



Year in **Review**

April 2017 - March 2018



Mission

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

Vision

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.



SUPPORT CCS IN OUR MISSION

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

All donations to CCS are tax exempt under Section 80G of Income Tax Act, India

Pledge your support [here](#)



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



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



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

Chairman's Message

The Centre for Civil Society has been around for 20 years. This is a big landmark for us. What started off as an idea of Parth Shah, its founder, in 1997 has grown into a powerful voice for Freedom. India gained independence in 1947, but the winds of socialism spread and dominated public policy in our country for many decades. We did see some

changes taking place in 1991—but mindsets are difficult to change overnight. Throughout the past two decades CCS continued to wage the war of ideas, and to wave the flag of Freedom. We have spent 20 years advancing the ideas of individual choice and institutional accountability.

How did we do this? We worked on various fronts. We realised the importance of nurturing young minds and introducing them to the power of ideas by conducting various short-term programmes across the country. Over the years over 8,000 young adults have graduated from our programmes. We also worked on ways to improve the ease of doing business in India and some of our wins include changing the bamboo policy and working on the Street Vendor Act. On the education front we pioneered the School Choice Campaign and introduced the idea of school vouchers to India. We also helped start the National Independent Schools Alliance to push for the rights of budget private schools. The Alliance today, has emerged as a formidable voice of budget private schools in the country, representing over 55,000 schools from 21 states—the only platform of its kind.



Our big achievements this year have been India's jump on the EoDB index and the re-classification of bamboo as a grass, not a tree. We continue to push for building freer and more inclusive markets in India to highlight the fact that markets work for the poor also. On the education policy front, we have continued to focus on the National Education Policy: we released two policy blueprints (Direct Benefit Transfers and the Separation of Roles) and conducted a series of roundtables to build a consensus on the significance of the reform ideas to furthering the quality of and access to education in India.

As we look back into time we see a lot of Indians who fought for a larger role for the individual and for freedom— Raja Ram Mohan Roy, Gopal Krishna Gokhale, B R Ambedkar, C Rajagopalachari, Minoo Masani, Nani Palkhivala, B R Shenoy, A D Shroff and D R Pendse. Other who advocated liberal values and the primacy of the individual were Rabindranath Tagore, Mahatma Gandhi and Swami Vivekananda, amongst others. We celebrated these early flag-bearers of liberalism in India by mining and documenting India's rich history of libertarian thought and making them accessible through

our online archive indianliberals.in. This is the most exhaustive site for Indian liberal thought and writings. This year, we also launched 27,000 original and previously unpublished papers of the Swatantra Party—India's only liberal political party, now archived at the Nehru Memorial Museum and Library.

All this would not have been possible without the support of our donors, the CCS team, CCS alumni and our fellow champions of freedom.

As we enter our 21st year, we are kicking off our most ambitious project—to start a School of Public Policy in India. The aim is to develop policy professionals with the knowledge, skills, wisdom and ethics to imagine, design and implement locally relevant solutions to India's distinct policy and governance challenges. We look forward to your continued support as we work on setting up this School—to build a cadre of policy leaders committed to reinventing governance in and for India.

Luis Miranda
Chairman

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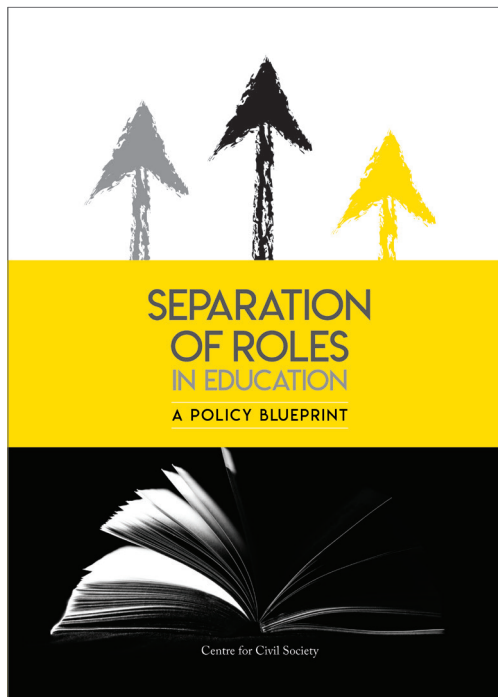


Idea Wins

Reaching Out with
Research,
Advocacy and
Ideas for Change

Taking Policy Recommendations to the NEP Committee

On invitation of the Kasturirangan Committee, the apex body headed by Dr K. Kasturirangan tasked with developing the New Education Policy (NEP), CCS presented policy reforms recommendations on the separation of roles of the Government, implementation of Direct Benefit Transfers (DBT) in education, and learning outcomes-based school recognition.



We been committed to advancing reforms in education that promote choice, quality and accountability, keeping students first. Recognising the relevance of the NEP for steering education quality and access in the country, we have worked towards building rigorous research and a robust civil society dialogue on the policy since it was first announced in 2015.

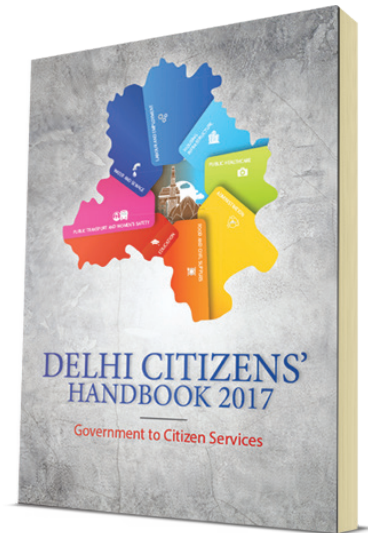
Our target reforms in school education shift focus to learning outcomes, promote effective recruitment and appraisal of teachers and principals, redefine the scope of formal schooling and empower school leaders with both, skills and discretionary powers:

- Clear separation of the government's role as regulator, financier and provider of education as no single department can perform all three functions well and it has led to a pervasive lack of consistency, accountability and efficiency.
- Per-student funding through vouchers, direct cash transfers or scholarships to hold institutions accountable to parents, to expand educational choice and to improve the quality through increased competition.
- Learning outcomes-based recognition and regulation of schools to keep focus on the core function and not on infrastructure & paper qualifications.

The Delhi Citizens' Handbook 2017: Strategic Reforms for Good Governance

We launched the 5th edition of the Delhi Citizens' Handbook in August 2017 in partnership with the Friedrich Naumann Foundation for Freedom South Asia. This edition focuses on government-to-citizen services in Delhi, featuring original research papers assessing the impact and relevance of policies that shape the lives of ordinary citizens in the national capital. It presents research on eight core areas of urban governance: Administration, Education, Public Healthcare, Water and Sewage, Labour and Employment, Food and Civil Supplies, Public Transport and Women's Safety, and Housing Infrastructure.

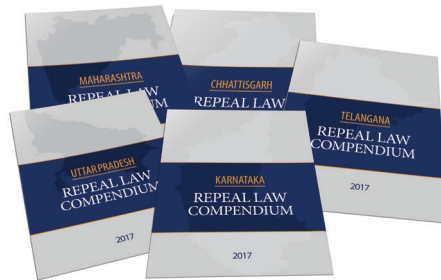
The launch of the handbook was followed by a panel discussion addressing the theme of 'Good Governance and Development: Performance and Strategic Reforms'. Our panelists included Atishi Marlena, Advisor to the Deputy Chief Minister of Delhi, along with other eminent scholars and policy experts like Anjali Srivastava of the Praja Foundation, Vikramjit Banerjee, Advocate, Supreme Court of India, and Professor Indira Rajaraman, Economist and Member of the 13th Finance Commission.



Good Laws for Good Governance

While the rule of law remains essential to the promotion and protection of individual freedom, obsolete and inconsistent laws continue to thwart both liberty and growth. Recognising this, we had launched the 'Repeal 100 Laws Project' in 2015 urging the central government to repeal 100 laws identified as flawed, ineffective or redundant. The 100 laws relate largely to business and enterprise regulation, outmoded labour relations, unnecessary taxes and licenses, etc. 23 of these laws have been successfully repealed. In a similar exercise with the Maharashtra state, the government repealed 19 out of 25 proposed laws.

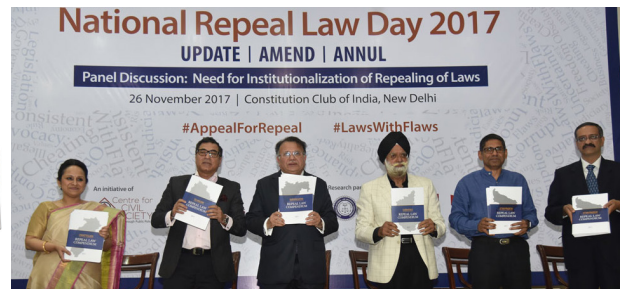
The June 2017 declaration of the government heralds a remarkable win for us - 1200 redundant laws have been scrapped and a further 1824 have been identified for repeal. The laws identified for repeal thwart the starting up and running of business, or relate to outmoded labour relations, licensing, etc thwarting effective public service delivery and good governance.



Appeal for Repeal: Launch of Compendium on Archaic Laws

CCS has consistently campaigned for governmental action to repeal redundant and inconsistent laws that promote red tapism and encumber personla, social and economic freedoms. This year, we reinforced our call for the recognition of 26th November – the Constitution Day of India, as the National Repeal Law Day.

To mark this day, we launched the Repeal Law Compendium, a rigorously researched repository of obsolete laws across five states - Maharashtra, Karnataka, Chattisgarh, Telangana, and Uttar Pradesh. The launch of the Compendium was followed by a panel discussion on the Need for Institutionalisation of Repeal of Laws. Our esteemed speakers for the panel included Hemant Batra, Founder and Chairman, Kaden Boriss Global; Maneesh Chhibber, Executive Editor, DNA; Justice A P Shah, Former Chief Justice, Delhi High Court; Parth J Shah, Founder President, Centre for Civil Society; KTS Tuls, Member of Rajya Sabha and Senior Advocate at the Supreme Court of India.



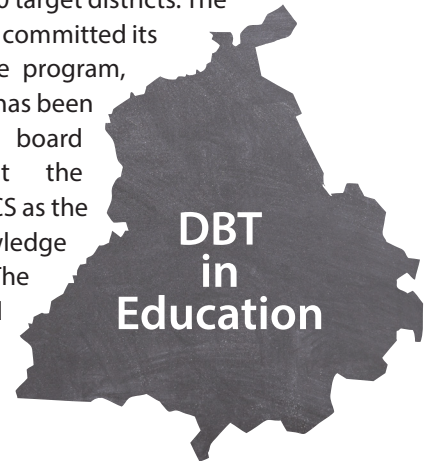
Publication and launch of the Policy Blueprint on Direct Benefit Transfers in Education

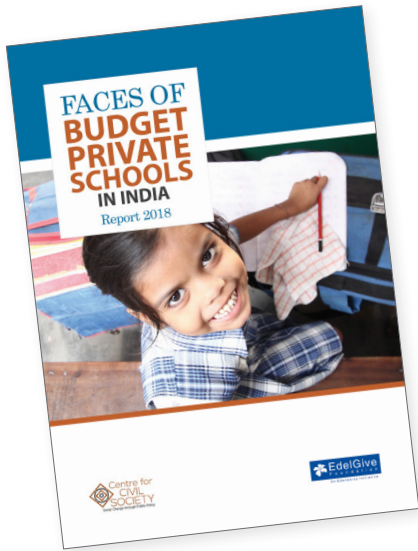
We released a Policy Blueprint on Direct Benefit Transfers in Education examining the limits and possibilities of DBT as an entry point for structural reforms in education in India. Launched at the 9th School Choice National Conference, in November 2017, the blueprint presents models of design and implementation of cash transfers for primary and secondary education and examines the associated risks and benefits.



Piloting DBT in Education in Punjab

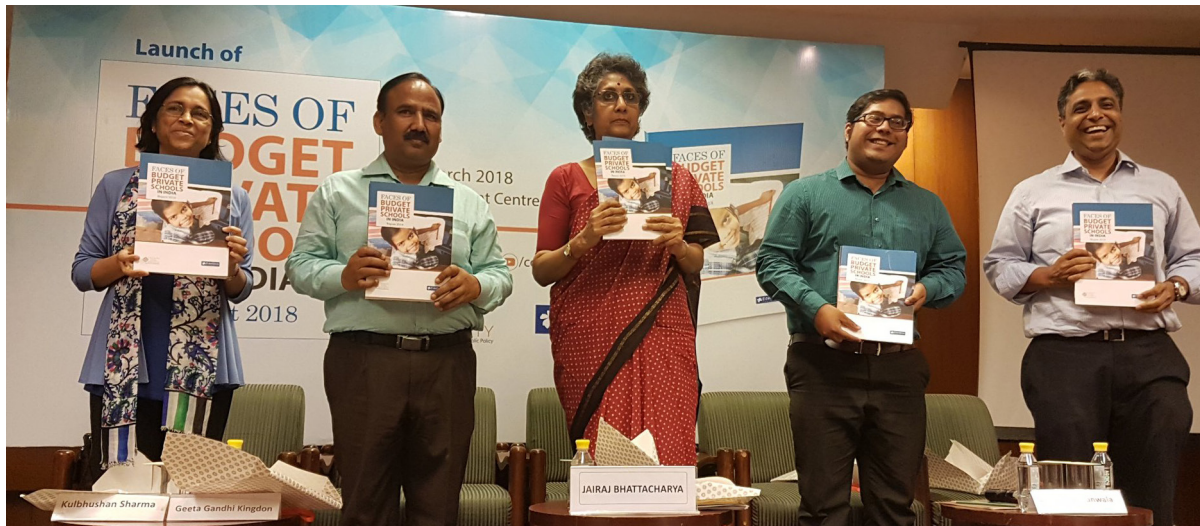
On the recommendation of Shri Anil Swarup, Secretary, Department of School Education & Literacy, MHRD, our research team met with Shri Krishan Kumar, Secretary, School Education, Punjab to present the idea of DBT in education. Following the meeting, we undertook research for identifying target districts in the state of Punjab – 10 districts with a high number of teacher vacancies were identified as target sites for intervention, to demonstrate DBT as an instrument of addressing the continuing challenge. CCS was subsequently also invited to participate in the meeting of the Punjab Governance Reforms and Ethics Commission, a body under the Department of Governance Reforms, Punjab to present its proposal for the pilot for DBT in the 10 target districts. The World Bank has committed its support for the program, and IPE Global has been brought on board to implement the project, with CCS as the principal knowledge partner. The design and roll-out of the project is under consideration.





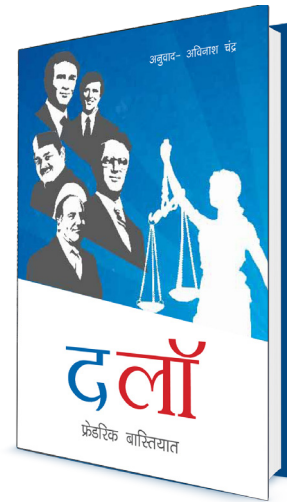
Launch of the 2nd Edition of the Report on Budget Private Schools in India

We launched the second edition of our annual 'Report on Budget Private Schools in India' in New Delhi in March 2018. Titled 'Faces of Budget Private Schools', the report brings critical data and insights premised on interviews and conversations with over 50 stakeholders from 10 states across the country. The launch was followed by a panel discussion on *Challenges, Innovation and the future of Investment in Budget Private Schools in India* with Jairaj Bhattacharya, Managing Director, ConveGenius; Geeta Gandhi Kingdon, University College London, Kulbhushan Sharma, President, NISA; Vikas Jhunjunwala, Founder and CEO, Sunshine Schools; and was chaired by Seetha, Senior Journalist.



Launch of the Hindi translation of Bastiat's 'The Law'

Azadi.me, CCS' Hindi liberal portal, released the Hindi translation of *The Law* by Frédéric Bastiat in January 2018 at the Constitution Club of India. Originally published in 1850 as *La Loi*, the work remains ever more relevant today, putting forth a poignant critique of the excesses of governmental intervention, and the inevitable perversion of law that a surplus state may lead to.



Policy Wins

Our Footprints
on the Livelihood
and Education
Policy Landscape



Promoting the Ease of Doing Business

India makes it to the 100th spot!

In a big win for our on-going work on promoting effective policy reforms for the ease of doing business, India jumped 30 spots, to secure the 100th rank on the World Bank's 2017-18 Ease of Doing Business Index.

We have been working on reforms for improvement in India's ranking on the index since 2015, focusing primarily on fundamental regulatory barriers in India that directly impact the ease of opening and running businesses, removal of judicial bottlenecks to a conducive business environment, fostering inclusive markets and improving livelihoods for bottom-of-pyramid communities. Our policy recommendations have been incorporated into the Department of Industrial Policy and Promotion's (DIPP) Business Reform Action Plan, 2016 and acknowledged in the Rajya Sabha's 2015 report on the Ease of Doing Business in India.



Our policy wins in Maharashtra

The Maharashtra government revoked the requirement of a 'transit pass' for the transportation of bamboo grown on private land in the state. The freeing up of bamboo transportation across Maharashtra comes as a relief to bamboo cultivators and is set to boost bamboo-based livelihoods. The Maharashtra government also ended the license-raj for taxis and auto-rickshaws in select regions of the state in a move to encourage the auto market and boost employment. The decision heralds the end of arbitrary licensing for taxis and auto-rickshaws that had sustained a regime of extortion and bribery and had thwarted market-responses to the demand for improved transportation in the state.

We had earlier published a comprehensive research study on the state of bamboo regulation in India and filed a petition in the Supreme Court for the annulment of the transit pass requirement as a part of our 'Bamboo is not a Tree' campaign. Our study of auto rickshaw licensing in Delhi had recommended the end of restrictions on the number of permits issued, and reforms in arbitrary licensing procedures.

Reform Recommendations

CCS releases research on infringement of community rights by State monopolisation of Bamboo through transit permits in Orissa and Maharashtra

The Policy Push

CCS approaches Prime Minister Manmohan Singh and 13 Ministries for 1 amendment

In conversation with Hon'ble Members of Parliament Meenakshi Lekhi, Prakash Javadekar, Kiren Rijju, and late Shri P. A. Sangma to de-regulate licensing of felling, transportation and sale of bamboos. A PIL is also filed concerning the state of reforms recommended.

Maharashtra De-Regulates

Maharashtra revokes the requirement of a 'transit pass' for the transportation of bamboo grown on private land in the state

The Way Ahead

Bamboo-based livelihoods within forest circuits remain vulnerable to State control. CCS recommends tribal communities residing in forests be granted with community rights for the sustainable management of bamboos on privately owned land.

BAMBOO IS A GRASS!

President Ram Nath Kovind clears ordinance amending the Indian Forest Act. Non-Forest Bamboos are re-classified as 'grass'.

COMMUNITY WIN!

Maharashtra frees Bamboo from State Monopoly. Gram Sabhas acquire rights over conservation and sale of bamboos.

IDEA WIN!

CCS successfully conducts workshops on Bamboo policy-reform for Government delegates in Kerala and Madhya Pradesh.

VIEWPOINT

CCS publishes 'Viewpoint 12', a memo examining the state of laws and policies that affect bamboo in India and elaborates on a broad framework for reforms to pave the way for sustainable development of bamboo-livelihoods.

The Advocacy Drive

CCS and South Asia Bamboo Foundation push for de-regulation of bamboo livelihoods on World Bamboo Day!

FROM STUDENTS TO MINISTRIES

CCS ran a year-long dedicated campaign and screened the documentary 'Hollow Cylinder' in several colleges and events. A policy round-table was organised with Members of Parliament where honourable MP from the Sikkim constituency Prem Das Rai showed keen interest in the policy reform and led the charge forward.

POLICY WIN!

Hon'ble Prime Minister Manmohan Singh announces the re-classification of Bamboo as 'grass'.

2015

2017

2018

2014

2012



BAMBOO IS NOT A TREE

2011

2010

2008

Reform Recommendations

Concerted efforts with CCS Alumni Malavika Vyawahare – a Krishna Raj Fellowship awardee, towards research on the impact of State Policies on Bamboo-based livelihoods.

BAMBOO IS NOT A TREE

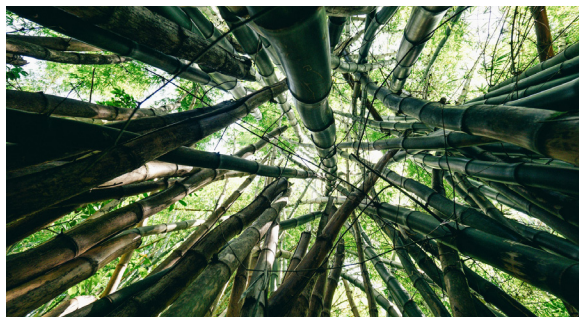
'Bamboo is not a tree' campaign owes its roots to CCS' 2008 JEEVIKA Film Festival, where the award-winning documentary 'Hollow Cylinder' directed by Nandan Saxena and Kavita Bahl showcased the plight of tribal communities dependent on Bamboo for their livelihood. In 2009, CCS proceeded to take up the challenge for the amendment of regulations on Bamboos.



Bamboo is NOT a tree!

In a big win for bamboo-based livelihoods in India and for us at CCS, in December 2017, President Ram Nath Kovind cleared an ordinance amending the Indian Forest Act 1927. The amendment classifies non-forest bamboo as 'grass', freeing up the regulatory regime in bamboo trade and production and opening up markets for communities directly dependent on bamboo-based livelihoods.

Through our 'Bamboo is not a Tree' campaign, we had advocated for a change in the classification of bamboo from a 'tree' to a 'grass' recognising that the classification of bamboo as a tree had made the resource inaccessible to the economically disadvantaged forest-dwelling and rural communities, and thwarted bamboo-based livelihoods. We had presented our recommendations to 13 key ministries at the central level. Through 2015 and 2016, we continued to present our recommendation to key stakeholders, we also filed a Right to Information application on the status of action following the submission of recommendations.



School assessment data to go online for Delhi

The Government of Delhi has tasked the Delhi Commission for the Protection of Child Rights (DCPCR) to conduct an assessment of public and private schools recognised under the RTE across three core domains: child safety and security, teaching and learning, community involvement and social inclusion. The results of the assessments in the form of school grading will be made available to the public through an online portal – to inform parental decision-making in school choice.

We have been instrumental in providing knowledge support to the design of the assessments, particularly in bringing in perspectives of private schools in the design and implementation.. We hosted key members of the DCPCR in January 2018, along with a representation from private school owners and principals to provide inputs on the parameters for the proposed assessments. The Delhi Government proposes to announce the assessment results of the school grading in March 2019.





People Wins

Engaging Change-
makers through
Training, Advocacy
and Outreach

Policy Roundtable on School Education in Haryana

We hosted a roundtable on school education with Shri P K Das, Additional Chief Secretary of Education, Haryana, bringing to the discussion 23 prominent educationists, practitioners, policy experts and school owners. Garima Mithal, Director Elementary Education; Shri Rajiv Ratan, Director Higher Education; and Shri Virender Shrewat, Director Private Schools Wing of the Government of Haryana also attended the dialogue.

Two critical recommendations for reforms in education governance and financing were presented at the roundtable: (a) Direct Benefit Transfers (DBTs) for 25% reservations under the Right to Education Act (RTE) in private schools and, (b) learning outcomes-based recognition for schools.



Colloquium on Maximum Governance, Minimum Government

We hosted a two-day colloquium in Jaipur in October 2017 on the theme of 'Maximum Governance, Minimum Government' bringing together 20 Officers on Special Duty (OSDs), state government officials, policy experts and scholars to bridge administrative experience, analytical rigour and executive forte in addressing concerns of effective governance. The colloquium addressed five core themes relating to digital governance, the role of markets in harnessing innovation, decentralisation for effective reduction in vertical fiscal imbalances, and building allocative efficiency in the government.

Steered by eminent thought leaders and policy experts, the two-day intensive dialogue resulted in ideas for substantive, actionable measures to foster citizen-centric, accountable, and effective governance. Amongst the discussion leaders were Ajay Shah, Professor at National Institute for Public Finance and Policy; J P Narayan, Founder, LokSatta Party; Shailaja Chandra, former Chief Secretary, Delhi Government; and Parth J Shah, President, Centre for Civil Society.

Building New Leaders with New Ideas

Policy for Young Leaders

[Policy](#) is our flagship introductory certificate program that brings the principles of sound public policy to young leaders. The three-day intensive course seeks to equip students with a critical understanding of contemporary socio-political and economic concerns and introduce them to market-liberal solutions to enduring policy challenges. This past year, we conducted 17 courses, across five states in India, forging 541 policy champions.



Credit Courses

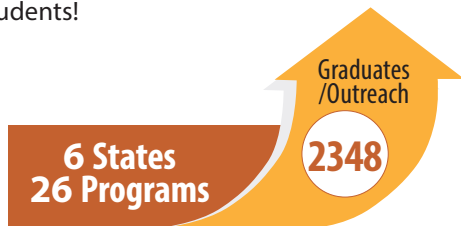
Our credit courses offer distinct 30-40 hours modules in policy training as a part of the formal curriculum in universities/colleges. The courses bring the liberal perspectives into mainstream curricula, introducing students to applications of liberal theory to core subjects like law, economics, liberal arts, public administration and media. We partnered with the National Law School of India University, Bangalore, and the Vedia Scholars Program, New Delhi to conduct three credit courses that saw 139 student graduates.





Campus Talks

Through 2-3 hour 'Campus Talks' and 'Policy Dialogues', we reach out to leading colleges across the country, encouraging students to contest and debate learned presumptions and to explore the foundations of a free, prosperous and just society. 26 college campuses hosted us this past year, across six states. Our talks saw a participation from over 2300 students!



Researching Reality Internship



2017 saw the 17th edition of the [Researching Reality Internship](#), our six-week summer internship program. The internship brought a rigorously selected cohort of 24 student interns under the able mentorship of policy experts and academics to conduct field research in core domains of urban governance. Steered by Pranav Jain, Advisor, Delhi Government as the Research Advisor, the research addressed the 'Evaluation and Assessment of Government to Citizen Services', leading to the publication of the [Delhi Citizens Handbook 2017](#).



Forging Journalist Changemakers

Policy for Journalists

Recognising the critical role of the media in steering debates in public policy in a democracy such as ours, we conduct exclusive policy trainings for journalists and media professionals. Our trainings are offered as certificate courses conducted over three days aimed at introducing journalists to the principles of sound public policy and to market-liberal perspectives on core socio-economic and policy concerns.

In partnership with the Atlas Network and the Edelgive Foundation, we conducted two workshops -in Himachal Pradesh and Uttarakhand. Our speakers included Geeta Gandhi-Kingdon, Professor, Institute of Education, UCL and Member, Board of Advisors, CCS; Avinash Chandra, Editor, Azadi.me; Parth Shah, President, CCS; Amit Chandra, Associate Director, Policy Advisory, CCS; Kulbhushan Sharma, President, NISA, among others. We also partnered with the Friedrich Naumann Foundation South Asia, to host a policy workshop for journalists in Maharashtra on the theme of 'Envisioning Media in Public Policy' The workshop brought together senior journalists and media academics to dialogue on Media Capture, Welfare and Public Service Delivery, Reforming Governance and the Importance of Data in Policy Making. The



workshop sessions were steered by prominent policy experts including Ajay Shah, Professor, National Institute of Public Finance and Policy; Parth J Shah, President, CCS; Geeta Gandhi Kingdon, Professor, UCL; and Shankkar Aiyar, Senior Journalist and Author.

76 journalists graduated from our workshops in 2017-18.

03 States
03 Programs

Graduates
/Outreach

76

Monthly Journalists Dialogues

Our monthly dialogues bring together journalists and media professionals from national and regional dailies to discuss and deliberate on contemporary socio-political, economic and policy concerns. We hosted 15 dialogues, engaging 180 journalists from three states - Delhi, Rajasthan and Uttar Pradesh this past year. Our dialogues addressed themes like the scope of regulatory interventions in budget private schools, direct benefit transfers (DBT) in education and the need for the institutionalisation of a periodic judicial audit.

15 Programs

Graduates
/Outreach

180



Nurturing our Champions: Alumni Engagement

To mark two decades of nurturing champions of liberty through our training programs, this year, we launched a dedicated initiative to engage with our 7000+ alumni. We also launched our online alumni portal to connect with our champions, and build platforms to enable them to network and dialogue with each other, championing the banner of liberty around the world.

2nd Annual Alumni Retreat

We organised the second edition of our annual Alumni Retreat in February 2018, with our alumni and supporters from the last two decades. The two-day event was packed with interactive activities such as a quiz on eminent Indian liberals, a yoga session, music, speed networking, and more. Along with sessions that addressed our core domains of work - education policy, enterprise regulations and governance, we also hosted our guest speaker, Luis Miranda, Chairman, CCS, who led a talk on 'The Road to Liberalisation: Envisioning State in 2025'.



Alumni Colloquium on the Crisis of Liberalism in India

We hosted an exclusive colloquium for our alumni on the theme of 'Liberalism in India'. 16 alumni from across the country participated in the colloquium hosted in August 2017, in Manesar, Haryana to dialogue on the challenges and opportunities for liberalism in India. Thematic sessions in the colloquium addressed the history of liberalism in India, liberal safeguards in the Indian constitution, the limits and scope of freedom in India today, social justice, and the way forward for liberalism.



Perspectives on Liberty in a Digitised India: 2nd Law & Liberty Conference

We hosted the Law and Liberty Conference 2017 in partnership with the Law and Technology Society, National Law School of India University, Bangalore in November 2017. Addressing the theme of 'Perspectives on Liberty in a Digitised India', the conference drew over 80 participants and 15 prominent speakers.

The conference explored the possibilities of enabling transparency and efficiency through the digitisation of state-citizen engagement and welfare service delivery, as well as the need for limiting state intervention into the liberties of an individual. The day-long conference included three thematic panels: Digitising Governance and Public Service Delivery, Regulatory Frameworks for Aggregators and Sharing Economy, and Regulating Data Services and Digital Payments.

Roundtable on the Crisis of Liberalism in India

On 11th November we hosted a roundtable on the 'Crisis of Liberalism in India' in New Delhi. Premised on insights from our [*Liberalism in India: Past, Present and Future Festschrift*](#), the dialogue addressed the need for improving public service delivery and outcomes, enabling equality of opportunity, revitalising local governance, bolstering free speech and dissent, and negotiating liberty and security in an increasingly digital age. The roundtable was chaired by Prof R Sudarshan, Dean, Jindal School of Public Policy, and engaged 12 researchers, educators and academicians.





Swatantra: Principles, People, Politics

In February 2018, [Indian Liberals](#), our online archive of libertarian thought histories in India, brought together academics, thought leaders and scholars, for a day-long conference on the relevance of the Swatantra Party and the future of liberal politics in India. Hosted in partnership with the Friedrich Naumann Foundation, the conference consisted of three gripping panels with eminent speakers such as Vasanthi Srinivasan (author of *Gandhi's Conscience Keeper: C. Rajagopalachari and Indian Politics*), Gurcharan Das, (author of *India Unbound*), R Jagannathan (Editorial Director, Swarajya), amongst

other academics and thought leaders.

The conference drew an engaged audience of 350, including young scholars, students, lawyers, academics, journalists, and political commentators. The day-long conference also marked the launch of 27,000 original and previously unpublished papers of the Swatantra Party that had been procured by us, as part of the Indian Liberals project. An exhibition of these papers was curated and the documents were handed over to the Nehru Memorial Museum and Library.



A Dialogue on Direct Benefit Transfers in Education: 9th School Choice National Conference

We hosted the 9th edition of the [School Choice National Conference](#) on the theme of *Direct Benefit Transfers (DBT) in Education*. Held on 12th November at the India Habitat Centre, the conference presented dedicated panels on the concept of, incentives for, and challenges to the implementation of DBT in the Indian context. Recognising the relevance of DBT in empowering parents and enabling greater choice of access, the conference sought to mainstream the dialogue on DBT with a particular focus on the relevance of DBTs as a policy solution to India's

continuing crisis of accountability and efficiency in education delivery.

The keynote address at the conference was delivered by Dr Junaid Ahmad, Country Director (India), World Bank. Following the opening address, the conference also saw the launch of our [Policy Blueprint on Direct Benefit Transfers](#). The blueprint presents models of design and implementation of cash transfers for primary and secondary education and examines the associated risks and benefits.



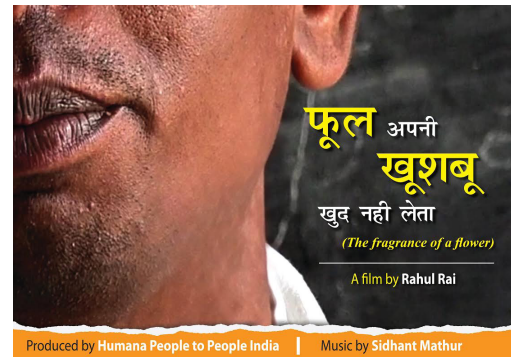


1st CCS-GMC Annual Lecture: Innovating for better learning

In partnership with Gray Matters Capital, we launched the first edition of the CCS-GMC Annual Lecture Series. Held as a part of the School Choice National Conference, the first CCS-GMC Lecture opened with a Keynote Address delivered by R.V. Balasubramaniam Iyer, Vice President, Reliance Jio. The following panel discussion brought together Chitra Ravi, CEO, EZ Vidya; Kulbhushan Sharma, President, NISA; Ashok Thakur, Founder and Principal, Muni International School; and Anurag Vaish, Co-Founder, Final Mile Consulting. Chaired by Ragini Chaudhary, CEO, Gray Matters Capital (India) the discussion addressed the need to foster educational leaders at the local-level, along with assessment reforms to create self-directed learners. 85 key stakeholders including service providers, school leaders, educationists, and experts attended the dialogue.

Edupreneurs in the Spotlight: 3rd Edudoc International Short Film Competition

The 3rd edition of Edudoc, our annual International Short Film Competition, was held as a part of the School Choice National Conference, on 12th November. The competition drew a marked participation this year, with 1924 entries from 111 countries. Our jury comprising of educationists, journalists and policy practitioners selected the top 5 entries which were screened as part of the conference. [*Phool Apni Khushboo Khud Nahi Lete \(The Fragrance of a Flower\)*](#), directed by Rahul Rai (Humana People to People India) won the top position in the competition. Rai's film narrates the story of Dashrath Kanade, a government school teacher in Pipliya (Madhya Pradesh), and celebrates his indomitable spirit, his simplicity, and perseverance to ensure quality education for his students despite the many challenges faced by them.





Organisational Wins

Making our
Mark in the
Movement
for Liberty

Twenty Years of Advancing Choice and Accountability

We turned 20 this August!

On 15th August we celebrated our 20th anniversary with our close friends and supporters who have made possible our remarkable journey. It's a big milestone for us. And as we look into the coming decades, we only reaffirm our commitment to building a freer India—where each individual leads a life of choice, and every institution is accountable.



20 YEARS
1997-2017 | Advancing Individual Choice and Institutional Accountability



CCS Wins Atlas Network's LIFE Award

Presented at the Liberty Forum held in New York in November 2017, the award recognises our work as a part of Atlas Network's LIFE (Leveraging Indices for Free Market Policy Reform) project for promoting the ease of doing business in India

Through the program, our work has targeted fundamental regulatory barriers that directly impact the ease of opening and running businesses, particularly bottom of pyramid livelihoods, along with judicial bottlenecks to a conducive business environment. Our policy recommendations have been incorporated into the Department of Industrial Policy and Promotion's (DIPP) Business Reform Action Plan, 2016 and acknowledged in the Rajya Sabha's 2015 report on the Ease of Doing Business in India.

"We have been doing this work for a long time with few successes, but we now know our efforts are top-notch within the think tank community. It's a heart-warming recognition, validation, and appreciation, which will inspire us to continue the good fight. It strengthens our credibility and helps amplify our noise in the ears of the state."

- Parth Shah, President, CCS



Launch of the Parents Forum for School Education

Recognising the critical significance of parental voice in steering policy decisions in education, the Parents Forum for School Education has been conceptualised as a national platform to bring together the parents of students in private schools to advocate for systemic reforms in education.

Launched in January 2018, the forum seeks to work towards building a dialogue between school leaders, parents and policy-makers to achieve micro school-level changes and eco-system transformations to improve educational outcomes. The forum will serve to leverage on the diverse experiences of parents with schooling, their understanding of student needs, keen interest in improving educational outcomes, and formidable number given the increasing shift in enrolments from government to private schools in India.

Spontaneous Dialogues: Launch of our monthly Facebook Live series

Spontaneous Order, our digital publication, launched the first edition of 'Spontaneous Dialogue' in December 2017. Live streamed through Facebook, the 'Spontaneous Dialogue' brings to our digital audience liberal perspectives on contemporary socio-economic, political and policy concerns. The first edition of the Dialogue had Mark Hansen, Professor, University of Chicago, and Mohit Satyanand, Member, Board of Advisors, iJustice, CCS, in conversation on 'What India Can Learn from the American Political Landscape'. The episode secured a reach of over 50,000 people, with a total of 5,841 viewers. We hosted two more dialogues in the year – addressing school fee regulations in India, and the need to look beyond the binaries of Aadhaar, reaching out to an additional 22,600 viewers.



Webinar on Transforming Low-Cost Private Education in India

Parth Shah, President, CCS, was invited by the Asia Venture Philanthropy Network (AVPN) to host a webinar on the theme of 'Transforming Low-Cost Private Education in India through Innovative Solutions and Policy Reforms' alongside Ashish Karamchandani, Managing Director, FSG Advisory. With 52 participants from across South Asia, the webinar led to a vibrant dialogue on the scope and relevance of policy interventions and innovations in budget-private schools in India.

CCS in South Africa: Speaking up for School Choice

The Centre for Development and Enterprise, South Africa hosted Parth Shah, President, CCS to share India's experiences with rise of budget private schools across the country. Presenting national-level data on education indicators, he demonstrated that student learning outcomes in government schools had continued to be significantly poor, implying low returns on per-student expenditure. The talk also addressed the commitment of budget private schools to improving educational quality despite enduring regulatory challenges and policy prejudices, and CCS' on-going research and advocacy for their rights and recognition.



Amplifying the Voice of Budget Private Schools

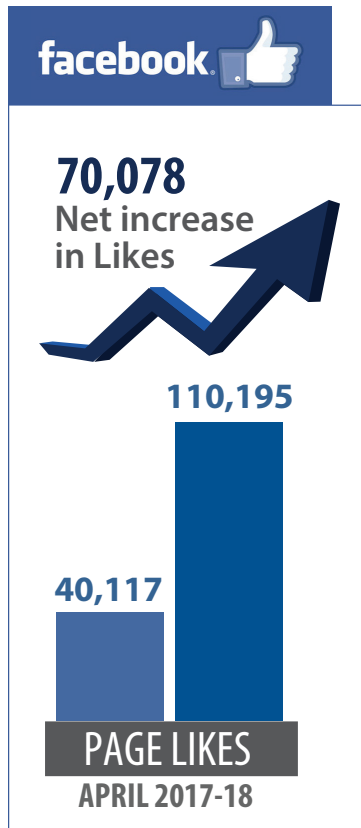
Incubated by the Centre for Civil Society (CCS) and formally launched in 2011, the National Independent Schools Alliance remains the fundamental voice of budget private schools in the country, working to improve access to and quality of education in low income communities in India.

Over 2400 students from 300+ schools participated in NISA's National Analytical Aptitude Test conducted as part of Udaan - NISA's first nationwide initiative to improve the quality of education in budget private schools in India. The program delivers a composite intervention incorporating student assessments, mentorship and scholarships, along with school improvement advisory for participating schools.

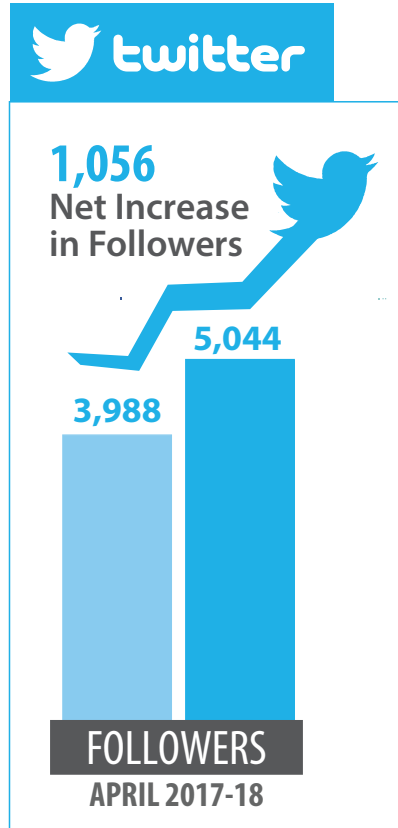
NISA also submitted a comprehensive Charter of Demands to the Prime Minister's Office against the stifling of private enterprise in education, demanding school choice, more effective and feasible safety regulations, direct benefit transfers in education, and policy interventions to promote the ease of opening schools in India.

20 States	39 Associations	55,000+ Schools	22,00,00,000+ Students
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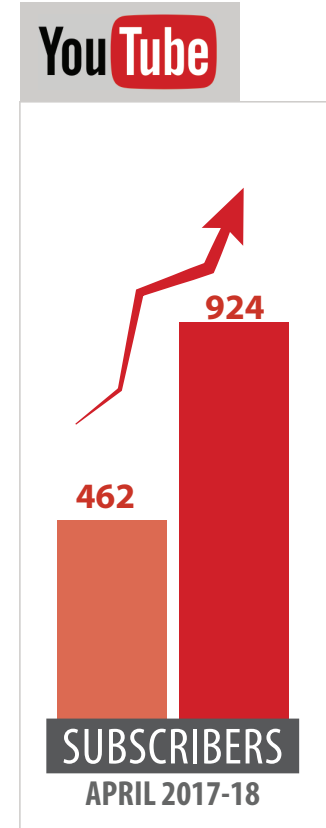
Social Media Outreach



79.2% 
Net increase
in Video Views



5,94,300
Twitter
Impressions



42,400 Views
93,326 Minutes
Total Watch Time

Media Outreach

92
PR Stories

456
Media Coverage of Events

08
Radio Talks

06
TV Debates

22
Editorials

150+ Journalists engaged through Policy Trainings and Dialogues



Media reports are available [here](#)

ORGANISATIONAL WINS

Financial Review



M. THOMAS & CO.
Chartered Accountants

40-B, First Floor, Yusuf Sarai, New Delhi-110016.

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

FORM NO.10B
(Sec rule 17B)

**AUDIT REPORT UNDER SECTION 12A(B) OF THE INCOME-TAX ACT, 1961
IN THE CASE OF CHARITABLE OR RELIGIOUS TRUSTS OR INSTITUTIONS.**

We have examined the Balance Sheet of **CENTRE FOR CIVIL SOCIETY, NEW DELHI** as at **31st March 2018** and the Income and Expenditure Account for the year ended on that date which is in agreement with the Books of Account maintained by the said Trust.

We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purpose of the audit. In our opinion, proper Books of Accounts have been kept by the Head Office and the Branches of the above named institution visited by us so far as appears from our examination of the books, and proper returns adequate for the purposes of audit have been received from branches not visited by us, subject to the comments given below:

NIL

In our opinion and to the best of our information, and according to information given to us, the said Accounts statements together with the schedules attached and read with Accounting Polices and note give a true and fair view-

(i) In the case of Balance Sheet, of the state of affairs of the above named Institution as at **31-03-2018**

And

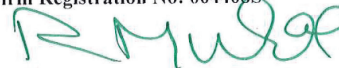
(ii) In the case of Income & Expenditure A/c, of the **SURPLUS** of its accounting year ending on **31-03-2018**.

The prescribed particulars are annexed hereto.

Place: **New Delhi**

Date: **28th September 2018**

For **M. THOMAS & CO.**
Chartered Accountants
Firm Registration No: 0044085



R. MURALI (Partner)
Membership No. 080972



INCOME & EXPENDITURE A/C FOR THE YEAR ENDED 31-03-2018

PARTICULARS	CURRENT YEAR	PREVIOUS YEAR
INCOME		
Local Contributions & Grants (Local)	25,955,379.00	4,617,599.00
Foreign Contributions (FC)	14,279,975.52	34,719,255.00
Bank Interest (Local)	1,215,224.27	1,213,948.05
Fees from Activities (Local)	1,048,676.00	737,503.00
Bank Interest (FC)	985,652.34	2,216,686.32
Miscellaneous Income (Local)	301,784.00	65,051.00
Interest on TDS Refund (Local)	14,276.10	13,188.90
TOTAL	43,800,967.23	43,583,231.27
EXPENDITURE		
FC Expenses as per Schedule	12,887,363.25	31,905,978.25
Local Expenses as per Schedule	16,498,796.65	15,069,309.09
Depreciation	253,086.22	262,791.83
TOTAL	29,639,246.12	47,238,079.17
EXCESS OF INCOME OVER EXPENDITURE	14,161,721.11	
EXCESS OF EXPENDITURE OVER INCOME		(3,654,847.90)

BALANCE SHEET AS AT 31-03-2018

LIABILITIES	CURRENT YEAR		PREVIOUS YEAR	
	AMOUNT	TOTAL	AMOUNT	TOTAL
CAPITAL FUND				
Balance B/f	16,244,527.63		2,626,767.53	
Transfer from Income & Expenditure A/c	14,161,721.11		(3,654,847.90)	
Transfer from Reserve Fund u/s 11(2)	1,133,000.00		17,367,000.00	
Transfer to Reserve Fund u/s 11(2)	-		-	
Previous Year Adjustments	<u>(37,500.00)</u>	31,501,748.74	<u>(94,392.00)</u>	16,244,527.63
CORPUS FUND				
Balance B/f	2,000,000.00		2,000,000.00	
Additions for the year	<u>-</u>	2,000,000.00	<u>-</u>	2,000,000.00
RESERVE FUND U/S 11(2)				
Balance B/f	1,133,000.00		18,500,000.00	
Additions for the year	-		-	
Utilisations during the yr. Trfd. to Cap. Fund	<u>(1,133,000.00)</u>	-	<u>(17,367,000.00)</u>	1,133,000.00
DEPRECIATION FUND				
Balance B/f	3,372,147.48		3,109,355.65	
Depreciation for the year	253,086.22		262,791.83	
Depreciation Released	<u>-</u>	3,625,233.70	<u>-</u>	3,372,147.48
JTF FUND				
Balance B/f	18,349,427.70		25,672,465.00	
Additions	3,199,009.00		-	
Less: Utilisations	<u>(14,994,699.92)</u>	6,553,736.78	<u>(7,323,037.30)</u>	18,349,427.70
CURRENT LIABILITIES				
TDS Payable (FC & Local)	<u>250,435.00</u>	250,435.00	<u>550,972.00</u>	550,972.00
TOTAL		<u><u>43,931,154.22</u></u>		<u><u>41,650,074.81</u></u>

Contd...

ASSETS	CURRENT YEAR		PREVIOUS YEAR	
	AMOUNT	TOTAL	AMOUNT	TOTAL
FIXED ASSETS				
As per schedule at Cost		5,052,073.00		4,783,695.00
CURRENT ASSETS				
Bank Fixed Deposits	22,051,737.01		23,492,411.51	
Bank Balances	14,571,386.27		10,652,772.96	
Advance for Expenses as per Schedule	811,380.00		547,933.00	
TDS Refundable as per Schedule	714,907.14		742,457.44	
Interest Accrued on Bank Fixed Deposits	387,481.80		1,111,990.90	
Security Deposits	240,000.00		224,840.00	
Receivable From Vedica Foundation	72,000.00		54,000.00	
Cash Balances	30,189.00	38,879,081.22	39,974.00	36,866,379.81
TOTAL		43,931,154.22		41,650,074.81

Contd...

As per our Report of even date

For M. THOMAS & CO.

Chartered Accountants



(R. MURALI) Partner

New Delhi, 28th September 2018



(PARTH J. SHAH)

PRESIDENT



Team

ACADEMY

Samta Arora
MANAGER

Shefali Mishra
SENIOR ASSOCIATE

Sampurna Khasnabis
ASSOCIATE

Jatin Garg
SENIOR ASSOCIATE

Hinan Ali
JUNIOR ASSOCIATE

Shivang Raina
MANAGER

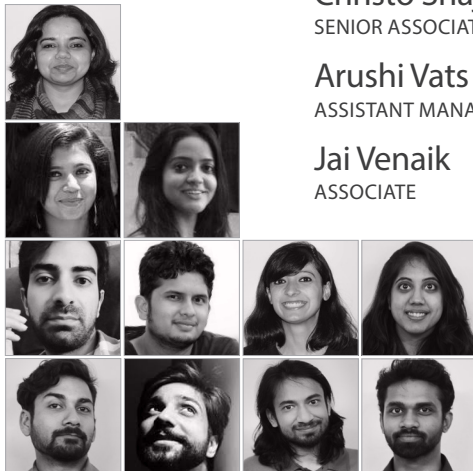
Sadaf Huvssain
MANAGER

Manasi Bose
MANAGER

Christo Shajan
SENIOR ASSOCIATE

Arushi Vats
ASSISTANT MANAGER

Jai Venaik
ASSOCIATE



ADVOCACY

Prashant Narang
MANAGER

Amit Chandra
ASSOCIATE DIRECTOR

Thomas Antony
ASSISTANT MANAGER

Himanshu Dhingra
EXECUTIVE ASSISTANT

Nitesh Anand
ASSOCIATE

Ayushi Jain
ASSOCIATE



OPERATIONS & OUTREACH

Shikha Madaan
ASSISTANT MANAGER

Bhupinder Singh
MANAGER

Anamika Pathak
MANAGER

Rajesh Kumar
ASSOCIATE

Vijay Kumar
ASSOCIATE

Govind Kashyap
OFFICE ASSISTANT



COMMUNICATION

Baishali Bomjan
DIRECTOR, DEVELOPMENT &
STRATEGY

Bhakti Patil
ASSISTANT MANAGER,
DEVELOPMENT & STRATEGY

Shreya Ralli
MANAGER, COMMUNICATION

Avinash Chandra
EDITOR, AZADI.ME

Gopikrishnan Nair
SENIOR ASSOCIATE

Usha Sondhi Kundu
ASSOCIATE

Akshita Mathur
JUNIOR ASSOCIATE

Rishika Yadav
JUNIOR ASSOCIATE



RESEARCH

Alston Dsouza
ASSOCIATE

Vineet Bhalla
ASSOCIATE

Diptasri Basu
SENIOR MANAGER

Aatish Verma
JUNIOR ASSOCIATE

Pia Barkataki
SENIOR ASSOCIATE

Divya Agarwal
ASSISTANT MANAGER

Ritika Shah
ASSISTANT MANAGER

Srishti Kumar
SENIOR ASSOCIATE

Veerender Kumar
MANAGER

Moutoshi Pal
ASSOCIATE

Sheetal Dua
ASSOCIATE

Ritika Chawla
ASSOCIATE

OFFICE ASSISTANT

Gour Hari Manna
OFFICE ASSISTANT

Rabindranath Mallik
OFFICE ASSISTANT

Samrat Biswas
OFFICE ASSISTANT



Trustees



Luis Miranda
Chairman



Ashish Dhawan
Central Square Foundation



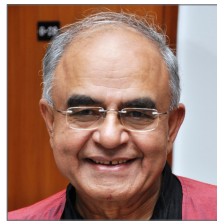
Iris Madeira
Madhavi Desai Consulting



Niranjan Rajadhyaksha
Mint, India



Parth J Shah
President



Gurcharan Das
Author & Public Intellectual



Premila Nazareth
Independent Consultant

Advisors



Amit Kaushik
IPE Global Pvt. Ltd.



Geeta Gandhi Kingdon
University College London



Reuben Abraham
IDFC Institute

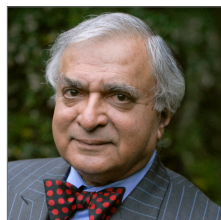


Madhav Chavan
Co-founder and CEO-President
Pratham

Scholars



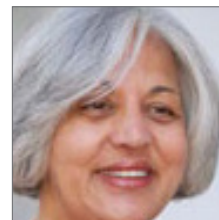
Ajay Shah
National Institute for Public
Finance and Policy



Deepak Lal
University of California



Geeta Gandhi Kingdon
University College London



Isher Judge Ahluwalia
ICRIER



Jagdish Bhagwati
Columbia University



Surjit Bhalla
Oxus Investments Pvt. Ltd.



Lord Meghnad Desai
London School of Economics &
Political Science



Shreekant Gupta
National University of Singapore



Swaminathan Aiyar
Cato Institute



Urjit Patel
The Reserve Bank of India

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.





21
YEARS
1997-2018

Advancing
Individual Choice
and Institutional
Accountability



A-69, Hauz Khas, New Delhi - 110016 (INDIA)

Tel.: +91 11 2653 7456 | 4160 7006 | 4162 9006 Fax: +91 11 2652 1882 Email: ccs@ccs.in

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