

Sandeep Verma

Indian Administrative Service, 1993 Batch

Author: www.BuyLawsIndia.com

**Deputy Director General
Unique Identification Authority of India (UIDAI)**

UIDAI Regional Office

Ground Floor, Pragati Maidan Metro Station, Pragati Maidan, New Delhi – 110 001, INDIA.

Phones: +91-11-23481110 (TeleFax)

eMail Address: sandeep.verma@nic.in

Scholarship on SSRN: <http://ssrn.com/author=1090557>

CURRENT RESPONSIBILITIES

- Heading the UIDAI Regional Office in New Delhi. Responsible for *UIDAI Project Implementation* in the States/ territories of *Rajasthan, Madhya Pradesh, Delhi and Uttarakhand*.

EDUCATIONAL/ ACADEMIC BACKGROUND

- L.L.M. with highest honours in Government Procurement Law at *The George Washington University Law School, Washington D.C.* [2008-2009]. During this period, also provided research assistance to Prof. Christopher R. Yukins, Associate Professor, Government Procurement Law at the GWU Law School.
- *Gurukul Chevening Scholar* at *The European Institute, London School of Economics & Political Science, U.K.* [September to December 2005].
- M. Tech. (Radar & Communication Engineering), *Indian Institute of Technology, Delhi* [1992].
- B. Tech. (Electrical Engineering), *Indian Institute of Technology, Delhi* [1990].

IMPORTANT POLICY FORMULATIONS AND DEVELOPMENT PROJECTS

- *Centralised Procedures of the Government of Chhattisgarh for Suspension, Demotion, Non-Renewal and De-Registration of Contractors/ Firms, 2014* and [Draft] *Centralised Procedures of the Government of Chhattisgarh for Debarment and Suspension of Contractors/ Firms, 2014* [June 2014]
- [Draft] *Proposed Rules for Suspension and Debarment of Erring Entities in the Ministry of Defence, 2014* [May 2014]
- [Draft] *Clarifications to Procedures for Data Sharing by UIDAI with Law Enforcement Agencies and with Courts* for streamlining disclosure to such authorities in respect of sensitive and other personal resident information held by the Unique Identification Authority of India [November 2013]
- [Draft] *Amendments to Defence Procurement Procedure (DPP-2013)* for streamlining of “Make” category of defence acquisition contracts [September 2013]
- *Amendments to Defence Procurement Procedure (DPP-2011)* for indigenous content determination in defence acquisition contracts and streamlining of acquisition procedures for “Buy and Make (Indian)” category of defence contracts [April 2013]
- *Guidelines for Establishment of Joint Ventures by Defence PSUs* – subordinate guidelines for formation of joint ventures by Defence Public Sector Units; to operate under overall DPE (Department of Public Enterprises) guidelines on the subject [February 2012]
- *Defence Production Policy* – the first policy document in the Ministry of Defence on fostering self-reliance in defence production [January 2011]
- *Development Projects in Indira Gandhi Canal Area* as Commissioner Indira Gandhi Canal Project (IGNP) and as Commissioner, Colonisation [2010]
- *Design and Launch of Residential Property Allotment Scheme (Mega Project)* as Chairman, Jodhpur Development Authority [2009]
- *Alignment of Border Area Regulations* as Special Secretary, Home Department, Government of Rajasthan [2008]
- Externally Aided Projects such as *District Primary Education Project (DPEP)* and *District Poverty Initiatives Project (DPIP)* as District Collector in various Districts in Rajasthan

AREAS OF INTEREST

- Government Contracts and Agreements
- Law Enforcement and Regulation
- International Trade and Negotiations

- Industrial Development and Reforms
- Revenue and Property Law
- Information Technology and Communications

IMPORTANT POSTS HELD IN THE PAST

- Director (Planning & Coordination), Department of Defence Production, Ministry of Defence.
- Area Development Commissioner, Indira Gandhi Canal Project, Bikaner.
- Commissioner, Colonisation Department, Government of Rajasthan, Bikaner.
- Divisional Commissioner, Jodhpur Division; and Chairman, Jodhpur Development Authority.
- Vice-Chancellor, J. N. V. University, Jodhpur.
- Commissioner, College Education, Government of Rajasthan.
- Special Secretary to Government, Home Department, Government of Rajasthan.
- Additional Director, H. C. M. Rajasthan State Institute of Public Administration, Government of Rajasthan.
- Director, Archaeology & Museums, Government of Rajasthan.
- Collector & District Magistrate, Dausa District, Rajasthan.
- Collector & District Magistrate, Sirohi District, Rajasthan.
- Secretary, Rajasthan Public Service Commission, Ajmer.
- Collector & District Magistrate, Karauli District, Rajasthan.
- Director, Information Technology, Government of Rajasthan.
- Deputy Secretary to Government, Finance Department, Government of Rajasthan.
- Joint Chief Electoral Officer, Government of Rajasthan.
- Managing Director, Meghalaya Tourism Development Corporation, Government of Meghalaya.

AWARDS & SCHOLARSHIPS

- The George Washington University Law School's *Thelma Weaver Award* for best foreign student member of graduating LLM class [May 16, 2009].
- National Contract Management Association's *The W. Gregor Macfarlan Excellence in Contract Management Research and Writing Program 2008 Award* for best graduate research paper on contract management [April 8, 2009].
- The George Washington University Law School's *Professionalism Award* for the McKenna Long & Aldridge "Gilbert A. Cuneo" Government Contracts Moot Court Competition [April 2, 2009].
- *Thomas Buergenthal Scholarship* for pursuing L.L.M. at The George Washington University Law School, Washington D.C. for the academic session 2008-09.
- *Gurukul Chevening Scholarship* for the year 2005 for attending the London School of Economics and Political Science, U.K. for a course on leadership and globalisation.

ACADEMIC PUBLICATIONS (LAW PAPERS & MONOGRAPHS)

- Sandeep Verma, *Intellectual Property Rights and Technology Transfer: Assessing the Case for Review and Reform of India's Defence Procurement Procedure*, IDSA Issue Brief, October 17, 2014, available online http://www.idsa.in/system/files/IB_DPP_sverma171014.pdf (a short paper exploring reforms of "transfer of technology" provisions and IPR provisions of India's regulations on defence capital acquisitions). Also published on SSRN, October 12, 2014, available online <http://ssrn.com/abstract=2508878>.
- Sandeep Verma, *Collaborative Public Procurement: A Quick Review of International Best Practices and the Indian Position on Pooled Procurement from Competition Law Perspectives*, presented at the 6th International Public Procurement Conference 2014, Dublin, Ireland (a paper examining the intersection of competition/ anti-trust law and public procurement law in India based on international best practices). The initial working draft was published as an IICA Working Paper 01/2013 (August 2013), available online <http://ssrn.com/abstract=2308290>.
- Sandeep Verma, *Sending Contractors on a Holiday: Proposed Rules for an Integrated and Seamless Approach in the Ministry of Defence to Debarment and Suspension of Errant Entities*, SSRN, May 23, 2014, available online <http://ssrn.com/abstract=2441040> (a short paper containing proposed rules for streamlining of debarment/ blacklisting procedures in the Ministry of Defence in India).
- Sandeep Verma, *Government Advertising: Exploring International Best Practices on Regulating Partisan Publicity by Incumbent Governments*, SSRN, May 12, 2014, available online <http://ssrn.com/abstract=2435870> (a short paper on regulation of party-political publicity/ partisan publicity by incumbent governments).

- Sandeep Verma, *Making Peter, Tom, Dick and Harry Pay for Paul's Follies: Regulatory Exceptionalism to Pacta Sunt Servanda during Performance of Public Contracts in India*, SSRN, March 13, 2014, available online <http://ssrn.com/abstract=2408415> (a working paper on problems with regulator-mediated renegotiation of public procurement contracts as witnessed in certain recent cases in India). Also published under the same title in the Journal "Management in Government", Vol. XLVI No. 1, April-June, 2014; and in "The Administrator", October 2014, Volume 55 No. 2, pp.1-13.
- Sandeep Verma, *Exchange Rate Variation in Defence Contracts in India: Charting a Way Forward for MoD Beyond the New MoF Memorandum*, IDSA Issue Brief dated October 31, 2014, available online http://www.idsa.in/issuebrief/ExchangeRateVariationinDefenceContractsinIndia_sverma_311014.html. SSRN, November 28, 2013, available online <http://ssrn.com/abstract=2360812> (a short paper on exchange rate variation in public contracts in India).
- Sandeep Verma, *Derogation by Omission; Disclosure by Default – A Brief Exploration of the Law on Biometric Information Sharing in India*, SSRN, September 24, 2013, available online <http://ssrn.com/abstract=2373384> (a short paper examining rules on disclosure of sensitive personal information under the Information Technology Act in India). Also published at *Live Law India* at <http://www.livelaw.in/derogation-by-omission-disclosure-by-default-a-brief-exploration-of-the-law-on-biometric-information-disclosure-in-india/>.
- Sandeep Verma, *Understanding Integrity Requirements for Government Contracts in India: A Quick Roundup of Select Legal and Regulatory Developments*, SSRN, September 23, 2012, available online <http://ssrn.com/abstract=2329352> (a background note authored for an anti-corruption training session on the same subject at PACT-2013, IACA)
- Sandeep Verma, *National Offsets in the Defence Sector: Next Steps for Improving Integrity & Effectiveness in Defence Offset Contracts*, SSRN, June 24, 2013, available online <http://ssrn.com/abstract=2288312>. The paper was presented at the *Global Revolution VI* – an international conference on public procurement – organised by the Public Procurement Research Group, School of Law, University of Nottingham in June 2013.
- Sandeep Verma, *Debarment and Suspension in Public Procurement: A Quick Survey of Associated Government Regulations and Practice in India*, (draft) published on SSRN, November 2012; available online at <http://ssrn.com/abstract=2185219>
- Sandeep Verma, *Leveraging Public Procurement for Fostering Indigenous High-Tech Manufacturing in India*, published in the Journal "Management in Government", Vol. XLIV, No. 1, pp. 37-65 (April-June 2012); available online at <http://ssrn.com/abstract=2162345>
- Sandeep Verma, *A Conceptual Framework for Efficient Design of Counter-Obligations in Government contracts & Licenses*, a paper accepted for presentation at the 5th International Public Procurement Conference (IPPC), 2012 held in August 2012 as Seattle, USA; available online at <http://ssrn.com/abstract=2151084>
- Sandeep Verma, *Constructing a Successful Offsets Programme: Drawing Lessons from the South Korean Experience*, published in the journal "The Administrator", Vol. 52 No. 1, 2012 (a comparative analysis of South Korean and Indian offset regulations). Also published on SSRN, available online <http://ssrn.com/abstract=2507803>.
- Sandeep Verma, *Government Obligations in Public-Private Partnership Contracts*, conference paper presented at the "International Public Procurement Conference 2010" at Seoul (South Korea, August 27, 2010); available online <http://ssrn.com/abstract=1671081>. The paper has been published in the Journal of Public Procurement, Volume 10 Issue 4 (Winter 2010, pp. 564-598).
- Sandeep Verma, *Integrity Pacts and Public Procurement Reform in India: From Incremental Steps to a Rigorous Bid-Protest System*, conference paper presented at the "Inaugural International Conference on Public Procurement Regulation in Emerging Economies," organised by the Faculty of Law, University of Malaya (Kuala Lumpur, August 9, 2010); available online <http://ssrn.com/abstract=1656722>. A draft version of this paper was previously published as HCM RIPA Occasional Paper No. 18 (July 2010).
- Sandeep Verma, *Competitive Award of Unsolicited Infrastructure Proposals: A recent Supreme Court verdict unveils fresh opportunities for procurement reform in India*, *The Practical Lawyer*, 2010 PL June 16; available online http://www.ebc-india.com/practicallawyer/index.php?option=com_content&task=view&id=18524&Itemid=65. Published previously as Occasional Paper No. 17, HCM RIPA, August 2009; available online <http://ssrn.com/abstract=1464685> (a commentary on the implications of a May 2009 judgment of the Supreme Court of India in regard to the use of special competitive procedures for unsolicited proposals).
- Sandeep Verma, *Offset Contracts under Defence Procurement Regulations in India: Evolution, Challenges and Prospects*, Occasional Paper No. 16, August 2009; available online <http://ssrn.com/abstract=1464709> (a paper on the evolution of offset contracts under Defence Procurement Procedures in India). This paper is also available online at <http://www.pubklaw.com/papers/sandeepoffsets.pdf>. An abridged version has

been published in NCMA's Journal of Contract Management, Vol. 7, Issue 1, September 2009, pp. 17-32, available online <http://www.ncmahq.org/files/Articles/JCM09%20-%2017-32.pdf>.

- Sandeep Verma, *Contesting Task and Delivery Order Awards Before The COFC – Policy Implications Of A Choice Federal Courts May Soon Have To Make*, The Government Contractor, Vol. 51, No. 20, May 20, 2009; available online <http://www.pubklaw.com/papers/TGC51-20-174.pdf> and available online <http://ssrn.com/abstract=1465252> (on the public policy implications of judicial decisions regarding contestability of task and delivery order awards under United States federal procurement law in view of GAO's apparent exclusive jurisdiction under the National Defense Authorization Act for the Fiscal Year 2008).
- Christopher Yukins and Sandeep Verma, *Assessing Why Lost Profits Generally Are Not Available in U.S. Bid Challenges*, in Fiona Banks and Michael Bowsher, *The Availability and Primacy of the Damages Remedy for Breach of Procurement Obligations in England & Wales and Northern Ireland*, a paper presented by Michael Bowsher at the British Institute of International & Comparative Law, London on March 13, 2009.
- Sandeep Verma, *Sharing of Risks & Rewards in Public-Private Partnerships for Conservation & Management of Heritage Monuments in India: Exploring the possible contours of a Model Concession Agreement*, Occasional Paper No. 13, HCM RIPA, September 2007; available online <http://ssrn.com/abstract=1464694> (an article on risk-reward allocation under various PPP implementations in India, together with the conceptual framework for a model concession agreement for a proposed BOT model of partnership in the heritage sector). An updated version of this paper was selected for presentation at the 12th International Conference of National Trusts held in December 2007 under the conference sub-theme "Funding for Conservation Projects".
- Sandeep Verma, *Law & Regulation of E-Government Procurement (EGP) in India*, in R. K. Mitra (Editor), *E-Government: Macro Issues*, GIFT Publishing, (New Delhi, 2006), at pp. 177-188. Previously published with the title *EGP in India: A Framework Analysis of Access to Knowledge and Access to Opportunity*, Occasional Paper No. 10, HCM RIPA, November 2006; available online <http://ssrn.com/abstract=1464697>. The article was accepted for presentation at the 4th International Conference of E-Governance held at IIT Delhi, India from December 15-17, 2006.
- Sandeep Verma, *Working of State Government and District Administration*, in *Federalism and Inter-Governmental Relations in India: a compilation of presentations for use in training*, Center for Management Studies, HCM RIPA, August 2006 (a presentation on the second and third tiers of federal governance structures in India).
- Sandeep Verma, *Migration and Trade in Services: Implications for National and International Leadership*, The Administrator, Vol. 48 No. 1, July 2005, pp. 144-164. Previously published under the same title as Occasional Paper No. 6, HCM RIPA, March 2006 (a study of challenges for political leadership in the area of assisted migration completed by the author at The European Institute, London School of Economics & Political Science in December 2005).
- Sandeep Verma, *Electronic Government Procurement: A legal perspective on the Indian situation*, Journal of Electronic Government, Vol. 1 No. 3, 2004, pp. 328- 334; available online http://www.inderscience.com/search/index.php?action=record&rec_id=5556&prevQuery=&ps=10&m=or (an article on the suggested legal framework for e-Procurement in India).
- Sandeep Verma, *A Report on the position of tenants on Muafi Mandir lands in Karauli District*, Center for Rural Studies, Lal Bahadur Shastri National Academy of Administration (LBSNAA), November 2003 (a monograph on land reforms in respect of religious/ temple properties in the state of Rajasthan).
- Sandeep Verma, *Policy Framework & Implementation Modalities for Horizontal Reservations in Direct Recruitment*, published in The Unreported Judgments, 2003(2) UJ 95(SC) and in Gujarat Current Decisions, 2003(2) GCD 103(J) (a paper on horizontal reservations for implementing the Social Inclusion Policy of the State Government).
- Sandeep Verma, *Effective Executive Control for better Human Rights Compliance*, The Administrator, Vol. 45 No. 2, December 2002, pp. 1-7 (an article on strengthening administrative mechanisms for better human rights practices).

ACADEMIC PUBLICATIONS (SHORT PAPERS/ARTICLES/ COMMENTS/ NOTES)

- Sandeep Verma, *The Procurement Flyers: Procurement of Domestically Manufactured Electronic/ Telecom Goods and Products*, SSRN, March 12, 2015, available online <http://ssrn.com/abstract=2577148> (a short note explaining rules for domestic preferences in electronic goods procurement in India).
- Sandeep Verma, *The Procurement Flyers: Cross-Debarment*, SSRN, January 31, 2015, available online <http://ssrn.com/abstract=2560696> (a short note explaining rules and rationale on cross-agency debarment of suppliers in India).

- Sandeep Verma, *Embedding the "Make In India" Mantra within India's Public Procurement Frameworks*, SSRN, December 21, 2014, available online <http://ssrn.com/abstract=2543204> (a short note on possible improvements to procurement regulations in India to foster domestic manufacturing under the new "Make In India" initiative).
- Sandeep Verma, *Strangers in Their Homeland: Analysing the Media (Mis)Interpretation of the NGT's Interim Orders on Plying and Parking of Older Vehicles in Delhi*, SSRN, November 27, 2014, available online <http://ssrn.com/abstract=2531263> (a short academic note comparing media interpretations of a recent order of the National Green Tribunal with motor vehicles rules and the doctrines of legitimate expectation and promissory estoppel).
- Sandeep Verma, *An Analysis of New Public Disclosure Obligations for Assets and Liabilities of Spouses and Dependent Children of Public Servants in India*, SSRN, November 21, 2014, available online <http://ssrn.com/abstract=2528925> (a short academic note on the constitutional and legal implications of new disclosure obligations under the Lokpal and Lokayukta Act, 2014 vis-à-vis privileged status of spousal communications and the law of parental obligations in India; also a formal submission to the committee constituted by the DoPT, Government of India, for reforms on the subject).
- Sandeep Verma, *"Make In India" in Defence: Embedding Industry-Wide Dialogue and Consultations in India's Defence Acquisitions*, SSRN, October 09, 2014, available online <http://ssrn.com/abstract=2507775> (a short academic note exploring ideas for embedding industry-wide dialogue and consultations into India's defence acquisition procedures).
- Sandeep Verma, *Make In India: Reinventing India's "Make" Procedures for Defence Acquisitions*, IDSA Comment, October 01, 2014, available online http://www.idsa.in/idsacomments/ReinventingIndiasMakeProceduresforDefenceAcquisitions_sverma_011014.html. Also published on SSRN, September 28, 2014, available online <http://ssrn.com/abstract=2502569> (a short note on streamlining "Make" category of defence acquisitions under India's Defence Procurement Procedure).
- Sandeep Verma, *Fixing the Foreign Bribery Bill*, SSRN, September 13, 2014, available online <http://ssrn.com/abstract=2498457>. Also published in Business Standard, September 13, 2014, available online http://www.business-standard.com/article/opinion/sandeep-verma-fixing-the-foreign-bribery-bill-114091300873_1.html (a short note exploring unintended consequences of India's proposed bill on foreign bribery).
- Sandeep Verma, *Not So Holier Than Thou: Policy Implications of Mandatory Biometric Registration for Public Services' Delivery – A Case Study of the Chardham Yatra*, SSRN, June 13, 2014, available online <http://ssrn.com/abstract=2450052> (a short note for mid-career training of IAS officers analysing legal and public policy implications of mandatory biometric registration for public services' delivery in India). Also published as *Chardham Yatra and the Breach of Privacy in Mandatory Biometrics Registration* in Moneylife, available online <http://moneylife.in/article/chardham-yatra-and-the-breach-of-privacy-in-mandatory-biometrics-registration/37757.html>.
- Sandeep Verma, *Counterfeit Parts in Defence Purchases: Implications of New Rules in the US for India's Defence Management*, SSRN, June 02, 2014, available online <http://ssrn.com/abstract=2444553> (a short note on implications of new DRAFS revision on the subject for India's defence industry and for streamlining defence procurement procedures in India). Also published as a short commentary-*Implications of New Rules in the US for India's Defence Management*, IDSA Comment, May 05, 2014, available online, http://idsa.in/idsacomments/ImplicationsofnewrulesintheUSforIndia_sverma_50614.
- Sandeep Verma, *Reforming Defence Contracting Procedures*, IDSA Comment, May 28, 2014, available online http://www.idsa.in/idsacomments/ReformingDefenceContractingProcedures_sverma_280514 (a short academic commentary on streamlining transparency, offsets, indigenisation and categorisation aspects of Defence Procurement Procedure in India). Appeared as *Buy One, Get One Free* in The Financial Express, May 29, 2014, available online <http://www.financialexpress.com/news/buy-one-get-one-free/1255267/0>.
- Sandeep Verma, *To Re-Tender, Or Not To Re-Tender; That Is The Question: Potential Litigation by Incumbent Contractors as the New "First Come, Only Serve" Method of Awarding Public Contracts in India*, SSRN, April 28, 2014, available online <http://ssrn.com/abstract=2430059> (a short paper analysing new legal opinion on contract extension with an incumbent contracts, as compared with open re-tendering, with or without a price preference or right of first refusal for an incumbent contractor).
- Sandeep Verma, *I am OK, You are not OK: The Duplicitous Debate Around National Discrimination in Government Programmes*, SSRN, April 7, 2014, available online <http://ssrn.com/abstract=2421251> (a short note analysing the duplicitous nature of developed country opposition to domestic content and domestic supplier preferences in developing country public programmes).

- Sandeep Verma, *Dealing with Crime-without-Intent*, The Financial Express, February 26, 2014, available online <http://www.financialexpress.com/news/dealing-with-crimewithoutintent/1229307/0> (a short note on procurement integrity reform under India's public procurement and foreign bribery bills).
- Sandeep Verma, *Why Procurement Reform in Indian States is Tricky*, Business Standard, February 10, 2014, available online http://www.business-standard.com/article/opinion/sandeep-verma-why-procurement-reform-in-indian-states-is-tricky-114020800886_1.html (a short note on procurement reform developments in Indian states).
- Sandeep Verma, *Choice of Law in Public Procurement and Licensing: Exploring if the State has, or Should have, a Choice in the Matter*, SSRN, November 26, 2013, available online <http://ssrn.com/abstract=2359204> (a short paper outlining policy and regulatory aspects of non-application of State laws to public procurement).
- Sandeep Verma, *Revisiting the AVRO case from Defence Production Policy and National Manufacturing Policy Centric Perspectives*, SSRN, November 24, 2013, available online <http://ssrn.com/abstract=2358862> (a short paper analysing procurement dynamics of the AVRO Replacement case being progressed by the Ministry of Defence, India).
- Sandeep Verma, *Automatic/Mandatory Cross-Border Debarment: Key Constitutional and Trade Conflict Considerations any Robust Debarment Framework Must Necessarily Address*, SSRN, September 22, 2013, available online <http://ssrn.com/abstract=2328832> (a brief note on cross-automatic border debarment in the context of ongoing review of the World Bank Sanctions System)
- Sandeep Verma, *Winning the Battle and Losing the War: Understanding the Policy Implications of a Recent High Court Judgment for Domestic Preferences in Public Procurement in India*, SSRN, June 15, 2013, available online <http://ssrn.com/abstract=2279937> (a short note on the implications of a recent court judgment on domestic preferences in India). A more informal version appeared on *LiveLaw* on June 14, 2013 at <http://www.livelaw.in/winning-the-battle-and-losing-the-war/>.
- Sandeep Verma, *Dispute Resolution in Public Contracts: Lessons from Select International Best Practices*, SSRN, May 19, 2013, available online <http://ssrn.com/abstract=2267056> (a short paper containing a preliminary analysis of contract and forum design aspects for mitigating disputes in public contracts).
- Sandeep Verma, *FDI in Defence: Lessons for Developing Countries*, IDSA Comment, May 7, 2013, available online http://www.idsa.in/idsacomments/FDIinDefence_sverma_070513 (a short commentary on foreign investments in defence).
- Sandeep Verma, *Too Big for the Recycle Bin: A Procurement Insight into the latest USTR Report*, SSRN, April 15, 2013, available online <http://ssrn.com/abstract=2251199> (a short paper on flawed assessments made in the 2013 USTR Report on public procurement barriers in India). An abridged version appeared as *Flawed Premises in the US Trade Representative's Report* in Business Standard, April 15, 2013, available online http://www.business-standard.com/article/opinion/flawed-premises-in-us-trade-representative-report-113041600090_1.html.
- Sandeep Verma, *A Level-Playing Field That Isn't: How India's Defence Procedures Could Discriminate Against Indian Bidders*, IDSA Comment, January 16, 2013, available online http://www.idsa.in/idsacomments/DefenceOffsetProceduresCould_SandeepVerma_150113 (an updated brief note on potential discrimination possibilities under Defence Procurement Procedure)
- Sandeep Verma, *Reforming Public Procurement*, The Financial Express, July 17, 2012, available online <http://www.financialexpress.com/news/reforming-public-procurement/975318/0> (an analysis of certain tender negotiation clauses of the Public Procurement Bill, 2012)
- Sandeep Verma, *Revisiting Debarment & Suspension in Government Contracts*, BarandBench.com, July 13, 2012 available online <http://barandbench.com/brief/3/2597/buylaws-revisiting-debarment-amp-suspension-in-government-contracts> (an introduction to banning of business dealings with government contractors in India)
- Sandeep Verma and Anil Singhal, *Policy Design for Offset Programmes in Public Procurement: A Comparative Analysis of India's Defence Offset Guidelines with Canada's Industrial and Regional Benefits Policy*, LBSNAA Policy Paper Series 2012, available online <http://ssrn.com/abstract=2515295> (a brief comparative analysis of Indian and Canadian Offset Programmes)
- Sandeep Verma, *No "Buy Indian" for US, Thank You*, The Financial Express, May 5, 2012, available online <http://www.financialexpress.com/news/no-buy-india-clauses-for-us-thank-you/945606/0> (a note on indigenisation and some other aspects of the Revised Draft Public Procurement Bill, 2012)
- Sandeep Verma, *Beyond First Come First Served: Anti-Competitive Practices in Government Contracts*, Business Standard, February 27, 2012, available online <http://www.business-standard.com/india/news/anti-competitive-practices-in-government-contracts/465947/> (a brief survey of anti-competitive facets of certain government contracting practices)
- Sandeep Verma, *Competitive Negotiations in Government Procurement*, Business Standard, January 16, 2012,

available online <http://www.business-standard.com/india/news/competitive-negotiations-in-government-procurement/461882/> (a brief on use of negotiated procedures in government procurement)

- Sandeep Verma, *Domestic Preferences in Public Procurement*, Business Standard, December 26, 2011, available online <http://www.business-standard.com/india/news/domestic-preferences-in-public-procurement/459687/> (a brief survey of international practices on domestic preferences in government procurement).
- Sandeep Verma, *Good Bid-Protest Systems: Essential, But Not Enough*, The Financial Express, December 8, 2011, available online <http://www.financialexpress.com/news/good-bidprotest-systems-essential-but-not-enough/885100/0> (a brief survey of international practices on bid-protest systems)
- Sandeep Verma, *Getting Ready for a Public Procurement Law*, The Financial Express, September 19, 2011, available online <http://www.financialexpress.com/news/getting-ready-for-a-public-procurement-law/848394/0> (an article on public procurement regulations reform in India).
- Sandeep Verma, *Buy Indian Act for Public Procurement*, The Economic Times, August 27, 2011 (an article on India's negotiating options for the GPA).
- Sandeep Verma, *Towards Transparency in Public Procurement*, Business Standard, August 21, 2011, available online <http://www.business-standard.com/india/news/towards-transparency-in-public-procurement/446455/> (an article on balancing transparency and efficiency in public procurement).
- Sandeep Verma, *Draft with Care*, Financial Express, August 10, 2011, available online <http://www.financialexpress.com/news/draft-with-care/829553/0> (an article on counter obligation aspects of FDI in multi-brand retail).
- Sandeep Verma, *The Non-Compete Clause: Let It Be A Choice of Last Resort*, The Financial Express, May 19, 2010, available online <http://www.financialexpress.com/printer/news/620519/>.
- Sandeep Verma, *Small Business Access to Government Contracts*, The Financial Express, March 5, 2010, available online <http://www.financialexpress.com/printer/news/587166/>.
- Sandeep Verma, *Offset Contracts under Defence Procurement Procedures in India*, India Defence Review, Jan-Mar 2010, Vol. 25(1), pp. 122-126, available online <http://www.indiandefencereview.com/news/offset-contracts-under-defence-procurement-procedures/>
- Sandeep Verma, *Public Oversight of PPP Concessions*, The Financial Express, January 27, 2010, available online <http://www.financialexpress.com/printer/news/571813/>.
- Sandeep Verma, *Contracting for Public Infrastructure Projects*, The Financial Express, December 16, 2009, available online <http://www.financialexpress.com/printer/news/554520/>.
- Sandeep Verma, *Rising barriers in public procurement systems*, The Financial Express, August 26, 2009, available online http://epaper.financialexpress.com/fe/fe/2009/08/26/ArticleHtmls/26_08_2009_008_003.shtml?Mode=1; an abridged version of this article has been published as *From 'Third World' frying pan to 'First World' fire* in Business & Economy magazine, September 3, 2009, at 110 (an article on negotiation options for India in the face of increasing domestic barriers in developed country procurement systems).
- Sandeep Verma, *Embedding multiple government contracts on a single ID card*, Express Computers, August 24, 2009, available online <http://www.expresscomputeronline.com/20090824/management02.shtml> (an article on government contracting issues for the newly launched National Unique ID Project).
- Sandeep Verma, *Reforming implementation of EGP systems in India*, Express Computers, October 16, 2006, available online <http://www.expresscomputeronline.com/20061016/management03.shtml> (an article on legal frameworks for electronic government procurement in India).
- Sandeep Verma, *E-Buying: The Works*, The Economic Times, February 2, 2006 (an article on legal frameworks for electronic government procurement in India).
- Sandeep Verma, *The Business of Conversation*, Down to Earth, March 15, 2003, available online <http://www.environmentportal.in/node/40306> (an article on enhancing consumer participation in telecom regulatory frameworks in India).
- Sandeep Verma, *Boot-strapping e-governance*, Express Computers, February 24, 2003, available online <http://www.expresscomputeronline.com/20030224/tech1.shtml> (an article on planning for e-governance in India).

IMPORTANT RESEARCH ASSISTANCE TO PROF. CHRIS YUKINS, GWU LAW SCHOOL

- Christopher R. Yukins, *United States: Best Practice in the United States regarding Government Procurement and Anti-Corruption*, in Roberto Hernández García (Ed.), *International Public Procurement: A Guide to Best Practice*, published September, 2009 by Globe Law and Business, London (<http://www.globelawandbusiness.com/IPP/Default.aspx>).

- Christopher R. Yukins, *Public Procurement in a World Economic Crisis: Charting the Way Forward*, West Government Contracts Year in Review Conference (Covering 2008), available online <http://ssrn.com/abstract=1356142>.

SPEAKING OPPORTUNITIES AT CONFERENCES, SEMINARS & WORKSHOPS

- Training Course for IAS Officers on “Public Financial Management and Accountability”, iCISA, NOIDA [January 11, 2015] **as Speaker** on *Contract Award and Administration in Public Procurement*
- Indian Institute of Management, Lucknow [November 24, 2014] **as Speaker** on *Public Procurement in Public Sector Units (PSUs)*
- DoPT’s In-Service Training Programme for IAS Officers on “Public Procurement” [November 13, 2014] **as Speaker** on *National Manufacturing Policy, Market Access and Public Procurement: A “Wicked Problem” Perspective on Their Interface and Interaction*
- Phase III Mid-Term Career Training Programme for IAS Officers, LBSNAA Mussoorie [October 09, 2014] **as Speaker** on *An Introduction to Government Procurement and Public Contracts*
- 2nd Inter-Disciplinary Public Procurement Symposium, Budapest, Hungary [September 22-23, 2014] **as Speaker** on *Rules, Practices and Rationale for Splitting and Combining of Administrative Requirements under India’s Public Procurement Frameworks*
- VIC Course on “Corruption in Future Governance” at CBI Training Academy, Ghaziabad [September 12, 2014] **as Speaker** on *Integrity Management in Government Contracts and Licenses: Deconstructing Some Recent Cases and Trends & Formulating Some Possible Responses for the Future*
- 6th International Public Procurement Conference (IPPC) at Dublin, Ireland [August 15, 2014] **as Speaker** on *Collaborative Public Procurement: A Quick Review of International Best Practices and the Indian Position on Pooled Procurement from Competition Law Perspectives*
- Phase IV Mid-Term Career Training Programme for IAS Officers, LBSNAA Mussoorie [August 01, 2014] **as Speaker** on *Unpacking Legal and Policy Aspects of Government Procurement and Public Contracts*
- In-Service Training Programme for IAS & other Group “A” Officers [Sonipat, February 17-21, 2014] at Jindal School of Government and Public Policy/ Jindal Global University **as Speaker** on *Streamlining Contract Award and Contract Administration in Public Procurement & Auctions*
- American Bar Association’s “Threading the Needle in U.S.-India Deals” [New Delhi, February 14-15, 2014] **as Speaker** on *Unpacking Legal Risk in Defence Procurement in India: Exploring the Nature, Sources & Extent of Risk and Possible Options for Risk Mitigation*
- Competition Commission of India & SCOPE’s “Workshop on Public Procurement and Competition Law” [December 20, 2013] **as Speaker** on *An Introduction to Collaborative Public Procurement (Joint Purchasing Agreements) from Competition Law Perspectives*
- TII’s “International Conference on Integrity Pacts: From Commitment to Compliance”, New Delhi [December 09-10, 2013] **as Speaker** on *Procurement Integrity Requirements – A Quick Survey of Recent Legal Developments of Interest in India*
- The World Bank, New Delhi [December 03, 2013] **as Speaker** on *Understanding India’s Public Procurement Landscape*
- Procurement Anti-Corruption Training-2013 (PACT-2013) at the International Anti-Corruption Academy (IACA), Austria [September 25, 2013] **as Speaker** on *Understanding Integrity Requirements for Government Contracts in India*
- ACI’s 3rd India Summit on Anti Corruption, New Delhi [September 23, 2013] **as Speaker** on *Understanding Integrity Requirements for Government Contracts in India*
- 8th Public Procurement Summit, organised by ASSOCHAM at New Delhi [September 13, 2013] **as Speaker** on *Leveraging Public Procurement for Domestic Manufacturing: Charting a Possible Way Forward for India*
- Presentation at the 13th Defence Correspondents’ Course, Visakhapatnam organised by the Ministry of Defence, Government of India [August 27, 2013] **as Speaker** on *Role of Domestic Defence Industry in National Defence Preparedness-Unpacking Conceptual Relationships between Industrial Base Mobilisation and Government Procurement Procedures*
- Training Course on Competition Law for Petroleum Sector CPSEs, organised by the Indian Institute of Corporate Affairs [August 02, 2013] **as Speaker** on *Public Procurement & Competition Law with a focus on Collaborative Procurement*
- Uttar Pradesh Infrastructure Summit 2013, Lucknow [July 25, 2013] **as Speaker** on *Infrastructure PPPs and Beyond: A Quick Review of Select Legal and Regulatory Developments*
- Public Procurement-Global Revolution VI, University of Nottingham, U.K. [June 24-25, 2013] **as Speaker** on *National Offsets in the Defence Sector-Next Steps for Improving Integrity & Effectiveness in Defence Offset Contracts*

- Leadership Development Programme for Senior Executives, IIM Ahmedabad [June 08, 2013] **as Speaker** on *Challenges in Public Procurement*
- Phase-I Professional Training Programme for IAS Officers, LBSNAA Mussoorie [May 23-24, 2013] **as Speaker** on *Fundamentals of Procurement*
- The World Bank, New Delhi Office [March 19, 2013] **as Speaker** on *An Introduction to the Debarment System in India*
- “Dancing with Tigers and Dragons – International Sales, Public Procurement, Franchising and Distribution in the Asian Region”, a conference organised by the International Bar Association at New Delhi [January 1, 2013] **as Speaker** on *India’s Public Procurement Bill, 2012 – A Comparative Discussion of Select Provisions*
- 7th Public Procurement Summit, organised by ASSOCHAM, New Delhi [December 6, 2012] **as Speaker** on *Public Procurement Frameworks: An Introduction to Certain Legal Aspects*
- Vigilance Awareness Week, organised by the Chief Vigilance Office, IREDA, New Delhi [November 1, 2012] **as Speaker** on *Transparency in Public Procurement – Understanding the Public Procurement Bill, 2012*
- Conference on Emerging Trends in Transparency & Efficiency, organised by IIMM, New Delhi [October 31, 2012] **as Speaker** on *Legal Aspects of Public Procurement*
- Vigilance Awareness Week, organised by the Chief Vigilance Office, RITES, Gurgaon [October 30, 2012] **as Speaker** on *Transparency in Public Procurement – Cases and Concerns, and Expectations from the Public Procurement Bill, 2012*
- Colloquium on Suspension and Debarment, organised by the Global Law Forum on Law, Justice & Development; The World Bank; The GWU Law School and the American Bar Association, Washington D.C. [October 9, 2012] **as Speaker** on *International Suspension and Debarment Systems – Indian Perspectives*
- Conference on Public and Private Procurement organised by CII, New Delhi [September 10, 2012] **as Speaker** on *Transparency & Openness in Government Contracts & Licenses*
- UNOPS, New Delhi Office [September 8, 2012] **as Speaker** on *A Brief Introduction to the Public Procurement Bill, 2012*
- The Impact and Policy Conference: Evidence in Governance, Financial Inclusion and Entrepreneurship, organised by ADB & J-PAL, MIT at Bangkok, Thailand [August 30-September 1, 2012] **as Speaker** on *Embedding Integrity in Public Contracting*
- National Law University, Jodhpur [August 24, 2012] **as Speaker** on *State Funding of Elections: Unpacking Certain Legal & Policy Dimensions*
- International Conference on Government Procurement and Customs Valuation, organised by ASSOCHAM National Council on WTO, New Delhi [July 13, 2012] **as Speaker** on *Market Access & Government Procurement*
- Phase IV Mid-Term Career Training Programme for IAS Officers, LBSNAA Mussoorie [May 18, 2012] **as Speaker** on *Unpacking Procurement Aspects of PPP Contracts*
- 17th Course on “Ethics in Today’s Administration”, LBSNAA, Mussoorie [April 19, 2012] **as Speaker** on *Integrity in Public Procurement: Selected Fundamental Concepts*
- Symposium on Governance, Government of Meghalaya, Shillong [April 5, 2012] **as Speaker** on *Procurement Planning, Transparency and Competition*
- CCI-SCOPE Workshop on Public Procurement & Competition Law [March 14, 2012] **as Speaker** on *Competition Requirements under Indian Procurement Laws*
- International Center for Information Systems & Audit (iCISA), Noida [February 8, 2012] **as Speaker** on *Procurement Issues with PPP Contracts*
- European Forum on India Defence Procurement, Berlin [December 6-7, 2011] **as Speaker** on *Understanding India’s Offset Policy: Qualification Criteria and Discharge Obligations for Offsets*
- CIRC-IICA Conference on “Building Friends of Competition in India”, New Delhi [November 24, 2011] **as Speaker** on *Infusing Competition Culture at State and sub-State Level – A Public Procurement Perspective*
- Phase IV Mid-Term Career Training Programme for IAS Officers, LBSNAA Mussoorie [October 8, 2011] **as Speaker** on *Procurement Issues in PPP Projects*
- Seventh Regional Conference of the ADB/OECD Anti-Corruption Initiative for Asia and the Pacific, New Delhi [September 28, 2011] **as Speaker** on *A Survey of International Best Practices for Fostering Integrity in Public Procurement*
- Appreciation Course on Competition Law & Policy for IAS Officers, organised jointly by the Ministry of Corporate Affairs and the Indian Institute of Corporate Affairs [September 6, 2011] **as Speaker** on *Competition, and the Appearance of Competition, in Government Contracts*
- Lecture Series at Office of Principal Director, Comptroller & Auditor General of India, Delhi [September 2, 2011] **as Speaker** on *Counter Obligations in Government Contracts and Licenses*
- Phase III Mid-Term Career Training Programme for IAS Officers, LBSNAA Mussoorie [July 4, 2011] **as**

- Speaker** on *Transparency, Best Value and Efficiency in Government Contracts- Concepts and Cases*
- Phase IV Mid-Term Career Training Programme for IAS Officers, LBSNAA Mussoorie [April 22, 2011] as **Speaker** on *Identifying Red Flags in Government Contracts*
 - National Workshop on Integrity Pacts, organised by Transparency International India & Management Development Institute [April 9, 2011] as **Speaker** on *Identifying Red Flags in Government Contracting Activities: Concerns and Approaches*
 - National Conference on Public Procurement Reforms, organised by National Institute for Administrative Research (NIAR), LBSNAA [February 19, 2011] as **Speaker** on *Lessons for Public Procurement Reform from International Systems, Practices & Developments*
 - Conference on “Public Procurement: Achieving Best Value Through Competition”, organised by Competition Commission of India & SCOPE, New Delhi [December 8, 2010] as **Speaker** on *Competition Requirements under Indian Procurement Laws*
 - Global Revolution V, an international conference on public procurement hosted by the Faculty of Law, University of Copenhagen [September 9-10, 2010] as **Speaker** on *India’s Accession to the GPA*
 - International Public Procurement Conference, 2010 at Seoul, South Korea [August 26-28, 2010] as **Speaker** on *Government Obligations in Public-Private Partnership Contracts*
 - Inaugural International Conference on Public Procurement Regulation in Emerging Economies, organised by the Faculty of Law, University of Malaya at Kuala Lumpur [August 9, 2010] as **Speaker** on *Integrity Pacts and Public Procurement Reform in India*
 - Roundtable on Competition Law, organised by India Development Foundation at Center for International Trade, School for International Studies, Jawaharlal Nehru University, New Delhi [March 20, 2010] as **Speaker** on *Competition Law and Public Procurement*
 - MoWR (GoI)-CII’s “Water 2010 Conference” [February 17-18, 2010] as **Speaker** on *A Review of Legal and Regulatory Developments of relevance to Infrastructure PPPs*
 - CII-AIU’s “Global Summit on Higher Education 2010” [February 16-17, 2010] as **Speaker** on *Policy Environment Imperatives for Higher Education in India*
 - Seminar organised by the Competition Commission of India on “Public Procurement Reforms for Better Value for Money- Learning from International Experience” [December 15, 2009] as **Speaker** on *Competitive Public Procurement in the States: Challenges and Reforms*
 - National Contract Management Association’s World Congress 2009, organised by the NCMA at Long Beach, California [April 8, 2009] as **Speaker** on *Offset Contracts under Defence Procurement Regulations in India: Evolution, Challenges and Prospects*
 - Defence Industry Offset Association Spring 2009 Conference, organised by DIOA at Austin, Texas [April 1, 2009] as **Speaker** on *India’s Offset Policy*
 - 2nd India Regional Offsets Conference organised by GOCA, DMA and CII at Delhi [February 9, 2009] as **Speaker** on *Offset Contracts under Defence Procurement Regulations in India: Evolution and Challenges*
 - Regional Conference on “Digital Inclusion in India’s North-East” organised by Information Technology Department, Government of Meghalaya at Shillong [June 12-13, 2008] as **Speaker** on *E-Procurement and It’s relevance for India’s North-East*
 - Module on “Financial Management & Procurement in Government” at Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie [March 26-27, 2008] as **Speaker** on *Principles & Pitfalls of Government Procurement*
 - State- level Symposium on “Reports of the 2nd Administrative Reforms Commission (ARC), Government of India” at Jaipur [October 4, 2007] as **Speaker** on *Comparative Analysis of ARC Recommendations on Public Order*
 - Regional Consultation Workshop on “Seasonal Migrant Labour and Livelihood Issues: Perspectives and Policies in North India” at Jaipur [May 3, 2007] as **Speaker** on *Roadmap for Assisted Migration Policies*
 - State Consultation Workshop on “Policy Level Issues concerning Un-organised Migrant Labour in Rajasthan” at Jaipur [July 31, 2006] as **Speaker** on *Roadmap for Assisted Migration Policies*
 - International Seminar on “Electronic Government Procurement” organised by The World Bank/ ADB at New Delhi [May 18-19, 2006] as **Speaker** on *Law & Regulation of eGP in India*
 - National Seminar on “E-Procurement- an Indian Perspective” at New Delhi [January 24, 2006] as **Speaker** on *Law & Regulation of eGP in India*
 - Regional Workshop on “Consultancy and Services Sector: Challenges and Prospects” at Jaipur [January 9, 2006] as **Speaker** on *Consultancy and Services in a Global Context*
 - National Conference on “Effective Administration” at LBSNAA, Mussoorie [August 3-4, 1998] as **Speaker** on *Ethics in Public Administration*

IMPORTANT TRAINING COURSES ATTENDED

- *In-Service Training Programme for IAS Officers on Public Procurement*, DoPT [November 10-14, 2014].
- *Certificate Program in Public Procurement*, South Asia Regional Procurement Services, The World Bank [June 2014].
- *Executive Fellow* at The Australia and New Zealand School of Government, Canberra [November 2013].
- *21st Century Public Policy Making* at the O.P. Jindal Global University, New Delhi [February 2013].
- *Phase-IV Mid Career Training Programme for IAS Officers* at LBSNAA, Mussoorie [April-June 2011].
- *Basic Course on WTO* at the Indian Institute of Foreign Trade, New Delhi [September 2006].
- *Infrastructure Deregulation* at The Energy and Research Institute, New Delhi [2004].
- *Training Course on Advanced Negotiations* at IIM Bengaluru [November 2003].
- *In Service Training Programme for IAS Officers – Junior Level (6-9 Years)* at YASHADA, Pune [November 2000].
- *Compulsory Training on Land Survey & Settlement* at AASC, Guwahati [August-October 1994].

OTHER PUBLICATIONS/ REPORTS

- Sandeep Verma, *Size Matters: Rules, Practices and Rationale for Splitting and Combining of Administrative Requirements under India's Public Procurement Frameworks*, a short (unpublished) academic paper on rules for splitting and combining public procurement actions in India presented at the 2nd Inter-Disciplinary Public Procurement Symposium, Budapest, Hungary [September 2014].
- Sandeep Verma, *Life Cycle Costing in Defence Acquisitions: The Challenges of Transforming Complex Aspirations into Factual Ground Realities*, a short (unpublished) academic paper comparing the life-cycle costing methodology in defence acquisitions adopted by the Indian Air Force vis-à-vis international best practices on the subject [June 2014].
- Sandeep Verma, *Unintended Consequences: Understanding the Practical Implications of the (Revised) Draft Public Procurement Bill 2012*, an (unpublished) analysis from policy and operational perspectives of the Indian formulation, submitted in response to the Revised Draft published by the Department of Expenditure, Ministry of Finance, Government of India [February 2012].
- Sandeep Verma, *Steps to ensure Effective Administration at the State Level*: Associate Faculty member for a study conducted by the Center for Management Studies, HCM RIPA on behalf of the 2nd Administrative Reforms Commission, Government of India [June 2007].
- Sandeep Verma, *Report on the 1st Conclave on Good Governance*: A report on the outcomes and recommendations of a conference of senior administrative and police officers of the State Government at Jaipur, Rajasthan, published by the Center for Good Governance, HCM RIPA [May 2007].
- Sandeep Verma, *I am OK, You are not OK*: An informal article on aggressive posturing in international negotiations, published in the "Outlook" Magazine, *available online* <http://www.outlookindia.com/article.aspx?225426> [October 18, 2004].
- Sandeep Verma, *End of Daze*: A personal story about elephants and their conservation in the Garo Hills, published in "Airawat", the Journal of the Kaziranga Elephant Festival [2004].
- Sandeep Verma, *The Natni's Curse*: A report on the Timangarh Fort in Karauli District with a background note and ideas on how its revival could benefit local communities, submitted to the Government of Rajasthan, *available online* <http://karauli.nic.in/timan.htm> [October 2001].
- Sandeep Verma, *Concurrent Evaluation of Land Reforms*: A study report on evaluation of land reforms in Kokrajhar District, Assam, submitted in partial fulfillment of the requirements for District Training of IAS Probationary Officers [April 1995].