- **Rural Self Employment And Training Institute (R-SETIs)**

Self employment was re-iterated through its quintessential domain of skill development program for training of rural youths of Bihar. RSETIs were established to this end in all the district of Bihar to take up self employment through skill development with the help of the Lead Banks and providing credit linkages to start own work. Land has been provided to the Lead Banks in all the districts of Bihar to construct permanent RSETI's.

- **Bihar Innovation Forum**

He conceptualised the 2<sup>nd</sup> Bihar Innovation Forum organized under the Bihar Rural Livelihoods Project. It was a one of a kind initiative to find innovative, rural livelihood solutions through an open, transparent and competitive process. The 2<sup>nd</sup> Bihar Innovation Forum launched its call for applications in April, 2013 and received nearly 500 applications from 16 states across India in the 9 rural sectors in the high



impact category through an online application process. Based on a rigorous due diligence process that involved on-site field validation of 125 applicant organizations based on assessment criteria such as applicability, outreach, impact, sustainability, scalability and replicability - 65 organizations were invited to pitch to an imminent independent jury. The top 3 candidates in each of the 9 sectors were felicitated and given cash awards by the Chief Minister, Government of Bihar in an award ceremony on January 31, 2014. The grassroots category attracted about 1700 applications from within Bihar and 16 were invited to pitch to a jury. The top 5 were felicitated and given cash awards by the Chief Minister, Government of Bihar.

- **Publication of draft list under Socio Economic and Caste Census:-**

It was primarily due to his initiative that **Bihar became the first State to publish the draft list of Socio Economic and Caste Census (SECC)** and distribute it to the actually surveyed people for putting forth their claims and objection against the draft publication. This was a mammoth task considering the size of population and limitations as delay in release of funds from the GoI. Fifty lakhs application were received all across state for redressal of claims and objections in the draft publication which were disposed off in a record time setting exemplary performance standards for all to match. This SECC data was made available to the Food and Consumer Protection Department, Bihar and thus became **the basis of rollout of the Food Security Act in Bihar.**

- **Strengthening Block Infrastructure**

- **Land Acquisition for Blocks and Construction of Block Buildings:**

Community Development Blocks are at the cutting edge of public service delivery in Bihar. Despite this, most of the blocks used to suffer from dilapidated buildings or a 'no land and hence no office building' scenario. He took it upon himself to transform these symbols of governance. The process for identification of all such block was initiated in a mission mode. Process was initiated for constructing new **state-of-the-art buildings for block offices and residence for the block level official.** Funds were released for 77 blocks in the first phase and 101 such blocks in the second. On-field activities on them were started instantly. Land Acquisition process was initiated for all the landless block premises.

- **Strengthening of Human Resources at District and Block level for effective public service delivery:**

These community development blocks and the panchayats used to suffer from another malaise of acute shortage of manpower – both qualitatively and quantitatively. This had a direct bearing on the quality and efficiency of service delivery to public. To alleviate this crunch, **massive contractual appointments** were undertaken. 1 Gramin Awaas Sahayak per Panchayat, 1 Lekha Sahayak (Accounts Assistant) in each block, one Gramin Awaas Supervisor on every 15 panchayats and executive assistants for every 10 panchayats was done in a very transparent way. Apart from this entire human resource requirement of a block was planned.

### **Internet Connectivity at block level**

Problems of data connectivity in various far off blocks had created forced scenario of 'islands of lack of transparency and development'. **A large scale project to connect 355 blocks through broadband connectivity and 151 blocks through WiMAX connectivity** was taken up. This facilitated a mechanism where review and meeting began from district and state headquarters directly over video conferencing. Use of Information technology in the day to day functioning of the block officers is a common site due to his vision towards this end.

### **Online and Updated accounting**

Recognising the prime importance of proper accounting especially for custodians of public money, he conceived a scheme under the BISPS of the World Bank to update and make online all accounts related entries for all the CD Blocks of Bihar.

- **Bihar State Resident Registry**

Using his IT prowess a portal was conceptualised which would have the details of all benefits being provided to any citizen under all possible government scheme. The portal would act as an online parameter to continuously monitor the public service yet to be deliver to any citizen

- **Capacity Building of Rural Development Officers**

To enthuse the CD Blocks and provide them with youthful zeal, **a separate cadre of Rural Development Officers** was created and young officers were appointed for all 534 Blocks of Bihar through Bihar Public Service Commission. These young officers were provided **quality training** of governmental rules and regulations, best practices in management and leadership, need for reengineering governmental process, official etiquette and sensitivity to the needy at Bihar Institute of Public Administration and Rural Development. These training programs also included visit of these officers outside Bihar to expose them to best practices in governance else were. They were then **posted as Block Development Officers** all across the State. He also designed a **performance appraisal mechanism** for the regular and transparent evaluation of these BDO's across state with the help of **Harvard Kennedy School**.

### **Introduction of Ranking System**

Assembly Constituency wise ranking on the delivery of various Rural Development Programmes was introduced apart from panchayats, block and district level performance ranking.

### **Sanitation - Making Bihar ODF**

As Minister for Rural Development he formalised the mechanism and **guidelines for integrating Nirmal Bharat Abhiyaan and MNREGA** and ensured that people avail improved resources through this convergence and make better quality toilets. Some 200,000 households and more than a million people benefitted out of this initiative and could build sustainable sanitation structures.

He spearheaded the vision of **Open Defecation Free (ODF)** State by making it mandatory to construct IHHL in Indira Awas Yojna with convergence of MGNREGA and NBA. Payment of final instalment to IAY beneficiaries were also linked with construction of toilets by them.

He launched a programme “**Swacch- Harit Bihar**” which was aimed at converging sanitation promotion and environmental protection. He oriented all Sanitation and MNREGA functionaries in a State level event organised in July 2014. This took the form of a movement and millions of people realised the importance of the inter linkages between sanitation promotion and environmental up gradation and built their own toilets. Panchayats promoted sanitation and environmental measures in unison leading to comprehensive and holistic development of villages.

He organised a **roundtable discussion with sanitation experts** from across the country to develop the vision for making the State free from Open Defecation. Experts across the country assembled in Patna and developed the blue print for making Bihar free from open defecation in a time bound manner. He ensured interface of these experts with all functionaries working on sanitation so that the vision developed could be effectively implemented.

Only effective supply chains will ensure speedy implementation of Swacch Bharat Mission. He supported the **concept of one stop demonstration and delivery of sanitation options and products**. The first sanitary mart cum sanitary park which could be used for technology promotion and selling of sanitary wares has been set up in his constituency-Jhanjharpur. This has supported some 13000 households build sanitary latrines.

**Self Help Groups could lead the way in implementation of sanitation and hygiene initiatives.** As Minister of Rural Development, he organised a conclave of SHG's members and mobilised them to take up awareness generation and construction work. JEEVIKA women groups have been trained as masons, sanitation entrepreneurs and are supporting households build toilets. This innovation has not only promoted livelihood opportunities for SHG's groups but also **created an army of sanitation champions in the state**.

- **Indoor Air Pollution**

He initiated a pilot project with Shell Foundation to combat indoor air pollution by using improved cook stoves in 100 rural households as smoke in the kitchen has serious impact on the health of women and children.

*He has held the office of **Minister, Department of Social Welfare, Govt. of Bihar in between 6<sup>th</sup> March 2014 To 2<sup>nd</sup> June 2014** and used this forum to express his utmost sensitivity to the needy and downtrodden.*

- **Social Audits on all AWCs**

He firmly established the practice of **half yearly social audits** on all Aganwadi centres on 20<sup>th</sup> June and 20<sup>th</sup> December every year. The **constitution of AWC Social audit committee** was suitably changed to make it effective in its functioning. Training programmes were also organised at panchayat and block level to educate all

the participants. Social audit was undertaken by him not only as a tool of scrutiny by the society, but also as a means of educating and empowering the 'people', who are the ultimate beneficiary of all that the government does.

- **Transparency and Voluntary Government Disclosure**

Living upto his ideals of transparency he initiated the **development of MIS** wherein all information related to any AWC and the tagged / covered families was to be put on MIS. Another concept was initiated to develop an **iris based biometric identification system** for all the beneficiaries of any AWC to ensure a leakage proof THR distribution. All the pension holders' database was made online.

- **Governmental process re engineering**

**Direct fund transfer** was started to AWCs for their regular needs of THR distribution and providing for child care and nutrition. This process not only expedited the fund delivery system but also reduced scope of any leakage in the process.

- **Staffing/human resource building**

The field level officers and institutions of social welfare were suffering from inadequate human resources. Effective steps to ameliorate this situation was conceptualised where **an accountant was to be appointed for every panchayat cluster** for smooth and correct maintenance of books of account of AWCs. Steps were begun to strengthen the manpower in various supervision homes /Reform homes especially for juveniles in conflict with law and other needy children. Women helplines were established in every district of Bihar and as pilot project women councillors were appointed in every police station of Patna. Plan to establish old age homes in every district were also approved.

- **World Bank Supported Bihar Integrated Social Protection Strengthening Project.**

He brought forth close **synergy in the functioning of departments** that he headed simultaneously viz. Rural Development Department and Department of Social Welfare. This effort gave birth to a scheme for strengthening the social protection fabric of the State called as Bihar Integrated Social Protection Strengthening Project.

This project builds on a **long-term engagement between RDD, DoSW and the World Bank under the Bihar Capacity Building Technical Assistance program (BCBTA)**. It is 84 Million US dollar project. Based on detailed study of various processes, field assessments in Bihar and case studies of best practices across India helped identify the key challenges in social protection (SP) delivery facing Bihar and develop an agenda for systemic reform. The Project has two major components, i.e. strengthening institutional capacity to deliver social protection programs and expand its outreach especially for people living below poverty line and other vulnerable households, people with disabilities, the elderly and the widows in the state of Bihar.: The component of Strengthening outreach and social protection service delivery would focus on providing state-wide social care and outreach services through establishing the "**Buniyad Centers**" in 101 sub - divisions of Bihar.

The component of streamlining the delivery Mechanism involves placement of Accounts staff and setting up of a financial management system in each block and preparing standard operational Manuals for them.

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As Minister of State (Independent Charge), Department of Disaster Management, Govt of Bihar during 13<sup>th</sup> April 2008 to 22<sup>nd</sup> March 2009 he displayed rare courage and exemplary leadership specially in times of crisis.

- During this short stint, he **supervised one of nation's biggest rescue and relief operations for the over 3 Million People marooned by the devastating Kosi floods (August 2008)** in five districts of Bihar namely Supaul, Madhepura, Araria, Saharsa and Purnea. This Kosi flood came to be declared as a National Calamity by the then Hon'ble Prime Minister of India.
- **Stationing himself** in the worst hit district of Araria, he personally monitored the entire relief and rescue operations. 8 Helicopters did more than 350 air sorties to airdrop over 2.5 lakh food packets and 1.5 lakh water bottles. Over 3 thousands boats work round the clock in this massive rescue and relief operation.
- He personally ensured **co-ordination between various departments under Govt. of Bihar as PHD, Health & Animal Husbandry** to pool together their resources and to bring fourth at most relief to the people in the shortest possible time. Based on his personal rapport he also **reached out to NGO's and corporate**. 300 relief camps and mega camps were established where in 2155 hand pumps and 3750 temporary toilets were built. 200 health centers and 150 veterinary centers were put in motion.
- He personally oversaw the **massive relief distribution** to the victims where 6.85 lakh quintals of grains, 1.83 lakh kits, 1.58 lakh polythene sheets and 17571.80 lakh cash was distributed as per the CRF norms of Government of India.
- He conceptualized the complete plan for establishing SDRF and also initiated the allotment of land for permanent positioning of NDRF at Patna.

As Minister of State (Independent Charge) for Department of Sugarcane Development in between 24<sup>th</sup> of November, 2005 and 13<sup>th</sup> of April, 2008 he initiated the transformation of the sluggish Sugar Industry of Bihar.

- In his debut in the role of a Minister he displayed rare business like acumen coupled with utmost sincerity for the masses. He **conceptualised the Sugar Industry Incentive Policy entailing establishment of Greenfield Sugar Complexes, capacity extension of existing sugar industries and a scheme of Cogeneration and Ethanol production.**
- Within a mere two years of launching this new incentive policy, the sugar industry in Bihar looked headed for a turnaround .Bihar received **proposal worth rupees 20 thousands cores for setting of new sugar complexes. Existing sugar mills witnessed and over 40% expansion in production capacity.**

- Furthering on his economic acumen, he streamlined and initiated a **privatisation policy for 15 sick and closed sugar units in Bihar**. In his short stint in this Department, this process was successfully accomplished for three units.
- He displayed rare sensitivity for the people associated in the sugar cane industry of Bihar. He devoted continuous personal attention to ensure **that long due arrears to cane farmers are cleared in record time**. Payments worth Rs. 8.84 crores pending in the Bihar State Sugar Corporation since 1997 were cleared.
- In the year 2006-07 when farmers were suffering due to a sharp decline in cane prices, he brought forth a '**Sugarcane Price Subsidy Scheme**' costing about Rs. 43 Crores to mitigate their hardships.
- During this tenure, he paid special attention to **strengthening economic and social infrastructure in the cane growing areas**. Many training and development programs for farmers were initiated. A Rs. 5.5 Crores Grant was sanctioned for strengthening the R&D facility at Sugarcane Research Institute Pusa.

*Before he entered active politics he had been an avid educationist and proactive social worker.*

- As **Additional Director (Administration) L.N. Mishra College of Business Management**, B.R. Ambedkar Bihar University (April 2002 to Feb 2005) and from (9th November 2015 - Till date) he was instrumental in starting new courses including BBA, BCA, MCA & M.Ed. His most important contribution to the college lied in substantially improving the college infrastructure. Acting as an Additional Director (Administration), he is responsible for overall administrative matters of the College. Apart from that he has organised and supervised several seminars and workshops in the college successfully such as: UGC sponsored National Seminar on “**Challenges in Building Human Capital-Skilling Capacity Building and Getting Future Ready**” at the college campus on 4-5 March, 2017, National Seminar on “**Transforming India – Developing to Developed**” through **Startup India and Digital India Initiatives**, Workshop on “**Skill India to Skilled India**” on 3-4 February, 2016.
- Acting as the Coordinator of College Research Committee, he has developed a research study on “**An Impact Assessment Study of Solar Charkha Project, Khanwa, Nawada, Bihar**”; developed research report on “**An Impact study of Pradhanmantri Ujjwala Yojana (PMUY) for LPG distributors in Muzaffarpur and beneficiaries in Bihar**”; developed and submitted the proposal for establishing a **Centre for Consumer Studies** to the Ministry of Consumer Affairs, Food and Public Distribution, Govt. of India, New Delhi; developed and submitted proposal for establishing **Atal Incubation Centre**, under NITI Aayog; developed and submitted the expression of interest in establishing a **Centre for Disaster Risk Reduction** to

National Disaster Management Authority, Govt. of India; developed and submitted the expression of interest in establishing a **Key Resource Centre for Safe Drinking Water and Sanitation** to Ministry of Drinking Water and Sanitation, Govt. of India; developed and submitted the expression of interest in providing the services for **Training of Gram Panchayat Mukhiyas and Gram Panchayat Secretary** to Bihar Gram Swaraj Yojana Society.

- He is engaged in supervising the Class Schedules and academic calendar of the college, introduced the system of **Research Based Teaching** at the College for various courses, introduced **Case Study based teaching** at the college, successfully organising **Personality Development Programme** and Sports **activities** for the students.
- He has successfully started **Digital Literacy programme for women** of nearby areas, initiated in establishing the **Kaushal Yuva Programme** centre at Lakhnaur Block (Madhubani) under the Bihar Skill Development Mission, Govt. of Bihar. He has started “**Start-up**” programme for young Entrepreneurs leading towards making an environment and culture for self employment; established state-of-the-art IT Lab in the college with wi-fi connectivity in collaboration with Reliance Jio and City Broad Band, Kolkata.
- He takes keen interest in Institutional Social Responsibility activities at the college and published a book ‘**Madhubani The Art Capital**’ based on the rich cultural heritage of Madhubani.
- He took lead role in making the college as an **authorised exam centre of Cambridge English (part of University of Cambridge, UK)** for conducting various levels of English proficiency Examination based on reading, writing, listening and speaking in Bihar.

Prior to this he contributed to **Bihar Institute of Economic Studies (BIES), (September 1995 to March 2002) a Non Profit Economic and Social Research based organization as its Assistant Director**. During this tenure, he brought forth the threadbare analysis of various important governmental schemes and its implementation.

**Other significant achievements** further outlining his career includes;

- Visited the United Kingdom on the invitation of the Deputy British High Commissioner, Kolkata to help develop synergies between the development happenings in Bihar with the best practices in related fields in the United Kingdom. The tour included visits to – Institute of Development Studies (University of Sussex), Department for International Development, Wales Office, House of Commons, House of Lords, Marylebone Cricket Club, UK India Business Council, London School of Economics, University of Hull, Hull and Humber Chamber of Commerce, University of Edinburgh and the Scottish Parliament. 8<sup>th</sup> - 17<sup>th</sup> December 2012.
- Represented Chevening India Programme at "Asia Regional UK Alumni Programme Leadership Breakthroughs" organised by British Council in Dubai 3 - 5 March 2012. The programme brought together select UK alumni from across Asia to attend a three

day leadership workshop conducted by Middleground, United Kingdom .It was attended by participants from India, Bangladesh, Malaysia and Pakistan. A highly interactive workshop, it helped in identifying opportunities and challenges faced by leaders and recognizing the need for transformational leadership.

- Member, Committee on Public Sector Undertakings and Member Public Accounts Committee of Bihar Legislative Assembly (March 2009 – November 2010).
- Voted as the Pepsi MTV YOUTH ICON (Young Achievers) 2008 among more than 8000 National Entries.
- Identified as one of the most promising social entrepreneur by Digital Partners, Seattle (USA) based organization for the project on E-Swasthya (health) in the Madhubani district of Bihar (2002).
- Attended "Asia 21 Young Leader's Summit" in Singapore organised by Singapore Management University and Asia Society in 2007.
- Organised T- 20 Annual Rural Cricket Tournament in Madhubani District between 2008-2013.
- Member Railway Users Consultative Committee, Ministry of Railways, Govt. of India (2000-2001).
- Member Telecom Advisory Committee, Ministry of Communications, Govt. of India (2000-2001).
- British Foreign and Commonwealth (Chevening) Fellow 1997.
- Vice President Association of British Scholars Patna Chapter.
- College Crest Award for Co-curricular and Academic Excellence in 1994.
- School House Captain 1990-91 (St. Michael's High School, Patna).