A leading public policy think tank
Conducting research in multiple disciplines
Contributing to a more robust public discourse
I am delighted to present Centre for Policy Research’s (CPR) 2014-15 Annual Report, presented in a fresh format that culminates a year focused on developing a new approach to communications. We adopted a new logo, launched a new website, and established a social media presence that we hope will enable you to savour CPR’s intellectual output anew. And we also hope that you will continue to find CPR’s work useful, thoughtful, and provocative.

As always, my colleagues have been extraordinarily productive. The intellectual territory they have covered spans some of the most pressing issues of our time: climate change, urbanisation, trade, regional integration in South Asia, India’s security challenges, land conflicts, environmental degradation, constitutional values, and the nature of India’s democracy. The list could go on. They have written in different genres, from wrist-bending books to short op-eds. Two of our faculty were recognised for their work with high national honours: Bibek Debroy received the Padma Shri, and Subhash C Kashyap was awarded the Padma Bhushan. This report does not even try to capture our faculty’s contributions comprehensively. It offers a few snapshots, to whet your appetite for more. Please visit our new website for more comprehensive information on this year’s research. The website now also archives a great deal of CPR’s past work.

CPR’s work is made possible by the support of a large number of people and institutions. Our financial supporters, including the Indian Council for Social Science Research (ICSSR) and a number of foundation and other donors acknowledged in this report, are vital for our work, and we are grateful for their continued cooperation. The staff at CPR is exemplary in its integrity and commitment. Our team of young research associates brings great intellectual freshness and vitality. But most of all it is our engagement with you, and the wider public, that energises our work. Your support has meant a lot to us. This is just a brief offering in a continuing exchange of ideas and arguments. We are grateful for your engagement with our work.

I write this introduction at a moment of sadness for CPR. This year CPR lost two towering presences: BG Verghese, and our chairman, KC Sivaramakrishnan. Both will be deeply missed. They embodied qualities that inspired us over the years: a commitment to democratic dialogue, a passion, and a great sense of which subjects are important. They had wonderful integrity, curiosity, courage, rigour, and an indispensable sense of humour. We hope these qualities will guide us in the years to come.

Pratap Bhanu Mehta
President and Chief Executive
March 2015
K C Sivaramakrishnan: God's own civil servant
A REMEMBRANCE

K.C. Sivaramakrishnan, IAS, chairman of the Centre for Policy Research, passed away on May 28. His life surpassed all measures of excellence, achievement and character. A conventional biography would be impressive enough: An IAS officer who exemplified the best that the service was meant to be, in knowledge, dedication and integrity. He served in various positions: chief executive, Calcutta Metropolitan Authority, secretary in the ministries of commerce and urban affairs. After retirement, he embarked on a career as a scholar, publishing a dozen significant books and reports, mainly on urbanisation, which would be the envy of any scholar. But this biography does not do justice to his achievement.

KCS, as he was known, was the kind of individual indispensable to the foundations of modern India. His integrity and thoroughness as a civil servant were exemplary. But unlike the encrusted reputation of civil servants (which he made fun of in a characteristically humorous and self-deprecating book, The Enduring Babu), his conduct as a civil servant was to facilitate and enable, rather than block and slow down things. In a disposition that he carried over to scholarly life, he never presumed to know and always insisted on learning more. But, most importantly, it is hard to think of a modern scholar or civil servant whose career was so insistently bound up with the fundamental architecture of Indian democracy; an architecture we have waylaid at our peril.

In his work and life, that architecture of democracy had four pillars. The first, unusual among civil servants, was an unremitting faith in the primacy of representative democracy. He did probably the most laborious and outstanding work on delimitation, to ensure that the idea of equal representation was not lost. The second pillar was a farsighted belief in the power of decentralisation and the role of local bodies. He was one of the architects of the 73rd and 74th Amendments, and his passion for local
government informed almost everything he did. He published numerous books on the subject including, most recently, Courts, Panchayats and Nagarpalikas, which examined the ways in which courts have shaped the architecture of local governance. In his most recent work on mega-city governance, he candidly acknowledged the ways in which a moth-eaten 74th Amendment had stymied the future of urban governance. He argued for democracy over bureaucracy, participation over exclusion, and the fitness of administrative structures to the task at hand with rare depth, knowledge and precision.

The third pillar of a democratic future was cities. He was one of the earliest articulators of a vision for city governance, beginning with his work in developing industrial townships like Durgapur and Asansol, through to his work in rehabilitating refugees during the 1971 war in Calcutta.

Although his work focused much on the legal forms and administrative structures of cities, every single report and book of his is informed by a profound sense of the dynamism of cities and their complex social and economic structures. His most recent work on mega cities (including chairing the commission for a new capital for Andhra Pradesh) highlighted the complex dynamic unfolding in the relations between regions and cities, and was prescient in recognising the kinds of tensions brewing around our cities.

The fourth pillar of his work on democracy was profoundly infused with his personality. Behind his baritone voice and towering presence was a truly democratic personality, infused with the lightness, joy and diversity only a democratic personality could conjure. He had a killer sense of humour that had the power to dissolve conflict rather than exacerbate it. He was fiercely independent, deferring to no authority or threat, and nurtured that quality in institutions he shepherded. He had strong views. But he never imposed them, and often nurtured a kind of agonal difference. He cared about everyone he encountered. He combined in his persona the dream liberal arts sensibility we talk about but rarely achieve — the knowledge of several languages, a deep and cultured interest in art and music, a passion for knowledge ranging from law to economics, a sense of civic duty and dialogue across generations. Democracy for him was the affirmation of life.

He may also have been the last of the great Nehruvians. He chided Nehru for ignoring local government. But he had a commitment to building a modern state, a deep interest in institutions, an interest in modernity, made richer by a sense of the past, a sense of India above region, religion and caste, and a concern for a civilisational linkage that could perhaps one day, again, transcend the barriers Partition created. He left too soon. And the only explanation can be that God needed an exemplary civil servant for himself, since modern India seems to no longer have any use for this kind.

By Pratap Bhanu Mehta

Printed in the Indian Express, 29 May 2015
CPR engages around five broad themes, and faculty and their research often span several of these topics.

**ENVIRONMENTAL LAW AND GOVERNANCE**
- Environmental Standards, Climate Change, and Development
- Water Policy
- Energy Policy
- Indian and International Environment Law and Jurisprudence

**INTERNATIONAL RELATIONS AND SECURITY**
- India’s Role in a Shifting Global Order
- Foreign and Security Policy
- Traditional and Non-traditional Challenges Facing the Indian State

**LAW, REGULATION, AND THE STATE**
- The Nature and Character of Constitutional Law
- The Design and Performance of Public Institutions
- The Economics and Politics of Regulation

**URBANISATION**
- The Process of Urban Transition
- Urban Governance and Citizenship
- Urban Economies and Service Delivery

**ECONOMIC POLICY**
- Macroeconomic Dynamics
- Service Delivery and Infrastructure Policy
- The Intersection of Economics and Institutions
ENVIRONMENTAL LAW AND GOVERNANCE

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

In 2014-15, the Climate Initiative (CI) at CPR expanded its work on international and domestic climate policy. During the year, CI organised a number of events including:
» A discussion with then-EU Commissioner for Climate Change, Connie Hedegaard, on the EU’s climate policy and 2015 Paris climate agreement;
» A discussion with Xolisa Ngwadla, coordinator of the Africa Group on 2015 climate negotiations on a principle-based reference framework for the 2015 climate agreement;
» A roundtable for 20 parliamentarians, in collaboration with GLOBE India, to discuss India’s position and stake at the climate negotiations;
» Discussions on the report of the Intergovernmental Panel on Climate Change (IPCC) led by Navroz Dubash and other IPCC authors, and on outcomes of the Lima climate negotiations led by Lavanya Rajamani.

CI’s work was informed by research in a broad range of areas, including legal analysis, national and state level climate policy, and climate finance:
» CPR along with International Institute for Applied Systems Analysis (Austria) and Energy Research Center, University of Cape Town (South Africa), were among the winners of a research grant competition held by the Climate and Development Knowledge Network. The proposed research outlines a sustainable development led approach to Indian energy and climate change planning;
» CI collaborated with the Overseas Development Institute on a study on climate finance;
» Radhika Khosla co-authored a chapter on *Clean Energy and Climate Change* along with Shyam Saran for an edited volume on Deepening the Japan-India Partnership.

CI was also directly engaged in high level national and international policy processes for energy and climate change:
» Navroz Dubash was a lead author for the Intergovernmental Panel on Climate Change (IPCC);
Navroz Dubash at IPCC core writing team meeting, Putrajaya Malaysia 30 June to 3 July

» Dubash has been a member of the Committee to draft a Renewable Energy Law for India;
» Rajamani was a legal advisor to the UNFCCC Secretariat in 2014, and a rapporteur for the International Law Association’s Committee on Legal Principles Relating to Climate Change;
» Khosla has been a working group member for the Ministry of Health and Family Welfare’s Steering Committee on Air Pollution and Health.

Environmental Jurisprudence

Shibani Ghosh completed a project on the principles of Indian environmental jurisprudence in February. The project was funded by the Indian Council of Social Science Research (ICSSR). The final report includes papers on four principles of environmental law: sustainable development, precautionary principle, polluter pays principle, and public trust doctrine. A fifth paper is on factors that influence the implementation of environmental judgements.

ENVIRONMENTAL JUSTICE

» The Namati Environmental Justice Program’s team of eight community paralegals identified problems of environmental compliance and their impact on local communities. They worked on 60 cases related to land demarcation, water and air pollution, solid waste management, industrial encroachment, and illegal construction.
» Due to the efforts of the Program, District Level Costal Committees were set up in 6 out of 14 coastal districts of Gujarat.
» Namati released a report titled CZMAs and Coastal Environments: two decades of regulating land use change on India’s coastline, examining the functioning of nine State Coastal Zone Management Authorities, and their decisions on more than 4,500 project proposals in 17 years.
» Further, the team regularly shared its findings with the media. For example, Manju Menon and Kanchi Kohli published a piece in the Economic and Political Weekly in December titled Executive’s
environmental dilemmas: unpacking a committee’s report, which critiqued the recommendations of the High Level Committee on Review of Environmental Laws.

WATER POLICY

Philippe Cullet contributed to analysing the implementation of the Nirmal Bharat Abhiyan–Swachh Bharat Mission in the state of Rajasthan. He also participated in the process initiated by the government of Rajasthan to make amendments to existing water laws and to draft new ones to modernise and streamline the existing legal framework.

Additionally, Cullet contributed to developing a framework for understanding the role that climate change plays in the governance of groundwater, and the need for integrating climate policy consideration in groundwater regulation.

REACHING OUT

» More than 59 publications in the form of academic papers, book chapters, policy briefs, working papers, and press articles.

» More than 20 outreach efforts, including trainings, talks, seminars, conferences, presentations, lectures, consultations, and reaching out to universities, NGOs, and policy makers.
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.
INDIAN DEVELOPMENT ASSISTANCE

Indian development assistance has today become comparable to foreign aid budgets of smaller, high-income European countries, and is continuing to grow significantly. The Indian Development Cooperation Research (IDCR) project has developed a comprehensive database of such assistance, and is working to publicly disseminate narratives on Indian bilateral development partnerships. This year, IDCR completed its comprehensive study on Indian Technical and Economic Cooperation (ITEC).

It also conducted two workshops as part of the Economic Diplomacy project to analyse the myriad ways in which economic diplomacy has been a growing focus of Indian foreign policy since the turn of the century. At these workshops, experts discussed the growing role of the Indian government in facilitating public as well as private economic interests abroad, and the changing role of Indian diplomacy in engaging with multilateral organisations; securing India’s Free-Trade Agreements; and prioritising energy security, among others. Many of the workshop participants drafted chapters for a forthcoming manuscript on Indian Economic Diplomacy.

INDIA-CHINA

Nimmi Kurian published a book titled *India-China Borderlands: Conversations beyond the Centre*, which provides a critical comparative analysis of India-China relations at the sub-regional level. It asks what role border regions will play as India and China re-imagine their borders as bridges.

Since 2011, CPR has been partnering with the India China Institute at the New School to run the *India China Conversations: an Interdisciplinary Symposium for Emerging Scholars*. This unique initiative has helped create a transnational community of young scholars, as well as a growing international network of universities, research institutes, and think tanks in India, China, and the United States.
Shyam Saran contributed papers on the India-China boundary issue, including the prospects for economic and trade relations between the two countries, and their activities in the maritime sphere, among other subjects. He is also involved with India-China Track Two, sponsored by the Lee Kuan Yew School of Public Policy in Singapore.

SECURITY POLICY

The Asian Security Initiative came to a close this year. The project facilitated the creation of a sound network of academics and policymakers, and contributed to building research capacity in India.

CPR researchers also concluded preparations for the publication of the Oxford Handbook on Indian Foreign Policy, a critical contribution to the field. This massive volume presents the state-of-the-art on the subject, and will be the main point of reference for scholars, diplomats, and journalists, among others.

Further, the Strategic Studies Workshop, whose third edition was held in December, brought together promising graduate students and junior faculty from Indian universities and think tanks for a rigorous course of policy analysis in this domain.

POLICY INFLUENCE

Bharat Karnad was one of three panellists on the committee that reviewed the Nuclear Non-Proliferation Treaty, an exercise undertaken every five years. He also advised the Ministry of Defence in defining the military goals for the armed forces, in a first ever initiative of its kind.

Shyam Saran was the chairman of the National Security Advisory Board, and made a major contribution toward drawing up a draft National Security Strategy for India. The draft strategy particularly focuses on the interrelationship between the different dimensions of national security, such as internal security, external security, defence, and ecological security. He is also the chair of Research and Information System for Developing Countries.

“The draft strategy has highlighted the interrelationship between water, energy, and food security, as well as the need for a proper communications strategy to achieve high levels of interaction between the citizens and the state.”
— Shyam Saran

Afghan President, Hamid Karzai (L); Russian President, Vladimir Putin (2nd L) shaking hands with Iranian President, Hassan Rouhani (2nd R); at the fourth Conference on Interaction and Confidence Building Measures in Asia (CICA) summit in Shanghai, 21 May 2014.
BOOKS

Sanjaya Baru published *The Accidental Prime Minister: The Making and Unmaking of Manmohan Singh* in April, a memoir that drew on his stint as media advisor to Singh from 2004 to 2008. In the book, Baru made controversial revelations leading it to dominate news headlines, and the Prime Minister’s Office to react sharply.

Brahma Chellaney worked on an updated and revised version of his book *Water, Peace, and War: Confronting the Global Crisis*, which is a pioneering study on the profound impact of the growing worldwide water stress on international peace and security, as well as possible ways to mitigate the crisis. He also published a related paper in *Asian Survey* titled *Water, Power, and Competition in Asia*.

REACHING OUT

» More than 170 publications, including books, academic papers, book chapters, and in particular, media pieces.

» More than 72 outreach efforts, including conferences, seminars, round tables, and lectures—reaching out to a range of audiences, especially bureaucrats—both nationally and internationally.
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 Accountability Initiative (AI) released its second round of PAISA (Planning, Allocations and Expenditures Institutions: Studies in Accountability) district studies, tracking government fund flow in education across 1,134 schools in 8 districts of 6 states (Andhra Pradesh, Bihar, Himachal Pradesh, Madhya Pradesh, Maharashtra, and Rajasthan). Findings were shared with government officials and school management committees through a total of 75 meetings to help them to catalyse change.

AI also released two sets of its annual budget briefs, tracking the efficacy of the Government of India’s spend (through government reported data) in flagship social sector schemes. Widely quoted in the media, the analyses aimed to generate debate on planning for social sector schemes and the quality of government data. The following seven schemes were analysed:

- Sarva Shiksha Abhiyan
- Rashtriya Madhyamik Shiksha Abhiyan
- Integrated Child Development Scheme
- National Health Mission
- Swachh Bharat Mission (Gramin)
- Mahatma Gandhi National Rural Employment Guarantee Scheme
- Backward Regions Grant Fund

Additionally, AI published a series of academic papers/book chapters on:

- understanding the effectiveness of citizen-led accountability mechanisms in changing the dynamic of citizen-state engagement and improving the quality of public services;
- the effectiveness of public spending in elementary education and the quality of learning; and
- analysing Section 12(1)(c) of the Right to Education Act, which makes it legally imperative for private schools to reserve 25 per cent seats for students from economically weaker sections.
ENGAGING AND SENSITISING POLICY MAKERS

Governance and Public Policy Initiative (GPPI) focuses on fundamental issues of governance and public policy in India by directly engaging with Members of Parliament, key leaders from various Indian political parties, and Members of the Legislative Assembly through a series of interactive discussions with leading universities and NGOs to facilitate wider exchange of views and dialogue.

Keeping these objectives in mind, GPPI organised:

i) domestic discussions on digital financial inclusion; reproductive, maternal, and child healthcare; increasing fiscal focus on health; growth vs. development, and climate policy and strategy.

ii) academic outreach programmes for MPs at King’s College London; Australia-India Institute, Melbourne University; the Australia National University’s China Centre, Crawford School of Public Policy, and Tel Aviv University.

Parliamentarians interacted with international experts and political leaders on a wide range of issues during these programmes.

PARTNERING WITH LOCAL COMMUNITIES TO ENSURE QUALITY EDUCATION

The Public Accountability and Governance in Education (PAGE) project pioneered new methodology for conducting social audits and community monitoring of education, training School Management Committees in Rajasthan. It also conducted Shiksha Samvads in the state — dialogues between parents, teachers, and state administration — to resolve issues, and foster greater participation and collective accountability.

“As a result of these Samvads, solutions were found collaboratively and quickly. For instance ‘pattas’ were allotted to schools; teachers were appointed; and pending infrastructure work was completed.”

— Kiran Bhatt
LAND RIGHTS

In the autumn, Namita Wahi launched the Land Rights Initiative (LRI), both to house a project on land rights in the scheduled areas, and to create an institutional space at CPR for developing a knowledge base on land issues. She published a book chapter titled *The Tension between Property Rights and Socioeconomic Rights: A Case Study of India*. Wahi also participated widely in the debate around the Land Acquisition Ordinance in India.

ONGOING PROJECTS

Rajshree Chandra continued to work on a book about how biotechnology is altering the architecture of property and rights, titled *Cunning of Rights: Law, Life, Biocultures*, and published two working papers on the subject. Shylashri Shankar continued to work on a collaborative project on balancing religious accommodation and human rights in the constitution writing process, and will contribute articles on the subject in upcoming publications in 2015. She is also working on a book on an urban history and ethnography of Hyderabad.

REACHING OUT

» More than 92 publications in the form of academic papers, book chapters, policy briefs, working papers, and press articles.

» More than 26 outreach efforts, reaching out to universities, NGOs, academics, and bureaucrats.
CPR engages with urban transition in India from a range of perspectives—analysing governance structures, reviewing the delivery of public services, tracking spatial patterns, and exploring the processes of economic transition.
GOVERNANCE AND MEGACITIES

The late CPR Chairman K C Sivaramakrishnan’s book, titled *Governance of Megacities: Fractured Thinking, Fragmented Setup*, was launched in January 2015 on the sidelines of the LSE Cities-Deutsche Bank Urban Age Conference held in New Delhi. At the launch, urbanists and policymakers alike stressed the need to reflect and rethink governance structures for India’s megacities—some of the largest in the world today.

SMALL TOWNS

Since 2011, CPR’s team of urban researchers have been studying patterns of urbanisation in small urban centres as part of a larger multi-organisational project called Subaltern Urbanisation in India (SUBURBIN), emerging partly from Kanhu Charan Pradhan’s seminal work on dispersed urbanisation and census towns. CPR’s research in the past year focused on the administrative status of small towns, the import of government schemes like the JNNURM on small towns, and collaborative research with IGIDR researchers on population growth across India’s tehsils. The project culminated in a conference held on 18-19 April 2014 in New Delhi.

The engagement with SUBURBIN has led to two other research projects on small towns. These include:

» The Missing Middle in India’s Urban Transformation, which involves a qualitative exploration of the economic transformation and governance structures of census towns in West Bengal, Bihar, Odisha, and Jharkhand and,

» an ongoing collaborative project with IRD (Institut de recherche pour le développement), France called IND-URBBS (India – Urban Rural Boundaries and Basic Services) that examines structures of occupation, service provision and citizenship in small towns as well as peri-urban and informal spaces.
URBAN CITIZENSHIP

Research on Cities of Delhi, a part of a larger project on Urban Transformation, explored the idea of citizenship across Delhi’s wide array of settlements, and brought out a rich set of bilingual reports this year including five case studies on ‘places’—like slums (referred to as Jhuggi Jhopri Clusters in Delhi), unauthorised colonies and resettlement colonies—‘processes’ like eviction, upgradation and regularisation of unauthorised colonies, and ‘institutions’ such as the DDA (Delhi Development Authority) and DUSIB (Delhi Urban Shelter Improvement Board), as well as two policy briefs. These are available on the project’s website, citiesofdelhi.cprindia.org.

THE URBAN MIDDLE CLASS

This on-going project explores diverse aspects of India’s urban Middle Class by looking at various aspects, such as its definition, consumption patterns, occupational structure, voting behaviour, evolving relationship with the state, interaction with caste, health, the experience of old-age care, and the employment of domestic workers.

MIGRATION AND URBANISATION

CPR is part of Strengthen and Harmonize Research and Action on Migration (SHRAMIC), a consortium that supports a network of grassroots NGOs and academic institutions to better understand migration and labour markets across India and South Asia. Field studies by partner NGOs were curated and published in a special issue of the journal Urban India, guest-edited by Mukta Naik, besides regular contributions to the online portal, shram.org.

Recent CPR papers on small towns available at cprindia.org:
- Pranav Sidhwani, Farm to Non-farm: Are India’s Villages “Rurbanising”? CPR Working Paper 4, Nov 2014
- Other SUBURBIN papers can be accessed at https://suburbin.hypotheses.org/
MAKING A DIFFERENCE

i) Findings disseminated at a workshop held in Udaipur (December) titled Sabke Kadam Swachhata ki Aur: Building Partnerships for Clean Udaipur, in association with Vidya Bhawan Polytechnic and Udaipur Chamber of Commerce and Industry, have led to new efforts to improve sanitation services in the city.

ii) In Odisha, SCI-Fi’s work has led to the launch of Project Nirmal—a pilot demonstration of citywide sanitation sludge management delivery in two small cities. The project is being implemented in partnership with the Housing and Urban Development Department, Government of Odisha, and Practical Action.

iii) At the national level, the SCI-Fi team has supported the development of guidelines for the new Swachh Bharat Mission (Urban) of the Ministry of Urban Development.

URBAN SANITATION AND HEALTH

The Scaling City Institutions – for India: Sanitation (SCI-Fi: Sanitation) project deepened its empirical research in the cities of Udaipur (Rajasthan) and Balasore (Odisha), creating comprehensive GIS maps of physical infrastructure related to sanitation and health services in the two cities. Based on these, the team plans to conduct household surveys and unpack the underlying reasons for the uneven provision of sanitation. In December, SCI-Fi organised a flagship national seminar, Swasth Swachh Bharat: Aligning Actions to Better Outcomes, with the support of the Ministry of Urban Development and the Ministry of Women and Child Development, Government of India, to inform policy making with evidence.

REACHING OUT

» More than 20 academic papers, books, policy briefs, working papers, and press articles.

» More than 50 outreach efforts, including speaking engagements at academic conferences and round tables, lectures at training institutions for bureaucrats and policymakers, targeted meetings with bureaucrats, and service on government committees, such as the Ministry of Housing and Urban Poverty Alleviation’s Committee to develop a Slum Index and the State Urbanization Commission, Government of Rajasthan.
ECONOMIC POLICY

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.
TRACKING THE INDIAN ECONOMY

CPR revived its programme on macro-economic research in February, tracking global and domestic data and publishing monthly updates on the state of the economy. Over the last year, the research unit published 16 macro-economic updates and two thematic pieces on specific issues. The researchers also published a series of articles in national business dailies.

The macro-economic team also conducts macro data projection. In October, it shared GDP growth projections at a mid-year Review of the Economy, as well as hosted closed-door seminars where academics and policy makers engaged in evidence-driven discussions.

INDIA AND HER NEIGHBOURS

A team of researchers developed a project aimed at building sub-regional cooperation networks between Indian states and countries across the border. Partnering with 11 think tanks across India, Pakistan, Bangladesh, and Nepal, three brainstorming sessions were held in Bihar, Kolkata, and Mumbai to address solutions to identified problems.

Further, to include regional cooperation within the political agenda, CPR organised a parliamentarians’ consultative workshop in Delhi, and two MLA conclaves in Chandigarh and Guwahati with identified partners.

Partner think tanks included:
- Gateway House, Mumbai
- Institute of Development Studies (IDS), Jaipur
- Centre for Research in Rural and Industrial Development (CRRID), Chandigarh
- A N Sinha Institute of Social Studies (ANSISSL), Patna
- Giri Institute of Development Studies, Lucknow
- Centre for Development and Peace Studies (CDPS), Guwahati
- Maulana Abdul Kalam Azad Institute of Asian Studies (MAKAIAS), Kolkata
The most heart warming book of 2014 is Defying the Odds, by Devesh Kapur, Shyam Babu and Chandrabhan Prasad…. This is just a start for Dalits, yet implies an economic and social revolution. Most Dalits are still poor and oppressed, but some are not just rich but large employers of upper caste workers. Job-seekers have become job-givers.”
—Swaminathan S Anklesaria Aiyar

THE SARCIST

An online knowledge sharing and advocacy platform on South Asia regional cooperation, The SARCist—thesarcist.org—was launched in the spring of 2014. Through a monthly e-newsletter, it commented on a range of topics of relevance to South Asia, including Kailash Sacred Landscapes Initiative; 8th SAFTA Ministerial meeting; 18th SAARC Summit; food security; ease of doing business in South Asia; illegal border trade between India-Pakistan; and India-Bangladesh non-tariff barriers, among others. The SARCist website has an extensive database of experts and institutions working on South Asia, and is up-to-date with policy documents, articles, and commentaries from across the spectrum.

With a special focus on trade and investment, the rationale behind The SARCist was that greater regional economic cooperation and improved intraregional trade would contribute directly to making the region more prosperous, stable, peaceful, and better integrated into the global economy.

DALIT ENTREPRENEURS

D Shyam Babu co-authored a book titled Defying the Odds: The Rise of Dalit Entrepreneurs, which profiled the phenomenal rise of 21 Dalit entrepreneurs who managed to break through socio-economic and practical barriers.

‘The book illustrated instances where adversity compensated for disadvantage, where working their way up from the bottom instilled in Dalit entrepreneurs a much greater resilience, as well as a willingness to seize opportunities in sectors and locations eschewed by more privileged business groups.

While traditional Dalit narratives are marked by struggle for identity, rights, equality and for inclusion, these inspiring stories captured both the difficulty of their circumstances as well as their extraordinary steadfastness, thus bringing to light the possibilities of entrepreneurship as a tool of social empowerment.’
—from the book jacket
INTERIM RAILWAY REPORT

The High Level Committee for Railway Restructuring, headed by Bibek Debroy, and including Partha Mukhopadhyay, released the interim railway report, which made key recommendations to revamp the Indian railways. Suggestions included encouraging private players to run the trains; eliminating the railway budget; and proposing steps for decentralising operations for effective management.

REACHING OUT

» More than 58 publications in the form of books, articles, and policy briefs.

» Seven outreach efforts that included seminars, lectures, talks, and panel discussions, in collaboration with universities, academics, and policy makers.
CPR GOVERNING BOARD

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

2. **Subodh Bhargava** — **MEMBER**  
   Chairman, VSNLA

3. **Eric Gonsalves** — **MEMBER**  
   Former Secretary, Government of India

4. **Dr Meenakshi Copinath** — **MEMBER**  
   Director, WISCOMP

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

6. **Nasser Munjee** — **MEMBER**  
   Chairman, Development Credit Bank Ltd Corporate Office

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

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

9. **RKP Shankardass** — **MEMBER**  
   Senior Advocate, Supreme Court of India

10. **Gita Piramal** — **MEMBER**  
    Business Historian

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

12. **Ramesh Dadhich** — **MEMBER**  
    Member-Secretary,  
    Indian Council of Social Science Research

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

**K C Sivaramakrishnan** was the chairman till May 2015.

CPR EXECUTIVE COMMITTEE

1. **Eric Gonsalves** — **MEMBER**  
   Former Secretary, Government of India

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

3. **Pratap Bhanu Mehta** — **MEMBER SECRETARY**  
   President and Chief Executive, Centre for Policy Research
CPR@2015

People
- Staff: 29
- Faculty: 41
- Research Associates: 66

Research Output
- Books: 10
- Journal Articles: 18
- Chapters: 27
- Policy Briefs: 33
- Talks: 84
- News Articles: 321

Funding
- 2013–14: Rs. 1478.73 lakh
- 2014–15: Rs. 2110.45 lakh

*1 lakh = 1,00,000
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, Switzerland

The Asia Foundation, USA

NAMATI Inc., USA

Omidyar Network Foundation, USA

Indira Gandhi Institute of Development Research, Mumbai

Shakti Sustainable Energy Foundation, New Delhi

Chr. Michelsen Institute, Norway

University of Manchester, UK

UNDP

UNOPS

World Bank