Chief Minister’s Urban Leaders Fellowship (CMULF)

GOVERNMENT OF NCT OF DELHI
CMUL Fellows (2018 Batch) with the Honorable Chief Minister and the Mentors
Chief Minister’s Urban Leaders Fellowship (CMULF) Programme - 2018
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About Chief Minister’s Urban Leaders Fellowship (CMULF)

BACKGROUND
The Chief Minister’s Urban Leaders Fellowship (CMULF) programme provides a unique opportunity to young leaders across India to work within the Delhi government to address some of the most pressing urban challenges in India, and experience what 'making change happen' looks like.

The Fellowship aims to attract outstanding young men and women from across the country under the age of 35 years who are passionate about public service and are willing to work for two years with Delhi Government.

The Fellowship programme is being managed by the Administrative Reforms department, Government of NCT of Delhi in close collaboration with the offices of Hon’ble Chief Minister, Hon’ble Deputy Chief Minister, participating line departments of Delhi government.

KEY FEATURES
➢ Fellows are assigned to work with Ministers and/or senior officials across various departments of Government of NCT of Delhi such as Education, Health, Water, Environment, Transport, Art & Culture etc.
➢ Fellows provide analytical support in the formulation of policies, implementation of projects and various governance initiatives
➢ Fellows are selected through a fair and rigorous selection process from the applicants graduated from top global and national institutions, having substantial experience with government/s and industry.
➢ Remuneration of ₹1,25,000 per month is provided to Fellows and ₹75,000 per month to Associate Fellows.

CMULF PROGRAMME STRUCTURE
Induction & Training: Selected fellows need to undergo a structured Induction programme over the first three weeks, consisting of two phases:

1. Training (Two Weeks): Fellows are trained on government processes and functioning, leadership and conflict resolution effective
communication, project ownership, working with communities, monitoring and evaluation etc. through lectures and interactive sessions with senior officers/ministers of the Delhi government, and subject matter experts from academia and civil society.

2. **Field Immersion (One Week):**
   Fellows spend focused time on the field, experiencing the day-to-day functioning of the departments they have been assigned to and forming their own impressions of the field-level challenges, and possible solutions. Afterwards, they will prepare a policy note summarizing their analysis of the governance context, challenges, and recommendations.

Apart from this, ongoing follow-up training sessions are offered during the course of the fellowship as well, by the Dialogue and Development Commission of Delhi - the nodal agency of the CMULF programme.

**Fellowship Assignment:** Each Fellow is assigned to one of the many departments of the government of NCT of Delhi at the time of appointment.

- After joining, the fellows receive details on their Fellowship Assignment which include the key initiative(s) within the department that they will be contributing to, and specific details on roles and responsibilities.
- Allocation of fellowship assignments depends upon both the needs of departments of GNCTD, and the skills and work experience that each of the Fellows bring.

**Executive Coaching and Mentoring:**
In order to fine tune the skills of fellows in the areas of problem solving, organizational management and communication, people management and resourcefulness, the fellows are individually provided with executive coaching by experienced coaches and mentoring by public service experts.

The executive coaches and mentors will help the fellows to have a deeper understanding of the issues and streamline their efforts in the areas of the assigned project. This continuous
support intends to hone the leadership skills and augment the morale of the fellows to serve the people in its truest sense.

**Performance Appraisal:** Systematic appraisal of the performance of individual fellows will be made to enhance the outcomes.

- The Reporting Managers and respective Ministers will provide regular guidance and support on the Fellowship Assignment and assess the immediate fellowship outcomes.
- High-level reviews of each Fellowship Assignment will be taken by the Hon’ble Chief Minister or Deputy Chief Minister.
- An annual performance appraisal will be conducted at the end of the first year of the Fellowship programme and upon the satisfactory performance, the Fellows will be asked to continue into the second year of the Fellowship Programme.

Upon successful completion of two years of the Fellowship programme, Fellows shall receive a certificate from GNCTD signed by the Hon’ble Chief Minister.

**FUTURE CAREER PATHS**
Providing a matchless exposure to the functioning of the government, the fellowship will prepare the young professionals to contribute to public service. It will enable them to access a plethora of opportunities in the policy and development sector as well as research and academic opportunities in their respective domains. CMULF will encourage the fellows to assume various public leadership roles.

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**IN A GENTLE WAY,**

**YOU CAN SHAKE THE WORLD.**

- Mahatma Gandhi
CMULF BATCH 2018

FELLOWS
GAYATREE ANAND
PAUL V. MATHEW
DIVYA MURALI
UTKARSH PANDEY
ANAMIKA DEB ROY
T. C. PRATHNA
ROSHAN NAIR
URVASHI BALI
KANUPRIYA SHARMA
NIKITA SEHGAL
ALBERT ABRAHAM
PRATIBHA DIXIT
JASKIRAN KAUR BEDI
ADITYA AJITH
SHIKHA SHARMA
ANSHU YADAV
APARNA ACHUTHAN
TARUN MONGA

ASSOCIATE FELLOWS
SHAHANA MUNAZIR
NITYA RAMACHANDRAN
RIDHIMA ANEJA
SUPREET KAUR
HARSHIL SHARMA
FIZZA SAGHIR
MUKUL PRIYADARSHINI
MALAVIKA A. R.
The CMULF programme provides a unique opportunity for young leaders to work with the Delhi government to address some of the most pressing urban challenges in India and experience what ‘making change happen’ looks like.

A rigorous and comprehensive induction programme was conducted to equip and prepare the fellows to address these challenges in a governance setting. The 10 day induction was designed with the key objectives to help the 26 fellows familiarize themselves with the structure and working of key GNCTD departments (Education, Health, Finance, Planning etc.), get an exposure to new skills and awareness of their own leadership styles.

Over 30 speakers which included ministers, senior officials and external experts of the Delhi government held informational sessions that were interactive and engaging through discussion, debate and group work. A range of topics were covered, a few of which included an overview of the fellowship, understanding the key achievements, challenges, priorities and functioning of different government departments, communication, project management and NGOs that work with the government.

The diverse topics covered aimed to deepen the fellows’ knowledge and understanding of various aspects that go into the life cycle of a project in a governance setting.’

In order to address and contribute to solving pressing challenges, exhibiting strong leadership by every fellow in their individual capacities is crucial. The fellows come from diverse academic and professional backgrounds bringing in a variety of perspectives. The common aspect binding all of them is the component of ‘leadership’ that is required by each of them in their specific role. This being an indispensable part of the programme, an intensive ‘Leadership and Awareness’ session spread over two days was held.

A strong emphasis on this aspect has been given to support the fellows to build an understanding of leadership in their own professional and personal capacity and to help them be more aware of their strengths and areas of improvement. Each fellow is provided with an ongoing support structure so that they can design their own action steps and follow up through them to strengthen their leadership capacity on the personal and professional front.

To provide the fellows an opportunity to have a
first-hand experience of the work of the Delhi government, field visits were organized to Mohalla clinics and Delhi government schools so that fellows could see and identify innovative practices and improvement areas. Fellows also heard from the staff and numerous stakeholders about their experiences on implementing these initiatives and the impact that they had had. The field visits were followed by debriefing sessions with facilitators and a whole group sharing amongst the fellows.

The fellows also had informal time to mix and mingle with each other. They participated in team building activities that facilitated collaboration, team work, and sharing of ideas.

Towards the end of the induction, each fellow was assigned a specific portfolio attached to a specific department that they would work on for the year.

The fellows had the opportunity to interact with Shri Arvind Kejriwal, the Hon’ble Chief Minister, Shri Manish Sisodia, Hon’ble Deputy Chief Minister Shri Satyendra Jain, Minister of Health and PWD and Shri Kailash Gehlot, Minister of Law and Transport and hear from them about their thoughts about challenges in governance. Words of encouragement and advice by the Hon’ble Chief Minister and Hon’ble Deputy Chief Minister left the fellows feeling inspired and ready to take on the new road that lie ahead each of them.

The first batch of CMUL fellows gratefully acknowledges the wholehearted support of Mr. Jasmine Shah, Vice Chairman – DDCD, Mr. Abhishek Gupta, Mr. Rajen Makhijani and other resource persons along with the DDCD facilitators during the induction programme.

[Report by Aparna Achuthan, Fellow, CMULF - 2018 Batch]
PROFILE
Gayatree graduated with an MA in Education Policy from Teachers College, Columbia University. She has six years of experience in the Education sector including working with Teach for America as a Director in the Learning & Innovations Team supporting different states in developing their strategies to maximize student impact. She has worked with Ark as a Project Manager to develop and implement a ‘School Quality Assessment’ framework to improve the quality of government schools in Madhya Pradesh and SDMC schools in Delhi. Gayatree was a Teach for India Fellow, where she taught for two years in a government school in Delhi. Before working in the Education sector, she worked in the Finance sector for two years and has an MBA in Finance and Marketing. She pursued her undergraduate from Lady Shri Ram College, Delhi University.

“The fellowship is an opportunity to understand the challenges of working in the government, the possibilities of impact that policies can have at scale and to offer possible solutions to bridge the gaps between policy and implementation.”
PAUL V. MATHEW | Fellow

PROFILE

Paul V. Mathew PhD, MBA is a passionate change agent having a decade experience in programme management, strategic planning and research. He worked with Government of Kerala as the State Team Leader Responsible Tourism Initiatives (Tourism Department), Chief Project Officer, Clean City Projects (Local Self Government Department) Senior Research Fellow CUSAT and Senior Programme Manager at ASAP (Kerala Skill Development Mission under the Department of Higher Education). Dr. Paul authored five books and published many articles in journals of international repute. Further, he also volunteered for organizations like United Nations, World Bank, Community Radio Movements etc. and attended various events of global importance.

“CMULF is an ideal turf where great possibilities for networking with young leaders of India who are striving for social change. Its quiet fascinating to be a part of the unique government solely works for a corruption free system in the country by implementing participatory planning and development approach.”
PROFILE
Divya Murali is a CMULF Fellow with seven years of experience in the education sector, specifically in the field of curriculum design and facilitation. She has designed and facilitated courses on ‘Engaged Citizenship’ and ‘Self-Development’ as Visiting Faculty at Ambedkar University Delhi (AUD). Divya was a Teaching Assistant at Delhi School of Economics where she facilitated a bridge program for underperforming students. Divya was a founding team member of The Ferdinand Centre (TFC) and has worked with The Centre for Equity Studies (CES) extensively on social justice education, creating courses and teaching learning modules on issues such as gender, poverty and inequality. Divya has a Bachelors in Sociology from Lady Shri Ram College, Delhi University and Masters in Sociology from Jawaharlal Nehru University.

“Having worked in academia and development sector for several years, this fellowship gives me a unique opportunity to understand government functioning up-close and influence policy making and implementation within the government. I hope to use my skills and experience to drive innovation and citizen centric policies and programs.”
PROFILE
As a disaster management specialist, Utkarsh has firsthand experience on the ground. In his six plus years in the field, he has responded on the frontlines of disaster recovery in the Jammu and Kashmir, Odisha, Uttarakhand and Kerala floods, assisted communities to rebuild after and helped governments implement disaster preparedness. As part of this work, he helped to mobilize and train youth across India, build and maintain sustainable communities utilizing indigenous knowledge in order to realize greener futures. He carries the lessons that he acquired from the most vulnerable instances of disasters, in the hope of assisting Delhi government towards delivering impactful solutions, balancing positive agricultural outcomes and sustainable urbanization in Delhi-NCR.

“To me, CMULF is the unique opportunity to bridge the gap between policy and praxis. It’s a means to empower government to realize its potential to systematically address social and economic asymmetries that have very real consequences for everyday citizens.”
PROFILE
Anamika is a public policy practitioner and an educator with more than 6 years of experience in policy research and government affairs in the areas of human rights, gender, sustainable development and environmental issues. She has worked as an Assistant Professor at the Centre for North East Studies and Policy Research, Jamia Millia Islamia prior to joining the CMULF programme. In addition, she has also in the past worked with the international Union for Conservation of Nature (IUCN) as a consultant and done projects for the National Commission for Women (NCW), Heinrich Boll Shiftung, Germany, and the North Eastern Council and the Ministry for the Development of North Eastern Region (MDoNER), GoI.

“As an individual who wishes to bring change and contribute to the betterment of the society in terms of education, gender parity, and innovation, CMULF is a platform that provides me with exciting opportunities.”
PROFILE
With a PhD in nanotechnology, Prathna has been working in the field of drinking water treatment for the past 5+ years with over 28 publications in peer reviewed international journals and 1300+ citations. She has worked in academic institutions such as the Indian Institute of Science (Bangalore), Institute of Nano-science and Technology (Mohali) and the latest being UNESCO-IHE Institute for Water Education (The Netherlands). Her research project at UNESCO-IHE focused on synthesizing nano-materials which could be used as adsorbents for the development of decentralized drinking water filters.

“This is among the best platforms one can get to be part of the change. I strongly feel that this programme provides us an opportunity to take up real projects which benefit the society and groom ourselves to be future urban leaders.”
PROFILE
Roshan has worked on getting digital information tools to disconnected rural and urban communities for 10 years. His focus has been on creating and implementing projects that ensure inclusive technology access and data that drives decisions. He has helped the founding teams of social enterprises like of Gram Vaani, Awaaz.De and other social tech pioneers develop and scale their models, while keeping citizens at the heart of things. Roshan joins the fellowship after most recently serving as the India Country Manager of viamo.io. As a Fellow, he is focused on redesigning technology services to increase mutual understanding between citizens and administrators.

“CMULF is an immersive way to engage with the idea of government, administration and policy by helping directly on initiatives that matter. For me, it means a lot of learning, after years of working alongside government on the outside without really understanding how things really worked.”
PROFILE

Dr. Urvashi Bali is an economist with professional expertise in economic and social policy making. With over 6+ years of experience she has a demonstrated record of combining academic and technical knowledge with field insights. She has worked as a Young Professional at NITI Aayog and was involved in national public policy making, monitoring and implementation of government schemes and also contributed to Three Year Action Agenda and New India@75.

Earlier she has worked in the higher education sector as an Assistant Professor at Guru Nanak Dev University. She has published various articles in reputed Journals and books and is UGC-NET qualified in Economics. She was awarded a Doctorate for her research into the challenges of school education from the Faculty of Arts and Social Sciences, Guru Nanak Dev University, Amritsar.

"CMULF is a coherent leadership program built on a solid foundation consisting of a clear mission, a vision for the future, a specific strategy, and a culture conducive to success. Through this fellowship program I am looking forward to gain new insights into the working of government machinery, policy-making and project monitoring and implementation."
PROFILE

Kanupriya Sharma recently completed MPhil in Criminological Research from the University of Cambridge, UK. With an interest in the area of gender, social justice and penal reform, she has worked on several small-scale research projects in the area of prison reforms and legal aid in India, specifically focusing on women prisoners. She has more than four years of working experience in the area of corporate social responsibility, gender equality, anti-human trafficking, prevention of child sexual abuse and domestic violence.

For her consistently strong academic record and field work in Indian women prisons, she has also been awarded the prestigious Manuel Lopez Rey scholarship & award by the University of Cambridge and JRD Tata Scholarship by the Tata Institute of Social Sciences, Mumbai.

“I believe that the Chief Minister’s Urban Leaders Fellowship provides me with that opportunity to work across various social domains and geographies to bring about systemic change and transformation. It will not only help me get acquainted with the governance ecosystem, but will enable me to make long-term, sustainable reform in public policy and development.”
PROFILE
Nikita is a Public Policy graduate from the University of Oxford and has an experience of working in the development sector in India since the past seven years, in both urban and rural contexts. Before joining CMULF, she was working with World Vision International in Philippines, on policy advocacy aimed to increase public expenditure to end violence against children in the Asia-Pacific region.
In the past, she has worked with Plan International on a range of issues including child protection, disability, maternal and child health, youth employment and education in the Delhi region. Her role was centered around designing programmes based on impact assessment of schemes, and focused on aligning project goals with policy goals. She is a Business graduate from SP Jain and an Engineer from BITS Pilani, by background.

“CMULF is a rare and exciting opportunity to be a part of how policies are planned, designed and executed.
This is strongly aligned to my motivation of being an agent of change as a development professional in my country in the areas of education, health and poverty alleviation.”
Dr. Albert Abraham is a Communication Specialist, Media Educator and Policy Analyst based in Delhi. He holds a PhD Degree in Development Communication from the University of Delhi - Faculty of Social Sciences. Abraham, a post graduate in Journalism and Mass Communication cleared UGC National Eligibility Test (NET) for Lectureship with JRF. Prior to joining the CMULF, he worked as Assistant Professor of Journalism in Delhi University – Indraprastha College for Women (2013-16), Kamala Nehru College (2016-17) and Delhi School of Journalism (2017-19). Earlier, he had a brief stint with CBSE as academic consultant (2011-12). He has published research articles in national and international journals and regularly contributes to magazines and news portals.

“I consider CMULF as an effective platform that enables me to contribute back to the country and its people. Also, I value the unique learning opportunities that the CMULF program will offer, which may further strengthen and motivate me to serve the downtrodden and the marginalized.”
PROFILE
Dr. Pratibha Dixit has her academic background in life sciences with almost 8 years of research experience. Prior to joining CMULF, she worked as a Research Scientist in an NGO ‘Center for Public Health Kinetics’. Before that, she had completed her Doctorate of Philosophy (Ph.D.) from King George’s Medical University (KGMU), Lucknow in 2015. She has published various research papers in national and international journals. She has been awarded Senior Research fellowship from Indian Council of Medical Research and international travel grant awards for USA and UK from Department of Biotechnology and Department of Science and Technology respectively.

“CMULF is a challenging opportunity for me to work with Delhi Government and to address some of the most burning urban challenges in Delhi. These two years will give a unique experience to feel the journey of change from papers to ground and how the change looks like.”
PROFILE
Jaskiran Bedi did her PhD and MPhil in Development Studies from the University of Cambridge. Her area of academic research within the development domain concentrated on Labour and Education Economics – particularly, the role of Language as Human Capital and its subsequent impact.

Prior to the Fellowship, she worked with Ernst & Young’s Government and Public Sector practice. In her role, Jaskiran provided development advisory services to international development organizations, governments and corporates across various thematic and functional domains.

Jaskiran has previously worked with Department for International Development, Oxfam and ILO on an external research consultancy basis.

“CMULF, to me, is an opportunity to learn while delivering, to adapt while reforming, and to absorb knowledge while exuding our distinctive USPs. It’s a two-way blended avenue that enables the Fellows to understand how governance works, while enabling us to use our previous expertise to make impact at scale.”
PROFILE

Aditya Ajith is an Urban Manager with expertise in implementing sustainable infrastructure solutions in low-income settlements. Aditya is a social urbanist with a comprehensive understanding of cities and communities and the processes by which the two must engage for sustainable urban development.

He has completed his master’s in Urban Management and Development from Erasmus University, Rotterdam, The Netherlands, where he was a recipient of the prestigious Nuffic fellowship awarded by the Dutch Government. He is also a Gold Medalist from School of Planning and Architecture, New Delhi.

Aditya is working with the Urban Development team of Government of Delhi and facilitating the process of implementation of its various schemes and projects.

“CM Fellowship gives me an opportunity to work within the “system” and make a positive impact on lives of people of Delhi. It provides me with a unique opportunity to combine my technical and ground expertise in formulating new strategies and plans.”
Shikha Sharma is a Disaster Management Specialist, with a post graduation in Disaster Management and 7 Years of professional experience, including on-site work exposure and policy/project implementation and monitoring. She has a strong desire to excel in the humanitarian and disaster risk reduction sector. She has previously worked as the Head – Disaster Management Cell, Noida and Gautam Budh Nagar District, UP, and as District Project Officer (DPO) at the District Disaster Management Authority with the Delhi Government. The core areas of her work include planning, implementation, operation and monitoring & evaluation of all areas of work pertaining to disaster risk management plans and development activities.

“For me CMULF means an opportunity to work directly with the government and other stakeholders. I will be able to present my ideas and work effectively in the areas assigned to me.”
Anshu Yadav is an engineer by training and energy specialist by profession. He received the B.Tech and M.E. degree from National Institute of Technology, Srinagar, J&K and Birla Institute of Technology and Science, Pilani, Rajasthan respectively, in Chemical Engineering.

Anshu has working experience of more than 5 years in renewable energy sector. He has also worked in the Renewable Energy Technologies division at TERI. He has worked on renewable energy technology as well as policy and regulatory aspects under projects supported by Ministry of New and Renewable Energy, Department of Science and Technology, International Finance Corporation, International Solar Alliance, British High Commission, and Surat Municipal Corporation, among others.

“CMULF will enable me to apply my knowledge to mitigate climate change impacts at large scale through intervention of renewable and clean energy solutions. This fellowship is an opportunity for me to be an agent of change.”
Prior to joining the CMULF programme, Aparna worked at India School Leadership Institute, an education non-profit that works to build leadership capacity of principals from low-income schools. As City Head of Mumbai, she led the city strategy, management and execution for over 110 schools. She has also worked with Pratham as a Regional Coordinator (Placements) and was also part of the first cohort of the 2-year Teach for India fellowship program where she taught grades 2 and 3 in a municipal school in Mumbai. Aparna has completed an M.S. in Non-profit Leadership from the University of Pennsylvania and also holds an M.A. degree in Political Science from the University of Mumbai and B.A. in Political Science from St. Xavier's College, Mumbai.

“CMULF is a rare and exciting opportunity to truly experience and contribute meaningfully to bring about a positive change to better the daily lives of people through the dynamic system of governance.”
PROFILE

With an experience of a decade ranging from healthcare services (especially mental health) to public health and policy planning and implementation, Tarun has enriched himself in the areas of qualitative and quantitative research, policy making, monitoring & evaluation, project implementation and CSR trends among the companies and social audit. His rich past experience coupled with his fine leadership skills empowered him with the ability to network and establish liaison with variety of stakeholders, both at the grassroots as well as the higher influential levels. Significant experience and hands-on training through vigilant participation in numerous projects has augmented Tarun’s knowledge and accentuated his leadership skills.

“CMULF is an opportunity to explore, learn and gain deep insight into the policy planning and implementation by the government. I take it as an excellent prospect for me to grow and imbibe in me a sense of community outreach through appropriate government channels and to be able to whet my skills in policy preparation, forecasting and ground level execution.”
PROFILE

Shahana Munazir, after graduating in History Honours from St. Stephens College, University of Delhi went on to do a Masters and an MPhil in Social Anthropology from the University of Oxford. Previously, she has worked as a Legislative Assistant to a Member of Parliament and later as a full-time Research Associate with the Research Department of the Indian National Congress Party. She intends to work within the governance structure and focus on implementation of policies.

“CMULF is a catalyst that would help me generate an impact in a small yet effective way. I look forward to inculcating the required leadership qualities in myself by being within the system. CMULF above all is a great learning platform - something that I am confident will last beyond the period of this Fellowship.”
Nitya Ramachandran, a microbiologist is pursuing her PhD from Defense Food Research Laboratory, DRDO Mysore. Being a Senior Research Fellow at DRDO for Bio mitigation project, she is specialized in developing molecular based diagnostic systems for detection of multiple Gastero-enteritis causing micro-organisms. Nitya has developed a vaccine model for protective efficacy against Campylobacter jejuni. She is a mutual blend of creative thinking and logical reasoning, which makes her to execute out of the box ideas. Nitya is also a social thinker having high commitment towards public service pertaining to issues of social welfare.

“The CMULF program is a path to explorer myself in a way I have never experienced. I opted to become a microbiologist in order to serve people in health sector. I realized that to serve this purpose the best way is to get in to the field. This program enables me to understand the ground reality and have the opportunity to change the lives of many.”
PROFILE
Having keen interest in law, foreign policy and diplomacy, Ridhima has formerly served as a scholar delegate and speaker at Harvard University. She has worked with the Policy Planning and Research Division, Ministry of External Affairs and has a policy paper on China’s Soft Power in Muslim Nations in the light of the ethnic crisis in Xinjiang Province to her credit. She also wrote for The Qrius as a Featured Columnist.
She was invited as a diplomacy and Governance delegate for the Harvard University Project for Asian and International Relations in Hong Kong. She has worked on prison reforms in India and as a legal intern in the National Commission of Women. She also served as a community service volunteer in Tamana Special School to augment learning abilities in autistic children.

“CMULF is the platform to actualize my potential for greater public good and initiate time bound, scalable and sustainable change, change that is tangible, inclusive, speaks for self reliance and empowers every citizen. I see CMULF as an opportunity to understand current governance structures and contributing to a change in my own self to further drive change in my nation.”
PROFILE

Supreet Kaur, a biotechnology engineer is intended to work towards mitigating the risk of human extinction by propagating sustainable development. Prior to joining CMULF-2018, she was pursuing her Ph.D. from IIT-Delhi on microbial delignification. Also, she has acquired the knowledge and skills of developing scientific reports, papers, and articles, project development, and conducting events, conferences, and workshops during her Ph.D. As a volunteer with Sustainable Rural India Foundation, she had worked towards spreading awareness related to sanitation issues in public toilets and personal hygiene.

“CMULF has given an opportunity to work on public grievances. This fellowship has allowed me to understand the problems and work on a solution for the challenges faced by public. Also, working close with the Government of Delhi has also allowed me to understand various aspects of working of government.”
PROFILE
Harshil Sharma holds Junior Research Fellowship of University Grant Commission and pursuing doctoral research from Jawaharlal Nehru University. Graduated from Delhi University in Business Economics from SGGSCC, Delhi University, Harshil completed Masters in Economics from Ambedkar University, Delhi. He then worked with an NGO Pragya on education implementation project across Himalyan Belt and also worked as Research Associate with Norwegian Institute of International Affairs. He completed Masters in Philosophy of Economics from University of Hyderabad and was the topper of the University with the dissertation on ‘Dynamics of Skill Premium’. His research areas include: Labour Economics, Development Economics, Skill Development and Political Economy.

“CMULF is a platform to act as an agent of change in the society. Giving adequate power and jurisdiction to communicate with higher authorities, CMUL Fellowship acts as a linking bridge between good government and good governance.”
Fizza Saghir is a social worker, an independent researcher and a language enthusiast. From training and capacity building of adolescents in slums of Nizamuddin Basti at Hope Project to advocacy for rights of domestic workers at Society for Participatory Research in Asia (PRIA) and from working on sexual & gender-based violence at Medecins Sans Frontieres (MSF), food security at National Human Rights Commission (NHRC) to imparting life-skill education to children at Modicare Foundation, she has been working with a variety of vulnerable and marginalized groups at the grass root level.

Besides, she did a research on psycho-social status of women Rohingya refugees settled in New Delhi and presented her research paper at Fachhochschule University, Erfurt, Germany, for which she received critical acclaims. Currently, she is also doing an independent research on Status of Adolescent Afghan Refugees Settled in Delhi, which focuses on their education and health status, awareness level and future aspirations.

"CMULF is a rare window of opportunity to make a difference in the society by contributing my bit to a concrete vision and commitment to public service of a government which believes in sincere action and not merely promises, avowed publicly."
Belonging to the family of freedom fighters, Mukul strongly believes that India has achieved its freedom after a lot of sacrifices and efforts and it is our responsibility to transform India and we have to do it now. Being open to new learning and lead with a purpose, she is confident of contributing to social change. Her academic exposure and dissertation writing has gifted her ability to view things from different perspectives and think analytically. Her problem solving, organized and planned way of working, interpersonal and communication skills are few other strengths with which she tries to add value to the purpose of the work. Also, having trained in Kathak, a form of classical dance for 12 years, she realizes the importance of discipline, commitment and newness to be a successful professional.

“Only the realistic, inclusive and measurable public policies will help urbanization benefits to reach all layers of the economic pyramid. The Fellowship shall help me understand the blocks and gaps between theory and practice of public policy and administration. It shall shape my future plans to pursue social work in Delhi, Varanasi and in a village near Gorakhpur.”
PROFILE

After completing her B-Arch from NIT Trichy (2015), Malavika has been working as a Consulting Architect with Habitat Exteriors and Interiors, in her hometown, Palakkad, Kerala. She went on to pursue her Masters in City Planning from IIT Kharagpur (2017), and during her course of study, has been exposed to various development and planning projects, having interned with DMRC on the Kochi Metro project, and Office of the Chief Town Planner, Govt. of Kerala. Post masters, Malavika had a year-long stint as Assistant Professor at her Alma mater, NIT Trichy. Following this, she joined IPE Global Limited, as Project Associate on the Thiruvananthapuram smart city project, where, as an Architect-Urban planner, she had a crucial role to play in various architectural, urban design and infrastructural projects since its concept formulation. Out of her workplace, she identifies herself as a dancer, crooner, gagster and an obsessive chaillover.

“CMULF gives the small town girl in me, the assurance that every citizen counts, that no great idea goes unnoticed, and that “change is possible”. Being in the system, has opened me to the Why’s and How’s of the spaces I aspire to create, inevitably giving me a platform to be the change I wish to see.”
## PROJECT DETAILS OF CMULF (2018 BATCH)

### Fellows

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<td>Urvashi Bali</td>
<td>Education</td>
<td>MIS and Tracking System for Infrastructure strengthening</td>
</tr>
<tr>
<td>Kanupriya Sharma</td>
<td>Delhi Commission for Woman</td>
<td>Monitoring of DCW Projects</td>
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<tr>
<td>Nikita Sehgal</td>
<td>Dialogue and Development Commission of Delhi</td>
<td>Policy Analysis Unit</td>
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<tr>
<td>Albert Abraham</td>
<td>Directorate of Information and Publicity</td>
<td>Effective Dissemination of Government Schemes and Their Benefits</td>
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<tr>
<td>Pratibha Dixit</td>
<td>Woman and Child Development</td>
<td>Anganwadi Reforms</td>
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<tr>
<td>Jaskiran Kaur Bedi</td>
<td>Health and Family Welfare</td>
<td>Hospital Management Information System and PPP in Hospitals</td>
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<tr>
<td>Aditya Ajith</td>
<td>Urban Development</td>
<td>Housing for the Urban Poor in Delhi</td>
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### PROJECT DETAILS OF CMULF (2018 BATCH)

#### FELLOWS

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Project Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shikha Sharma</td>
<td>Environment</td>
<td>Monitoring Projects to Curb Air Pollution and Installation of STPs and</td>
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<td></td>
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<td>Maintenance of Parks and Gardens in Delhi</td>
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<tr>
<td>Aparna Achuthan</td>
<td>Education</td>
<td>Functional Alumni Association in Every School of Delhi Government</td>
</tr>
<tr>
<td>Tarun Monga</td>
<td>Health and Family</td>
<td>PGMS for Secondary and Tertiary Care Hospitals (1031 Helpline)</td>
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<td>Welfare</td>
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<tr>
<td>Anshu Yadav</td>
<td>Power</td>
<td>Delhi Solar Policy</td>
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#### ASSOCIATE FELLOWS

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Project Title</th>
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<tbody>
<tr>
<td>Shahana Munazir</td>
<td>Social Welfare</td>
<td>Looking at Quality Challenges of the Jai Bhim Mukhyamantri Pratibha Vikas</td>
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<td>Yojana and Implementation of Pension Schemes</td>
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<tr>
<td>Nitya Ramachandran</td>
<td>Administrative Reforms</td>
<td>Doorstep Delivery of Public Services</td>
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<tr>
<td>Ridhima Aneja</td>
<td>Law</td>
<td>Legal Analysis and Policy Drafting</td>
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<tr>
<td>Supreet Kaur</td>
<td>Administrative Reforms</td>
<td>Analysis and Initiation of improvisation/ Overhauling of Processes of</td>
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<td>Different Departments with Special Emphasis on Major Aspects/ Issues of</td>
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<td>Governance Identified through PGMS/Janta Samvad.</td>
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<tr>
<td>Harshil Sharma</td>
<td>Labour and Employment</td>
<td>Improving the Welfare of the Construction Workers</td>
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<td>Fizza Saghir</td>
<td>Education</td>
<td>School Development Index- Comprehensive Evaluation of Schools</td>
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<tr>
<td>Mukul Priyadarshini</td>
<td>Education</td>
<td>Skill Development and Employment Initiatives to Cover All Interested Youth</td>
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<td>in 14-29 Years Age Group</td>
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<tr>
<td>Malavika A. R.</td>
<td>Transport</td>
<td>Installation of New Bus Queue Shelters and Ensuring Commuter Safety during</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bus Stoppage</td>
</tr>
</tbody>
</table>
CMUL Fellows with the Mr. Manish Sisodia - Honorable Deputy Chief Minister, Mr. Kailash Gahlot - Minister of Law and Transport, and Mr. Jasmine Shah - Vice Chairman DDCD, Govt. of NCT of Delhi.

CMUL Fellows with Mr. Satyendar Jain, the Minister of Home, Health and PWD, Govt. NCT of Delhi.