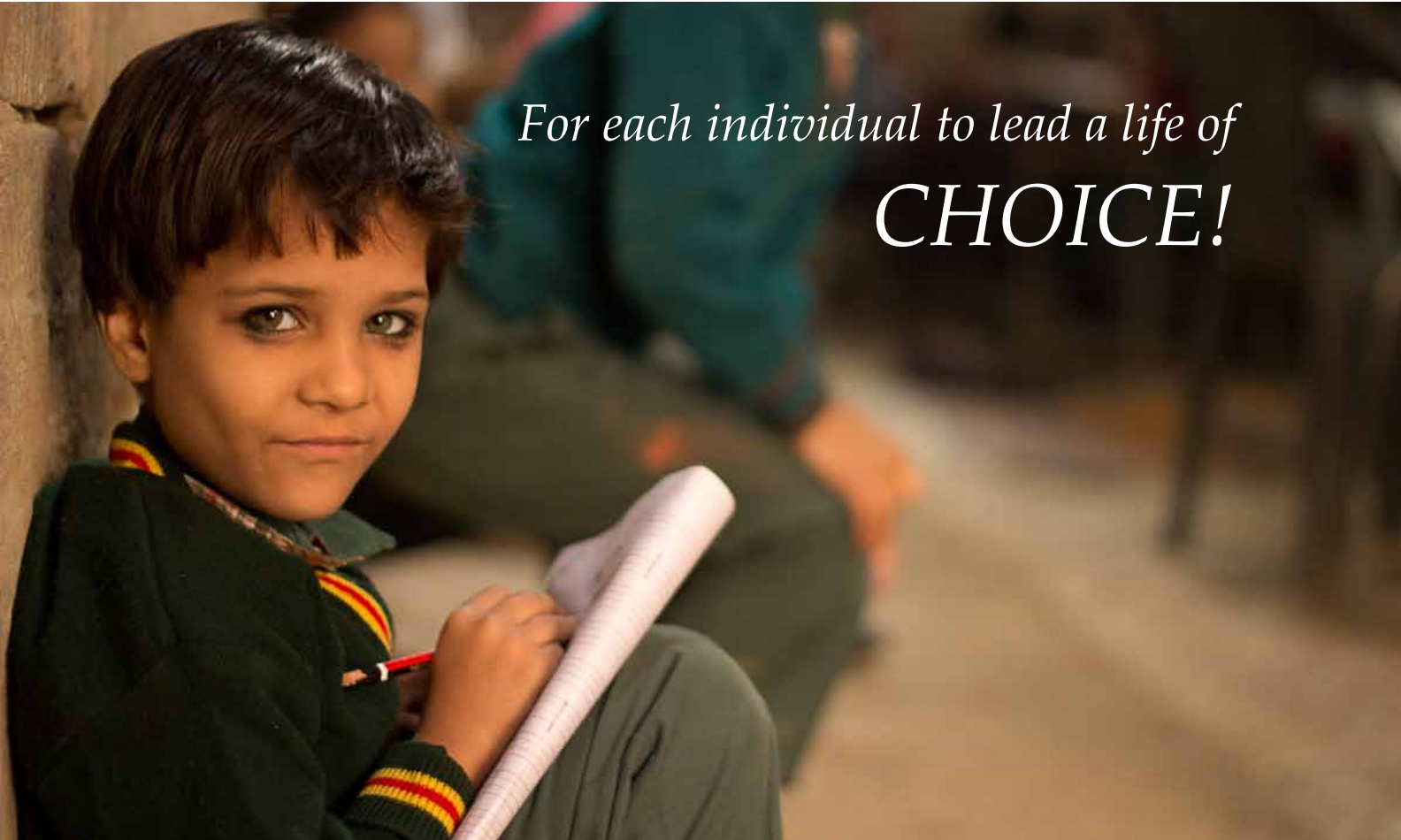




**CENTRE FOR CIVIL SOCIETY**  
*Social Change Through Public Policy*



*For each individual to lead a life of*  
**CHOICE!**

# Year in **Review**

April 2015 - March 2016

## Mission

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

## Vision

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

## Chairman's Message

One of our key programs this year was the Vikalp Skill Voucher pilot, in keeping with the Prime Minister's Skill India program. In 2015-16 we expanded the program to impact 1,200 youth with a 65% placement rate. The three-year pilot has demonstrated phenomenal results - 15 training providers, 23 empanelled courses, 5,100 footfalls at 55 career awareness melas (fests), a total of 2,000 youth trained, average dropout rates as low as 9.5% and an average salary of Rs 9,566. We are grateful to our partners, Michael and Susan Dell Foundation, Government of Maharashtra, TATA Motors and HDFC Bank. We also moved to the advocacy phase and published an implementation toolkit to serve as a "how to guide" for agencies willing to replicate the model. This was launched by the Principal Secretary, Department of Welfare-SC/ST/Minority Communities, Government of Delhi. CCS was invited by the Rajasthan Government to explore the possibility of replicating the components of Vikalp in its skill development programs.

Among our other policy wins were the Delhi government adopting our centralised lottery idea for the 25% reservations under the RTE Act, the UP Government providing funding for uniforms and textbooks for the kids covered by this 25% reservation, the Rajasthan High Court vindicating our stand that there will be no more evictions of street entrepreneurs and the acceptance of two of our recommendations on contract enforcement by the Department of Industry Policy and Promotion.

CCS continued to do well in the annual rankings of think tanks by the University of Pennsylvania and, at #50, was the only Indian think tank in the top 100 global list. Our School Voucher for Girls pilot in Delhi and our Jeevika Livelihood Campaign in Rajasthan were described in detail in Meera Mitra's book 'Breaking Through: India's Stories of Beating the Odds on Poverty'. Nandan Nilekani and Viral Shah, in their book 'Rebooting India - Realizing a Billion Aspirations', recommended CCS' voucher idea to ensure inclusive education in India.

Finally, we continued to push the ideas of competition, choice and market-based policies. We launched a portal "India before 91", held a conference to celebrate the work of S V Raju and partnered with Cato Institute and Livemint.com for Indianliberals. in. 300 students and 28 journalists graduated from our public policy courses and our Freedom Caravan covered 2,380 students across 20 colleges this year. We've successfully entered the formal curriculum of St Xavier's, Mumbai, National Law School, Bangalore and Pandit Dindayal Petroleum Institute, Gandhinagar where we offered 3-4 credit courses engaging over 60 students.

On behalf of the CCS team, I would like to thank all our donors, partners (within the government and private sector), students, alumni and well-wishers for all their support.

Luis Miranda  
Chairman



# President's Message

What are the three things that make me proud of being at CCS? Chairman Luis Miranda has talked about the work achievements of CCS during the year; let's focus on the rest of CCS and the environs in which it functions.

We evolved and deepened a collaborative leadership model of governance. We have been thinking about my succession plan and have been trying different models, including hiring a COO from outside or promoting one from inside. Through these experiences and dialogues, what evolved as an effective governance model is that of collaborative leadership: all five department heads and I make up the Management Group (MG) and all organizational decisions are taken by the MG. Moreover, we are moving towards each department developing an 'autonomy contract' with me that extends the areas of autonomy with clear performance, including fund raising targets.

I am particularly grateful to the five department heads for taking this journey together: Amit Chandra (Advocacy), Baishali Bomjan (Development & Strategy), Manoj Mathew (Operations & Outreach), Rohan Joshi (Research) and Samta Arora (Academy). They have represented CCS at many national and international forums. They have together made it possible for me to be just a regular participant in all the major public events of CCS;

I was actually abroad during our flagship education conference, School Choice National Conference in December. Board members Amit Kaushik, Gurcharan Das, Luis Miranda and Premila Nazareth have actively participated in these events and encouraged them to be the leaders of their programs. CCS and I are truly blessed to have such a great leadership team and the Board.

I am sure you have noticed the re-articulation of the CCS purpose/vision statement: Each individual leads a life of choice in personal, economic and political spheres and every institution is accountable. In short, each individual leads a life of choice and every institution is accountable. It does not say free enterprise or free markets, capitalism or laissez faire, not even limited government, individual rights, rule of law--the terms that are commonly used to describe liberal or libertarian think tanks around the world. We have come to view those ideas as means to the goal of individual choice and institutional accountability which remains our core purpose.

The mission statement talks about promoting choice and accountability across public and private sectors in the areas of our focus through research, pilot projects, and advocacy. The areas of focus are in two buckets--policy domains and policy training. The policy domains that we currently focus on are education and livelihoods, and policy training includes all the work of CCS Academy (policy courses, internships, colloquiums and conferences). A concise way to think about the work of CCS is through policy change

and mindset/ideas change. Through research, pilot projects and advocacy, we work on specific policy change and through Academy programs, we work on ideas change. Thanks to the support of Nandan Nilekani, Academy is now the biggest team at CCS--India's ideas shall change.

This clarity of the vision and mission has been instrumental in shaping our overall strategy as well as annual goals. The challenge for a think tank is to find a right balance between planned work and on-demand work. If it leans too much towards planned work then it would not be able to take advantage of changes in governments and their priorities and the changes in public opinion and discourse. If it focuses too much on responding to extant circumstances, then it runs the danger of losing its focus on its core purpose. We are proud that we have been able to find a good balance between inspiration and strategy and between spontaneity and predictability. Though of course, this is always a work in progress.

We hope you are as proud of our achievements as we are—they have been made possible only with your continued support. Our sincere gratitude for putting your confidence in CCS to advance social change through public policy.


May the year bring each individual a life of CHOICE!


Parth J Shah  
President


## SUPPORT CCS IN OUR MISSION

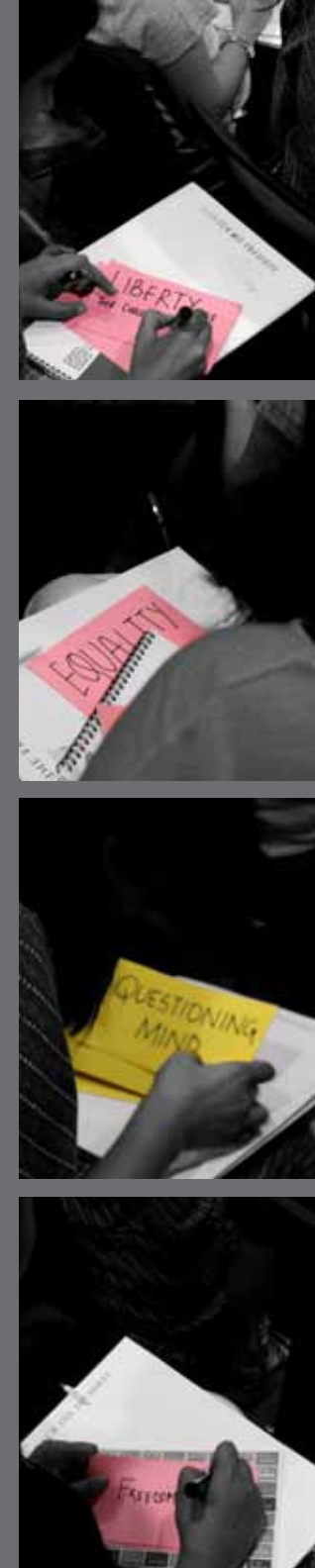
Your financial support helps Centre for Civil Society (CCS) advance its mission of social change through public policy. By giving to CCS today, you are ensuring that each individual in India leads a life of choice in personal, economic and political spheres and every institution is accountable.

All donations to Centre for Civil Society are tax exempt under Section 80 G of Income Tax Act, India

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

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

 Involve, engage and connect students & influencers to DEVELOP NEW LEADERS WITH NEW IDEAS through training in public policy.



# Table of Contents

## POLICY WINS

Vikalp - Skill Voucher model adopted in Central and State Government Schemes	09
Delhi Government adopts CCS's Centralised Lottery Idea for 25% EWS Admissions under RTE Act	10
Uttar Pradesh Reimbursements for 25% Reservations	11
Protecting Livelihood Freedom of Street Entrepreneurs	12
Central Government picks two Key recommendations on Contract Enforcement	13

## IDEA WINS

Best Practices in Regulation of Private Education	15
CCS New Education Policy Blueprint	16
Study of Private School Regulation in Uttar Pradesh and Rajasthan	17
Forest-Based Bamboo Trade in Mendha Lekha and Jamguda	18
Improving India's Ranking in World Bank's Ease of Doing Business Report	19

Regulatory Barriers to Micro, Small & Medium Enterprises (MSMEs)	20
--	----

Model Rules on Implementation of Street Vendors Act (SVA) 2014	20
--	----

Property Rights of Street Vendors	20
-----------------------------------	----

UnpackED: The Black Box of Indian School Education Reform Launched	21
--	----

New Public Management - Liberty & Society Series 9	21
--	----

Indianliberals.in Partners with Cato Institute and Livemint.com	22
---	----

Repeal Laws: Delhi and Maharashtra	23
------------------------------------	----

Criminalizing Cheque Bounce Cases: An Effective Remedy?	23
---	----

## PEOPLE WINS

2000 Youth Trained: Vikalp Skill Voucher Pilot	25
--	----

Inclusion model for 25% reservation under RTE established with 150 Economically Weaker Section Students in two schools in Delhi	26
---	----

12 Members of Parliament engaged with CCS ideas	27
---	----

Building momentum for New Education Policy	28
--	----

2380 Students across 20 Colleges discuss 'Why is India Poor?'	29
---	----

300 Students and 28 Journalists graduate from our public policy course	30
--	----

David Friedman's India Tour	32
-----------------------------	----

First Law & Liberty Conference in India	33
---	----

Honoring India's Liberal Giant SV Raju	34
--	----

12 <sup>th</sup> JEEVIKA - Asia Livelihood Documentary Festival	36
---	----

School Choice National Conference 2015	38
--	----

Online engagement of Hindibhasis through Azadi.me	39
---	----

India before 91 Launched	39
--------------------------	----

## INSTITUTIONAL WINS

Amplifying the Voice of Budget Private Schools	41
--	----

Freedom Champions from Pakistan, India, China & more gather in Malaysia in 2016: Asia Liberty Forum   Think Tank Start Up Training	42
--	----

## ORGANISATIONAL WINS

CCS in Government Education Taskforce in two States - Karnataka Jnana Aayoga (KJA)	45
--	----

CCS in Government Education Taskforce in two States - Delhi Dialogue Commission (DDC)	46
---	----

CCS Public Policy Courses part of Formal Curriculum of three Leading Universities	47
---	----

Online Outreach	48
-----------------	----

Media Outreach	49
----------------	----

Accolades & Recognition	50
-------------------------	----

Partners	51
----------	----

Team	52
------	----

Trustee   Advisors	54
--------------------	----

Scholars	55
----------	----

# Policy Wins

## POLICY WINS

### Vikalp - Skill Voucher Model Adopted in Central and State Government Schemes

#### MAHARASHTRA

Babasaheb Ambedkar Research and Training Institute (BARTI) invited CCS to join its PMU to provide inputs on overall strategy for skill development under the Department of Social Justice and Special Assistance, Government of Maharashtra. BARTI has picked up many elements from Vikalp model to introduce the same in other non-Vikalp skill development programs of the department. Some key design elements picked up are:

- **Centralized Facilitation of Students:** Online portal to share information on skilling programs and to manage ongoing application process for prospective trainees from all over Maharashtra
- **Performance - Linked Payments to Training Providers:** Introduced a phased payment system to include outcome parameters such as training completion, certification, placements and tracking including trainee feedback as one of the parameters for payment to training providers



#### CENTRAL GOVERNMENT

The Ministry of Skill Development and Entrepreneurship introduced the idea of Skill Gift Cards in July 2016 in collaboration with the Central Bank of India. CCS was invited along with National Skills Development Corporation (NSDC), Associated Chambers of Commerce of India (ASSOCHAM), Michael and Susan Dell Foundation (MSDF), Central Bank and select industry representatives to brainstorm on the idea of Skill Gift Cards. Eventually however, the program was put on hold and not rolled out as envisaged on pilot basis in select geographies.

## Delhi Government adopts CCS's Centralised Lottery Idea for 25% EWS Admissions under RTE Act

3 key concerns unique to CCS' recommendations on the implementation of the RTE Act are highlighted in the [circular](#) issued by the Delhi Government on the admission of EWS category students:

- **Specification of the income limit for EWS at Rs. 1 lakh:** Most states are yet to define such an income criteria for identifying EWS, which CCS regards crucial to ensuring admissions to 'truly deserving' candidates.
- **Definition of 'disadvantaged group':** The circular clearly defines and delimits the category, and therefore makes it easier for schools to verify claims.
- **Relaxation of the neighbourhood criteria:** CCS considers the relaxation of the neighbourhood criteria to be a significant game-changer in the way forward, especially if the 25% reservation is to be implemented along the lines of a voucher system.

## Uttar Pradesh Reimbursements for 25% Reservations

Following our colloquium on Education: Philosophy, Policy and Practice, CCS was invited to co-host a roundtable on the implementation of the RTE Act in Uttar Pradesh. The roundtable, held in Lucknow concluded with two key recommendations for fostering the implementation of the RTE in its true spirit:

- Revising the amount of reimbursements made to schools for the 25% reservations under section 12 (1) (c) of the act and,
- Creating a scientific formula for calculating the reimbursement amount.

The government of Uttar Pradesh had earlier fixed the reimbursement amount to INR 450 per pupil per month. Following the roundtable and the recommendations by CCS however, the Government has approved supplementary reimbursements of INR 400 for uniforms and a further INR 150 for textbooks in addition to the base amount of INR 450. The Government Order in this regard is underway.

### स्कूलों में छात्रों की संख्या घटने से संचालन खर्च बढ़ा

नई दिल्ली (एसएनबी)। प्राइमरी शिक्षा के गिरते स्तर पर चिन्ता जताते हुए खुलसा किया है कि देश में करीब एक लाख स्कूल ऐसे हैं, जो केवल दो-दो अध्यापकों के भरोसे चल रहे हैं। हालांकि इन स्कूलों में छात्रों की संख्या भी 20 के आसपास सिमट कर रह गयी है। इसका असर सीमा सरकार के खजाने पर पड़ रहा है। स्कूलों में छात्रों की संख्या घटने से संचालन का खर्च बढ़ गया है, जबकि निजी स्कूल कम संसाधनों में बेहतर प्रदर्शन कर रहे हैं। इसका खुलासा शनिवार को इंडिया हैम्ब्रेट सेंटर में आयोजित 7वें स्कूल च्याइस नेशनल कॉन्फ्रेंस में यूरोएल इंस्टीट्यूट ऑफ एजुकेशन, यूनिवर्सिटी कॉलेज लंदन के एजुकेशन इन्फॉर्मिक्स एण्ड इंटरनेशनल डेवलपमेंट की वर्तमान चेयर और शिक्षाविद गौतमिणी किमडन ने किया। खासकर यह है कि वह मानव संसाधन विकास मंत्रालय के सर्वोच्च अभियान, राष्ट्रीय माध्यमिक शिक्षा अभियान व माध्यमिक शिक्षा परिषद, यूई बोर्ड सदस्य भी रह चुकी हैं। शिक्षक योग्यता अभियान (सीजीएल) और नेशनल वॉलंटियरिंग मिशन के संस्थापक भी हैं।

अलायंस के संयुक्त अध्यक्षान में इस कॉन्फ्रेंस का आयोजन चार सत्रों में किया गया था। कॉन्फ्रेंस में न्यू एजुकेशन पॉलिसी, डिप्लोमेटिकाइनिंग एजुकेशन, प्रीम राइट टू एजुकेशन टू राइट टू लर्निंग और एंग्लोसिग स्कूल ऑटोमोबाइल व पिरिक्सिंग अप अकाउंटेंटिऑनली इन एजुकेशन सिस्टम अडि शिक्षकों पर नर्चा की गयी।

वर्षों में प्रो. कमल किशोर शर्मा, एकता सोध, लॉन्ग गुवा, रोहन जोशी, मुस्ली कंटेन्टर, मेधा प्रधान, अरसी जैन, विक्रम जैन, प्रेमिला नजारेथ सत्यनंद, विजयशंती शंकर, अरविन्द फोेल, मोहसेन गुवा, कुल भूषण शर्मा, फरद जोसेफ मनिचदम, अमिन्त्रय विरमन्ने, शशिकुमार, मेरजुदैन

■ देश में करीब एक लाख स्कूल ऐसे जो सिर्फ दो शिक्षकों के भरोसे चल रहे

■ अधिक संसाधनों के बावजूद परिणाम देने में हैं फिचडूडी

संयुक्त, अमित चंद्र समेत अन्य वक्ताओं ने मौजूदा शिक्षा प्रणाली पर अपने-अपने धिचार रखे। वक्ता कार्किं डिने ने शेषों पर आधारित पुस्तक 'अनरैकड टू ब्लैक बॉक्स ऑफ द इंडियन स्कूल एजुकेशन रिफॉर्म' का लोकार्पण किया गया। कॉन्फ्रेंस में 20 सत्रों के खतरा घटोतेर नेशनल संस्थापकों के परिचय भी मौजूद थे।

## Protecting Livelihood Freedom of Street Entrepreneurs

We filed a petition in the Rajasthan High Court to stop eviction of street vendors and to implement the Street Vendors Act 2014. The Rajasthan High Court ruled in favor of the street vendors putting a stay on eviction and asked the state government to prepare a comprehensive plan regarding street vending in the state. However, the judgment had one technical flaw as it noted that the Central Act was not notified specifically for the state of Rajasthan and although the state law also does not allow it, they continued eviction. We filed a petition at the Supreme Court requesting clarification that the Central Act be applicable to all states. The Court subsequently asked Jaipur Municipal Corporation to hold a meeting with aggrieved parties and to prepare an action plan, which incorporates several ideas

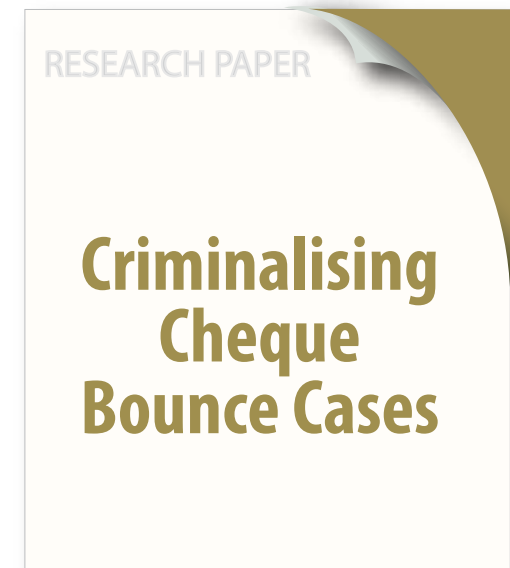
by CCS and submit it to the Court. The meeting report was presented to the High Court which unequivocally stated that there would be no more evictions on the field and that status quo shall be maintained.



## Central Government picks two key Recommendations on Contract Enforcement

In 2015, we produced two research papers titled 'Improving Contract Enforcement Rank for India' and 'Criminalising Cheque Bounce Cases', and two policy briefs titled 'Improving Contract Enforceability in India' and 'Pecuniary Jurisdiction'.

Two key recommendations were picked by the Department of Industrial Policy and Promotion (DIPP) - merging process fee and court fee, and issuing digitally signed judgments online. These were included in the 2016 Business Action Plan for the states by the DIPP.



# Idea Wins

## Best Practices in the Regulation of Private Education

In India, reforms in the regulation of private schools have been debated on the basis of universalizing access to education while recognizing the increasing role of private sector in enabling that access, particularly for the poor. However, the experience so far has been that the extant regulations create entry and exit barriers in the provision of education by entrepreneurs there by reducing competition and keeping the cost of education high. It is in this context that CCS undertook a comprehensive research study to better understand how governments in other parts of the world leverage private investments in education to foster improved access and outcomes for the benefits of the society in general. This study examines three cases of best practices in the regulation of private enterprise in education from around the world:

1. Regulation of Hagwon / supplemental education centers in South Korea,
2. Per-child funding model in the Netherlands, and
3. Punjab Education Foundation in Pakistan.

Download research paper [here](#).







## CCS' New Education Policy Blueprint

The New Education Policy (NEP) blueprint creates a detailed framework for policy in India that will improve choice in education, provide autonomy for education institutions and foster community-based innovations. The policy blueprint urges policymakers to consider the current status of education in India that points to increased private expenditure on education across income groups and overall low levels of learning outcomes while formulating the New Education Policy.

The document identifies three major challenges that the new policy should address:

- 1 Missing motivation for performance in Government schools,
- 2 Low economic efficiency of public expenditure in education, and
- 3 Expanding private schools amid an uncertain and counterproductive regulatory framework.

The NEP policy blueprint envisions an education system that is pillared by five basic principles:

- **FUND STUDENTS, NOT SCHOOLS**
- **PROMOTE AUTONOMY, NOT CONTROL**
- **TRACK OUTCOMES, NOT INPUTS**
- **REWARD PERFORMANCE, NOT COMPLIANCE**
- **ENCOURAGE INNOVATION, NOT UNIFORMITY**

The policy blueprint suggests multiple interconnected reforms in detail based on evidence from around the world that would increase school choice by restructuring current inefficient funding models and instituting accountability systems based on performance.

Download blueprint [here](#).

## A Study of Private School Regulation in Uttar Pradesh and Rajasthan

The study focuses on existing legislation governing private schools in two of the largest states in India – Uttar Pradesh and Rajasthan. An initial stakeholder analysis was conducted through interviews with school owners in Delhi to develop a broad outline of the processes involved in starting and running a school. Based on the initial stakeholder analysis, a detailed matrix of the processes involved and the laws that govern these processes was developed.

The matrix was used to identify and categorize existing legislation governing private schools in UP and Rajasthan with support from primary data obtained through interviews with private school owners from the two states. Representatives of the education department in both states were interviewed regarding the implementation details and local government rationale behind the laws that were identified to be governing the operation of private schools.





## Forest-Based Bamboo Trade in Mendha Lekha and Jamguda

This research paper examines the implementation of the Forest Rights Act 2006 in the context of furthering access to bamboo as a minor forest produce to forest dwelling communities in Mendha Lekha village of Gadchiroli district in Maharashtra and Jamguda village of Kalahandi, Orissa. The study documents the issues faced by the villagers in claiming community forest rights and in harvesting and sale of bamboo, along with the business practices adopted by both the villages.

Download paper [here](#).



## Improving India's Ranking in World Bank's Ease of Doing Business Report

CCS submitted its policy recommendations to the parliamentary standing committee constituted to look into the progress made in terms of the 'ease of doing business' efforts by the government followed by a presentation in the month of September. The standing committee submitted its report in the parliament on December 21, which was subsequently presented in both houses of the parliament, giving due credit to CCS for several recommendations.

The committee engaged all concerned ministries and departments including key authorities of the Department of Industrial Policy and Promotion (DIPP), the apex body responsible for improving India's rankings which has consented to the recommendations to be implemented in the days ahead.

You will find our recommendations [here](#).

## Ease of Doing Business Tracking 32 State Rankings on the 98 Point Action Plan

We launched a dynamic website [www.easeofdoingbusiness.org](http://www.easeofdoingbusiness.org) on 1 November to track the progress made by state governments on the **98 point action plan** for business reform laid down by DIPP. Of the 32 states and Union territories (UTs) evaluated, no state has been able to secure a position in the 'Leader' category,

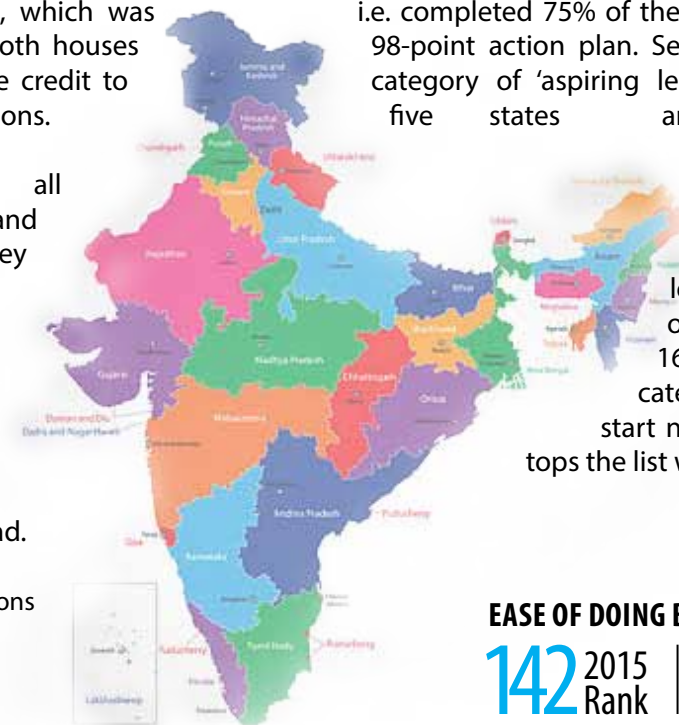
i.e. completed 75% of the reforms in the 98-point action plan. Seven are in the category of 'aspiring leaders'. Twenty-five states and UTs are in

'acceleration required' category, i.e. completed

less than 50%

of the reforms. 16 are in the

category of 'jump-start needed'. Gujarat tops the list with 71%.



**EASE OF DOING BUSINESS RANK**  
**142** 2015 Rank | **130** 2016 Rank

## Regulatory Barriers to Micro, Small & Medium Enterprises (MSMEs)

This paper studies the overall effect of the business, policy, and legal/regulatory environment on the growth of MSMEs, and finds significant 'over-legislation', both at the central and state level, coupled with the scattered nature of regulations resulting in high entry barriers, overwhelming tax and labour compliances, and lack of a defined exit process. It concludes with a set of policy recommendations to improve the situation, and correspondingly India's rank in the Ease of Doing Business Index.

Download research paper [here](#).

## Model Rules on Implementation of Street Vendors Act (SVA) 2014

We created a document outlining rules for implementation of SVA and submitted it to the Ministry of Housing and Urban Poverty Alleviation, GOI and to the State Urban Development Ministries of Rajasthan and Delhi

You will find the rules [here](#) and our proposed amendments to the Delhi government rules [here](#).



## UnpackED: The Black Box of Indian School Education Reform Launched

India's educational quandary has been a subject of significant public debate over the last decade, particularly in the wake of the RTE Act, a burgeoning private sector and the dwindling learning outcomes amongst its students. There has also been significant debate on, and a diversification of, interventions that have in the recent past, attempted to address or remedy this persisting crisis. Authored by Karthik Dinne, a CCS graduate, UnpackED: The Black Box of Indian School Education presents a comprehensive overview of these many dialogues and interventions, highlighting the inefficacy and inadequacy of state capacity as the critical constraint to effective reform in education in the country. The book was launched at our annual School Choice National conference in December 2015.

Download publication [here](#).

## New Public Management Liberty & Society Series 9



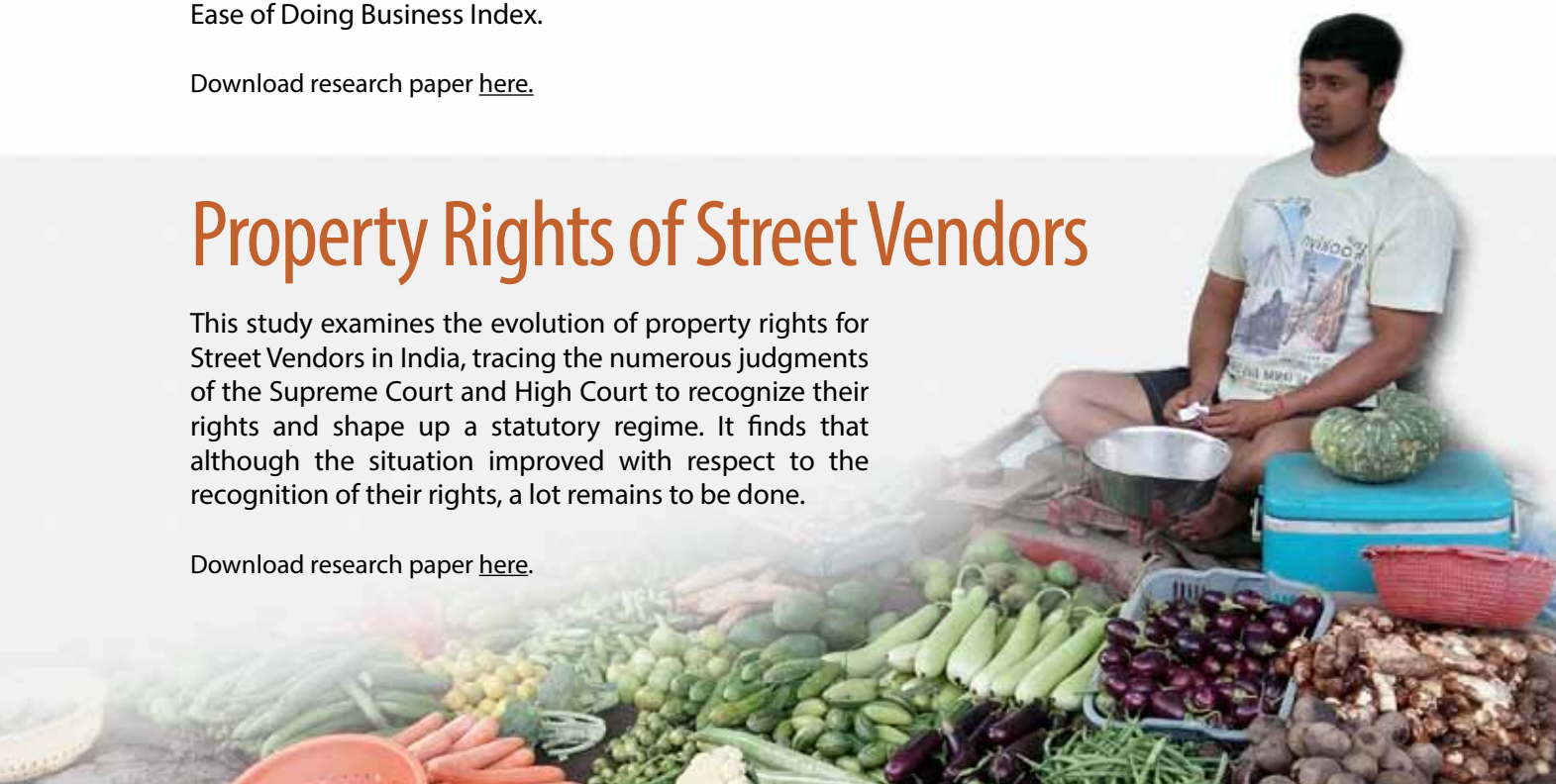
This monograph by Parth J Shah, President, CCS explores how principles of business management can be applied to the field of public administration, thereby increasing accountability, transparency and efficiency in government functioning. It explores the core principles of NPM and argues that these principles, when well-applied, help create a system where the public sector functions more efficiently and is accountable to the people.

Download publication [here](#).

## Property Rights of Street Vendors

This study examines the evolution of property rights for Street Vendors in India, tracing the numerous judgments of the Supreme Court and High Court to recognize their rights and shape up a statutory regime. It finds that although the situation improved with respect to the recognition of their rights, a lot remains to be done.

Download research paper [here](#).

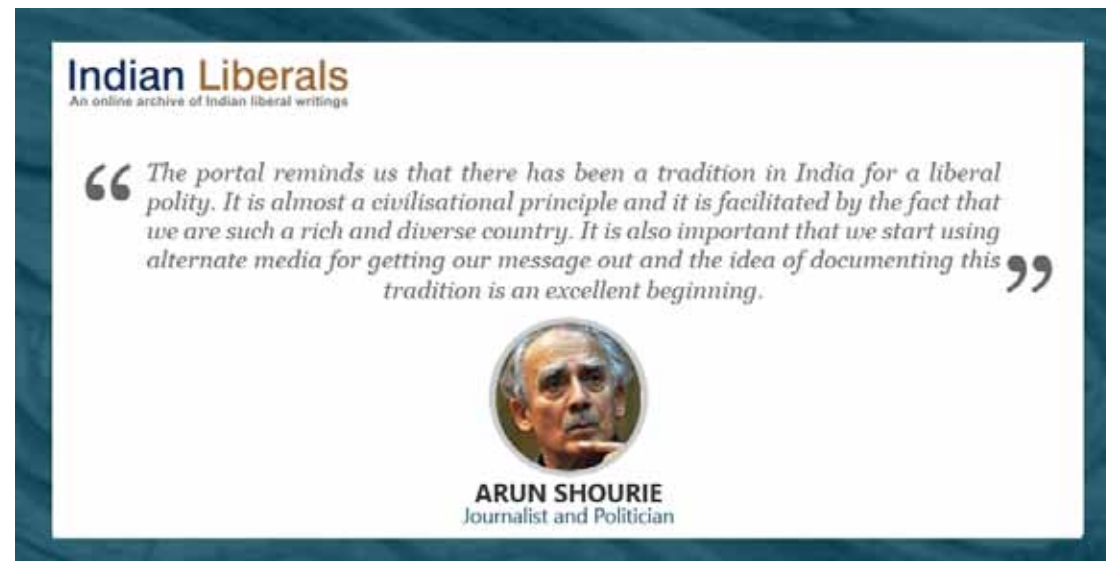


## Indianliberals.in Partners with Cato Institute and Livemint.com

**IndianLiberals.in** is a digital archive of Indian liberal works. This year, as part of our ongoing efforts to source and share rare materials that document our country's rich liberal tradition, we digitized 15,000 pages including material in Marathi. We also uploaded 10 videos: interviews with some of the leading liberal voices in the country - D R Pendse, Jagdish Bhagwati and Deepak Lal and hosted four talks in Delhi and Pune on the 'Indian Liberal Tradition' and 'India's

Experiences with Central Planning' as part of our larger outreach.

We have also collaborated with two leading online publications: 'Libertarianism.org' - Cato Institute's online library, and 'Mint on Sunday', the weekend edition of Livemint.com to syndicate material from our portal on a monthly and fortnightly basis respectively.



## Repeal Laws: Delhi and Maharashtra

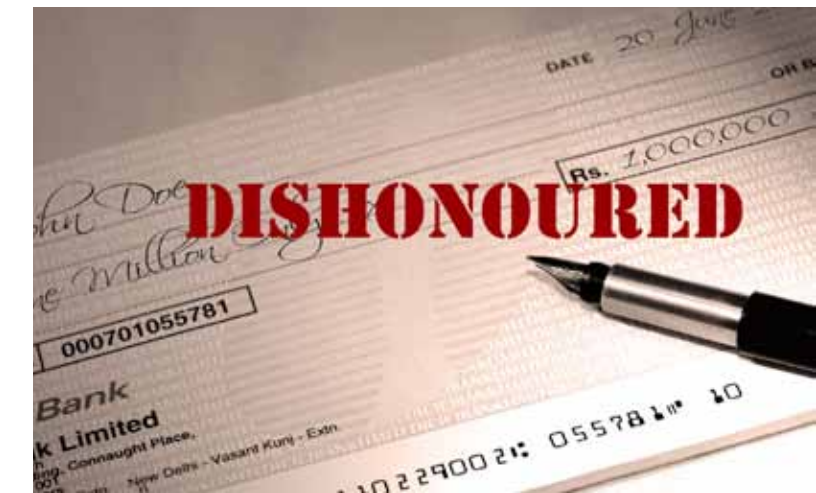
Post Phase I of the 'Repeal of Laws' project wherein of the 100 central laws suggested by us, 23 were repealed, we rolled out Phase II of the project identifying 30 laws for Delhi and 25 laws for Maharashtra. These laws were identified on the basis of them being obsolete and redundant, having outlived their purpose, or posing an impediment to material growth and/or development or having been subsumed by a subsequent legislation.

Pursuant to the research and drafting of the report, we contacted the local governments of the two states. For Maharashtra, of the 25 laws that we suggested for repeal, 19 were instantly agreed upon by the principal secretary with the promise that the same will be taken up in the coming assembly.

For Delhi, we had a meeting with the Aam Aadmi Party - the ruling party in state government who recommended that we also engage with the home ministry as most of the laws fall under the central government jurisdiction.

Download papers for Delhi laws [here](#) and Maharashtra laws [here](#).

## Criminalizing Cheque Bounce Cases: An Effective Remedy?



This paper reviews whether criminalising cheque bounce cases has been an effective remedy. It also studies the penalties imposed in other countries against cheque bounce offenders and analyses their effective implementation in India.

Download research paper [here](#).

# People Wins

# PEOPLE WINS

## 2000 Youth Trained: Vikalp Skill Voucher Pilot

The Vikalp Skill Voucher Pilot benefitted 700 beneficiaries with 62% placement rate in 2014 - 15. To further strengthen the aim of demonstrating measurable impact of the voucher model in the skilling ecosystem, our commitment grew stronger for 2015 - 16. The project impacted 1200 beneficiaries with 65% placement rate. The three - year pilot has demonstrated phenomenal results - 15 Training Providers, 23 empanelled courses,

5100 footfalls at 55 career awareness melas, a total of 2000 youth trained, with an average dropout rate as low as 9.5% and an average salary of Rs 9,566.

An implementation toolkit which serves as a "how to guide" for agencies willing to replicate the model has been developed and was launched by the Pr. Secretary, Department of Welfare - SC / ST / Minority communities, Government of Delhi on 4 April. The event saw participation of over 70 key stakeholders from government agencies, and multilateral and consulting organizations working in the skilling space.



### Pragati picks the perfect training.

"The level of training is as good as was promised during the career mela - we have teachers from institutes like Manipal University and they really work to make sure we understand. I am lucky to get this quality of training for such a low fee. I wasn't sure about choosing this course, but my participation at the career mela helped me make the final choice."

-Pragati Gaikwad, 21, is an Arts graduate and is training in IT Hardware & Networking under Vikalp.



### Vaibhav becomes empowered.

"I am thankful for the newspaper advertisement where my father read about Vikalp's career mela - that's how I applied. I wanted a career in accounts, but I couldn't afford a private course. Thanks to Vikalp, I am now a certified accountant and I also found a job that I enjoy and which pays better than my old job!"

-Vaibhav Bhandare, 24, is an accountant with Accom Management. He trained in Banking & Finance under Vikalp.



### Neelam found affordability and quality

"I chose to train under Vikalp because I couldn't afford the fees at other institutes - they were Rs 25,000! So when I found out about Vikalp through a newspaper advertisement, I did not miss the opportunity of studying this course at just Rs 2,500! The training here was of really high quality too - our trainers made sure we understood what was being taught. They also helped me improve my communication skills."

-Neelam Jadhav, 24, is an account assistant with Arcee Electronics. She trained in Banking & Finance under Vikalp.



### Akash's job exceeds his expectations.

"I knew I would be placed in a job after my training under Vikalp, but I never thought I'd be working with a company as big as Amazon! What makes Vikalp different is not only the assurance of placing students in jobs after their training but also the high quality of training which helped me get a job with such a big company."

-Akash Salve, 23, is working as operations executive with Amazon after training in IT Hardware & Networking under Vikalp.



## 12 Members of Parliament engaged with CCS ideas

Meenakshi Lekhi, MP in the Lok Sabha from New Delhi constituency, National Spokesperson of Bharatiya Janata Party (BJP) and Supreme Court lawyer attended two programs and took questions on Ease of Doing Business in India from us to raise in parliament sessions.

Kirron Kher, Member of Parliament from Chandigarh constituency made a strong case for budget private schools in the parliament session and highlighted school closure under the Right to Education Act as a major threat to providing

millions of poor children affordable education of their choice.

Watch video [here](#).

Gaurav Gogoi, politician from Indian National Congress Party in Assam also made a speech in the parliament in support of budget private schools.

Vijay Goel, former BJP Delhi-unit President and politician made a speech on pecuniary jurisdiction and raised a question on street vending in support of our work in the sector during the parliament session.

Mahesh Giri, social activist and member of Bharatiya Janata Party went through our presentation on education reforms and forwarded it to MHRD Minister Smriti Irani for her consideration.

Udit Raj, Lok Sabha MP, representing the North-west Delhi constituency; Rajeev Chandra Shekhar, Rajya Sabha MP; Baijyant J Panda, Lok Sabha MP; Anu Aga, Rajya Sabha MP; Vinod Kumar, Advocate and MP; Derek O Brian, television personality and MP for All India Trinamool Congress, and Shashi Tharoor, MP and former diplomat participated in our policy roundtables, conferences and leadership summit this year.

## Inclusion model for 25% reservation under RTE established with 150 Economically Weaker Section Students in two schools in Delhi

We completed a two year pilot, PATANG building an effective implementation model for the academic and social inclusion of economically weaker section students admitted under RTE section 12(1)(c) in two schools in Delhi. This pilot, in partnership with Tech Mahindra Foundation, established Patang centres in two schools catering to 150 EWS students in standards 1-5.

Key highlights included conducting academic assessments for the 25% (EWS) and 75% (Non-EWS) student groups, enabling us to analyse learning levels of both groups and gauge the impact of our project; collaborating with Amnesty International to hold combined workshops for all school and Patang teachers;

holding 9 parent workshops; facilitating 3 teacher training forums along with sustained ongoing mentoring; and interacting with 35 organisations over the year, for knowledge exchange, partnering and curriculum/training support. Over the last two years Patang has seen a visible change in the two intervention schools in terms of positive attitudinal change of teachers, better academic performance of students, more proactive and supportive school management, and increased awareness among parents. An implementation toolkit is currently underway. The toolkit will be disseminated among key stakeholders and the government for adoption of the model and scale.





## Building momentum for the New Education Policy

In November - December 2015 we brought together 30 policy makers and education experts during two roundtables organized jointly with CABE member Anirban Ganguli's Syama Prasad Mookerjee Research Foundation and Brookings Institute in Delhi. A joint letter and recommendations have been submitted to the MHRD Minister.



In February 2016, 1500 school owners of our National Independent Schools Alliance (NISA) participated in a demonstration at Jantar Mantar, New Delhi and submitted a Charter of Demands to the Prime Minister's Office and MHRD Minister to incorporate in the NEP draft. NISA also made a presentation to the NEP drafting committee set up by MHRD as well as met with the MHRD Minister Smriti Irani in the state of Telengana and submitted our reform ideas.



CCS participated in eight state level consultations as well as made a presentation to the drafting committee in Delhi.

## 2380 Students across 20 colleges discuss 'Why is India Poor'?

**FREEDOM CARAVAN** visited 20 colleges this year, reaching out to 2,380 students across Delhi, Mumbai and Pune.

ideology. In both Mumbai and Delhi, over 50% of the students were centrist in their leanings. Even more striking was the fact that a large percentage of students (30% in Mumbai and 35% in Delhi) were left-leaning.

Among the colleges visited, were Hansraj College, BML Munjal University, Jai Hind College, NMIMS, and Government Law College. The talks, focusing on the theme 'Why is India Poor?' were delivered by Amit Varma, two-time winner of the Bastiat Prize for Journalism and Prashant Narang of iJustice, along with the members of the CCS Academy team.

Students also took our World's Smallest Political Quiz to map where they stood on political



**FREEDOM CARAVAN**



## 300 Students and 28 Journalists graduate from our public policy course

We conducted six courses as a part of our iPolicy Certificate Course on Public Policy in partnership with St Stephen's college, Delhi School of Economics, Shiv Nadar University and Teach for India, and three Credit Courses with St Xavier's, Mumbai, National Law School,

Bangalore and Pandit Dindayal Petroleum Institute, Gandhinagar engaging 300 students in total. On an average, we found that our programs have been successful in shifting the opinion of ~45% students toward a more liberal approach to solving social problems. Our faculty for the

courses included *Shreekant Gupta*, Delhi School of Economics; *Amir Ullah Khan*, Bill & Melinda Gates Foundation; *Gurcharan Das*, Author and Public Intellectual; *Nikhil Mehra*, Advocate, Supreme Court; *Swati Chawla*, PhD Candidate, University of Virginia; *Mohit Satyanand*, Consultant; *Barun Mitra*, Liberty Institute, and renowned author and economist, *David Freidman* among many others.

accountability in India - Prashant Agarwal embarked upon a cycling tour from Delhi to Lucknow in an effort to bring to the forefront people's expectations from the New Education Policy; four alumni were selected for the 12th South Asian Economics Students meet held in Colombo in December and four attended advanced programs in Slovenia, Germany and USA; Jai Vipra won an international research competition; five alumni joined Students for Liberty as Local Coordinators and 15 alumni contributed to SpontaneousOrder.in, the official blog of the Centre.

Our alumni have been active in advancing their intellectual journey and strengthening the movement for people's choice and institutional

**“** Public policy was an area unventured into earlier, but after these 4 days of intensive sets of discussions, games, documentaries and talks, I've emerged with a new perspective on policies for the public & the direction they might be thought about in. The idea of using games as analogies to public policy formulation – FASCINATING! The concept of having the government help provision instead of interference in production, or producing themselves is also completely new and interesting.”

**ANUVA AGARWAL**  
iPolicy for Young Leaders  
Shiv Nadar University

**“** The discussions helped me to challenge preconceived notions about addressing socially, politically and economically relevant issues. iPolicy ideology places innovative approaches to addressing these issues at the forefront. I will also now look at people as wealth and opportunities to spurring economic growth. Although I fell that certain visions of iPolicy are idealistic; still thinking with a liberal framework will be a sound starting point for bringing about lasting social change.”

**BHAVYA BISHNOI**  
iPolicy for Young Leaders  
St Stephen's College

**“** I don't know why I attended this workshop as I was not free market supporter. But I was curious to know what arguments the 'liberals' are going to put forth. Generally I do not like to waste my time discussing privatization and free market. During workshop, sessions started with surprise, continued with curiosity and ended with agreement.”

**SHAILENDRA SINGH**  
Sr. Reporter  
Dainik Jagran

**“** A whole new side of the coin was flashed in front of me. A new approach, a liberal one and a desire to see beyond the obvious, question govt. policies defining market rules and understanding nonprofit institutions and communities. Literally, I have learned to unlearn and grasp policy making in a better way. Thank you.”

**ADARSH BASER**  
iPolicy for Young Leaders  
Nirma University

**“** The best aspect of the course was how the speakers were so open to our ideas and opinions, with no answer being right or wrong! In terms of topic, the best aspect of the course was touching upon public policies and economics in depth.”

**AVANTIKA SHARAN**  
Economics and Public  
Policy Credit Course, PDPU

**“** Now I am equipped with better knowledge about functioning of governments, private institutions and civil societies. I, now understand that sound policies are more important than the decisions taken with 'just' good intention. I also have a different approach towards subsidies.”

**MUKESH SENGAR**  
Correspondent  
NDTV



## David Friedman's India Tour



David Friedman – a libertarian theorist, legal scholar, physicist, and one of the world's most eloquent economists, visited India in the month of June. To honour his contributions and foster a vibrant dialogue on the Indian contemporary, we organised a series of events in Delhi, Mumbai and Bangalore in partnership with FICCI, BPAC, UChicago and IIM, Bangalore. The events brought together dignitaries and intellectuals

for dialogue and relationship-building. We also organized two public talks – on 'Law without the State' at the University of Chicago Centre in Delhi, and on 'Digital Content, Intellectual Property, and Innovation' at IIM, Bangalore – with a total outreach of over 500 individuals from the academia, media, corporate community, youth and civil society.

## First Law & Liberty Conference in India

CCS in collaboration with the Federalist Society for Law and Public Policy Studies, Jindal Global Law School (JGLS) and Jindal School of Government and Public Policy (JSGP) hosted a two-day international conference on 'Law and Liberty' at the O. P. Jindal Global University on 18-19 September.

Supreme Court of India; *Shubho Roy* from the National Institute for Public Finance and Policy; *Arghya Sengupta*, Director of Vidhi Centre for Law and Policy; *Prof. James Huffman*, Erskine Wood Sr. Professor of Law, Lewis and Clarke Law School; *Prof. James Kelly*, President of the Solidarity Center for Law and Justice, USA were among the 16 speakers featured during the conference.

*Dr. C. Raj Kumar*, Vice Chancellor, O. P. Jindal Global University (JGU); *Prof. Michael Davis*, Distinguished Visiting Professor, JGLS & Professor, Faculty of Law, University of Hong Kong; *Shruti Rajgopalan*, Asst. Prof of Economics, State University of New York; *Madhavi Divan*, Advocate,

For more details on the conference, please see: [Media Coverage](#) | [Photos on Facebook](#) | [Conference Videos](#)



# Honoring India's Liberal Giant SV Raju



In partnership with the Friedrich Naumann Foundation, we hosted an academic conference, 'Liberalism in India—Past, Present and Future' on 20 November 2015 in New Delhi. Shashi Tharoor, Indian politician and public intellectual, delivered the keynote address at the conference which saw the participation of over 150 delegates including leading opinion makers, political party members, think tank and NGO leaders, corporates, scholars, researchers and students. The conference was held to honor S V Raju, Secretary of Swatantra Party

and President of Indian Liberal Group who passed away earlier in 2015. Seven authors including Seetha, Senior Journalist, Surjit Bhalla, Chairman & MD of Oxus Investments, R Jagannathan, Editor-in-Chief, Firstpost, Parth J Shah, President, CCS, Barun Mitra, Founder & Director, Liberty Institute, J P Narayan, Founder, Lok Satta Party, Jerry Rao, ex-CEO, MPhasis, and Nitin Pai, Founder, Takshashila, presented their papers. The papers presented at the conference will be published as a festschrift in May 2016.

The abstracts of the papers can be accessed [here](#)





A dedicated website on Ease of Doing Business ([www.easeofdoingbusiness.org](http://www.easeofdoingbusiness.org)) was also launched during the festival.

The winners of the 12<sup>th</sup> Jeevika festival can be accessed [here](#)

## 12<sup>th</sup> JEEVIKA - Asia Livelihood Documentary Festival

The 12<sup>th</sup> Jeevika : Asia Livelihood Documentary Festival witnessed screening of 25 documentaries from 30 October - 1 November at Siri Fort Auditorium, New Delhi.

With 16 international productions & 7 student documentaries, the Festival this year not only received entries from Asia but also from other parts of the world, including Europe, the United States of America, Burma, Myanmar & China. The festival indeed saw global participation and reach-a prime highlight of the event. 6 documentaries curated by Al Jazeera were also screened at the Festival.

Centre for Civil Society also launched 'EduDoc | Stories of Eduprenerus', a new initiative under Jeevika. EduDoc is conceptualized as an international short film competition that attempts to highlight stories of and from entrepreneurs in education. EduDoc received 22 entries, out of which one chosen documentary was screened at the 12<sup>th</sup> Jeevika Festival.

These screenings were followed by three panel discussions on the concerns of 'Law, Liberty & Livelihood', 'Repeal Laws : Clean India, Clean Statutes' and on 'Ease of Doing Business'. *Shailaja Chandra*, policy analyst and former Chief Secretary of Government of Delhi; *Raghav Chadha*, spokesperson for Aam Aadmi Party; *Gopal Krishna Agarwal*, National Spokesperson of BJP and *Anil Khaitan*, Chairman of SNK Corp. were some of the panelists.

### Key Highlights of the Festival

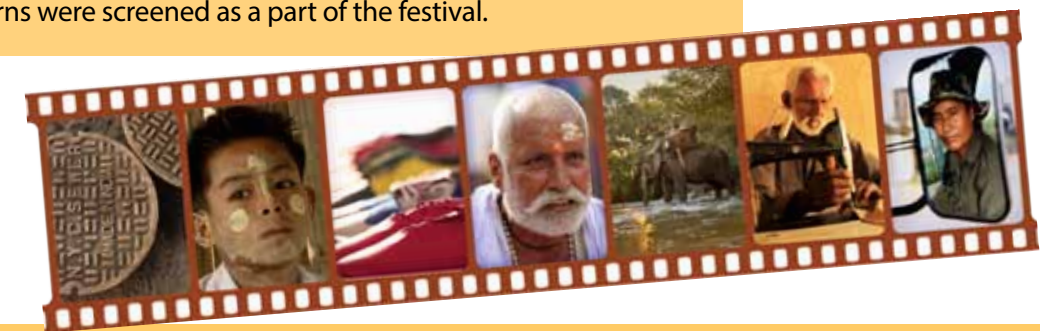
The festival received more than 200 media mentions in print, radio and television. You can access the media citations [here](#)

The festival was also marked for the controversy surrounding 'Caste on the Menu Card', a film that sought to bring forth concerns of social inclusion/exclusion through food as a site and practice of caste. The film eventually could not be screened at the festival because it failed to secure an exemption from the certification process.

25 other documentaries that explored critical socio-economic concerns were screened as a part of the festival.

*"We were told that the film could not be exempted from the certification process - exemptions are normal practice for such festivals - due to the 'current political situation over the beef-ban issue.'"*

**MANOJ MATHEW**  
Festival Director



**Les Derniers hommes éléphants  
- Last of the Elephant Men**  
By Daniel Ferguson and Arnaud Bouquet



**Dancing Shoes**  
by Rishabh Batnagar  
and Jogavindra S. Khara



**Tyres**  
by Kyaw Myo Lwin



**Sagar Manav**  
by Tanumoy Bose



**Caste on the Menu Card**  
by Ananyaa Gaur, Anurup Khillare, Atul Anand, Reetika Revathy, Subramanian & Vaseem Chaudhary



**Sylvester Bhaiya**  
by Harsh Vardhan Singh

## School Choice National Conference 2015



The 7<sup>th</sup> annual School Choice National Conference was held on 19 December 2015. The conference brought to the forefront critical contemporary concerns in education- particularly regarding learning outcomes, the 'Right to Education' and the 'Right to Learning,' and school autonomy, making robust recommendations for the New Education Policy. The conference was facilitated by 19 speakers as panelists in 4 core thematic sessions. The event drew 250 participants working in the field of education, including educationists, policy-analysts, school principals, teachers, researchers along with journalists and NGO

leaders. The conference was streamed live, watched by an online audience of more than 100 people on the same day. The event also made real-time social media updates using #SCNC2015 giving an opportunity to those not present at the venue to participate in discussions and debates as they progressed in the conference. Professor Kamal Sharma, Professor Geeta Gandhi Kingdon, Ms. EktaSodha, Ms. Premila Nazareth Satyanand and AmitavViramani were few of the panelists.

You can watch the conference proceedings [here](#)

## Online engagement of *Hindibhasis* through Azadi.me

Our portal, Azadi.me had a 35% increase in web visitors (60,236 users) and a 2.3% increase in returning visitors (from 19.4% last year).

Our social media reach almost doubled (from 41,544 in 2014 to 84,233 in 2015).

We had over 42 media mentions and 16 articles syndicated in leading newspapers and magazines.

“ I thought liberalism is a byproduct of western ideology. But to my surprise, liberal ideas were very much present in this country itself. This I come to know after subscribing and reading azadi posts. Thank you.”

**VIVEK JAISWAL**

Surat

## India before 91 Launched



Almost half of India is born after the 1991 economic reforms. To make sure that they understand the lessons of history, on the 25th anniversary of the reforms, we launched a project to bring to light human interest stories from across the country highlighting life under the license raj, as well as the crucial role that liberalization played in improving the lives of our people. The reforms were proof of the acceptance of the value of economic freedom, whose importance we need to continue to advocate. This research seeks to provide a greater understanding of the long-term impact of liberal policy reforms as well as the value that open markets have and continue to bring into our lives in contemporary times. The event was organized in partnership with FICCI and Jairam Ramesh was our keynote speaker at the launch ceremony which drew participation from over 120 individuals.



# Institutional Wins

# INSTITUTIONAL WINS

## Amplifying the Voice of Budget Private Schools

The National Independent Schools Alliance (NISA) was legally registered this year. It has members from 21 states representing over 36,400 schools and 9,354,800 students. The elected representatives are: *Kulbhushan Sharma* (Haryana Association), President; *Rajesh Malhotra* (Delhi Association), Vice president-Advocacy; *Ekta Sodha* (Gujarat Association), Vice President-Quality

and *S Madhusudan* (Telangana association), Treasurer. CCS also partnered with Education World, India's leading education magazine to rank the top 25 Budget Private Schools (BPS) in their annual survey of private schools in the country.

You can read the complete story [here](#).

**Budget Private Schools league table**

Rank	2015	Teacher welfare & development	Competence of faculty (200)	Academic reputation	Co-curricular education	Sports education	Life skills education & conflict management	Individual attention to students	Leadership/management quality	Safety and hygiene	Infrastructure provision	Value for money	Community service	TOTAL SCORE (1300)
1	Muni International School, Delhi	59	112	64	67	62	72	61	70	63	55	86	61	832
2	St. Mary's High School, Kalyan, Mumbai	55	110	66	65	64	70	62	65	64	56	85	62	824
3	Little Flower Matriculation Hr Sec School, Chennai	56	109	68	65	60	65	61	66	61	68	80	61	820
4	SR Capital Public School, Delhi	58	108	62	64	63	68	54	69	68	67	73	63	817
5	Pragathi Vidyalaya, Hyderabad	55	108	61	55	62	67	65	67	64	62	77	62	805
6	Ashwini Public School, Bangalore	54	110	60	66	58	66	59	66	63	54	78	63	797
7	Angels Babyland Matriculation Hr Sec School, Chennai	55	107	61	62	61	71	56	61	60	62	73	61	790
8	St. Theresa Convent School, Mumbai	57	107	63	57	56	60	57	66	65	66	70	65	789
9	M.A. Ideal High School, Hyderabad	57	108	61	58	57	61	60	65	66	58	71	66	788
10	St. Theresa's Matriculation Hr Sec School, Chennai	54	107	63	61	54	65	64	59	61	61	72	60	781
11	St. Mary's English School & Jr. College, Kandivali, Mumbai	52	106	62	60	65	58	61	58	63	67	71	57	780
12	New Blossoms Education Society, Bangalore	56	105	60	61	55	68	57	61	62	53	77	62	777
13	Grace Model High School, Hyderabad	54	102	60	59	55	61	60	66	63	64	70	58	772
14	St. Mary's Nursery & Primary School, Chennai	53	105	59	58	56	65	62	59	63	58	72	61	771
15	Don Bosco High School, Dombivali (W), Mumbai	57	108	61	57	54	60	57	56	62	63	70	65	770
16	Milton Nursery & Primary School, Chennai	56	102	63	59	53	58	56	63	60	59	74	65	768
17	Sai Nath Public School, Delhi	55	106	61	55	54	61	60	58	61	59	72	60	762
18	Nandini Public School, Bangalore	54	107	59	60	57	66	55	57	60	51	75	59	760
19	Sun Rise Public School, Bangalore	51	106	62	58	59	65	57	58	61	53	72	57	759
20	Pioneer Public School, Delhi	54	100	60	54	60	62	61	57	62	57	70	61	758
21	Shri Shyla Vidya Samste, Bangalore	55	103	65	58	56	62	58	57	60	51	72	56	753
22	Monarch High School, Hyderabad	56	102	61	55	56	60	53	59	60	61	71	57	751
23	St. Moses Matriculation School, Chennai	54	103	59	53	55	67	54	58	62	59	64	62	750
24	Grace Matriculation School, Chennai	53	102	61	54	60	61	59	56	60	57	66	60	749
25	Genius Public School, Delhi	55	101	58	53	56	65	57	58	61	56	67	61	748

## Freedom Champions from Pakistan, India, China & more gather in Malaysia

### Asia Liberty Forum

In February 2016, CCS in partnership with Atlas Network and Institute for Democracy and Economic Affairs organised the fourth annual Asia Liberty Forum in Malaysia. More than 250 people attended the conference, representing 28 countries: Malaysia, Nepal, Pakistan, Hong Kong, Indonesia, the United Kingdom, Australia, Tajikistan, India, Kyrgyzstan, Turkey, Singapore, the United States, Guatemala, Sri Lanka, China, Vietnam, Thailand, Philippines, Cambodia, Japan, South Korea, Bangladesh, Myanmar, Bhutan, Sweden, Somalia, and Portugal.

Event highlights included speed networking designed to help attendees expand their contacts; training workshops to develop skills in marketing, social media, and entrepreneurship; a documentary screening of India Awakes; and the Elevator Pitch Competition, in which participants present their 60-second pitch with the chance to win a prize.

The winner of the Asia Liberty Award was also announced at the conference. Nepal-based 'Samridhi, The Prosperity Foundation' won the award for its 'Econ-ity' project.



### Think Tank Start Up Training

The training programme drew 21 individuals from 14 organisations representing 10 countries in Asia graduated from this training in February 2016. This training, under the banner of the Atlas Leadership Academy, aims to give

fledgling think tanks in Asia the tools to build a firm foundation, with an understanding of what it takes to be successful in their countries and provides step-by-step guidelines to start a new free market think tank.



# Organisational Wins



## ORGANISATIONAL WINS

### CCS IN GOVERNMENT EDUCATION TASKFORCE IN TWO STATES



ಕರ್ನಾಟಕ ಜ್ಞಾನ ಆಯೋಗ

### Karnataka Jnana Aayoga (KJA)

Parth J Shah, President, CCS was invited to be a member of the Karnataka Jnana Aayoga task group which is co-chaired by Mohan Das Pai, Chairman, Manipal Global Education and K S Rangappa, VC, Mysore University. Anurag Behar, CEO, Azim Premji Foundation and several other well known policy makers and academicians are also members of this task group. KJA is a professional body established

by the Government of Karnataka to engage experts in policy definition and innovative knowledge interventions for various problems of development and governance. KJA has decided to undertake a policy formulation exercise to develop a holistic and all-encompassing policy for forward-looking and futuristic education – encompassing school, college, and professional-level education along with research and innovation development.

The task group also came up with a draft framework for the education policy which has been submitted to the government with the following ideas:

- Private schools can co-exist and equally contribute in the provisioning of education, thus enhancing competition and choice for the future student
- Teachers must be selected as per qualification standards and on merit
- Existing colleges and universities need to take the lead in rolling out skill development courses and spelling out pathways into general education
- Adoption of technology in higher education has to be maximized

## CCS IN GOVERNMENT EDUCATION TASKFORCE IN TWO STATES

### Delhi Dialogue Commission (DDC)

The Delhi Dialogue Commission was constituted in February, 2015 as a policy advisory and research arm of the Government of National Capital Territory (NCT) of Delhi. The Education Task Force was constituted under the DDC in May, 2015 to advise the government on the overall vision for School Education, Higher Education and Skill Development in Delhi. Parth J Shah, President, CCS was invited to join the Education Task force in the capacity of member and chairperson of school education sub-committee.

The School Education sub-committee presented its reform ideas to Arvind Kejariwal, Hon. CM, Government of Delhi, Manish Sisodia, Deputy CM and Minister of Education, Government of Delhi and Ashish Khetan, Chairperson, DDC. The reform ideas were presented under a program titled "Student First School Excellence Program" which aimed at "making every government school in Delhi, the school of first choice in every community" with following 5 goals:

- Every child is able to read and write by grade 3 as assessed by standardised tests such as State Learning Achievement Survey (SLAS) and ASER

- 80% students achieve grade - level competencies in grades 5, 8 and 10 as assessed by internal and third party assessments
- 90% students at school leaving stage are placed in higher education, employment, entrepreneurship, self employment
- Delhi to be among the top 3 states on third party assessments like NAS or any other and 100 government schools to be among top 250 schools in Delhi
- Participate in Program for International Student's Assessment (PISA) in 2016 and Trends in Mathematics and Science Study (TIMSS) in 2018

The sub-committee envisaged four key intervention areas: child focused learning and guidance; head of school development; teacher coaching and capacity building; governance, transparency and performance management. On 13 April 2016, Government of Delhi launched a program to upgrade 54 government schools on a pilot basis. Some suggestions made by the DDC Education Task Force such as the idea that school principals can lead the school development process are included in this pilot.



## CCS Public Policy Courses part of the Formal Curriculum of three Leading Universities

After 18 years of conducting educational and outreach programs, seminars and courses in liberal public policy for youth in India, CCS entered the formal curriculum of three leading universities - National Law School, Bangalore, St Xavier's, Mumbai and National University of Juridical Sciences, to offer three to four credit-based courses with 30 to 40 hours academic training engaging over 60 students.

Faculty for the course included *Prashant Narang*, Lead, iJustice; *Shubho Roy*, Legal Consultant, National Institute of Public Finance and Policy,

New Delhi; *Nikhil Mehra*, Advocate, Supreme Court of India and the High Court of Delhi. *Jerry Johnson*, Corporate Communication Partner, Rediffusion Y&R; *Luis Miranda*, Former Chairman, IDFC Private Equity; *Shreekant Gupta*, Professor, Department of Economics, Delhi School of Economics, University of Delhi and Adjunct Professor, LKY School of Public Policy, Singapore; *Madhusudan Raj*, Assistant Professor of Economics at Veer Narmad South Gujarat University specialising in Austrian Economics; *Nimesh Mehta*, Founder, Rockmetric - a user analytics firm, and *Parth J Shah*, President, CCS.

*"The pedagogy and the literature were the best aspect of this course. Pedagogy because it truly followed the Socratic method, thereby allowing each of us to contribute to the entire learning experience. And the literature, not necessarily because all of it was agreeable, but because it introduced us to an alternative set of reasoning to explain market and societal phenomena and an approach to solve society's problems. It has definitely contributed to me refining and rethinking the way I look at public issues and has broadened my knowledge base to reason well."*

### ADITYA PATEL

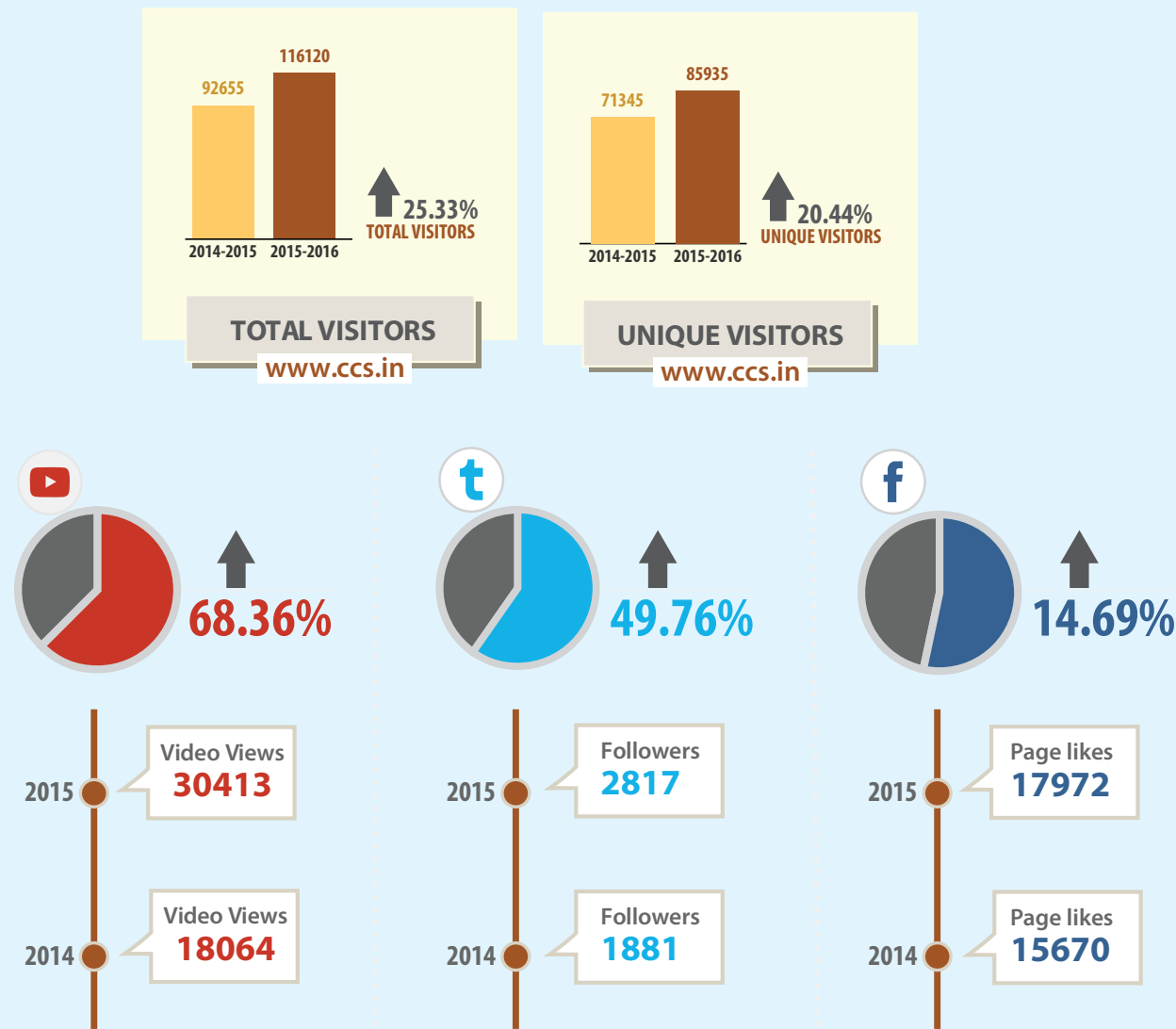
Law and Public Policy Credit Course, NLS



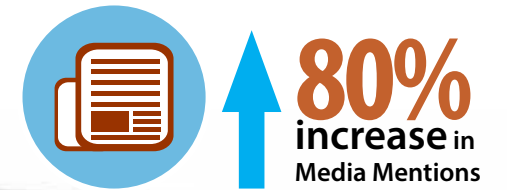
Prashant Narang Shubho Roy Nikhil Mehra Jerry Johnson Luis Miranda Shreekant Gupta Madhusudan Raj Nimesh Mehta Parth J Shah



## Online Outreach



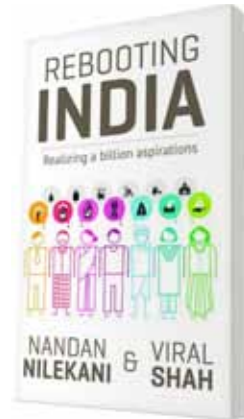
## Media Outreach



## Accolades & Recognition



We were featured in sociologist Meera Mitra's recent book 'BREAKING THROUGH: India's Stories of Beating the Odds on Poverty'. The book contains "individual, representational stories of innovation, endeavour, struggle and 'success,'" and has dedicated chapters on our School Vouchers for Girls Pilot (Delhi) and Jeevika Livelihood Campaign (Rajasthan).



Technocrat Nandan Nilekani, in 'Rebooting India-Realizing a Billion Aspirations', his latest book with co-authored with Viral Shah, suggests CCS' voucher idea to ensure inclusive education in India.

CCS was ranked 50 worldwide by the annual study conducted by the Think Tanks and Civil Society Program at the University of Pennsylvania in 2015. We are the only Indian think tank in the top 100 globally.

## Partners

All partners are crucial to CCS' success. We are grateful for your continued support to help advance our mission of social change through public policy.



## CENTRE FOR CIVIL SOCIETY RANKED



2015 GLOBAL GO TO THINK TANK INDEX REPORT



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