



Centre for  
CIVIL  
SOCIETY

SOCIAL CHANGE THROUGH PUBLIC POLICY

Annual  
Report

2022-2023





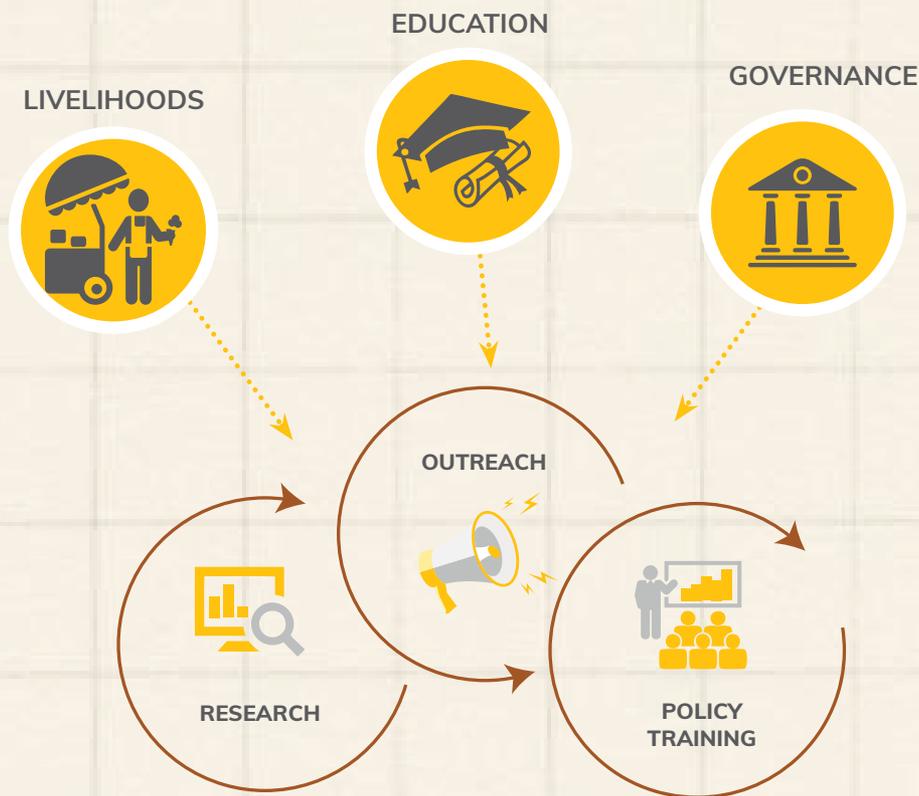
## Vision

CCS envisions a world where each individual leads a life of choice in personal, economic and political spheres and every institution is accountable.

## Mission

Centre for Civil Society advances social change through public policy. Our work in education, livelihood, and policy training promotes choice and accountability across private and public sectors. To translate policy into practice, we engage with policy and opinion leaders through research, pilot projects and outreach.

# Work



Promote **SCHOOL CHOICE** to guarantee that every child in India has access to the quality education of their choice.



Champion for enhanced **LIVELIHOOD FREEDOM** for the underprivileged by removing market entry and exit barriers.



Engage students and professionals to **CULTIVATE LEADERS WITH NEW IDEAS** through public policy training.



Ensure laws reflect the will of the people to **SAFEGUARD INDIVIDUAL RIGHTS**, improve incentives for stakeholders, and optimize resource allocation.



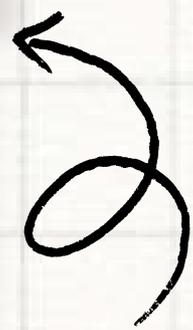
Guiding human action towards **POSITIVE ENVIRONMENTAL OUTCOMES** through communities, markets, and incentives.



Promoting policy solutions that **NURTURE SCIENTIFIC INQUIRY** and facilitate the establishment of hubs for the generation and dissemination of scientific knowledge.

## Support CCS in Its Work

Your financial support helps us advance our mission of social change through public policy. By giving to CCS today, you are ensuring that each individual in India leads a life of choice in personal, economic, and political spheres and every institution is accountable. All donations to CCS are tax exempt under Section 80G of the Income Tax Act, India. Please donate [here](#).



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# Chairperson's Message

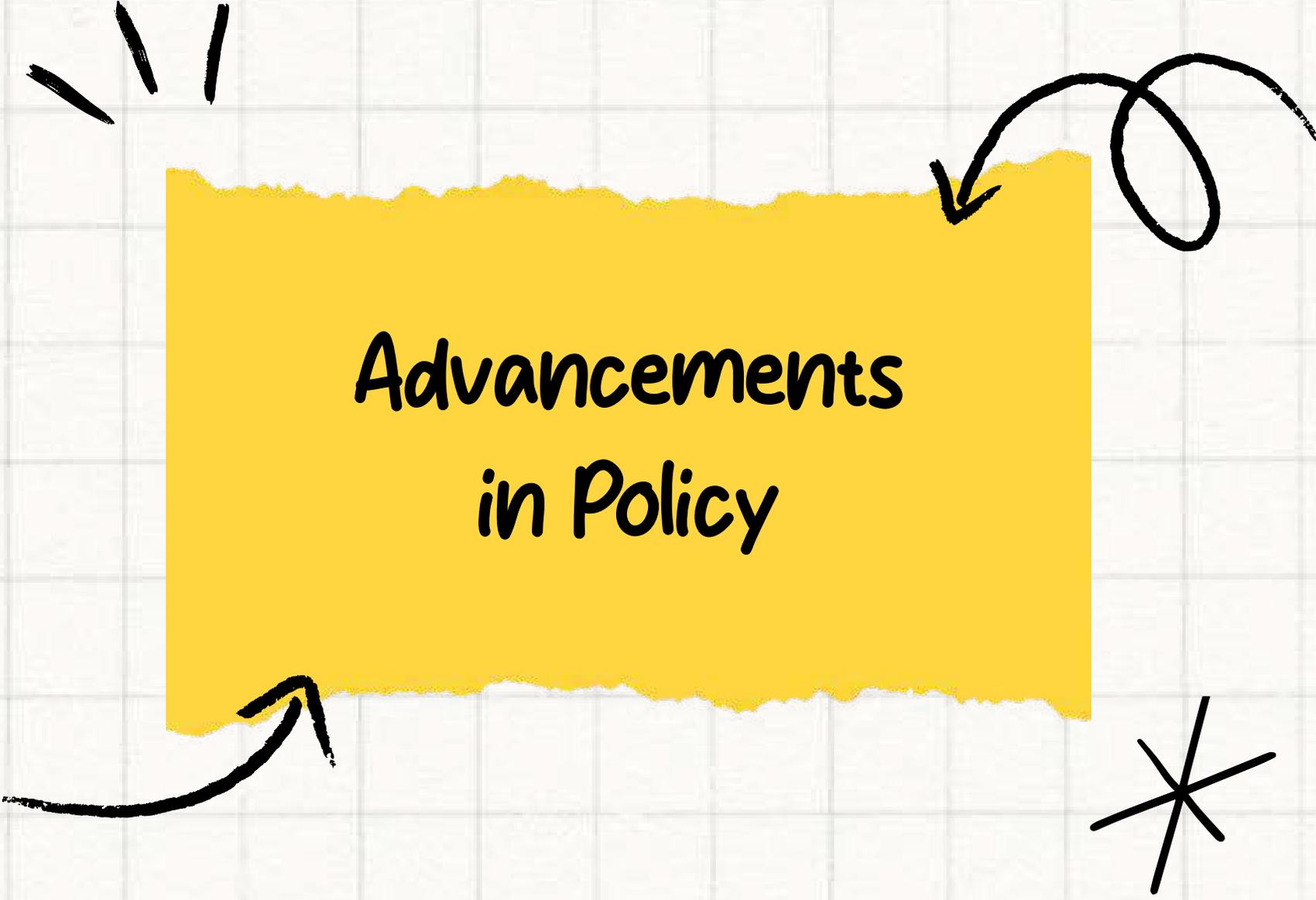
We recently celebrated the 25th anniversary of the Centre for Civil Society. 25 years of opening the minds of young Indians, exposing us to new ideas, and challenging us to think differently.

Let's go back to 1997 when Parth Shah returned to India with the idea of encouraging people to look beyond the obvious. He set up CCS to talk about the power of free markets. This was when India was breaking free from the shackles of socialism and most Indians were suspicious of capitalism. In these initial years, he was a lone voice talking about choice and competition, and gradually the tribe grew. Over the years, CCS has engaged with young minds challenging them continuously. Thanks to the support of so many of you we grew from a small team to be globally ranked as an influential think tank in India. What does all this mean for us today? India is now the fastest growing large economy in the world and the private sector is playing a larger role in the economy. India has become a leader in many areas including decarbonisation, digitalisation, and frugal manufacturing. Democracy and demographics remain two strong pillars for our country today. There are challenges also and there are still a lot of people who yearn for the pre-reform years where the Government played a larger role in our life. So, CCS, despite all the progress over the last 25 years, still

has a significant role to play in terms of encouraging people to look beyond the obvious.

We are excited to have Dr. Amit Chandra back as our CEO. I have known him for many years and have seen him grow in various roles within CCS and outside. Amit has deep experience in school education, urban livelihoods, and governance and is a passionate champion of liberal values. We bid farewell to Lakshmi Goyal who decided to move on and we are grateful to her for leading CCS for two years as we transitioned from being a founder-run think tank. In 2024, we will be hosting our largest ever event – the General Meeting of the Mont Pelerin Society. MPS 2024 will bring some of the brightest liberal minds to India. The theme is “Freedom & Prosperity for the Next 6 Billion” and participants will address both contemporary and longstanding challenges to freedom and prosperity on a global scale. Thank you for your continued support in championing the work that we love to do at CCS – social change through public policy.

**Luis Miranda**  
Chairperson,  
Centre for Civil Society

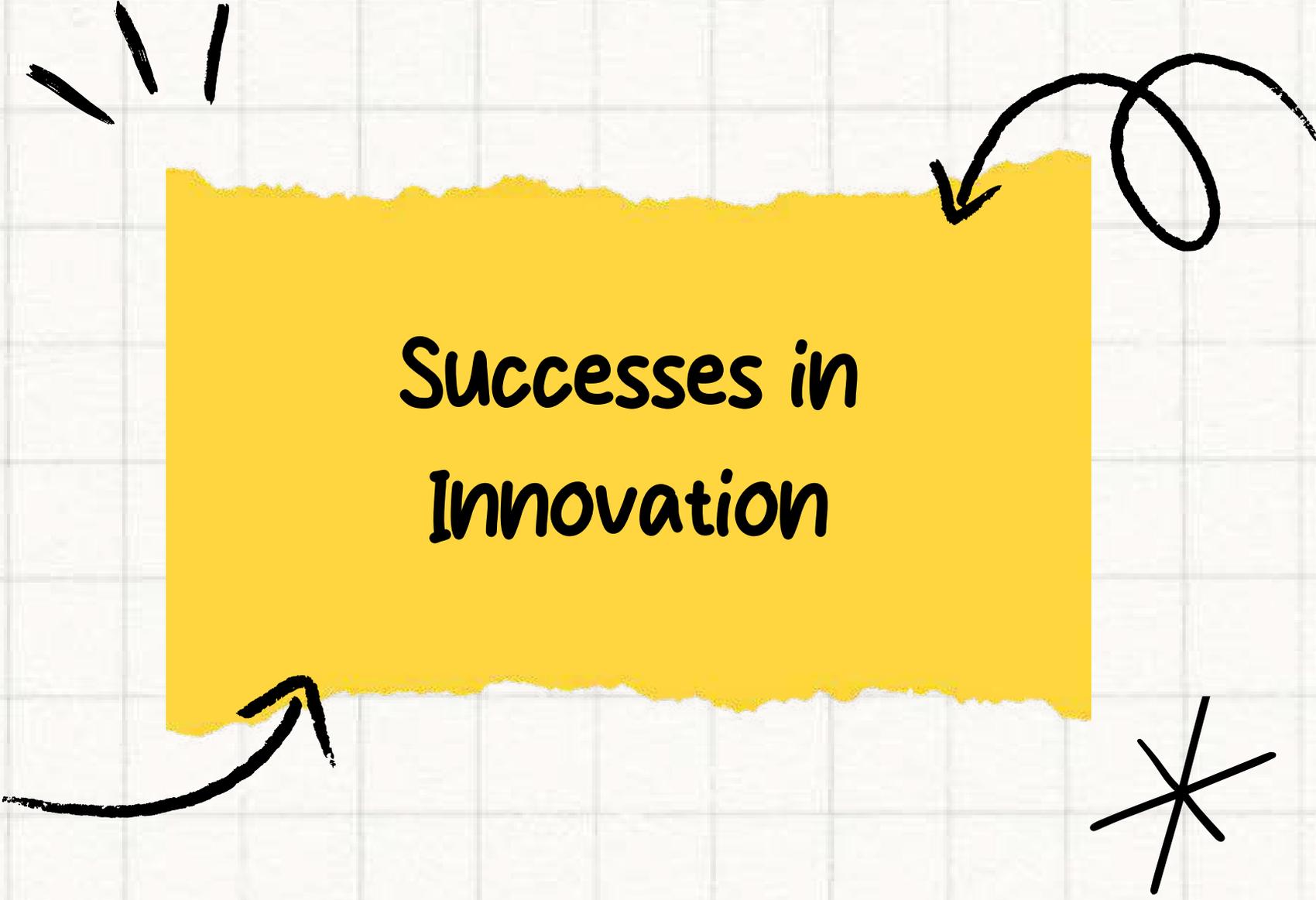


**Advancements  
in Policy**

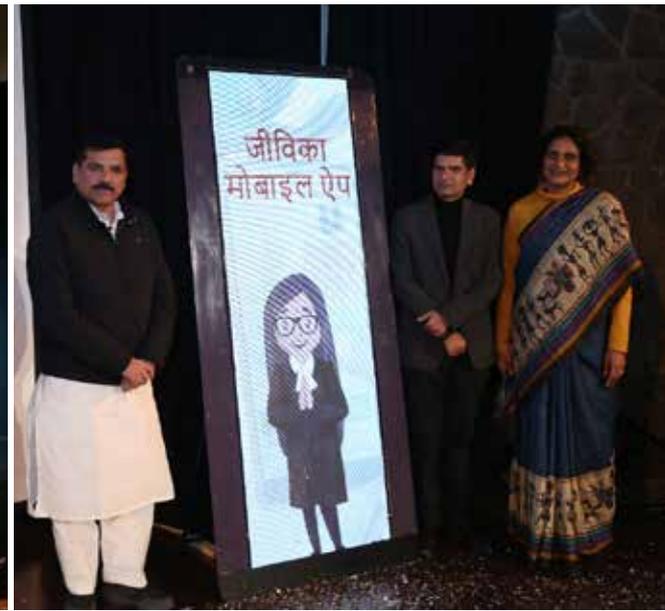


## **Land Leasing Reforms through Maharashtra Agricultural Land Leasing Act**

Maharashtra enacted the Maharashtra Agricultural Land Leasing Act on 27 June 2023. This law adopts many leasing reforms that CCS has advocated for the past two years. The law expanded freedom to contract, and ease of access to insurance and credit markets for tenant farmers. The previous law restricted the length of contract and placed rent ceilings. Long term leases could have meant loss of land for land owners. The current law allows tenants and landlords to reach mutual agreements on length, price and conditions of contract.



**Successes in  
Innovation**



## Jeevika Mobile App for Street Vendors

We successfully launched the first mobile app for street vendors- Jeevika Mobile Application in the presence of Shri Sanjay Singh, Hon'ble Member of Parliament, on 21st January in IHC, New Delhi. Over 150 street vendors and their leaders, National Hawker Federation, attended the event, among other dignitaries. The app is live on the Google Play store.

We have successfully conducted 90+ legal aid camps across 120+ markets across 27 zones except NDMC, onboarding over 3800 street vendors and over 75 market pradhans and counting on the [Jeevika app](#).

The Jeevika app has recorded the impact stories of Street Vendors Sanjay Mishra, Anil Bhagat, and Kiran. Sanjay sought legal aid support from Jeevika App and challenged his hefty fine—reducing it from Rs. 4,000 to a mere Rs. 200. Meanwhile, Anil relied on the app to connect with the Jeevika Team, who provided invaluable support in his battle against unjust eviction. Kiran has now become the ambassador of street vendor rights in her markets and believes in empowering and sensitising her peers on the Act using the Jeevika App. These triumphant street vendors have reclaimed their livelihood and set a precedent for improved regulations and fair treatment.

Download the App





## Model Public Service Delivery Act 2023

The Model Public Service Delivery Act 2023 (version 2.0), which aims to provide a framework for public service guarantee and delivery laws, was launched on 29 April 2023 in collaboration with CTAG in NLU Delhi. The event was a three-session panel discussion [photo]with retired—bureaucrats and officials working in public service delivery. Mrs. Fauzia Khan, a member of Parliament, wrote a foreword for our Model Public Service Delivery Act 2023 (Version 2.0).

The Model Public Service Delivery Act has been meticulously crafted to ensure access to speedy, simple, clear, transparent, efficient, accountable, fair, equitable, and time-bound delivery of public services. It aims to create an ideal framework for both businesses and citizens to avail themselves of services from the state. We collaborated with a Youtube Influencer (Finology Legal) to cover the Model Public Service Delivery Act,

and the video has received over 120k views and 7.1k likes on Youtube, providing a platform for citizens to share their thoughts on the recommendations.

The Model Service Guarantee Act 2022 (the first version of the act) was launched on 4 August 2022 in the presence of Mr. Gurcharan Das and Mr. Swaminathan Aiyar in India Habitat Centre as a part of 'Livelihoods and Schools in India@100', an event organised in collaboration with The/Nudge Institute. To create awareness of the Model Act among industry leaders through creative media, an exclusive screening of 'Red-Taped' was also conducted. The documentary aims to capture the stories on the larger issue of service delivery, lack of transparency and accountability in the administration, and the overall implication of it on the entrepreneurs



## Stakeholder Consultations in Urban Poverty and Livelihoods

### STREET VENDORS

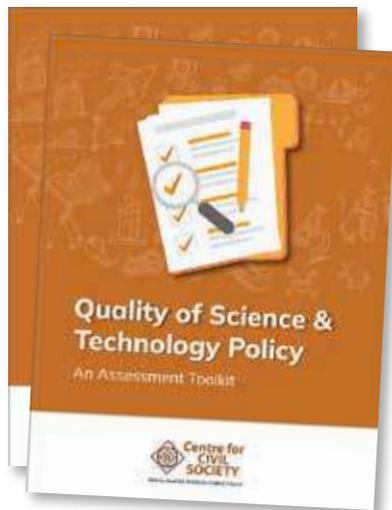
CCS was invited by the Ministry of Housing and Urban Affairs, Government of India, to present at the National Workshop on Innovative Approaches in Urban Poverty Alleviation in Cochin, Kerala, on 23 June 2023-24 June 2023. We presented our study on the harassment of street vendors and the Jeevika Mobile application-its needs and functionalities.

### EASE OF DOING BUSINESS

CCS attended a consultation with DPIIT and recommended 37 laws to be repealed to improve ease of doing business and ease of living on 30 November 2022 to the Joint Secretaries of multiple ministries.

### STREET BUSKERS

As a part of our new initiative, CCS was able to bring together and conduct a consultation with probable stakeholders who work for the cause of busking on 21 June 2023 and invited 20 stakeholders, essentially academics, buskers, journalists, founders to draft key recommendations for the policymakers and understand the issue better.



## Quality of Science & Technology Policy Toolkit Presented at IISc, Bangalore

Policies impact the socio-economic development of a country, determine the aspirations for its global competitiveness, and affect the social and economic future of members and entities of the society. Evaluation and impact assessment plays a crucial role in bringing efficiency, assessing the relevance and maximising the effectiveness of public policies in a country. This [toolkit](#) takes into account several metrics that help identify characteristics of a sound S&T policy. Metrics like Collaboration, Resources & Research, Entrepreneurship & Innovation, and Environment & Sustainability establish



the outcomes and effectiveness of this policy, whereas metrics like Transparency, Accountability & Administration help in assessing the clarity and impact of the policy.

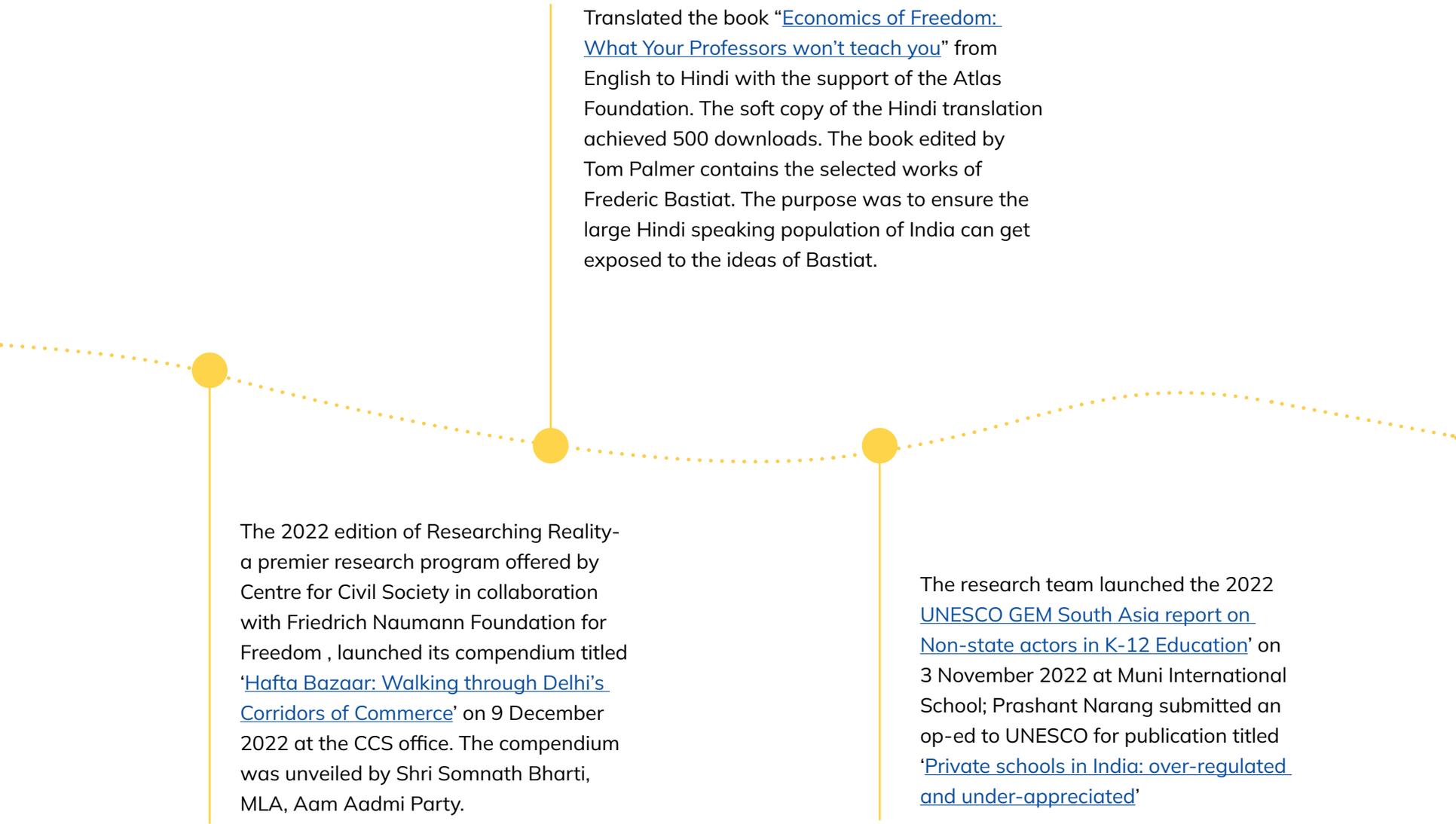
On behalf of CCS, Bhavya Mehta presented the toolkit at IISc Bengaluru's DST-Centre for Policy Research. In a virtual presentation she discussed the key features of the toolkit and how it may be utilised to assess global science & technology policies. The event was attended by policy professionals and faculty members from the institute. The Q&A was moderated by Prof. Abinandanan, coordinator of the DST-Centre for Policy Research and a professor in the Department of Materials Engineering at IISc.

# CCS Publications: Empowering Governance, Education, and Beyond

Our paper "[Lessons for India's Law Commission: A Study of International Best Practices](#)" was published in the National Law School of India Review, a journal by National Law School Bengaluru. This paper inquires into the functioning of Law Commissions from four countries. Through a comparative analysis of the performance of these Law Commissions, using various good governance metrics, it presents lessons to improve the functioning of the Law Commission of India.

Our "Street Smarts! Hawkers and Property rights in Delhi" paper was accepted for publication in the [Markets and Society Journal](#). The paper, scheduled to release in January 2024, explores why vendors value exclusive right over a spot and devise various informal mechanisms to secure it. We find that vendors rely on informal arrangements because they reduce transaction costs, improve tradability of spots, increase predictability, and are better enforced.

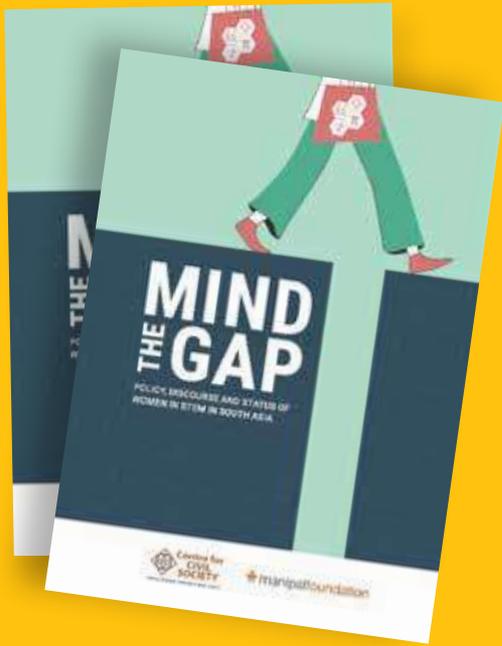
Our paper, "Assessing State School Education Laws on Administrative Safeguards" was published in [Comparative Constitutional Law and Administrative Law Journal](#), run by National Law University Jodhpur. This paper reviews the quality of all laws governing K-12 education across sixteen states using principles of administrative law. We find that most state laws fare poorly on these principles.



Translated the book "[Economics of Freedom: What Your Professors won't teach you](#)" from English to Hindi with the support of the Atlas Foundation. The soft copy of the Hindi translation achieved 500 downloads. The book edited by Tom Palmer contains the selected works of Frederic Bastiat. The purpose was to ensure the large Hindi speaking population of India can get exposed to the ideas of Bastiat.

The 2022 edition of Researching Reality- a premier research program offered by Centre for Civil Society in collaboration with Friedrich Naumann Foundation for Freedom , launched its compendium titled '[Hafta Bazaar: Walking through Delhi's Corridors of Commerce](#)' on 9 December 2022 at the CCS office. The compendium was unveiled by Shri Somnath Bharti, MLA, Aam Aadmi Party.

The research team launched the 2022 [UNESCO GEM South Asia report on Non-state actors in K-12 Education](#)' on 3 November 2022 at Muni International School; Prashant Narang submitted an op-ed to UNESCO for publication titled '[Private schools in India: over-regulated and under-appreciated](#)'



## Mind the Gap: Policy, Discourse and Status of Women in STEM in South Asia

South Asia as a region performs the most poorly on the gender gap when compared with other regions around the world—having closed only 62.4% of its gender gap in 2022. A leaky pipeline phenomenon is visible in most parts of the region, as women start dropping out (leak out) of the potential STEM workforce. Among the women who join STEM education and careers, many prefer certain disciplines over others, depicting the gendered societal notions of STEM fields. In this context, this [report](#) aimed to assess the status of women in STEM in the South Asian region. For the same, statistics were utilised, qualitative insights were gathered from stakeholder interviews, an analysis was conducted on how women are represented in S&T policies, policy tools used to advance women in STEM were mapped and remarks were collated on the gender responsiveness of budgets in South Asian countries.

Insights from our work on Women in STEM were shared as recommendations for a whitepaper prepared by the Gender Equality and Disability (GED) Working Group for Civil 20, an official Engagement Group of India's G20 Presidency.



## Innovating Towards Growth: A Region-focused Study of India's Innovation System

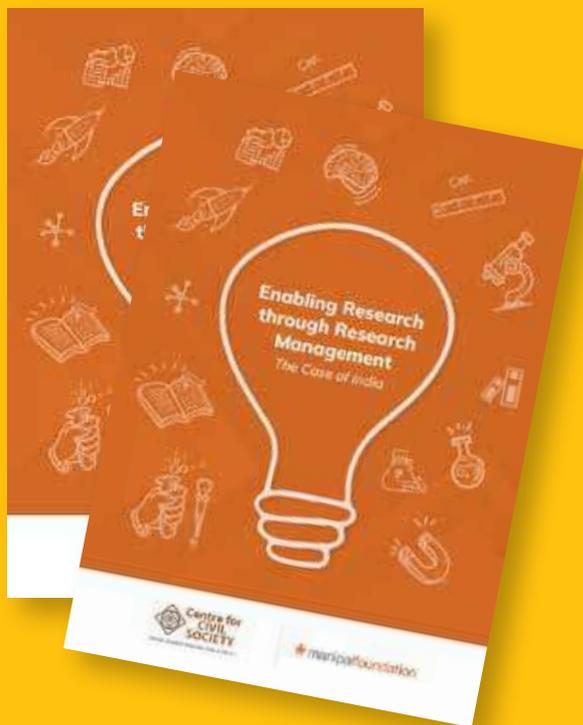
Contemplating the process of innovation as part of a system, wherein interplay between different actors (government, academia and industry) guides the course of innovation as well as the long-term growth of a country, and may encourage policymakers to identify and address systemic failures to synergise the efforts of these actors. The discourse on innovation systems suggests that to build national innovation capabilities, the focus should be shifted to nurturing and developing regional innovation systems in a country. In light of the same, this [report](#) aimed to examine India's leading regional innovation systems and provide recommendations to galvanise its socio-economic development and long-term growth.

Recommendations from this report were shared as comments for Maharashtra State Innovative Startup Policy 2023.



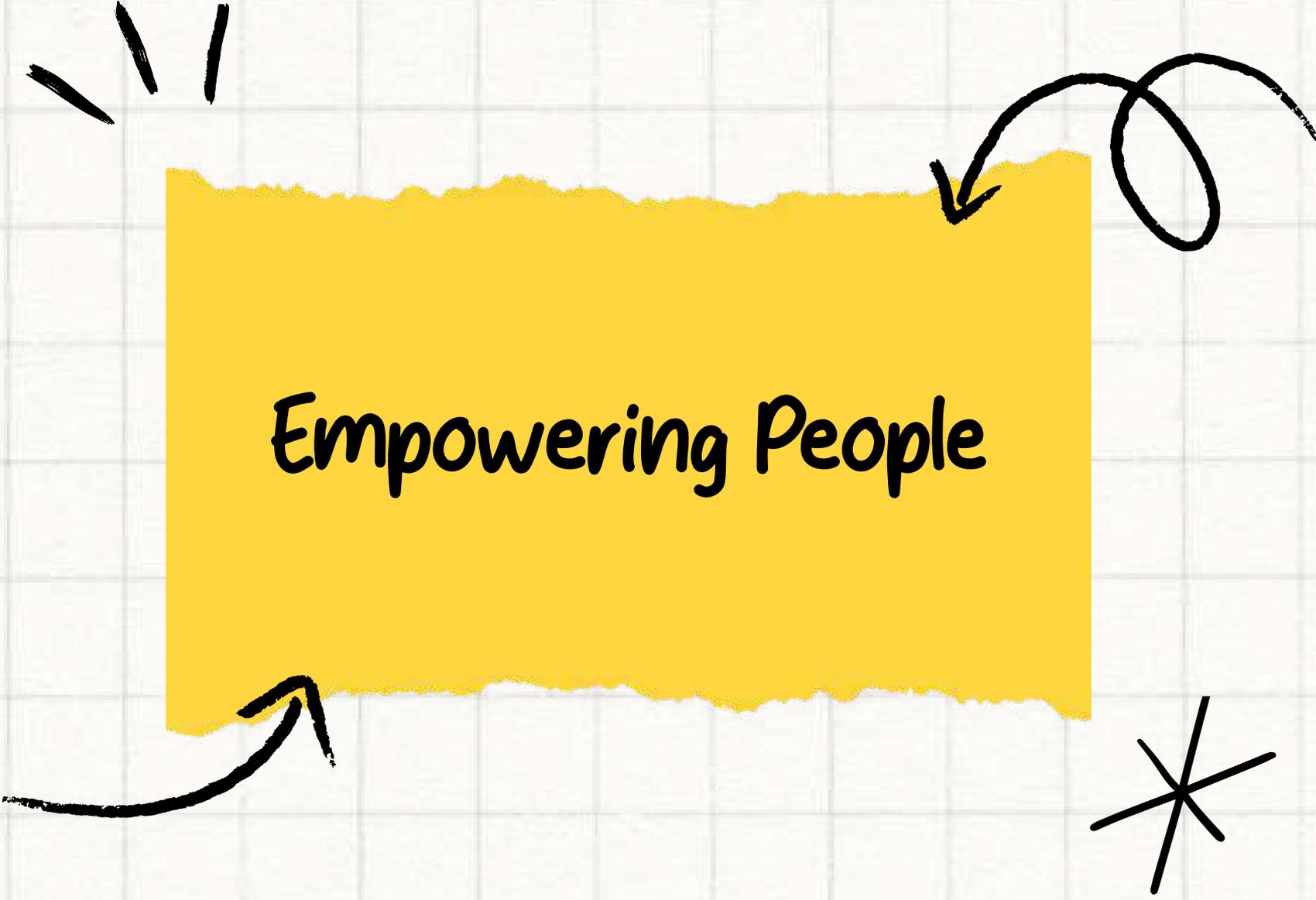
## Healthcare at Your Fingertips: Case of mHealth in India

A mobile phone's capacity to encapsulate the many wonders of technology has amazed humans time and again. Among the many things you can use your mobile phone for, accessing healthcare is one. At present, India does not fare well in terms of access to primary healthcare and has a skewed doctor to patient ratio (skewed in favour of urban over rural and in favour of paid private healthcare over subsidised/free public healthcare). This is exacerbated by heavy out-of-pocket expenditure on health an average Indian has to make every year. Mobile health or mHealth has emerged as a solution to reduce cost of healthcare, improve access and provide a bouquet of choices to consumers of healthcare. This [report](#) explores the evolution of mHealth services, analyses the relationship between technology and access to mHealth and discusses factors that affect the usability and acceptability of mHealth among users. India currently stands at a critical policy juncture, where the National Health Authority is actively working towards developing a network-based, interoperable healthcare ecosystem. The report also provides valuable and timely insights about India's rapidly evolving digital healthcare ecosystem.



## Enabling Research Through Research Management

The Science and Technology Policy 2020 of the Government of India refers to the “**ease of doing research**” as a key enabler of research for India and for reducing administrative burden on researchers. In-house Research management at Indian institutions is a crucial institutional service towards this purpose. The field includes all institutional activities aimed at facilitating research, without being part of the research process itself. This support is typically extended to researchers through the entire research lifecycle, in areas such as partnership building, pre-award services, post-award management and research output management. In this context, this [report](#) addresses some important questions related to research management support available at institutions for researchers in India.



Empowering People



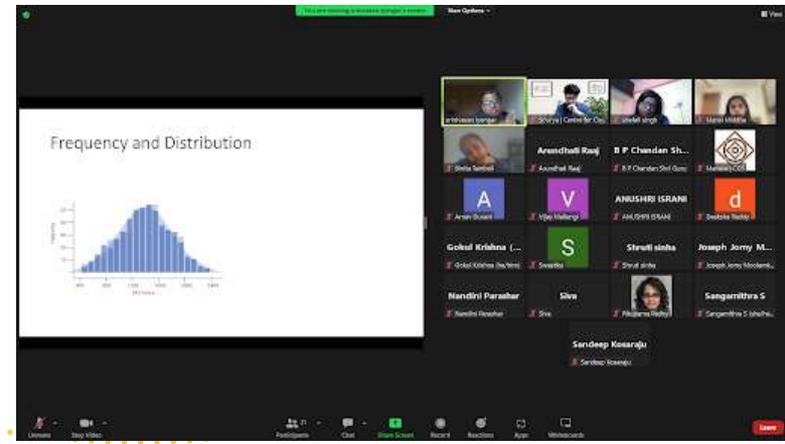
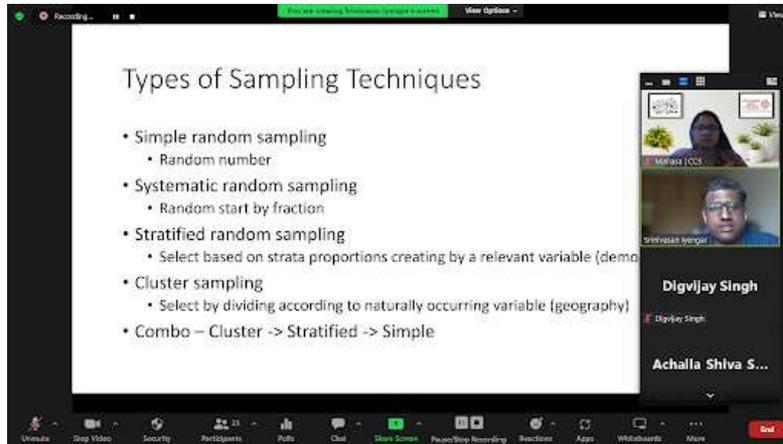
## Pivots in teaching-learning during COVID-19: Evidence from Jharkhand

As part of the Templeton World Charity Foundation project, we interviewed ~6000 parents across five rural districts in Jharkhand to examine their perception of education during COVID. The project documents the pivoted services offered by government schools, private schools, and other formal and informal service providers during the pandemic and understand how parents perceived these pivoted services. We launched a [data portal](#) to encapsulate all the data-heavy research work.



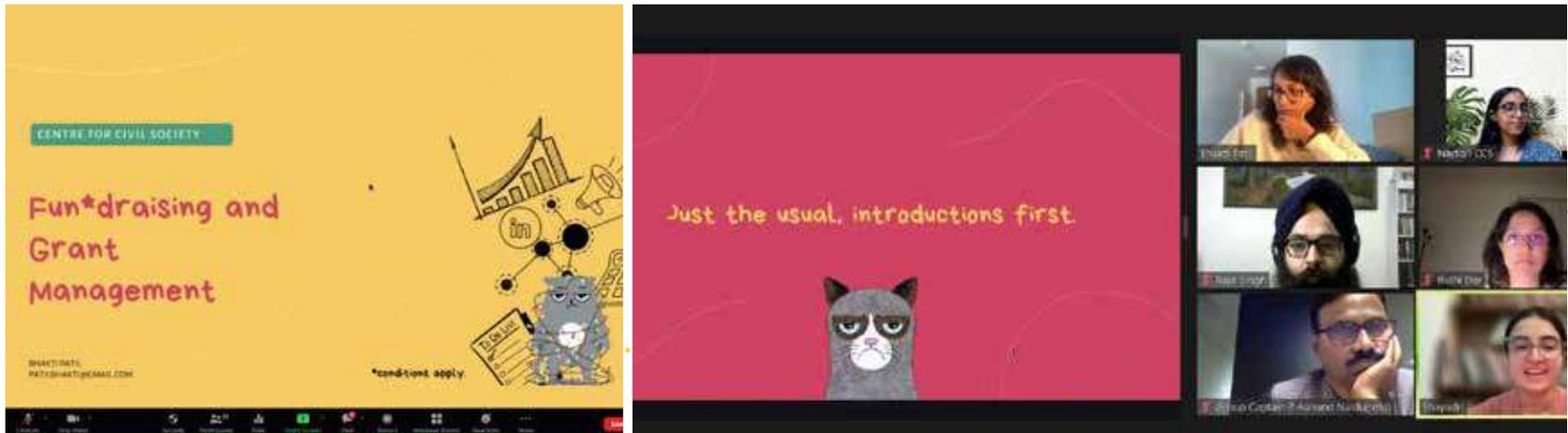
## iPolicy/ePolicy for Young Leaders

In 2022-23, CCS relaunched iPolicy at the CCS Delhi office after the pandemic. We also continued ePolicy, the online version of our flagship certificate course on Public Policy. We conducted 3 editions of iPolicy and 8 editions of ePolicy in total. The programs introduced 277 graduates to liberal ideas and perspectives on various socio-economic concerns through sessions on Public Choice, Rule of Law, Economy after Covid-19, Education, Behavioural Economics, Agriculture Policy, Terracotta Environmentalism, Principles of Sound Public Policy, Critical Writing, among others. Our faculty included Dr. Shagata Mukherjee (Lead, BIU, Niti Aayog), Mohit Satyanand (Chairman and Founder, Teamwork Arts), Yazad Jal (Former Director - Academy, Centre for Civil Society), Ashish Kulkarni (Assistant Professor at Gokhale Institute of Politics and Economics, Pune), among others. Every ePolicy was followed by participant feedback to measure the effectiveness of the individual sessions and the overall course. An average rating of 3.75/4 was given by the participants, and 16% of participants observed a shift in mindset (over 80% shift) on economic and personal freedom.



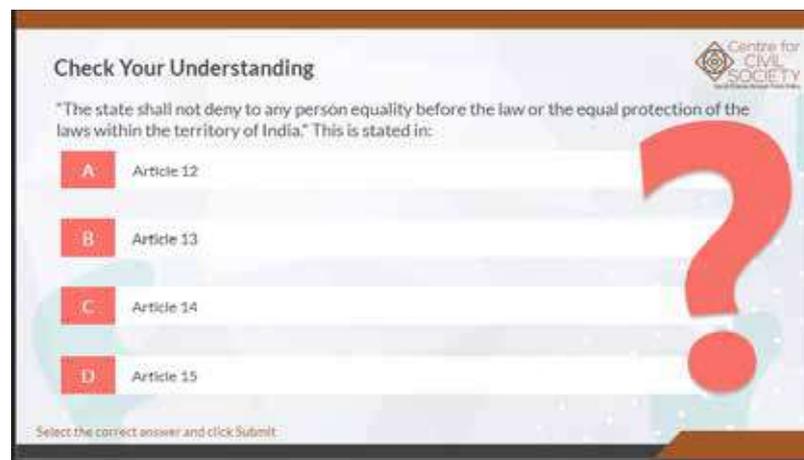
## Masterclass: Use of Statistics in Public Policy

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## Masterclass: Fundraising and Development

In 2022-23, CCS conducted two editions of online workshops on Fundraising and Grant Management. The workshop introduces participants to key aspects of fundraising like understanding the fundraising cycle, different approaches and methods for fundraising, and understanding the best practices for grants and contract management. The faculty for this workshop is Bhakti Patil, doctoral candidate at the School of Management, University of St Andrews, UK and has led fundraising efforts at CCS in the past. We received an overall rating of 3.35/4 with 21 participants in total.



## MOOC on Liberalism

In 2022-23, CCS continued its Massive Online Open Course on Liberalism in India. The course introduces participants to the political, social, and cultural history of liberalism in India. During the period of April 2022 to March 2023, a total of 90 learners enrolled in the self-paced course with an average rating of 4.6/5.



## Credit Course: Vedica and Ruia

In 2022-23, CCS continued its partnership with The Vedica Scholars Programme for Women to conduct an offline credit course on public policy. We also partnered with Ruia College in Mumbai to conduct a hybrid model credit course on public policy. The course with Vedica comprised 30 hours of sessions and the course with Ruia comprised 35 hours. The courses introduced the scholars to Public Choice Theory, Law and Public Policy, Principles of Policy Designs, Agriculture Policies in India, Austrian Economics and Public Policy among others. The credit courses also included assessment of the scholars. The course with Vedica received an average feedback score of 3.6/4 from 2 cohorts of participants comprising 105 scholars. The course with Ruia received an average feedback score of 3.6/4 comprising 14 scholars.



## B R Shenoy Memorial Lecture

In 2022, CCS organised the BR Shenoy Memorial Lecture 2022 in collaboration with the Economic Research Centre Trust. The Lecture was given by Dr Duvvuri Subbarao, ex-Governor, RBI on “[Macro-Economic Challenges on the Path to a \\$5 trillion economy](#)”. This lecture, attended live by 80+ participants, was a part of the annual BR Shenoy Memorial Lecture Series, which aims to memorialise Prof Shenoy’s ideas and policies.

Indian Liberals Lecture 2022

The scope for Political Liberalism in the 21st Century

by **Dr JP Narayan**  
(Ex IAS, Politician, & Activist)

**27<sup>th</sup> November 2022 (Sunday)**  
04:00 p.m. - 05:00 p.m. IST | Zoom

**REGISTER NOW!**  
REGISTRATION IS FREE

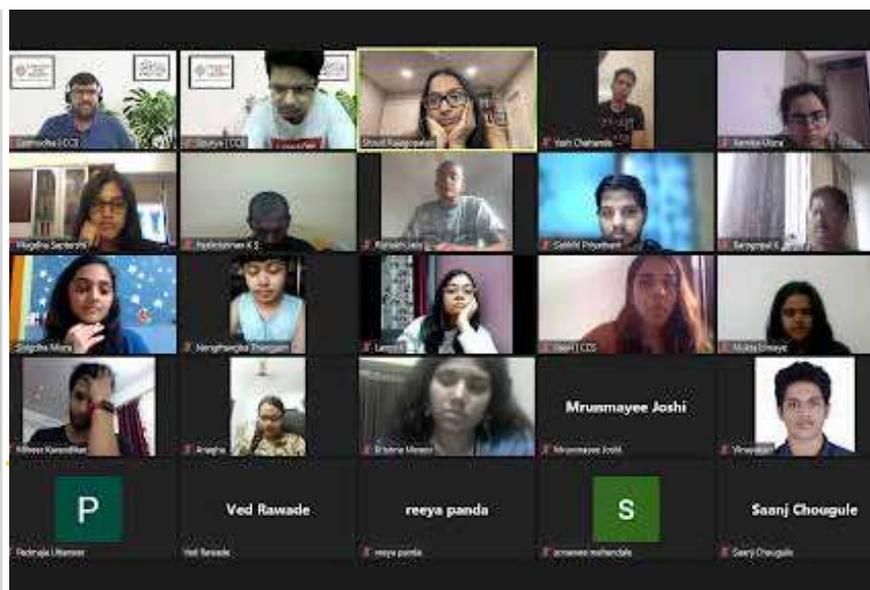
Centre for CIVIL SOCIETY  
FRIEDRICH NAUMANN FOUNDATION  
SWATANTRATA  
STUDENTS FOR LIBERTY  
A BETTER FUTURE

ONLINE EVENT



## Indian Liberals Lecture

The 2022 Indian Liberal Annual Lecture was delivered by Dr. Jayaprakash Narayan (Retd. IAS and political activist) on “[The scope for Political Liberalism in the 21st century.](#)” The Lecture was part of our efforts to increase interest in the necessity of liberal thought in maintaining India’s vibrant democratic ethos. The objective was to highlight the importance of liberal values such as freedom of expression, free enterprise, rule of law, constitutionalism, participatory democracy, religious freedom and all other human liberties. This Lecture had 67 participants join live and over 3000 views on YouTube. We also had over 200 people who RSVP’ed for the program.



## Austrian Economics Seminar

In July 2022, CCS conducted a hybrid model Austrian Economics Seminar in collaboration with Gokhale Institute of Politics and Economics, Pune. The Seminar introduced 23 learners to the topics like History of Austrian School of Economics and Praxeology, Austrian Perspectives on Law and Economics and How Markets Work and the Meaning of Competition. The faculty for this seminar included Kumar Anand (Economist), Dr. Parth J Shah (Founder and President of CCS and Director of ISPP) and Dr. Shruti Rajagopalan (Senior Research Fellow at the Mercatus Center at George Mason University). The course received an average feedback of 3.5/4.



## Policy Camp

In 2022, CCS in collaboration with Unherd conducted a Policy Camp from the 7th of September to the 5th of October, 2022. Unherd is a Bangalore based organization which helps school students understand more about choosing new and innovative career opportunities. This online workshop, which was open to scholars from 16-19 years of age, saw lectures on Politics of Public Policy, Economics of Public Policy, and Careers in Public Policy. 11 young scholars successfully graduated with outreach and policy analysis skills from this program.



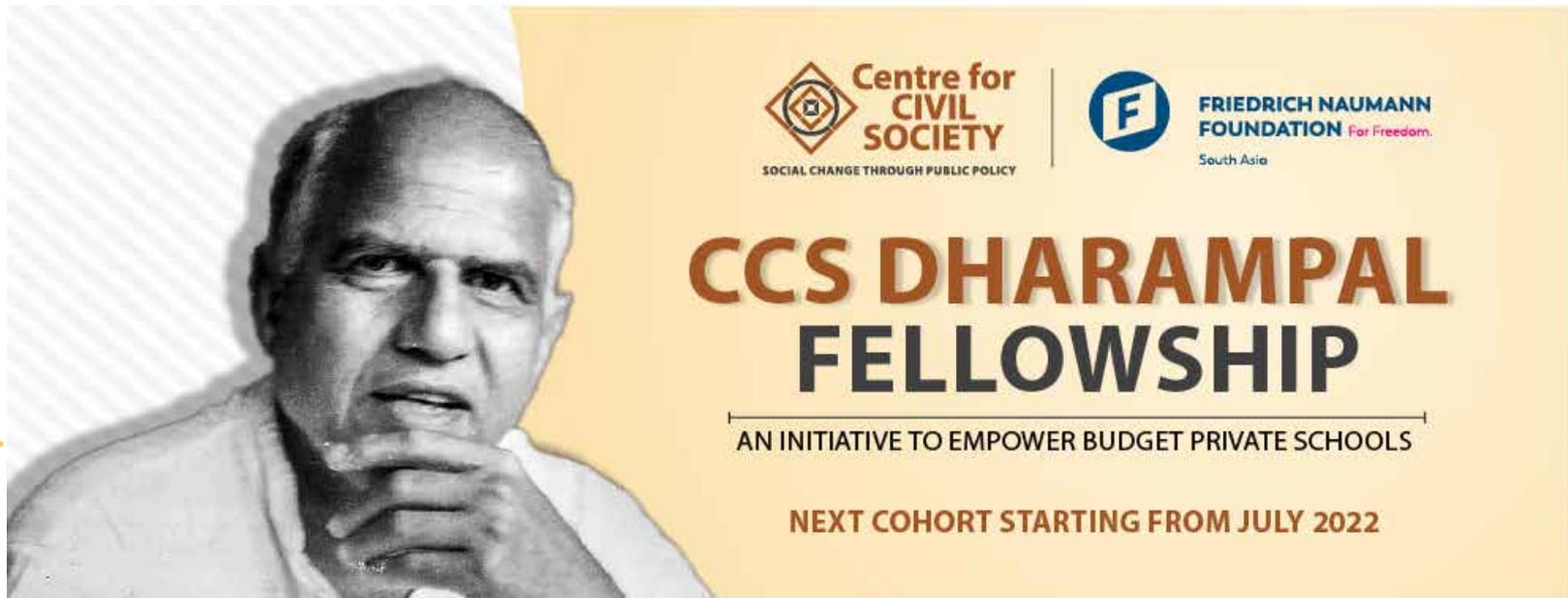
## South Asia Webinar Series

CCS conducted three panel discussions in 2022 and one in 2023 as part of the South Asia Webinar Series. The objective of these webinars is to establish a platform to discuss and debate the status of access and quality of education.

The first webinar on [‘Restart through EdTech’](#) with 30 participants had three panellists from three different countries - Ms Meeta Sengupta, Advisor, Education, India; Mr. Omer Faheem, ICT/EdTech Professional, Pakistan; and Dr Tara de Mel, co-chair, Education Forum, Sri Lanka. The second webinar on [‘Inclusive Education for the Future’](#) with 46 participants had three panelists - Maitreya Shah, disability rights activists and UPen Law graduate, India; Dr Arpan Krishna Deb, Teacher, StepbyStep School, Noida, India; and Dilshan Fernando, Research Fellow at LIRNEasia, Sri Lanka.

The third webinar on the [‘Gap between School and Practical Education’](#) with 63 participants had a cross-section of experts including the Hon’ble Education Minister Susil Premajayanth, Sri Lanka; Heminda Jayaweera, Serial Innovator and Entrepreneur, Sri Lanka; Suresh Gautam, PhD Head, Department of Development Education, Nepal; and Aakriti Parashar, graduate student, India. This webinar series received press mention as well.

The final webinar, and the first in 2023 was on [‘Evolving High Education Access: Road to Foreign Universities in India’](#). This webinar saw over 80 participants and had a eminent panellist from India including Mr Abhishek Ranjan, Innovation Officer, Ministry of Education; Ms Dyuti Pandya, LL.M (International Trade Policy), Gujarat Maritime University; and Dr Swati Chawla, Associate Professor, Jindal School of Liberal Arts, Jindal University.



## Dharampal Fellowship

CCS conducted the [Dharampal Fellowship](#) with the support of Friedrich Naumann Foundation for Freedom. This second edition aimed to train the teachers of budget private schools, provide them with networking opportunities, and guidance from renowned education experts, thus attempting to impart quality education for children in India. The Fellowship's Teacher Training Program was conducted with 1000 teachers and the top 40 teachers from these training sessions were provided two more months of Fellowship. The Fellowship subjects included Lesson Planning, Videography and video editing, Child Counselling, Personal Mastery or Growth-Mindset, Public Speaking & Story Pedagogy, Social-Emotional Learning, National Education Policy 2020, and Inclusive Education in India. At the end of the fellowship, the teachers prepared a written reflection of their learning through the fellowship and created 30-60 seconds long videos using the learnings from their sessions.

# Alumni Programmes

Colloquium on **“Are Vices Crimes?”** conducted in partnership with South Asia Students for Liberty at the CCS office in New Delhi on the 3rd of April 2022. This was attended by 16 participants and received an overall rating of 4/4.



Webinar Series was conducted on **“Law & Policy”**, and **“Economics & Policy”** in partnership with Stella Maris, Chennai on the 25th and 26th of April 2022. With 130 participants, the sessions received ratings of 3.6/4 and 3/4 respectively.

Baithak on **“Whose Forest is it anyway? Rethinking conservation”** was conducted with **Dr. Geetanjoy Sahu (Asst. Professor of TISS Mumbai)**, at Mumbai on the 7th of May 2022 This was attended by 26 participants and received a rating of 3.8/4.



Baithak on **‘India as the Voice of the Global South: Diplomacy & Climate Adaptability’** with Dr Uttam Kumar Sinha (Senior Fellow, MP-IDSA) and Mr Sanjay Gupta (Strategy & Policy Advisor) at CCS Office, on the 4th of January 2023.



Baithak on **“Landlocked states versus Maritime states: The tortuous politics of India”** with Jaithirth Rao (Businessman and Entrepreneur) at CCS Office, on the 17th of February 2023.



# SPONTANEOUS ORDER

EXPLORE THE POWER OF IDEAS

ABOUT US ▾ ESSAYS ▾ VIDEOS ▾ INDIAN LIBERAL ARCHIVES ▾



Congestion Pricing: Road to a Better Living?



Exploring India's Platform Economy



The Road to Bangalore Business Practices in the Technology Sector



The story told and made by Kartara



Understanding the Knowledge Problem



See Work in India: A Bird's Eye View



Eklava Bandula Nala Project's Impact on Goa's Ecology



Maharashtra Agricultural Land Ceiling Bill: A Fair Chance for Farmers



A Tasty Tale of Orissa Farming



51 Lankan Refugees: A Policy Concern for India



Tackling Shortages in Affordable Indian Urban Housing through Free Market Forces



A Critical Insight into the Right to Education Act



Indian Education: Schools versus Schooling



Why India Must Learn to Live with Agitations



Labour of Love: Critical Analysis of the Wages against Housework Policy



The affordability of free electricity



Testing the Waters of Financial Education in Schools



Challenges for India's G20 Presidency

## Spontaneous Order

During the 2022-23 period, CCS featured 43 articles on its blog, Spontaneous Order, authored by both alumni and external contributors. These articles spanned a diverse range of subjects including agriculture, education, urban housing, forest rights, privatization, and women's rights. [Spontaneous Order](#) serves as a platform for CCS graduates and other experts to share insights on themes such as free markets, Indian liberalism, and governance reforms. Notably, 75% of these articles were penned by alumni, many of whom started their journey with CCS as interns or consultants and have since remained actively involved in exploring and advocating CCS's ideas. This year we've welcomed 17,000 new users to our blog, significantly expanding our community and reach.

An Online Policy Dialogue Event

# PRISM: Science, Technology and Innovation Policy Environment for India@100

Mapping the Next 25 Years of India's  
Science & Technology Ecosystem

## Moderator



**ANIRUDH SURI**  
Managing Partner, India Internet  
Fund and nonresident scholar  
with Carnegie India

## Speakers



**DR AYESHA  
CHAUDHARY**  
Advisor, Stanford BioDesign  
India program



**DR NUPUR  
BAHADUR**  
Senior Fellow & Head,  
NIMCG-TERI Centre of  
Excellence on Water Raunt,  
Water Resources Division, TERI



**DR ARUN KUMAR  
SARMA**  
Director General North East  
Centre for Technology Application  
and Reach (NECTAR)

Thursday  
13 Oct  
2022

4:30-  
5:30 PM

Virtual Event  
Zoom

Register

## PRISM Dialogue: Science & Technology Policy Environment for India@100

On the occasion of India's 75 year of independence, a dialogue on India's strategy for the next 25 years with regard to its science & technology environment was considered imperative to pre-empt challenges and capitalize on opportunities that lay ahead. Hence this PRISM dialogue titled '[Science & Technology Policy Environment for India@100](#)' aimed to provide fresh insight on S&T priorities, policy decisions and discuss the likely roadmap for the next 25 years of India's S&T environment. The panelists discussed public and private sources of investment, thriving ecosystems, K-12 STEM education and leading futuristic sectors of science & technology for India.



# Project Milestones

# Indian Liberals

Indian Liberals as a project lies at the intersection of Politics, History, Economics and Social construct of the Indian society. With this view, we decided to approach the Outreach for this project by focusing on monthly themes and corresponding days of significance or an Indian Liberal and their work. Some of the themes we chose in 2022-23 were Ideas of Liberty, Economic Liberty, India's Democratic Legacy, Lives & Works of Women Indian Liberals, Nani Palkhivala's Legacy, Indian Constitution & Liberalism, Acknowledgement of Human Rights, Voter's Rights & Liberalism, and Union Budget over the Years.

In March 2023, on the occasion of International Women's Day, we began the #FemaleForward Initiative to feature one woman liberal every month.

We also developed Explainer videos for our social media followers to help them engage with the project and thoughts of the Indian Liberals:



- Sultana's Dream by Begum Rokeya received 4,116 views
- Streeer Potro by Rabindranath Tagore received 1,650 views
- Socialism Reconsidered by Minoo Masani received 4,681 views
- Free Enterprise and Freedom by Murarji J. Vaidya received 1,635 views
- Union Budget 1992-93 by Nani Palkhivala received 2,873 views

Biographical videos on the lives & works of women Indian Liberals:

- Dr Janaki Ammal: Scientist, Padma Shri Awardee, and Indian Liberal received 4,042 views
- Lady Abala Bose: Educationist, Suffragist, Social Reformer and Indian Liberal received 4,992 views

On 23 April 2023, we hosted our first Vaad Vivad to commemorate the 30th anniversary of the 73rd and 74th Amendments to the Indian Constitution, which is celebrated as the National Panchayati Raj Day on 24 April every year.

Vaad Vivad was conceptualized as a theme-based Socratic discussion to provide participants with an opportunity to discuss, deliberate and explore their knowledge and put it to test with other members in the room. Liberal ideas cannot prosper without a deliberation and discussion on various aspects of its being, and that is something that Vaad Vivad hopes to replicate with a small cohort of participants.



# Project Bolo English



[Project Bolo English](#) completed three years by the end of academic year 2022-23. In spite of the initial challenges faced by the students and the teachers in exploring ed tech, the Bolo English applications via mobile version and web versions made a remarkable change in students learning. In the academic year 2022-23, we encouraged hybrid interaction with school leaders as well as students. We held regular school visits, teacher interaction sessions (offline and online), and student challenges.

Project Bolo English impacted over 1,00,000 students, 4300+ teachers and 1000+ schools in the year 2022-23. Around 6500 students completed the prescribed learning module (CEFR) on the application. Over 60% of the students have demonstrated improvement in Spoken English Understanding, Grammar, and Vocabulary.

Our biggest footprint in urban areas this year is in Delhi, Telangana and Andhra Pradesh whereas a large number of

students are enrolled from rural schools of Punjab, Haryana, Uttar Pradesh, Himachal Pradesh. Our partnerships with associations of private schools, online and offline outreach workshops with school directors and rigorous telephonic follow-up campaign drove a large number of registrations from low cost private schools. Moreover, we successfully continued our partnership with Satya Bharti Schools, 175 rural schools operated by Bharti Foundation, a CSR arm of Airtel which contributed to our rural outreach in non-government schools.

## Activations:

Student Activations (registration on the app + baseline) is 42% in the year 2022-23. These were achieved over a period between July to August. We involved all subject teachers, monitored the regular updates using real time dashboards, conducted regular



feedback calls with the school coordinators and monitored weekly activation ranking.

Retention percentage i.e. students keeping the app installed on their handsets beyond 6 months, remained high similar to the pilot year. Over 78% of students retained the app for over 8 months.

## **Student Engagement:**

Over 5,200 students i.e. 10% of the total activated students completed 1 CEFR module (80 lessons on the application). Additionally, ~20% completed more than 50 lessons on the application. We successfully implemented a variety of innovations in schools to drive student engagement and lesson completion on the mobile applications. Some of the select innovations include

- School-wise Plans for Student Engagement like announcing the project in Parent-Teacher-Meetings (PTMs), assigning

specific classes in the timetable for the project, assigning teachers as coordinators in the project etc.

- Rewards for Students including merchandise (stickers, postcards, name-tags etc.), certificates, recognition on social media and Amazon gift vouchers.
- Phone Pool and Activity Completion Sprints to help students who cannot complete lessons at home. (Pic - here)
- Dissemination of Liberal Ideas through Audio Stories and Books: We have completed voice recording of two books in The Tuttle Twins series (Libertas Institute) in partnership with Chimes Radio- a leading Radio Platform for Children .

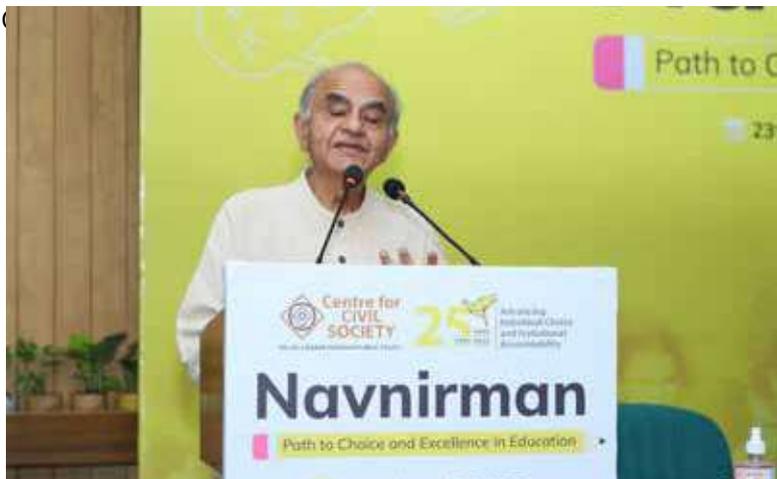
## **External Assessment:**

Similar to the previous year, we conducted external assessments for students and teachers through the renowned Aspiring Minds' SVAR tool. These assessments provide important insights into the progress made by students during the academic year whereas for students these assessments provide a Language Profile Report with detailed, personalized feedback!

The baseline assessment was conducted in the month of October 2022 and the end-line assessment in the month of March 2023, ~49% of the total 2183 students that were assessed demonstrated improvement in at least one Spoken English competency. ~10% of students demonstrated 1 or more than 1 CEFR level progress.

## Events:

The 'Navnirman: Choice and Excellence in Education' conference was organised on 23 April 2022, attended by 120 participants including NISA and its State Association leaders, school principals, teachers, students, and researchers. The conference was chaired by Gurcharan Das and Parth Shah; Other panelists included senior leaders from the NITI Aayog, Bharti Foundation, and CBSE. The event was well covered in Hindi print and digital media.



Pradesh, Telangana, and Haryana attended the School Leaders' Workshops conducted by Project Bolo English in Guntur, Hyderabad, and Delhi respectively. Senior representatives of School Associations from the respective states graced the occasion by attending the workshops. The objective of these



workshops was to improve student engagement in every region. In all three workshops, school leaders co-created School-wise Student Engagement Plans for the academic year 2022-23.

We organised the 'Bolo English Winter Retreat' for our school leaders in Delhi. Three renowned facilitators conducted training sessions for teachers. We had Sarita Sharma, Education Expert, who talked about Samajh Ke Sath Seekhna - Learning With Comprehension. Kanica Soni, HoD - English Department, Step by Step School, conducted activities and talked about effective strategies for teaching languages to children. And Rosa Borrajo, Instituto Cervantes, Gov. of Spain, discussed her experiences of teaching a foreign language in India.

The Bolo English Teacher Training Program was launched in Karimnagar, Telangana, in the presence of school leaders and government officials from the state. Over 100 principals and teachers from government and private schools graced the occasion and displayed great enthusiasm for the upcoming teacher program.





Organisation Wins

The image features a central yellow sticky note with the text "Organisation Wins" written in a black, casual font. The sticky note has a torn top edge. Surrounding the note are several hand-drawn black symbols: three short, parallel lines radiating from the top-left corner; a curved arrow pointing from the top-right towards the note; a larger, more complex curved arrow pointing from the top-right towards the note; a curved arrow pointing from the bottom-left towards the note; and a six-pointed starburst symbol in the bottom-right corner.



## 25 years of CCS

August 2022 marked both (a) 25 years of CCS, and (b) 75th Indian Independence Day. To make this occasion memorable, expand CCS' reach, share our impact and explore more funding opportunity in the new areas, we have organised Three-city summit titled 'Making a Living on the Margins' with events in Delhi, Bangalore and Mumbai.

### The Thematic focus were:

- A. Delhi | Livelihoods on 6th August 2022 at India Habitat Centre
- B. Bangalore | Governance, S & T on 10th August 2022 at Bangalore International Centre
- C. Mumbai | Education 10th November 2022 at Artha Global office



## A. Delhi | Livelihoods on 6th August 2022 at India Habitat Centre

**Conference Theme: Making a Living on the Margins: Livelihoods in the Informal Sector**

For the last 25 years, Centre for Civil Society has championed livelihood freedom for the rural and urban poor in India. We continue to investigate and highlight the regulatory barriers that hamper the prosperity of individuals working across various sectors including farmers, fisherfolk, budget private school owners, street vendors, and the tribals. These include barriers to entry and exit, and operations and growth that limit the choices of those working in that sector.

Given this background, Centre for Civil Society as a part of its Silver Jubilee celebrations, aims to bring together those who make their living at the margins to share their powerful stories of navigating through a restrictive regulatory environment and earning a dignified living. In the discussion, we explored the following:

- Regulatory touchpoints for each sector (i.e. interface with the government)
- Powerful stories of how people living on margins navigate through regulatory barriers
- Barriers to entry, exit, and operations and growth
- Identify gaps between the law and ground reality
- Discuss the way forward for greater livelihood freedom for those at the margins

Our aim was to bring to light the daily struggles of a vendor fighting police harassment to sell their wares on the street, a farmer trying to eke out a living from the land she is shackled to, a school owner fighting the onerous regulatory requirements to provide education to students from low-income communities, a fisher fighting both the vagaries of the sea and of the regulations. Together, we hope that this will help open the way for a more thoughtful discussion on promoting livelihoods in the informal sector. Research Team facilitated a photo exhibition: a visual representation of MSMEs' challenges and lived realities and raised over INR 16 lakhs through the auction of these photos.



## B. Bangalore | Governance, S & T on 10th August 2022 at Bangalore International Centre

This event included a conference, mock policy roundtable competition and policy doodle competition and exhibition. Dr Jayaprakash Narayan, Founder & President Lok Satta Party, delivered the keynote speech for the evening.

Conference Theme: Making a Living on the Margins: Making laws for a healthier Republic

Laws in India are often introduced without a review of existing regulation, transparent consultations, or consideration of costs, benefits, and incentives. Language of laws continues to be complex, parliamentary control over delegated legislation is weak, and there are no periodic quality checks of the existing stock of laws. Instead of following an evidence-based process, some laws rely on anecdotes or lobbying by pressure groups. Laws shape our behaviors by restricting certain actions and enabling others. A missing review mechanism, coupled with outdated and conflicting laws, impinge on ease of living and

doing business in the country.

Countries such as the United Kingdom and Australia have institutionalized periodic review of laws. In India laws are variously examined by Parliamentary Standing Committees, the Law Commission of India, Government of India's think tank—Niti Aayog, research institutes housed under Ministries such as the National Institute of Public Finance and Policy, and independent organizations like the Vidhi Center for Legal Policy, Daksh India and PRS Legislative.

While these bodies and institutions play an important role in reviewing existing laws and proposing regulatory reform, the process of law reform is not methodical or systematic. Not all laws undergo scrutiny at periodic intervals, and there are no set parameters for the review process. At the time of introducing new laws, there is no measurement of the potential impact of the law on enterprises, entrepreneurs, and consumers.

Given this need to systematise quality checks for laws, Centre for Civil Society initiated the Quality of Laws Project. Instead of focusing on law reform in a particular sector, the project aims at overhauling the law-making process to consistently draft laws



that promote freedom, choice and competition, and the rule of law.

Through the Panel discussion, we aim to initiate a conversation on improving India's regulatory architecture. In particular, the discussion explored the following themes:

- What is the unique role of the existing bodies and committees constituted for law review and reform?
- How to coordinate the efforts of these bodies and systematize quality checks for laws in India?
- Do we need a separate institution (or mechanism) for quality-keeping in Indian laws? How can it be integrated in our law-making process?
- What are some of the international best practices in improving law quality?

By bringing together experts who have worked on law reform, we tried to arrive at a common understanding on institutionalising rigorous quality checks for Indian laws and the role existing bodies can play in this. The discussion also helped build a deeper understanding of how to make law-review bodies more robust.

Mock Policy Roundtable Competition: “Are academia and industry interests sufficiently aligned to synergise efforts to foster innovation in India? Do Industry-Academia Linkages Aid in Fostering Innovation?”

A good public policy is shaped through a healthy dialogue among the stakeholders of a policy.

With the aim to answer the above question and generate insights on this topic, the Centre for Civil Society (CCS) organised a policy competition for students and young scholars of Bangalore. The mock roundtable brought together perspectives of representatives from various stakeholder groups of the policy ecosystem to a common platform. Insights generated from the discussion ranged from sustainable innovation, grassroots innovation and the need for increased participation of civil society in the policy discourse. The insights have also added value to the currently ongoing research on innovation in higher education institutions.

Policy stakeholder groups represented by participants included.

- Civil Society
- Policymakers



- International Organisations
- Scientists/Academics
- Industry

Partners: Manipal Foundation was the official event partner and DST-Centre for Policy Research at IISc Bangalore was the official knowledge partner for this competition.

A total of 22 teams (with 2 to 3 members each) applied for the competition. The top 5 teams, with a total of 14 participants combined, were selected for this competition based on a 150 words policy pitch submitted by the teams at the time of registration. Members of the selected teams ranged from high school students, undergraduates and postgraduates to post-doctoral researchers.

12th-grade school student, Aryan Dixit, from National Public School, HSR, representing the policy maker team, bagged the Best Speaker prize.

The civil society team, represented by policy students Navya Poonia, Ringsel Bhutia, and Srishti Rongpipi from the National Law School of India University, won the Best Team prize.

Policy Doodle Competition and Exhibition: The event also included a Policy Doodle Competition and Exhibition, providing a creative platform for policy enthusiasts and artists to visually articulate their interpretations of the 'National Education Policy 2020' and the 'Draft Science Technology and Innovation Policy 2020'. The event showcased a diverse array of entries, turning policy concepts into captivating visual narratives.

Out of the many remarkable submissions, the top 15 entries were selected for display in a captivating exhibition, transforming policy discussions into a visually immersive experience. Attendees were not mere spectators; they were encouraged to actively engage in the competition by voting for their favorite entry.

NLSIU Faculty Member, Ashna Singh, emerged as the winner with her thought-provoking comic-doodle titled 'The Science of Equity.' Ashna's creation delved into Chapter 7 of the draft Science Technology and Innovation Policy 2020, focusing on the crucial aspect of 'Equity and Inclusion.'

Lastly, the Quality of Science & Technology Policy: An Assessment Toolkit was also launched during the event.



## C. Mumbai | Education 10th November 2022 at Artha Global office

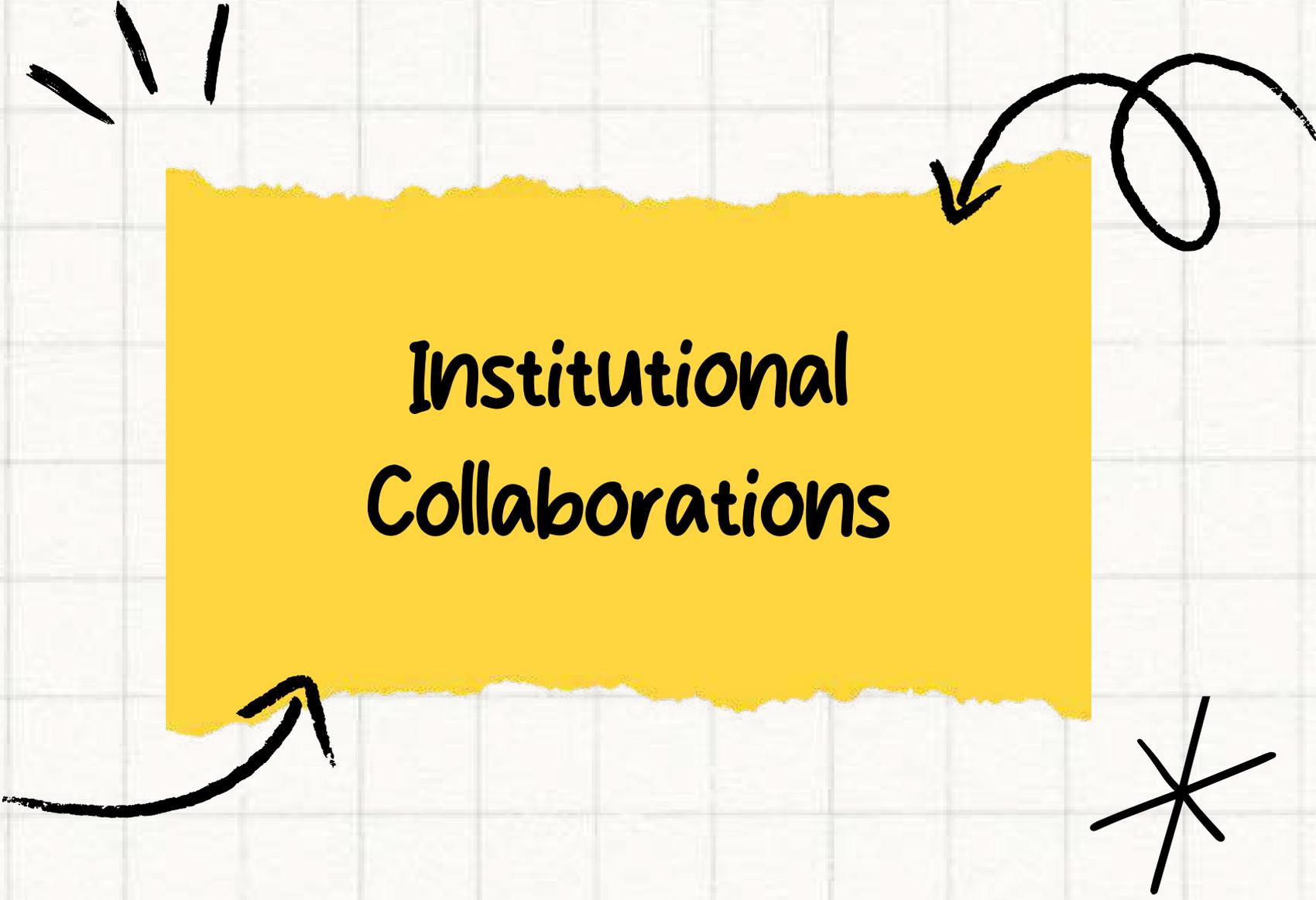
Policy Roundtable Theme: “Let Thousand Flowers Bloom”  
Promoting Choice and Excellence in Education

India boasts of one of the largest education systems in the world with its 1.4 million schools, and 250+ million students enrolled. The system has witnessed some major disruptions over the last two decades, first in the form of Budget Private Schools which now account for ~60% student enrollments, and later in the form of EdTech-which became a household name in the last two years of pandemic. The challenges of unequal access to quality education and poor learning outcomes, however, continue to loom over us, so does the challenge of education governance.

With implementation of NEP 2020 still in its nascent stages, it is relevant for us educators, and education practitioners, to discuss what form of effort and investment from civil society can drive the education policy of the country towards greater access, institutional accountability and most importantly excellence in education for children.

“Let A Thousand Flowers Bloom” was CCS’s effort to bring together a high powered group of educators, investors, friends and supporters of CCS together to discuss the ideas for education of tomorrow. One of the core objectives of this discussion, to be held in the form of a roundtable discussion, is to amplify the voices that cherish the values of choice, innovation, excellence and accountability in education. One of the core objectives of the roundtable was to share the ideas emerging from this discussion with the key decision makers, investors and influencers in education at the state and central levels.





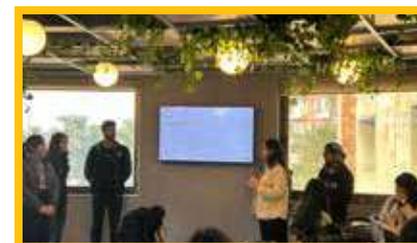
**Institutional  
Collaborations**

# Institutional Collaborations and Campus talks

Conducted Campus Talks & Collaboration with several educational institutes, including SRCC (13th February 2023) and Sri Venkateswara College from Delhi University (21st March 2023) as well as the Department of Humanities and Social Sciences, Sharda University (31st January 2023).



Collaborated with CEEW and Enactus SVC for a Policy Discussion of Air Quality in Delhi on the 11th of January 2023. On 27 April 2023, we collaborated with National Law University's Centre for Transparency and Accountability in Governance to host a symposium on "Delivering on the Promise: The Future of Public Service and Ease of Doing Business in India".



CCS has initiated a collaboration with the Atal Bihari Vajpayee Institute of Good Governance and Policy Analysis, a governance think tank of the Government of Madhya Pradesh. The collaboration aims to produce Quality research and analysis of policy and development issues and support in advising the government for improvements in services-delivery to the citizen.

CCS successfully collaborated with the Centre for New Economic Studies, Jindal, for a photojournalism workshop on 21 Dec-22 Dec 2023 that highlighted the process of Collecting-Editing-Presenting News for Publications & Broadcast Media using images to tell stories.



CCS hosted a symposium in collaboration with NLSIU, Bengaluru on 'Street Vendors and the Law: Practices, Hierarchies, and Economic Citizenship' on 21 January 2021 at IIC. The event was a three panel discussion to explore the various facets of street vending and its law in India. We also partnered with NLSUI for a special edition of Socio-legal journal on SVA 2014.



CCS collaborated with the National Hawker Federation (NHF) to amplify street vendors' voices. We signed a Memorandum of Understanding with NHF on 2 July 2022 to formalise this agreement. The objective of association with NHF is to establish a joint action plan against harassment of street vendors, understand their challenges, and provide solutions.

Conducted Socratic discussions on 'Constitution and the Common man' in collaboration with Students For Liberty at IIT Bombay, Mumbai and Christ University, Bangalore on the 26th of November.



Conducted Introduction to Policy Workshop on the 9th of November with Faculty of Law, Jamia Millia Islamia



Conducted Policy Workshop with the class 9 and 10 students of Vidya Niketan School, Saket, New Delhi on the 9th and 10th of November.



Hosted İsrafil Özkan, Director of Freedom Research Association - Turkey and founder of the Turkish Public Alcohol Policy Watch and Turkish Vapers' Alliance at the CCS office on the 18th of October 2022.



Incubated by India's leading public policy think tank - Centre for Civil Society (CCS) in 2019, Indian School of Public Policy (ISPP) has been built by the world's leading policy-makers, experts and influencers. For over two decades, CCS has nurtured young leaders to critically question, inquire into, and understand the principles of sound policy. The next frontier in this legacy, ISPP, will and has been taking forward this vision and mission – inspire young minds to advance social change through public policy.



## Partnership with DST-CPR at IISc for a Mock Policy Roundtable Competition on Industry-Academia Participation for Fostering Innovation

Organised with support from our knowledge partner for the event, DST-Centre for Policy Research at IISc Bangalore, the competition invited students and young working professionals in Bangalore to participate in the mock policy discussion competition on the occasion of CCS' Silver Foundation Year Celebration.

The competition aimed to initiate an engaged conversation on the long-standing debate on the relevance and impact of industry-academia linkages. Participants took on the role of one of the following four stakeholders to present their views: Policymakers, International Organisational representatives, scientists/Academicians, and Industry Leaders.



## Collaboration with FICCI-Indian Sanitation Coalition for a Policy Hackathon Competition on ‘Strategies for an Urban Swachh Bharat’

A policy hackathon was curated by CCS at the India Sanitation Conclave 2022, where college students assumed the role of urban local bodies, policymakers, civil society, academia and private sector and offered their recommendations for effective urban solid waste management.

# CCS' contributions and collaborations for G20



## Women in STEM Caravan

A multi-city 'Women in STEM Caravan' covering 4 locations across India, provided excellent public visibility to the program & drove engagement with policymakers, industry leaders, and academicians. This caravan was organized by P&G India together with Centre For Civil Society -with an aim to advocate for women's participation in STEM roles. Officially recognized as a part of the G20 events, the caravan commenced in New Delhi on February 11, International Day for Women and Girls in Science. It was kickstarted with a high-powered 'Women in STEM: Policy, Practice & Interventions' roundtable conference focused on policy provisions, ground realities, role of corporates and direct interventions for advancing women's representation in STEM

opportunities. The roadshow then moved on to ITIs and Engineering institutions in Himachal Pradesh, Telangana, and Maharashtra where P&G Shiksha Betiyan Scholarships were awarded to girls pursuing STEM courses across different institutes. Several dignitaries representing Government, Academia, Policy Experts, Thought Leaders and Practitioners attended the events across all four locations. Career planning workshops also formed an important part of the caravan. Lastly, as part of the caravan effort, a short film, titled '[Sanrachna \(संरचना\): Becoming Women in STEM](#)', by budding filmmaker Asambhava Shubha was also commissioned and produced, focusing on scientific temperament and gender biases related to STEM, as observed in Indian schools.



## Dialogue on Gender, Education and Technology

CCS collaborated with C20 Gender Equality (GE) and Education & Digital Transformation (EDT) Working Groups and the Azim Premji Foundation to host a policy dialogues on 'Inclusive Education and Skill Development: Opportunities and Challenges in the Digital World' in Bangalore.

Discussions were held on two themes.

The first discussion on the theme of "Ensuring Inclusive and Equitable Access to STEM Education and Skill Development," was moderated by Ms. Shamin Mehrotra, Visiting Faculty at Azim Premji University and Director, Ummeed Training Centre, Mumbai.

The second discussion on the theme of "Leveraging Technologies for Capacity Building and the Future of Work," was moderated by Ms. Bhavya Mehta,

Consultant, Science & Technology Policy, Centre for Civil Society, New Delhi.

The keynote address of the dialogue was delivered by Shri Atul Kumar Tiwari, Secretary, Ministry of Skill Development and Entrepreneurship (MSDE), Government of India. Other Notable attendees were Dr Akila Radhakrishnan, Social Policy Specialist, Education and Skills for Social Mobility, UNICEF; Mr. Akash D Sethi, CEO, Quest Alliance; Dr. Medha Somaiya, Director, MAD's Solutions and Services for Social Initiatives; Ms. Janaka Pushpanathan, Director – South India, British Council, India; Ms. Maya Menon, Founder Director – The Teacher Foundation and Smt. Manju Shree Srivastava, Trustee and Vice President, Ekal Foundation.



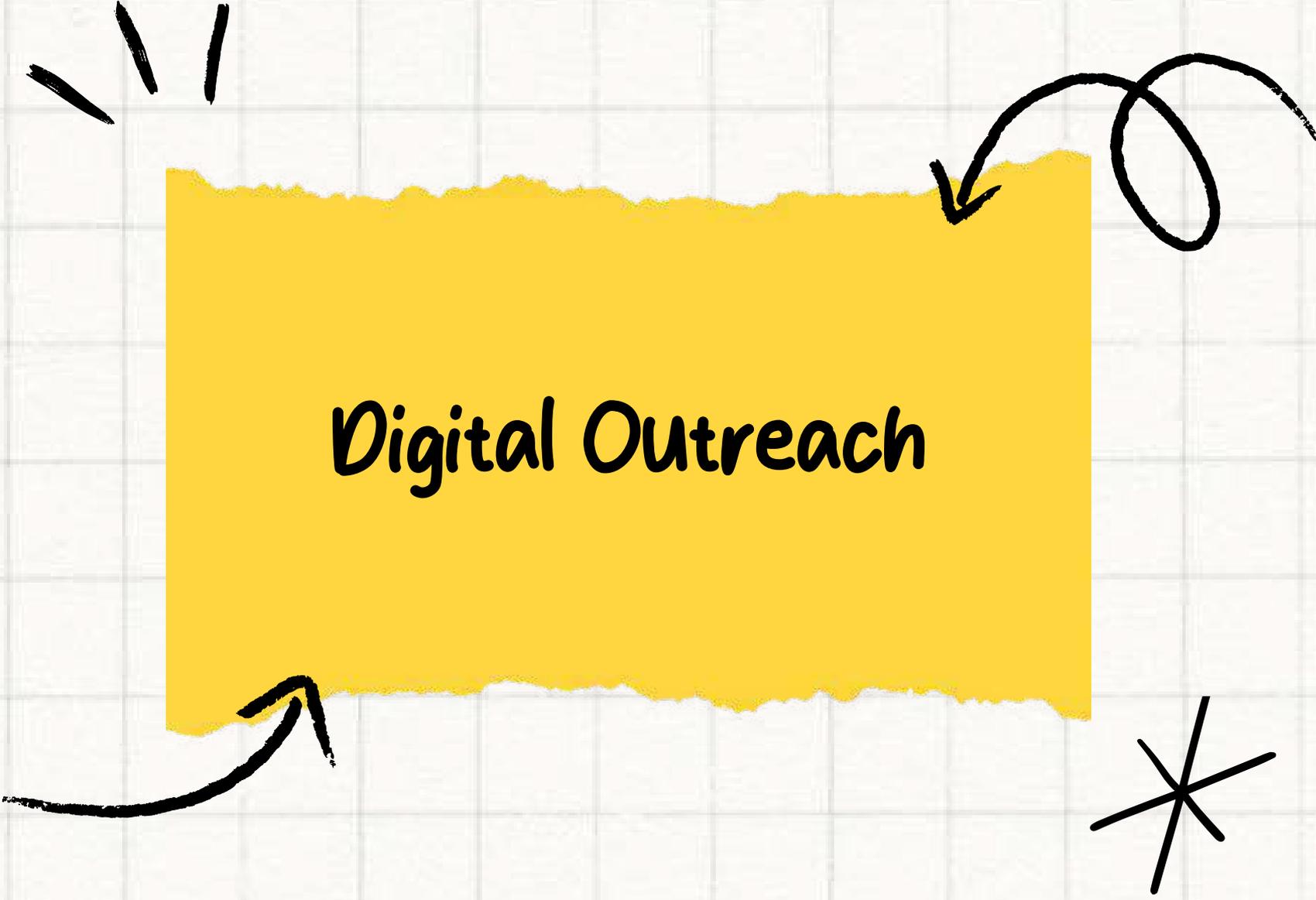
## Contributions to Civil20 working group under India's G20 Presidency

CCS was invited to participate in the Gender Equality & Disability Working Group Summit in Bhubaneswar.

In Goa, CCS represented the C20 working group at the G20 Joint Working Group Meeting on 'women-led development'. The event brought together 4 engagement groups, Think20, G20 Empower, Women20 and Civil20.

CCS's presence and contributions to the G20 initiatives focusing on gender equity and STEM education were mentioned in a Civil 20 working group report titled, "[Gender Equality & Women's Empowerment, Civil20 Working Group India 2023](#)".





Digital Outreach





**1,53,771**

Followers

**12,689,632**

Total Impressions



**6,864**

Followers

**11,034,556**

Total Impressions



**5,773**

Subscribers

**160,782**

Total Views



**49,450**

Followers

**1,091,966**

Total Impressions



**10.2K**

Followers

**1,71,970\***

Total Impressions

\* Impressions were only available  
from Sept 2022 - Mar 2023







Financial  
Performance

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**Acknowledgement Number:464976340301023**

## FORM NO. 10B

[See rule 16CC and 17B]

Audit report under clause (b) of the tenth proviso to clause (23C) of section 10 and sub-clause (ii) of clause (b) of subsection (1) of section 12A of the Income-tax Act, 1961, in the case of a fund or trust or institution or any university or other educational institution or any hospital or other medical institution.

We have examined the balance sheet of CENTRE FOR CIVIL SOCIETY [name of the fund or trust or institution or any university or other educational institution or any hospital or other medical institution] as at 31-Mar-2023 and the Income and Expenditure account or Profit and Loss account for the year ended on that date are in agreement with the books of account maintained by the said fund or trust or institution or university or other educational institution or hospital or other medical institution.

We have obtained all the information and explanations to the best of our knowledge and belief which are necessary for the purposes of the audit.

In our opinion, proper books of account have been maintained at the registered office of the above named fund or trust or institution or university or other educational institution or hospital or other medical institution at the address mentioned at serial number 14 of the Annexure:

In our opinion and to the best of our information and according to explanations given to us, the particulars given in the Annexure are true and correct subject to following observations or qualifications-

(a) NIL.

In our opinion and to the best of our information, and according to information given to us, the said accounts give a true and fair view-

- (i) in the case of the balance sheet, of the state of affairs of the above named fund or trust or institution or university or other educational institution or hospital or other medical institution as on 31-Mar-2023; and
- (ii) in the case of the Income and Expenditure account or Profit and Loss account, of the income and application or profit or loss of its accounting year ending on 31-Mar-2023.

Subject to the following observations/qualifications-

(a) NIL.

The prescribed particulars are annexed hereto. NEW

DELHI

24-Aug-2023

RAMANAN MURALI

ARCA080972

0004408S

M. THOMAS AND CO., CAs, B1/2, 2ND FLOOR, HAUZ KHAS, NEW DELHI-110016

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## INCOME & EXPENDITURE A/C FOR THE YEAR ENDED 31-03-2023

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
<b>INCOME</b>		
Foreign Contributions (FC)	41,129,308.00	68,254,971.62
Local Contributions & Grants (Local)	39,310,212.00	12,874,450.00
Bank Interest (Local)	2,725,894.29	2,175,612.00
Bank Interest (FC)	1,961,673.00	1,573,305.94
Fees from Activities (Local)	647,756.00	1,485,901.00
Interest on TDS Refund (Local)	38,132.59	26,182.30
<b>TOTAL</b>	<b>85,812,975.88</b>	<b>86,390,422.86</b>
<b>EXPENDITURE</b>		
FC Expenses as per Schedule	53,598,364.13	42,925,072.61
Local Expenses as per Schedule	51,970,706.69	22,766,510.20
Depreciation	592,574.57	531,942.06
<b>TOTAL</b>	<b>106,161,645.39</b>	<b>66,223,524.87</b>
<b>EXCESS OF EXPENDITURE OVER INCOME</b>	<b>(20,348,669.51)</b>	-
<b>EXCESS OF INCOME OVER EXPENDITURE</b>	-	<b>20,166,897.99</b>

As per our Report of even date  
For M. THOMAS & CO.  
Chartered Accountants

*R. Murali*

(R. MURALI) Partner  
UDIN: 23080972BGYFJJ2421  
New Delhi, 24th August 2023



*Parth J. Shah*



(PARTH J. SHAH)  
PRESIDENT

## BALANCE SHEET AS AT 31-03-2023

LIABILITIES	CURRENT YEAR		PREVIOUS YEAR	
	AMOUNT	TOTAL	AMOUNT	TOTAL
<b>CAPITAL FUND</b>				
Balance B/f	86,531,506.21		73,708,488.45	
Transfer from Income & Expenditure A/c	(20,348,669.51)		20,166,897.99	
Transfer from Reserve Fund u/s 11(2)	19,000,000.00		10,400,000.00	
Old Obsolete Assets over 10 Years W/Off	(70,095.54)		(91,880.23)	
Transfer to Reserve Fund u/s 11(2)	-	85,112,741.16	(17,652,000.00)	86,531,506.21
<b>CORPUS FUND</b>				
Balance B/f	2,000,000.00		2,000,000.00	
Additions for the year	0.00	2,000,000.00	0.00	2,000,000.00
<b>RESERVE FUND U/S 11(2)</b>				
Balance B/f	19,000,000.00		11,748,000.00	
Additions for the year	-		17,652,000.00	
Utilisations Transferred to Capital Fund	(19,000,000.00)	(0.00)	(10,400,000.00)	19,000,000.00
<b>DEPRECIATION FUND</b>				
Balance B/f	3,544,246.18		3,333,282.89	
Depreciation for the year	592,574.57		531,942.06	
Depreciation released on Assets Written off	(308,510.46)	3,828,310.29	(320,978.77)	3,544,246.18
<b>BRS MEMORIAL LECTURE FUND</b>				
Balance B/f	400,000.00		0.00	
Additions for the year	600,000.00	1,000,000.00	400,000.00	400,000.00
<b>CURRENT LIABILITIES</b>				
TDS Payable	1,095,908.00	1,095,908.00	4,099.00	4,099.00
<b>TOTAL</b>		<b>93,036,959.45</b>		<b>111,479,851.39</b>

Contd.....2/-

*R. Murali*

(R. MURALI)  
AUDITOR



*Parth J. Shah*

(PARTH J. SHAH)  
PRESIDENT



## BALANCE SHEET AS AT 31-03-2023

ASSETS	*2*		PREVIOUS YEAR	
	AMOUNT	TOTAL	AMOUNT	TOTAL
<b>FIXED ASSETS</b>				
As per schedule at Cost		5,890,935.00		6,039,016.00
<b>CURRENT ASSETS</b>				
Bank Balances	47,632,713.12		52,487,570.43	
Bank Fixed Deposits	37,500,000.00		51,400,000.00	
Interest Accrued on Bank Fixed Deposits	1,060,368.24		358,665.65	
TDS Refundable as per Schedule	716,391.64		840,422.05	
Security Deposits	100,000.00		100,000.00	
Staff Advances	50,000.00		-	
Advance for Expenses as per Schedule	33,213.45		206,077.26	
Other Current Assets	33,025.00		16,010.00	
Cash Balances	20,313.00	87,146,024.45	32,090.00	105,440,835.39
<b>TOTAL</b>		<b>93,036,959.45</b>		<b>111,479,851.39</b>

As per our Report of even date  
For M. THOMAS & CO.  
Chartered Accountants

*R. Murali*

(R. MURALI) Partner  
UDIN: 23080972BGYFJJ2421  
New Delhi, 24th August 2023



*Parth J. Shah*

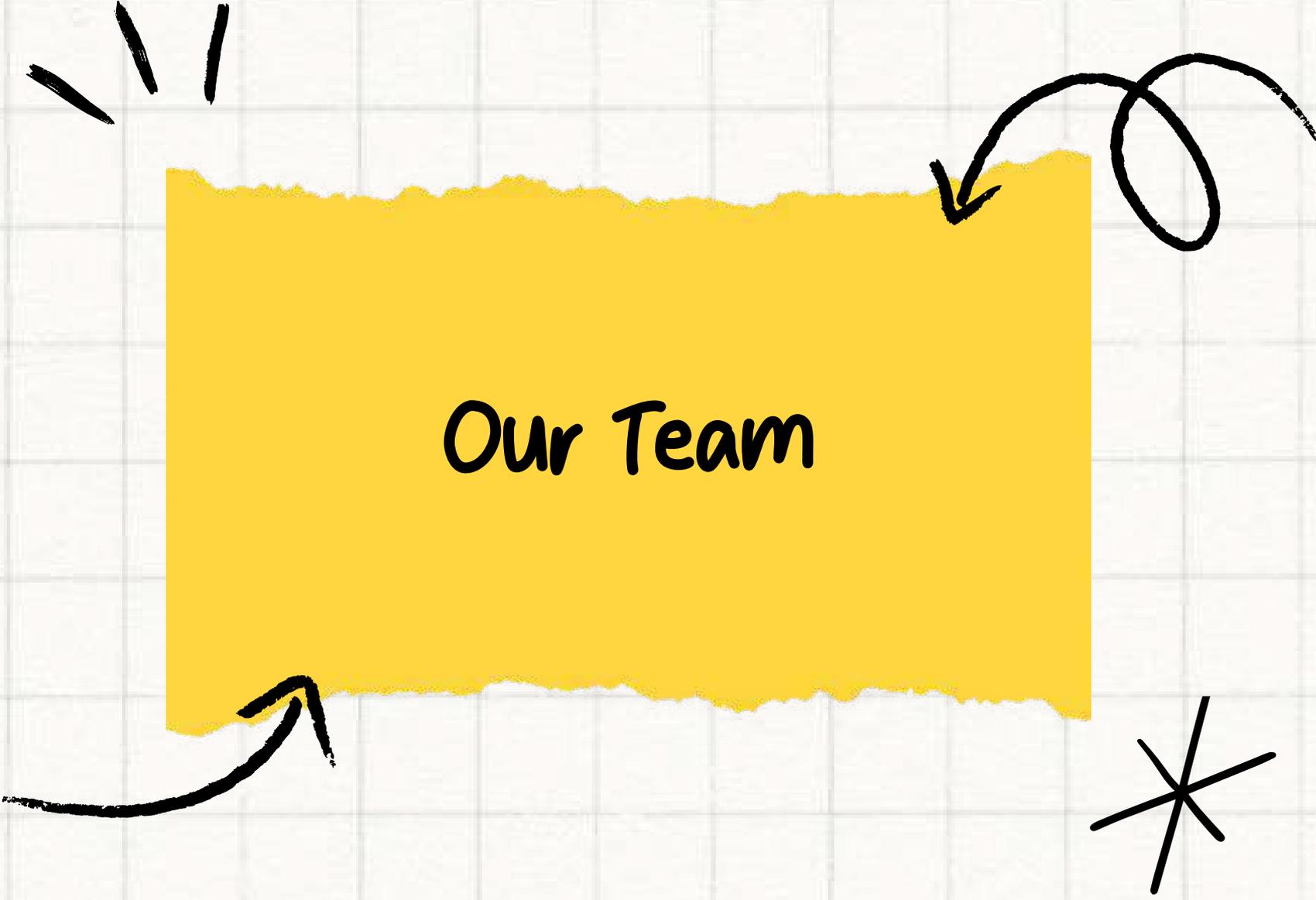


(PARTH J. SHAH)  
PRESIDENT

**INDUSTRIAN**

**ECONOMI**

**SEMINAR**



Our Team

## CEO



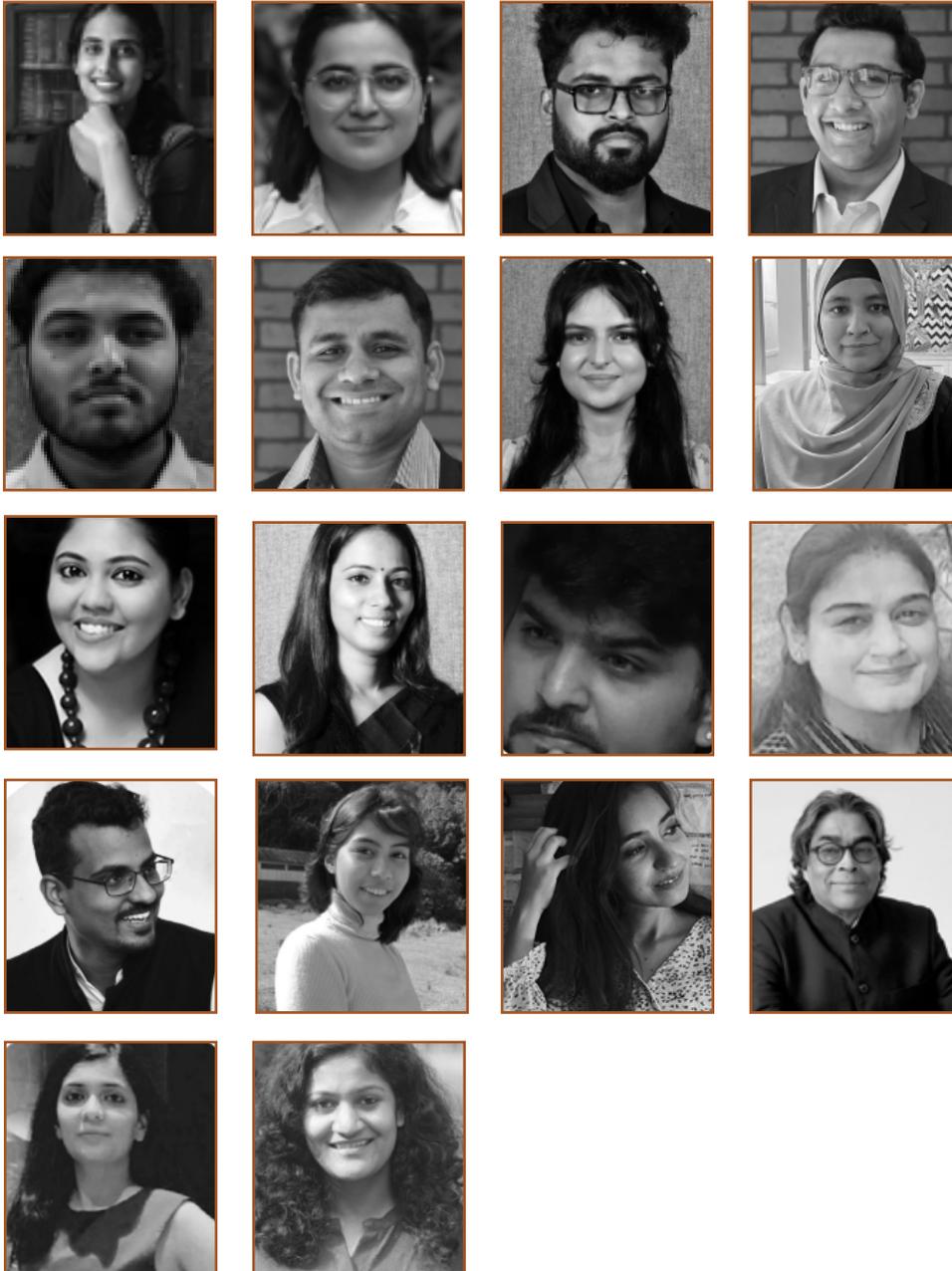
Lakshmi Sampath Goyal  
Chief Executive Officer  
FY 2022-23

## Finance



1. **Anamika Pathak**, Senior Manager
2. **Rajesh Kumar**, Senior Associate
3. **Shanthi Lakshmanan**, Chief Finance Officer
4. **Shubham Prajapati**, Associate

# Indian School Of Public Policy



1. **Ammu Elizabeth Thomas**, Learning Associate - Writing and Communication Lab
2. **Apoorva Dhingra**, Learning Associate
3. **DeepJyoti Sarma**, Deputy Manager, Admin and Ops
4. **Dhurva Mathur**, Academic Coordinator
5. **Jatin Nair**, Learning Associate
6. **Manu Sakunia**, Head; Admissions
7. **Navraj Choudary**, Associate; Graphic Designer
8. **Nayla Chauhan**, Learning Associate
9. **Nidhie Raj Singh**, Lead – Communications
10. **Priyanka Tiwari**, Manager – Digital Marketing
11. **Ram Kamesh**, JV Assistant Dean Executive Education & Outreach
12. **Rekha Vashist**, Deputy Manager: Admissions
13. **Sagar Gupta**, Manager - Admissions
14. **Sakshi Gupta**, Learning Associate
15. **Shahin Khan**, Admin Associate
16. **Shubhashish Gangopadhyay**, Dean
17. **Urvashi Shahi**, Senior Fellow
18. **Vincy Davis**, Assistant Professor, Writing and Communications Lab

## Learning & Development

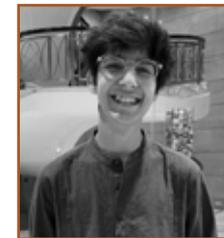
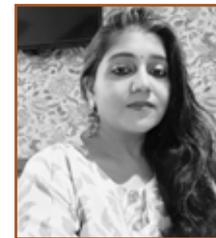


1. **Bhupinder Singh**, Senior Fellow
2. **Shashi Kant Rai**, Systems Consultant
3. **Sumit Kumar**, Office Assistant

## Policy Training & Outreach



1. **Aakriti Parashar**, Junior Associate
2. **Anushka Das Sharma**, Associate
3. **Harsh Singh**, Junior Associate
4. **Manasa Pidatala**, Senior Associate
5. **Mohd. Anas Khan**, Senior Associate
6. **Nadia Samad**, Junior Associate
7. **Paavi Kulshreshth**, Associate
8. **Ravi Kumar Yadav**, Senior Associate - Graphics Design
9. **Salma Masood**, Associate – Video Editor
10. **Samrudha Surana**, Associate
11. **Sourya Banerjee**, Programme Coordinator
12. **Sudeshna Saha**, Senior Fellow
13. **Sarthak Kwatra**, Junior Associate



## Project Bolo English



1. **Anil Mauriya**, Associate, Student & Teacher Engagement
2. **C Hema Malini**, Teacher Trainer
3. **Gourab Prakash Panda**, Regional Lead
4. **Govind Kashyap**, Teacher Trainer
5. **Himanshu Dhingra**, Consultant
6. **Jerrin Thomas**, Senior Program Consultant
7. **Kamsali Jyothi**, Consultant
8. **Kamsali Krishnaveni**, Consultant
9. **Kothapally Vandana**, Teacher Trainer
10. **Mritunjay Kumar**, Associate, Communications
11. **Neha Kumari**, Teacher Trainer
12. **Rohan Joshi**, Senior Fellow
13. **Sagar Malhotra**, Teacher Trainer
14. **Sana Khanyari**, Senior Program Consultant
15. **Sanjeev Kumar**, Teacher Trainer
16. **Sharaddha Omkesh Dahiphale**, Senior Teacher Trainer
17. **Soumya Thatikonda**, Teacher Trainer
18. **Srithi Kukreja**, Regional Lead

## Research & Training Programs



1. **Arjun Krishnan**, Associate
2. **Ashana Mathur**, Associate
3. **Astha Pandey**, Associate
4. **Deepak Sharma**, Outreach Assistant
5. **Jayana Bedi**, Senior Associate
6. **Mitali Gurdatta**, Junior Associate
7. **Prashant Narang**, Senior Fellow
8. **Sanskriti Shree**, Project Manager
9. **Sehar Abdullah**, Associate
10. **Sharan Bhavnani**, Associate
11. **Simranjyot Kaur**, Associate
12. **Tarini Sudhakar**, Senior Associate

## Science & Technology



1. **Bhavya Mehta**, Consultant
2. **Ishita Puri**, Research Assistant
3. **Saloni Dhadwal**, Associate

## Trustees



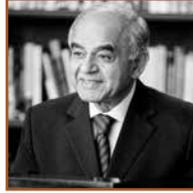
**Luis Miranda**

*Chairman of the Board;  
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**Parth Shah**

*President and Founding  
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**Gurcharan Das**

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Education, University  
College London*



**Jayaprakash  
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*Founder,  
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*Corporate law faculty  
specialises in insolvency  
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**Reuben  
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Senior Fellow,  
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*Senior Research  
Fellow,  
Mercatus Center,  
George Mason  
University*

## Scholars



**Ajay Shah**  
Senior Research Fellow  
And Co-Founder,  
Xkdr Forum



**Gagandeep Kang FRS**  
Professor, Christian  
Medical College



**Geeta Gandhi  
Kingdon**  
Professor, Institute of  
Education, University  
College London



**Jagdish Bhagwati**  
Professor/Senior Fellow  
Columbia University/  
International Economics  
at CFR



**Kiran Mazumdar-Shaw**  
Entrepreneur; Executive  
Chairperson, Biocons



**Kris Gopalakrishnan**  
Co-Founder, Infosys



**Lord Meghnad Desai**  
Professor  
London School of  
Economics



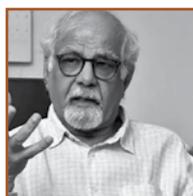
**Samir K. Brahmachari**  
Professor; Vice President  
for Open Learning,  
Massachusetts Institute of  
Technology



**Sanjay Sarma**  
Professor  
Delhi School of Economics



**Shreekant Gupta**  
Professor  
Delhi School of Economics



**Surjit Bhalla**  
Managing Director  
Oxus Research and  
Investments



**Swaminathan Aiyar**  
Consulting Editor/  
Research Scholar  
Economics Times/Cato  
Institute



**Swaminathan  
Sivaram**

*Professor; Former Director,  
National Chemical  
Laboratory*



**Thomas Barlow**

*Adviser*



**Urjit Patel**

*Former Governor  
Reserve Bank of  
India*



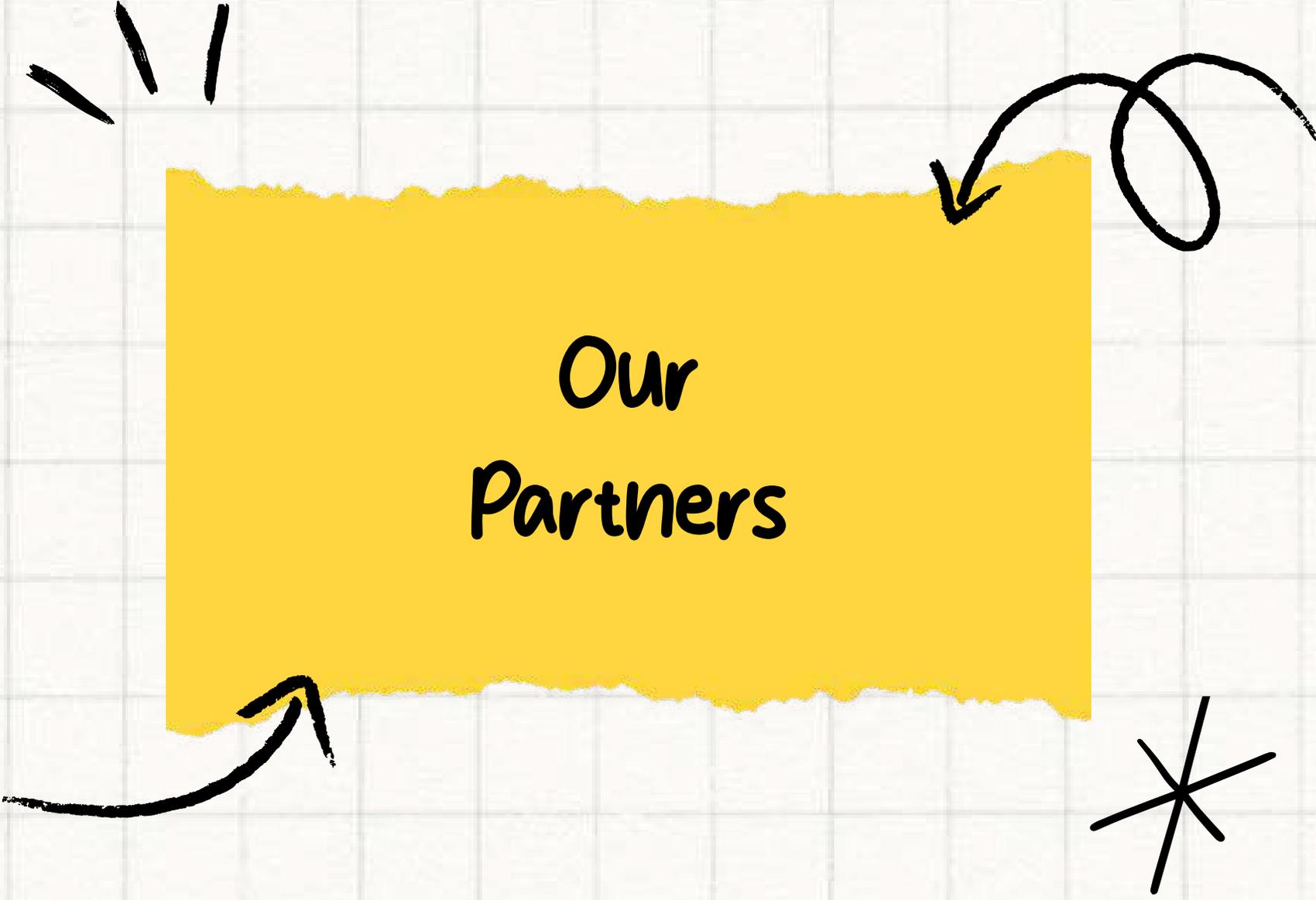
**Venkatesh 'Venky'  
Narayanamurti**

*Professor; Former Dean,  
Physical Sciences, Harvard  
University*



**Vijay Chandru**

*Professor; Co-Founder  
Strand Life Sciences*



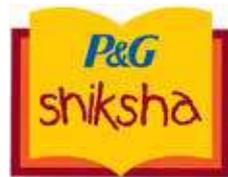
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