A leading public policy think tank
Conducting research in multiple disciplines
Contributing to a more robust public discourse
It would be difficult for a short preface to do justice to the excellence and wide ranging achievements of my colleagues. The contents of this Annual Report point to an especially productive year at CPR. Across different fields CPR continued to produce important work in several different genres. It produced the kind of books that Vikram Seth once described as ones that ‘strain your purse and sprain your wrist’: comprehensive, academically deep, field defining books that become the indispensable starting point for all conversation in the field. This year, for instance, CPR was involved in the publication of The Oxford Handbook of the Indian Constitution, and The Oxford Handbook of Indian Foreign Policy, both of which have editors from CPR and were projects based at CPR. My colleagues produced serious and path breaking academic monographs on subjects ranging from international relations to climate change law, India’s contemporary economy to political theory. There was a steady output of articles in learned journals. This was complemented by articles in less learned journals, but ones which serve the cause of public outreach. CPR faculty engaged with important reports from the IPCC to Indian Railways. My colleagues unflinchingly did public service, serving on Committees, engaging with a range of policy makers from civil servants to parliamentarians, from NGOs to research institutions. In these engagements they enriched the policy discourse, and enriched themselves as well (though the latter more metaphorically than literally!). I hope you will find time to go through the contents of this Report and engage with the various publications listed therein.

We hope some of this work will convey the sense of intellectual excitement we experience at CPR. Trying to snatch snippets of order and intellectual coherence from an increasingly chaotic world is not an easy task. It is always awkward to be judged in one’s own cause, so we leave it to you to assess our success and failures. What we are proud of is the fact that this intellectual effort has been undertaken in good faith, without preconception, prejudice or partisanship. As President, I have the privilege of eavesdropping on a range of intellectual endeavours and conversations of my colleagues. I am constantly grateful that within CPR we are blessed with an environment where there is genuine curiosity, openness to evidence, an ability to play with different arguments and a genuine attempt to try and figure things out. We do not always succeed, but if our work conveys some of that sense of excitement, we will have succeeded.

CPR, as you doubtless know, works in a wide variety of areas. We are broadly organised into five fields: International Relations and Security, Law, Regulation and the State, Environmental Law and Governance, Urbanisation and Economic Policy. Under these broad rubrics there are several initiatives, networks, collaborative projects that bring together teams of researchers, and researchers also produce their individual work. The work in these areas has placed CPR at the forefront of the important issues of our time: accountability, sanitation, urbanisation, land rights, climate change, technology and society, environmental law, state capacity, infrastructure,
social conflict, great power politics, identity politics, election studies, and so forth. Going through the work listed here will not just be of academic interest: it will provide a sense of the big issues and arguments confronting India and its place in the world in different ways.

There are people at the Centre of all this intellectual activity; people whose example and integrity shape so much of what we do. It would be remiss of me not to mention the fact that CPR still misses three impeccable stalwarts: K.C. Sivaramakrishnan, Ramaswamy Iyer and George Verghese, men of incredible commitment, integrity, intellectual range and wise intelligence. But it is a matter of some solace to us that the body of work they have left behind still guides us, even more so in an era when the values they stood for seem in ever shorter supply. CPR and its faculty have been recognised in many different ways. But I should mention two particular awards we are proud of this year. Navroz Dubash was the recipient of the TN Khoshoo Memorial Award. I know Navroz’s stature in the field means that he honours the award more than the award honours him, but still this is just a small example of the way in which CPR has been recognised. I am also pleased to point out that CPR got its second Infosys Prize. This prestigious prize went to Srinath Raghavan, a scholar whose productivity and brilliance also seem superhuman. This kind of validation simply gives us more encouragement to do better.

Such wide ranging intellectual activity would not be possible without three kinds of support. The first is the support of the Board of CPR, under the leadership of Eric Gonsalves. The Board has guided us through an increasingly complex environment with exemplary far sightedness and integrity. I am deeply grateful to them. The second is the support of our funders, who are listed in this Report. The trust they have reposed in us and their commitment to our independence has enabled unfettered inquiry. The third is the administrative staff of CPR, led by Mr. Ravi, that goes beyond the call of duty to ensure that our academics and researchers can do what they do best. Our communications team, headed by Richa Bansal, has also set new benchmarks in making the vibrancy of CPR more accessible. I am deeply grateful to them. I am also deeply grateful to all my colleagues for setting high standards, to our young research associates who bring such marvellous intellectual energy and technical knowledge. I hope this Report will provoke you into engaging with CPR and supporting us. Your support will mean a lot.

With warmest thanks

Pratap Bhanu Mehta

PRESIDENT AND CHIEF EXECUTIVE
CPR engages around five broad themes, and faculty and their research often span several of these topics.

<table>
<thead>
<tr>
<th><strong>ENVIRONMENTAL LAW AND GOVERNANCE</strong></th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Environmental Standards, Climate Change, and Development</td>
<td></td>
</tr>
<tr>
<td>• Water Policy</td>
<td></td>
</tr>
<tr>
<td>• Energy Policy</td>
<td></td>
</tr>
<tr>
<td>• Indian and International Environment Law and Jurisprudence</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>INTERNATIONAL RELATIONS AND SECURITY</strong></th>
<th>11</th>
</tr>
</thead>
<tbody>
<tr>
<td>• India’s Role in a Shifting Global Order</td>
<td></td>
</tr>
<tr>
<td>• Foreign and Security Policy</td>
<td></td>
</tr>
<tr>
<td>• Traditional and Non-traditional Challenges Facing the Indian State</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>LAW, REGULATION, AND THE STATE</strong></th>
<th>15</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Nature and Character of Constitutional Law</td>
<td></td>
</tr>
<tr>
<td>• The Design and Performance of Public Institutions</td>
<td></td>
</tr>
<tr>
<td>• The Economics and Politics of Regulation</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>URBANISATION</strong></th>
<th>23</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Process of Urban Transition</td>
<td></td>
</tr>
<tr>
<td>• Urban Governance and Citizenship</td>
<td></td>
</tr>
<tr>
<td>• Urban Economies and Service Delivery</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>ECONOMIC POLICY</strong></th>
<th>31</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Macroeconomic Dynamics</td>
<td></td>
</tr>
<tr>
<td>• Service Delivery and Infrastructure Policy</td>
<td></td>
</tr>
<tr>
<td>• The Intersection of Economics and Institutions</td>
<td></td>
</tr>
</tbody>
</table>
CPR is committed to fostering an evidence-based conversation about how to ensure a clean and sustainable environment for a growing India. The Centre’s experts research topics ranging from environmental jurisprudence to the construction industry, and they engage directly with domestic and international environmental institutions.
CLIMATE INITIATIVE (CI): RESEARCH OUTPUTS

Over the past year, the Climate Initiative continued to intensively contribute to research and dialogue on international and domestic issues in the field of climate, energy, and environment. Based on this work, CPR was ranked 11th globally among climate think tanks for 2015 by the International Centre for Climate Governance, and was the highest ranked Indian think tank, both within the country and in the developing world. CI’s outputs during this period included journal articles and book chapters, such as:

» An article in Science magazine on the internal processes of the Intergovernmental Panel on Climate Change.


» A research report and five policy briefs as input to India’s ‘Intended Nationally Determined Contribution’ for the Paris Agreement, undertaken in collaboration with the International Institute for Applied Systems Analysis (Austria) and the Energy Research Centre (Cape Town).

» Articles in the Economic and Political Weekly on
  i) Methodologies for operationalising a multiple objective framework for climate policy.
  ii) Analysis of India’s intended nationally determined contribution.
  iii) Addressing loss and damage from climate change impacts.

PRESENCE OF CI FACULTY ON NATIONAL AND INTERNATIONAL FORA

CI was also directly engaged in various high-level national and international fora on climate and energy issues:

» Navroz K Dubash was a lead author of the Intergovernmental Panel for Climate Change’s (IPCC) Working Group III report, and member of the core writing team for the IPCC synthesis report. He was also a member of the steering committee for the 2015 UNEP (United Nations Environment Programme) Emissions Gap Report.
» Lavanya Rajamani was part of the core drafting and legal advisory team to the Secretariat of the UNFCCC at COP21.

» Radhika Khosla was a working group member for the report of the Steering Committee on Air Pollution and Health Related Issues, released by the Ministry of Health and Family Welfare.

» Navroz K Dubash and Shibani Ghosh participated in the drafting of a new renewable energy law as part of a committee convened by the Ministry of New and Renewable Energy.

» Navroz K Dubash was awarded the TN Khoshoo Memorial Award for 2015 by the Ashoka Trust for Research in Ecology and Environment for his work on climate change discourse and policy.

In the past year, CI’s public engagement has been continuous and varied, ranging from publishing 18 opinion pieces in leading international and domestic media outlets such as The New York Times and The Hindu, to launching a Climate Initiative blog in the run up to the COP21, as well as organising an interaction with journalists prior to the release of India’s climate contribution. In addition, the CI faculty were invited to deliver lectures to key audiences and participate in numerous panel discussions. To list a few: a lecture delivered at the House of Lords on Climate Change and the Rule of Law; a presentation on integrating climate and development priorities at the International Institute for Applied Systems Analysis in Vienna, Austria; participation in a panel discussion on Indian environmental governance following the annual B G Verghese Memorial Lecture.

ANALYSING GROUND WATER IN INDIA

Philippe Cullet is part of the Climate Change and Groundwater Management: An Indian Law and Society Comparative Study, which is a joint initiative of the SOAS University of London and the National Law University, Delhi. The project seeks to particularly understand the impact of climate change on groundwater, and suggest improvements in legal and policy framework.
STUDYING THE IMPLEMENTATION OF SWACHH BHARAT (GRAMIN)

Cullet is also a part of a WSSCC (Water Supply & Sanitation Collaborative Council) study to understand the functioning of the Swachh Bharat Mission (SBM) in rural India. As part of this, over the past year, he conducted field visits in four districts of Uttar Pradesh to qualitatively examine the extent to which the existing focus on behaviour change along with infrastructure building (primarily individual toilets) contributed to the realisation of the right to sanitation. The study also identified gaps that needed to be addressed going forward, as findings will be shared with relevant stakeholders – including government representatives – in the fall of 2016.

RESEARCH AND ADVOCACY ON COASTAL GOVERNANCE

» The CPR-Namati Environmental Justice (EJ) Program analysed Coastal Zone Management Authorities (CZMAs) over the last three years and published its analysis and findings in a report titled CZMAs and Coastal Environments: two decades of regulating land use change on India’s coastline. The report received wide coverage from print and online media, with more than 15 stories based on the findings carried within three months of its publication.

» Post the publication of the report, the EJ Program has been tracking the changes being introduced to the Coastal Regulation Zone (CRZ) Notification by the central government. By highlighting the impact of these changes in the light of the performance of CZMAs and the status of implementation of the CRZ Notification, the Program has informed the discourse on coastal governance in the media and policy arenas.

» Findings of the report were shared through state level meetings in Odisha, Kerala and Karnataka. The meetings helped in contextualising the findings of the report and initiating dialogue around the challenges to land use management on the coast. The meetings were covered by the regional media, which helped in creating wider awareness on concerns pertaining to coastal governance.

Philippe Cullet appointed to government committees on water legislations

Cullet has been appointed as member of three government committees set up by the Ministry of Water Resources, River Development & Ganga Rejuvenation to draft water legislations for India. These include:

• Committee to Draft National Water Framework Law – set up in December 2015, to draft a National Water Framework Law on the basis of two existing drafts.
• Committee to Re-draft the Draft Model Bill for Conservation Protection and Regulation of Ground Water, 2011 – set up in October 2015, to re-draft said Bill.
REVIEWS AND STRENGTHENING INSTITUTIONS CREATED FOR ENVIRONMENTAL COMPLIANCE MONITORING

In 2015-16, trained community paralegals of the EJ Program identified 75 cases of environmental non-compliance related to water pollution, solid waste management, blocking of access to public spaces, and illegal sand mining in Gujarat, North Karnataka and Chhattisgarh. Along with identifying appropriate remedies, their ongoing research has analysed institutional responses and actions to complaints, and the factors affecting grievance redressal. Practical measures have been suggested to strengthen decentralised institutions of governance to address these issues.

EJ PROGRAM’S RECOMMENDATIONS TO THE GOVERNMENT

An ongoing activity of the EJ Program has been to respond to policy changes proposed by the government. In 2015-2016, it made submissions on proposed changes to laws and policies concerning environmental compliance and monitoring, coastal law, national forest policy, second amendment bill on Land Acquisition Act, and Draft Environment Laws Bill, 2015.

Five of its recommendations relating to mining of sand and minor minerals were incorporated in the final amendment to the Environment Impact Assessment Notification, 2006, issued by the central government.

Manisha Goswami, the Program’s field researcher in Gujarat, was awarded the C Subramaniam Community Leader Award constituted by the National Foundation of India. The award acknowledges the services of grassroots voluntary workers and community leaders towards society.
The late Ramaswamy Iyer edited a book *Living Rivers, Dying Rivers* — a thorough examination of the current state of Indian rivers, published by the Oxford University Press. ‘The chapters by diverse authors make a plea for a proper understanding of (India’s) rivers in all their complexity, for a healthy relationship with them, and for a radical re-examination of what constitutes true development.’

—taken from the book description
INTERNATIONAL RELATIONS AND SECURITY

From nuclear strategy and military history to trans-boundary water sharing and social narratives of India's borderlands, CPR's experts explore international relations from both traditional and alternative perspectives.
The Oxford Handbook of Indian Foreign Policy, co-edited by Srinath Raghavan, was published by the Oxford University Press. The Handbook ‘presents an innovative, high profile volume, providing an authoritative and accessible examination and critique of Indian foreign policy. The handbook brings together essays from a global team of leading experts in the field to provide a comprehensive study of the various dimensions of Indian foreign policy.’
—taken from the book description

The Handbook also includes contributions from CPR faculty Pallavi Raghavan, Rajiv Kumar, Rani Mullen, Navroz K Dubash and Lavanya Rajamani.

Why India is Not a Great Power (Yet) by Bharat Karnad was published by the Oxford University Press. ‘In this book, Bharat Karnad delves exclusively into (the) hard power aspects of India’s rise and the problems associated with them. He offers an incisive analysis of the deficits in the country’s military capabilities and in the ’software’ related to hard power—absence of political vision and will, insensitivity to strategic geography, and unimaginative foreign and military policies—and arrives at powerful arguments on why these shortfalls have prevented the country from achieving the great power status’.
—taken from the book description

The book was also launched at the Carnegie Endowment for International Peace in the US, and Karnad lectured on it at the National Institute of Advanced Studies, Bangalore, and at the Hyderabad and Goa literature festivals.

AWARDS

Srinath Raghavan was awarded the Infosys Prize 2015 in Social Sciences—International Relations and Strategic Studies for his ‘outstanding research that synthesises military history, international politics, and strategic analysis into powerful and imaginative perspectives on India in global context.’
—taken from the Infosys Science Foundation

INDIA-JAPAN COOPERATION

Shyam Saran and Radhika Khosla co-authored a book chapter, Energizing India-Japan Cooperation on Clean Energy and Climate Change, in the book Poised for Partnership: Deepening India–Japan Relations in the Asian Century, published by the Oxford University Press. The chapter analyses ‘India and Japan’s bilateral cooperation and suggests a focus on energy efficiency, solar energy, and clean coal technologies, including their respective implementation frameworks, to enhance mutual benefits’.
—taken from the description
INDIA IN ASIA

Nimmi Kurian published four policy briefs addressing India’s subregional diplomacy in Asia, factors shaping India’s subnational economic diplomacy, regulatory and institutional roadblocks to India’s transborder transport projects, and identified missing issues in the India-China water debate.

INDIAN DEVELOPMENT ASSISTANCE

Over the past year, the Indian Development Cooperation Research (IDCR) project, through using the development database it built and budgetary analysis, unpacked in detail the current government’s approach towards fulfilling India’s responsibilities and development commitments abroad. In particular, it analysed for the first time India’s position as a recipient of foreign development assistance. An example of this would be its brief on India’s bilateral ties with Japan, which focuses on the role of Japanese financing, especially through Official Development Assistance (ODA) based loans in supporting India’s future growth.

Rani D Mullen also published the following during this period:

» Book chapters on *India’s Resurgent Foreign Policy in Africa* and *India-Afghanistan Relations in India’s Foreign Policy: Retrospect and Prospect*, edited by Sumit Ganguly, and published by the Oxford University Press.

» Journal article on *Building BRICS Against Tuberculosis*, co-authored with Patrick Mullen, in a special issue of *Global Policy* on eradicating tuberculosis in India.

POLICY ENGAGEMENT

» Shyam Saran, Srinath Raghavan, Pratap Bhanu Mehta, Partha Mukhopadhyay, Navroz K Dubash and Sanjaya Baru are part of an India-China-US trilateral dialogue, where CPR is the lead think tank. This initiative identifies ways of cooperation among the three countries on regional and international issues, such as maritime and cyber security, international terrorism etc.

» Shyam Saran is heading the Indian delegation for an India-China track II dialogue at the Centre on Asia and Globalisation at the Lee Kuan Yew School of Public Policy in Singapore.

» Pallavi Raghavan participated as member of the *Alternative Histories and Narratives Task Force*, in the *Chaophraya Dialogues*, an India-Pakistan track II initiative.

» Nimmi Kurian wrote the India chapter on *Sustainable Development in the BCIM Region* as part of the Government of India’s (Ministry of External Affairs) Joint Study Group on the BCIM (Bangladesh, China, India, Myanmar) Economic Corridor.

**National and International Engagements**

- Pallavi Raghavan presented a paper on *No War Pact Discussions between India and Pakistan, 1949-1950* at *Nehru’s Legacy on Indian Foreign Policy* panel organised by the International Studies Association, Atlanta.

- Geetanjali Chopra participated in the fifth edition of the India Association Congress on the subject of *Active Advocacy and NGOs* in Bangalore.

- Geetanjali Chopra presented a paper on *The Evolution of UN Peace Operations: Contemporary Challenges and Requirements* at the Norwegian Institute of International Affairs.

- Nimmi Kurian was invited by the India-China Institute, The New School, New York to join the *Core Group of Mentors from India and China* for three years (2016-2019) to advise and support the Scholar-Leaders Fellowship Programme.
Ongoing Research

Geetanjali Chopra completed research on her upcoming book on INGOs as Peacebuilders. The book explores how peacebuilding has found positive resonance among international non-governmental organisations (INGOs), and that there is evidence of increasing peacebuilding involvement of these organisations in post-conflict societies, from Afghanistan to Angola, Sierra Leone to Iraq. She also worked, along with David D Mallone, on a book chapter on India and UN Peacekeeping for an upcoming volume.

Nimmi Kurian commenced work on (Re) Framing Kailash: The Borderlands as a Site of Conservation as part of a new international four-year-project on Sacred Himalaya Initiative: Sacred Landscapes and Sustainable Futures, based at the India-China Institute, The New School, New York. She will be working with a small interdisciplinary group of researchers from China, Nepal, U.S and India to identify institutional challenges to collective action problems with reference to transboundary resource governance.

National and International Engagements (contd.)

* Nimmi Kurian was the keynote speaker at the Chinese People’s Institute of Foreign Affairs (CPIFA), Beijing, and gave two talks on: Broad-basing the India-China Relationship: Creating Constituencies of Support, and BRICS, An Evolving Institution of Global Governance.
* Nimmi Kurian made a presentation on An India-China Subregional Dialogue on SDGs at the roundtable dialogue organised by the Shanghai Academy of Social Sciences, China.
* Nimmi Kurian delivered a public talk on Let’s Talk About Borders: Territorial, Political and Epistemological Considerations at the India China Institute, The New School, New York.

KIOS funded Shuhada, the biggest woman-led Afghan NGO, has reached significant achievements in promoting the rights of women. photo: kios.fi
The Centre’s experts examine how laws, institutions, and the Constitution shape the lives of Indians, and what they mean for rights ranging from human and religious to intellectual property and land.
The central aim of the book is to probe how biocultural entitlements of farming and indigenous communities—people who are at a distance from the global networks of trade, politics, science, and technology—are framed within law.

**BOOKS**

**The Oxford Handbook of the Indian Constitution**, co-edited by Pratap Bhanu Mehta, and published by the Oxford University Press ‘features contributions from leading legal scholars, political scientists, and judges to present a rounded perspective on the discipline and emerging trends. (It) examines the history, development, and impact of the Indian constitution.’—taken from the book description

**The Cunning of Rights: Law, Life, Biocultures** by Rajshree Chandra was published by the Oxford University Press. This book can be read as a critique of legalised biocultural entitlements, both as a conceptual category and a practical framework.

It is a critique of the narratives that drive the intellectual property rights (IPR) regime, the discourses that sustain and legitimise it, and the practices into which such discourses devolve.

The title of the book – *The Cunning of Rights* – draws from the ‘cunning’ or duplicitous nature of these rights, which create the chasm between their intended benefits and their actual outcomes.

**FISCAL DEVOLUTION AND SOCIAL EXPENDITURE AT THE STATE LEVEL**

The Government of India, in response to the recommendations of the Fourteenth Finance Commission (FFC), embarked on a major effort to radically overhaul India’s fiscal architecture by increasing state governments’ share of the divisible pool of taxes from 32% to 42%, with a view to increasing their fiscal autonomy.

The FFC recommendations have important implications on the narrative of devolution and federalism in India. While on the one hand it marks an important shift in the direction of recognising the importance of state autonomy in a federal structure, it raises on the other hand important questions about the future of social sector investments, especially for areas like health and education that have been long identified as national priorities. To understand the effects of this move on social policy expenditure in 2015-16, the Accountability Initiative (AI) realigned its budget work to study state rather than union government budgets, and track the dynamics of this new devolution story, leading to:

> **The State of the Social Sector in India** report, which studied 19 state budgets, and is the first comprehensive analysis of the effects of the FFC recommendations.

> An expenditure and implementation survey of three key Government of India schemes—the Sarva Shiksha Abhiyan, the Integrated Child Development Services, and the Swachh Bharat Mission—in 10 districts, with the aim of capturing the on-ground realities of this transition. Results were presented in AI’s annual budget briefs.
FISCAL DEVOLUTION TO LOCAL GOVERNMENTS

While much national attention was focused on the centre-state narrative of devolution, an important area that remained relatively understudied was that of devolution to local governments. In 2014, AI launched a study tracking the trends in fiscal devolution to rural local governments called the PAISA for Panchayats study in Karnataka. The objective of this study was to understand the extent to which local governments are empowered with tools and resources to fulfil their constitutional mandates.

The Karnataka study included a detailed trend analysis of fiscal devolution over a 20-year time frame. It also studied the flow of money into a gram Panchayat, and in doing so estimated the actual amount of money spent in a local government's jurisdiction that was routed through Panchayats.

RESEARCH ON UNDERSTANDING THE STATE

» AI published a report in partnership with the Centre for Global Development (CGD) on fiscal transfer in public health in India in 2015, with a view to presenting a new, alternative model of financing for improved accountability for better service delivery outcomes.

» AI conducted a study on the financing and implementation of four social sector schemes, including education and nutrition programmes, in Chattisgarh at the request of the state government, results of which were subsequently shared with government representatives.

» To bridge the gap between expenditure tracking and revenue flows, and to develop an analytical lens to understand the debate on increased governmental investment in social sector provision, AI's Yamini Aiyar partnered with CGD's Lant Pritchett to co-author a paper titled, Taxes: Price of Civilization or Tribute to Leviathan.

» In addition to working on fiscal aspects of state capacity, AI was also been engaged in the study of local bureaucracy with a view to bringing the debate on administrative reforms back on the agenda. In 2015, AI published two studies on bureaucracy in education: The Post Office Paradox and Education Reforms and the Puzzles of Implementation. Using an ethnographic approach, these studies emphasised the centrality of organisational culture and bureaucrats’ perspectives as critical to resolving the implementation problem at the last mile.

Dissemination to policymakers and other stakeholders:
All of AI’s work has been widely disseminated to a range of stakeholders from policy makers and academics to district and local level officials, including:
• AI presented first cut findings from its research on fiscal devolution and inter-governmental transfers at a seminar organised in Delhi. Discussants included Dr Govinda Rao, member of the Fourteenth Finance Commission, Mr Sumit Bose, member of the Expenditure Management Commission of the Government of India, and Dr Rathin Roy, director of National Institute of Public Finance Policy.
• AI also organised a discussion on fiscal devolution at the state level in Rajasthan. It was attended by key policy makers, including the chairperson of the State Finance Commission.
• AI presented findings from its study on education bureaucracy at the Bihar International Growth Centre annual meeting in Patna. This work was also shared at the Infrastructure Development Finance Company-Carnegie dialogues subsequently.
• AI shared findings from its PAISA for Panchayats study through a series of workshops at the state government, district, and Gram Panchayat levels. Most of these meetings were used as platforms to discuss implementation solutions, and a number of additional Gram Panchayats in the state of Karnataka expressed an interest in pursuing a similar study.
FISCAL LITERACY TRAINING

With the aim of enhancing participation of citizens, AI developed a training module on fiscal literacy for key government programmes, which was imparted to members of school committees in Rajasthan. In 2016, AI will be delivering similar trainings in Bihar and Madhya Pradesh, in addition to Rajasthan, in partnership with a range of civil society organisations.

MONITORING ELEMENTARY EDUCATION

The Public Accountability and Governance in Education (PAGE) project completed a five-state study on the governance architecture for monitoring elementary education that was based on a survey of frontline education bureaucracy. The findings of this study were incorporated in a working paper and disseminated at academic and policy fora.

INFORMING THE DEBATE ON EDUCATION STATISTICS

PACE, along with the Forum for Deliberations on Education (The Forum), organised a seminar on education statistics, with panelists including the Chief Statistician of India and heads of key government bodies, where issues of data in education were discussed at length.

Subsequently, the Ministry of Statistics announced the formation of a sub-committee for Education Statistics, to look into the data regime around education, including several of the recommendations discussed at the conference. The PAGE team continues to be in conversation with members of the committee on its deliberations.

CONTRIBUTING TO THE NEW EDUCATION POLICY (NEP)

Kiran Bhatty was invited to contribute her views to the New Education Policy Drafting Committee, headed by Mr TSR Subrahmanian. She was also invited by the NITI Aayog, the government of India think tank, to share her views on various education initiatives being piloted across the country.
LAND RIGHTS

Over the past year, Land Rights Initiative (LRI) executed two research projects on Conflicts over Land Acquisition and Land Rights in the Scheduled Areas, the latter recognised as an outstanding research project in an independent evaluation by the Oxford Consulting Group of all Indian-Norwegian collaborative research. The Initiative also conducted and disseminated research on property rights and social and economic rights. Key activities included:

» In the summer of 2015, the LRI team commenced a year-long study of all legal disputes over land acquisition, litigated before the Supreme Court of India, over the period 1950-2015. This is the first systematic, representative, and comprehensive database of land acquisition disputes in India, both in terms of the geographical scope and the nature of the legal issues being litigated. The findings from this study were shared at a conference at Michigan University and at a seminar in Delhi, as well as reported in the media.

» Namita Wahi presented findings from the Land Rights in the Scheduled Areas project to multiple stakeholders, including researchers, activists, and Members of Parliament, through various workshops at CPR; at Harvard University; and at the University of Bergen.


In 2015, the LRI team launched the LRI Speaker Series to showcase perspectives on land rights issues by diverse stakeholders, including academics, civil society organisations, grassroots activists, and policymakers. Topics covered included implementation of Forest Rights Act; the Gujarat model of development; evidence-based interrogation of proposals to amend the law of land acquisition in India; and land titling.

National and International Engagements

- Namita Wahi participated in a conference on land conflicts and investment risk, organised by the National Council of Applied Economic Research (NCAER).
- Namita Wahi delivered a talk on property rights at the University of Chicago Centre in Delhi.
- LRI team organised a roundtable on property rights along with the Liberty Institute and the Centre for Development Enterprise, South Africa.
- LRI team hosted the seventh International Social & Economic Rights Project (iSERP) workshop on Social and Economic Rights Litigation—the next generation. The CPR-iSERP workshop focused on rights to education, health, housing, and land.

LAW, REGULATION, AND THE STATE
Shylashri Shankar’s research project on balancing religious accommodation and human rights in the constitution writing and interpretation process, in collaboration with researchers at ZiF, University of Bielefeld, Germany, was concluded in the summer of 2015. Findings were published in a guest issue of *The American Behavioral Scientist*, which was co-edited by Shankar, and included the following articles:

» *Constitutionalism in Rough Seas: Balancing Religious Accommodation and Human Rights in, through, and despite, the Law*, a co-authored introduction to the guest issue.

» *A Juridical Voyage of ‘Essential Practices of Religion’ From India to Malaysia and Pakistan* – the article explored whether concepts and the way they are used by judges transnationally can be identified systematically to illuminate types of contestations over the nature of constitutional identities within a country.

» *Is the Rule of Law an Antidote for Religious Tension? The Promise and Peril of Judicializing Religious Freedom*, a co-authored article, which argued that law polarises rather than moderates tensions over religious conversions in India, Pakistan, Malaysia and Sri Lanka.

Shylashri Shankar also followed up on the analysis in her 2009 book, *Scaling Justice*, and assessed how the Indian Supreme Court has dealt with minorities in Prevention of Terrorism Act (POTA) cases. The analysis titled, *Judicial Restraint in an Era of Terrorism Prevention of Terrorism Cases and Minorities in India*, was published in *The Socio-Legal Review*.

**SENSITISING POLICY MAKERS**

The Governance and Public Policy Initiative (GPPI) continued with its ongoing overseas academic outreach programmes for Indian parliamentarians, and also organised domestic discussions on issues such as sanitation, agriculture, digitising India, and child survival. Key activities included:

**Domestic discussions**

» After the announcement of the budget in 2016, GPPI organised a discussion on *The Challenges Facing Indian Agriculture*, featuring key national experts. The discussion identified policy reforms and initiatives required, drawing on best practices from Indian states.

» With the present government’s *Swachh Bharat Mission* campaign, sanitation has gained tremendous impetus and political attention. GPPI organised an interactive discussion on *Swachh Bharat: Key Challenges in Rural & Urban Sanitation* with a group of 27 Members of Parliament to understand the situation on the ground, and identify key challenges over the next four years.
» GPPI organised a discussion on *Digitizing India: Cashless, paperless and presence-less service delivery – the future of India?* to discuss the emphasis placed on improving online infrastructure and online activity, particularly in the banking and finance sector.

**Academic outreach programmes**

» GPPI took a group of six multi-party political leaders for the fourth leg of the *Princeton-GPPI-CPR Strategic Affairs Programme* at Princeton University’s Woodrow Wilson School of Public and International Affairs.

» A multi-party group of eight Parliamentarians attended the 2015 *Chevening–CPR Parliamentarians Fellowship Programme* at the Department of War Studies and the India Institute at King’s College London. The programme included a working lunch at the House of Lords with peers and Members of Parliament (MPs), led by Lord Bilimoria, as well as an interaction with Rt. Hon. Hugo Swire at the House of Commons.

» A delegation of six Indian political leaders participated in a week-long programme at some of Australia’s leading think tanks and institutions, such as the Australian Centre on China in the World, and the Crawford School of Public Policy at the Australia National University. The programme was organised in partnership with Australia’s Department of Foreign Affairs and Trade.

» In partnership with the Israel Foreign Office, GPPI organised a five-day-long visit of a select group of political leaders to Israel, which included discussions at the Tel Aviv University; meetings with senior Israeli government officials and Members of the Knesset (Parliament); and on-site visits relating to agriculture, drip irrigation and water management projects.
DECONSTRUCTING BIHAR ELECTIONS

Neelanjan Sircar, Bhanu Joshi and Ashish Ranjan conducted a series of field visits around the state election in Bihar in the autumn of 2015. The goal of the research was to understand voter attitudes and sociological formations in Bihar, and how these observations comment upon existing theories of Indian politics.

The outputs of this research were published as working papers on CPR’s website, as well as a series of shortened newspaper articles that appeared in The Hindu, including the lead editorial in the newspaper after the votes were counted.

Research findings were also shared by Sircar through a series of panels and lectures at CPR, the London School of Economics, and Brown University. Sircar additionally published a working paper on the electoral results with Gilles Verniers at Ashoka University.

In the coming year, the field observations from Bihar will be combined with outputs that were generated in subsequent elections (Assam and West Bengal), in addition to new analyses, for a volume on Indian electoral politics.
CPR engages with urban transition in India from a range of perspectives – analysing governance structures, reviewing the delivery of public services, and exploring processes of economic transition across different spatial scales.
GOVERNANCE

CPR’s work on governance looks at both megacities and smaller towns. Within megacities, it explores issues such as inequities in outcomes, the disparities in service provision, and electoral participation.

Building on CPR’s earlier work on subaltern urbanisation, the urban team explored the factors underlying the emergence of census towns, which remain in a governance limbo. In addition to service provision, the other axes of contestation were the role of taxes and public schemes, the effect of non-farm activity on land use changes, and local socio-political formations. These findings informed the urban team’s engagement with the government’s RURBAN initiative.

The urban researchers at CPR are continuing to look at census towns as part of the India–Urban Rural Boundaries and Basic Services (IND–URBBS) project, in partnership with the Institut de recherche pour le développement (IRD), where they also explore citizen state interactions in inner-city informal settlements and the urban periphery, seeking to understand the dynamics of mixed-use informal settlements, through the lens of housing and living conditions. Taking the urban team’s research on megacities further, researchers found significant inequities across neighbourhoods even in such basic services as access to in-house drinking water and toilets, in India’s megacities.

Urban electoral participation is another key factor in demanding better governance. Urban researchers have been exploring its relationship to neighbourhood characteristics, using a uniquely constructed dataset that matches electoral polling stations to administrative categories. Initial results indicate that while the wealth of a neighbourhood does indeed affect participation, other characteristics are also salient.

photo: Hindustan Times

ECONOMY

The focus on research on economic transformation processes has been on new economic drivers in census towns and the lived experience of workers in the city, especially those outside formal structures of protection.
In the work on emergence of census towns, the urban team found that, in addition to transport (driven in part by growing road connectivity) and construction, other key economic activities were private education, private healthcare, and services around cell phones. These new activities supplement census towns’ traditional roles as market centres servicing the demand from surrounding settlements.

In its research on megacities, the urban team focused on women’s informal work choices about sites of employment in Delhi, and the manner in which they reshape and renegotiate these spaces. Researchers are also beginning to examine the issues around local government finances and the feasibility of local taxation.

As part of the Strengthen and Harmonize Research and Action on Migration (SHRAMIC) project, CPR continued to engage with NGOs, policymakers and researchers this year to delve deeper into problems faced by internal migrants. Partha Mukhopadhyay is currently the chair of a Working Group on Migration established by the Ministry of Housing and Urban Poverty Alleviation, Government of India that is studying the impact of migration on housing, infrastructure and livelihood.

SERVICES

Sanitation

The Scaling City Institutions for India: Sanitation (SCI-FI: Sanitation) project has been engaged with the state governments of Odisha and Rajasthan to look deeper at addressing the sanitation challenges in smaller towns that are often overlooked in policymaking at national and state levels. While some of the issues pertaining to small cities are unexpectedly similar to that of megacities, such as inequity in access, smaller cities additionally have their unique challenges pertaining to informality of service provision and the need to adapt to the local context.

At the city level, given the lack of a systematic study on the use of septic tanks in India, SCI-FI: Sanitation explored three aspects of septic tank
construction in Udaipur, focusing on service delivery problems, the difference between usage practice and prescribed standards, and testing of faecal sludge to understand deviation from discharge standards. Other studies focused on public toilets and community toilets. In Odisha, as part of its ongoing work, the SCI-FI: Sanitation team, along with Practical Action, focused on increasing knowledge and exposure of government officials to faecal sludge management (FSM) systems.

**Health**

The work on health services focused on the challenges in universalisation of health services due to the severe shortage of doctors in the public sector and the complexities of service delivery in the urban context, leading to impoverishing increases in individual household expenses on health. A report was submitted to the World Health Organization (India Country Office) on *Mapping Urban Healthcare Stakeholders for Universal Health Coverage in India*, suggesting possible routes for developing systematised institutional platforms for coordinated actions called for by the National Urban Health Mission.

**Transport**

CPR’s work on urban transportation this year focused on the role of intermediate public transport in megacity transport ecosystems, which has received little attention so far. The project, *Integrating Intermediate Public Transport (IPT) within Transport Regulation*, is researching the intersections between the regulatory and operational aspects of three-wheeled auto-rickshaws in Kolkata. A consultative workshop held in Kolkata brought together a wide range of stakeholders to explore ways to integrate intermediate public transport like auto rickshaws within the broader transportation network.

**PUBLIC ENGAGEMENT**

» The SCI-FI: Sanitation team organised two talks as part of an Open Seminar Series with NITI Aayog, the Government of India think-tank, on the themes of open defecation free (ODF) communities and zero-waste.
These seminars helped facilitate interactions between various actors from civil society and government on aspects related to the Swachh Bharat Mission. CPR researchers remain involved in developing a draft assessment framework, focusing on outcomes for a Swachh Bharat in both rural and urban India.

» The SCI-FI: Sanitation team developed a communication-friendly manual on septic tank construction at the request of the Udaipur Municipal Corporation. In Baleswar, the team submitted a GIS-based assessment report on the city’s sanitation to the Government of Odisha.

» CPR’s researchers, in a number of publications and presentations, engaged constructively with the debate on smart cities, highlighting the need to look beyond technological fixes and focus more on citizen participation. Shubhagato Dasgupta led a training session on 100 Smart Cities, organised by the Ministry of Urban Development and the Bloomberg Foundation.

» Partha Mukhopadhyay is a member of the Advisory Group of the Government of India’s Shyama Prasad Mukherji Rurban Mission. The Mission’s objective is to stimulate local economic development, enhance basic services, and create well planned rural-urban clusters.

» CPR’s urban researchers continue to share their work at international fora. Over the course of the past year, it was presented at conferences in New York, Moscow, Capetown, Shanghai, and Dhaka, inter alia.

WORKSHOPS AND SEMINARS

The CPR-CSH Workshop Series – organised in association with Centre de Sciences Humaines (CSH), New Delhi – completed an unbroken sequence of 74 monthly workshops in March 2016. These workshops seek to provoke public discussion on issues relating to the development of the city and try to address all its facets, including its administration, culture, economy, society, and politics. The proceedings are archived at http://www.cprindia.org/projects/cpr-csh-urban-workshop.

Three seminars were organised as part of the Community of Researchers and Practitioners (CORP) Seminar series which can be accessed at http://www.cprindia.org/projects/community-research-and-practice-corp-seminar-series. Additionally, a Workshop on Water Regimes was co-organised by CPR in partnership with three other organisations, and with support from the Embassy of France. The seminar proceedings can be accessed at http://www.cprindia.org/sci-fi.
CONFERENCES

National Conference: Towards Swachh Bharat: Creating Demand and Building Partnerships

The SCI-FI: Sanitation project, in partnership with CII (Confederation of Indian Industries), organised a national conference in fall, 2015. The Union Minister for Urban Development, Shri Venkaiah Naidu, inaugurated the conference and released a report on Swachh Bharat: Industry Engagement–Scope and Enterprise. It was attended by representatives from government, corporates, NGOs, social entrepreneurs and practitioners, and domain experts in public finance, corporate social responsibility, sanitation, and PPP (public-private partnership).

The conference focused on engaging the private sector in sanitation service delivery. In his address, Pratap Bhanu Mehta from CPR emphasised the need to: clarify the division of labour between the public and private sector; embed the push for toilet construction within larger policy for sanitation; recognise the links between inequality and sanitation; and develop robust governance systems to incorporate public, private and non-governmental participation in such programmes.

‘The mandate should be that just because something is for the poor, it does not mean that it should not have the same standards or it should not embed the same aspiration as it does for everyone else. Otherwise, these interventions become a marker of that inequality.’
—Pratap Bhanu Mehta

Urban Transformations Conference: Spotlight on Cities of Delhi

The findings of the Urban Transformations project, highlighting its work in Delhi, were disseminated in the form of a dialogue on basic infrastructure and access to services like water and sanitation, with policy makers, researchers, government officials, civil society organisations and community representatives.
Pointing out that only 25% of the city enjoys full benefits of citizenships in terms of access to services (for the rest, the benefits of citizenship need negotiation with the state), CPR researchers presented detailed qualitative research that drew upon day-to-day experiences of residents in Delhi’s informal settlements, as well as analysis of processes and institutions that deliver services to them.

Appreciating CPR’s research outputs, Deputy Chief Minister of Delhi Manish Sisodia said that while research and data can play a vital role in guiding the government, developing inclusive policies and capacities for implementation are challenges that must be overcome. The focus of his government would be on ‘utilising existing housing infrastructure’ to rehabilitate slumdwellers, ‘strengthening democracy’ through participative budgeting, and instilling ‘accountable and citizen-centric’ processes in bodies like the Delhi Development Authority, which the Delhi government had created shortly before the event.

The proceedings of the conference and the reports from the project can be accessed at http://citiesofdelhi.cprindia.org.

SELECTED JOURNAL PAPERS AND RELATED PUBLICATIONS

» Physician Shortages in the Indian Public Sector, CPR-Stanford India Health Policy Brief, Anjali Chikersal.

» Urgency of Understanding Sanitation Drivers in ‘Smaller Cities’ in India: National and International Relevance, in India’s Worlds of Waste III, ISAS Brief No. 400, Institute of South Asian Studies, National University of Singapore, Shubhagato Dasgupta.

» State-produced inequality in an Indian city in Seminar, 672, Partha Mukhopadhyay and Patrick Heller.


» Data, Urbanisation and the City in Economic and Political Weekly Vol. 50, Issue No. 22, co-authored by Partha Mukhopadhyay.

» Informal Rental Housing Typologies and Experiences of Low-Income Migrant Renters in Gurgaon in Environment & Urbanization Asia, Vol. 6 (2), Mukta Naik.

» Working From Home is Better than Going Out to the Factories (?) in Samaj, Sonal Sharma and Eesha Kunduri.


» Spatial Inequalities of Big Indian Cities in Economic and Political Weekly, Vol. 50, Issue No. 22, Pranav Sidhwani.

» Revisiting Discrepancies in Sanitation Statistics of Rural India in Economic & Political Weekly 50 (26 & 27), Amandeep Singh and Nikhil George.

Reports


- Faecal Waste Management in Smaller Cities across South Asia: Getting Right the Policy and Practice, co-authored by Shubhagato Dasgupta and Nikhil George from CPR, in partnership with Freshwater Action Network South Asia. It was presented at the South Asian Conference on Sanitation (SACOSAN VI) in Dhaka, Bangladesh.


- India–Understanding India's urban frontier: what is behind the emergence of census towns in India?, authored by Partha Mukhopadhyay, Marie-Helene Zerah and Austin Maria for the World Bank Group.
CPR’s faculty works on topics of the Indian economy ranging from macroeconomic dynamics and trade policy to the intellectual foundations of service delivery and the design of welfare schemes.
MACROECONOMIC RESEARCH

Over the past year, CPR’s macro-economic research unit published 10 macro-economic updates and six opinion pieces in different media (Economic Times, Financial Express, Mint etc.). One of the updates on TPP—Trans Pacific Partnership was cited in the Economic Survey 2016 of the Finance Ministry. It was also published as the lead piece in EEPC India’s monthly magazine, which caters to the Indian engineering sector, and is sponsored by the Ministry of Commerce and Industry.

Rajiv Kumar and Geetima D Krishna co-authored a research article, Indian Exports—Loss of Global Competitiveness, which was published in the Economic & Political Weekly, Vol. L, No 34.

CPR also collaborated with the Bombay Stock Exchange (BSE) to start a series of macroeconomic seminars, organising four thus far. The objective of these seminars was to bring together macroeconomists from different backgrounds and generate discussions with a view to inform policy-making. Consequently, recommendations from each seminar were shared with a range of government stakeholders.

One of the recommendations – to levy a securities transaction tax on derivatives in order to level the playing field – was included in the 2016-17 general budget.

RESEARCH ON DALITS IN INDIA


The chapter explored the critical question: ‘Are Dalits moving away from a tradition-sanctioned life of stigma, discrimination, and violence? Or, in other words, are they moving from caste to class?’

The chapter attempted to figure out what are the caste and class dynamics cutting through Dalit political movements; to what extent could this caste-to-class framework be relevant; why generalisations are not possible; how Dalits regard themselves; and how non-Dalits perceive the community.

D Shyam Babu also submitted a policy brief titled, Positive Discrimination and Expanding Opportunities in India, to the Centre for Development and Enterprise, Johannesburg, South Africa under their Expanding Opportunities for the Poor: An Exploratory Project.

In the policy brief, he examined India’s Positive Discrimination (PD) policies in the light of three concerns, using the case of Scheduled Castes and Scheduled Tribes (SC/STs) as an example: a) how far have PD policies
helped their beneficiaries in coming out of poverty; b) whether these policies have accomplished the larger goal of reducing poverty, discrimination and exclusion, and; c) what policy innovations are needed to expand opportunities for the poor and enable them to chart their own social and economic mobility.

To understand the quantum of progress that can be logically attributed to PD policies, four parameters have to be taken into account: Equality, Merit, Fairness and Efficiency.

The brief addressed existing lacunae in PD policies in India through critically examining a pragmatic framework of Entrepreneurship, Education, Employability and Employment, as followed by the private industry. It also explored the imperatives for India to move towards a framework of expanding opportunities.

FINAL REPORT BY THE RAILWAY RESTRUCTURING COMMITTEE

The High Level Committee for Railway Restructuring, of which Partha Mukhopadhyay was a member, submitted its final report to the government (Ministry of Railways) in June 2015. Key recommendations included: setting up an overarching Railway Regulatory Authority of India (RRAI) as an independent regulatory body; moving from the highly complicated existing systems to standard commercial accounting; streamlining the recruitment process; and encouraging private entry, among others.

The SARCist

The South Asia Regional Cooperation unit continued to publish monthly newsletters on pressing socio-economic issues in South Asia through The SARCist. During this period, The SARCist was successfully registered as an online journal, and attracted heightened interest from the South Asian academic community, including more than double the contributions from experts over a period ranging from December to March. The unit also undertook advocacy efforts in a joint research project between CPR, The Asia Foundation and CUTS International to reduce non-tariff barriers on food imports into India.
INTERNATIONAL ENGAGEMENTS

» Partha Mukhopadhyay participated in a session titled, *Mapping the Changing Terrain of Geoeconomics*, at a *Spain-India Think Tanks’ Dialogue on Global, Geoeconomics and Defence & Security Challenges*.

» Partha Mukhopadhyay was part of the India team at the *Food Chain Reaction: A Global Food Security Game*, aimed at bringing together multiple and multi-sectoral stakeholders from across the world to address the global food system crisis. It was organised by World Wildlife Fund and the Center for American Progress.

Policy Engagement on Expanding Opportunities for Dalits

D Shyam Babu acted as an advisor to the Dalit Indian Chamber of Commerce and Industry (DICCI) on state support and market access for its members. His contributions to DICCI’s work resulted in inputs to policy formulation, both at the government level and within the private sector, as highlighted below:

- The 2012 procurement policy of the government whereby 4% of all government purchases are to be procured from SC/ST businesses.
- The union budget for 2016-17 announced a Rs 500 crore *Stand Up India Scheme* to promote entrepreneurship among SC/STs and women.
- The union budget for 2016-17 announced the decision to set up a dedicated MSME (Ministry of Micro Small and Medium Enterprises) portal for SC/ST entrepreneurs.
- The Confederation of Indian Industry (CII) is encouraging its member companies to implement recommendations of its *National Taskforce* under the rubric of *Entrepreneurship, Education, Employability and Employment*.

Babu is also member of the *National Taskforce on Affirmative Action*, convened by the CII, 2006 onward.
CPR GOVERNING BOARD

1. Eric Gonsalves — CHAIRMAN
   Former Secretary, Government of India

2. Sanjaya Baru — MEMBER
   Director for Geo-economics and Strategy,
   The International Institute for Strategic Studies,
   Singapore

3. Subodh Bhargava — MEMBER
   Chairman, Tata Telecom Ltd.

4. Dr Meenakshi Gopinath — MEMBER
   Director, WISCOMP

5. Nimesh Kampani — MEMBER
   Chairman & Managing Director, JM Financial Ltd.

6. Krishna Singh — MEMBER
   Former Member-Secretary, National Commission on Population

7. Arvind Virmani — MEMBER
   Former Executive Director, International Monetary Fund

8. R K P Shankardass — MEMBER
   Senior Advocate, Supreme Court of India

9. Gita Piramal — MEMBER
   Business Historian

10. Y Venugopal Reddy — MEMBER
    Former Governor, Reserve Bank of India

11. Member Secretary — MEMBER
    Indian Council of Social Science Research

12. Shyam Saran — MEMBER
    Senior Fellow, Centre for Policy Research

13. Pratap Bhanu Mehta — MEMBER SECRETARY
    President and Chief Executive,
    Centre for Policy Research

CPR EXECUTIVE COMMITTEE

1. Eric Gonsalves — CHAIRMAN
   Former Secretary, Government of India

2. Dr Meenakshi Gopinath — MEMBER
   Director, WISCOMP

3. Sanjaya Baru — MEMBER
   Director for Geo-economics and Strategy,
   The International Institute for Strategic Studies,
   Singapore

4. Pratap Bhanu Mehta — MEMBER SECRETARY
   President and Chief Executive,
   Centre for Policy Research

CHIEF, ADMINISTRATIVE SERVICES

L Ravi
LIST OF GRANTING ORGANISATIONS

Indian Council of Social Science Research, New Delhi
IDRC, Canada
Bill and Melinda Gates Foundation, USA
William & Flora Hewlett Foundation, USA
Ford Foundation, USA
Oak Foundation
The Asia Foundation, USA
NAMATI Inc., USA
Omidyar Network Foundation, USA
Indira Gandhi Institute of Development Research, Mumbai
Shakti Sustainable Energy Foundation, New Delhi
University of Manchester, UK
London School of Economics and Political Science, UK
Centre for Global Development, UK
Chr. Michelsen Institute, Norway
Foreign and Commonwealth Office, British High Commission
Institute of Research and Development, France
UNDP
UNOPS
World Bank