Centre for Budget and Policy Studies

Annual Report 2023-24

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The Centre for Budget and Policy Studies (CBPS) is an independent, non-partisan, non-profit research institution in Bengaluru since 1998. We advocate for effective public policies in the areas of budget and public finance, governance, gender, health, education and livelihoods while adopting an interdisciplinary approach in all our work. Founded by academics, activists, and former civil servants, CBPS aims to create and share knowledge for a more empowered, equitable, and democratic society. In 2023, the institution completed 25 years of meaningful existence.

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Foreword

The Centre for Budget and Policy Studies is pleased to present its Annual Report for the fiscal year 2023-24 – a period marked by momentous changes and transformations, both within our organisation and in the wider milieu. We have responded to it with a collaborative spirit, and a steadfast commitment to our mission of advancing evidence-based policy research and advocacy.

To mark this period of transition, a special feature of this year's report is an in-depth interview with our former Director, Jyotsna Jha whose visionary leadership has been pivotal in elevating CBPS to its current stature. The interview offers a retrospective on our institution's growth and challenges over the past decade, providing invaluable insights into the evolution of our institutional identity, organisational culture, and the trajectory that lies ahead.

The Year at a Glance section offers a comprehensive snapshot of the work that we have done thus far – encompassing the organisation of workshops, participation in conferences and other knowledge-sharing events, publication of research, as well as details on our internal Conversation with Authors series. This series provides a platform for scholars of different disciplines to share and discuss their research with our team.

The report also contains details on the progress that we have made on the research and advocacy projects undertaken by the organisation. This year's projects, while working within the domain areas of education, gender, governance and accountability, and livelihoods, also systematically and deliberately crosses disciplinary boundaries. Drawing on the collective expertise of our multidisciplinary team, we have worked to deliver rigorous and context-responsive analyses of complex policy issues that are relevant to our stakeholders.

As we reflect on this past year, we are deeply grateful to our partners, whose unwavering support makes our work possible; to our visionary governing body and society, whose guidance serves as our compass; and to our dedicated team, whose efforts constitute the lifeblood of this institution. This Annual Report then stands as a testament to their wonderful energy and enthusiasm that steers us forward.

Director's Message

Change. If the past year has to be encapsulated by one word, this would be the word I choose. Change is often unsettling, and necessarily so. In this year of transition, it was useful to reflect on what we think of as change. For me, to change is to sometimes fundamentally alter what is most comfortable within us; but to make a change (whether it is within us or outside) is to also make a difference. Maybe that's why we regularly use the words like modification, variation, shift, progress, development, impact – all of these are very meaningful in our work, but continue to be slightly elusive. Change is meaningful also because it continues to describe the purpose of our work: to alter, to reshape, to revamp, to revise, to shift, to adjust, and to transform for the better.

This year, as you will see in this annual report, we have tried to do this – to grapple with the multiple meanings of change and how we can work with it. We have tried to expand our own boundaries of thinking and of doing, we have revisited our goalposts, and we have tried to address difficult yet necessary questions. What can we call 'quality' in early childhood development? What can be the contours of a good communication policy for schemes? What is the fundamental nature of public spaces? What are the circumstances in which solidarity is not necessary? How do we map children's vulnerability from the perspective of local governing bodies? What does a gendered lens of the budget foster? What does critical thinking look like in resource-poor environments? What could influence the 'nature' of capacity-building when we work with skilled and experienced artisans?

Each of these underlies a particular conundrum about the nature of public policy and its political economy that we are constantly attempting to unravel. What continues to be our strength in this endeavour has been our ability to bring together a diverse set of perspectives (however contentious), an informed approach to diverse interpretations, and a deep dive into the history of knowledge. Because of our strong connections to what has come before, we have been able to create a collective imagination of our future – our common social good – however fragile, hard, and fraught with failure it might be. In doing so, we have stood on the shoulders of giants who have come before us, and we have learnt from them a very basic lesson: not to simplify the complicated and not to complicate the simple. This central lesson and the unwavering support of our mentors, well-wishers, and friends – even from across the world – have helped us navigate these changes with greater ease. In fact, it is because of these supportive systems that we have been able to look at the change – the one we see around us, the one that has been thrust upon us, the one that we struggle with, and the one that we shape – unflinchingly and directly, and have had the sense of humour to make puns about it.

That brings me to what gives shape and body to the work that we do – the team in CBPS. To be honest, what has been my strength in this past year has been the immense humour and humanity that the team has brought into the space, and essentially made it their own. If there ever was a marker of the past year, it has been that we have grown together, we have fought together (with each other, with reams of data, with pesky concepts, against the homogenising impulses of the world), and we have learnt together. This process, I think, has led us to new spaces of learning, spaces of self-reflection, and spaces of faith and hope. To me, these spaces illuminate the value and potential of change: it might not be what we want, but it is wholly necessary.

The dynamism of the team was enhanced this year by the CBPS Fellows – a new programme that we started last year. This brand-new cohort of five young people changed us for the better. They moved and inspired us through their passion, their hard work, their never-dampening exuberance, and their unwavering faith in changing themselves and the world around them. They injected in all of us a renewed sense of wonder, the joy of discovery, and jolted us out of a well-trained jadedness and cynicism. We thank them for the wonderful year they gave us, and we welcome the new cohort – who, within these short weeks, are already pushing us to think more deeply about why we do what we do.

We will round up the year with a celebration of sorts – a policy festival – a way to have joyful and thoughtful conversations and dialogue with communities, fellow researchers, policymakers, and the public. Through this celebration, we will attempt to illustrate that change is also about renewal, about evolution, and about the future. And so, as we present what we have done in this annual report, we look to this future, not just with hope, but with the determination and the verve to shape it. After all, that is what change is about.

An Interview with Jyotsna Jha, Former Director

Reflecting on the Evolution of CBPS

– an independent and non-profit research institution

Jyotsna Jha is a distinguished economist who held the position of Director at the Centre for Budget and Policy Studies from 2011 to 2023. She has a wealth of experience in various leadership roles in the fields of public policy, gender, public finance, and governances. Jyotsna Jha was instrumental in shaping the institution's research agenda and advocacy efforts, significantly contributing to its recognition as a leading think tank on critical budgetary and policy matters in India. Below are excerpts from her interview by Akshitha Unnithan, Research Fellow.

You were the Director of CBPS for over a decade and you have watched the Institution go through significant changes and challenges. How did you ensure responsiveness to evolving needs of the organisation and the broader policy ecosystem, while upholding its core vision and purpose?

By being aware of both the potential and limitations of an institution like CBPS. When I started, I already had a good base in terms of organisational culture, governance, and priorities. I only had to build on that. I believe that the culture of being democratic, caring and responsive was already there, and one had to just deepen it and adapt in the context of both internal and external changes. Internally, the organisation was growing, so one had to find newer ways of doing things in terms of processes. Similarly, the external environment was also changing – how CBPS was viewed by the law and the public and being responsive to that. I think what helped in the process was both the governance structures – the Board and the Society – and the way they extended their support and guidance as well as how the team expanded and functioned.

In upholding independence and rigour in research and advocacy at CBPS, how did you navigate the challenges?

At CBPS, we view ourselves as a research organisation. The law views us as a non-governmental organisation (NGO). These are two different things. As one of my friends always says, perhaps an NGO is the only thing in the world that defines itself by what it is not. By being an NGO, you have an identity in the context of law and also in the context of society. What concerned us much more was the law because the law has a definite way of looking at you, whereas society looks at your work and determines your identity and relevance.

One of the most challenging things I faced was that the law asks you to be non-political. The way 'political' is interpreted in India is, of course, largely to do with political parties. But being non-political means that you are not indulged in any political activity. However, as we understand it, being political is not necessarily to do with political parties because policy research is necessarily a political exercise – it cannot be apolitical. So, we are not apolitical but we are non-political.

We work with budgets and policies - they have a political connotation. If we are critiquing policies or their implementation, the analysis cannot be apolitical if we are looking at inequalities and rights. Any discourse which is in the realm of policy or budgets is essentially political in nature. Even if you're doing a highly quantitative analysis, that does not mean it is apolitical. So, maintaining that discourse while also ensuring that our work is not politicised was important and we did try to do that.

The second challenge was that we viewed ourselves as independent but what helped us in maintaining our independence was also a challenge. We were neither backed by the government nor by any business house or international agency; we did not have any core funds. This ensured that we did not have to toe any position guided by any form of vested interest. It also gave you the challenge of running the institution on your own – generating funds and generating work. How do you do that if you have to negotiate the laws like FCRA – such do not exist in majority of developing countries. It's a very South Asian phenomenon and is led by India. So, negotiating that and ensuring that your organisation runs in a way that you do the work you like to do, has been a challenge.

There are years where large projects end and new ones don't come but you still must survive. Now, how do you survive? How do you decide what you will and will not do? Those were major questions. There was one particular year when we had to do a number of small projects to sustain ourselves, but we ensured that we do not do something which we do not believe in. We also did not want to do any work where we had no intellectual contribution. So, those were the important decisions that helped in retaining our direction, priority, and giving it a definite identity. It is not easy, but it gets done when you are a group of people who believe in themselves and believe that something meaningful would emerge if you stick to what you want to do, and do that well.

In your article, you describe the policy research and advocacy at CBPS as an art of collective meaning-making? Could you expand on that perspective?

Yes. If you look at the whole landscape of policy research across the globe, it's not analysed with the same perspective. Perspective determines how you analyse a particular policy or policy directions. That perspective is what I am referring to as collective meaning-making. For instance, let's look at public finance – one major area of work for us. Suppose, you are looking at a particular year's budget - how do you view that? If you're looking at gender budget – how do you view that? As a collective, how are we looking at a particular policy? How you define gender equality will determine how you analyse gender budget. For instance, one policy think tank refers to a particular policy direction as a freebie. Even NREGA is seen as a freebie or any kind of income transfer is seen as a freebie. And if you're trying to say that it's not a freebie and is a right, but what you're also trying to say is that it is not only a right but it also can fuel a particular kind of economic development. So it is not only about rights but also about a development model.

Now, this whole process is a collective meaning-making. To create a team that believes in that perspective, that understands the perspective, that has the ability to apply that perspective for a rigorous analysis of policies and that's what collective meaning-making is. Then, you also take it in the realm of society - when you are writing and trying to influence the wider collective of people.

In such an exercise, everybody would have different opinions and approaches. How do you work on still making it collaborative?

That is the whole discursive culture. Within the organisation, you try to work on those through various means: through readings, discussions, training or capacity development. Moreover, when you work, your collaborators matter – who is funding you and the concept behind that funding. Similarly, your own governance also matters because if they disagree with you then they would not let you do what you do. Then, of course, is that thin line of dealing with legal entities. All in all, it's about how you do things that allow you to put your own meaning and analysis in the public domain while avoiding unnecessary risks.

And what is that unnecessary risk?

For instance, let's say that I am convinced as a citizen that a political party is doing the right thing. But as part of CBPS, I would not go and start supporting that political party even if I can defend it. That's an unnecessary risk. Even if five of our research studies are pointing toward a policy direction, and that political party comes with that kind of policy direction, still, I would refrain from politically supporting that political party, as CBPS. So, that will be an unnecessary risk – perhaps, also unprofessional. The necessary risk is about not keeping quiet on something that is promoting inequality or causing injustice. At CBPS – we see ourselves as committed to equity and justice so if a particular policy direction goes against that, it is important to take a professional position on it by researching, by writing, by arguing, but not necessarily by protesting as a political activist. As a professional, you're taking a position. If you're not doing that, you're not taking the necessary risk. Even if that puts you under some kind of problem, I think it's our responsibility to take that risk.

In your article, you also emphasise on plurality. You have said that one of the key principles in the institutionalisation process of CBPS was plurality bound by the cause of equality and justice. How has this value informed the decision making at CBPS, particularly in terms of the institution's growth?

I have used plurality quite liberally to include multi-disciplinarity and suit different contexts. For example, although CBPS is located in Karnataka, we have a team from many states including Karnataka speaking different languages and with diverse experiences. So that is one way in which we are plural. The other is discipline. When CBPS was established by a group of economists, it focused largely on economics as a discipline but as time passed, we became much more multidisciplinary. I think that also helped even in our economic analysis because different perspectives informed our economic analysis – it enriched our public finance work, our budget work and our analysis of policies. So, that's another way of looking at plurality. We started as a public finance institution, but we expanded toward looking at policies in many areas that weren't necessarily priority areas in the beginning. We continue to learn from our intersectoral work. So, if we did something on gender, that also informed our work on education or health. That's also an extension of the notion of plurality. So, that brings some uniqueness to CBPS in the manner it grew, evolved and survived. It not only survived, it grew and evolved. They are two different things, aren't they? It grew because it became bigger, but it also evolved because it changed many things as it grew.

During the Covid-19 pandemic, CBPS chose not to resort to pay cuts despite financial duress. What allowed you to hold on to the principles that CBPS has even in these daunting circumstances?

We were aware that these are very difficult circumstances. Almost everyone was facing extremely unfortunate incidents – of illness and of losing family members. We were aware that all these would have financial implications apart from mental health implications. So, we decided that when you are in crisis, you need support. We talk of social security, we talk of care – so, here we were put on a test where we ourselves also had to live by example. Not because anyone is standing in line to praise us but for ourselves. We needed that moral right to be able to critique what others were doing. And therefore, it was important that we were adhering to the principles we were trying to advocate for.

As you emphasise on care, one of my favourite things at CBPS is the tradition of serving fruit every day. It really reflects the commitment to building a culture of care. How did this extend to the research work and policy work?

The serving of fruits was introduced by one of our founding members – Poornima Vyasulu. She was an exceptional person and one should give a lot of credit to both Vinod and Poornima for the organisational culture that they built. Because for an organisation, initial years do matter. Poornima was a very caring and a very exceptional person. So, we have a reflection of how she looked at so many things and I think we should acknowledge that.

For me, I am an economist, but I also spent a lot of my years understanding education. And one of the things that I tried to understand in education was humiliation. I do feel that one of the worst experiences of human lives is that of humiliation. It prevents you from learning and growing which has a very negative impact for yourself and therefore, your life. If somebody is not working well, or is making a mistake, or if we have made a wrong choice and we have hired someone who is not capable, we must not humiliate that person in any manner. We have all rights to give feedback but we must not humiliate that person in any manner. If you reverse that, you must be caring. So, this is a very important thing I tried to build and that came largely because I saw a lot of humiliation of children in classrooms. I also saw humiliation of colleagues in my early work experiences, and I think that deeply influenced me.

Existence of humiliation also shows that it's an environment that lacks care and joy. In your article, you have mentioned joy as a very critical aspect of an organisation's cultural-cognitive environment. What led you to recognise joy as the driving force?

We talked about collective meaning-making, and I think you can't make meaning collectively if you don't get joy in that process. That's where I feel that joy is a less recognised value – as an experience and as compared to how the modern management framework talks of 'success'. I deliberately wanted to negate that by saying 'joy'.

When we go through the process of a particular research project, it's not only about success. For instance, when we are writing a report or a paper or a brief, we want the work to be a result of a rigorous process of investigation. But, in addition to being rigorous, it also has to be a process of joy – of meaning-making, of arguments and reflections, writing something that contributes to the world of knowledge and to the discourse, and getting the joy out of that. You enjoy that process of doing what you're doing, and you enjoy it as a collective.

In working together, I can see how you find joy in that but you also mention that there is joy in failing together. It may be because of how young I am but I struggle to find joy in failing. Was there any moment that solidified this belief for you?

Yeah, maybe that can be the age but age can also bring cynicism – I am definitely much more cynical than any of you would be. But one way to viewing it is that failure is a process of learning. I grew as a professional in a time when the notion of 'best practice' was taking roots. Before that, there was no concept of best practice. You won't even find this term in literature. And right from the beginning, I had a problem with this notion because I believe that there can be several practices which are good. To call one practice the best is limiting our ideas because there can be multiple solutions to the same problem. If we are adhering to the principle of plurality and we're saying that there should be innovation, it means there should also be experimentation. And experiments also fail. Failure is an important part of any innovative or experimental process. It is important for policy analysis but I also think it is important for organisational growth – that you tried something and failed and it's okay. Without trying, we would not learn. So, we are wiser by that. That also brings a kind of joy, no? And perhaps, what failed in a particular context might work in another.

We started with how CBPS is responsive to evolving needs and now we are also ending at again, being responsive so I think we have come full circle.

Once you become part of CBPS, it is difficult to distance yourself fully from the organisation – a number of former colleagues used to tell me. Now that I left the organisation and moved away, I understand what they meant. I hope you found the process of conducting this interview enjoyable and useful, and thank you for doing this, and in doing so, acknowledging my time and contribution here.

What are some key insights you hope CBPS will consider as it moves forward?

In any organisation, every individual is equally responsible for making it or breaking it. Every single person has contributed as much as anybody else has. There are people who have been there for more than two decades. These people provide us our support system as they maintain the culture, but rigour and intellect come from all of you. So, what matters is that we bring in the right kind of people and further strengthen the strong discursive culture and rigour, as well as the culture of care and collective meaning-making.

Responding to the external environment is also important because we should not function in isolation. The organisation's decision to strengthen communications, breaking the barrier of disciplines – that continuous effort to go beyond yourself, and focus on understanding the context and processes is very important. We must be responsive to the context.

Our Team

Niveditha Menon

Director
Lead - Gender
Lead - Qualitative Methods

Jyotsna Jha

Former Director

Vinod Vyasulu

Former Director

Madhusudhan BV Rao

Senior Research Advisor
Lead - Public Finance and Decentralisation

Archana Purohit

Senior Research Advisor
Lead - Inequalities
Lead - Quantitative Methods

Sridhar R Prasad
Research Advisor
Lead - Governance

Neha Ghatak
Research Advisor
Lead - Education
Lead - Mixed Methods

Gayathri Raghuraman
Research Advisor
Lead - Health

Urvija Priyadarshini
Research Advisor - Gender

Sowmya J
Senior
Research Associate

Yukti Jain
Senior
Research Associate

Amukta Sistla
Research Associate

Tanushka Sharma
Research Associate

Susmita Chatterjee
Research Associate

Raghavi Purimetla
Research Associate

Rajat Chaudhary
Research Associate

Abida UC
Research Assistant

Tina Maria D'Souza
Research Assistant

Vidhi B Shah
Research Assistant

Syed Mohiuddin Khadri
Research Assistant

Thyagarajan R
Administrative and Liaison Officer

Usha P Variath
Finance and Accounts Officer

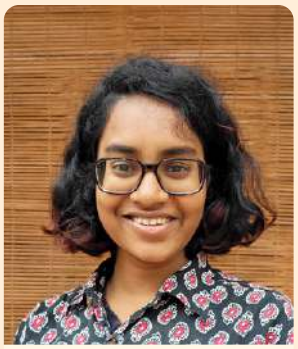
Mrinalika R Pandit
HR and Information Manager

Anita Ramesh
Communications Manager

Ramesh K
Office Assistant

Vanaja S
Administrative and Accounts Assistant

Research Fellows Cohort 2023-24



Yasmin Rosammal Daniel

Taabinda Jameel

Kumar Chandan Samal

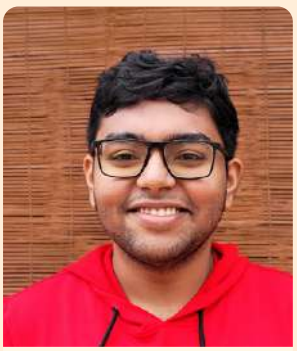
Surya George

Joann Miriam Mathew

Research Fellows Cohort 2024-25

Arvind Thadi

Akshitha Unnithan



Ariyan Pal

Interns 2023-24

Ablaz Mohammed Schemnad
Research Intern

Mohana Bharathi M
Research Intern

Priya Sanghamitra
Research Intern

Year at a Glance

April 2023

1 April

Deccan Herald featured our GSG project **Building Alternate and Game-Based Framework to Understand and Support Women Working in and Engaging with Public Spaces and Institutions.**

5 to 7 April

Jyotsna Jha spoke at a conference on **Public Policymaking in Citizen-Focused Entrepreneurship and Economic and Social Development** held at IIT Jodhpur.

10 and 11 April

Vinod Vyasulu and Jyotsna Jha chaired separate sessions at a policy dialogue on Gender and Health organised by Ramalingaswami Centre, Bengaluru.

May 2023

A chapter titled *Open Schools in Developing Countries: Virtual and Open or Distant and Closed* authored by Jyotsna Jha and Neha Ghatak was published by Springer Nature in the Handbook of Open Distance and Digital Education.

18 May

Niveditha Menon spoke at **Transitory Tales: A Youth Research Symposium** in the Youth Citizenship and Action for Socio-ecological Justice panel. Her talk was titled *Love is as Love Does: Stories of Romance, Violence, and Justice*. The symposium was organised by Kanaja Youth Research Cell and Centre for Youth Rights Promotion and Youth Work Advocacy, Samvada.

21 to 26 May

Neha Ghatak and Rajat Chaudhary visited Anganwadi centres in Uttar Pradesh (Lucknow, Barabanki, Bahraich, and Sitapur) for the project **Protecting and Enhancing Early Childhood Development (ECD) during Covid-19 Crisis across the Indian States of Kerala, Uttar Pradesh and Gujarat.**

21 May

Jyotsna Jha's article titled Karnataka: *What poll guarantees tell us about the state of the economy* was published in Deccan Herald.

27 May

Jyotsna Jha was quoted in an article titled *Can Karnataka government deliver its welfare schemes? Economists weigh in* published by The News Minute.

26 and 27 May

Jyotsna Jha and Niveditha Menon were invited to the **W-20 Women Vice Chancellors' and Leaders' Conclave** in Bengaluru hosted by the Manipal Academy of Higher Education (MAHE). In one of the panel discussions, Jyotsna Jha talked about skill development for women, and Niveditha Menon presented her views on women and care work.

29 and 30 May

Martha Farrell Foundation conducted a social mapping training for our researchers with a focus on Participatory Safety Audit (PSA) tools, safety perceptions, and field exercises.

June 2023

2 June

CBPS collaborated with IAS Officers Association of Karnataka and Bengaluru International Centre (BIC) to host a panel discussion about the development roadmap highlighted in the book **Reordering Development Priorities—Moving Away from Business as Usual**. The panel included Vandita Sharma, Chief Secretary of Government of Karnataka; MS Sriram, Professor, Centre for Public Policy, IIM Bengaluru; G Gurucharan, Director of Ramaiah University of Applied Sciences; and Jyotsna Jha. The panel was moderated by Uma Mahadevan, Additional Chief Secretary of Rural Development and Panchayat Raj, Government of Karnataka.

2 June

We held a full-day workshop for the team working on the project **Protecting and Enhancing Early Childhood Development during the Covid-19 Crisis in the Indian States of Kerala, Uttar Pradesh, and Gujarat**.

2 June

The Hindu published an article by Jyotsna Jha titled *Can Karnataka's new government think out of the box to keep its promises?*

7 June

Neha Ghatak spoke at the **RightsCon Costa Rica**, a global summit on human rights in the digital age, about digital literacy, competence, and access to digital infrastructure in India.

8 June

A full-day internal workshop was conducted for the project **Analysis of Information Education and Communication (IEC) Budgets, Expenditure and Approach of Nationally Important Schemes across Five States**.

12 and 22 June

Participatory mapping exercise was held for the team working on the project **Gender Violence in Public Spaces: Studying the Approaches and Theorising the Pathways of Change in Rajasthan and Telangana**. Thirteen maps were produced from two villages and two urban *bastis* of both states.

21 June

Madhusudhan BV Rao conducted a training on Financial Analysis and Budget at the Administrative Training Institute (ATI), Mysuru. The session was part of the 204th Common Foundation Course and was attended by nearly 80 participants from various government departments, including 40 revenue officers.

27 June

Madhusudhan BV Rao was quoted in a Times of India article titled *Karnataka CM Siddaramaiah may avoid more loans to ring in fiscal discipline.*

29 June

Madhusudhan BV Rao was invited as a Resource Person on Child Budgeting for an online certification course organised by Gujarat National Law University. The course had 550 participants, including advocates practising in the High Court and trial courts, law students, academicians, NGOs, and social workers.

30 June

Jyotsna Jha's article titled *It's time to tax the wealthy and bridge inequalities* was published in Deccan Herald.

Raghavi Purimetla and Amukta Sistla participated in an essay contest organised by the War Prevention Initiative called the Un-contest on a Feminist Foreign Policy. Their essay, *Right to Choice and Hijab—Call for International Legal Reform*, was selected for publication in the journal Peace Science Digest.

July 2023

1 July

CBPS launched its first one-year Research Fellowship by welcoming five recent graduates. The fellowship is designed to help young scholars develop research skills in the areas of education, gender, governance, health and nutrition, public finance, livelihoods, and social security.

7 July

Jyotsna Jha presented her perspective on an online platform Economic Matters about the budget viability of five welfare schemes introduced by the Congress government in Karnataka.

8 July

Jyotsna Jha was invited as a resource person for a workshop titled **Teaching Physics Effective Online and Women in STEM** organised by the Department of Physics, Gandhi Institute of Technology and Management (GITAM), Hyderabad and the Gender in Physics Working Group (GIPWG) as a satellite event of the International Conference on Women in Physics (ICWIP). Jha's talk was titled **The Many Facets of Limited Access: the Internet, Smart Devices and Learning Time**.

10 to 14 July

Members of the ECD project Neha Ghatak, Rajat Chaudhary, and Vidhi Shah visited the District Early Intervention Centre (DEIC) at Sir Sayajirao General Hospital in Vadodara, Gujarat.

14 July

CBPS held the **Annual Endowment Lecture** at the Indian Institute of World Culture in Basavanagudi, Bengaluru. Sanjay Kaul, Development Policy Analyst and a former IAS officer of the Karnataka cadre, was the key speaker for the lecture titled **Karnataka's Post-election State Budget.** S Krishna Kumar, Former Additional Chief Secretary of Karnataka, chaired the session. LK Atheeq, Additional Chief Secretary of the Finance Department, Government of Karnataka, was also present. In the lecture, Kaul discussed the sector-wise budget allocations and offered his thoughts on the five guarantee schemes of Karnataka.

15 July

Deccan Herald covered the Annual Endowment Lecture in their article titled *Govt must prioritise industrial manufacturing clusters outside Bengaluru too.*

17 July

Think20, an official engagement group of the G20, published a policy brief titled *Developing Comprehensive and Responsive Systems of Early Child Development, Education, and Care* by Jyotsna Jha, Madhusudhan BV Rao, and Neha Ghatak, which outlines the current challenges faced in realising Target 4.2 of Sustainable Development Goal (SDG) - 4 (Quality Education).

26 to 28 July

CBPS organised a three-day workshop for all the staff titled **Unpacking Gender, Public Finance, and Introduction to Research Methods** at the International Centre Goa (ICG). Niveditha Menon, Neha Ghatak, Madhusudhan BV Rao, and Archana Purohit facilitated the workshop.

August 2023

1 to 4 August

Madhusudhan BV Rao and Susmita Chatterjee visited Odisha to understand the aspects of community engagement and budget adequacy for IEC activities. The team had consultations with intermediary organisations such as Gram Vikas and Watershed Support Services and Activities Network (WASSAN), directly working with the Government for programmes such as the Jal Jeevan Mission (JJM) and the Odisha Millet Mission (OMM).

22 to 24 August

The CBPS team participated in the **XVIII International Conference on Public Policy & Management** hosted by the Centre for Public Policy (CPP) at IIM, Bengaluru.

23 August

Jyotsna Jha, along with Anil Suraj, Associate Professor at IIM Bengaluru, moderated the **Praxis Researcher Forum**. Hasmukh Adhia, Former Finance Secretary for the Government of India and Amarjeet Sinha, Former Rural Development Secretary for the Government of India spoke on the topics of GST Policy Design & Implementation and Gram Swaraj Abhiyan 2018 - consolidating the gains of Pro-Poor Public Welfare.

24 August

Jyotsna Jha was invited as the Chief Guest for the inauguration of AMARTYA, the Economics Association of the Department of Economics at Christ University, Bengaluru.

31 August to 3 September

Susmita Chatterjee and Amukta Sistla visited Jorhat, Assam for a study related to the IEC project. This was organised in collaboration with Purva Bharati Educational Trust (PBET), a non-profit in Assam.

September 2023

4 and 5 September

CBPS conducted a workshop at Fiscal Policy Institute (FPI), Bengaluru to familiarise the participants with innovative ideas to help in planning and financing, leading to better achievement of policy goals and improvement in governance processes.

6 September

Sabah Khan, the author of *The Queen, The Courtesan, The Doctor, The Writer* and Neelima P Aryan, the book's illustrator, were invited to the fourth edition of our series on Conversations with Authors. The book features 50 inspiring stories of Indian Muslim women and men from the past.

7 September

Professor MV Rajeev Gowda, Vice-Chairperson of the State Institute for the Transformation of Karnataka (SITK), visited CBPS and met with the senior researchers.

14 and 15 September

CBPS co-organised a workshop with UNICEF India in Lucknow on **Enhancing Early Childhood Development Investments in Uttar Pradesh**. The workshop saw active participation from various State Government departments including Women and Child Development (WCD), Basic Education, and Finance. Sarneet Kaur, Director of WCD, inaugurated the workshop. It was covered by the local media newspapers, namely Kanwhizz Times and other Urdu and Hindi newspapers.

20 and 21 September

Madhusudhan BV Rao presented at the National Consultation on the National Food Security Act titled **A Decade of Food Security Law in India: Reflections and Way Forward**. It was held at the International Training Centre, National Law School of India University (NLSIU), Bengaluru. Neetu Sharma, Centre Coordinator and Programme Head of the Centre for Child and the Law, moderated the session.

25 and 26 September

CBPS organised a perspective-building workshop on **Public Good and Gender-Responsive Budgeting** at Nrityagram Dance Village. The workshop highlighted how conversations about Public Goods are critical in the Indian context and deeply interlinked with those surrounding social justice.

Niveditha Menon authored the chapter *Reclaiming Justice: Understanding the Role of the State and the Collective in Domestic Violence in India* in the book *The Criminalization of Violence Against Women—Comparative Perspectives* published by Oxford University Press.

October 2023

4 and 5 October

CBPS organised a consultative session on IEC in Chennai, Tamil Nadu. Thyagarajan R, Tina Maria D'Souza, and Yasmin Rosammal Daniel from CBPS interacted with Civil Society Organisations (CSOs) working in Livelihoods, Health, Nutrition, Education, and Water, Sanitation and Hygiene (WASH).

23 October

Neha Ghatak and Rajat Chaudhary's article *Beyond the Classroom: A Case Study on the Relationship Between Education as a Public Good, Social Justice and Critical Pedagogy* was published in the Journal of Development Policy and Practice. The article draws on research from CBPS' Action Research - **The Bihar Mentorship Project**, which highlights the importance of critical pedagogy in reimagining education as a public good.

25 October

Jyotsna Jha's article *Evolution of an Independent Research Institution: A Reflective Analysis* was published in the Journal of Development Policy and Practice. In the article, Jyotsna Jha reflects on her 13 years of leadership.

26 October

A research article by Niveditha Menon and Archana Purohit titled *Conversations on Institutions and Public Policy* was published in the Journal of Development Policy and Practice on Sage Journals. The article is a part of the proceedings of the **Institutions and Public Policy Conference** held during CBPS' 25th anniversary.

27 October

We organised a recurring book talk **Conversation with Authors** featuring Sruthi Krishnan, co-author of *We Are Not Users*. Her presentation on the book contested the shallow notion that people are merely passive consumers, reimagining design as a fluid, diverse, and ever-evolving activity.

27 October

Madhusudhan BV Rao was interviewed by News9 to share his opinion on Karnataka's budget and the delivery of the five guarantee schemes.

27 October

Madhusudhan BV Rao was quoted in an article published by Deccan Herald titled *Karnataka Budget: Siddaramaiah under pressure to look beyond guarantees.*

November 2023

1 November

Niveditha Menon was appointed as the Director of CBPS. Niveditha has over 20 years of work experience in the area of gender, specifically focusing on violence, empowerment, sexuality, and urban poverty. She has a PhD in Sociology and Demography, with a minor in Women's Studies from Pennsylvania State University. Before becoming the Director, she was the Deputy Director with CBPS.

December 2023

19 to 21 December

GVPS team members Amukta Sistla and Vidhi Shah were invited to the three-day festival **Mari Patang, Mari Dheel: A Feminist Festival Nurturing Adolescent Empowerment**, held at Neembadi Learning Pathways, Sanand, Gujarat, organised by SWATI.

January 2024

24 January

Niveditha Menon and Madhusudhan BV Rao spoke at the symposium **Vision India 2047—Insights from the Margins** at Christ University, Bengaluru, on gender and public policy, and budget and public policy, respectively. The symposium was organised by Christ University's Centre for Social and Policy Research (CSPR) in collaboration with Grassroots Research and Advocacy Movement (GRAAM) and CBPS.

CDPP's Journal of Development Policy and Practice issued a special edition (Volume 9, Issue 1) on Institutions and Public Policy in collaboration with CBPS. Five articles authored by CBPS staff were published in the journal and online on Sage Journals.

February 2024

5 February

Madhusudhan BV Rao was featured in a Times of India article on tax devolution for Karnataka's current fiscal year.

6 February

Madhusudhan BV Rao was featured in a Times of India article on State borrowings and expenditures.

6 February

Madhusudhan BV Rao co-led an interactive session on **Key takeaways of 2024 Interim Budget** alongside Kishore BS, CEO of the Stock Market Institute at Mount Carmel College, Bengaluru.

6 February

Niveditha Menon shared her views on the **Interim Budget 2024** at a panel discussion organised by the Centre for Contemporary Economics, RV University, Bengaluru. The panel discussion was featured in a Deccan Herald article.

13 February

Madhusudhan BV Rao participated in an expert panel discussion alongside Professor D Narayana of Ramaiah University on the Union Budget 2024-25 at **Arthasankalp**, an economics fest by Christ University, Bengaluru.

March 2024

6 to 8 March

CBPS in collaboration with the Ministry of Education, Government of India and The World Bank, conducted a **Financial Management and Decentralised Education Planning** workshop at the Hyatt Regency Hotel in Trivandrum, Kerala. It was attended by Education Department officials from Rajasthan, Kerala, Madhya Pradesh, Himachal Pradesh, Odisha and Maharashtra - states that are part of the initiative Strengthening Teaching-Learning and Results for States (STARS) and representatives from The World Bank.

12 March

Gayathri Raghuraman was invited as a discussant in the **National Seminar on Natal Inequality and Mortality Inequality in India**, hosted by MS Ramaiah University of Applied Sciences (MSRUAS).

14 and 15 March

A workshop was held for the team working on the GSG project **Building Alternate and Game-Based Framework to Understand and Support Women Working in and Engaging with Public Spaces and Institutions**. The workshop focused on deciding the objectives of the toolkit, and discussing findings from the data collected in the past six months from interviews and literature review. Participants engaged in discussions and activities to share their findings and deliberate the future course of action in terms of designing the toolkit.

16 March

The Hindu covered the national seminar on **Cooperative Federalism: Challenges Ahead** organised in association with the Gulati Institute of Finance and Taxation (GIFT) and the Inter-University Centre for Alternative Economics, Kerala University. Prof. Vinod Vyasulu participated in the national seminar.

Research Projects

Gender Violence in Public Spaces

Gender Violence in Public Spaces (GVPS):
Studying the Approaches and Theorising the Pathways of Change

Status
Ongoing

Funder/Partner
Ford Foundation

Duration
Jun 2020 - Sep 2024

Domain
Gender

Feeling unsafe in public spaces takes a variety of forms all over the world. The experiences of violence prevent women's full participation in public life and deeply influence their sense of self. Such experiences also have a direct implication on their access to various freedoms and basic human rights like education, health and livelihoods.

Addressing women's access to public space is not about 'safety' alone, but also about equality and independence. Several organisations are working to combat gender-based violence in public spaces in India, and it is critical to examine the incremental efforts and decentralised actions that have led to changes in the participation of women in public spaces.

In this project, we have mapped the ways in which long-term social change can be influenced; we mapped by consolidating and understanding the efforts of various organisations across time and place by focusing on the processes that have allowed social change to occur. In order to understand how social change is influenced within particular contexts, we have examined the approaches of **three organisations** based in Gujarat, Rajasthan and Telangana.

- Society for Women's Action and Training Initiative (SWATI), Gujarat
- Doosra Dashak, Rajasthan
- Bhumika Women's Collective, Telangana

Research Methodology

GVPS employed various research methods with the aim to triangulate the data. Our primary mode of engagement was embedded ethnography, and within this, we have undertaken: participation observation, informal and formal interviews, social mapping, village mapping, focus group discussions, oral narratives, and conducted periodical workshops with the concerned organisations.

Key Ideas and Learnings

Vast amounts of data have been collected for more than two years as part of this study. Most of the data was in the form of thick descriptions compiled into field reports, weekly reports, and oral narratives. These documents were further reviewed to finalise the essential materials for analysis. A coding tree was developed with 20 major codes and about 150 minor codes. The qualitative data from about 310 documents was coded using Nvivo.

The takeaways from the process were to switch between inductive and deductive thinking processes. Coding singular instances needed inductive reasoning, that is, to be able to link it to the larger concept and tag it under appropriate code. During the process of coding, a few common patterns emerged. To understand the significance of these patterns, there was a need to interlink larger issues in gender violence in public spaces to the patterns emerging from the data. By the end of the coding exercise, a few prominent themes seemed pertinent to understanding safe spaces.

An important highlight of this project has been the production of visual stories. One of the key objectives of the project was to include women's voices. Besides the methods like interviews, oral narratives, and participant observations, we added another method by which women could tell us their stories directly, without any mediation from the researcher. We conducted workshops in two cities, Rajasthan and Telangana, where women shared and discussed the stories they wanted to explore. Through this collaboration, the women finalised their stories and chose their modes of expression, such as podcasts, writing, and photo essays. These materials will be released in 2024-25.

Team

- Niveditha Menon
- Sridhar R Prasad
- Amukta Sistla
- Raghavi Purimetla
- Tanushka Sharma
- Vidhi B Shah

Early Childhood Development

Protecting and Enhancing Early Childhood Development (ECD) during Covid-19 Crisis across the Indian States of Kerala, Uttar Pradesh and Gujarat

Status
Ongoing

Funder/Partner
UNICEF India

Duration
Aug 2022 - Sep 2024

Domain
Education | Governance and Accountability

India is home to approximately 164 million children 0-6 years of age, constituting about 20 per cent of the world's child population in this age group. However, with 38.4 per cent of children under five years of age stunted, 21 per cent wasted, and only 9.6 per cent of children aged 6-23 months receiving an adequate diet, many children are at high risk of not fulfilling their developmental potential. The Integrated Child Development Services (ICDS) scheme, established over forty years ago to improve children's health, nutrition, and education, boasts an enrollment of roughly 32 million children for preschool education. Despite the policy commitments, investments in ECD are not sufficient, efficient or equitable. The recent pandemic negatively impacted the financing of ECD due to slowing economic growth and revenue contraction.

In this project, we focused on creating and advocating for an ideal ECD model by adopting a quality framework lens consisting of certain non-negotiable principles, allowing us to build on UNICEF's previous work on child-related investments and ECD financing, and support the government to rethink how they can deliver on ECD more cost-effectively.

The project also aimed to generate learnings on costing methods by understanding the costs governments will incur if the suggested ideal ECD model is adopted. Another aspect of the study was to estimate investment for early childhood development and eventually arrive at an estimate of investment shortfall in ECD.

Field visits were undertaken in the three states, Uttar Pradesh, Kerala and Gujarat, to study the existing ECD models - both private and government. A total of 12 models were studied, and the findings from the field visits informed the costing methodology developed in the study. State-wise Landscape Reports of ECD were drafted to offer an overall understanding of ECD in Kerala, Uttar Pradesh, Gujarat, Assam, Odisha and Karnataka.

The study, structured around analysis, advocacy, and capacity building, is supported by UNICEF Delhi and was conducted in consultation with the Ministry of Women and Child Development (WCD) while also engaging with the other ministries and departments, including Health & Family Welfare, Social Justice & Empowerment, Tribal Affairs, and Minority Affairs, at the national and state levels.

Research Methodology

The research methodology used in the study is both qualitative and quantitative:

- Primary data from 12 models in the three states (Uttar Pradesh, Kerala, and Gujarat) were collected through qualitative research methods, including Centre Observations, FGDs, and KIIs, to develop the cost of ECD centres.
- Cost estimates for the ideal ECD centre were prepared based on prices of the components derived from field observations, policy guidelines or secondary data.
- Quantitative methods were used to analyse the budget data related to ECD.
- Undertook extensive literature review to arrive at the non-negotiable principles of the quality framework for an ideal ECD centre.
- Policy review and literature review to draft two reports.

Key Ideas and Learnings

- Investments in ECD for children aged 0-6 years yield high returns. However, there are inadequate allocations for ECD in India.
- The project employs costing as a tool to arrive at the expenses of an ideal ECD model. It aims to assist policymakers in understanding the distribution of resources required to provide quality ECD services.
- The project addresses the investment shortfall for ECD – a gap that is crucial for understanding the pathways to achieve an optimum investment for ECD.
- The Landscape Reports offer an overall understanding of the ECD ecosystem in six states: Uttar Pradesh, Kerala, Gujarat, Assam, Odisha and Karnataka.

Outputs

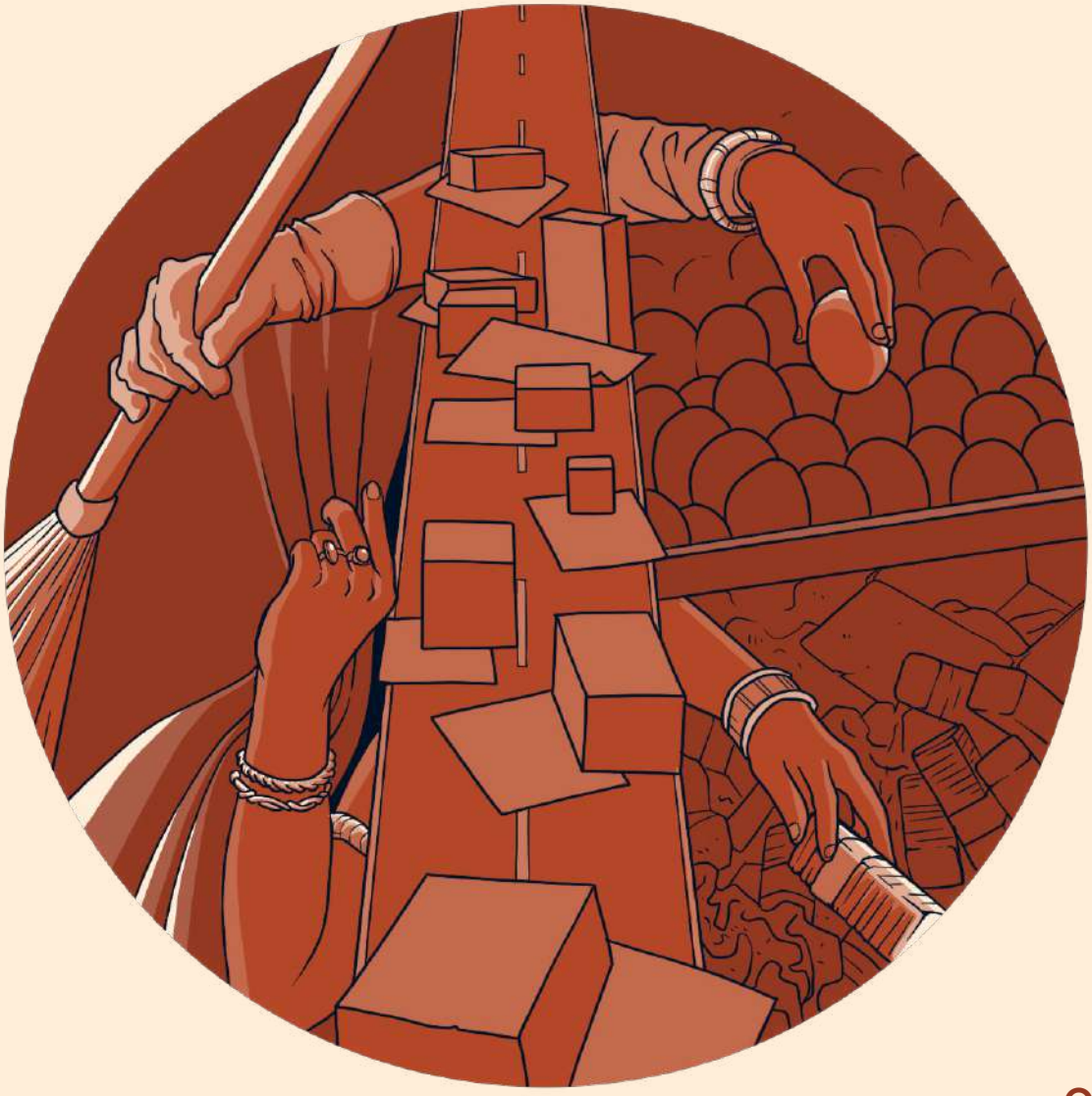
- Landscape Report 1
  (Uttar Pradesh, Kerala and Gujarat)
- Landscape Report 2
  (Assam, Odisha and Karnataka)
- Costing Framework
- A state-level workshop in Uttar Pradesh
- A comprehensive report on the investment shortfalls and pathways for the states

Team

- Jyotsna Jha
- Neha Ghatak
- Madhusudhan BV Rao
- Gayathri Raghuraman
- Abida UC
- Susmita Chatterjee
- Yukti Jain
- Vidhi Shah
- Sowmya J
- Surya George
- Joann Miriam Mathew
- Rajat Chaudhary

Gender Street Games

Building an Alternate and Game-Based Framework to Understand and Support Women Working in and Engaging with Public Spaces and Institutions



Status
Ongoing

Funder/Partner
Ford Foundation

Duration
Aug 2022 - Jul 2025

Domain
Gender

Rapid urbanisation, rising inequalities and the resulting lack of access to basic infrastructure in the South Asian context have adversely impacted women working in public spaces. They are often not considered legitimate users of public spaces, making them an easy target for exploitation, discrimination, and gender-based violence. Solidarity between women from diverse backgrounds and occupations can help counter this hostility experienced in public spaces. This project aims to understand the experiences of women who work in public spaces in urban areas, particularly on streets, and design a game-based toolkit grounded in this understanding. Four occupation groups – street vendors, sex workers, formal sanitation workers, and informal waste pickers were chosen as the communities of interest for this project. Currently, Bengaluru and Mumbai are the two cities where data on the experiences of informal women workers have been collected with the help and inputs from grassroots organisations. The emerging toolkit will be adapted to suit the needs of other community groups in various regions.

The toolkit will be used to foster opportunities and platforms for women across occupations to come together, articulate their needs, understand each other's experiences, and to recognise and build networks for long-term knowledge sharing and cooperation within the public space. It also aims to enhance the awareness and understanding of laws and policies and build vital pathways to access entitlements and public services. The larger objective is to enable long-term engagement across and within communities of informal women workers, which could result in solidarity building.

The toolkit comprises serious games which entertain while also providing the foundation for

- immersive and experiential learning
- identifying challenges, and
- articulating stakeholder needs and requirements.

Research Methodology

We have completed an extensive literature review (including grey literature) of thematic areas such as public spaces, informal work, violence, access to public utilities, tools, informal work and women, and solidarity. We are also conducting a review of policies and schemes that are relevant to the communities. Our primary data collection plans include interviews (both structured and unstructured) and participant observation. Stakeholder mapping was done to map the relationships between the communities of our interest and the many stakeholders they engage with.

Key Ideas and Learnings

- We conceptualised a new, more ethical system of collecting data from stakeholders. Data collection should not jeopardise stakeholders' interests or the project's objectives. This learning acknowledges the inherent diversity between and within the four communities, and the highly charged and vulnerable social and political climate in which they are situated.
- Data collection has been divided into three stages to make it more ethical: i. contextual data, ii. community data, and iii. data from individuals who are not within our existing networks, and whose interactions with us are not facilitated by organisational intermediaries.. We collected contextual data via interviews with key individuals and NGO members who have worked extensively with the communities. They shared insights on the informal work ecosystem, relevant actors, and legislation.
  The data was thematically categorised and analysed. This stage and the literature review ensured we engaged in data collection that was not redundant and sensitive to time poverty.
- Community data entails multiple interactions with community members facilitated by NGOs. Thus, the community members are likely to have organisational affiliations. Through these interactions, we aim to understand specific experiences, personas, narratives, and points of cohesion or divergence in the ecosystem.
- A third level of data will be collected to ensure individuals not affiliated with any organisations are not overlooked in the data collection process. We anticipate this stage giving us access to pockets of information often systematically hidden from general discourse and crucial to understanding the nature of exclusion, marginalisation, and solidarity within the communities. Snowball sampling will be employed to systematically engage with people who have never been seriously involved with organisations.
- Our understanding of inter-community solidarity as a fixed goal has also shifted based on perspectives from contextual data, which indicate that it may not be universally desired or feasible.
- We conducted a workshop on participant observation (PO) to familiarise the team with the purposes and methods of PO.
- Interview analysis and literature review (including grey literature) have significantly contributed to our understanding of needs, challenges, support systems, and dynamics within and between communities.
- In designing interventions and interactions with communities, one should consider literacy levels, language and mediums of communication, and materials should be simple and clear when using regional languages.

Team

- Niveditha Menon
- Archana Purohit
- Sridhar R Prasad
- Sowmya J
- Tina Maria Dsouza
- Yasmin Rosammal Daniel

Information, Education, Communication

Analysis of Information, Education and Communication (IEC) Budgets, Expenditure and Approach of Nationally Important Schemes Across Five States

Status
Completed

Funder/Partner
UNICEF India

Duration
Dec 2022 - Oct 2023

Domain
Governance and Accountability

Information, Education and Communication (IEC) materials are critical to implementing any developmental scheme or programme as they ensure effective dissemination of information by educating the citizens about the benefits of a scheme, influencing desired behaviours, and addressing welfare needs. IECs strategies, including Behaviour Change Communication (BCC), and Social and Behaviour Change Communication (SBCC), aim at knowledge creation and sharing. BCC and SBCC are used interchangeably with IEC but there lies a difference between the two. While IEC largely remains limited to developing approaches, activities and material with the focus on dissemination, BCC and SBCC aims to influence the behaviour of individuals and societies and is not confined to expansion of knowledge alone.

In this project, we traced the IEC cycle of five Centrally Sponsored Schemes (CSS) that includes agenda setting, implementation and community engagement, monitoring and evaluation, feedback and adaptation. We analysed the planning, prioritisations and utilisation of budgets while also examining the role of community-based organisations (CBO) in the process. Focusing on five thematic areas i.e., Education, Livelihood, Water, Health, and Nutrition, across five states - Assam, Maharashtra, Odisha, Rajasthan, and Tamil Nadu, we studied the below schemes:

- National Health Mission, Ministry of Health and Family Welfare
- Saksham Anganwadi and Prime Minister's Overarching Scheme for Holistic Nutrition (POSHAN) 2.0, Ministry of Women and Child Development
- Jal Jeevan Mission, Ministry of Jal Shakti
- National Rural Livelihood Mission, Ministry of Rural Development
- Samagra Shiksha, Ministry of Education

Research Methodology

We employed various research methodologies to engage with the data.

- Review of literature of government scheme documents such as the circulars, guidelines, annual reports and frameworks
- Informative documents that entail programmatic and financial norms, on processes, strategies and activities

In addition to the extensive literature review, we employed two central methods of research:

- Semi-structured interviews and
- Consultation workshops using focus group interviews with the CBOs that were identified based on their work

Key Ideas and Learnings

We examined the processes and activities of IECs across five central schemes that are directly or indirectly aimed at knowledge dissemination. We analysed the budget allocations towards IECs and the implementation of the IEC cycle against the project's operationalised definition of IEC/BCC.

One of the observations is that the approach towards IEC for the five schemes is different across the five states. In some instances, the term IEC/BCC is not present in the language of the scheme, but the idea of awareness creation is ingrained in the process.

In a few case where the scheme/state has a comprehensive implementation framework for the IEC/BCC catering to the local contexts, two findings were common:

- The budget towards IEC/BCC is about 1% of the total budget allocation
- The lack of monitoring and evaluation strategies for IEC/BCC approach, activities and materials.

Another important understanding we have had is regarding the involvement of intermediary organisations such as CBOs in the effective awareness creation through community engagement. In the implementation process, the involvement of intermediary organisations has been institutionalised by some schemes through empanelment for the scheme objectives, while in certain cases there only appears to be the state's acknowledgment of CBOs' work. In a few instances, there is no interaction between the government and CBOs but CBOs do rely on the materials provided by the state and make revisions to cater to the local contexts. One of the key concerns raised by the CBOs is the difficulty in articulating the indicators to mark behavioural change at periodic intervals and post the implementation of the scheme.

Five policy briefs have been drafted as part of the study.

Team

- Madhusudhan BV Rao
- Gayathri Raghuraman
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- Rajat Chaudhary
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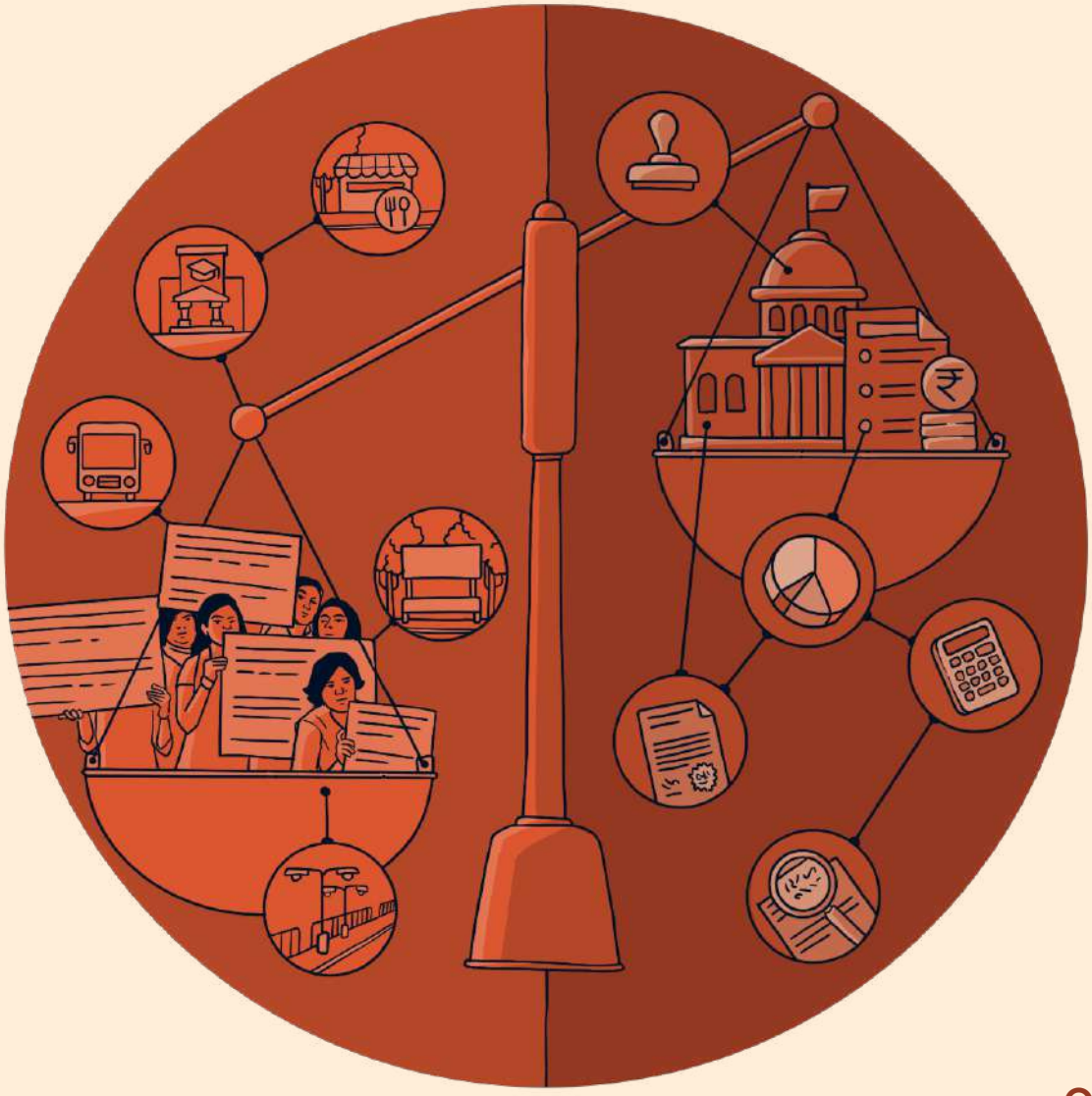
Gender Responsive Budget

Gender Responsive Budgeting (GRB) analysis with reference to Gender Violence in Public Spaces



Status
Ongoing

Funder/Partner
Ford Foundation

Duration
Jul 2023 - Jul 2025

Domain
Gender | Public Finance

Gender Responsive Budgeting-based analysis in India, barring a few exceptions, is limited to bringing up a Gender Budget document by governments. While this is indeed a welcome step, this exercise is also limited, and there is a need to use other tools to make the process of GRB-based analysis more comprehensive.

Our GRB initiative has two broad objectives:

- Carry out an analysis with particular reference to gender-based violence faced by workers in public spaces using data and insights from two ongoing projects of CBPS, i.e., Gender Violence in Public Spaces (GVPS) and Gender Street Games (GSG). The analysis would strengthen the evidence base for policy advocacy regarding GVPS and
- Develop a comprehensive GRB framework using diverse tools and a holistic perspective of lived experiences and social change, which can be extended and applied to other areas/policies.

The primary approach of GRB analysis is based on gap analysis. The project will try to analyse gaps in the current understanding of GRB, gaps in the current processes, and gaps in the allocation of resources for gender transformative policies. The project will also look at the challenges in bridging the identified gaps.

Research Methodology

- Comparative analysis of current GRB processes and Gender Budget Statements (GBS) across Maharashtra, Telangana, Karnataka, Gujarat and Rajasthan.
- Analysis of international practices regarding gender budgeting .
- Defining public space, gender, gender violence and understanding the lives and challenges faced by women/girls by reviewing data from GVPS and GSG projects.
- Review of design and implementation processes of government policies addressing challenges faced by women in public spaces .
- Analysis of relevant budget allocation and expenditure and revenue sources.

Key Ideas and Learnings

In a full-day workshop held in September, the team learned about how and why conversations about Public Goods are critical in the Indian context and deeply interlinked with those surrounding social justice.

Team

- Niveditha Menon
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- Raghavi Purimetla
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- Tina Maria D'Souza
- Joann Miriam Mathew
- Syed Mohiuddin Khadri

Karnataka Libraries Project

Community Education on Gender and Diversity in Public Libraries

Status
Ongoing

Funder/Partner
Ford Foundation

Duration
Jan 2024 - Jul 2025

Domain
Education

This action-research project seeks to develop an empowerment-based mentorship model for communities using libraries, emphasising improving their critical thinking skills. This model could be implemented in rural and urban public libraries in Karnataka.

Using an iterative process and the lens of critical pedagogy, diverse pedagogical tools will be identified and used to unpack issues related to Democracy, the Constitution, Gender, Caste, Inequalities, Justice, and Self-expression. The project aims to open up spaces of collaboration, networking, and knowledge within the library space so that people using the library can understand and engage with diverse critical thinking skills. The final goal of this project is to develop a resource toolkit that can incorporate:

- Critical thinking pedagogies
- Principles of open and distance learning and
- Resilience frameworks to help build capacities of individuals/groups working in government departments, NGOs, CBOs and other stakeholders to initiate similar initiatives for children within their communities or their community libraries.

Research Methodology

We are collating and analysing the socio-demographic contexts of the identified libraries and their Gram Panchayats, including the available resources, space, and socio-economic profiles. The process includes detailed documentation of available secondary data and field visits to the libraries. Two public libraries will be identified from two districts (one per district) from each of the four administrative divisions of Karnataka.

Baseline and end-line assessments will be undertaken to map and understand library users' individual needs, constraints, resources, and socio-cultural context. It will also help us identify the changes in the learning levels, social awareness and attitudes of participants and the structural challenges they face. After an understanding of these contexts – aided by participation observation, surveys, and focus group discussions, we will begin the curriculum development and deployment of the critical thinking modules. Post the identification of the librarians who will also be trained as mentors, the process of curriculum development and deployment of the modules will essentially be cyclical, involving five iterative stages:

- Identification of thematic areas that require critical engagement
- Development of modules
- Training of librarians
- Documentation of the response from the module implementation
- Feedback loops to identify or modify thematic areas

The modules and training materials will be translated into Kannada. The process will culminate in consolidating the curriculum, training, and accompanying research, documentation, and evaluation that can be used as a model for scaling up and applying to other contexts and geographical areas.

Key Ideas and Learnings

This project draws on CBPS' experience from the Bihar Mentorship Project (BMP). From the project, we learned that the iterative process of developing thematic learning modules, learning materials, and an overarching curriculum helps centre participants' pre-existing knowledge systems and emphasise the importance of scientific methods, learning from failure, and the connections between knowledge systems, identity and power. The way in which we are planning to expand on our learning is to use the space of the public libraries to foster critical thinking, especially on topics that communities as a whole can engage with, which include, but are not restricted to, gendered differences between girls' and boys' experience of education due to social and cultural norms, care work responsibilities, and lack of public infrastructure.

Team

- Niveditha Menon
- Neha Ghatak
- Thyagarajan R
- Amukta Sistla
- Susmita Chatterjee
- Tina Maria D'Souza
- Kumar Chandan Samal

Child Vulnerability

Mapping of Child Vulnerability in Cities and Responses by City Governments

Status
Ongoing

Funder/Partner
Ford Foundation

Duration
Jan 2024 - Jul 2025

Domain
Governance

This project aims to map the vulnerabilities of children in urban settings and evaluate the responses of urban local bodies (ULBs) to creating child-friendly cities. Urban environments often overlook the needs of children, particularly those from migrant or disadvantaged backgrounds, leading to limited access to essential services and increased vulnerability to various risks. Given the high rate of urbanisation in the country, there is a growing need to understand the roles and functions of city governments and better direct their efforts towards making cities sensitive to children's needs.

The 74th Amendment to the Constitution enabled the creation of formal urban governments across India. It listed 18 functions for ULBs to have jurisdiction over and implement. Being strategically positioned to be the unit of government closest to the people through their local elected representatives, ULBs are meant to be primarily responsible for essential services like water supply, transport, safety, nutrition, etc. Ground realities, however, are quite different due to overlaps or clashes in the jurisdictions of multiple actors, minimising the role of ULBs.

In this context, the project aims to identify nine ULBs across three states to examine the municipal acts, policies, and finances to assess their commitment to child inclusiveness. Field-based assessments will delve further into children's specific vulnerabilities through engagements with stakeholders such as civil society organisations, local representatives, and community associations. Here, the implementation of existing programmes and initiatives for children will be evaluated. Furthermore, by comparing the approaches of different city governments, best practices and areas for improvement will also be identified, facilitating inter-city learning and collaboration.

The research will provide insights into the current landscape of urban child vulnerabilities and assess the effectiveness of ULBs in addressing challenges. Recommendations derived from the study may help inform policymaking, resource generation and budgeting, and governance strategies.

Research Methodology

Literature review, Primary and Secondary Data Collection, Key Person Interviews

Team

- Niveditha Menon
- Madhusudhan BV Rao
- Sridhar R Prasad
- Amukta Sistla
- Abida UC
- Gayathri Raghuraman
- Syed Mohiuddin Khadri
- Taabinda Jameel

Elementary Education

Evaluating the Thousand Schools Programme
in Odisha and Jharkhand

Status
Completed

Funder/Partner
Tata Steel Foundation

Duration
Oct 2022 - Aug 2023

Domain
Education

Universalisation of elementary education continues to be a significant challenge despite many initiatives by the central and state governments. Challenges related to learning deficits in children, high rate of drop-outs and child labour continue to linger, particularly in remote regions.

The Thousand Schools Programme (TSP) is an initiative by the Tata Steel Foundation implemented by ASPIRE India. The programme began operations in six administrative blocks in Odisha in its phase one and was later extended to two blocks of West Singhbhum district (Noamundi and Jagannathpur) of Jharkhand in phase two. ASPIRE, a nonprofit that works in remote regions of the country, aims to strengthen the public school education system by improving governance, introducing new pedagogic practices, and empowering teachers and local communities to universalise elementary education.

By addressing three critical aspects of schooling i.e., access, learning and governance, the programme aims to:

- Ensure every child is in school without dropping out until Class 8
- Address the issue of learning deficit among first-generation learners by creating effective learning environments in schools
- Strengthen School Management Committees (SMCs) to improve local school governance and management.

This study was an evaluation of phase one of the Thousand Schools Programme to assess the formative aspect (the project design and its theory of change), process (the implementation, contributions of and coordination between ASPIRE and Tata Steel Foundation in managing and monitoring it) and the programme's impact. The study sought to evaluate the impact on the lives of children and how the beneficiaries adopted schooling as a social norm. Furthermore, the study documented how government schools, local administrations, and boundary actors like youth and women SHGs have contributed to the changes, their role, and the work accomplished during the pandemic-related lockdowns between 2020-2022. Assessing its replicability and scalability was also one of the critical goals, which was done by understanding the implementation processes and impact of a similar intervention by ASPIRE in the Noamundi block of Jharkhand.

Team

- Jyotsna Jha
- Archana Purohit
- Neha Ghatak
- Rajat Chaudhary
- Abida UC
- John Kujur

Education Planning Programme

Strengthening Decentralised Educational Planning through STARS

Status
Ongoing

Funder/Partner
The World Bank

Duration
Jun 2023 - Jun 2024

Domain
Education

The project aimed to strengthen decentralised education planning and management across six states that are part of the World Bank's STARS (Strengthening Teaching-Learning and Results for States) initiative. The states include Himachal Pradesh, Kerala, Madhya Pradesh, Maharashtra, Odisha, and Rajasthan.

Decentralised planning, initiated during the District Primary Education Programme (DPEP) in 1995, has significantly improved primary education in India. Despite progress through initiatives like Sarva Shiksha Abhiyan (SSA), Rashtriya Madhyamik Shiksha Abhiyan (RMSA), and the Right to Education Act, challenges remain. This initiative, along with capacity-building exercises helps the states in developing results-oriented education plans and fund initiatives focused on five key segments:

- Strengthening early years education
- Improving learning assessment systems
- Enhancing teacher performance and classroom practice
- Facilitating school-to-work/higher education transitions
- Improving governance and decentralised management for better public service delivery

During the project, we undertook capacity building activities for the state and district officials to develop, implement, and appraise educational plans. It included developing knowledge, skills, and aptitude for decentralised education planning, enabling them to create STARS Annual Work Plans & Budgets.

Key Components Include

State and District Profiles

- Framework preparation for constructing district profiles
- Training state core teams in profile preparation

State and District Education Profiles

- Understanding educational needs and challenges in specific contexts
- Developing profiles to inform planning processes

Perspective Plan

- Preparing long-term objectives for three to four years
- Training core teams to prepare perspective plans and annual work plans

Development of Core Manual

- Creating a manual outlining planning steps and processes
- Using the manual for training purposes

Research Methodology

- Comprehensive literature review of policies
- Literature review
- Secondary data analysis
- Workshops

Key Ideas and Learnings

Continued intervention with the STARS can ensure development of state and district-level capabilities for a sustainable, evidence-based, and participatory education planning. This can further lead to improved educational outcomes across the six states.

Outputs

- State and District socio-economic profiles
- State and District education profiles
- National workshop

Team

- Niveditha Menon
- Madhusudhan BV Rao
- Neha Ghatak
- Archana Purohit
- Syed Mohiuddin Khadri
- Kumar Chandan Samal
- Yukti Jain

Crafts and Skills

Improving Lives and Livelihoods by Building Women's Capacities in Craft

Status
Upcoming

Funder/Partner
Commonwealth of Learning

Duration
Apr 2024 - Mar 2025

Domain
Gender | Livelihoods

The project focuses on building the capacities of women artisans of Bagalkote and Channapatna of Karnataka to facilitate improved livelihoods. These handloom and handicraft artisans are engaged in weaving Ilkal sarees and manufacturing handmade wooden toys. For this purpose, the development and implementation of capacity-building modules will be based on the identification and understanding of gaps between the needs of artisans and the skill development programmes currently being implemented by the government.

The project focuses on developing a deep understanding of the barriers women face in various stages of the value chain of these crafts products. The project emphasises on addressing three primary concerns related to:

- The recognition of women's traditional knowledge systems and skill sets in perpetuating specific traditional art forms, identification of gaps in the skill base of women that prevent access to opportunities (such as markets or training), and
- Fostering methods and mechanisms of capacity building by which social and knowledge networks can be formed between and among women artisans to create craft communities.

To address the above concerns, the project focuses on the role of capacity-building activities in enabling connections not only to markets or specific skilling programmes or schemes but also to build relationships with other women crafts persons and artisans. The project will help women in craft leverage their skills and knowledge to improve their livelihood security and socio-economic mobility.

Team

- Niveditha Menon
- Archana Purohit
- Yukti Jain
- Susmita Chatterjee
- Syed Mohiuddin Khadri
- Yasmin Rosammal Daniel
- Thyagarajan R

Details of the funds recieved for projects

Ongoing projects

No.	Name of the Project	Amount (in INR)	Period	Funder
01	Protecting and Enhancing Early Childhood Development (ECD) during Covid-19 Crisis across the Indian States of Kerala, Uttar Pradesh and Gujarat	1,74,45,000/-	August 2022 to September 2024	UNICEF India Country Office, New Delhi
02	Gender Violence in Public Spaces: Studying the Approaches and Theorising the Pathways of Change	2,32,00,000/-	June 2020 to September 2024	Ford Foundation
03	Building Alternate and Game-Based Framework to Understand and Support Women Working in and Engaging with Public Spaces and Institutions	4,07,00,000/-	August 2022 to July 2025	Ford Foundation
04	Mutual Assistance in the Area of Training and Research	15,00,000/- per year	June 2018 to June 2024	Fiscal Policy Institute, Bengaluru
05	Strengthening Decentralised Educational Planning under the Strengthening Teaching-Learning and Results for States Program (STARS)	12,28,800/-	June 2023 to June 2024	The World Bank
06	Strengthening Decentralised Educational Planning under the Gujarat Outcomes for Accelerated Learning (GOAL) Program	12,20,400/-	June 2023 to June 2024	The World Bank

Completed projects

No.	Name of the Project	Amount (in INR)	Period	Funder
07	Evaluation of Thousand Schools Programme	28,49,700/-	Oct 2022 to Aug 2023	Tata Steel Foundation
08	Analysis of Information Education and Communication (IEC) budgets, expenditure and approach of nationally important schemes across five states	45,90,000/-	December 2022 to October 2023	UNICEF India Country Office, New Delhi

Our Governing Board and Society

Governing Board

Dr. Vinod Vyasulu, President
Mr. LV Nagarajan, Member
Mr. MS Ramaprasad, Secretary
Dr. MS Sriram, Treasurer
Mr. JVR Prasad Rao, Member
Dr. Shreelata Rao Seshadri, Member
Dr. Srikanth Sastry, Member
Dr. A Indira, Member
Dr. Niveditha Menon, Director, CBPS

Board Meetings

Board Meeting	Date
95th Meeting	3 May 2023
96th Meeting	7 August 2023
97th Meeting	1 September 2023
98th Meeting	27 December 2023
99th Meeting	18 March 2023

Society Members

Dr. Shreelata Rao Seshadri Professor and Director Ramalingaswami Centre for Equity and Social Determinants of Health, Bengaluru
Mrs. Sarojini Ganju Thakur, IAS (Retd.) Chairperson, Himachal Pradesh Private Educational Institutions Regulatory Commission
Prof. Srikanth Sastry Professor, Jawaharlal Nehru Centre for Advanced Scientific Research, Jakkur, Bengaluru and Fellow, Indian Academy of Science, Bengaluru
Dr. Gita Sen Distinguished Professor and Senior Advisor, Ramalingaswami Centre for Equity and Social Determinants of Health, Bengaluru and Adjunct Professor of Global Health and Population (Retd.), Harvard School of Public Health, Harvard University
Dr. S Rajagopalan Professor, International Institute of Information Technology, Bengaluru (IIITB)
Dr. Veerashekarappa Assistant Professor, Institute for Social and Economic Change (ISEC), Bengaluru
Dr. A Indira Ph.D.(Economics), Independent Researcher
Mr. S Sadananda Former Director, IDPMS, Bengaluru
Mr. MS Ramaprasad Expert, Renewable Energy
Dr. MS Sriram Professor, IIM Bengaluru and Distinguished Fellow, Institute for Development of Research in Banking Technology
Mr. JVR Prasad Rao, IAS (Retd.) UN Secretary General's special envoy for AIDS and former Secretary to Government of India, Department of Health
Dr. Vinod Vyasulu Ex-Director and Founder, CBPS, and Consulting Economist
Ms. BP Vani Assistant Professor, Institute for Social and Economic Change (ISEC), Bengaluru
Dr. Arnab Mukherjee Associate Professor, Centre for Public Policy, IIM Bengaluru
Dr. Saraswathy Ganapathy The Belaku Trust
Mr. LV Nagarajan Former Additional Chief Secretary, Government of Karnataka
Dr. Pronab Dasgupta, IAS (Retd.) Distinguished Fellow & Senior Director, Southern Regional Centre, The Energy and Resources Institute (TERI)
Dr. Shobhita Rajagopal Professor, Institute of Development Studies, Jaipur
Ms. Anita Ratnam Founder & Executive Director, Samvada, Bengaluru
Dr. Jyotsna Jha Former Director, CBPS
Dr. Niveditha Menon Director, CBPS

Our Funders and Partners

Research Partners

Current Partners	Fiscal Policy Institute (FPI), Bengaluru [MoU for mutual assistance in the area of training and research
	Society for Women's Action and Training Initiatives (SWATI), Gujarat
	Doosra Darshak – Foundation for Education and Development (FED), Rajasthan
	Bhoomika Women's Collective (BWC), Telangana
Past Partners	University of Cambridge, United Kingdom
	Azim Premji University (APU), Bengaluru [MoU for teaching and research]
	Central University of Rajasthan, Ajmer [MoU for teaching and research]
	OP Jindal Global University, Sonipat, Haryana [MoU for teaching and research]
	R V University, Bengaluru [MoU for assistance in research, training and academic activities]
	ActionAid, Myanmar
	Department for International Development (DFID), Government of United Kingdom
	Indian Council of Social Science Research (ICSSR), New Delhi
	Institute of Development Studies (IDS), Jaipur, Rajasthan
	Institute of Financial Management and Research (IFMR), Nungambakkam, Chennai
	CIVIC, Bengaluru
	Akshara Foundation, Bengaluru
	Karuna Trust, Bengaluru
	Indo Dutch Project Management Society (IDPMS), Bengaluru
	Administrative Training Institute (ATI), Mysuru, Karnataka
	State Institute of Rural Development (SIRD), ATI, Mysuru, Karnataka
	ERU Consultancy Pvt. Ltd., New Delhi
	Mahila Samakhya, Karnataka
	Mahila Samakhya, Bihar

Funding Partners

Current Partners	UNICEF, New Delhi	
	Ford Foundation	
	The World Bank	
	Commonwealth of Learning, Canada	
Past Partners	Brookings Institution	UNICEF, Mumbai
	International Development Research Centre (IDRC), Canada	UNICEF, Hyderabad
	British Academy (BA)	Prajayatna, Bengaluru
	International Initiative for Impact Evaluation (3ie), Washington DC, US	IPE Global, Bengaluru
	United States Agency for International Development (USAID)	State Institute of Rural Development (SIRD), ATI, Mysuru, Karnataka
	Room to Read, New Delhi	National Foundation of India (NFI), New Delhi
	International Budget Partnership (IBP), Washington DC,US	Purva Bharati Educational Trust (PBET), Jorhat, Assam
	American Jewish World Service (AJWS)	Nirantar Trust, New Delhi
	Global Development Network (GDN), New Delhi	Institute of Social Studies Trust (ISST), New Delhi
	Commonwealth Human Rights Initiative (CHRI), London	Tata Education and Development Trust (TEDT), Mumbai
	Save the Children, Gurgaon	Arghyam, Bengaluru
	Save the Children, New Delhi	Jharkhand Education Project Council (JEPC), Ranchi
	Child Rights and You (CRY), New Delhi	Ministry of Panchayati Raj (MoPR), Govt. of India
	Azim Premji Foundation (APF), Bengaluru	Finance Department, Govt. of Karnataka
	Cooperative for Assistance and Relief Everywhere – CARE India, New Delhi	National University of Educational Planning and Administration (NUEPA), New Delhi
	The Thakur Family Foundation, St. Petersburg, Florida, US	Rural Development and Panchayat Raj (RDPR) Department, Govt. of Karnataka
	Tata Steel Foundation, Jamshedpur, Jharkhand	Department of Agriculture (KSDA), Govt. of Karnataka
	MacArthur Foundation, Chicago, US	Samagra Shiksha Abhiyan, Govt. of Karnataka
	Dalyan Foundation, Switzerland	Decentralisation Analysis Cell (DAC), RDPR, Govt. of Karnataka
	The Asia Foundation, Colombo, Sri Lanka	Bengaluru Rural Zilla Panchayat, Govt. of Karnataka
	Google Foundation, California, US	Expenditure Reforms Commission (ERC), Govt. of Karnataka
	The United Nations Educational, Scientific and Cultural Organisation (UNESCO), France	Directorate of Ec ics and Statistics (DES), Govt. of Karnataka
	United Nations University World Institute for Development Economics Research (UNU-WIDER), Finland	Karnataka Monitoring and Evaluation Authority (KMEA); Planning, Programme Monitoring and Statistics Department, Govt. of Karnataka
	UNICEF, Chhattisgarh	Kalyana Karnataka Region Development Board (KKRDB), Kalaburgi
	UNICEF, Odisha	Karnataka State Health System Resource Centre (KSHSRC), Bengaluru

Compliance Reports

01. CBPS is registered under the Karnataka Societies Regulation Act, 1960 and we follow all the clauses of the Act.

02. CBPS is registered under the Foreign Contribution Regulation Act (FCRA) with the Ministry of Home Affairs and follows all the clauses of FCRA compliances including the annual return filing and intimation of quarterly receipt of foreign contribution.

03. CBPS is registered under Section 12A(a) and Section 80G of the Income Tax Act (1961), as a Charitable Trust.

04. CBPS is registered with the Darpan portal operated by the Ministry of Rural Development, Government of India.

05. CBPS is maintaining Employees' Provident Fund (EPF) as per the EPF Act.

06. CBPS has formed a Gratuity Trust as per labour related statutes.

07. CBPS is registered with Employees' State Insurance Corporation (ESIC) as per ESI Act.

08. All the employees of CBPS are covered under medical insurance and accident policies.

09. CBPS has a Policy on Prevention of Sexual Harassment at Workplace. The Internal Committee consists of the Presiding Officer and a minimum of three other members including an external member. At least two out of four members are women. The external member has been taken from a reputed NGO/associations committed to the cause of women or a person familiar with the issue of sexual harassment.

10. We have also formulated a Child Protection Policy.

11. All staff members and research fellows at CBPS have undergone a compulsory course on ethics of conducting human subject research (by Macquarie University, Sydney, Australia).

12. Some of the team members are focal points from CBPS for the Prevention of Sexual Exploitation and Abuse capacity building organised by UNICEF India. Some of the team members have also completed the Prevention of Sexual Exploitation and Abuse (PSEA) course by UNICEF.

Abbreviations

3ie	International Initiative for Impact Evaluation
AJWS	American Jewish World Service
APF	Azim Premji Foundation
APU	Azim Premji University
ATI	Administrative Training Institute
BA	British Academy
BCC	Behaviour Change Communication
BIC	Bengaluru International Centre
BMP	Bihar Mentorship Project
BWC	Bhoomika Women's Collective
CARE	Cooperative for Assistance and Relief Everywhere
CBE	Community-Based Events
CBOs	Community Based Organisations
CBPS	Centre for Budget and Policy Studies
CHRI	Commonwealth Human Rights Initiative
CIVIC	Citizens' Voluntary Initiative for the City
COVID-19	Coronavirus disease
CPP	Centre for Public Policy
CRY	Child Rights and You
CSOs	Civil Society Organisations
CSPR	Centre for Social and Policy Research
CSS	Centrally Sponsored Schemes
DAC	Decentralisation Analysis Cell
DEIC	District Early Intervention Centre
DES	Directorate of Economics and Statistics
DFID	Department for International Development
DPEP	District Primary Education Programme
ECD	Early Childhood Development
EPF	Employees' Provident Fund
ERC	Expenditure Reforms Commission
ESIC	Employees' State Insurance Corporation
FCRA	Foreign Contribution Regulation Act
FED	Foundation for Education and Development
FPI	Fiscal Policy Institute
GBS	Gender Budget Statements
GDN	Global Development Network
GIFT	Gulati Institute of Finance and Taxation
GIPWG	Gender in Physics Working Group
GITAM	Gandhi Institute of Technology and Management
GOAL	Gujarat Outcomes for Accelerated Learning
GRAAM	Grassroots Research and Advocacy Movement
GRB	Gender Responsive Budgeting
GSG	Gender Street Games
GST	Goods and Service Tax
GVPS	Gender Violence in Public Spaces
IAS	Indian Administrative Services
IBP	International Budget Partnership
ICSSR	Indian Council of Social Science Research
ICWIP	International Conference on Women in Physics
IDPMS	Initiative for Development through Participation of Marginalised Sections
IDPMS	Indo Dutch Project Management Society (partner)
IDRC	International Development Research Centre
IDS	Institute of Development Studies
IEC	Information Education and Communication
IFMR	Institute of Financial Management and Research

IIITB	International Institute of Information Technology, Bengaluru
IIM	Indian Institute of Management
ISEC	Institute for Social and Economic Change
ISST	Institute of Social Studies Trust, New Delhi
JJM	Jal Jeevan Mission
JEPC	Jharkhand Education Project Council
KMEA	Karnataka Monitoring and Evaluation Authority
KKRDB	Kalyana Karnataka Region Development Board
KSDA	Karnataka State Department of Agriculture
KSHSRC	Karnataka State Health System Resource Centre
MAHE	Manipal Academy of Higher Education
MoPR	Ministry of Panchayati Raj
MoU	Memorandum of Understanding
MSRUAS	MS Ramaiah University of Applied Sciences
NFI	National Foundation of India
NGO	Non-Governmental Organisation
NLSIU	National Law School of India University
NUEPA	National University of Educational Planning and Administration
OMM	Odisha Millet Mission
PBET	Purva Bharati Educational Trust
PO	Participant Observation
POSHAN	Prime Minister's Overarching Scheme for Holistic Nutrition
PSA	Participatory Safety Audit
PSEA	Prevention of Sexual Exploitation and Abuse
RDPR	Rural Development and Panchayat Raj
RMSA	Rashtriya Madhyamik Shiksha Abhiyan
SBCC	Social and Behaviour Change Communication
SDG	Sustainable Development Goals
SHGs	Self Help Groups
SIRD	State Institute of Rural Development
SMCs	School Management Committees
SSA	Sarva Shiksha Abhiyan
STARS	Strengthening Teaching-Learning And Results for States
SWATI	Society for Women's Action and Training Initiative
TEDT	Tata Education and Development Trust
TERI	The Energy and Resources Institute
TSP	The Thousand Schools Programme
ULB	Urban Local Bodies
UN	United Nations
UNESCO	The United Nations Educational, Scientific and Cultural Organisation
UNICEF	United Nations Children's Fund
UNU-WIDER	United Nations University World Institute for Development Economics Research
USAID	United States Agency for International Development
WASH	Water, Sanitation, and Hygiene
WASSAN	Watershed Support Services and Activities Network
WCD	Women and Child Development

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