



ANNUAL REPORT 2021-2022



Centre for
CIVIL
SOCIETY

SOCIAL CHANGE THROUGH PUBLIC POLICY

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 advocacy.

WORK



Promote **SCHOOL CHOICE** to ensure that all children in India receive quality education of their choice.



Advocate for greater **LIVELIHOOD FREEDOM** for the rural and urban poor by eradicating market entry and exit barriers.



Engage students & influencers to **DEVELOP NEW LEADERS WITH NEW IDEAS** through training in public policy.



Ensure laws reflect the will of the people, **PROTECT INDIVIDUAL RIGHTS**, improve incentives and ensure efficient allocation of resources.



Shaping human action resulting in **POSITIVE ENVIRONMENTAL OUTCOMES** through communities, markets and incentives.



Advancing policy solutions that **FOSTER SCIENTIFIC ENQUIRY** and research to creation of hubs of scientific knowledge creation and exchange

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.

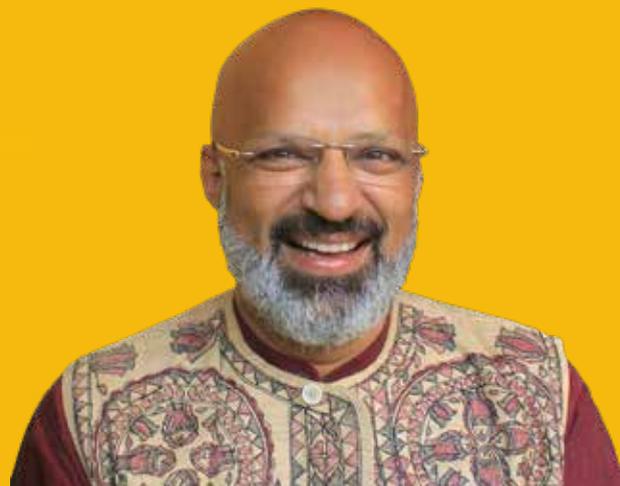
All donations to CCS are tax exempt under Section 80G of Income Tax Act, India. Learn more about [Freedom91 Circle](#).

CHAIRPERSON'S MESSAGE

I have often been asked what is the relevance of a think tank. I was connected to the Centre for Civil Society 10 years ago and one of the first things that I learnt at CCS was the power of ideas. It is important to reflect on this theme of the power of ideas as we celebrate 25 years of CCS.

What does a think tank actually do? Across the world, decisions are taken by various people in samaaj (civil society), sarkaar (politicians and bureaucrats) and bazaar (business). Quite often these decisions are based on sentiment or incomplete data. Furthermore, not enough time is taken to analyse what is currently being done or what should be done. Think tanks help bring this expert knowledge to decision-making.

At CCS, I was introduced to the legacy of Sir Antony Fisher. Antony was a fighter pilot in the Royal Air Force during World War II. He went on to become a very successful large-scale chicken farming entrepreneur. Fisher



was very concerned about the growing influence of socialism and wanted to get into politics to fight the wave of socialism. He was highly influenced by F. A. Hayek's "The Road to Serfdom". Fisher met Hayek at the London School of Economics to discuss his plans about getting into politics. Hayek instead convinced Fisher that setting up a think tank would have a larger impact on the political landscape. So, in 1955, Hayek set up the Institute of Economic Affairs (IEA); he went on to set up Atlas Network in 1981. He was one of the few voices talking about the idea free markets in the 50s. A young lady, Margaret Thatcher, got connected with IEA in the 60s and the institute played a critical role in framing her views on economics and politics. Thatcher went on to become UK's Prime Minister and she privatised



As we celebrate 25 years of CCS, we need to reflect on the power of ideas that CCS has worked on – including the rights of street vendors, the segregation of roles in education, the importance of school choice.



many sectors. Thatcher's thoughts on the political economy influenced many leaders, including Ronald Reagan.

It was a long and lonely battle for people like Antony Fisher. It was nearly 25 years between the setting up of IEA in 1955 and Margaret Thatcher's victory in 1979. As we celebrate 25 years of CCS, we need to reflect on the power of ideas that CCS has worked on – including the rights of street vendors, the segregation of roles in education, the importance of school choice.

Ideas often take time to get implemented. Some of the institution that were incubated at CSS include the Indian School of Public Policy (ISPP) and the National Independent Schools Alliance (NISA). Nandan Nilekani, speaking at ISPP's first convocation, talked

about his experiences in effecting change in government and how one needs a lot of patience. He talked about some of the ideas that he had worked on many years ago, which got implemented many years later.

It is easy to understand the need to fund the feeding or education of children; but it takes more effort to understand the need to fund research on why so many children go hungry or why children do not get proper education. Thank you for your continuous support to the power of ideas and we look forward to making this a better world for all of us.

Luis Miranda
CHAIRPERSON,
CENTRE FOR CIVIL SOCIETY

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**POLICY
WINS**

Vendors Get a Stronger Appeal Mechanism Against Public Officials

The Draft Street Vendors (Protection of Livelihood and Regulation of Street Vending) Amendment Bill, 2022 reforms the appeal mechanism for street vendors. It is based on our recommendation given to the Ministry of Home and Urban Affairs (MoHUA) through a departmental committee in 2020. The MoHUA set up a departmental committee in 2020 to deliberate on amending the Street Vendors Act 2014. CCS prepared a draft Amendment

Bill and presented it before the committee in October. This was followed by several rounds of discussions on the draft. Some key amendments that we proposed included: limits to the entry barriers for street vendors; limits on the discretionary powers exercised by local authorities; greater protection against harassment of vendors through penalties on erring public officials; and reduction in bureaucratic procedures related to street vending.

According to the 2014 Act, a street vendor may approach the Grievance Redressal Committee in case of any complaints. If the complainant is aggrieved about the decision, they may appeal. However, this appeal goes to the local officer, who more often than not is the source of the grievance in the first place. The original provisions may lead to a situation where a municipal corporation that is party to a dispute is also the judge that decides the resolution for the dispute. The draft Amendment Bill replaces the local authority with the civil court for hearing appeals. With this amendment, MoHUA hopes to address the existing anomaly.



India Relaxes Regulatory Norms for Genome-edited Plants



On 31 March 2022, the Ministry of Environment, Forest and Climate Change (MoEFCC), which regulates the introduction of any Genetically Modified (GM) material in agriculture, exempted SDN 1 and SDN 2 genome from going through multiple levels of regulatory checks. This means that now the regulatory process for the commercial release of genome edited crops will be simpler and consume less time. In 2020, CCS released interviews ([here](#) and [here](#)) with the former Technology Cell incharge of Shetkari Sanghatana, and published a [paper](#) pushing for adoption of GM crops in India.

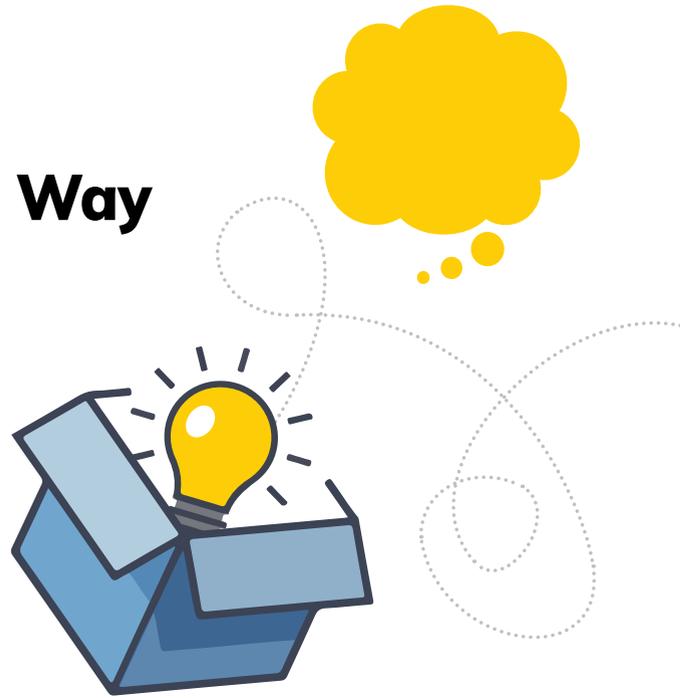
IDEA WINS

CCS' Association with Boston Consulting Group & the Government of Jharkhand

Our work has been received favourably by the Government of Jharkhand since we held several consultations with the Department of Education. This emerged from our association with the Boston Consulting Group on setting up a State School Standards Authority in Jharkhand.

CCS' Ideas Find Their Way

In 2021, CCS' work in the areas of livelihood and governance was published in several national and international journals. Our researchers have also been invited to present at Seminars and Conferences held by leading research institutes across the globe.



Hawkers and Property Rights in India and Whose Land is it Anyway: Vitiating the Rule of Law in Land Markets in India were selected for the Markets and Society Conference at Mercatus Center.

Paper on **Assessing State School Education Laws on Administrative Safeguards** was accepted for publication by the Comparative Constitutional Law and Administrative Law Journal - NLU Jodhpur. ([here](#))

Paper on **Pandemic Restrictions and Street Vendors' Right to Work in India: Protection Through a Robust Rule of Law Framework** was accepted for publication by the Australian Journal of Human Rights (listed on SCOPUS).

Prashant Narang and Jayana Bedi presented their paper on **Critique of the Street Vendors Act using Epstein's Framework** at the 5th GNLU International Conference on Law, Economics and Public Policy.

Paper on **Representation, Rights, and Resources Allocation: Assessing the Quality of Law** was accepted by the Journal for Legislative Drafting and Parliamentary Research - NLU Bhopal. ([here](#))

Paper on **Enumeration of Street Vendors in Mumbai** was accepted for paper presentation at the [Comparative Urban Law Conference](#).



Prashant Narang and Simranjyot Kaur presented their paper on **Trial of the TVCs in Delhi: From 2004 to 2022** at the Seminar on Urban Poor and the Law by NLSIU, Bangalore. This paper was also shortlisted for publishing in NLS' InLaw Magazine.

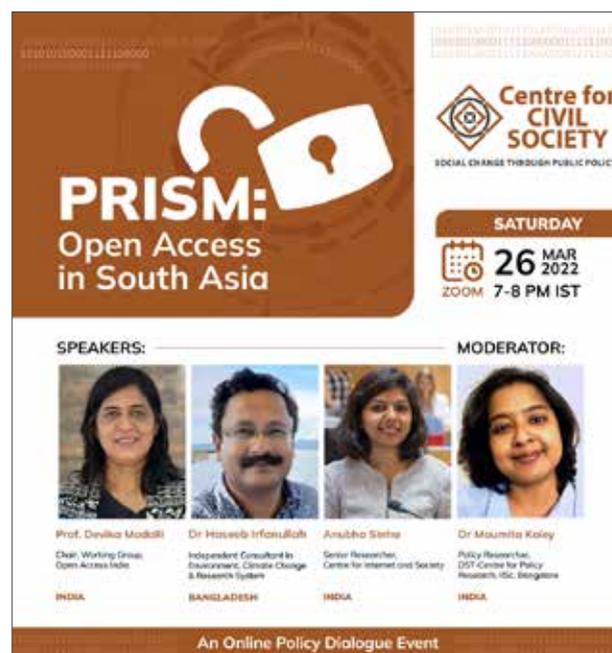
Paper titled [The Plight of Street Vendors in India](#), published by Economic and Political Weekly cites 2 publications by Centre for Civil Society (Progress Report on Implementation of SVA 2020, and paper on Hawkens and Property Rights 2015)

Launch of the Science & Technology Policy Dialogue Series: PRISM

In January 2022, the S&T Policy vertical of CCS launched its Science & Technology Policy Dialogue series titled PRISM. Aimed at reaching out to a wider audience and involving stakeholders from within and beyond the Indian STI ecosystem, each PRISM event strives to strengthen the quality and engagement of STI Policy dialogue and discourse. The series has been titled “PRISM” to depict the power of collective intelligence by bringing together views from diverse stakeholder groups.

The first PRISM discussion, titled **The Future of Research Funding for Indian Universities**, was held on 16 January 2022, at the virtual India Science Festival. It succeeded in bringing representatives from various sectors to a common platform to explore the current status, challenges and future directions of Indian universities’ research funding scenario. The second PRISM event was on **Open Access in South Asia** on 26 March 2022.

The event witnessed participants from around the world, receiving registrations from 10 countries: India, Bangladesh, USA, Singapore, Scotland, China, Pakistan, Nepal, Afghanistan and Vietnam.



The poster for the PRISM event features a brown background with a white padlock icon. The text 'PRISM: Open Access in South Asia' is prominently displayed. The Centre for Civil Society logo and name are in the top right, along with the tagline 'SOCIAL CHANGE THROUGH PUBLIC POLICY'. The event date and time are listed as 'SATURDAY 26 MAR 2022 ZOOM 7-8 PM IST'. Below the title, there are four speaker portraits with their names and affiliations: Prof. Divyika Modali (India), Dr. Hossain Inanullah (Bangladesh), Anubha Sinha (India), and Dr. Maumita Koley (India). The event is described as 'An Online Policy Dialogue Event'.

SPEAKERS:		MODERATOR:	
			
Prof. Divyika Modali Chair, Working Group, Open Access India INDIA	Dr. Hossain Inanullah Independent Consultant in Environment, Climate Change & Research Systems BANGLADESH	Anubha Sinha Senior Researcher, Centre for Internet and Society INDIA	Dr. Maumita Koley Policy Researcher, DST-Centre for Policy Research, IISc, Bangalore INDIA

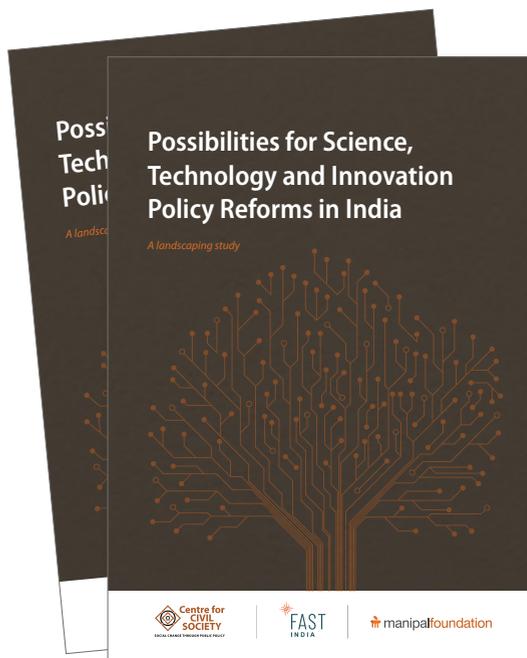
Possibilities for Science, Technology and Innovation Policy Reforms in India – A Landscaping Study

Based on interviews of senior policymakers, thought leaders, researchers, scholars, academia, industry leaders and ecosystem innovators from India and other countries, the landscaping [study](#) provided detailed insights on the current status of S&T research and possible areas of policy action. With the consent of the 14 stakeholders

interviewed by the team in the year 2021, their quotes on different issues in the STI ecosystem were compiled and integrated as part of this study.

We identified the following nine specific outcome-focused and action-oriented policy priorities:

1. Improving R&D investment portfolio
2. Strengthening critical base of the scientific workforce
3. Increasing access to frontier knowledge, research data, and infrastructure
4. Promoting meaningful and impactful research assessment and evaluation
5. Facilitating efficient research management practices
6. Stimulating utility of research outcomes
7. Improving integration of research with higher education institutions
8. Re-inventing India's STI internationalisation strategies
9. Building robust evidence framework for S&T policy planning



Research Funding for STEM Higher Education Institution – An Analysis of India vs. International Models



The [report](#) examines project-based R&D funds received by India's leading higher education institutions through five major government research funding agencies (DST, DBT, SERB, ICMR, and CSIR) and compares India's funding model with the funding models of top R&D performing countries. It aims to bring to light some pressing but neglected issues that obstruct India's higher education sector from improving its performance in the R&D ecosystem.

The first half of the report, titled India in spotlight, deep-dives into the schemes & programs of five of the above-mentioned agencies. This is followed by the India vs International Models section, which provides a cross-country analysis of relevant statistics, national research funding models for the countries, and a nuanced look at the individual traits of research funding across these countries.

Assessing Scientific Research & Innovation – Study of Frameworks and Parameters for Evaluation Institutional Research

The [study](#) evaluates some of the frameworks used globally and in India to assess scientific research & innovation (R&I) at institutional levels. It aims to illustrate the present state of scientific research evaluation in India, and examine the role played by existing indices in shaping the country's innovation ecosystem. It also initiated our work on 'Assessing Scientific Research & Innovation' – the overarching theme of the three-part series.

A review of these metrics helps illuminate the role of factors such as management of researchers, research practices and norms, quantity and quality of research output, and the socio-economic impact of research in creating effective environments for scientific innovation. It elaborates on innovation measurement parameters linked to research, human resource and the general perception of these indices among various stakeholder groups such as employers, industry leaders, and academic peers.



Rethinking Research Funding for India's Higher Education Institutions



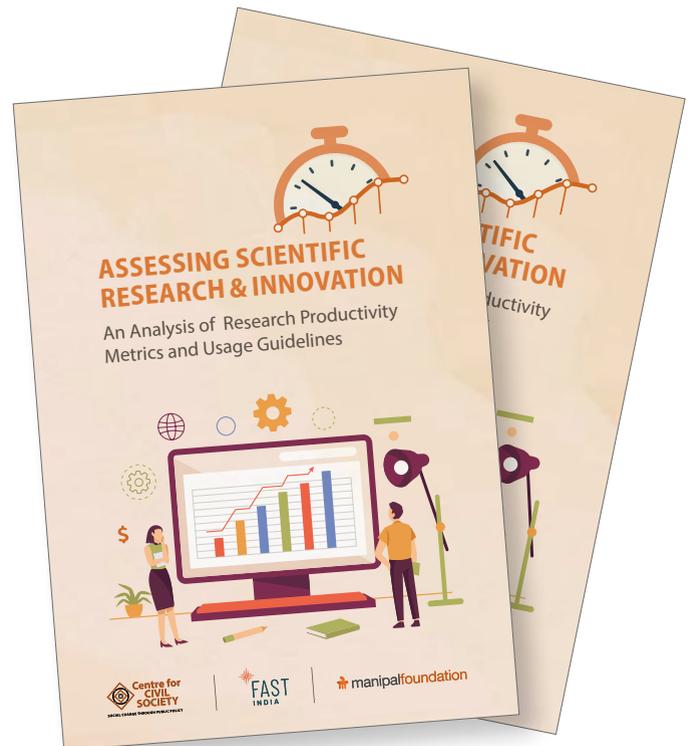
Building on the previous report on Research Funding in India, the [policy brief](#) consolidates our major policy recommendations for improving higher education institutions' research performance across three vital themes. It discusses the issues of data collection, transparency and communication, and the need for a sophisticated framework for determining indirect cost rates in the research funding system for institutions in the country.

Set against the backdrop of growing calls for reforms in certain regulations of India's funding agencies, through this policy brief we strive to assist in the ideation process by highlighting crucial elements that need due consideration. Further, the three elements are explored from two perspectives – government agencies and individual researchers.

Assessing Scientific Research & Innovation – An Analysis of Research Productivity Metrics and Usage Guidelines

This [report](#) reviews contemporary approaches to assessments of scientific research productivity and highlights areas where interventions can be made to make them more holistic and accurate. Second in the ‘Assessing Scientific Research & Innovation’ series, the study evaluates the benefits and limitations of four dominant research productivity measurement tools: bibliometrics, open access metrics, peer review metrics and economic productivity-oriented metrics. This analysis is extended to international frameworks and guidelines as well.

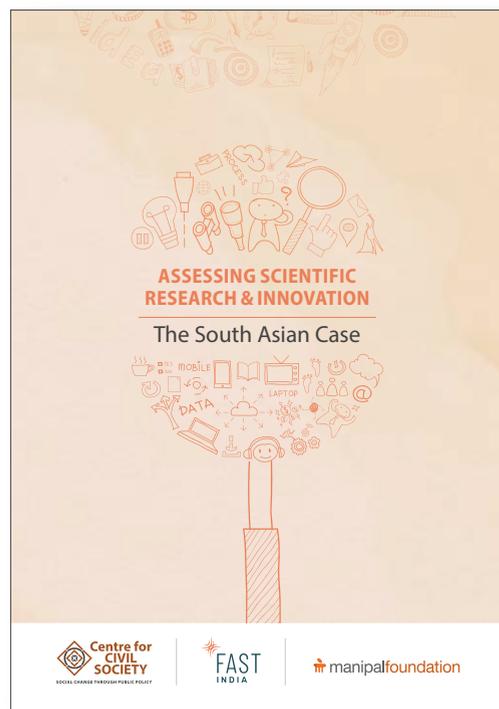
It identifies two key areas for future interventions — standardising and yielding comparative research productivity data, and making research productivity indices more relevant to socio-economic contexts of developing countries. This is coupled with specific recommendations to address the above mentioned areas of emphasis.



Assessing Scientific Research & Innovation – The South Asian Case

The objective of this [report](#) is to identify and pinpoint considerations that are relevant to the creation of South Asia-wide assessment parameters. As the final output of the ‘Assessing Scientific Research & Innovation’ series, it infused past learnings from international systems and studied them in the context of the systemic peculiarities of research productivity in South Asian.

Through this report, we aim to underscore the considerations that are crucial in the creation of assessment metrics relevant to South Asia wholly. It majorly focuses on critiquing the existing literature and R&I parameters in South Asia and emphasises on the benefits of regional collaboration in addressing the prevalent gaps in the frameworks.



**PEOPLE
WINS**

Stakeholder & Expert Consultations

On 23 February 2022, CCS hosted a Panel Discussion with experts from DAKSH India, Vidhi Centre for Legal Policy, and PRS Legislative to discuss the roadmap for improving the quality of laws in India. Over 30 people attended the discussion.

Panel Discussion on

Centre for CIVIL SOCIETY
SOCIAL CHANGE THROUGH PUBLIC POLICY

**Setting up the Sentinel:
Towards Improving Law Quality in India**

PANELISTS

- Harish Narasappa**
Co-founder, DAKSH
- Lalit Panda**
Senior Resident Fellow,
Vidhi Centre for Legal Policy
- Prachee Mishra**
Research Head,
PRS Legislative Research

MODERATOR

- Prashant Narang**
Senior Fellow,
Research & Training Programs

23 FEBRUARY (WEDNESDAY)
5:00-6:30PM **ZOOM**

[Register Now](#)

On 22 September 2021, CCS hosted a Roundtable Discussion on the **Need for Rule of Law** in regulating street vendors amidst crisis. Shri Jagdambika Pal (Lok Sabha MP and Chairman of the Parliamentary Standing Committee on Urban Development) and Ms Shalini Pandey (Director, Ministry of Housing and Urban Affairs) joined the discussion and endorsed our work.

Appreciating CCS' efforts, Shri Jagdambika Pal said:



“ We are all aware that Centre for Civil Society is continuously working for the rights and betterment of street vendors since a very long time. I must thank Centre for Civil Society for working in this direction. Fortunately, I am the chairman of the Parliamentary Standing Committee on Urban Development. So, I had the chance to hold meetings on the subject of street vendors and the protection of their livelihood. Centre for Civil Society made representation before the Parliamentary Standing Committee and shared their recommendations on how to improve the implementation of Street Vendors Act.

”

Researching Reality 2021

Reimbursements under RTE Section 12(2): Too Little, Too Late

For the Researching Reality Internship 2021, CCS received 885 applications. Of these, we selected 16 interns to join the cohort (~ 1.8% acceptance rate). The theme of the year was reimbursements under Section 12 (2) of the Right to Education Act, 2009. While the goal of this section was to foster social inclusion in the schools, the section's effectiveness is diminished by a host of implementation challenges. We documented how the central and state governments approach Section 12(2) and pay schools. In particular, our study uncovered the challenges that the schools and government authorities face.

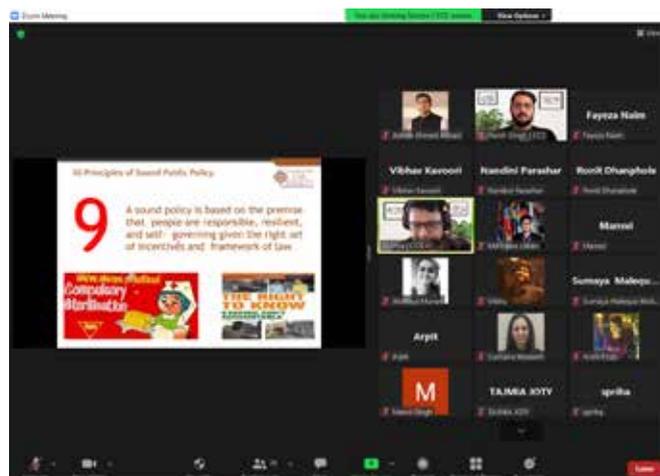


On 12 March 2022, Prashant Narang (Senior Fellow, CCS) was invited to speak at the national conclave organised by the National Hawker Federation on recent cases in the High Court of Delhi pertaining to street vendors.

In March 2022, SEWA invited Simranjyot Kaur (Associate, CCS) to conduct a workshop on legal rights under the Street Vendors Act, 2014, for women street vendors in Delhi.

epolicy for Young Leaders

In 2021-22, CCS continued epolicy for Young Leaders, an introductory certificate course in public policy. The course engaged with learners from across India and other South Asia nations like Nepal and Sri Lanka. This year, CCS conducted 11 epolicy courses. These are online editions of our flagship certificate course in public policy (ipolicy), with live webinar sessions led by external and in-house policy experts. With 405 graduates, the program introduced participants to market-liberal perspectives on contemporary 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. Amir Ullah Khan (Visiting Professor, ISPP), 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



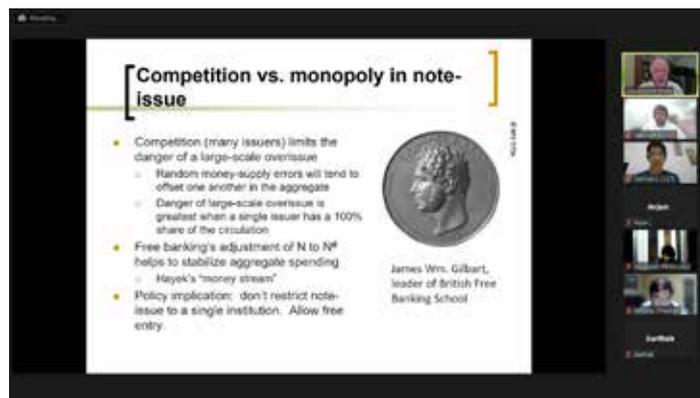
Institute of Politics and Economics, Pune), among others.

Every epolicy was followed by participant feedback to measure the effectiveness of the individual sessions and the course overall. An average rating of 3.7/4 was given by the participants and 35% of participants observed a shift in mindset (over 80% shift) on economic and personal freedom.

Austrian Economics Seminar

In 2021-22, CCS conducted two editions of Austrian Economics Seminar (AES), a 2-day advanced certificate course on the fundamentals of the Austrian school of economics. AES focuses on a practice-based approach to thinking about the causes of prosperity and freedom. This includes dedicated sessions on Subjectivism in Austrian Economics, Theory of Entrepreneurship and How Markets Work, Austrian Approach to Class Structure, Free-Banking and Origins of Money, among others. Expert speakers for the Seminar included Dr Shruti Rajagopalan (Senior Research Fellow, Mercatus Center, George Mason University), Dr Parth J Shah (President, Centre for Civil Society and Co-founder & Director, Indian School of Public Policy), Liya Palagashvili (Senior Research Fellow, Mercatus Center, George Mason University), Lawrence H. White (Senior Scholar, Cato Institute, Center for Monetary and Financial Alternatives),

Nicolas Cachanosky (Associate Professor of Economics, Department of Economics, Metropolitan State University of Denver), Dr Jayme Lemke (Senior Fellow, F. A. Hayek Program for Advanced Study in Philosophy, Politics, and Economics, Mercatus Center, George Mason University), among others. The program received an average feedback rating of 3.8/4 from a total of 79 participants.



Policy Camp

In 2021, CCS launched its first ever Policy Camp, a 6-week online certificate course for high school students (grades 11 and 12) in public policy and liberal thought. We conducted a summer edition of the Policy Camp and a winter edition of the Policy Camp, with 65 participants in total. The program comprised four core modules and one elective out of three options – Environment, Feminism, and Livelihoods. We also conducted weekly group discussions, presentations,

networking sessions and eAdhyays with the scholars of this program, which provided an opportunity for them to understand and debate various issues and elements of public policy. The scholars interacted with and learnt from eminent speakers like Mohit Satyanand, Yazad Jal, Jerry Johnson, Kumar Anand, Dr Parth J. Shah, among others. The two Policy Camps received an average rating of 3.7/4 from a total of 65 participants.



Masterclass: Use of Statistics in Public Policy

In 2021, CCS launched an online certificate workshop on Use of Statistics for Public Policy. The speaker, Dr Srinivasan Iyengar (Senior Program Manager, Microsoft Research, India), covered the basics of (i) how to evaluate data-based decisions and (ii) how to avoid common pitfalls when applying statistical tools using public policy

examples. This workshop introduced participants to sampling techniques, correlation and testing, normality and hypothesis testing, regression testing, among others. We conducted two editions of this workshop and received an overall rating of 3.4/4 with 44 participants in total.

The screenshot shows a Zoom meeting interface. The main content is a slide with the following text:

What is Statistics? Why is it important?

- Consists of a body of **methods for collecting and analyzing data**

Below the text is a flowchart: **Data** → **Statistics** → **Information**

- Statistics is a language of science (social/natural/applied)

“It is easy to lie with statistics. It is hard to tell the truth without it.”
—Andrejs Dunkels (Swedish mathematician)

At the bottom, it says: **Must read: “Statistical crisis in science” - Andrew Gelman Link: <https://www.americanscientist.org/article/the-statistical-crisis-in-science>**

The Zoom interface also shows a top bar with participant thumbnails (Surya | CCS, Archana Sharma, Shreya, Pritha, Dr. Srinivasan Iyengar, Manasa | CCS) and a right-hand sidebar with a list of 22 participants and a chat window.

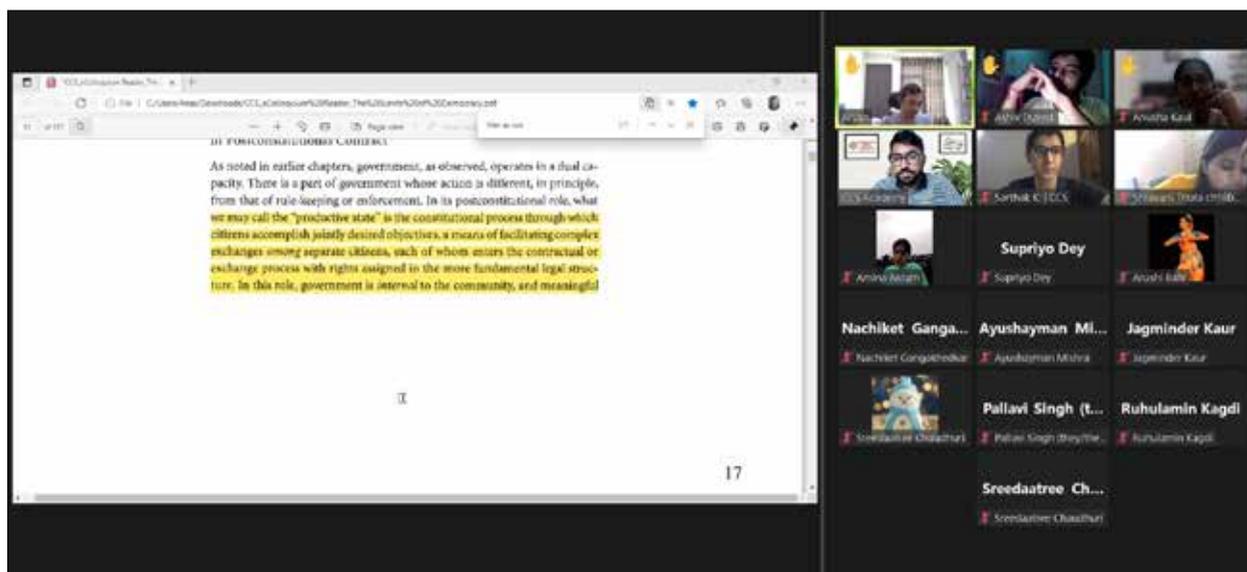
eAdhyays

In 2021, CCS conducted 6 eAdhyays (virtual) and 1 Adhyay (in person). More than 120 people participated in these online and offline Socratic discussions. Through the eAdhyays, CCS hosted discussions on pertinent and contemporary challenges, including those on Sauvik Chakraverti's essay Democracy and Liberalism: Contrasting Ideals, Piloo Mody's essay Dangerous Counter Philosophy, and Ecology or Economics: Which has done

more for our environmental future?. In each of these sessions, we discussed the works and ideas of famous economists, political thinkers, politicians, business leaders, inventors and scholars. Diving deep into these concepts helps develop a comprehensive understanding of the world around us. Many participants were introduced to several new economic and political concepts through these conversations with experts.



Colloquium

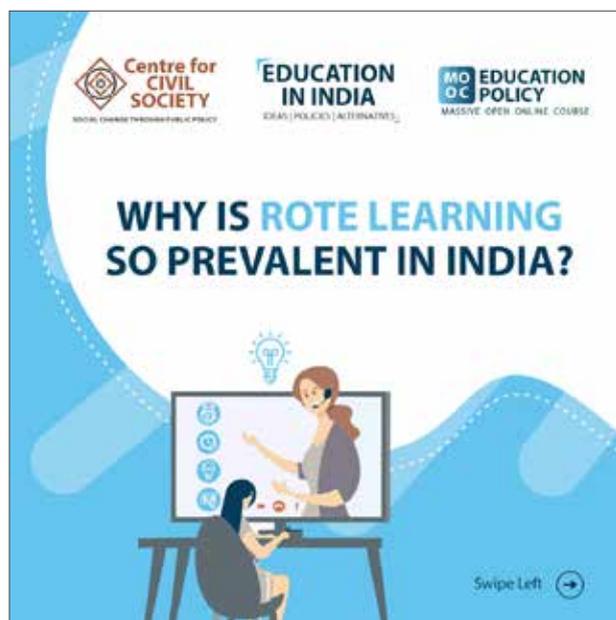


In 2021-22, CCS conducted 7 eColloquiums (virtual) and 1 Colloquium (in person). The in person Colloquium was held in New Delhi, in partnership with the Friedrich Naumann Foundation. These are forums for in-depth discussions centred around a chosen theme. CCS shares the reader related to the theme in advance with selected participants for every cohort. The participants come prepared with

notes, comments, and ideas related to the topic, allowing for an interactive Socratic discussion. More than 130 people participated in the Colloquiums conducted this year. The themes of discussion included Feminism, Gender Justice and Economic Freedom, Capitalism, Poverty and Inequality, Terracotta Environmentalism: Bridging Market and Green Approaches, and The Limits of Democracy.

MOOC - Education Policy and Liberalism

In 2021, CCS altered its Massive Online Open Course (MOOC) on Education in India - Ideas | Policies | Alternatives, doing away with the batch system and making the course available throughout the year. 158 participants successfully enrolled in the course. Additionally, CCS also launched a MOOC on Liberalism in India. This MOOC provides a comprehensive understanding of the political, social, and cultural history of liberalism in India.



Credit Course with Vedica



In 2021-22, CCS partnered with The Vedica Scholars Programme for Women to conduct a credit course on public policy. This course comprised 30 hours of sessions, introducing the scholars to Public Choice Theory, Law and Public Policy, Principles of Policy Designs, among others. The credit course also included assessment of the scholars. The course received an average feedback score of 3.6/4 from 2 cohorts of participants comprising 115 scholars.

B R Shenoy Memorial Lecture



In December 2021, in collaboration with ERC Trust, CCS organised the BR Shenoy Memorial Lecture 2021. Attended by 82 participants, in the lecture, Montek Singh Ahluwalia (Indian Economist and Author) discussed Lessons from 1991 for 2021: New

Economic Reforms for Renewing India. This lecture was a part of the annual BR Shenoy Memorial Lecture Series, which aims to memorialise Prof Shenoy's ideas and policies.

Indian Liberals Lecture



On 27 November 2021, in collaboration with the Friedrich Naumann Foundation South Asia, CCS organised the Indian Liberals Lecture. Delivered by an eminent liberal philosopher, historian, thinker or economist, the objective of the Lecture is to disseminate liberal understandings of India's political, social and economic history. It also aims to educate the audience on the continued need for liberalism today. The 2021 Indian Liberals Lecture was delivered noted Sagarika Ghose (Indian journalist and author) on **The Case for Individual Liberty and Why It is Vital for Today's India.**

Fireside Chat with Matt Warner and Dr. Tom Palmer (Atlas Network) on Development with Dignity

On 4 March 2022, CCS hosted a Fireside Chat on the book *Development with Dignity* with authors Matt Warner and Dr Tom G Palmer of Atlas Network. The book argues that interventions that do not account for the roles of culture, context, and local institutions leave a trail of unintended consequences, ranging from wasteful to even harmful. Dr Tom G Palmer and Matt Warner aimed to reintroduce the importance of self-governance and individual autonomy into the development agenda to ensure a “dignity first” model of development.



Snapshot of CCS Programs



Number of Programs Held



Number of People Reached



14

700



02

200



02

79



11

405



8



130

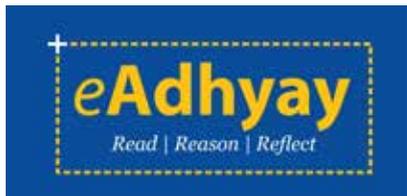
Vedica Credit course



01



115



02



120

Masterclass



02



44



02



65

**PROJECTS
WINS**

Scaling Project Bolo English

Project Bolo English scaled to over 80,000 students, 3400 teachers and 300+ schools in the year 2021-22. ~6,000 students completed the prescribed learning module (CEFR) on the application whereas a remarkable number of students demonstrated improvement in their Spoken English skills. The project demonstrated 3X growth over the pilot year across key impact parameters.

The extended lockdown of schools due to the pandemic, inconsistent device access for students and overall slump in the edtech market, pushed us to bring innovation and agility in our implementation approach. Following section provides the key details of our performance during the grant period July 2021 to June 2022.

We partnered with state associations of budget private schools in Haryana, Delhi, Uttar Pradesh, Himachal Pradesh, Telangana, and Tamil Nadu. We also made a foray into the semi-government/NGO schools' segment via our partnership with the Bharti Foundation. We empaneled 81,900 students against the set target of 60,000 students. These 81,000+ students



came from over 300 schools from 11 states. Nearly 3X more schools and students from 11 states filled the Expression of Interest forms. Our outreach effort mainly comprised of the following:

Webinars in collaboration with the partners;

- Extensive tele-calling campaign;
- Digital Communication such as promotional videos, mailers, WhatsApp messages;
- Influencer-driven communication

Activations

Student activations (registration on the app + baseline) increased from 23% in 2020-21 to 49% in 2021-22. As a result, we achieved ~40,000 student activations against the set target of 24,000 activations. These were achieved over a period of 8 weeks between June 2021 to August 2021. Some of the learnings from the pilot year were implemented effectively to drive the activation numbers. These included time-bound activations, involvement of

all-subject teachers, focus on schools with higher enrollments, and weekly activation rankings. Additionally, curriculum integration of the application, timing activations with school admissions, setting up kiosks and physical support for activations were some of the more successful strategies.

Retention percentage i.e. students keeping the app installed on their handsets beyond 6 months, remained high similar to the pilot year. Over 70% students retained the app for over 8 months.





Student Engagement

Over 5,600 students i.e. 14% of the total activated students completed 1 CEFR module (80 lessons on the application) against the set target of 8,400 students completing 1 CEFR module. Additionally, ~20% completed more than 50 lessons on the application. Student engagement remained an area of challenge for the project.

While teacher-driven engagement remained our frontline approach, we also introduced several innovations to drive student engagement. Some of the key innovations include:

1. Activity Completion Sprints in schools timed with PTMs;
2. Student Rewards and Recognition: course completion certificates, Amazon vouchers, superhero stickers, spot rewards;
3. Individual reminders to parents through phone calls

External Assessment

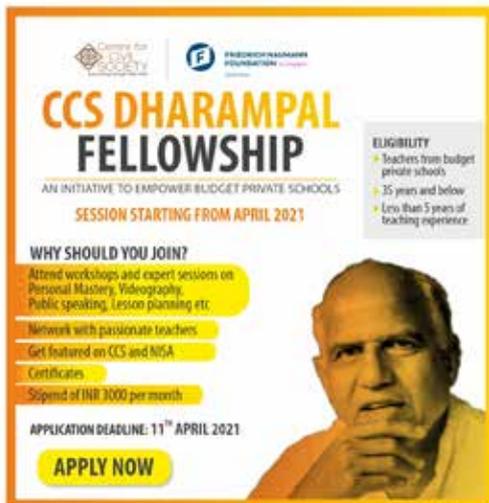
Aspiring Minds' SVAR tool was introduced to conduct an external assessment of student learning.

Per the results of the assessment, conducted as baseline in December 2021 and endline in March 2022, ~60% of the total 1360 students that were assessed demonstrated improvement in at least one Spoken English competency. ~31% students demonstrated 1 or more than 1 CEFR level progress.



Scaling Dharampala Fellowship

Dharampala Fellowship Program is an initiative of the Centre for Civil Society, supported by Friedrich Naumann Foundation for Freedom, to empower budget private school teachers through training, networking sessions, and one-on-one interactions with renowned education experts. It is an endeavour to provide teachers with the techniques, skills, and tools needed for providing quality education to children in India.



ccs.in/Dharampala-fellowship

Teacher Participation

The first batch was launched in May 2021, and we received over 200 applications from budget private school teachers from all over the country. A second batch was launched in July 2021, which received over 300 applications. 42 teachers were selected as Fellows and attended training sessions, workshops and one on one interactions with renowned education experts on topics like personal mastery and emotional intelligence, videography, public speaking and storytelling, child counselling and lesson planning. 41 out of 42 Fellows successfully graduated from the Fellowship on 5th of June 2021. The graduating cohort consisted of budget private school teachers from Kerala, Karnataka, Manipur, Jammu Kashmir, UP and other states, a school leader from Tamil Nadu and an academic coordinator from a school for hearing impaired students. Another 35 Fellows graduated from the July batch.



Teacher Training

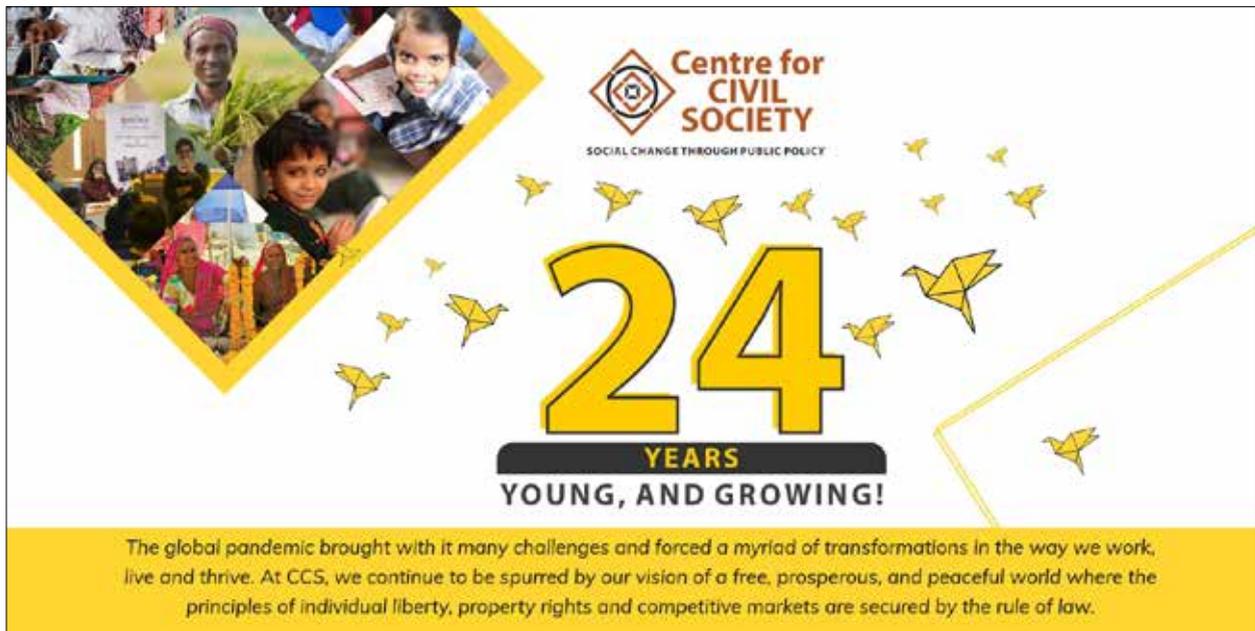
6 sessions were conducted through our expert training partners, Katha, Million Sparks Foundation and Alokita, while 3 sessions were conducted by in-house experts. The Fellows were able to build necessary skills for transitioning to blended learning, creating outputs like lesson plans, empathy mapping, creating videos for learning, etc. The Fellowship also

provided budget private school teachers an opportunity to network and collaborate with other like-minded teachers. Through sessions on NEP and CCS' epolicy course, teachers were introduced to liberal values of freedom, choice and accountability in education.

**ORGANISATION
WINS**

CCS Turns 24!

On 15th August 2021, CCS celebrated 24 years of advancing social change through public policy. The global pandemic brought with it many challenges and forced a myriad of transformations in the way we work, live and thrive. Our 24th Foundation Day was celebrated in hybrid fashion with our team, leadership, alumni, board members and partners joining us both virtually and in person. Our leadership, board members and partners spoke of the importance of individual freedom and accountability as CCS welcomed its 25th year of supporting livelihoods and influencing liberal reforms in India.



CCS Wins Templeton Freedom Award

In 2021, CCS was awarded the prestigious Templeton Freedom Award (across the world) for its work championing economic freedom for and rights of street vendors. Templeton Freedom Award is given to organisations, which contribute to human fulfilment, innovation, and prosperity via free markets. CCS continues to push for the effective implementation of the Street Vendors Act 2014, and help more vendors secure the opportunity to improve their lives and escape poverty. The award included a USD 100,000 prize, which is supported by the Templeton Religion Trust. Prashant Narang (Senior Fellow, CCS) collected the award on behalf of CCS during the Atlas Network's Freedom Dinner on 14 December 2021, in Miami, Florida.

Other finalists for Atlas Network's 2021 Templeton Freedom Award were Cardinal Institute for West Virginia Policy, Cato Institute, Centre for Development and Enterprises, Libertas Institute, and Institute of Economic Affairs.



Launch of CCS' Science & Technology Policy Vertical

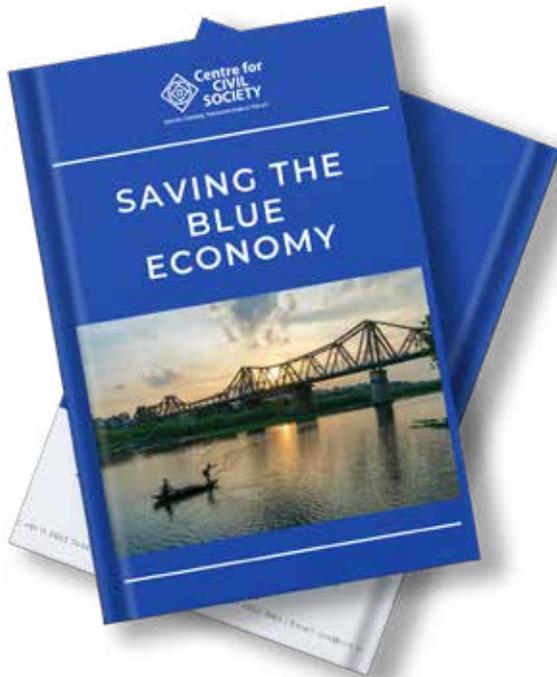


Established in 2021, the Science & Technology (S&T) Policy Vertical at Centre for Civil Society is dedicated to advancing policy solutions that foster scientific enquiry and research. Through our publications, discussions, and events, we strive to facilitate the creation and dissemination of new knowledge about the science ecosystem in India. With the aim of strengthening the science ecosystem that promotes innovation and scientific advancement, we focus on the fundamentals of S&T research systems across the country.

This year, our work included a landscaping study for outlining policy priorities of India's S&T ecosystem, assessment of investment in research and development (R&D) and assessment of research innovation and productivity. The vertical also raises awareness on crucial S&T issues via social media engagement and its policy dialogue series, PRISM. Through conversations with experts from different domains, PRISM events give practitioners and enthusiasts the space to explore critical S&T ideas from multiple perspectives.

**INSTITUTION
WINS**

CCS Partners with Mazdoor Inc



On 13 December 2021, CCS entered into a partnership with Mazdoor Inc, a Gujarat-based organisation, for conducting a detailed and comprehensive study under its project Saving the **Blue Economy**. This study is of great importance because Gujarat's fisheries sector has immense export potential. Reforms suggested by this study are aimed at bringing prosperity to the sector and the fishing community at large.

CCS Partners with Vidhi Centre for Legal Policy

On 4 January 2022, CCS partnered with Vidhi Centre for Legal Policy to publish a policy brief on land laws in Maharashtra: *Whose Land is it Anyway?* In the past decade, land laws in Maharashtra have undergone rapid changes in response to the growing demands of urbanisation and industrialisation. Land is an important factor of production not only for agriculture and allied industries, but also for developing the secondary and tertiary economy. The policy brief sheds light on the problems hindering the efficient reallocation of agricultural land in Maharashtra and provides recommendations to resolve them.



**MEDIA
WINS**

'Bolo English' aims to improve speaking skills of poor students

Hyderabad: To impart communication skills in students from low-income communities, Telangana...



LIVE TV नीटिने देस दुनिया UTILITY वेब स्टोर्सेस वरल जॉर्निंग ऑटो गड्जेट्स मॉन्गि...

Blue Economy : गुजरात में चुनौतियों से घिरा मत्स्य उद्योग, क्या है वजह

Written By: **रविश कुमार** | Edited By: **Keshav Kumar** | Updated on: 17 Jun 2022, 07:00:44 PM

टेकनोलॉजी की मदद से भारताग्रह अर्थोमी बीन रूइ छात्र, निरनुक मिल रही ट्रेनिंग, फूलाइटेड नेशन ने भी की...

'जीएम' वरील अन्यायकारक बंदी



'Bolo English' launched to empower children from lower-income groups

Hyderabad: Bolo English, an ambitious... by the... top-notch educational... belonging to the... spoken Eng...

प्रशासनिक विसंगतियों की मार झेल रहा मत्स्य उद्योग एक साझा शोच में हुआ खुलासा



मछलियों की मौत पर जताई चिंता

रिपोर्ट में गुजरात में मत्स्य उद्योग को बढ़ावा देने और नए मछुआरों को रोजगार प्रदान करने के संघर्ष में... रिपोर्ट में गुजरात में मत्स्य उद्योग को बढ़ावा देने और नए मछुआरों को रोजगार प्रदान करने के संघर्ष में... रिपोर्ट में गुजरात में मत्स्य उद्योग को बढ़ावा देने और नए मछुआरों को रोजगार प्रदान करने के संघर्ष में...



Regulatory hurdles deter farmers to earn

New Delhi, April 13: The lack of approval of genetically modified (GM) crops since an environment that fails to consider the benefits reaped by modern technologies... The trajectories of GM crops such as Bt brinjal and GM mustard in the regulatory... 'Conflict of interest in the regulatory set-up acts as a hindrance in farming... apart from lack of infrastructural support and the independence of the... similar success in the adoption of... Cling double earnings by Maharashtra and Gujarat farmers who achieved... Therefore, deregulating policies and ideologically-driven positions from... agricultural ecosystem, which will benefit farmers, consumers and...



विधि आयोग: पारखी को परखें

February 2, 2022 04:18 PM IST

इस ही में भारत सरकार ने सोने के पत्तों के लिए 'इलेक्ट्रॉनिंग' को जल्दी बना दिया है। भारत... क्वॉलिटी को परखती है। लेकिन कानूनों की पुनर्जांच को क्यों नहीं मारती? ऑस्ट्रेलिया और दूसरे... किनका भीरो दुनिया भर के देशों में कानूनों को निरूप करने के लिए एक अंतर्राष्ट्रीय बॉडी है। इस के... कानूनों की पुनर्जांच को रोक करने में चेता हो जाता है।

1995 में, भारत के विधि आयोग की रूपरेखा विधि और न्याय संशोधन की दृष्टिकोण से बॉडी के रूप में की... गई थी। इसे भारत में मौजूदा कानूनों के सीमा विचार करने की सुदृढ़ कमीनिटी मिली हुई है। भारत सरकार... हर तीन साल में इसे मीटा करता है। इस बॉडी का तुलना उद्योग इलेक्शन में नहीं को पुराने कानूनों को रू... करने का सुझाव देता, कानूनों में शैलिक संपन्नता सुनिश्चित करना और कानूनों सुधार के विभि सुझाव देता... है। विधि आयोग ने अब तक 277 रिपोर्टें देस की है।

आयोग के एक प्रमुख अंग के अनुसार, केवल 45% सुधारों और शिफारिशों को अब तक लागू किया... गया है। इसका कारण यह है कि प्रत्येकी वीयर के काम की इलाकिया असा अनुपयुक्त रही रही है। कई... शिफारिशों अन्यायित तरीके से रची गईं। सुझाव गत सुधारों के साथ स्टैक बंदीकरण नहीं रखे गए।... हालांकि बंदीकरण अपराध के लिए बेहतर इलेक्ट्रॉनिंग की जरूरत पड़ती है। अपने बर्तमान अद्यतन में,... आयोग कई संपन्नताओं से फिर हुआ है।



40 Print



31 Online Publications



02 Television Coverage

**MEDIA
OUTREACH**



1,54,804

Followers

27,956,834

Total Impressions



38,667

Followers

13,33,850

Total Impressions



6,407

Followers

10,25,768

Total Impressions



9,758

Followers

19,49,840

Total Impressions



5,126

Subscribers

140.4k

Total Views



FINANCIAL REVIEW

M. THOMAS & CO.

Chartered Accountants

B1/2, 2ND FLOOR, LEFT SIDE, HAUZ KHAS, NEW DELHI-110016.

Tel: 9810064291, 8368616900, 8851529832, 9810063291; E-Mail: mtc64291@yahoo.co.in

FORM NO.10B

[See rule 17B]

Audit Report under Section 12A(b) of the Income-tax Act, 1961 in the case of Charitable or Religious Trusts or Institutions

We have examined the Balance Sheet of CENTRE FOR CIVIL SOCIETY, NEW DELHI, PAN AAATC1889P as at 31st March 2022 and the Income and Expenditure Account for the year ended on that date which are in agreement with the Books of Account maintained by the said Institution.

We have obtained all the information and explanations which to best of our knowledge and belief were necessary for the purpose of the audit. In our opinion, proper Books of Accounts have been kept by the Head Office and the Branch of the above-named Institution visited by us so far as appears from our examination of the Books, subject to the comments given below:

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 Balance Sheet, of the state of affairs of the above-named Institution as at 31-03-2022.

and

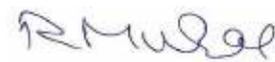
(ii) In the case of Income & Expenditure A/c, of the SURPLUS of its Accounting Year ending on 31-03-2022.

The prescribed particulars are annexed hereto.

Place: New Delhi

Date: 27-09-2022

For M. THOMAS & CO.
Chartered Accountants
Firm Registration No: 004408S



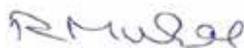
R. MURALI (Partner)
Membership No. 80972
UDIN: 22080972AVKHZS7177



INCOME & EXPENDITURE A/C FOR THE YEAR ENDED 31-03-2021

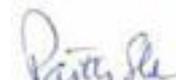
PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
INCOME		
Foreign Contributions (FC)	6,82,54,971.62	2,92,61,086.00
Local Contributions & Grants (Local)	1,28,74,450.00	4,46,36,955.00
Bank Interest (Local)	21,75,612.00	25,39,087.00
Bank Interest (FC)	15,73,305.94	10,81,421.96
Fees from Activities (Local)	14,85,901.00	4,31,331.48
Interest on TDS Refund (Local)	26,182.30	17,630.50
Miscellaneous Income (Local)	0.00	5.50
TOTAL	8,63,90,422.86	7,79,67,517.44
EXPENDITURE		
FC Expenses as per Schedule	4,29,25,072.61	3,17,21,593.87
Local Expenses as per Schedule	2,27,66,510.20	2,39,75,602.09
Depreciation	5,31,942.06	5,00,248.34
TOTAL	6,62,23,524.87	5,61,97,444.30
EXCESS OF INCOME OVER EXPENDITURE	2,01,66,897.99	2,17,70,073.14

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



(R. MURALI) Partner
New Delhi, 27th September 2022



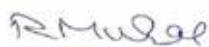


(PARTH J. SHAH)
PRESIDENT

BALANCE SHEET AS AT 31-03-2021

LIABILITIES	CURRENT YEAR		PREVIOUS YEAR	
	AMOUNT	TOTAL	AMOUNT	TOTAL
CAPITAL FUND				
Balance B/f	7,37,08,488.45		6,27,32,066.31	
Transfer from Income & Expenditure A/c	2,01,66,897.99		2,17,70,073.14	
Transfer from Reserve Fund u/s 11(2)	1,04,00,000.00		11,35,000.00	
Transfer to Reserve Fund u/s 11(2)	(1,76,52,000.00)		(1,17,48,000.00)	
Old Obsolete Assets over 10 Years Written Off	(91,880.23)		(1,70,651.00)	
Security Deposit Jessica P Dialani written off	0.00	8,65,31,506.20	(10,000.00)	7,37,08,488.45
CORPUS FUND				
Balance B/f	20,00,000.00		20,00,000.00	
Additions for the year	0.00	20,00,000.00	0.00	20,00,000.00
RESERVE FUND U/S 11(2)				
Balance B/f	1,17,48,000.00		11,35,000.00	
Additions for the year	1,76,52,000.00		1,17,48,000.00	
Utilisations during the year Trfd. to Capital Fund	(1,04,00,000.00)	1,90,00,000.00	(11,35,000.00)	1,17,48,000.00
DEPRECIATION FUND				
Balance B/f	33,33,282.89		48,60,692.55	
Depreciation for the year	5,31,942.06		5,00,248.34	
Depreciation released on Assets Written off	(3,20,978.77)	35,44,246.18	(20,27,658.00)	33,33,282.89
BRS MEMORIAL LECTURE FUND				
Balance B/f	0.00		0.00	
Additions for the year	4,00,000.00	4,00,000.00	0.00	0.00
CURRENT LIABILITIES				
TDS Payable	4,099.00	4,099.00	5,34,148.00	5,34,148.00
TOTAL		11,14,79,851.39		9,13,23,919.34

Contd.....2/-



(R. MURALI)
AUDITOR





(PARTH J. SHAH)
PRESIDENT



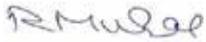
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ASSETS	CURRENT YEAR		PREVIOUS YEAR	
	AMOUNT	TOTAL	AMOUNT	TOTAL
FIXED ASSETS				
As per schedule at Cost		60,39,016.00		56,03,573.00
CURRENT ASSETS				
Bank Balances	5,24,87,570.43		4,08,57,440.75	
Bank Fixed Deposits	5,14,00,000.00		4,25,10,648.22	
TDS Refundable as per Schedule	8,40,422.05		8,52,144.65	
Interest Accrued on Bank Fixed Deposits	3,58,665.65		11,81,917.07	
Advance for Expenses as per Schedule	2,06,077.26		1,72,971.65	
Security Deposits	1,00,000.00		1,00,000.00	
Cash Balances	32,090.00		24,214.00	
Other Current Assets	16,010.00	10,54,40,835.39	21,010.00	8,57,20,346.34
TOTAL		11,14,79,851.39		9,13,23,919.34

As per our Report of even date

For M. THOMAS & CO.

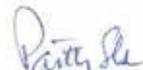
Chartered Accountants



(R. MURALI) Partner

New Delhi, 27th September 2022





(PARTH J. SHAH)

PRESIDENT



OUR TEAM

Team

Bolo English



1. **Anil Mauriya** - Associate, Student & Teacher Engagement

2. **C Hema Malini** - Teacher Trainer

3. **Govind Kashyap** - Teacher Trainer

4. **Kothapally Vandana** - Teacher Trainer



5. **Mehek Rastogi** - Head of Operations

6. **Rohan Joshi** - Project Head, Training Program

7. **Sagar Malhotra** - Associate, Student & Teacher Engagement



8. **Simran Gulati** - Associate - Communications and Outreach Training

9. **Soumya Thatikonda** - Teacher Trainer



10. **Sufian Akhtar Farooqui** - Associate, Video Editing

Team

CEO



Lakshmi Sampath Goyal
Chief Executive Officer

Finance

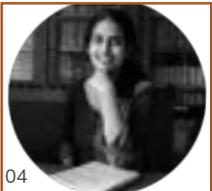


1. **Anamika Pathak** - Manager, Finance
2. **Shanthi L** - Chief Finance Officer
3. **Rajesh Kumar** - Associate, Finance
4. **Shubham Prajapati** - Associate, Finance



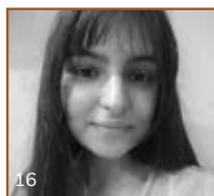
Team

Indian School Of Public Policy



1. **Aarushi Jindal** - IPPF (Indian Policy Praxis Fellowship') Consultant
2. **Aditya Kaudan** - IPPF (Indian Policy Praxis Fellowship') Consultant
3. **Akash Rawal** - Manager, Placements and Career Development
4. **Ammu Elizabeth Thomas** - Learning Associate - Writing and Communication Lab
5. **Ankita Sharma** - Manager – Outreach and Scholar Affairs
6. **Apoorva Dhingra** - Learning Associate
7. **Dakshta Ahlawat** - Junior Associate - Communications
8. **DeepJyoti Sarma** - Deputy Manager, Admin and Ops
9. **Gopikrishnan Nair** - Manager, Placements and Career Development
10. **Ishan Gupta** - IPPF (Indian Policy Praxis Fellowship') Consultant
11. **Jatin Nair** - Learning Associate
12. **Karthika Menon** - Manager - Career Development and Placements
13. **Lakshmi Ravi** - IPPF (Indian Policy Praxis Fellowship') Consultant
14. **Lokesh Kandregula** IPPF (Indian Policy Praxis Fellowship') Consultant
15. **Mayuri Purkayastha** - Learning Associate - Writing and Communication Lab

Team



16. **Navraj Choudhary** - Associate – Graphic Designer

17. **Nayla Chauhan** - Learning Associate

18. **Nidhie Raj Singh** - Lead – Communications



19. **Pranit Bhandula** - Manager - Admissions Marketing

20. **Priyanka Tiwari** - Manager – Digital Marketing

21. **Rahul Menon** - IPPF (Indian Policy Praxis Fellowship) Consultant



22. **Ram Kamesh JV** - Head - Partnerships & Strategic Alliances

23. **Ratna Priya** - IPPF (Indian Policy Praxis Fellowship) Consultant

24. **S B S Pradyoth** - IPPF (Indian Policy Praxis Fellowship) Consultant



25. **Shahaji Kadam** - IPPF (Indian Policy Praxis Fellowship) Consultant

26. **Shahin Khan** - Receptionist cum Office Assistant

27. **Shashank Mishra** - IPPF (Indian Policy Praxis Fellowship) Consultant



28. **Shilpy Malhotra** - Instructor, Policy Writing and Communication Lab

29. **Shreeradha Mishra** - IPPF (Indian Policy Praxis Fellowship) Consultant

30. **Shubhashish Gangopadhyay** -Dean



31. **Sumedha Shukla** - Learning Associate

32. **Urvashi Shahi** - Senior Fellow

33. **Vincy Davis** - Assistant Professor, Writing and Communications Lab

Team

Learning & Development



1. **Bhupinder Singh** - Senior Fellow
2. **Shashi Kant Rai** - Systems Consultant

Policy Training & Outreach



1. **Aastha Narang** - Senior Associate
2. **Anushka Das Sharma** - Associate
3. **Avinash Chandra** - Sanyojak, azadi.me
4. **Basu Rai** - State Coordinator
5. **Mohd. Anas Khan** - Senior Associate



6. **Ravi Kumar Yadav** - Senior Associate - Graphics Design
7. **Rohan Jolly** - Associate
8. **Salma Masood** - Associate – Video Editor



9. **Samrudha Surana** - Associate
10. **Sarthak Kwatra** - Junior Associate
11. **Sidhartha Tiberwal** - Senior Associate
12. **Sourya Banerjee** - Programme Coordinator



13. **Sudeshna Saha** - Senior Fellow
14. **Swati Singh** - Associate - Digital Communication
15. **Swati Rao** - Outreach & Training Programs Expert

Team



Research & Training Programs



1. **Anirudh Agarwal** - Research Assistant
2. **Anirudh Goel** - Research Assistant
3. **Arjun Krishnan** - Associate
4. **Astha Pandey** - Associate
5. **Jayana Bedi** - Senior Associate
6. **Manasa Pidatala** - Senior Associate
7. **Mitali Gurdatta** - Junior Associate
8. **Prashant Narang** - Senior Fellow
9. **Sanskriti Shree** - Project Manager
10. **Simranjyot Kaur** - Associate
11. **Tarini Sudhakar** - Associate

Team



Science & Technology

1. **Bhavya Mehta** - Consultant
2. **Ishita Puri** - Research Assistant
3. **Nitesh Anand** - Manager
4. **Pratyaksha Jha** - Research Assistant



Strategy & Development

1. **Himanshu Dhingra** - Consultant
2. **Rajashi Banerjee** - Consultant
3. **Sanjana Anand** - Senior Associate
4. **Vidya Varidh** - Associate

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*COO, Madhavi Desai
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Premila Nazareth
*Independent Consultant,
Governance and Research*

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Chairman and
Editorial Director,
IMA India



Anirudha Dutta
Author and Analyst,
Capital Group



**Geeta Gandhi
Kingdon**
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College London



**Jayaprakash
Narayan**
Founder,
Loksatta Party



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Institute



**Reuben
Abraham**
CEO and
Senior Fellow,
IDFC Institute



**Shruti
Rajagopalan**
Senior Research
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Mercatus Center,
George Mason
University

Scholars



Ajay Shah

Professor
National Institute for
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Medical College



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Kingdon**

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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



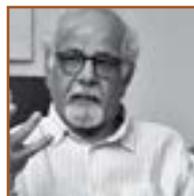
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Professor
Delhi School of Economics



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**

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*Former Governor
Reserve Bank of
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Narayanamurti**

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Physical Sciences, Harvard
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Vijay Chandru

*Professor; Co-Founder
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