



*KDS - Delhi*

*(Regd. Name: Kerala Development Society)  
Centre for Development of Indian States*

# **Human Development through Decentralized Governance: KDS Interventions in Indian States**

**Activity Report  
2012-2014**

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**KDS–Delhi** (Kerala Development Society) is a socio-economic research organization and a centre for the development of Indian 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 Delhi has been carrying out several activities which facilitate the development of various Indian states. It shares human development experience of Kerala with other states and carries out activities to facilitate the inclusive growth of all Indian states. Its various forms of interventions include action research, research studies, seminars and workshops.

### **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.

### **Activities**

Its various activities are action research, research studies, training programmes, seminars and workshops. The focus sectors are:

- ❑ Panchayati Raj Institutions and decentralized planning
- ❑ Health
- ❑ Education
- ❑ Legal literacy
- ❑ Self Help Groups
- ❑ Women's empowerment and gender issues and rural development.

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.

# SECTION 1

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## **Action Research and Research Studies**

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

KDS has carried out the implementation of an international project titled '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. Field research, organization of an innovation panel along with a workshop and preparation of a technical report are the major activities of the project. Ayurveda in Kerala, a local patient care and treatment system of innovation and production in traditional medicine in India, is studied as a case study of local productive and innovative system (LIPS) that promotes social inclusion.

The present study has undertaken an analysis of the local system of innovation and production in Kerala's Ayurvedic medicine. LIPS in Ayurveda are at a rudimentary stage of its evolution. This is evident from the absence of an appropriate institutional architecture along with very limited linkage between different actors and more importantly absence of interactive learning that characterizes a vibrant innovation system. We found that in case of small manufacturing firms, sustained mostly by their inherited knowledge, are hardly involved in any form of interactive learning either with the competing firms or with other institutions. However, in case of larger companies, a trend towards interactive learning seems to have set in, but the existing institutional arrangements are hardly sufficient to take such interactions to higher level of interactive learning and competence building process.

A recent intervention at the instance of large Ayurvedic companies and the state is the formation of the CARE Keralam, which intends to bring together the different stakeholders in traditional medicine and address their varied problems like raw material access, standardization, marketing and R&D in Ayurveda. Nonetheless, the extent of support given by the state and the scale at which it operates is hardly sufficient given the multiplicity of problems confronted by the LIPS. It is discerned from the discussion from the small firms that the current organizational structure of CARE Keralam creates space of exclusion for the small ones, as the decision making, as of now, is controlled by the companies having sales turnover beyond a threshold level. The study also noted certain space of inclusion as it is manifested in the case of traditional physicians and the Jeevani case.

The project is sponsored by International Development Research Centre (IDRC), Canada.

### **Interregional Migration from Eastern States to Kerala- A Socio Economic Analysis**

Ministry of Labour, Government of India has assigned a research study project to KDS on interregional migration from eastern States to Kerala.

The study will:

- Identify factors influencing the labourers to migrate to Kerala
- Identify factors influencing the acceptability of these labourers in Kerala
- Identify region or regions / the state or states from which maximum migration is taking place
- Make recommendations/suggestions on how to reduce the vulnerability of migrant workers
- Make recommendation of a model of an institutional mechanism for handling migrants and their problems/ issues related to registration, ration cards and other relevant documents, education of their children, health and medical care, housing and sanitation, social security schemes, labour exploitation, job related grievances, etc.,

A field survey has been progressing in the states of Assam, Bihar, Kerala, Orissa, UP, and West Bengal. This ongoing study is expected to be completed by July 2014.

### **Study to Assess the Actual Status of Devolution to Panchayats in India**

The Ministry of Panchayati Raj, Government of India has initiated a national level project titled “Study to Assess the Actual Status of Devolution to PRIs”. The aim of the study is to assess the extent to which the de-facto situation reflects the de-jure situation in the matter of devolution of Funds, Functions and Functionaries by the States to the Panchayats. The study is expected to clearly identify the functions actually being performed by Panchayats at various levels in different States, as a result of devolution, with a view to reviewing the progress made in this regard and taking appropriate steps for improving the ability of Panchayats at each level of local governance to effectively carry out their role and responsibility. KDS is one among the 10 agencies involved in this study. KDS has been assigned to carry out study in Assam and West Bengal. The major findings of the study are given below:

Assam has taken certain initiatives in respect of devolution of powers. A total of 18 departments have been identified for devolution. However, departments are yet to be transferred. DRDA remains a separate entity and hence Zilla Parishad plays an insignificant role. Panchayat window has been created in state budget. Large chunk of the fund was for making payment of salary to staff of line department/Panchayat and minor portion was spent on development purpose. Gaon Panchayat has a single staff set -up and quite often, Gaon Panchayat offices remain closed as Secretary is to carry field visits Panchayat Secretary carries their office letter-pads and office seals in her/his bags, along with other papers and he/she functions out of her/his bag. Shortage of well qualified staff with computer literacy needs to be addressed. Additional Resource Mobilization of Panchayat is a neglected area making fiscal base of Panchayat quite weak.

West Bengal Panchayat & Rural Development, in consultation with other departments, has carried out the activity mapping in respect of 28 subjects while technical and vocational education is not considered for devolution. However, matching orders have been issued by only 15 departments. Panchayat Samiti plays a significant role both in terms of powers and activities and it involves in wide range of activities with strong linkages with various line departments. There is no separate budget window for Panchayat funds and in most of the times prior information regarding resource envelop is unavailable to Panchayats. Collection of taxes and non-tax charges are very weak as dependency of Panchayats on central and state fund transfer is quite high. Panchayats have a better system of recording cash receipts and payments and they upload this information on line. But there are several inconsistencies in figures recorded

in different documents. West Bengal have a strong audit system in place. The domination of officials is quite visible in the decentralized planning process. Elected representatives are not assertive and most of them go by directions of officials of panchayats. West Bengal has a bureaucratic decentralization rather than democratic decentralization. Dual roles of senior officials of Panchayat have strengthened the activities of Panchayat while a section of elected leaders of Panchayat are not proper decision- makers within the framework of grassroots level democracy.

### **Evaluation Study: Impact Assessment of BRGF Training of Panchayati Raj Functionaries in Haryana**

This is a project to evaluate the impact of the training programmes conducted by the Haryana Institute of Rural Development (HIRD) on the capacity building of the elected representatives of PRIs in the BRGF districts of Haryana in terms of understanding their roles and responsibilities in the implementation of various Rural Development Programmes. It has carried out a Training Need Assessment of Panchayati Raj Functionaries for effective implementation of Rural Development programmes for the state of Haryana. The project covered an assessment of the impact of Training on Women and Marginalized Sections in Haryana. We have analyzed training impact on the role of elected representatives of Panchayats in the implementation of various rural development programmes.

With a view to improve the effectiveness of the training programmes of HIRD and to enhance the performance of elected representatives of PRIs in understanding their roles and responsibilities in the implementation of various rural development programmes, various measures are recommended. These include improvement in the Contents of Training Programmes, Improvement in Study Material, Improvement in Training Methodology, change in the Size of Group and duration of Training.

HIRD needs to establish a cadre of qualified trainers. There should be a “train the trainer strategy” to ensure both the quality of the trainers as well as the quality of the training. Currently there is no sound database management system. A large amount of data needed for HIRD training is not available at one place and it is important to create a sound database management system. There is a need for enhancing the number of exposure visits. Demonstrations and experience sharing during exposure visits can make training interventions much more effective. Widespread illiteracy of elected representatives of PRIs, gender issues and inadequate devolution of powers to Panchayat Samitis and Zilla Parishads have limited the positive impact of HIRD training programmes. HIRD can play a decisive and proactive role in building up the capacity of elected representatives of PRIs and thereby strengthen the PRI system in Haryana. The study was sponsored by Haryana Institute of Rural Development, Government of Haryana.

### **Research Study: Socio- Economic and Health Problems of Theyyam Dancers belonging to Scheduled Castes of Kerala**

This Ministry of Social Justice & Empowerment, Government of India sponsored study is an attempt to analyze health, social and economic problems of Theyyam dancers belonging to Scheduled Castes in a comparative perspective. KDS has critically analyzed the need for special intervention for the upliftment and welfare of Theyyam dancers through other government programmes. The study has explored the cultural dimensions of the Theyyam dance and examined the scope for promoting Theyyam dance as a traditional dance with the financial

support of the Ministry of Culture. The study has suggested various measures to address socio-economic and health problems of Theyyam Dancers belonging to Scheduled Castes of Kerala.

Considering the serious health, social and economic problems of Theyyam Dancers belonging to Scheduled Castes, certain concrete measures are required to address them. Several measures are suggested to address these complex problems. In view of various cultural dimensions of the *Theyyam* dance the scope for promoting it as an art is also examined in this chapter. Special interventions are required for the upliftment and welfare of Theyyam dancers through various government programmes. These include Pension and Other Welfare Schemes, proper insurance coverage, risk allowance and medical insurance scheme. Steps may be taken to provide housing facilities to them. The cultural dimensions of the *Theyyam* dance should get adequate significance and there is a need for promoting *Theyyam* dance as a traditional dance. In this context, it is important to provide necessary support by the Ministry of Culture to promote Theyyam dance as a cultural programme. Ministry of Tourism, Government of India and Department of Tourism, Government of Kerala can take certain measures to promote *Theyyam* dance. It is important to promote it under the category of religious tourism. The draft of the study is submitted to Ministry of Social Justice & Empowerment, Government of India.

### **KDS as a Technical Support Institution (TSI) for the Preparation of District Perspective Plans (2012-17) and Annual plans in West Bengal**

KDS has been working as a Technical Support Institution (TSI) for the preparation of District Perspective Plans (2012-17) and Annual plans in three districts of West Bengal. KDS has been working with district administrations of Bankura District, Uttar Dinajpur District and Jalpaiguri, District in state of West Bengal for the preparation of annual plans. This task has been assigned by Rural Development Department, Panchayat and Rural Development Government of West Bengal.

Jointly with the district administration, KDS has prepared vision document and carried out baseline survey with a focus on different sectors. It has completed the preparation of annual integrated plan for 2012-13, 2013-14 and Perspective Plan 2012-17.. KDS has been working with district administrations of Bankura District, Uttar Dinajpur District and Jalpaiguri, District in state of West Bengal for the preparation of annual plans for the year 2014-15. The schemes and works are being prepared at the level of Gram Panchayats, Panchayat Samities Zilla Panchayats and Municipalities

### **KDS as a Technical Support Institution (TSI) for the Preparation of District Perspective Plans (2012-17) and Annual plans in Assam**

KDS has been working as a Technical Support Institution (TSI) for the preparation of District Perspective Plans (2012-17) and Annual BRGF plans in three districts of Assam . These districts are Barpeta , Bongaigoan and Kokrajwar. This task has been assigned by Rural Development Department, Panchayat and Rural Development Government of Assam. KDS has prepared vision document and carried out baseline survey with a focus on different sectors in Bongaigoan and Kokrajwar districts. It has completed the preparation of annual BRGF plan for 2012-13, 2013-14 and Perspective BRGF Plan 2012-17 in Bongaigoan and Kokrajwar districts . Currently KDS has been working in Barpeta district on the preparation of vision document annual BRGF plan for 2014-15 and Perspective BRGF Plan 2012-17.

## SECTION 2

### Training Programmes, Seminars and workshops

#### National Seminar

##### District Level Training programmes on Human Rights in Rajasthan

Two district level training programmes on Human Rights were organized for the women members of Self Help Groups of in Tonk and Karauli districts in Rajasthan. These training programmes were organized by KDS- Delhi with the support of National Human Rights

Commission (NHRC). On 12 December 2013, the training programme was organized at Newai.

A total of 116 women members of twenty different SHGs of Newai district participated in the training programme. On 16 December 2013, one day



Mr. Mahesh Narayan Sharma, SDM, Newai (Second from left) delivering the keynote address in Tonk. Also seen from left: Dr. Jacob John, Ms. Ruchi Jain and Mrs. Pushpa Rajvanshi

Training Programme on Human Rights was held at Shree Mahaveerji, Karauli district. A total of 128 women members of 9 different SHGs of Karauli district participated in the training programme. Self Help Group (SHG) is a group in which members provide each other with various types of help for a particular shared cause. These groups are organized and led by lay people, rather than professionals. An SHG normally cover 10-20 members, while one member represents a family and SHG group covers 10-20 families. Though some of the SHGs are formed without any external support most of them are evolved under different categories of projects and programmes. By and large, local NGOs provide continuous support services to these SHGs as local promoters. These SHGs meet regularly though the frequency of meetings is varied. As some of them hold weekly meetings some others meet either fortnightly or monthly.



Dr. Jacob John addresses the participants in Karauli

The agenda of their meetings, by and large, include various aspects of the ongoing micro-credit operations, employment and various government schemes, basic services such as drinking water, toilets, drainage, housing, education, etc. They have great potential in increasing legal awareness among their members and non-SHG members of their community. In our training programmes female SHG members are the means and end beneficiaries of the programme.

## Seminar on Development Experience of Kerala in a Comparative Perspective

A national seminar on ‘Development Experience of Kerala in a Comparative Perspective’ was organized on 16 March 2013 at India International Centre, New Delhi. Kerala Development Society–Delhi (KDS–Delhi), a socio-economic research organization and a resource centre for



Inaugural session: From left to right: Dr Jacob John, Shri E.T. Mohammed Basheer, Dr. N.J.Kurian, Shri T.K.A Nair, Dr. VasantaPatri and Prof. KRG Nair

the development of States, organized the national seminar to review the development experience of various states including Bihar, Jharkhand, Chhattisgarh, Orissa, Rajasthan, Tamil Nadu, Rajasthan and UP with a special reference to Kerala, to highlight success stories, strategies, strengths and weaknesses, and to draw lessons for the future.



Technical session on Health: Dr. Mathew Joseph addresses.  
Also seen Dr. Jos Chatukulam

Besides the inaugural and valedictory functions, two technical sessions, one on health and the other on education were held. In addition, a panel discussion on 'Achieving inclusive development: An Action Plan' was also held.

Participants, a total of 75, of the national seminar represented a microcosm of the scholars working in the areas of health,

education, labour, democratic decentralization and development economics. Paper presenters, panelists and participants contributed significantly to the event.



Panel Discussion: From Left to Right: Dr. N.J. Kurian, Prof. K.J. Joseph, Mr. P.R.R Nair, Dr. Alex George and Dr. S.K.Sasikumar

## Workshop on Preparation of a White Paper on Ayurveda

A workshop on “Preparation of a White Paper on Ayurveda” was organized by Kerala Development Society, Delhi (KDS Delhi) jointly with CARE KERALAM on 8 May at Kinfra Park, Koratty, Thrissur, Kerala. The workshop was organized as a part of a research project titled ‘Research on Innovation Systems and Social Inclusion in Emerging Economies and Beyond – RISSI’. The major objective of RISSI project is to carry out research activities to



Mr. P.R. Krishnakumar, Chairman, CAREKeralam addressing at the workshop

foster capacity building for improving the knowledge-base on how science, technology and innovation can contribute to reduce poverty and promote inclusive development. The project is sponsored by International Development Research Centre (IDRC), Canada. All the BRICS countries are covered in RISSI project, and Ayurveda in Kerala is selected as a Case of Local Innovation and Production System in Indigenous Medicine (LIPS-IM) from India. Members of Indian study team of this project are Prof. K J Joseph, Centre for Development Studies, Thiruvananthapuram, Prof. Dinesh Abrol, National Institute of Science, Technology and Development Studies, New Delhi and Dr. Harilal Madhavan, Azim Premji University, Bangalore.

The objectives of the workshop were to critically examine the status of Ayurveda system and practices in the state of Kerala, and prepare a white paper highlighting the problems and prospects. The workshop was attended by a total of 32 participants, which included practitioners, manufacturers, researchers, and representatives of various associations, director and technical experts of CARE KERALAM, members of the study team and the representatives of KDS. Mr. Karimpuzha Raman, Managing Director, CARE KERALAM in his welcome address outlined the context and the objectives of the workshop. Dr. Jacob John, Director, Kerala Development Society, Delhi, in his address remarked that the outcome of the workshop would help in streamlining the development of Ayurveda in the country.

Mr.P.R.Krishnakumar, Chairman, CARE-KERALAM, in his presidential address, recalled that it was for the first time in the history of Kerala that such a well thought workshop was conducted. Mr. Rajeev Sadanandan, IAS, Principal Secretary, Health and Family Welfare,



Mr. Rajeev Sadanandan, IAS, Principal Secretary, Health and Family Welfare, Government of Kerala delivering the Inaugural Address

Government of Kerala, in his inaugural address pointed out that Ayurveda and Homeo sectors have not taken initiatives during his tenure of the past two years while several landmarks in health development programmes have been launched

successfully in Allopathic sector. He mentioned certain areas that require immediate attention. These are documentation, interdisciplinary research for proving efficacy of all Ayurveda treatments, proper quality control mechanism to ensure quality of products and services and to prevent spurious drugs, legal facilitation for exporting drugs to increase overseas market penetration, scale of manufacture and the packaging issues. He asked the participants to identify five areas where interventions are required and to constitute core groups to study the issues and formulate action plan.

Major points of discussions and issues raised in the workshop are as follows:



Dr. Jacob John, Director, KDS, Delhi, addressing at the workshop

- ❑ Government of Kerala and other stakeholders should take certain initiatives as Ayurveda is receiving increasing attention nationally as well as internationally. Expectations from Ayurveda sector are quite high and there is still scope for further development in the field of Ayurveda. Regular consultation process within Ayurveda sector is quite essential for popularizing Ayurveda.
- ❑ There is a need for academic - industry collaboration in Ayurveda sector.

- ❑ Contributions of Ayurveda and Yoga in addressing life style deceases and in the field of preventive health care should be popularized nationally and globally.
- ❑ There is a need for increased research and documentation of the innovative findings. The role of Ayurveda in treatments for various diseases including HIV positive cases should be popularized.
- ❑ There is a need for a proper quality control system in Ayurveda sector to address various issues in the health sector. These include legal issues which involve different countries.
- ❑ Ayurveda paramedical courses need a special attention by improving the syllabus as updation is not taking place at Bachelor of Ayurvedic Medicine and Surgery (BAMS) level.
- ❑ Governments should include Ayurveda sector in the formulation of policy of public health.

## Workshop on Theyyam Dancers in Kasargode

A workshop on socio-economic problems of Theyyam dance was organized by KDS jointly with Kannor University Campus, Nileswarm, Kasargode . A total of 67 Theyyam dancers from various



A Theyyam dancer presents various problems of Theyyam dancers

parts of Kerala participated in the workshop. The workshop was inaugurated by Dr. Jacob John, KDS Delhi. Dr. M.M. Sreedharan Campus Director, Kannor University, Dr. V.P. Raghavan and Dr. T. Sasidharan addressed the gathering. Theyyam is a dance performance of a section of indigenous community that combines instruments and vocals. It is a unique art form that blends religious beliefs, art, dance and music. Theyyam, a 40 minutes dance performance, is completely devotional both in its ethos

and rendition. Participants have made several suggestions to address their problems. The meeting witnessed a conflict between the new generation and old generation members of Theyyam families in addressing their problems. Theyyam dancers presented their health, social and economic problems in the workshop. They have made several suggestions to address their problems.



Dr. Jacob John, Director, KDS, Delhi, addressing at the workshop. Also seen Dr.V.P.Raghavan and Dr..T. Sasidharan



Theyyam dancers actively participate in an Interactive Meeting



Dr. M.M.Sreedharan Campus Director, Kannor University addresses Theyyam Dancers. Also seen Dr. Jacob John, Dr. T. Sasidharan and Dr.V.P.Raghavan

## SECTION 3

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### **Funding of Activities, Monitoring and Management**

#### **Monitoring and Evaluation**

Our organization has a 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 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 women, 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 12 years. Details are as follows:

#### **Ministries**

- ◆ Ministry of Statistics & Programme Implementation, Central Statistical Organization
- ◆ Ministry of Panchayati Raj
- ◆ Department of Justice, Ministry of Law and Justice
- ◆ Planning Commission, Government of India
- ◆ National Human Rights Commission (NHRC)
- ◆ Ministry of Labour, Government of India
- ◆ Ministry of Social Justice & Empowerment
- ◆ National University of Educational Planning and Administration (NUEPA), Ministry of Human Resources Development

## **State Governments**

- ◆ Government of Assam
- ◆ Government of West Bengal
- ◆ Government of Kerala
- ◆ Government of Haryana

## **District Administrations**

- ◆ Bodoland Territorial Council (BTC), Assam
- ◆ Kokrajhar District, Assam
- ◆ Bongaigaon. District, Assam
- ◆ Barpeta District, Assam
- ◆ Bankura, District, West Bengal,
- ◆ Jalpaiguri District, West Bengal,
- ◆ Uttar Dinajpur, West Bengal

## **International organizations**

- ◆ International Development Research Centre (IDRC) Canada,
- ◆ UNDP
- ◆ UNICEF
- ◆ South Asia Network of Economic Research Institutes (SANEI)
- ◆ DFID

## SECTION 4

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### 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.



**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.

## 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.

## **Research Coordinators**



**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.



**Ms. Seema Chelat**, M.Phil in Economics, Network of Development Professionals, Coordinator