



Human
Development
through
Decentralized
Governance:
KDS Interventions
in Indian States

Ten Year Activity
Report:
2002–2012



KDS: A Socio-economic Research Organization and a Resource Centre for the Development of States

Kerala Development Society-Delhi (KDS-Delhi) is a socio-economic research organization and a resource centre for the development of States. A group of development professionals from multi-disciplinary background formed this organization in 2002 as a registered society under the Societies Registration Act XXI of 1860. KDS has been carrying out several activities which facilitate the development of various Indian states. Its various forms of intervention include action research, research studies, seminars and workshops. KDS has emerged as an international centre for research and promotion of self help groups (SHGs) and local government institutions. The organization is being managed by a group of well-experienced development professionals.

Mission

As a national organization, KDS strives to be recognized as a progressive and proactive body promoting international human development standards.

Vision

KDS envisions a future where each and every individual or group is able to get the benefit of social and economic growth and participate in the development process. In addition, KDS works towards a future where all Indian States register faster growth rate and achieve regional balance.

Genesis

A group of professionals, mainly development specialists, from Kerala settled in Delhi joined hands for creating a professional forum in Delhi. The major objectives of the forum were to deliberate on various development issues of Kerala and other Indian States and to establish an organization to promote high human development standards among various States. The forum was coordinated by Dr. Jacob John, an economist with a long experience in working with national and international organizations. In the first phase of the activities, the forum organized a series of seminars, workshops and training programmes. Eventually the forum was transformed into a national-level professional organization.

From Governing Body

Greetings,

We are happy to bring out the ten years activity report of KDS–Delhi. As a socio-economic research organization and a resource centre for the development of States, KDS actively works with the communities, various local government institutions, district administrations, State governments and the National government to achieve international human development standards across the country. Our ten years of operations have witnessed a major shift in the priorities of the development sector in India and the role of government institutions and non-government organizations. KDS has also undergone several changes in respect of organizational role and programmes during this period. It is our privilege to thank every member of KDS and the KDS secretariat, and congratulate them for rising up to the new challenges. All this has been made possible by the contributions of individuals, government agencies, international agencies and corporate bodies. Our endeavours need further strengthening so that the challenges of development can be shared by a larger number of development stakeholders.

Best Regards,



Dr. N.J. Kurian
President



Dr. Jacob John
Member Secretary and Director

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Published by

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Published 2013

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Cover Design and Layout: Joshy Jose

Printed at

Kalpana Printing House, New Delhi, India

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Section 1

Inauguration

KDS-Delhi was formally inaugurated by Shri A.K. Antony, Chief Minister of Kerala on 14 May 2003. Shri O. Rajagopal, Minister of State for Defence Production & Supplies, Government of India; Shri Jairam Ramesh, Mrs. Nirupama Rao, Spokesperson, Ministry of External Affairs, Government of India and currently Ambassador of India to the United States of America; Mr. V. Ramachandran, Vice-Chairman, State Planning Board, Government of Kerala; Shri C.J. George, CMD, Geojit BNP Paribas; and several eminent persons from various fields were present on the occasion.



Shri A.K. Antony, Chief Minister of Kerala and Shri O. Rajagopal, Minister of State for Defence Production & Supplies, Government of India, lighting the lamp at the KDS inaugural function on 14 May 2003



Shri Jairam Ramesh, currently Hon'ble Union Minister for Rural Development addressing the gathering at the inaugural session



Mrs. Nirupama Rao, currently Ambassador to the United States of America addressing the gathering at the inaugural session

Inaugural Function Photos



Prof. Prabhat Patnaik



From Left to Right: Mr. B. G. Verghese,
Mr. V. Ramachandran and Dr. Pranob Sen



Dr. N.J. Kurian



Dr. Jacob John



Mr. Jiji Thomson



Mr. C.J. George

Section 2

Fiscal Issues and Decentralization

Seminar on ‘Development of Kerala: Challenges and Opportunities’

On 14th May 2003, a national seminar on ‘Development of Kerala: Challenges and Opportunities’ was organized by KDS in New Delhi.

Political luminaries like Shri O. Rajagopal, Shri A.K. Antony and Shri Jaikumar Ramesh addressed the seminar at which a number of eminent economists and researchers from different parts of India participated and research papers covering macro-perspectives as well as sectoral aspects of Kerala’s economy were



Shri A.K. Antony delivering the inaugural address

discussed thoroughly. Various issues related to decentralized planning and devolution of powers to local government institutions were covered in one of the technical sessions. Dr. Pronab Sen, Mr. V. Ramachandran, Mr. B.G. Verghese, Mrs. Nirupama Rao, Dr. Prabhat Patnaik, Dr. N.K. Nair, Dr. George Mathew, Dr. N.J. Kurian, Dr. K.J. Joseph, Dr. Jacob John, Dr. K.P. Sunny, Mr. D.K. Manavalan, Dr. Ashok Mathur, Mr. Jiji Thomson, Dr. A. Venkataraman, Dr. G. Raveendran, Mr. P.V. Rajeev, Dr. Uma Nambiar, Mr. C.J. George, Dr. George B. Assaf, Dr. Shantha Nedungadi, Dr. C. Chandramohan and Dr. P.J. Michael made presentations in the seminar. It was felt that to expedite Kerala’s development, universally identified sectors like bio-technology, co-operative health care, health tourism, etc., can be promoted without losing the relative status in the quality of life and social development that Kerala has already



A view of speakers and participants in the seminar on "Development of Kerala: Challenges and Opportunities"

achieved. A cyclonic change in the mindset has to take place to move away from being the prisoners of the past in terms of attitudes, particularly towards private investments and private initiatives. The main findings of the seminar were sent to the concerned departments of the Government of India and of Kerala.



Dr. K. P. Sunny addressing the Seminar on "Development of Kerala: Challenges and Opportunities"

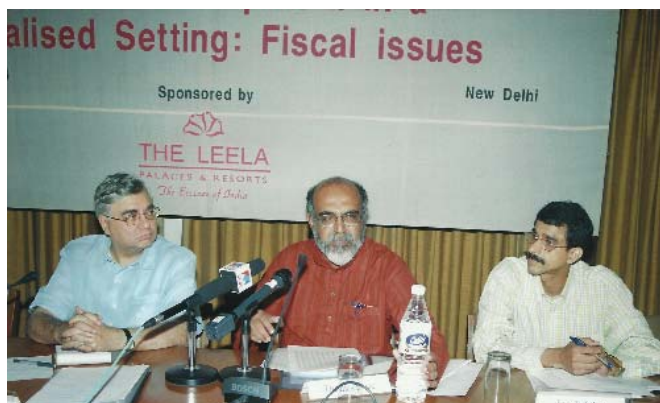
Another view of speakers and participants in the Seminar on "Development of Kerala: Challenges and Opportunities"



Seminar on 'Kerala's Development in a Globalised Setting: Fiscal Issues'

KDS organized a one-day seminar on Kerala Finance in order to analyze various aspects of Kerala's financial issues and to suggest remedial measures to improve its financial position which can lead to a fast and sustainable development of Kerala's economy. The seminar on 'Kerala's Development in a Globalised Setting: Fiscal Issues' was held on 2nd September 2006 in New Delhi.

Dr. Thomas Isaac, Finance Minister of Kerala, chaired the inaugural session. Dr. Parthasarathy Shome, Adviser to the Finance Minister, Government of India, chaired the inaugural session. Professor Prabhat Patnaik, then Vice-Chairman, Kerala State Planning Board, delivered the valedictory address. Eminent scholars in the fields of public finance, investment and



Dr. Thomas Isaac (Center), Finance Minister of Kerala, addresses the seminar. Also seen Dr. Parthasarathy Shome, Advisor to the Union Finance Minister (L) and Dr. Jacob John



Dr. Thomas Isaac and Prof. Prabhat Patnaik, are making presentation during the seminar

business made presentations in the seminar. They include Prof. M. Govinda Rao, Prof. Indira Rajaraman, Dr. N.J. Kurian, Mr. Roy Paul, Prof. K.R.G. Nair, Dr. George Mathew, Prof. K.P. Kannan, Mr. V. Suresh, Dr. Alok Sheel, Dr. Pinaki Chakraborty, Dr. Jacob John, Mr. C.N.S. Nair, Mr. N.D. George and Dr. Deepa Shankar.



Mr. Roy Paul, Secretary, Ministry of Civil Aviation (3rd from Right) making a presentation during the Seminar

About 33 per cent of the State plan fund of Kerala is earmarked for local governments. Federal as well as provincial/State governments have to reduce the fiscal deficit to a reasonable level in line with FRBM Act. Fiscal consolidation is an arduous task in deficit-biased Indian democracy and States cannot revert to the heady days of borrowing and spending. There is merit in meeting the target set by legislation both in letter and spirit. However, there are several compulsions to States in curtailing



Prof. K.R.G. Nair addressing the gathering.
Also seen Prof. M. Govinda Rao (L)



Dr. George Mathew, Director, Institute of Social Sciences (center) making a presentation during the seminar. Also seen in the picture Mr. C.N.S. Nair (L) and Dr. Jacob John

expenditures of ongoing development schemes and these difficulties vary from State to State. There is a strong view among political leaders and development practitioners that we would live with a higher fiscal deficit if it is for higher infrastructure

investment. In such a scenario, it will be desirable to provide some flexibility in meeting the FRBM targets. There is a challenge before Kerala to prove that the Kerala development model is not lopsided and unsustainable. Instead, its achievements in social sectors are to be matched by sustainable economic growth that needs a strong finance and prudent fiscal management.



Dr. Pinaki Chakraborty making a presentation. Also seen Dr.K.P. Sunny and Dr. Deepa Shankar

Panel Discussion on Kerala Economy: Issues and Strategies

A Panel Discussion on 'Kerala Economy: Issues and Strategies' was organized on 15 April 2005 at Kerala House, New Delhi. Dr. Thomas Isaac, Prof. Indira



Shri C.P. John, Member, State Planning Board, Government of Kerala addressing the participants

Rajaraman, Shri. C.P. John, Prof. K.R.G. Nair, Shri Augustine Peter, Shri N.D. George and Dr. Jacob John were the panelists. Various implications of the



Shri N.D. George making a presentation during the Seminar

Union Budget on the economy of Kerala were deliberated. The panelists felt that the peculiar problems faced by Kerala, such as growing educated unemployment, slow industrial growth and increasing social sector needs, in comparison with the other Indian States, calls for a special treatment in the Union Budget.

Panel Discussion: 'Kerala on a Development Path?'

KDS-Delhi had organized a panel discussion in New Delhi, 'Kerala on a Development Path?' In view of the recent changes in the development pattern of Kerala and development-related problems, the so-called Kerala Model of Development was critically discussed by the scholars in the panel discussion. There is a need for radical steps to address certain critical issues in the areas



Dr. E. Sreedharan, Managing Director, Delhi Metro Rail Corporation, releasing KDS's Five Year Activity Report. Also seen Prof. T.K. Oommen, Professor Emeritus, Jawaharlal Nehru University (L) and Dr. N.J. Kurian (R)

of health and education. The need for a corruption-free society was emphasized by all the speakers and participants. Various concrete suggestions for the development of States like Kerala were made in the programme. The panelist included Dr. E. Sreedharan, Managing Director, Delhi Metro Rail Corporation; Prof. T.K. Oommen, Professor Emeritus, Jawaharlal University; Dr. N.J. Kurian, Mr. Roy Paul and Mr. V. Suresh.



Dr. Jacob John addressing the participants during a panel discussion on Kerala on a Development Path

Panel Discussion on Union Budget of India

KDS jointly with Kerala House organized a panel discussion on the impact of the Union Budget on Kerala on 17 July 2004 at Kerala House. The panelists included former chief minister Shri. P.K. Vasudevan Nair, Prof. K.R.G. Nair, Shri T.K. Arun, Shri P. Michael Vetha Siromony, Prof. K.J. Joseph and Shri N.D. George. Dr. N.J. Kurian moderated the discussion. Members of Parliament from Kerala Shri Varkala Radhakrishnan, Shri P. Rajendran and Shri Lonappan Nambadan participated in the Panel Discussion.

Section 3

Agriculture, Business and Social Innovation

International State-promotional Programme

An international promotional programme for the State of Kerala was organized in Delhi on 15 April 2005. KDS and the office of Resident Commissioner in New Delhi, Government of Kerala, jointly organized the programme and Mr. Oommen Chandy, Chief Minister of Kerala, inaugurated it. The economic opportunities for the potential as well as existing investors in different sectors were highlighted in this programme which was attended by Ambassadors/Commercial Counselors of 15 different countries, including Canada, Chile, France, New Zealand, Poland, Sri Lanka, Serbia and Montenegro, Slovenia, and The Netherlands. Presentations on potential sectors were made and specific investment proposals were deliberated.



Shri Oommen Chandy, Chief Minister of Kerala, releasing the book
"Kerala: The Land of Opportunities"



Diplomats participating in the discussion



A view of participants at International State-promotional Programme

Seminar on Agriculture Sector in Kerala: Issues and Strategies

In the light of various problems in the agricultural sector in Kerala, the office of Resident Commissioner, Government of Kerala, and KDS jointly organized a one day national seminar on 'Agriculture Sector in Kerala: Issues and Strategies' on 8 December 2006 in New Delhi. The seminar highlighted the issues that need to be addressed by Kerala in the



Prof. Sibichan Mathew, NIFT, making a presentation

agriculture sector and discussed strategies and recommended measures for achieving high levels of productivity and growth in the agriculture sector.

Mr. Som Pal, former Union agriculture minister, and then vice chairman of the Madhya Pradesh Planning Board, inaugurated the seminar. Dr. Haque, Chairman, Commission for Agricultural Costs and Prices, and Mr. Roy Paul, Member, UPSC, delivered the valedictory addresses. Members of Parliament Mr. Varkala Radhakrishnan and Mr. P.C. Thomas addressed the participants. Dr. N. J. Kurian, Director, Council for Social Development; Mr. Inderjit Singh, Resident Commissioner; Mr. Satyajeet Rajan, Additional RC, Government of Kerala, also shared their views with the participants.

Eminent scholars in the field of agriculture and related areas made presentations in the seminar. They include Dr. P.C. Bansal, Chairman, Techno-Economic Research Institute; Prof. K.R.G. Nair, Centre for Policy Research; Prof. K.P. Kannan, Member, National Commission for Enterprises in the Unorganised Sector, Government of India; Mr. Davis Manavalan, Executive Director, Action for Food Production; Prof. Rajashekar Pillai, Vice Chancellor, Indira Gandhi National Open University; Prof. K.L. Krishna, formerly with Delhi School of Economics; Mr. K.S. Mani, Chairman, APEDA, New Delhi; Prof. Sibichan Mathew, NIFT, New Delhi; Dr. Jacob John, Senior Fellow, Institute of Social Sciences; Mr. N.D. George, Director, Planning



Mr. D.N.Thakur, Director, Ministry of Agriculture, Government of India, addressing the participants. Mr. Inderjit Singh, Resident Commissioner, Government of Kerala and Dr. N.J. Kurian are also seen in the picture.

Commission; and Mr. D.N. Thakur, Director, Ministry of Agriculture, Government of India.

The major recommendations of the seminar are increased public investments, productivity improvements, scientific support to farmers, organic farming, cooperative farming, a new labour culture, a new agriculture policy, increased role of village *panchayats* and integration with other sectors.

Research on Innovation Systems and Social Inclusion in Emerging Economies and Beyond (RISSI in BRICS)

KDS has initiated the implementation of an international project entitled 'Research on Innovation Systems and Social Inclusion in Emerging Economies and Beyond' in India in 2012. This is part of a major project of Fundacao Universitaria Jose Bonifacio, Brazil, covering BRICS countries. Ayurveda in

Kerala, a local patient care and treatment system of innovation and production in traditional medicine in India, is being studied as a case study of local productive and innovative system (LIPS) that promotes social inclusion. Field research, organization of an innovation panel along with a workshop and preparation of a technical report are the major activities of the project. The project is sponsored by International Development Research Centre (IDRC), Canada.

Meeting of Delhi-based Business People

A meeting of Delhi-based Keralite business people was organized on 1 November 2003. Over 100 businessmen participated. The purpose of the meeting was to assess the interest of Keralite businessmen in the KDS proposal for building up the capacity of Kerala's business populace in Delhi as a group to reckon with and to contribute to the development process of various Indian States.

Business Promotion Meeting

Slovenia: Country specific Kerala promotional programme: 10 November 2005. The KDS facilitated the presentation of the economic prospects of Kerala by Kerala government officials and the office of the resident commissioner of Kerala in New Delhi to a business delegation headed by government officials and Ministers from Slovenia on 10 November 2005.

The meeting has facilitated business linkages between Keralite companies and Slovenian companies.

Montenegro: Country specific Kerala promotional programme: 25 April 2005. The KDS organized a visit of the delegation headed by the Premier of Montenegro to Kerala House on the 25 April 2005. At the meet, Kerala's prospects, particularly in the field of tourism, were highlighted and a linkage between Montenegro and Kerala has been established in this field as a result of this meeting.

Section 4

Health and Decentralization

Workshop on 'Health and Development'

In the light of the outbreak of chikungunya and other debilitating fever, universally acclaimed achievements of Kerala in the health sector are facing



Shri Vayalar Ravi, Union Minister, (3rd from left),
inaugurating the workshop on 'Health and Development'

serious challenges. In this context KDS organized a one-day workshop on 'Health and Development: The Kerala Experience' on 31 August 2007 at India International Centre, New Delhi. Shri Vayalar Ravi, Honorable Union Cabinet Minister, inaugurated the workshop.

Knowledgeable experts from all disciplines interested in the health sector – medical practitioners, economists, sociologists, health administrators and policy makers – made presentations in the programme. They include Dr. V. Ramankutty, Achutha Menon Centre for Health Science Studies, Sree Chitra Tirunal Institute for Medical Sciences and Technology, Trivandrum; Dr. N. J. Kurian, Director, Council for Social development, New Delhi; Prof. K.P. Kannan, Member, NCEUS, Government of India; Prof. K.R. Nayar, Jawahar Lal Nehru University; Prof. K.R.G. Nair, Centre for Policy Research; Dr. Marzio Babilie, Chief, Health, UNICEF, New Delhi; Mr. Amarjit Sinha, Joint Secretary, National Rural Health Mission, Ministry of Health, Government of India; Dr. Tara S. Nair, Associate



Ambassador K. P. Fabian participate in a discussion

Child Welfare, Government of India; Dr. Jacob John, senior faculty, Institute of Social Sciences, New Delhi; Dr. Oommen George, HelpAge India; Ms. Sreerupa, Centre for Development Studies, Thiruvananthapuram; and Dr. N. B. Mazumdar, TERI, New Delhi. A total of 63 persons participated in the workshop.

The workshop discussed various issues of health and prepared a comprehensive policy-oriented document to address all the conceivable and



Mr. Roy Paul (R) chair a technical session

Professor, Gujarat Institute of Development Research Ahmedabad, Dr. Alok Sheel, Secretary, Economic Advisory Council to the Prime Minister; Dr. Sarala Gopalan, Former Secretary, Department of Women and relevant issues related to the health sector in Kerala. The significant local governments in the implementation of health awareness programme were highlighted. The programme was supported by UNICEF and HelpAge India.



Dr. Tara S. Nair, Gujarat Institute of Development Research, Ahmedabad, making a presentation



Dr. V. Ramankutty, Achutha Menon Centre for Health Science Studies, making a presentation

National Seminar on 'Health and SHG'

A national seminar on 'Role of Women-based Self Help Groups in the Execution of Rural Health Programmes of National and State Governments' was held on 8 December 2009 in New Delhi with the support of UNICEF, New Delhi.



Dr. N. J. Kurian (3rd from left) addressing the gathering

Dr. N. J. Kurian, President of KDS–Delhi, chaired the inaugural session and the welcome address was delivered by Prof. K.R.G. Nair, Senior Advisor of KDS–Delhi. The seminar was inaugurated by Dr. Prema Ramachandran, Director, Nutrition Foundation of India, and the keynote address was given by Dr. Mira Shiva, the well-known health activist.

Special addresses were given by Mrs. Kimberly Allen, Health section of UNICEF, New Delhi, and Mrs. N. Bhanusree, Mayor, Nellore, Andhra Pradesh. Dr. Prema Ramachandran in her inaugural address stated that SHGs could contribute to the substantial improvement in the rural health system of India. If women-based SHGs are given opportunities, they can make substantial contribution in the field of health. By involving rural women in enhancement of preventive care we can ensure minimum health care. The seminar evaluated the functioning of women-based SHGs in the states of Andhra Pradesh, West



Special addresses by Mrs. Kimberly Allen, Health section of UNICEF, New Delhi, and Mrs. N. Bhanushree, Mayor, Nellore

Bengal, Madhya Pradesh, Rajasthan, Orissa and Kerala. It identified different areas of operations of SHGs and analysed to what extent their social capital can be utilized for the execution of various rural health programmes with an emphasis on Reproductive and Child Health (RCH) Programmes.

Development of Harmonized Results-based Management (RBM) and Performance-linked Financing Approaches to Be Used during RCH-II Implementation

KDS carried out a research project on the development of harmonized results-based management (RBM) and performance-linked financing approaches to be used during RCH-II implementation. A team headed by Dr. N. J. Kurian and Dr. C. Chandramohan developed a methodology of results based on management and performance-based financing to be used for RCH II. The study drew upon appropriate applicable international experience in deploying performance-financing approaches. KDS reviewed and analysed the existing RBM approaches used in the RCH field, to highlight the strengths and weaknesses of the ongoing practices of all donors supporting RCH initiatives (World Bank, UN agencies, European Commission, USAID and DFID). The study drew upon appropriate applicable international experience in deploying performance-financing approaches. The project supported by DFID, British High Commission, was completed in December 2004.

A Study on 'Effectiveness of Panchayati Raj Institutions in Health Care System'

KDS has carried out a Planning Commission-sponsored study on the effectiveness of Panchayati Raj Institutions (PRIs) in health care system in the State of Kerala. As Kerala is among the states where the implementation of the Panchayati Raj Act has been successfully done and all 29 subjects, including health, mentioned in the Eleventh Schedule of the Constitution, have been transferred to the PRIs and their functions are clearly demarcated among the three tiers, the Planning Commission has assigned a study to KDS to capture the picture of functioning of health institutions in Kerala. The study has critically examined the structure of public health institutions and devolution of functions, funds and functionaries to PRIs in the health care system in the State of Kerala, and analysed the role of bureaucracy and assessed the impact of duality of responsibilities and controls in the health care system in the State of Kerala. It has identified the problems and deficiencies on account of duality of controls and responsibilities and suggested measures to improve rural health delivery system, and formulated an action plan for increased participation of PRIs in rural health delivery system. It has drawn lessons from the experience of Kerala, the State which has transferred its public health institutions to local government institutions well in advance, for the consideration of other Indian states, and prepared 'best practices' of PRIs in public health services in Kerala for the dissemination among various Indian States.

The study has made suggestions and action plan for improvement in the effectiveness of PRIs in the health care system in the State of Kerala. It has covered lessons for other States drawn from the effectiveness of PRIs in the health care system in Kerala with a special reference to impact of duality and role of bureaucracy. Hospital Management Committee is highlighted as a common platform for PRIs and health officials. It is a democratically constituted body that provides a platform for elected representatives and officials of PRIs and health officials to work jointly for the efficient functioning of public health institutions. It may be noted that Rogi Kalyan Samities in other Indian States are not formed based on the democratic spirit and they are not as developed as democratically run systems.

Section 5

Education and Decentralization

Workshop on 'Educational Development in Kerala: Retrospect and Prospects'

The KDS organized a two-day workshop on '*Educational Development in Kerala: Retrospect and Prospects*' in New Delhi during 11–12 November 2005. Several experts including Prof. V.N. Rajasekharan Pillai, officiating Chairman of the University Grants Commission; Mr. C.P. John and Dr. G. Mohan Gopal, members of Kerala State Planning Board; Prof. Pratap Bhanu Mehta; Dr. K.P. Kannan, an eminent economist; and Mr. Roy Paul, Member, UPSC, made presentations. Dr. N.J. Kurian, Prof. K.R.G. Nair, Dr. Vasanta Patri, Dr. Jacob John, Dr. K.P. Sunny and several other experts presented papers at the workshop.



Dr. K. P. Kannan (L), Dr. Omcherry N. N. Pillai (Center) and Shri C. P. John in a 'Workshop on Kerala's Educational Development'

Some of the suggestions of the seminar are: (1) Kerala needs more educational institutions and existing colleges have to be strengthened. (2) There has to be a provision to make the expertise of the university professors and university teachers, who are doing research and availing facilities for



Prof. K.R.G. Nair, Prof. V. N. Rajasekharan Pillai, Dr. N.J. Kurian, Shri C.P. John and Dr. Jacob John in a 'Workshop on Kerala's Educational Development'

research from national and international funding agencies, available to the undergraduate students. This is also possible by starting a four-year integrated programme in B.Sc (Honours), B.A. or whichever level may be appropriate, just like the B.Tech pattern by collaboration between the university department, postgraduate teachers in the university departments and teachers in the undergraduate collegiate education system. In the colleges in the country, there is a large number of bright youngsters who are doing research and teaching, by this two-way interaction between the post graduate research departments and the undergraduate colleges, and both the systems will get strengthened. Since Kerala is a front runner in respect of strong local governments, the PRIs and municipalities should play an important role in improving the quality of school education.

Monitoring and Evaluation Project on the Implementation of Right to Education Act in 15 Indian States

KDS was engaged by Child Rights and You (CRY) as a resource agency for a project on monitoring and evaluation of the implementation of the Right to



Mr. John Wood, Vice President of Indo-Canadian Shastri Institute (R), addressing the audience

Education Act in 15 Indian States. The objective of the programme was to monitor the implementation of the Rights of Children to Free and Compulsory Education Act, 2009. The study was conducted by collecting scientific evidence for review of the Rights of Children to Free and Compulsory Education Act, 2009. This national study had a sample size of 800 schools.

The covered states include Andhra Pradesh, Bihar, Gujarat, Karnataka, Kerala, Orissa, Rajasthan, Tamil Nadu and West Bengal.

KDS had provided training to the field staff of the research project and prepared the research instruments (observation schedules). Four regional training programmes were held in Delhi, Kolkata, Mumbai and Bangalore. KDS was responsible for the data management of this research project.

A Study on Education Loan

A study on socio-economic analysis of students' loans for higher education has been entrusted by NUEPA, Ministry of Human Resources Development, and Government of India. The study examined the operational issues of higher education loan such as the trend in repayment, arrears and default of repayment. It has examined whether education loan reaches the target beneficiaries or not. It has suggested measures to improve the effectiveness of student loan as a viable tool for financing higher education and



Dr. G. Mohan Gopal (L), Mr. Roy Paul (Center) and Dr. Ash Narain Roy (R) in a 'Workshop on Kerala's Educational Development'

recommended an action plan to popularize the education loan scheme for the inclusive growth of higher education in India. The study includes four states representing all the regions of India: Kerala, Orissa, Maharashtra and Uttar Pradesh (UP). The research team conducted field study in all these states, analysed data and prepared a detailed report stating the findings of the field survey.

The role of universities and education institutions is quite insignificant in the Indian education loan system. Education loan can be popularized with the involvement of universities, education institutions and alumni associations. There should be an enhanced and constructive role for universities and education institutions, alumni associations and banks in popularizing the loan in the country.

By all accounts, education loan has great potential in enhancing investment in higher education and India needs to redesign its current education loan system to make it an effective source of financing higher education. Accessibility of qualified students from poor and disadvantaged families to loan is to be ensured, preferably by providing interest subsidy by the government. The opportunity to join the higher education courses should not be denied at any level to any deserving student for want of funds. Low interest/subsidized interest on education loan should become part of the social culture of the nation. A proactive banking system should be in place

to enhance the demand for loan. Above all, universities, other educational institutions and alumni associations should be assigned more roles in the education loan system in the country.

Strengthening of Local Government Institutions in the Implementation of Right to Education Act: Bihar, Kerala and UP in a Comparative Perspective

KDS-Delhi carried out a research study on 'Strengthening of Local Authorities in the Implementation of Right to Education Act: Bihar, Kerala and UP in a Comparative Perspective'.

The study:

- Evolved a methodology for evaluating the role and functions of local government in the implementation of the Right to Education Act, 2009.
- Used the newly developed methodology to carry out a comparative assessment of the role, functions and responsibilities of local government in Bihar, Kerala and UP.
- Assessed the preparation, capacity enhancement and framework needed for local governments to play their role effectively in Bihar, Kerala and UP.
- Suggested the measures to improve school environment, infrastructure, teachers' commitment, parents' involvement and the delivery of other educational services with the support of local government.

The study was sponsored by National University of Education and Planning/Ministry of Human Resource Development, Government of India. Dr. Jacob John was the Director of this research study.

It is significant to develop a methodology for evaluating the role and functions of various stakeholders mentioned under 'Local Authorities' specified in the Right to Education Act, 2009. An assessment of the involvement of PRIs in the operation and management of an educational institution can be carried out using certain performance-based indicators. These indicators can be broadly divided into 13 categories. They are improved physical infrastructure of educational institutions in a *panchayat*/municipality area, improved human infrastructure of educational institutions due to the intervention or initiatives of local government institutions, improved physical arrangement in an educational institution due to the intervention of local government institutions, improved monitoring by local government

institutions and improved participation of local government institutions, improved efficiency in resource allocation, execution of new projects in an educational institution due to the intervention or initiatives of local government institutions, and preparation and execution of an education plan by local government institutions. Other indicators are increased awareness about education due to the intervention or initiatives of local government institutions, enhanced service delivery to poor and marginalized people, fully functional and accessible educational institutions catering to poor and excluded communities, sensitized or trained local government institutions and education officials on educational issues and service delivery and preventive measures promoted by local government institutions. The performance indicators include various aspects of educational institutions like increased participation of community, decrease in dropout number, and delivery of basic amenities like toilets, drinking water and electricity to school. The other indicators are initiatives of local government institutions in organizing activities and programmes for the promotion of education and budget management of schools.

There is a need for creating positive understanding between PRIs and officials of schools and education departments. Training programme or orientation programme needs to be organized occasionally for both elected representatives and officials of schools and education departments. Government needs to take concrete steps in building capacities of elected representatives and officials of local government institution on various aspects of the implementations of the Right to Education Act, 2009.

Training on Research Methodology and Internship Programmes

Selected students with a focus on students from socially and economically backward areas and families are being trained on social science research methodology, project design and implementation. These students are from various universities including University of Delhi, Sree Sankaracharya University of Sanskrit, Kaladi, Kerala, Indian Institute of Technology, Delhi, and Maduari Kamaraj University, Tamil Nadu. The selected students are being given rigorous training in social and economic sectors and research methodology with a specific focus on research studies and action research for a period of two months. As a part of the training, they are involved in the execution of KDS's ongoing research and action research projects. Regular internship programmes for selected university students are also being held.

Section 6

Rural Development

Training on MGNREGS

In Karauli district of Rajasthan trained women SHG leaders are empowered to deal with local issues independently. These SHGs are promoted by Indira Gandhi Mahila Bal Vikas Shikshan Sansthan. SHG-based paralegal workers who attended a training on Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) programme organized by KDS at Shri Mahaveer Ji, Karauli, during 4–7 May 2010 and had taken up an issue of refusing job cards to deserving people under Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) with Panchayat Secretary of Shri Mahaveer Ji Village Panchayat. In fact, there was a session on various provisions of MGNREGA in the training programme. A team of 18 SHG leaders met the Panchayat Secretary three times. The knowledge about various provisions of the MGNREGA scheme empowered SHG-based paralegal women workers to unite and force the reluctant Panchayat Secretary of Shri Mahaveer Ji Village Panchayat to issue job cards to them under the MGNREGA programme. Initially, the Panchayat Secretary was reluctant to issue job cards on certain excuses. The SHG leader elaborated and explained the relevant provisions of MGNREGA and warned him of legal action in case of non-compliance. Finally he issued job cards to all deserving applicants. In fact, the KDS training programme empowered them to avail the benefits of MGNREGA.

Vision Document for BRGF Districts in Assam and West Bengal

KDS has carried out SWOT (strengths, weaknesses, opportunities and threats) analysis of various plan units including different tiers of PRIs in the districts of Bongaigaon and Kokrajhar in Assam, and Bankura, Jalpaiguri and Uttar Dinajpur in West Bengal. It has undertaken needs assessment and priority setting through Gram Sabha and SHG networks. It has formulated a vision of development as well as strategies for attaining the vision by the PRIs

through a process of interaction with stakeholders and local experts. It has developed several project ideas based on the needs assessment. It has prepared a vision document for the development of the five districts.

Kudumbasree , SHG–Local Government Partnership Programme in Kerala: Performance, Impact and Lessons for other States

KDS has carried out an evaluation study on Kudumbasree (KDMS), an SHG-based rural livelihood programme in Kerala. KDS has analysed the impact of KDMS as a poverty eradication programme and examined if it has reduced poverty substantially through effective co-operation and partnership with local governments. It has also suggested measures to improve effectiveness and impact of KDMS on poverty in view of changing national and global socio-economic scenario. It has examined the replicability of KDMS in other States of India as a poverty reduction programme through decentralized structures. The study has formulated an action plan for replicating the programme in other States of India. The detailed report is available at http://planningcommission.gov.in/reports/sereport/ser/ser_kudu.pdf

Development of an Appropriate Methodology and Framework for Creating a Database of Self Help Groups

Ministry of Statistics and Programme Implementation, Government of India, has entrusted KDS with the task of developing an appropriate methodology and framework for setting up a database on SHGs in India. SHGs carry out multiple activities in different social and economic sectors. Many State governments and government agencies have been utilizing SHGs for the implementation of several rural and urban development programmes. SHGs have tremendous potential in the planning and execution of development programmes, especially at the grassroots level. Though SHGs have become a powerful social capital in India there is a huge data gap in respect of them in various States. Different evaluation studies show that SHGs, by and large, carry out multiple activities in different sectors such as health and education. Despite these studies, most States do not have proper information about SHGs and there is a huge data gap in respect of SHGs. The project was an attempt to conduct a study on structure and functions of SHGs in Kerala and West Bengal, two states located in two different regions and having relatively

strong SHG networks. The main objective of the project was to develop an appropriate methodology and framework for setting up a database on SHGs in India by studying Kerala and West Bengal. Dr. N. J. Kurian was the Director and Dr. Jacob John was the Co-ordinator of this research project.

Analysis of Data: Highlights

- It is observed that the number of SHGs in a *gram panchayat* in Kerala is much higher compared to West Bengal even after considering the difference in the size of *gram panchayats* in both the States.
- It may be noted that the size of a *gram panchayat* in Kerala is bigger than that of West Bengal.
- We can safely conclude that the majority of SHGs in both Kerala and West Bengal are women-based SHGs.
- It is noticed that there was an increasing tendency of forming SHGs with members of one's own caste.
- It is remarkable to note that the educational level of SHGs in Kerala is higher when compared to West Bengal.
- It has been reported that the number of above poverty level (APL) members in SHGs is quite high in Kerala in comparison with West Bengal.
- It is significant to note that community-based organizations, religion-based organizations and political parties have promoted SHGs in a big way in Kerala. However, this pattern of promotion is not seen in West Bengal.
- Most of the SHGs continue to remain unregistered both in Kerala and West Bengal.
- The intensity of micro-credit activities of SHGs is quite high in Kerala as compared to West Bengal. Similarly, the number of SHGs that provide social welfare activities to their members is quite high in Kerala in comparison with West Bengal. However, it appears that the State-level variation is quite negligible in respect of services provided by SHGs to their members.
- It appears that SHGs in Kerala are more aggressive and efficient in carrying out activities in various fields in comparison with SHGs in West Bengal.

- Both in Kerala and West Bengal, livelihood activities of the majority of SHG members are in the field of agriculture.
- Kerala has a higher proportion of graded SHGs to non-graded SHGs as compared to West Bengal.
- A majority of SHG members in both Kerala and West Bengal conduct their regular meetings on weekly basis.
- In both Kerala and West Bengal SHGs assign more-or-less equal share of time for discussing the agenda on thrift and credit activities, problems related to basic services and scheme-availing strategies.
- The result of our survey in Kerala and West Bengal provides an interesting evidence of SHGs' preference for charging a moderate rate of interest in the range of 11–12 per cent on the loan from their own pooled savings.
- There are not much State-level variations in respect of the pattern of repayment of loan from own pooled savings.
- In respect of tenure of repayment of loan borrowed, a majority of SHGs follow the policy of repayment within 4–12 months in both the States.
- It appears that the influence of peer pressure from SHG members is the main reason for timely repayment of loans, in both the States.

A Study on 'Impact of Global Financial Crisis on Employment, Income and Poverty in Kerala'

South Asia Network of Economic Research Institutes (SANEI) is a regional initiative to foster networking amongst economic research institutions in South Asia covering Bangladesh, India, Nepal, Pakistan and Sri Lanka. KDS–Delhi was selected by SANEI to carry out a study on the economy of Kerala with special reference to Kerala's strategies to overcome the impact of the global economic crisis. The objectives of the study were to assess the impact of the global financial crisis on employment, income and poverty in Kerala and to understand the effect of economic stimulus measures of Government of Kerala as well as Government of India. The study was carried out by Dr. Jacob John, Director, KDS–Delhi, under the 11th Round of the SANEI Regional Research Competition (RRC) with a financial grant from the Global Development Network (GDN). The completed study report was released by SANEI as working paper in Dhaka, Bangladesh. It is available at www.saneinetwork.net.

The study reflects upon the development experience of Kerala in view of the adverse impact of the global financial crisis. At the sub-national level, States like Kerala cannot take any long-term policy to prevent any sudden economic crisis or shock. However, they should take a long-term view of policy choices on providing protection to poor and marginalized communities. This should entail an action plan to provide skill-based education and employment and livelihood to the poor along with a proper social security system, especially to the poor in the unorganized sector. A separate stream of education should be introduced to provide skill-based training to the poor strata of society. The quality of the education system in the State needs to be improved to produce 'employable' people in large numbers. Generation of employment can be achieved in Kerala by bringing the primary and secondary sectors to the forefront of the economy. Kerala needs a sustainable industrial development process for generating employment and income.

Section 7

Decentralized Planning

Preparation of District Plans under the Twelfth Five Year Plan in Assam

KDS-Delhi has been engaged by the State Government of Assam and Ministry of Panchayati Raj, Government of India, as Technical Support Institution (TSI) for the preparation of district plans for Bongaigaon and Kokrajhar districts in the State of Assam. In Assam and West Bengal, KDS has been providing technical support in the preparation of Integrated Perspective Plans and Annual Plans at various levels such as the village, *gram panchayat*, intermediate *panchayat*, *zilla panchayat* and other local bodies including the municipalities.

KDS, along with district authorities, has conducted workshops at the block level for the Village Level Resource Groups constituted by the PRIs comprising elected representatives, persons from civil society, academics institutions, community-based organizations and others who can contribute to needs assessment and planning for the area.

These workshops equip the Village Level Resource Groups with the methodologies for village planning. KDS provides the basic formats for collection of data for planning at different levels and also orient the planning teams to these formats. It also helps the planning teams in the analysis of the information collected using various formats and the possible convergence among the ongoing programmes and schemes.

Kokrajhar District, Assam: KDS signed an MOU on 5 December 2011 with the Principal Secretary of Bodo Land Territorial Area Districts (BTC) for the preparation of a district plan of Kokrajhar District. Kokrajhar is one of the Bodo Land Territorial Area districts.

Bongaigaon District, Assam: KDS signed an MOU on 19 October 2011 with the CEO, *zilla parishad*, Bongaigaon, for the preparation of a district plan of Bongaigaon District.

Technical Support Institution for Preparation of District Plans in West Bengal

KDS-Delhi has been assigned by the State Government of West Bengal and the Ministry of Panchayati Raj, Government of India, as Technical Support Institution for the preparation of district plans under Twelfth Five Year plan for three districts in the State of West Bengal. It has been providing technical support to the planning units in the districts of Bankura, Jalpaiguri and Uttar Dinajpur.



Md. Ghulam Ali Ansari, IAS, DM (L), Shri. Amit Dutta, ADM, and Dr. Jacob John, after signing an MOU on district plan of Bankura

Bankura District, West Bengal: KDS signed an MOU with the Assistant District Magistrate, Bankura District, on 5 January 2012 for the preparation of a district plan of Bankura District.

Uttar Dinajpur District, West Bengal: KDS signed an MOU with the District Magistrate, Uttar Dinajpur

District, on 30 November 2011 for the preparation of a district plan of Uttar Dinajpur District.

Jalpaiguri District, West Bengal: KDS signed an MOU with the District Magistrate, Jalpaiguri District, on 7 December 2011 for the preparation of a district plan of Jalpaiguri District.

KDS has prepared vision documents and conducted baseline surveys for the above-mentioned three districts. It has provided technical support in the preparation of annual plan 2012–13 and perspective plan 2012–17 of the three districts.

Section 8

Capacity Building and Networking

Database of Network of Resource Persons for Local Government (NRLG)

KDS has set up a web enabled database of network of resource persons for local government (NRLG) from the States of Andhra Pradesh, Madhya Pradesh, Bihar, Rajasthan, Orissa and West Bengal (www.nrlg.org). The project is supported by the Ministry of Panchayati Raj, Government of India. The objective of this database is to facilitate the Ministry of Panchayati Raj, Government of India, other ministries and departments of Central and State governments in using the inputs of resource persons. The resource persons involved are independent writers and thinkers in the field of PRIs, independent researchers/resource persons in the field of PRIs, well-experienced former and current elected representatives of PRIs and faculties of research institutes/universities/other educational institutions working in the field of PRIs.

NRLG in India has started to become a powerful social capital. There is a great scope for utilizing NRLG as a powerful social capital, in the execution of various programmes of the Ministry of Panchayati Raj, other ministries, State government departments and agencies and even non-government agencies.

Information Dissemination through NRLG

It is an initiative to effectively address development priorities through local government institutions by tapping into the experience and knowledge of resource persons for collective problem-solving. In 2010 KDS set up a network of resource persons working in the area of PRIs and municipalities. Currently the network has over 5,000 members covering 10 states. These states are Andhra Pradesh, Assam, Bihar, Haryana, Kerala, Madhya Pradesh, Orissa, Rajasthan Tamil Nadu and West Bengal. The members are networked through a web enabled database (www.nrlg.org) and an electronic platform. Various information in the field of local governance and service delivery are being disseminated among members of the network. Sharing of ideas on problem-

solving of various governance issues is the essential feature of the project. The forum discusses current issues in the area of local governance such as delivery of basic services, power of local government institutions, gender issues, environment issues, various problem solving ideas, etc. This project has benefited a large number of resource persons and PRIs in addressing wide-ranging policy, programme and implementation concerns.

SHG-based Innovative Programme on Access to Justice for Women from Marginalized Communities: Legal Training for Woman Leader of Self Help Groups

This project is in collaboration with Department of Justice , Ministry of Law and Justice, Government of India, and UNDP. A total of eight Legal Literacy Training Programmes were organized for SHG members in Muzaffarpur and Nalanda districts of Bihar and Karauli and Tonk districts of Rajasthan. Legal



Releasing of a booklet for SHG-based Legal Volunteers (SLVs) at Nalanda

literacy training was provided to a total of 400 SHG women in 2010. A booklet for SHG- based legal volunteers (SLVs), namely SLV booklet, was prepared as part of training material. It is a simplified booklet which contains various provisions of law relevant to poor women and SHG members. It contains an introduction to the role and functions of SHG members in legal awareness programmes, and descriptions on various aspects of relevant laws in simple Hindi with several examples and explanations. According to our field experience, the marginalized sections in the four districts, by and large, do not approach police stations or get any FIR registered. As a part of our Training of Trainers programme, an exposure visit of all the SHG women leaders to the nearest police station was organized. An interactive session was held between SHG leaders and police officers at the police station. The significance of FIR in accessing criminal justice and the details on how to file an FIR and the contents of the applications were explained.

SHG Legal Literacy Training Programmes

KDS has organized the following SHG legal literacy training programmes in different parts of Bihar and Rajasthan. These programmes were *supported by UNDP and the Department of Justice, Government of India.*

- SHG Training Programmes for Strengthening the Network of Self-Help Group Based Legal Volunteers (SLVs) in Newai, Tonk District, Rajasthan, in March 2011.
- SHG Training Programmes for Strengthening the Network of Self-Help Group Based Legal Volunteers (SLVs) in Shri Mahavirji, Karauli District, Rajasthan, in June 2011.
- SHG Training Programmes for Strengthening the Network of Self-Help Group Based Legal Volunteers (SLVs) in Muzaffarpur Town, Muzaffarpur district, in Bihar in September 2011.
- Training of Trainers Programmes for Self-Help Group Based Legal Volunteers (SLVs) in Muzaffarpur Town, Muzaffarpur district, in Bihar in May 2010.
- Training of Trainers Programmes for Self-Help Group Based Legal Volunteers (SLVs) in Muzaffarpur Town, Muzaffarpur district, in Bihar in December 2010.

- Training of Trainers Programmes for Self-Help Group Based Legal Volunteers (SLVs) in Bihar Sharif, Nalanda, Bihar, in May 2010.
- Training of Trainers Programme for Self-Help Group Based Legal Volunteers (SLVs) in Harnaut, Nalanda District, Bihar in December 2010.
- Training of Trainers Programmes for Self-Help Group Based Legal Volunteers (SLVs) in Shri Mahavirji, Karauli district, in Rajasthan May 2010.
- Training of Trainers Programmes for Self-Help Group Based Legal Volunteers (SLVs) in Hindaun City, Karauli district, in Rajasthan in July 2010.
- Training of Trainers Programmes for Self-Help Group Based Legal Volunteers (SLVs) in Newai Tonk District, Rajasthan, in September 2010.



SHG Para-legal Training Programme in Nalanda



A view of training programme by SHG trainers, Tonk, Rajasthan



Visit to police station: Newai, Tonk, Rajasthan

The project has built up legal empowerment among women belonging to SC, ST and minority communities. Direct beneficiaries of the project are women from poor families and marginalized communities. Most of the indirect beneficiaries are family members of the direct beneficiaries. Co-members of the selected SHG are also indirect beneficiaries. In a nutshell, it has resulted in empowerment of women from poor families and marginalized communities. SHGs have become a powerful social capital in rural areas of the State of Bihar and Rajasthan. 'Social capital' refers to such features of social organization like trust, norms and networks that can help to improve the efficiency of society by facilitating coordinated actions. The general perception is that SHGs are formed only for economic gain. However, our experience shows that SHGs can become the agents of development in addressing the injustice behind the exclusion, deprivation and disempowerment of the poor. The social capital of women-based SHG members has tremendous potential in addressing the issues of lack of accessibility to justice among people from poor families and marginalized communities. They are in a better position to create legal awareness among other SHGs members, their families and neighbours to enable them to seek justice. SHG leaders bring grievances and legal issues of co-members, family members or even neighbours in these SHG meetings and seek remedial measures; it shows that the coverage of the access to justice programme for marginalized people can be expanded through the use of the social capital of SHGs.

Training Programme for Delhi-based Young Entrepreneurs

KDS started the Executive Development programme for Delhi-based small enterprises with a focus on young entrepreneurs. Its first training programme on 'Business Communication and Negotiation' was held on 18 February 2004 in New Delhi. Experts trained 30 businessmen and the training programme covered three modules: 'Effective Business Communication', 'Cross Cultural Business Interaction' and 'Negotiation on International Business'. The training was given by experts, each dealing with a different module. Experts included Dr. Vasantha R. Patri, Prof. K. R. G. Nair, Prof. Sibichan Mathew and Dr. Jacob John.

Section 9

Funding of Activities, Monitoring and Management

Monitoring and Evaluation

Our organization has a proper monitoring and evaluation plan for each project and programme in the context of results-based management. The Governing Body/Executive Council is the supreme authority of our organization. It exerts proper oversight, formulates policies and programmes and takes decisions on management of funds. The organization is governed by senior social development professionals. The membership of its Executive Council comprises eminent professionals from multi-disciplinary background: social scientists, technocrats, teachers and entrepreneurs. It forms various subcommittees on important activities which meet frequently. Through the regular meetings and discussions of the Executive Council and its subcommittees, it exerts proper oversight.

Donation to Charitable Activities

KDS has been carrying out various charitable activities for the education and skill development of children, and the welfare of women and marginalized people. These activities are funded mainly through individual and institutional donations. Donation to KDS is exempted from Income Tax under Section 80G (5) (vi) of the Income Tax Act, 1961. Donation can be sent to KDS's office in Delhi by draft/cheque in favor of 'KDS Delhi'.

Support from National and International Organizations

KDS has received financial support from national and international organizations, corporate bodies and individuals for the implementation of projects and programmes during the last 10 years. Details are as follows:

Ministries of the Central Government:

- Ministry of Statistics & Programme Implementation, Central Statistical Organization, Government of India
- Ministry of Panchayati Raj, Government of India
- Department of Justice (DoJ), Ministry of Law and Justice, Government of India
- NUEPA, Ministry of Human Resources Development, Government of India
- Planning Commission, Government of India

State Governments and District Administrations

- Government of Assam, Bongaigaon Zilla Parishad, Government of Assam, Kokrajhar Zilla Parishad
- Government of West Bengal, Bankura Zilla Parishad, Government of West Bengal, Jalpaiguri Zilla Parishad, Government of West Bengal, Uttar Dinajpur Zilla Parishad
- Government of Kerala

International Organizations:

- IDRC
- UNDP
- UNICEF
- South Asia Network of Economic Research Institutes (SANEI)
- DFID

NGOs and other Donors:

- HelpAge India
- CRY

Individuals and Corporate Bodies

Section 10

KDS Team

KDS–Delhi, Governing Body 2012–13



Dr. N. J. Kurian, President, Ph.D. in Economics and Indian Economic Service (Rtd.), eminent economist and chairman/member of several expert committees of Government of India. Formerly he was the Advisor (Financial Resources), Planning Commission, Government of India, and Director, Council for Social Development, New Delhi. Currently he is the President of Indo- Global Social Service Society (IGSSS) New Delhi



Dr. Jacob John, Member Secretary and Director, Ph.D. (Economics) and MBA (Finance). An economist engaged in various research studies and social development projects in different Indian states. Formerly he was with United Nations Industrial Development Organization (UNIDO) as National and International Expert. He has also worked with Confederation of Indian Industry (CII) and ASSOCHAM



Mr. P.R.R. Nair, Vice President, Post Graduate in Economics and MBA (Finance and Marketing). Currently serves as Prof. and Head, National Centre for Corporate Governance , Indian Institute of Corporate Governance , Ministry of Corporate Affairs, Government of India. Formerly he was Registrar of National University of Educational Planning and Administration, Ministry of Human Resource Development, Government of India.



Mr. N. D. George, Vice President, Post Graduate in Economics. He belongs to Indian Economic Service (IES), Government of India. Currently serves as Economic Advisor, Ministry of Textiles, Government of India.



Mr. V. Asokan, Vice President, Post Graduate, LLB and Indian Economic Service (Rtd.). An advocate providing free legal services. Closely associated with Kerala Education Society, Delhi. Formerly he was the Advisor, Planning Commission, Government of India.



Prof. K.R.G. Nair, Member, Ph.D. in Economics. An economist engaged in various research studies. Formerly he was Professor at University of Delhi.



Dr. (Mrs.) Vasantha R. Patri, Member, Ph.D. in Psychology. A psychologist by training and a practising professional counselor, she was on the faculty of Psychology in Lady Shri Ram College of Delhi University for 30 years.



Dr. N.K. Nair, Member, Ph.D. in Economics. Engaged in several sector-specific studies focusing on productivity. Formerly he was Director (Economic Services), National Productivity Council, Ministry of Industry & Commerce, Government of India.



Mr. Paul Joseph, Member, Post Graduate and Indian Economic Service (Rtd.). Formerly he was Principal Advisor, Planning Commission, Government of India.



Dr. Mathew Joseph, Member, Ph.D. in Economics. Professor at FORE School of Management. Formerly he was Deputy Economic Advisor, Ministry of Finance, Government of India, and Head of Research in ICICI Bank.



Dr. K.J. Joseph, Vice President, Ph.D. in Economics. Professor, Centre for Development Studies, Thiruvananthapuram, Kerala. Formerly he was Professor at Jawaharlal Nehru University, New Delhi.



Mr. K. Balachandran, Treasurer, MBA in Finance. Financial consultant with Kotak Mahindra, New Delhi. Formerly he was Financial Officer of Council for Social Development, New Delhi.



Dr. K.P. Sunny, Joint Secretary, Ph.D. in Economics. Group Head, Economic Services & Administration, National Productivity Council of India, Ministry of Industry & Commerce, Government of India.



Prof. Sibichan Mathew, Joint Secretary, Ph.D. in Economics. Professor (Fashion Management) and Head (Industry Linkages), National Institute of Fashion Technology, New Delhi.



Mr. K. Joykutty, Member, Engineer, General Manager, H S Group of Companies, Delhi.



Mr. Shaju Sainudin, Member, MBA (Advanced Marketing). Executive Director of Star Marklinks Pvt. Ltd., New Delhi.



Mrs. Soby Abhilash, Member, Post Graduate in Commerce. Financial consultant and social worker.



Quorum of a Governing Body Meeting

KDS–Delhi, Advisory Board 2012-13



Prof. T. K. Oommen, Prof. Emeritus, Jawaharlal Nehru University, New Delhi.



Mr. K. P. Fabian, IFS (Rtd.). Former Ambassador to Italy.



Mr. D.K. Manavalan, IAS (Rtd.). Executive Director, AFPRO, New Delhi.



Mr. K.S. Money, IAS (Rtd.). Former Secretary General, National Human Rights Commission, Government of India.



Hon'ble George Parackal, Member (Judicial), Central Administrative Tribunal, Principal Bench, New Delhi.



Mr. A.T. Sainudin, a Delhi-based businessman and philanthropist.



Dr. Alex George, Leader, Knowledge Activist Hub Child Rights – Action Aid India, Delhi.



Dr. S.K. Sasikumar, Senior Fellow at V.V. Giri National Labour Institute. His main areas of professional interest include Labour Market Analysis, Labour Migration and Research Methods.



Mr. Jameskutty P.C., Kerala-based businessman and philanthropist. Formerly he was Chief Financial Officer, NDTV, Delhi.



Dr. Joy Elamon, Public Health and Governance Specialist, Intercooperation, Hyderabad.



Advocate Jojo Thomas, Socio-legal Expert and Treasurer, Turning Point Foundation, Delhi.

Regional Research Coordinators in Kerala



Dr. Tomy Varghese, Ph.D. in Economics: Central Kerala Research Coordinator.



Dr. N. K. Babu Ebrahim, Ph.D. in Economics: North Kerala Research Coordinator.



Dr. Jose V. T., Ph.D. in Economics: South Kerala Research Coordinator.

Network of Resource Persons for Local Government (NRLG)



Dr. Jacob John
NRLG Director



Ms. Seema Chelat
NRLG Coordinator (Programmes)



Mr. Sreejith P.S.
NRLG Coordinator (Information Technology)



It is important to bring to bear on issues of development all the intellectual capabilities and understanding that we can muster. To bring together both resident and non resident Keralites for activities related to the development of kerala, efforts of KDS will certainly yield results.

Prof. M.G.K. Menon

Former Union Minister of India



**“I wish success to KDS in its efforts
of the development of States”**

- Dr. K.R. Narayanan

Former President of India and Former Chief Patron