

Strategic Business Plan

2013-17

Pursuing Consumer Sovereignty



Consumer Unity & Trust Society



CUTS Strategic Business Plan 2013-17



Consumer Unity & Trust Society

D-217, Bhaskar Marg, Bani Park, Jaipur 302016, India

Ph: +91.141.2282821, Fax: +91.141.2282485

Email: cuts@cuts.org, Website: www.cuts-international.org

CONTENTS

- CUTS International Strategic Business Plan 2013-17 1**
 - 'Consumer Protection' to 'Consumer Welfare' – An Overview of the 'Problematique' 3
 - Three 'Verticals' of CUTS – Past, Present and Future 9
 - Need for Core/Long-Term Funding Support 19

- Annexure 1: Walk the Talk: A Brief History of CUTS 27**

- Annexure 2: CUTS@50 – A Vision Document 35**

- Annexure 3: CUTS Centre for Consumer Action, Research & Training 63**

- Annexure 4: CUTS Centre for Competition, Investment
& Economic Regulation 81**

- Annexure 5: CUTS Centre for International Trade, Economics
& Environment 99**

- Annexure 6: Theory of Change 115**

CUTS International
Strategic Business Plan 2013-17
Pursuing Consumer Sovereignty

‘Consumer Protection’ to ‘Consumer Welfare’ – An Overview of the ‘Problematique’

From a modest beginning in 1983, as a rural development communication initiative launched through a wall newspaper *Gram Gadar* (‘Village Revolution’), CUTS has achieved significant growth both geographically and in terms of its functional areas. Today its work spans a multi-pronged agenda targeted to the realisation of CUTS’ Vision of ‘Consumer sovereignty’ and its Mission of ‘consumer sovereignty in the framework of social justice, economic equality and environmental balance, within and across borders.’ A ‘Tour de Force’ of the organisation’s journey over the last three decades (‘Walk the Talk – A Brief History of CUTS’) is enclosed as Annexure 1.

Given the ‘Vision’ and ‘Mission’ mentioned above, this ‘Strategic Business Plan’ aims to chart a direction for the organisation’s progress as well as the status that is targeted to be achieved over the next five years (2017). It will help the organisation in its growth and consolidation of its position as the ‘Consumer Voice of the South’. It would also serve the purpose of acquainting relevant stakeholders, particularly its ‘Strategic Partners’ with the organisation’s thinking (Vision and Mission), goals and operational modalities.

Consumer interest is the *raison d’être* of all economic activity. In practice, that does not happen and particularly in the developing world because consumers are either less informed about their rights and responsibilities and/or on account of the fact that consumer movements in developing countries have not grown over time.

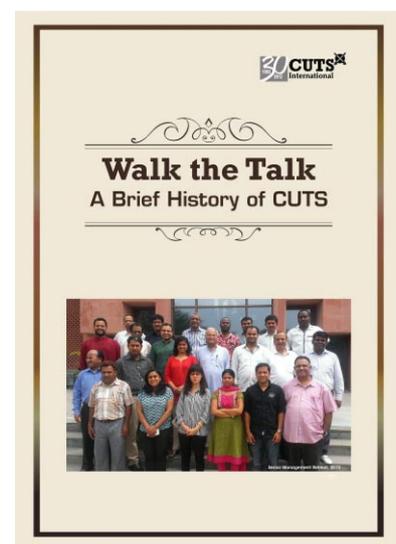
Keeping this in mind (that consumers are at the pivot of all economic activities), it is not difficult to understand why consumer interest should be synonymous with national interest. CUTS’ activities and interventions are based on this larger notion and holistic approach to consumer welfare.

Over the last three decades, CUTS has experienced an organic and evolutionary growth – marked by a refreshing spontaneity in responding to the need of the hour, particularly those of the developing world, by addressing contemporary and emerging issues of economic governance at national, regional and international level through cross-fertilisation of ideas and experiences of state and non-state actors.

What started as a consumer protection organisation in its traditional sense, CUTS has attained uniqueness through the realisation that the consumer needs to be economically, politically and socially empowered via diverse channels such as ‘Good Governance’, ‘Effective Regulation’ and ‘Rules-based Trade’ so that consumer rights¹ are embedded in the quest of



**‘Strategic Business Plan’
aims to chart a direction for
the organisation’s progress
as well as the status that is
targeted to be achieved
over the next five years**



1 Basic needs to safety, choice, information, consumer education, redressal, representation and healthy environment including sustainable consumption



CUTS is the only 'Consumer Organisation' world-wide that has accorded equal emphasis on three cognate (inter-linked) elements of sustainable development – 'Good Governance', 'Effective Regulation' and 'Rules-based Trade' in its traditional as well as contemporary sense.



Most economic transactions in today's world of a more market-based economy touch upon all these three aspects (good governance, effective regulation and rules-based trade), which are intrinsically related to the objective of attaining better 'Consumer Welfare' – optimisation of their utilities, subject to resource constraints.

achieving sustainable development and to make economic growth more inclusive.

CUTS is the only 'Consumer Organisation' world-wide that has accorded equal emphasis on three cognate elements of sustainable development - 'Good Governance', 'Effective Regulation' and 'Rules-based Trade' in its traditional as well as contemporary sense. Thus, its agenda is not just about 'Consumer Protection' but enhancement of 'Consumer Welfare'.

The organisation is working on various aspects of 'Good Governance' because the institution of state in many developing (and least developed) countries has a significant role in supplying a number of public goods (including services and technologies) to consumers. On the other hand and in recent times, the supply-side dimensions of many of these public goods and services are changing fast – they are becoming more like semi-public goods and, therefore, the need for 'Effective Regulation' so that consumers can have better access to them at affordable prices.

Furthermore, supply of many of these goods and services is not limited to domestic economic transactions – therefore, the need for having institutions for 'Rules-based Trade' for consumers across the developing world to enjoy 'benefits' of liberalisation and integration into the world economy. Therefore, most economic activities in today's world of a more market-based economy touch upon all these three aspects (good governance, effective regulation and rules-based trade). These are intrinsically related to the objective of attaining better 'Consumer Welfare' – optimisation of their utilities, subject to resource constraints.

Thus, the three verticals of CUTS' work are not only inter-linked but they need to be addressed at various levels of policy-making and their implementation so that 'Consumer Welfare' takes the centre-stage of all economic activities.

CUTS has three Programme Centres, which work on each of the above-mentioned three areas as follows:

- Centre for Consumer Action, Research & Training (*Good Governance*)
- Centre for Competition, Investment & Economic Regulation (*Effective Regulation*)
- Centre for International Trade, Economics & Environment (*Rules-based Trade*)

From its experience of working on traditional aspects of consumer protection at the grassroots level including addressing many of those issues through public interest litigation, CUTS realised that the larger issues of consumer welfare cannot be addressed unless citizen-consumers are

made aware of a rights-based approach to development. Therefore, in 1991, the CUTS Centre for Human Development was established in Chittorgarh in Southern Rajasthan. The Centre is working in more than 500 villages in Chittorgarh and adjoining districts on rights and responsibilities of rural consumers, particularly on reproductive and child health, and empowerment and financial inclusion.

The organisation is also working on child rights and those of the differently abled citizens. In those areas and through its sustained interventions on various dimensions of women's empowerment particularly by raising awareness among men-folk, it has organised rural women to form self-help groups to enable their rights.

This experience was coupled with the understanding at the international level of developing countries liberalizing their economies under one sided rules under international regimes.

This unique experience of a wide bandwidth of working at the grassroots and simultaneously at the national and international levels enabled us to appreciate the need for balanced applications of competition and regulatory rules and norms for ordinary people to better their lives. It also helped us to realise that there is a huge gap between the institutional and implementation aspects of competition and regulatory reforms, which are taking place in most of the developing world over the last two decades. And this gap is mainly due to the lack of capacity on the part of those who are to develop institutions for better competition and regulatory regimes.

Thus, in 2008, the CUTS Institute for Regulation & Competition, as an independent entity, was established to impart skills and knowledge to the relevant stakeholders on institutional and development dimensions of competition and regulatory reforms, particularly how they can be used to bridge the gap between economic growth and equity.

In short, the organisation is working on various aspects of human development at various levels because citizen-consumers need to be well-equipped with adequate knowledge to understand their role and responsibilities as the pivot of all economic activities.

Along with a Resource Centre in Kolkata, India, which is working at the local level on core areas of the organisation and another Centre in New Delhi, working on media and parliamentary outreach, the organisation is promoting the ideology of 'value for people' through various ways and means.

Given this nature of work and particularly to underline its role as a 'Consumer Voice of the South' to address a demand-driven agenda of developing country stakeholders, CUTS has



CUTS has established 'Strategic Partnerships' with like-minded civil society and community-based organisations in more than 40 countries in these regions.



CUTS has distinguished itself as the only ‘Consumer Welfare’ focused civil society organisation in the world promoting South-South Cooperation between and among state and non-state actors by developing, nurturing and implementing a ‘Hub & Spoke’ model of rights-based approach to ‘Inclusive Growth’.



Need and challenges of bridging macro-micro gaps in policy formulation and their effective implementation through policy- and action-research, advocacy and networking, and by developing the capacity of human resources to better avail their right to opportunities and responsibilities in an expanding market economy.

established an International Centre in Geneva, Switzerland and Regional Centres in the following regions:

- Hanoi, Vietnam (South East Asia)
- Lusaka, Zambia (Southern Africa)
- Nairobi, Kenya (East Africa)
- Accra, Ghana (West Africa)

Furthermore, CUTS has established ‘Strategic Partnerships’ with like-minded civil society and community-based organisations in more than 40 countries in these regions. Over the next five years, CUTS envisages expanding its geographical spread by establishing Regional Centres in South America, Middle East & North Africa (MENA) and Central Asia. CUTS also plans to establish another International Centre in Washington DC, USA, which along with Geneva, is one of the important seats of international economic governance.

In this manner, CUTS has distinguished itself as the only ‘Consumer Welfare’ focused civil society organisation in the world promoting South-South Cooperation between and among state and non-state actors by developing, nurturing and implementing a ‘Hub & Spoke’ model of rights-based approach to ‘Inclusive Growth’. The organisation has done this (and continues to do so) by synergising ‘Governance’, ‘Regulation’ and ‘Trade’ related aspects of ‘Sustainable Development’ with the tools and means of ‘Consumer Empowerment’.

In doing so, it is addressing the need and challenges of bridging macro-micro gaps in policy formulation and their effective implementation through policy- and action-research, advocacy and networking, and by developing the capacity of human resources to better avail their right to opportunities and responsibilities in an expanding market economy through traditional and contemporary capacity-building activities as well as sharing information between and among various stakeholders of ‘Sustainable Development’ and ‘Consumer Empowerment’ – from grassroots to policy-making level of national, regional and international arenas of economic governance.

Though CUTS’ own beginning was similar to that of traditional consumer protection organisations but as the organisation has moved along fighting many battles in courts it realised that it is equally important to influence policies so that ‘Consumer Sovereignty’ prevails. Thus, CUTS is now recognised by state as well as non-state actors as a premier group doing policy- and action-research, advocacy, networking and capacity building on a myriad economic policy issues at local, national, regional and international levels. This work is strengthened by its close interaction with stakeholders at grassroots and evidence- based advocacy and development of

human resources through capacity building of state and non-state actors.

In short, the basic premises of CUTS' work is to enhance 'Consumer Welfare' through the fulfillment of 'Consumer Rights' by questioning and asking for greater 'Transparency and Accountability' in the system of economic governance so that there is a rights-based approach to 'Inclusive Growth' and by addressing 'Social, Economic and Environmental' dimensions and challenges of 'Sustainable Development' through 'Consumer Empowerment'.

Three core areas – 'Good Governance', 'Effective Regulation and 'Rules-based Trade' – constitute the areas of specialisation of CUTS. All of them are geared with the following activities:

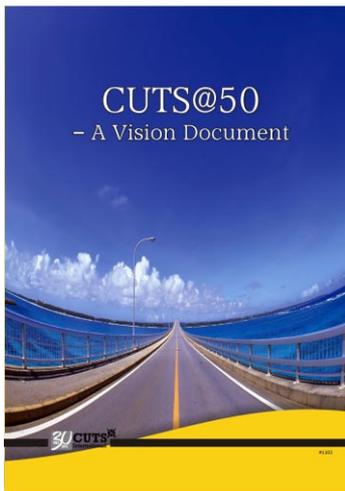
- Research (for policy as well as practice changes) involves the evaluation and analysis of primary data and secondary evidence to arrive at recommendations for furthering progress towards the organisation's 'Vision' and 'Mission'
- Advocacy refers to the generation of awareness about these recommendations and dissemination of other knowledge/information relevant for the mentioned progress as well as capacity building of CUTS and its partners which are needed for understanding and pushing the implementation of those recommendations
- Networking involves the creation of lattices through which such advocacy can be effectively conducted
- With inputs from Research, Advocacy, Networking, Capacity Building of state and non-state actors on cognate areas of 'Good Governance', 'Effective Regulation' and 'Rules-based Trade' and their linkages so that consumers are better empowered to access their rights and execute their responsibilities for bettering their lives.

Not only that these core areas of work of CUTS including its *modus operandi*, in particular forging and creating 'Strategic Partnerships' are about adherence to 'Consumer Rights' through 'Consumer Empowerment' but also, and more importantly in regard to the organisation's future agenda, they are intrinsically linked with 'Transformative Shifts' that the global community aims to achieve by the year 2030 through the Post-2015 Development Agenda. The five 'Transformative Shifts' are as follows:

- **Leave no one behind** – There can be no excuses. This is a universal agenda, for which everyone must accept their proper share of responsibility.



Not only that these core areas of work of CUTS including its modus operandi, in particular forging and creating 'Strategic Partnership' are about adherence to 'Consumer Rights' through 'Consumer Empowerment' but also, and more importantly in regard to the organisation's future agenda, they are intrinsically linked with 'Transformative Shifts' that the global community aims to achieve by the year 2030 through the Post-2015 Development Agenda.



- **Put sustainable development at the core** – Only by mobilising social, economic and environmental action together can we eradicate poverty irreversibly and meet the aspirations of eight billion people in 2030.
- **Transform economies for jobs and inclusive growth** – We should make it easier for people to invest, start-up a business and to trade. And we can do more to take advantage of rapid urbanisation: cities are the world’s engines for business and innovation. With good management they can provide jobs, hope and growth, while building sustainability.
- **Build peace and effective, open and accountable institutions for all** – We need a transparency revolution, so citizens can see exactly where and how taxes, aid and revenues from extractive industries are spent. These are ends as well as means.
- **Forge a new global partnership** – We must fight climate change, champion free and fair trade, technology innovation, transfer and diffusion, and promote financial stability. And since this partnership is built on principles of common humanity and mutual respect, it must also have a new spirit and be completely transparent. Everyone involved must be fully accountable.

If consumers are better empowered to exercise their rights and discharge their responsibilities as per the United Nations Guidelines for Consumer Protection, 1985 and with effective laws, regulations and institutions in place then these ‘Transformative Shifts’ are possible. For that to happen ‘Consumer Empowerment’ is a key and that is what CUTS is pursuing by working on cognate subjects of ‘Good Governance’, ‘Effective Regulation’ and ‘Rules-based Trade’.

The first Indian ‘Globalised’ NGO



CUTS has developed from a modest NGO, addressing mainly domestic consumer issues, to a pre-eminent position as an international NGO, dealing with issues relating to the world trading system and related issues. CUTS is now on the frontline of research and advocacy on global trade issues. It also brings to the NGO policy space a distinct and independent developing-country perspective, which does not mirror simply what the rich-country NGOs and governments want done. This is necessary as we have to have our own and independent NGOs instead of relying on hugely-financed mega NGOs headquartered in the rich countries.

Jagdish Bhagwati
Noted Trade Economist

The organisation's activities and interventions resonate these 'Transformative Shifts' and its future agenda will be consolidated along these lines so that there is greater alignment between the Post-2015 Development Agenda and the organisation's work as a premier 'Consumer Voice of the South'. This 'Vision' of CUTS is articulated in detail in a document titled 'CUTS@50 – A Vision Document' which is enclosed as Annexure 2 of this Strategic Business Plan.

Thus, some unique features of CUTS are as follows:

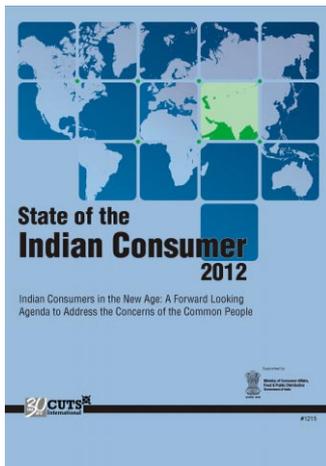
- Gradual shift of focus and energy from 'Consumer Protection' to 'Consumer Welfare' – Changing gear from litigation-based advocacy work to research-based policy advocacy
- The only consumer organisation in the South according equal emphasis on three cognate and inter-linked areas - 'Good Governance', 'Effective Regulation' and 'Rules-based Trade'
- Combining policy research, advocacy and networking for capacity building of state and non-state actors on consumer welfare issues
- Developed and implemented a 'Hub & Spoke' model of South-South cooperation by having regional centres in Sub-Saharan Africa and South East Asia and strategic partners in more than 40 countries in the Global South
- Approach issues in a balanced, objective (as against subjective) manner so as to work more effectively as a neutral 'Change Agent'
- Have the capacity to identify contemporary issues from a developing country consumer welfare perspective and work on them at local, national, regional and international level



For the last five years, the Ministry of Environment & Forests, Government of India has assigned the organisation to implement the National Environment Awareness Campaign (NEAC) in Rajasthan.

Three 'Verticals' of CUTS – Past, Present and Future

After gaining experience and developing expertise during the first decade of the organisation's work on 'Consumer Protection', in early 90s, CUTS realised that in order to make large-scale impact there was a need for working on policy reforms so as to take forward (consumer) rights-based approach to 'Inclusive Growth' and to address social, economic and environmental dimensions of 'Sustainable Development'. Therefore, since early 90s the organisation has been consolidating its activities and interventions on three verticals of 'Good Governance', 'Effective Regulation' and 'Rules-based Trade'.



In 2012, with support from the Department of Consumer Affairs, Government of India, CUTS has prepared a report on 'State of the Indian Consumer'

Good Governance

'Good Governance' is an essential pre-requisite for better and effective functioning of an economy, particularly when an economy becomes more and more market-oriented and change in the role of state from 'provider' to 'facilitator'. On this vertical, the organisation is working in the following areas:

- Consumer Protection
- Access to Information
- People's Participation
- Social Accountability

For example, in 2012, with support from the Department of Consumer Affairs, Government of India, CUTS has prepared a report on 'State of the Indian Consumer'. Based on a survey of more than 10,000 households and covering the state of access to consumer rights, the results of this survey were placed before state and non-state actors and are being used to consolidate the consumer movement in India.

Furthermore, in the state of Rajasthan and in selected states of India the organisation is working on 'Consumer Empowerment' so that citizens are more aware about their consumer rights and can have better access to them and also discharge their responsibilities as citizen-consumers. Similarly, CUTS is applying various tools of 'Social Accountability' in order to enhance 'People's Participation' in the development process through better 'Access to Information' among others.

For the last five years, the Ministry of Environment & Forests, Government of India has nominated the organisation to implement the National Environment Awareness Campaign (NEAC) in Rajasthan.

Some important milestones/game changers in the organisation's work on consumer protection are as follows:

- Through a writ petition on female sterilisation the organisation got the Government of Rajasthan to change its policy to: a) no more number targeting, b) enquiries to be conducted by medical staff of contiguous districts and not from the same district staff, and c) getting a higher ex gratia for mishaps. (An asset of CUTS: Badri Narayan Sharma was a victim as his wife died after a sterilisation operation and joined the organisation after our case.)
- Pursuing a complaint on banking strikes, the following changes were achieved: a) the third party i.e. consumers' stake was established as against the then prevailing thinking of just two parties to call a strike: management and workers, and b) no long strike in any bank in India has taken place since then. (Even the trade unions acknowledged this role.)

- Consequent to a complaint on BVO, a carcinogenic food additive, the Consumer Protection Act of India, 1986 was amended to include two more powers to consumer disputes redressal fora: a) withdrawal of unsafe goods and services, and b) ban on marketing of unsafe goods and service. (The tragedy is that no substantial case has been reported.)
- Through its work on the application of social accountability tools (such as citizen's report card, public expenditure tracking system), the organisation was instrumental to the enactment of the Public Service Delivery Act of Rajasthan. The organisation's work on this area is now internationally recognised as the World Bank has included CUTS as a 'Knowledge Partner' in its initiative on Global Partnership for Social Accountability.

Details about the activities and interventions of this vertical including recent publications and advocacy efforts are available at: www.cuts-international.org/CART/index.htm. There are demands to consolidate and expand these activities in various states of India and at the regional level in South and South East Asia and Sub-Saharan Africa. The Strategic Business Plan of the CUTS Centre for Consumer Action, Research & Training outlines the future agenda on this vertical and is enclosed as Annexure 3.

Effective Regulation

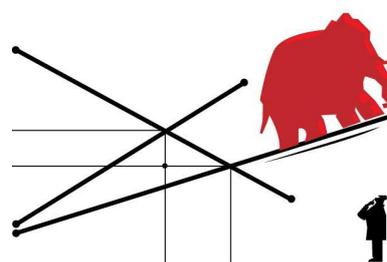
As public utilities are privatised and the supply of essential goods, services and technologies are becoming more market-oriented, there is the need for 'Effective Regulation' so that consumers can have better access to them at affordable prices. On this vertical, activities and interventions are focused on the following issues:

- Competition reforms
- Sectoral regulatory frameworks
- Enabling business environment
- Business responsibility

CUTS has worked closely with the Government of India over the years in modernising the Indian Competition Law and is advocating for its effective implementation including doing advocacy for the adoption of a National Competition Policy in India. Based on its experience of working on institutional and organisational aspects of competition policy and law, the organisation has developed a model (multi-stakeholder engagement with policy-making and implementation through a bottom-up approach) for better engagement between and among state and non-state actors for competition reforms



CUTS has worked closely with the Government of India over the years in modernising the Indian Competition Law and is advocating for its effective implementation including doing advocacy for the adoption of a National Competition Policy in India.



CUTS has endeavoured to garner greater stakeholder support for competition reforms and better attention from policymakers to this area of public policy.



The organisation has worked on several aspects of development dimensions of international trade including assisting many developing-country governments in developing and articulating their positions on trade negotiations.

(referred to as the 7Up-Model), and has successfully conducted evidence-based advocacy and campaigns in over 30 countries of Asia and Africa.

As a consumer organisation, CUTS has endeavoured to garner greater stakeholder support for competition reforms and better attention from policymakers to this area of public policy. In order to explain the abstract idea of competition to stakeholders, CUTS has tried in its project to elucidate that 'competition is a tool for alleviating poverty and helping achieve developmental goals'. This has resulted in better constituency-building on competition reforms especially across the developing world.

Something that the international development community has been urging CUTS for some time now, is to develop better understanding on how benefits from competition reforms can be recorded and measured better. This is something CUTS is aiming to develop through a new project termed as the CREW project (www.cuts-ccier.org/CREW), which is expected to generate path-breaking tools to better understand impact of competition reforms on consumers and producers.

The following is a set of achievements in this Programme Area:

- CUTS is the only consumer organisation in the world working on better elucidating the link between competition reforms and development, and not just advocating for adoption of competition laws. This has been recognised by inter-governmental and multilateral organisations such as the OECD, UNCTAD, World Bank, etc. as an appropriate approach across the developing world;
- Initiated a global campaign to mark 5th December as *World Competition Day*, to popularise benefits of competition reforms across the masses
- The organisation was instrumental in replacing the old, archaic competition law of India (the Monopolies & Restrictive Trade Practices Act, 1969) with a modern Competition Act, 2002. Further, CUTS initiated discussions on a National Competition Policy for India, which is something that policymakers have recognised as an ingredient to stimulate 'second generation' of economic reforms in India;
- CUTS has been successfully advocating for greater space and role for consumer organisations in assessing effectiveness of sector regulatory regimes (utilities, infrastructure) from a consumer welfare standpoint.
- Analysed how elements of business regulation can play a role in promoting responsible business in key sectors. Is closely engaged with the evolving CSR regime in India,

and positioning itself to take the experience across to other developing countries (and international level) as well.

Details about this vertical are available at: www.cuts-ccier.org. In future, the organisation's work on this vertical will be expanded geographically (at the sub-national level in India and in various regions of the world) and also there will be consolidation of its activities and interventions to regulations of public utilities and essential goods such as electricity, water, pharmaceutical, healthcare, agriculture markets, public transportation, etc.. The Strategic Business Plan of the CUTS Centre for Competition, Investment & Economic Regulation outlines the future agenda on this vertical and is enclosed as Annexure 4.

Rules-based Trade

Over the last two decades the world has witnessed an unprecedented level of trade liberalisation. Consumers (and producers) can benefit hugely from a balanced 'Rules-based Trade' regime as they can have more choice and better access to new/emerging markets. On this vertical, the organisation's work is focused on the following issues:

- WTO and Preferential Trade Agreements
- Regional Economic Cooperation
- Trade and Development Linkages

Under this Programme Area, the following is a set of results/outcomes that the organisation has achieved:

- CUTS was instrumental in catalysing a network of like-minded organisations in South Asia to come together and work on various subjects of international trade, having significant implications on consumer welfare.
- Based on the organisation's strategic review of WTO-provided trade-related technical assistance activities, their delivery mechanisms have been decentralised – means most of them are now being delivered at the regional and country level.
- In order to ensure that poor consumers of India and other developing countries have better access to essential medicines and other such products of public interest, the organisation had worked on the amendment of India's patent regime to make it better compatible with the WTO Agreement on Trade-related aspects of Intellectual Property Rights.
- Based on the organisation's work on cost of economic non-cooperation to consumers in South Asia, regional trade liberalisation agenda has received a significant



The organisation will expand its work on regional economic cooperation and the 'delivery on development' aspects of trade negotiations and liberalisation including linkages between trade and other major issues of 'Sustainable Development'

push, particularly in normalising the trade and economic relationships between India and Pakistan.

Details about this vertical are available at: www.cuts-citee.org. The organisation has worked on several aspects of development dimensions of international trade including assisting many developing-country governments in developing and articulating their positions on trade negotiations. It has done a strategic review of WTO-provided trade-related technical assistance and capacity building programmes. It is working on cost of economic non-cooperation among countries, particularly neighbouring countries and is instrumental in putting 'Consumer Welfare' as an important agenda of trade negotiations and trade policies. The Department of Commerce has assigned the organisation a long-term programme to develop the capacity of Indian government officials on larger aspects of economic diplomacy, not just trade negotiations *per se*, over the next five years.

International and Regional Centres

CUTS now has overseas presence in five locations; four being regional centres (Accra, Hanoi, Kenya and Lusaka) and one of them an international strategic centre (Geneva). Each of these centres have been responsible for enhancing the profile of the organisation, and its mission in their respective regions, as follows:

- CUTS centre in Nairobi has developed a strong network of credible CSOs (many of them being long-term partners of CUTS) in the East African region that undertake evidence based research on various issues at the interface of trade and development, especially from an East African Community (EAC) perspective;
- At one end, CUTS centre in Lusaka has been a 'voice of the Zambian consumer' by using traditional and contemporary media tools to reach out to the average Zambian. On the other hand they are part of the highest policy organ on Trade-policy issues under the Ministry of Commerce, Trade and Industry – and are consulted regularly by policymakers;
- CUTS centre in Hanoi is a champion on competition reforms in south-East Asia, and is a part of an ASEAN Expert Group on Competition Policy. In Vietnam and indeed the region, they remain an independent consumer voice on various public policy issues;
- CUTS Geneva has established its presence in the Geneva (the seat of WTO and UNCTAD) as a 'northern post' of a southern CSO. Its views and inputs are regularly sought by the international community on key issues/processes

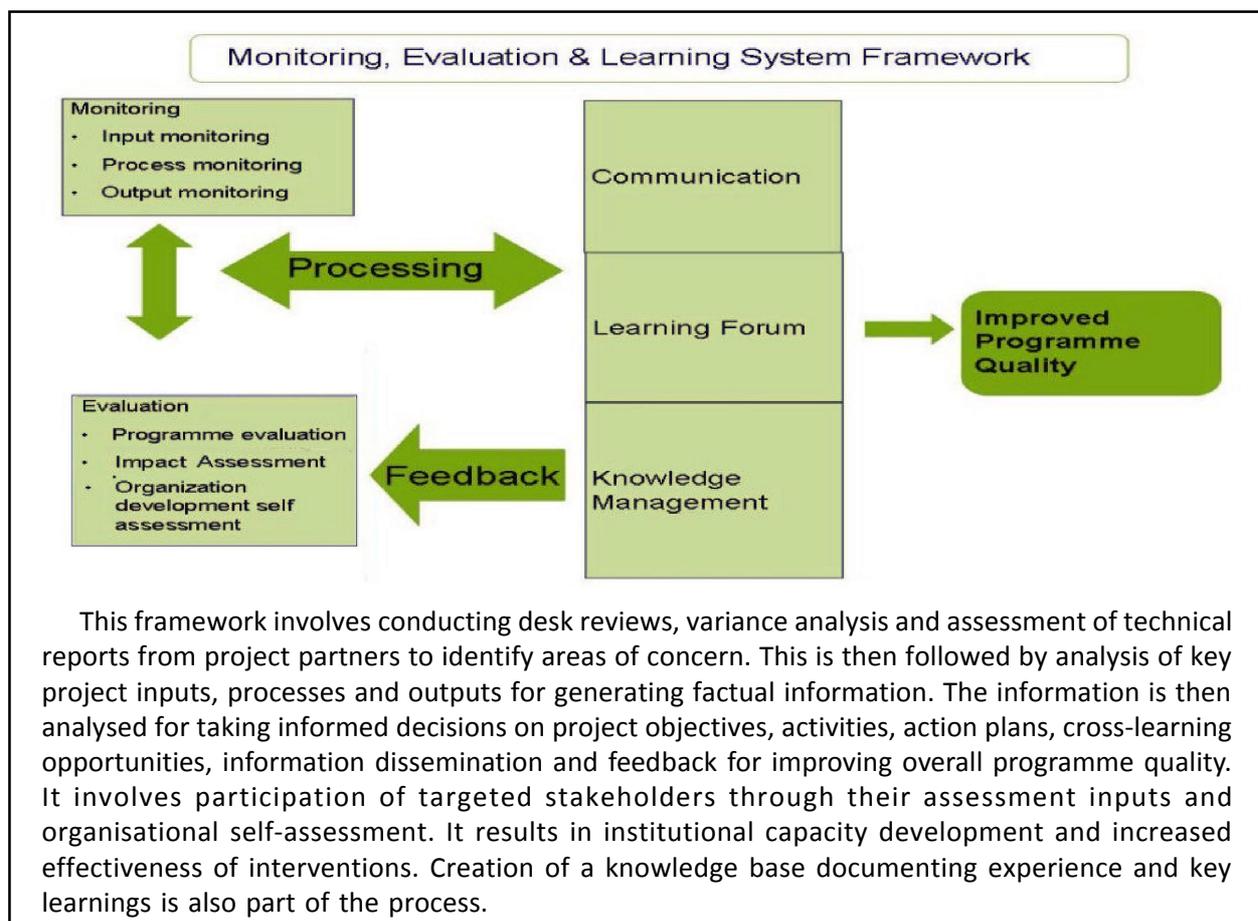
of the WTO and its implications on developing (and least developed) countries across Asia and Africa.

In future, the organisation will expand its work on regional economic cooperation and the 'delivery on development' aspects of trade negotiations and liberalisation including linkages between trade and other major issues of 'Sustainable Development' such as trade-climate change linkage, gender dimensions of trade. The Strategic Business Plan of the CUTS Centre for International Trade, Economics & Environment outlines the future agenda on this vertical and is enclosed as Annexure 5.

Applying the MEALS Framework

In order to achieve these milestones, more emphasis will be placed on managerial aspects of project implementation by applying the MEALS framework, as described below.

This framework involves conducting desk reviews, variance analysis and assessment of technical reports from project partners to identify areas of concern. This is then followed by analysis of key project inputs, processes and outputs for generating factual information. The information is then analysed for taking informed decisions on project objectives, activities, action plans, cross-learning opportunities,



information dissemination and feedback for improving overall programme quality. It involves participation of targeted stakeholders through their assessment inputs and organisational self-assessment. It results in institutional capacity development and increased effectiveness of interventions. Creation of a knowledge base documenting experience and key learnings is also part of the process.

Furthermore, research, advocacy, networking and capacity building outputs will be dynamically monitored in terms of their SMART-ness:

- Specific
- Measurable
- Agreed upon (by project implementation teams and development cooperation partners)
- Realistic
- Time-bound

Summing Up

In short, the future agenda of the organisation is about geographical expansion to the developing world at large as well as consolidation of its activities and interventions in these three verticals. In doing so, the organisation will continue to develop subject-specific projects in line with its core areas (three verticals) and implement them effectively by involving multiple stakeholder groups of state and non-state actors so that there is cross-fertilisation of ideas and experiences including exploring the possibility of South-South cooperation to replicate as well as up-scale some of those ideas in the developing world.

In doing so, the organisation will keep in mind how future activities are linked to 'Transformative Shifts' of the Post-2015 Development Agenda through a rights-based approach to 'Inclusive Growth' and to address social, economic and environmental dimensions of 'Sustainable Development'. For this to happen more effectively (Value for People as well as Value for Money) the organisation's Programme Centres will work closely with its Regional and International Centres. This will be done through network-based policy- and action-research for not just producing outputs but to achieve results/ impact/outcomes so as to generate positive externalities (multiplier effects) from project implementation.

However, there are issues on which the organisation wants to up-scale its activities and interventions including larger issues to be addressed for 'Consumer Sovereignty' through 'Consumer Empowerment' and for which longitudinal work is needed as they have to be done over a longer period of time. And, given their cross-cutting nature and areas of activities/ interventions, there is a need for core/long-term support as

that would guarantee flexibility, timeliness as well as replicable aspects of those activities and interventions. Some of those areas and issues are mentioned as follows:

Cross-Cutting	Governance	Regulation	Trade
<ul style="list-style-type: none"> • Scenario planning on the future of Governance, Regulation and Trade at national/regional/ international level under different assumptions and time-series analyses of how those assumptions are reflected in policies/laws/ institutions • Regular (periodic) perception survey of the relevant stakeholder groups (with a right mix of persons/groups having relatively high level of support for policy reforms but relatively low capacity to influence policies and vice-versa) on specific aspects of Governance, Regulation and Trade • Relationship between governance, regulatory and trade aspects of essential goods, services and technologies such as electricity, water, pharmaceutical products, Internet • Governance of regional/global public goods and its relationship with emerging issues in international political economy • Conditions necessary to address social, economic and environmental dimensions of water, energy and food security for sustainable development • Linkages between goods and factors (land, labour, capital) market liberalisation (real economy and financial economy) 	<ul style="list-style-type: none"> • Up-scaling and replication of grassroots consumer empowerment activities at the sub-national level in India and in the developing regions of South and South East Asia and Sub-Saharan Africa • Application of social accountability tools such as citizens' report card, public expenditure tracking system for better public service delivery • Institutional analyses of policies/ laws/ regulations in respect to consumer safety 	<ul style="list-style-type: none"> • Relationship between competition policy, economic growth and public welfare • Regulatory and consumer impact assessment of public utilities • Assessment of business regulations for better private sector development and good corporate conduct 	<ul style="list-style-type: none"> • Consumer agenda for trade liberalisation • Track-2 dialogues for better regional economic cooperation • Sustainability impact assessment of trade negotiations • Multilateralisation of bilateral/ regional trade and investment cooperation initiatives • Right to trade, particularly that of poor and marginalised countries



CUTS is generating awareness among the rural and disadvantaged consumers about their rights and responsibilities in respect to education, maternal and child health, etc.

Activities and interventions on these areas and issues will be first implemented in regions where CUTS has a presence and lessons will be taken forward to the developing world at large at the international level including with the establishment of new Regional Centres and another International Centre in Washington DC through network-based activities in partnership with the organisation's 'Strategic Partners' following a 'Hub & Spokes' model.

Another important reason for seeking core/long-term support is, while that will help the organisation to conduct policy- and action-research on larger and cross-cutting issues of 'Consumer Empowerment', their long-term impact/outcomes will depend on how the organisation uses research results for advocacy and campaigns. In order to achieve greater impact/outcomes from its activities and interventions the organisation needs to continue its advocacy and networking including campaigns on specific issues beyond the life-cycles of projects and at the programmatic, not project, level.

Furthermore, with core/long-term support, CUTS will constitute Groups of Eminent Persons at national/regional/international level to regularly deliberate and discuss on contemporary issues on 'Good Governance', 'Effective Regulation' and 'Rules-based Trade', and why and how the organisation's work should and can be effectively feed into the implementation process of the Post-2015 Development Agenda and to the activities of the relevant institutions of economic governance at national/regional/international level.

Results of these activities and interventions will be used for capacity building work, in traditional (awareness generation) as well as contemporary (soft-skills development) sense, at the grassroots level and at the national and regional level. In several adjoining districts of Southern Rajasthan, the CUTS Centre for Human Development is generating awareness among the rural and disadvantaged consumers about their rights and responsibilities in respect to education, maternal and child health, etc. and for 'Good Governance' of public service delivery at the local level. At the national and regional level, Delhi-based CUTS Institute for Regulation & Competition is developing the soft skills of practitioners of competition policy and law and economic (sector as well as business) regulations. Details about this Capacity Building work are available at: www.cuts-international.org/CHD/ and www.circ.in.

Therefore, future activities and interventions of the organisation will not only have a particular emphasis on cross-cutting themes in respect to cognate subjects of 'Good Governance', 'Effective Regulation' and 'Rules-based Trade' and their relationship with larger dimensions of 'Consumer

Welfare’ but also there will be a special focus on how they can contribute to the achievement of ‘Transformative Shifts’ as envisaged in the Post-2015 Development Agenda. In other words, the organisation will endeavour to generate and contribute intrinsic value to states’ efforts to:

- Eradicate extreme poverty
- Address linkages between social, economic and environmental dimensions of sustainable development
- Contribute to the process and content of economic reforms so as to create more and better jobs through a better enabling environment for people to avail their right to economic opportunities
- Empower citizens for their effective contribution to a create a questioning society so that there is more transparency and accountability in the system of governance of public goods
- Work with a large number of state and non-state actors at different levels and in a partnership mode as against a transaction approach so that individuals, communities and countries can exercise their preference for ‘Good Governance’, ‘Effective Regulation’ and ‘Rules-based Trade’, for achieving sustainable development and inclusive economic growth – pursuing the CUTS vision of ‘Consumer Sovereignty’.

The programme level outcomes that the organisation wants to achieve in future are described in a ‘Theory of Change’, which is enclosed as Annexure 6.

Need for Core/Long-Term Funding Support

In order to achieve its ‘Vision’ of ‘Consumer Sovereignty’ and its ‘Mission’ of ‘consumer sovereignty in the framework of social justice, economic equality and environmental balance, within and across borders’, the organisation needs to have a right balance among human, physical and financial resources. While its present needs are met by project funding and its project-based activities in future will continue to be met by this source, in order to expand and consolidate its activities and interventions on larger and cross-cutting issues of ‘Consumer Empowerment’ with particular emphasis on network-based multi-stakeholder, multi-country/region advocacy and campaigns and capacity building, the organisation needs core/long-term support.

Human Resources

At present, CUTS has approximately 150 staff, coming from diverse professional and cultural backgrounds. Over the next



Human Resources

The organisation actively encourages the recruitment of professionals from diverse cultural backgrounds which helps its staff to develop their skills of working in a multi-cultural environment.



From zero-budget in 1983, the organisation has come a long-way in establishing itself as a reputed non-governmental think- and action-tank in India and internationally

Centre for Policy Policy Research will fulfill the felt-need of having an intellectual hub in the city of Jaipur. Other than organising debates and discourse on contemporary public policy issues, the Centre will conduct research on issues of strategic and security interests to India and other developing countries.

five years, this is expected to increase to 200 professionals, about 60 per cent of whom will be knowledge staff. Professionals are recruited at junior, middle and senior levels. As a 'Consumer Voice of the South', the organisation would endeavour to continue to hire, develop, strengthen and retain a diverse workforce of good calibre through various means of staff welfare and other non-monetary benefits.

However, CUTS is constrained by its inability to match remuneration offered by financially stronger international organisations, development agencies or consultancy outfits or the corporate sector. The aim is to attract professionals seeking self-actualisation with a burning passion for effecting changes and to nurture and nourish them on a continuing basis.

For Human Resources Development, each Programme Centre and Regional/International Centre has developed a 'personnel plan' for incorporation into their respective *Strategic Business Plan*. The process of personnel planning, both quantity and quality, is led by the Centre Head and concluded with the assistance and guidance of the senior management and the Human Resource Development Division at the headquarters.

One of the components of 'Personnel Plan' is about developing the capacity of the organisation's human resources through training, exposure visits, exchanges, etc. and active mentorship including hands-on training on NGO management, which helps them in getting recognition, promotion and better handling of their roles and responsibilities.

In addition to training and capacity development in programme areas, emphasis is placed on the development of soft skills (communication, team-building, personality, public speaking, etc.). Furthermore, in order to break the monotony of work, each knowledge staff is encouraged to delve into other areas through small research and writing work.

The organisation actively encourages the recruitment of professionals from diverse cultural backgrounds which helps its staff to develop their skills of working in a multi-cultural environment. It also encourages and helps its staff, particularly young professionals, to undergo higher studies in reputed universities and institutions in different parts of the world. In turn, they act as 'CUTS Ambassador' for networking and knowledge generation and their dissemination.

Physical Resources

Except an owned premise of about 5,000 Sq. Ft. in Jaipur, which house the head office staff and those of the CUTS Centre for Competition, Investment & Economic Regulation,

all CUTS centres operate out of rented premises. Two other Programme Centres (Centre for Consumer Action, Research & Training and Centre for International Trade, Economics & Environment) are located close to headquarters. All centres including International and Regional Centres are equipped with state-of-the-art facilities, which are necessary to operate in a productive working environment.

Recognising its contribution to economic policy discourse in India and internationally, particularly in various parts of the developing world, in 2013, the State Government of Rajasthan allocated a 5,000 Sq. Mt. area of land at a concessional rate to CUTS to build its own campus. The cost of possessing this land was drawn from corpus fund of CUTS and CUTS Institute for Regulation & Competition. It is being replenished by small donations by CUTS staff and 'Friends of CUTS' all over the world, and thus, creating a better ownership for the 'CUTS Campus'.

This piece of land is located in a newly developed institutional area in Jaipur, the capital of Rajasthan, which is connected with road, rail and air facilities and in future it is expected to be covered by a multi-modal transport system. Over the next three years, CUTS will develop this campus of about 50,000 Sq. Ft. of working area with state-of-the-art facilities for housing 200 staff along with conference including video-conferencing, residential and other facilities.

Emphasis will be placed on its environment-friendliness, particularly energy and water conservation, and it will be designed in a manner to be easily accessible to differently-abled persons. Construction will be done in three phases and it is estimated to cost one hundred million Indian Rupees.

This campus will house all head office staff and those of three Programme Centres, which are based in Jaipur – Centre for Consumer Action, Research & Training, Centre for Competition, Investment & Economic Regulation, and Centre for International Trade, Economics & Environment. It will also house the CUTS Institute for Regulation & Competition and the CUTS International Public Policy Centre. This will help the organisation in consolidating its activities and interventions in three core areas of 'Good Governance', 'Effective Regulation' and 'Rules-based Trade' and will also help synergising cross-cutting issues across these core areas.

Given that human resource development in its traditional as well as contemporary sense is a cross-cutting theme of CUTS' work, there will be dedicated training facilities, which will be accessed by all CUTS centres and other like-minded organisations. CUTS has developed strong networking with eminent and renowned experts all over the world who have the necessary know-how and do-how of imparting knowledge



Recognising its contribution to economic policy discourse in India and internationally, particularly in various parts of the developing world, in 2013, the State Government of Rajasthan allocated a 5,000 Sq. Mt. area of land at a concessional rate to CUTS to build its own campus.

and wisdom in issues of its core areas of operation. This dedicated training facility will help CUTS and other like-minded organisations from India and the developing world to better access this 'Knowledge Base' in a cost-effective manner including through video-conferencing facility.

International Public Policy Centre, Jaipur

There is no dedicated centre in Jaipur for debate and discourse on contemporary public policy issues confronted by India and other developing countries. Therefore, such a Centre will be created at the CUTS Campus so as to address a felt-need of having an intellectual hub in the city of Jaipur.

This Centre will have large sitting capacity and other state-of-the-art facilities such as video-conferencing to conduct conferences and other events. It will be modelled like the similar ones as existing in other capital cities of India. Organisations working on public policy issues will have access to this Centre.

Other than regularly organising debates and discourse on contemporary public policy issues, this Centre will have focused research programme, including in collaboration with other reputed public policy research institutes, on contemporary issues, particularly on economic and social policy issues which are of strategic and security interests to India and other developing countries.

Financial Resources

From a zero-budget in 1983, the organisation has come a long-way in establishing itself as a reputed non-governmental think- and action-tank in India and internationally and has become a 'Consumer Voice of the South' on cognate areas of 'Good Governance', 'Effective Regulation' and 'Rules-based Trade'. In nominal term, in 2013, the organisation's revenue (secured and expected) is approximately US\$5mn. Over the next five years, average annual growth of financial resources is expected to be in the range of 5 to 10 percent.

Given the organisation's non-profit, non-governmental status, there are four aspects of funding:

- project funding
- consultancy fees
- core/long-term support
- endowment support

Project funding refers to financial support from various donors (national, bilateral, multilateral, inter-governmental and other development cooperation agencies) to implement specific projects, which are developed in consultation with donors, keeping in view their topical and geographical

Existing Donors

Governmental	Multilateral/Inter-Governmental	Foundations
<ul style="list-style-type: none"> • Government of India (Consumer Affairs, Commerce, External Affairs, Environment & Forests, Road Transport & Highways, Planning Commission) • State Governments (Rajasthan, West Bengal) • Department for International Development, UK • Foreign & Commonwealth Office, UK • Ministry of Foreign Affairs (Sweden, Norway, Finland, the Netherlands) • State Department of the United States of America • Swedish International Development Agency • Swiss Secretariat of Economic Affairs • Federal Ministry for Economic Cooperation and Development, Germany • Australian Agency for International Development • Norwegian Agency for Development Cooperation • International Development Research Centre, Canada 	<ul style="list-style-type: none"> • Organisation for Economic Cooperation and Development • United Nations Conference on Trade and Development • United Nations Development Programme • United Nations Environment Programme • World Trade Organisation • World Bank (New Delhi, Washington DC) • Asian Development Bank (New Delhi) • Commonwealth Secretariat, London 	<ul style="list-style-type: none"> • TradeMark East Africa • Friedrich Ebert Stiftung • Bill & Melinda Gates Foundation • The Asia Foundation • Hewlett Foundation • Ford Foundation • Oxfam Novib

interests. Furthermore, many agencies are inviting bids for projects rather than as grant. CUTS has been successful in securing some such bids through competitive processes. The following is a non-exhaustive list of donor agencies, which have/are supported/supporting the organisation. In future, CUTS intends to collaborate with some of these agencies as per 'Partnership Mode'.

Regarding core/long-term support, the Australian Agency for International Development has committed long-term support to do longitudinal research, advocacy, networking and capacity building on: a) Food, Energy and Water Security for Sustainable Development in South Asia and b) Regional Connectivity in South Asia. In the area of 'Effective Regulation',

UK's Department for International Development and the Ministry of Foreign Affairs, Norway are expected provide long-term support for longitudinal work which includes transferring knowledge and skills for effective implementation of competition policy and law and sectoral regulations in the developing world in South and South East Asia and Sub-Saharan Africa. On 'Good Governance' the organisation is expected to receive long-term support from the World Bank, the United Nations Development Programme and the Department of Consumer Affairs, Government of India.

CUTS is trying to mobilise 'Endowment Support' from various ministries/departments of governments of countries where it has a presence as well as donations from progressive individuals and institutions. However, the organisation will be careful in maintaining its independent character while seeking such support.

The organisation has approached the Ministry of External Affairs, Government of India to provide an 'Endowment Support' to consolidate its activities in Africa including transferring skills and knowledge to state and non-state actors to enhance the welfare of African consumers. Similarly, the Department of Consumer Affairs, the Department of Corporate Affairs, and the Department of Commerce, Government of India has been approached to get such support to consolidate its work in India and taking them forward to the developing countries in South and South East Asia and Sub-Saharan Africa.

In 2014, the organisation's revenue is expected to be ₹360mn of which ₹210mn has been secured. By the year 2018, this revenue is expected to increase to ₹480mn. On the other hand, expected expenditure in 2014 including that for building the campus in Jaipur is expected as ₹540mn. Thus, there is a gap of ₹180mn which is sought to be funded by core/long-term support.

Over the years and even after a steady increase in revenue, this gap is expected to increase to ₹270mn as there will be establishment of new Regional Centres and another International Centre in Washington DC.

Bridging this gap through core/long-term support will help the organisation to up-scale and consolidate its core areas of activities and interventions with particular emphasis on areas which require long-term support for longitudinal work.

In short, over a period of next five years, the organisation is seeking a total of ₹120mn as core/long-term support. The following table describes the organisation's budget for the next five years, its secured and expected revenue from project funding and consultancy fees. The gap between revenue (secured and expected) and expenditure including that for

establishing new centres and building its campus in Jaipur is sought through core/long-term support.

The running cost of proposed Regional Centres and another International Centre in Washington DC will be covered from core/long-term support as they will be embedded in activities and interventions which are to be conducted with such support.

(All figures in ₹ mn)

Item/Year	2014	2015	2016	2017	2018
Revenue	360	390	420	495	525
<i>Secured</i>	210	150	120	90	60
<i>Expected</i>	150	240	300	360	420
Expenditure	540	615	675	765	795
<i>CUTS Campus in Jaipur</i>	30	42	42	42	42
<i>Establishment Cost*</i>	30	30	30	30	30
<i>Activities in Core Areas</i>	480	540	600	690	750
Longitudinal Research	144	162	180	210	225
Advocacy and Campaigns	192	210	228	240	255
Networking	48	60	72	90	105
Capacity Building	96	108	120	150	165
Gap	180	225	255	270	270

* Over four years (2014 to 2017), CUTS will establish three Regional Centres covering Central Asia, Latin America & the Caribbean and Middle East & North Africa and another International Centre in Washington DC.

Annexure 1
Walk the Talk
A Brief History of CUTS



Walk the Talk

A Brief History of CUTS



A Flashback to India in the 80s

The early part of the decade of 80s witnessed hectic economic activities in various spheres and set the ground for large-scale economic reforms that were to come a decade later. However, questions such as whether consumer-citizens were participating in the growth process, whether the government was communicating policy changes to the consumer-citizens at large remained as important as ever.

One of the major reasons for consumers not getting engaged with the growth process and not being able to take full advantage of it was on account of lack of effective communication platforms and devices which can be accessed by the people at large. There were newspapers, radio and television but their reach was limited too. Making phone calls was a lifetime experience, there was no mobile phones or fax, and internet was unheard of.

The Importance of Communication

The genesis of CUTS can be found in the importance of communication in influencing the political economy of growth and development. A group of like-minded people came up with an innovative idea of producing a monthly wall newspaper in Hindi called *Gram Gadar* (Village Revolution). Indeed, it was so because before its advent there was hardly any means through which poor villagers could access what the government was doing for improving their standards of living.



The Need for an Institutional Voice

From the very beginning *Gram Gadar* covered news and critical analysis of developmental efforts made by the government. Today *Gram Gadar* reaches to more than 15,000 villages in Rajasthan and other Hindi-speaking parts of India and remains as relevant as it was 30 years ago because of ever-increasing developmental aspirations of the poor of India.

After 30 years many of those who were associated with the initial success of *Gram Gadar* are associated with various civil society movements at the grassroots; CUTS helped many of them to form community-based organisations; those networkers are the backbone of CUTS' work on governance issues at the local level. They have become *Upbhokta Mitra* (Friends of Consumers) through sustained, hands-on training imparted and networking by CUTS. The model has been replicated in other parts of the country.

What's in a Matchbox?

On a muggy evening in the city of Jaipur, a group of friends (innovators of *Gram Gadar*) were playing scrabble. And smoking too! One of them 'discovered' that the matchbox contained much less number of matchsticks than it was supposed to. They decided to check it further by buying a carton containing 12 matchboxes and, to their dismay, found that on an average in each box there was a shortage of 25 percent of matchsticks. They went to a police station to file a complaint; the police officer had never heard of such a complaint in his life and unceremoniously sent them off.

The innovators of *Gram Gadar* decided to provide an institutional voice to consumer grievances by forming a society. They calculated that just on account of matchsticks consumers in India were fleeced millions of rupees every year. Thinking about the plight of such consumers, CUTS was born not to cater only to the needs of rich consumers but to reach out to the unreached.

Two Significant Developments

In mid 80s two significant developments had taken place in the consumer movement. The first was the adoption of the United Nations Guidelines on Consumer Protection in 1985 and the second was the enactment of the Consumer Protection Act (COPRA) in 1986 in India. The enactment of COPRA gave a boost to the consumer movement in the country, because it recognised the power of a consumer organisation to bring forward complaints, whether individual or impacting a class of consumers. CUTS inaugurated this institutional approach to address consumer grievances by filing the first complaint at the National Consumer Disputes Redressal Commission and the State Commissions in West Bengal and Rajasthan.

CUTS was at the forefront of resolving individual consumer grievances including using tools, such as class action suit and public interest litigation. In the later part of 80s, CUTS crusaded against the Behala Oil Tragedy in the State of West Bengal and forceful sterilisation in the State of Rajasthan, both had resulted in large number of mortalities and morbidities of poor citizens.

CUTS initiated the formation of an informal All India Consumer Action Network (AICAN), which later metamorphosed into the Consumer Coordination Council of

They were convinced about the importance of such a communication device for the development of villages that they serve and why that paper should be pasted on a wall in the village post office or at the common meeting place so they could also have better and much-needed access to development-related communication through *Gram Gadar*.

India, a registered body. CUTS advocated with the government that there was a need for a platform at the federal as well as state level where consumer representatives and policy-makers can discuss, debate and take the motto “consumer interest is national interest” forward.

The Central Consumer Protection Council and State Consumer Protection Councils were formed for policy debate and advocacy. CUTS has served at the Central body and also the state body of Rajasthan and West Bengal at their inception.

Not Just a Customer

Consumers are everywhere. In taking part in the growth of the consumer movement in India CUTS realised that it was mostly confined to a customer-centric approach. What about those who were not a part of the market economy? What about those who were suffering from government failures? These questions were confronting CUTS. However, the organisation was being confronted with a much bigger question while advocating for policy changes. Through policy advocacy it was trying to address some of the developmental challenges facing India, particularly from the point of view of rural consumers.

CUTS realised the need for doing developmental work at the grassroots and drawing lessons from there to highlight the problems faced by common Indian consumers in their totality in respect of accessing basic needs such as food, healthcare, education, in terms of their right to make choice, right to be heard, right to representation, right to a healthy environment, etc. Therefore, in 1991 CUTS started hands-on work at the grassroots in South-eastern districts of Rajasthan.

Pradeep S Mehta, Yashwant Sinha, N. K. Singh, B. L. Mungekar and Sunil Mitra on the occasion of 30th Anniversary

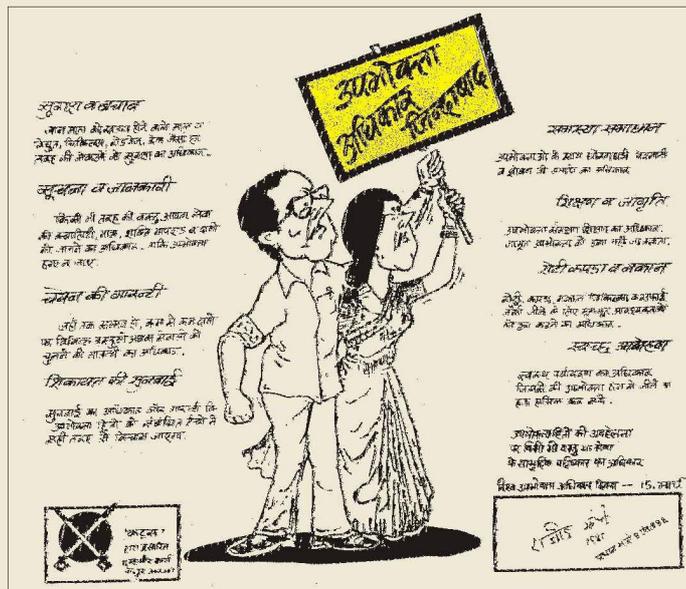


In doing all this, CUTS realised that a strong consumer movement can help create a better enabling environment for a country's overall development. It advocated for the adoption of an Indian eco-labelling scheme to empower consumers to influence production patterns through the power of exercising choice. The Indian Ecomark was established in 1991 and CUTS has remained at the forefront of its implementation.

A Southern Voice

CUTS became a member of the International Organisation of Consumer Unions (later renamed as Consumers International) and took part in its World Congress held in Hong Kong in 1991. Discussions surrounding the Uruguay Round of the then General Agreement on Tariffs and Trade were its peak and at that meeting there was a debate on the impact of various provisions of the Dunkel Draft on consumers. CUTS took part in that debate and realised its limitations.

Besides the Hong Kong Congress of Consumers International, CUTS took part in the Earth Summit in Rio de Janeiro in 1992. While taking part in various debates organised by international NGOs, CUTS realised how such organisations approach issues, analyse them and



The Consumer Charter Signed by Prime Minister Rajiv Gandhi on 8th September 1988

influence positions at various levels.

By early 90s, India embarked on a path of large-scale economic reforms having profound impact on the lives of its consumers and the economy at large. Because of its articulation of Southern voices CUTS was invited to become a member, and later a convenor, of the Global Policy and Campaigns Committee on Trade & Economic Issues of Consumers International. It helped CUTS in taking part in various debates on international trade and related issues, in networking with like-minded organisations and, most importantly, helped in looking at issues more objectively: “liberalisation yes, but with safety nets”.

Enrolling Children into School



A Collective Voice

In taking part in international debates on trade and economic issues, CUTS realised that its voice was not being effectively heard because of its lack of analytical power and, more importantly, lack of support from similar voices. CUTS understood the need for placing a collective voice at the international fora on trade and economic issues and that should come from like-minded NGOs based in the developing world. South-South cooperation among NGOs was felt.

Given the complexity of issues, CUTS decided to form an informal coalition called South Asia Watch on Trade, Economics & Environment (SAWTEE) to do policy research, exchange information on related developments and most importantly, to place a collective voice at the international level. SAWTEE was formed in 1994 and CUTS hosted its secretariat. Other than networking and policy research, from its very beginning SAWTEE's activities reached out to the global trade and economic community through the use of various dissemination tools.

Not only that many government officials took part in SAWTEE's programmes they used that platform to vent their concerns about imbalances in the global economic system. CUTS was invited by the Government of India to become a member of its Advisory Committee on International Trade – the only NGO in that body. CUTS took part in all the biennial WTO Ministerial Conferences, since the first one was held in Singapore 1996 and helped southern countries to raise their voice against imbalances through its incisive analyses, supported by a collective voice.

CUTS also helped establish the International Centre for Trade & Sustainable Development in Geneva in 1996, as one of the five founding NGOs. CUTS was at the forefront of the campaign against the Multilateral Agreement on Investment (MAI) initiative of the Organisation for Economic Cooperation and Development (OECD) and lead it from the front with informed research. The Government of India took note as well and commissioned a study to CUTS to analyse the impact of OECD MAI on the Indian economy. The recommendation of that study still remains a major source for the Government of India in formulating its position on international investment issues.

Afro-Asian Civil Society Cooperation

International networking has helped CUTS in getting closer to NGOs from various parts of the world. CUTS realised that while there was much similarity in developmental and governance issues in poor countries in Asia and Africa, there was no platform to debate, discuss and learn from each others' experiences.

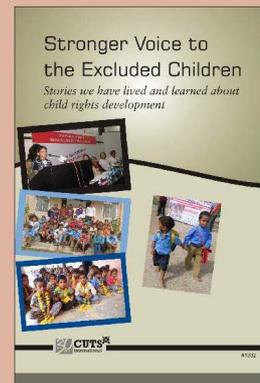
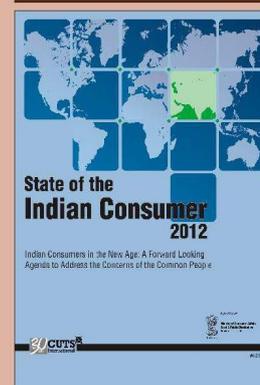
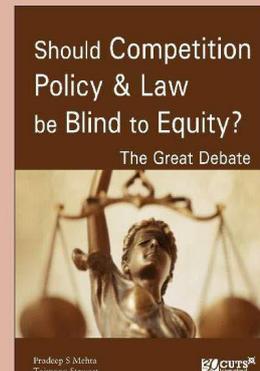
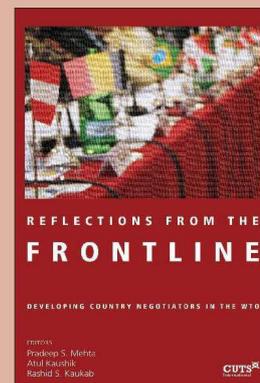
CUTS decided to carry out a campaign against linkages of trade with non-trade issues, such as labour, human rights, environment etc. at the WTO. A statement named Third World Intellectuals and NGOs Statement Against Linkages was prepared and widely circulated among the global trade and development community. CUTS received support in its endeavour to place development at the heart of the debate on international trade. This issue is coming up again in a new avatar of "carbon tax" as a part of the debate on trade and climate change. Many in the consumer movement in the North started accepting CUTS' position and got converted. Most importantly, CUTS received an over-whelming support from African NGOs.

An important lesson was drawn from the campaign: there was a lack of collective voice in Africa to articulate civil society's concerns on trade and economic issues, and there was hardly any organisation in the African region which could take lead in getting those voices together and placing them at appropriate levels.

The first African Centre of CUTS was opened in Lusaka, Zambia in 2000 and a second one in Nairobi, Kenya in 2002. The third African Centre was launched by the Ghanaian Minister Hanna S Tetteh at Accra, Ghana in August 2013. By establishing its third Centre, CUTS will further strengthen its approach of promoting South-South cooperation on trade and development, and strengthen long-term capacity of both non-state and state actors in the region to address socio-economic and developmental challenges in the region.

New Generation Consumer Issues

Analysing the privatisation experience of various sectors and countries CUTS realised that consumers are, more often than not, at the receiving end and there was a need for a functional competition policy for effective regulation. Secondly, through its work on trade issues it realised that international trade could be a more effective means for development if other flanking policies are given due importance; competition and regulation being the most important of them. Through its work on competition policy



and regulatory reforms CUTS could establish that consumer welfare is as important as an objective of economic reforms as enhancement of economic efficiency is.

From mid 90s CUTS started advocating for dismantling of the then Indian competition law, as it was not in tune with facing new challenges, and enact a modern competition law. Its work on competition and regulatory issues in India was noticed by various governments and regulatory bodies in other countries. Applying its experience of working on institutional and governance issues for developing a functional competition and regulatory regime in India, CUTS replicated the model in various countries of Africa and Asia.

The multi-country 7Up model was the most popular activity. The model's critical difference between similar projects was that CUTS approach was bottom up with an emphasis on creating local ownership and capacities, and comparing it with other countries. Many southern governments also appointed CUTS as their advisers in this area.

While working in those countries on competition and regulatory issues CUTS realised that there was a significant difference between countries in the Greater Mekong region and others. CUTS decided to work on trade and regulatory issues in the Greater Mekong region in a more focused manner by setting up a centre in Hanoi.

Through its work on the political economy of economic governance in India and other countries CUTS understands that governance is at the core of economic development and enhancement of consumer interest. This reflection is manifested in CUTS' work on governance issues at the grassroots, particularly in the state of Rajasthan. It is empowering citizens to make use of tools such as the RTI Act to extract maximum benefits from governmental welfare schemes such as the NREGA of India. The expertise built up by CUTS on social accountability is now being used by the World Bank and others to build capacities of NGOs in other countries of Asia and Africa.

Consolidation of Southern Voices

Since early 90s CUTS has been working on global issues and challenges through their manifestation in the fields of trade and economic regulation and its work at the grassroots. Its position and advocacy was based on analyses of ground realities. This has been accomplished through various means such as representation at the Informal NGO Advisory Body to the WTO Director General, UNCTAD's Inter-Governmental Group of Experts on Competition Policy.

Since the early part of this decade there was a perceptible demand on the part of many southern governments to CUTS to get into the centre of the debate by providing a more continuous and institutional mechanism for southern voices on diverse issues in the realm of trade and economic regulation. This recognition led Hewlett Foundation to come forward with the proposal to CUTS to establish its centre in Geneva.

Through its work in and out Geneva, CUTS is bridging the gap between the core and the periphery. It has facilitated informal fora of Geneva-based government officials of many southern countries to discuss and place collective voices of their concerns.

CUTS@25

Trade and regulation being two of the three pillars of capturing CUTS huge spectrum of work, the third pillar is on governance, as better governance matters hugely in the achievements of other reform initiatives. CUTS 20th Anniversary celebrations in 2003 had the theme of: "Governance and its Relationship with Poverty Reduction".

To celebrate its 25th Anniversary in 2008, CUTS decided to draw attention of the international community to the 8th Millennium Development Goal – Global Partnership for Development – which was otherwise low in priority in addressing the global challenge of halving poverty by 2015.

CUTS@30

CUTS has now entered its 30th year. A series of public lectures are being delivered by eminent friends around the world in cities, where CUTS is well known, on contemporary issues related to its work agenda.

The aim of the lecture series is to address CUTS' future interventions to promote inclusive growth from the point of view of their impact on consumer welfare in the light of contemporary policy discourse on trade, regulation and governance.

The lectures have been successfully organised in Kuala Lumpur, Jaipur, New Delhi, Geneva, London, New York, Washington DC, Nairobi, Accra, Islamabad, Kolkata and more are on the anvil in Mumbai, Bangkok, Canberra and Lusaka.

In Lieu of a Conclusion

In historical context, 30 years is too short a period to make a discernible mark. CUTS has started making its footprints in the realm of economic governance with "consumer welfare" as its *raison de'etre*.

In about quarter of a century CUTS has helped the consumer-citizens of the world to demand their rights and fulfil their responsibilities. CUTS will continue its crusade to establish that consumer interest is synonymous to not just national interest but in the interest of global public goods too.

CUTS understands that as against political and social institutions economic institutions are relatively quick to change. It will continue to challenge the functioning of economic institutions and through that work challenge political and social institutions, so as to make this world a better place to live in.

In the future CUTS will refine its strengths to scale up its work seeking high impact, simultaneously enabling civil society groups to be effective advocates in the areas of trade, regulation and governance, and assisting governments. That is how CUTS has envisioned its journey for the next 20 years, i.e. a time frame of 50 years since CUTS began in 1983-84. The future leaders of CUTS will take forward their vision to 2084, when it completes a century.



CUTS is working both as a grassroots voluntary organisation and also as a professional organisation doing advocacy work at the national and international level. In the years ahead, it has to retain vitality of the field organisation and also

further develop its growing expertise as a professional consumer advocacy organisation at the national and international level. We are living in rapidly changing times where attitudes, work processes and technologies are all in a melting pot. CUTS has to develop and nurture its personnel further for facing future challenges with courage and confidence and for taking the organisation to new heights.

M L Mehta

*Former Chief Secretary
Government of Rajasthan*



Finding the balance between needs and challenges has always been key to the success of CUTS, an international NGO with offices in six countries and activities all around the world. Two decades ago, no one would have imagined CUTS where it is now. But thanks to continuous high quality research and effective networking and advocacy, CUTS has grown into a highly respected and internationally recognised outfit. The WTO too has benefited from CUTS' knowledge of the trade challenges and limited capacity of developing countries.

Pascal Lamy

Former Director General, WTO



CUTS has been sending my organisation various publications about subjects that I started to understand. I became courageous to comment on policies of WTO, globalisation, TRIPs and its impact on consumers. CUTS is one organisation that always wakes me up to see new things in international perspective. Besides deepening what CUTS has done, it should also strengthen the capacity of other consumer organisations. And the most important thing is how CUTS could use its research and advocacy for the benefit of India and other developing countries in general.

Indah Suksmaningsih

Former Executive Director, Institute for Global Justice, Indonesia



The short term pain that we have to bear in our bid to overcome the challenges of regional integration would lead to long term gain for everyone...We welcome the opening of the CUTS Centre in Accra and look forward to its active participation in providing research support to Ghana and the West African region on critical economic policy issues.

Hanna S Tetteh

Ghanaian Minister for Foreign Affairs and Regional Integration



I can confirm that many delegations from developing countries and least developed countries (LDCs) found CUTS an invaluable partner with their publications especially with regard to competition issues and regulation. The work done by CUTS in many countries is very much appreciated not only by recipient countries but even by cooperating partners, who have funded a number of projects that CUTS has identified. In Zambia, CUTS has carried out a number of projects, together with

the Zambian government, especially in the area of competition as well as media training.

Love Mtesa

Former Zambian Ambassador to the WTO

CUTS International

D-217, Bhaskar Marg, Bani Park, Jaipur 302016, India

Ph: +91.141.2282821, Fax: +91.141.2282485, Email: cuts@cuts.org, Web Site: www.cuts-international.org

Centre for International Trade, Economics & Environment

128, Sindhi Colony, Bhaskar Marg, Bani Park,
Jaipur 302016, India
Ph: +91.141.2282821
Fx: +91.141.2282733 (TF)
E-mail: citee@cuts.org

Centre for Competition, Investment & Economic Regulation

D-217, Bhaskar Marg, Bani Park
Jaipur 302016, India
Ph: +91.141.2282821
Fx: +91.141.2282485, 2282733
E-mail: c-cier@cuts.org

Centre for Consumer Action, Research & Training

277, Sindhi Colony, Bhaskar Marg Bani Park
Jaipur 302016, India
Ph: +91.141.2282821, 2282062, 2282482
Fx: +91.141.4015395
E-mail: cart@cuts.org

Centre for Human Development

Rawala, Senti, Chittorgarh 312025, India
Ph: +91.1472.241472
Fx: +91.1472.247715
E-mail: chd@cuts.org

Calcutta Resource Centre

3, Suren Tagore Road, 2nd Floor
Kolkata 700019, India
Ph: +91.33.24604985, Fx: +91.33.24604987
E-mail: calcutta@cuts.org

Delhi Resource Centre

62, Qutab View Apartments, Katwaria Sarai
New Delhi 110016
Ph: +91.11.26863021, 26537791
Fx: +91.11.26856288
E-mail: delhi@cuts.org

CUTS Lusaka

Plot 3653 Mapepe Road, Olympia
PO Box 37113, Lusaka, Zambia
Ph: +260.1.224892
E-mail: lusaka@cuts.org

CUTS Nairobi

Yaya Court, 2nd Floor, No. 5, Ring Road
Kilimani Off Arwings Kodhed Road
Nairobi, Kenya
Ph: +254.20.3862149-50/2329112
Fx: +254.20.23862149, Email: nairobi@cuts.org

CUTS Accra

P O BOX AN 6156, 30 Oroko Avenue
Near Accra Central View Hotel and ATTC
Kokomelemele, Accra-Ghana
Ph: +233-302245652, Email: accra@cuts.org

CUTS Hanoi

No. 112, Kham Thier Street
Dong Da District, Hanoi, Vietnam
Ph: +84.04.66739486, Fx: +84.04.62763606
Email: hanoi@cuts.org

CUTS Geneva

37-39, Rue de Vermont,
1202 Geneva, Switzerland
Ph: +41.22.7346080, Fx: +41.22.7343914
Email: geneva@cuts.org

Annexure 2
CUTS@50
– A Vision Document

CUTS@50

– A Vision Document

CUTS@50

– A VISION DOCUMENT

From a modest beginning in 1983 as a rural development communication initiative launched through a wall newspaper 'Gram Gadar' ('Village Revolution'), CUTS has achieved significant growth both geographically and in terms of functional areas. Today its work spans a multi-pronged agenda targeted to the realisation of CUTS Vision of "Consumer Sovereignty" and its Mission of "consumer sovereignty in the framework of social justice, economic equality and environmental necessity, within and across borders."

This Vision Document was developed in 2008, the 25th anniversary of the organisation, and attempted a roadmap for the organisation's journey over the subsequent 25 years from 2008. The Vision Document has since been used by the organisation as a guiding document in its process of evolution and has been subsequently refined over time. It builds on the Vision Statement of the organisation and various Mission Statements of its Centres to specify a direction for the organisation's progress over time as well as the status that is targeted for achievement by its 50th anniversary in 2034.

As noted in the Preface, such a road map is dynamic and needs to be revisited periodically for aligning with current and future developments. Therefore, in June 2013, CUTS organised a Senior Staff Retreat at Jaipur (India) – the Headquarters of CUTS International. This meeting deliberated on the Vision Document, which was revised, and this is the fourth revision.



PREFACE



Pradeep S Mehta
Secretary General

November, 2013

From a modest beginning in 1983, CUTS has achieved significant growth both geographically and in terms of functional areas. This growth is organic and evolutionary – marked by a refreshing spontaneity in responding to the need of the hour, especially in the realm of consumer welfare and public policy issues.

What started as a consumer organisation in the traditional mould has attained uniqueness through the realisation that the consumer needs to be economically, politically and socially empowered *via* diverse channels such as international trade, competition law and policy, economic and business regulation, economic and political governance, etc.

Its current and future activities are aligned with the five ‘Transformative Shifts’ as envisaged in the High-Level Panel Report on Post-2015 Development Agenda. They will be further synergised with the Goals and Indicators of the Post-2015 Development Agenda as we make progress.

Also, CUTS has distinguished itself through its stress on consumer-producer synergies and good governance for sustainable increase in consumer welfare, given that the ordinary consumer is not just a functional unit but an actual human being whose welfare and growth depends significantly on her/his association with economic production and the income generating opportunities arising from such association.

This organisational expansion through geographical and functional branches has thrown up new challenges for the leadership. While in a single office, management and staff might automatically develop understanding to work in a coordinated manner towards a common ‘Vision’, it is not so in an organisation such as CUTS because of its steady geographical and functional diversification over a period of time.

A decision was, therefore, taken by the senior management under my leadership to articulate and elaborate the rationale underlying the CUTS Vision based upon the experiences and skills developed over time, to consolidate our energies and provide guidance for their pursuit in a manner which could be followed and synergised by its diverse and geographically spread-out centres.

It was also envisaged that this Vision Document would serve an additional purpose of acquainting the relevant stakeholders with the organisation’s thinking, goals and operational modalities.

Here it is important to note that this Vision Document is far from a manual of processes. The perspectives and guidance provided in this Document are translated into concrete Centre-specific Strategic Business Plans. While it charts the horizons of the organisation over a medium-term of next two decades, the Strategic Business Plans would be more short-term in nature, covering a period of five years or so.

The plans are formulated to not only to incorporate the broader aspects of organisational development as provided in this Vision Document but also to respond to contemporary challenges and the state of the environment.

This Vision Document has been developed through intensive brainstorming among the senior management aided by a well-designed

Comments
welcome at:
sg-cuts@cuts.org

mechanism of involvement of all staff inside CUTS to communicate their feedback. At a more advanced stage, drafts have been commented on by a wide gamut of external associates through live interactions and correspondence.

This Vision Document is dynamic and regularly reviewed internally. Since its first publication in August 2010, it has been reviewed thrice – in February 2011, in May 2012 and the instant one before you. This version has been renamed as ‘CUTS@50’, while the earlier one was named as ‘CUTS in 2034’.

1. Introduction: Linking Present and Future Agenda to CUTS Vision

This Vision Document tries to envision the evolution of the organisation over the next two decades. It builds on the Vision Statement of the organisation and various Mission Statements of its Centres to specify a direction for the organisation's progress over time as well as the status that is targeted for achievement by its 50th anniversary.

The document takes into account various developments taking place and being envisaged across the globe. Significant parts of the developing world, especially India, China and regions in South and South East Asia and sub-Saharan Africa, are growing at a rapid and unprecedented pace. However, such growth has been accompanied by increasing inequality. Such increases, if extreme, can produce social tensions which can disrupt economic growth itself. Moreover, these are objectionable from a social justice point of view. Thus, efforts to make economic growth inclusive have to be mainstreamed into the development strategy of all countries.

Following the trans-Atlantic financial crises in 2008, the global economy was also adversely affected as it exposed the gaps between real and financial economy, which *inter alia* lead to a reduction in growth rates in many developing economies. This only asserts the need for inclusive growth as it has become more important than before.

In other words, it is an imperative to ensure that such growth results in increase in availability and quality of essential goods and services to all sections of the population, rich or poor and at affordable prices and is associated with the increase in capabilities and endowments of the poor and marginalised sections of the population (bottom of the pyramid). An effort to address 'Consumer Sovereignty' from a holistic point of view, considering the consumer not only as one who consumes but who produces and owns endowments to support his consumption, helps to address the lowest denominators of economic activity.

This approach ensures that growth in economic activity results in benefits for all. In this regard, 'consumer' is defined in a broader sense and perspective, as it includes citizens, which translates as consumers of governance, when everyone pays taxes, directly and/or indirectly. This is an approach promoted by CUTS through its activities over a period of three



An effort to address 'Consumer Sovereignty' from a holistic point of view, considering the consumer not only as one who consumes but who produces and owns endowments to support his consumption, helps to address the lowest denominators of economic activity ...promoted by CUTS through its activities over a period of three decades and will become even more relevant in the years to come

decades and will become even more relevant in the years to come.

While promotion of such universal increase in consumer welfare is a worthy agenda, it is essential to realise that such promotion is constrained by several factors, which include natural resources and governance deficits. The last couple of decades have witnessed many challenges to food, energy and water security – three most basic needs of the consumer and aided by poor governance inadequate availability of means and access to these needs adds to the asymmetries of a welfare state. While promotion of the universal satisfaction of basic needs and attainment of capabilities is a laudable and imperative programme it has to be done intelligently and by addressing social, economic and environmental challenges and dimensions of ‘Sustainable Development’.



Inclusive growth, particularly social, economic and environmental dimensions of sustainable development and good governance through consumer empowerment, is the most important pillar on which sustainable economic development of a nation rests

Inclusive growth, particularly social, economic and environmental dimensions of sustainable development and good governance through consumer empowerment, is the most important pillar on which sustainable economic development of a nation rests. As developing nations reach new highs in prosperity, there are certain challenges to sustainable development. In articulating its Vision for the future, CUTS would lay greater emphasis on the promotion of sustainable development outcomes through its work on ‘*Good Governance*’, ‘*Effective Regulation*’ and ‘*Rules-based Trade*’.

It, thus, envisages a marked increase in the emphasis placed on various challenges and dimensions of ‘Sustainable Development’ its work agenda on Trade, Regulation and Governance by strengthening and sharpening its activities and interventions in its holistic pursuit of citizen and consumer welfare.

It should be borne in mind that this Vision Document is not a manual for processes/methodologies being implemented and to be adopted by the organisation. It specifies the objectives of the organisation and how the attainment of these objectives is being influenced by the social, economic and environmental milieu of our times. Implications are drawn for focusing more effectively on functional and geographical areas of the organisation. It provides a direction for the organisation’s progress over time but is not a comprehensive plan of action as that should not be based on a dogmatic approach. Such plan of action should involve shorter time horizons (for example, five years) and take into account contemporary circumstances and needs.

1.1 CUTS Vision: Meaning and Implications

From a modest beginning in 1983 as a rural development communication initiative launched through a wall newspaper *Gram Gadar* ('Village Revolution'), CUTS has come a long way over the last three decades. Today its work spans a multi-pronged agenda targeted to the realisation of its Vision of 'Consumer Sovereignty' and its Mission of 'consumer sovereignty in the framework of social justice, economic equality and environmental necessity, within and across borders.'"

In simple language, the Vision relates to the creation of 'Value for People' in their diverse roles as consumers, producers and depositors/suppliers of human capital. As every citizen in an economy performs more than one and sometimes all these roles simultaneously, such creation of value should be looked upon as a single unified Vision for achieving greater 'Consumer Welfare' through 'Consumer Empowerment'.

'Consumer Sovereignty' refers to a situation in which consumers influence what gets produced and, therefore, consumed. While businesses steer the economy through their actions they ultimately respond to demands from and influencing powers of consumers. Thus, consumer preferences dictate producer activities provided consumers enjoy access to accurate information on goods, services and technologies, freedom to choose among alternatives, and the right to redress. The same line also applies to citizens whose taxes are used by the State to run the government, and citizens also use their voting power to exercise their choice.

The mentioned preconditions for 'Consumer Sovereignty' have been formalised through adoption by the United Nations General Assembly of 'UN Guidelines on Consumer Protection' in April, 1985, and their further amendment in July 1999. Such formalisation was sparked by the realisation that consumers often face imbalances and deficiencies in economic terms, educational levels, and bargaining power. Eight rights are incorporated in these guidelines: right to basic needs; right to safety; right to information; right to choice; right to be heard; right to redress, right to consumer education and right to healthy environment.

Out of these, the 'right to basic needs' has also been postulated through the International Covenant on Economic, Social and Cultural Rights. It is also important to note that this 'Consumer Charter' complements with 'Transformative



"...realisation of its Vision of 'Consumer Sovereignty' and its Mission of 'consumer sovereignty in the framework of social justice, economic equality and environmental necessity, within and across borders.'"

Shifts' as articulated in the High-Level Panel Report on Post-2015 Development Agenda.

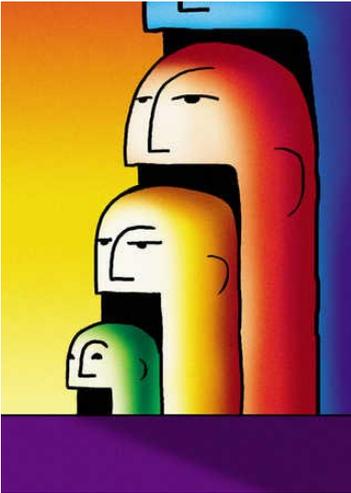
It is important to note that CUTS envisaged many of these 'Transformative Shifts' while celebrating its 25th anniversary in 2008 by organising an International Conference titled 'Global Partnership for Development – Where do we stand and where to go?'

Therefore, the pursuit of true 'Consumer Sovereignty', as embodied in the simultaneous attainment of consumer rights and responsibilities, requires a holistic conception of the consumer as a citizen who not only consumes certain essential services facilitated by the government but also buys priced goods, services and technologies in markets and is, therefore, affected by available choice, the availability of accurate information on alternatives and the right to redress and get compensation in the event of malpractices by producers and suppliers.

While organisations for the protection of consumer rights, viewed in the narrow sense as alleviation of the risk of the consumer being charged a price higher or provided quality of goods/services/technologies lower than what is justified under current economic conditions, are quite common, those which not only promote such access but also ways and means of changing economic governance conditions for the betterment of the consumer are rare.

It is this void that CUTS is filling. In doing so CUTS seeks to work out of the box and act not only as an advocate and facilitator of regulation of policies and practices affecting consumer welfare but also as a think- and action-tank making difference to all aspects of economic governance affecting consumers – as a 'Change Agent'.

There is, thus, also a convergence between the pursuit of 'Consumer Sovereignty' for all sections of the society and that of 'inclusive growth' – benefits of growth should reach all sections of the society and promote access by all of them all essential goods, services and technologies. Therefore, 'Good Governance' is an essential element of ensuring that the markets function well and 'Consumer Sovereignty' is at the core, not periphery, of the functioning of markets.



...CUTS seeks to work out of the box and act not only as a facilitator of regulation of practices affecting consumer welfare but also as a think- and action-tank making difference to all aspects of economic governance affecting consumers – as a 'Change Agent'

1.2 CUTS Programme Agenda: Pathways to its Vision

1.2.1 Aspirations Originating from Vision

Over the next two decades, in partnership and association with like-minded organisations in India and internationally and not through a transactional manner but adopting a life-cycle approach to long-term partnership development, CUTS aspires to further promote its 'International NGO' status and become a premier 'Consumer Voice' from the South. The name of CUTS will become synonymous with all aspects of 'Consumer Welfare' through 'Good Governance', 'Effective Regulation' and 'Rules-based Trade'.

As articulated, CUTS aims to enhance 'Consumer Welfare' through a holistic conception of consumer well-being. 'Consumer Welfare' is seen as determined by not only the facilities available for consumption (information, redress, quality etc.) but also the endowments/capabilities of individuals and households and behaviour of firms which determines the cost of production and, therefore, the prices that consumers pay.

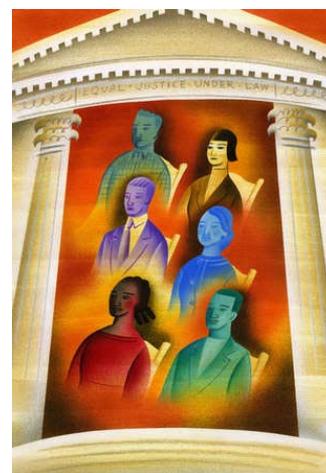
Moreover, CUTS' activities and interventions extend to all groups of consumers, with an emphasis on supporting marginalised groups through their empowerment and facilitation of participation in the process and outcomes of economic governance. Thus, the objective is to enhance the sovereignty of all groups of consumers and the pursuit for social justice and economic equality is embedded into the design of CUTS activities and interventions.

This stress on social justice and economic equality coupled with its 'International NGO' status will help CUTS in its aspiration to become a civil society analogue of United Nations Conference on Trade and Development (UNCTAD) which helps developing countries get a higher share in global benefits through better governance of global public goods and, consequently, a more balanced economic development across regions.

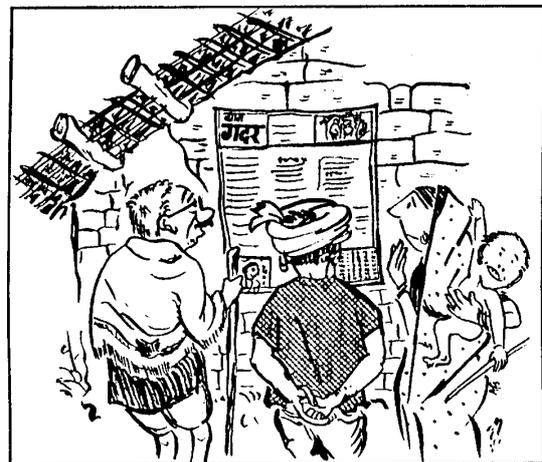
While UNCTAD works with governments as a nodal facilitator of better economic governance at the global level influencing top-down processes, CUTS has the potential to perform the same role in regard to civil society and community-based organisations, not just consumer protection organisations, through bottom-up actions at local, national, regional and international levels and, in turn, with governments, particularly in the developing world.



...organisation operating at national as well as international levels in...felt by both consumers and organisations catering to them – a void which can be filled by CUTS



While UNCTAD works with governments as a nodal facilitator of better economic governance at the global level influencing top-down processes, CUTS has the potential to perform the same role in regard to civil society and community-based organisations



The initiative involved publication of a one-of-its-kind (even to date) wall newspaper – *Gram Gadar* (Village Revolution) through a network of over 75 activists situated in villages all over the state of Rajasthan



...the organisation has three programme-specific centres in Jaipur – CART, CITEE, CCIER ...two other programme centres ...CRC and CHD...presence in Africa at Lusaka (Zambia), Nairobi (Kenya) and at Accra (Ghana). In Europe, it is present in Geneva. A centre in Hanoi, Vietnam completes its geographical coverage towards the east

1.2.2 An Evolutionary History: Pointers to the Future

CUTS began out of a rural development communication initiative in Jaipur, India, in 1983. The initiative involved publication of a one-of-its-kind (even to date) wall newspaper – *Gram Gadar* ('Village Revolution') through a network of over 75 activists situated in villages all over the state of Rajasthan. In 1984, the Monopolies & Restrictive Trade Practices Act, 1969, was amended to include unfair trade practices, which along with experiences from rural campaigns provoked a group of concerned citizens in Jaipur to form and launch CUTS on March 15, 1984, the World Consumer Rights Day.

Consumer action is, therefore, the *raison dé être* for the birth and existence of CUTS, which was responsible for getting the Consumer Protection Act, 1986 enacted in India. To give a more focused attention to consumer issues, *CUTS Centre for Consumer Action, Research & Training* was set up in 1996, to enable consumers, particularly the poor and the marginalised to achieve their right to basic needs, sustainable development and good governance through a strong consumer movement.

From a modest beginning out of a garage in 1983, today the organisation has expanded to different parts of India and internationally with over 150 human resources from diverse backgrounds.

In its headquarters in Jaipur, India, there are three Programme Centres:

- Centre for Consumer Action, Research & Training
- Centre for International Trade, Economics & Environment
- Centre for Competition, Investment & Economic Regulation

Along with a Resource Centre in Kolkata, India, which is working at the local level on all three core areas of 'Trade', 'Regulation' and 'Governance' and another in New Delhi, working on media and parliamentary outreach, the organisation is working on various aspects of human development in its traditional as well as contemporary sense through:

- Centre for Human Development, Chittorgarh, Rajasthan

Over the last decade and half and in order to address a demand-driven agenda of local stakeholders, CUTS has

established an International Centre in Geneva, Switzerland and Regional Centres in the following places:

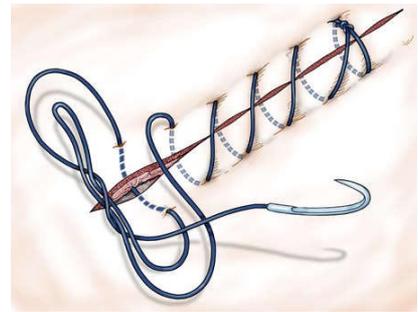
- Hanoi, Vietnam – South East Asia
- Lusaka, Zambia – Southern Africa
- Nairobi, Kenya – Eastern Africa
- Accra, Ghana – Western Africa

Furthermore, CUTS has established 'Strategic Partnership' with like-minded civil society organisations (CSOs) in more than 40 countries in these regions. Over the next decade, CUTS envisages expanding its geographical spread by establishing Regional Centres in South America, Middle East & North Africa, Central Asia and also establish another International Centre in Washington DC, USA, which along with Geneva, is one of the most important places of international economic governance.

In other words, CUTS has distinguished itself as one rare CSO in the world promoting South-South Cooperation between and among state and non-state actors by developing, nurturing and implementing a 'Hub & Spokes' model of rights-based approach to development through 'Consumer Empowerment'. This distinction is reflected in the appointment of CUTS senior representatives in many high-level panels and committees deliberating on and finding solutions of contemporary challenges to economic governance at local, national, regional and international levels.

CUTS' achievements in the first 30 decades of its history have been considerable. It has emerged as a champion of the common and often disadvantaged stakeholders and this agenda has naturally led to a diversification of its programmes which now span good governance, trade and development, and economic regulation, with rights-based approach to sustainable development and human development in its traditional as well as contemporary sense as cross-cutting themes. Thus, its agenda is not just about 'Consumer Protection' but enhancement of 'Consumer Welfare'.

One important diversification has been the expanding work on policy research which is otherwise neither a traditional area of the consumer movement nor that of philanthropic activities. While the former has been mainly fighting for consumer rights against business and systemic malpractices, the latter is mainly catering to immediate social and economic needs of the poor and marginalised sections of the society through 'soft developmental' activities.



A common thread running through its diversifications is that each has contributed to the strengthening of attainment of consumer rights as enumerated in the United Nations Guidelines on Consumer Protection



...civil society and community-based organisations to work together with state and other non-state actors. Such an approach intrinsically induces transparency, accountability and ownership, especially by opening up the process of developing and implementing social and economic policies...



...formulation of trade policies at the national, region and international levels through bilateral, regional and multilateral negotiations and stakeholder consultations, and the impact of trade on poverty and social, economic and environmental dimensions of sustainable development are, therefore, key aspects of CUTS' activities and interventions under the rubric of 'Rules-based Trade'

Though CUTS' own beginnings were similar to that of traditional consumer organisations but as the organisation has moved along fighting many battles in policy fora and courts it realised that it is equally important to influence policies so that consumer sovereignty prevails.

Thus, CUTS is now recognised state as well as non-state actors as a premier policy- and action-research and advocacy group working on a myriad economic policy issues at local, national, regional and international levels. This work is strengthened by its close interaction with stakeholders at grassroots and evidence-based advocacy and development of human resources through capacity building of state and non-state actors.

Importantly, this policy work is attracting the attention of traditional philanthropic actors as there is an increasing realisation that systemic and sustainable changes for enhancing 'Consumer Welfare' through rights-based approach to development can happen through policy reforms and their effective implementation.

While traditional philanthropic (soft developmental) activities are enhancing 'endowments' of the poor and marginalised sections of the society, they are not necessarily increasing their 'entitlements' to rights-based development including their right to avail opportunities in a market economy. That can happen through continuous and systemic policy reforms and their effective implementation.

Through its work on '*Good Governance*', '*Effective Regulation*' and '*Rules-based Trade*', CUTS is not only addressing this need in India and the developing world at large but also advocating for systemic changes in various areas of international economic governance. In other words, CUTS aspires to address its Vision of 'Consumer Sovereignty' by establishing the fact that 'Consumer Interest' is synonymous with 'National Interest' of addressing social, economic and environmental dimensions and challenges of 'Sustainable Development'.

A common thread running through its diversifications is that each has contributed to the strengthening of attainment of consumer rights as enumerated in the UN Guidelines on Consumer Protection. From 'women's empowerment' in Rajasthan to 'better governance and accountability of public service delivery' in India to 'strengthening competition regimes in African countries' to 'fostering equity and accountability in the international trading system' each and

every activity and intervention of CUTS has individually and/or collectively strengthened consumers' rights to basic needs, better choice and representation as well as sustainable consumption in some manner or the other.

In short, the basic premises of CUTS' work is to enhance 'Consumer Welfare' through the fulfilment of 'Consumer Rights' by questioning and asking for greater 'Transparency and Accountability' in the system of economic governance and by addressing 'Social, Economic and Environmental' dimensions and challenges of sustainable development through 'Consumer Empowerment'.

One of the *modus operandi* of expanding CUTS' horizon and thinking on 'Consumer Sovereignty' through 'Good Governance', 'Effective Regulation' and 'Rules-based Trade' has been forming and maintaining 'Strategic Alliances' with like-minded organisations, particularly in the developing world. Over the last two decades CUTS has worked together with a number of civil society and community-based organisations from across Asia and Africa on such issues of common interest, thereby strengthening such alliances.

This has helped CUTS to work in trenches so as to reach out to a large community of practitioners, policymakers and experts beyond its direct 'Sphere of Influence'. Over the next two decades, not only that CUTS aims to strengthen such alliances but also to multiply its effectiveness as a 'Change Agent' by facilitating/forming 'Network of Networks' as that would help the organisation to 'Reach Out to the Unreached'.

In doing so, it will address the need for and challenges of bridging macro-micro gaps in policy formulation and their effective implementation through policy- and action-research, advocacy and networking, and by developing the capacity of human resources to better avail their right to opportunities in a market economy through traditional capacity-building activities as well as sharing information between and among various stakeholders of 'Consumer Empowerment' and 'Sustainable Development' – from grassroots to policymaking at local (sub-national), national, regional and international arenas of economic governance.

Moreover, while questioning and asking for greater 'Transparency and Accountability' in the system of economic governance, CUTS is maintaining full transparency and accountability of its own work. Not only that information



...effective competition law and policy regime, welfare maximising sector regulations and an enabling investment regime are, therefore, all necessary for the optimisation of consumer welfare. These subjects are dealt with under the rubric of 'Effective Regulation'

about sources of funding and activities are widely disseminated to the relevant stakeholders of particular activities and interventions and to the public at large, its annual financial statements and other statutory documents of operations are available on its website. Given this high level of 'Transparency and Accountability', CUTS was accredited by Credibility Alliance, which is a network of CSOs in India working on governance and related aspects of NGO management and operations.

Furthermore, CUTS has also been instrumental in creating institutions outside its fold such as the International Centre for Trade & Sustainable Development in Geneva, Switzerland in 1996 and South Asia Watch on Trade, Economics & Environment in Kathmandu, Nepal in 1998. Both work on a myriad range of issues of trade, economics and development with footprints across the world.



Good Governance is characterised by three components: rule of law, accountability for results and actions, and efforts to combat corruption

Looking at the huge demand of capacity building in the area of competition and regulation, particularly on law and economics of regulatory regimes, it has also created CUTS Institute for Regulation & Competition in New Delhi in 2008. Its motto is to enhance knowledge and strengthen capacity.

1.2.3 Core Areas of Operation

In order to ensure that consumers earn sufficient income as well as possess the ability to comprehend and use available information on products, services and technologies for sustainable consumption, initiatives for consumer empowerment are essential. Similarly, there is a need for transparency and accountability in the supply of essential services, particularly public services, which is often facilitated by the government in many developing countries. Consumer empowerment resulting in transparency and accountability in the provision of essential services falls under the rubric of 'Good Governance'.

As elucidated by noted Indian economist, C. Rangarajan, the Chairman of the Prime Minister's Economic Advisory Council (2004-), "Good Governance is characterised by three components: rule of law, accountability for results and actions, and efforts to combat corruption."

CUTS is working on all these components of 'Good Governance' and its approach to strengthen 'Governance' is three-pronged:

- increasing people's participation at various levels of governance and implementation of policies/laws/rules;

- assessment of the effectiveness of policies/institutions/ government departments, implementation of welfare schemes/programmes, etc. in achieving developmental as well as institutional outcomes; and
- holding government agencies/departments accountable in the provision of quality goods, services and technologies in social (primary healthcare, education, etc.) and utility sectors (telecommunications, electricity, water etc.).

Given the importance and relevance of ‘Good Governance’ in contemporary discourses on social, economic and environmental dimensions of sustainable development, CUTS intends to venture into new areas of ‘Good Governance’ in addition to consolidating its existing approach. One such area is prevention of corruption, especially by analysing the factors that contribute to corruption in public services, impact of corruption on the poor/poverty and ways to combat corruption (by curbing opportunities for corruption, etc.).

In implementing its activities and interventions in various programme areas in developing and least developed countries – thus, working in trenches, CUTS has developed and institutionalised a ‘Bottom Up’ methodology for the civil society and community-based organisations to work together with state and other non-state actors. Such an approach intrinsically induces transparency, accountability and ownership, especially by opening up the process of developing and implementing social and economic policies to involvement by ‘key stakeholders’.

Additionally, the work that is being done in partnership with local organisations, helps in building their capacities and there is better ownership and political buy-in at various levels. One of the key achievements of CUTS’ work in this area has been the use of ‘Social Accountability’ tools, thereby developing the capacity of local civil society and community-based organisations to monitor public expenditure in specific sectors.

At the same time, adequate choice for consumption, availability of products, services and technologies at prices low enough to facilitate adequate levels of consumption (more and better access), adherence of producers to satisfactory standards of quality especially safety norms, and adequate information for consumers about product characteristics are also pre-conditioned on the existence of sound regulatory regimes, and optimal regulation of individual sectors that takes into account technological



...high level of ‘Transparency and Accountability’, CUTS was accredited to Credibility Alliance, which is a network of civil society organisations in India working on governance and related aspects of NGO management and operations



A new subject of interest for CUTS...is 'Corporate Governance' so as to steer it in a direction that enhances benefits accruing to consumers and other stakeholders

specificities and the nature of demand and supply characterising a sector. This is because consumers are becoming more and more aware of their rights and responsibilities.

Therefore, the development of well-functioning markets is a pre-condition for 'Consumer Welfare' and, indeed, one of the objectives of 'Effective Regulation'. Moreover, an enabling investment regime is essential for optimisation of competition over time.

An effective competition law and policy regime, welfare maximising sector regulations and an enabling investment regime are, therefore, all necessary for the optimisation of consumer welfare. These subjects are dealt with under the rubric of 'Effective Regulation'. A new subject of interest for CUTS under this area is 'Corporate Governance' so as to steer it in a direction that enhances benefits accruing to consumers and other stakeholders.

However, regulation does not only pertain to domestic producers. International trade offers a chance for domestic producers to specialise in lines of production in which these are efficient relative to producers from other countries. Surpluses of domestic consumption over production in these lines can be exchanged for surpluses from other countries in other lines of production. Such exchange or international trade facilitates higher levels of consumption marked by lower prices and higher quality, as well as an enhanced range of choices for consumers.

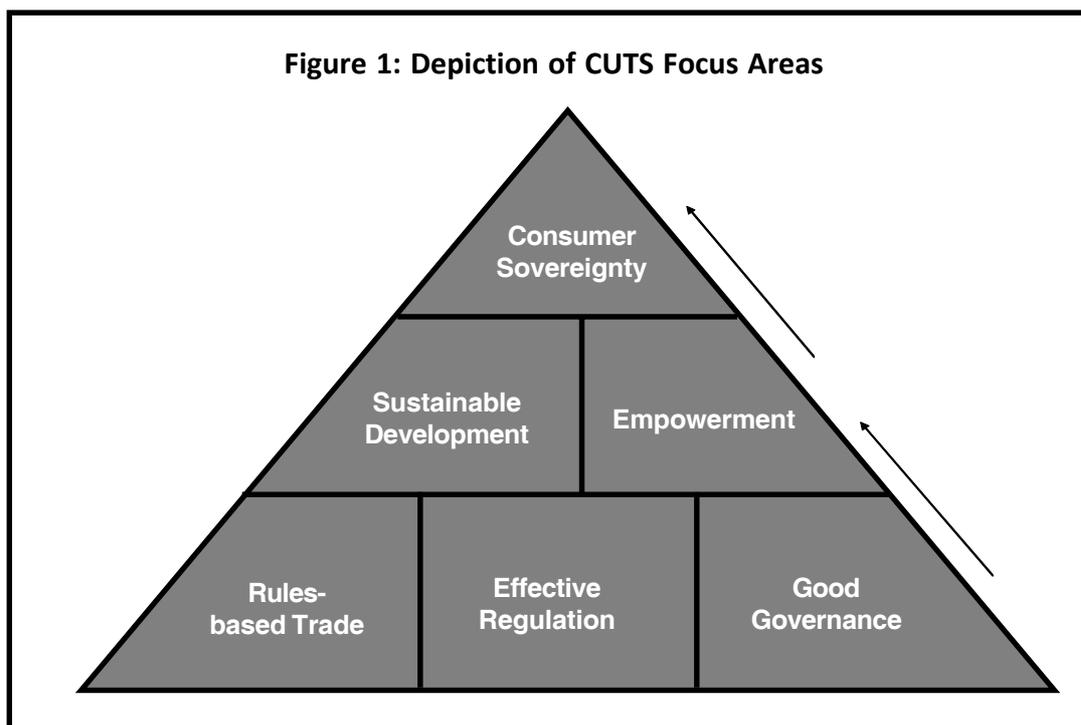


...genesis of CUTS' expansion (both programme implementation and physical expansion) to countries/ regions outside India was based on the principle of South-South cooperation not only among civil society organisations but also governments and business communities

Thus, international trade and its relationship with development constitute an important engine in the optimisation of consumer welfare marked by the attainment of postulated consumer rights. The formulation of trade policies at the national, regional and international levels through bilateral, regional and multilateral negotiations and stakeholder consultations, and the impact of trade on poverty and social, economic and environmental dimensions of sustainable development are, therefore, key aspects of CUTS' activities and interventions under the rubric of 'Rules-based Trade'.

These core areas of 'Rules-based Trade', 'Effective Regulation' and 'Good Governance', constitute the areas of specialisation of CUTS and are depicted in Figure 1. All three areas are geared to address social, economic and environmental challenges and dimensions of 'Sustainable

Figure 1: Depiction of CUTS Focus Areas



Development’ through various tools and their application for ‘Consumer Empowerment’. A dis-aggregation of these core areas is presented in Table 1.

Furthermore, with inputs from activities and interventions in these core areas of operation, CUTS is pursuing human development in its traditional as well as contemporary sense. CUTS Centre for Human Development is working in several villages and districts of South Rajasthan by developing skills and capacities through training and publication while projects

Table 1: Dis-aggregation of CUTS’ Core Areas

Programme Areas	Issues
<i>Rules-based Trade</i>	<ul style="list-style-type: none"> • WTO Issues • Regional Economic Cooperation • Trade and Development Linkages
<i>Effective Regulation</i>	<ul style="list-style-type: none"> • Competition Policy and Law • Sector Regulation • Investment Climate • Business Regulation & Corporate Governance
<i>Good Governance</i>	<ul style="list-style-type: none"> • Consumer Protection • Access to Information • People’s Participation • Social Accountability



CUTS to roll out more effective intervention plans in geographical regions/ countries, it is imperative that the capabilities of these centres are improved further

relating to health, environment and development, enhancing civic and political education of people at grassroots, and building up strong networking between influencers and organisations.

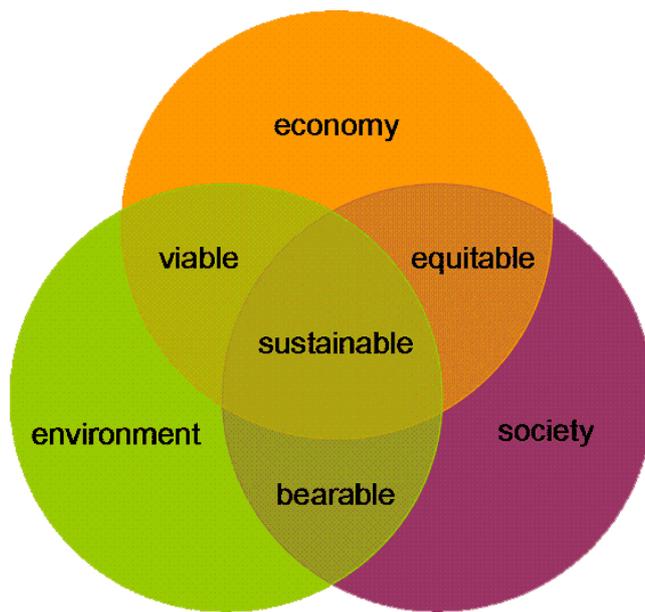
Given that regulatory reforms are gaining pace in the developing world, with an increasing number of countries enacting competition and sectoral regulatory laws, CUTS felt the need to address a severe shortage of institutional capacity to both implement the regulatory reforms and facilitate the spread of knowledge on regulatory matters in developing countries. Therefore, CUTS Institute for Regulation & Competition was established in New Delhi in 2008 with the aim of offering research, educational and training programmes on competition policy and law and sector regulatory laws.

1.2.4 Post-2015 Development Agenda

In future, by addressing the inter-play between ‘Consumer Empowerment’ and ‘Sustainable Development’, CUTS will steer its activities and interventions in a manner so as to align them and contribute towards the achievement of ‘Transformative Shifts’ as envisaged in the High-Level Panel Report on Post-2015 Development Agenda – ‘A New Global Partnership: Eradicate Poverty and Transform Economies through Sustainable Development’. These ‘Transformative Shifts’ and their brief descriptions are as follows:

- **Leave no one behind** – There can be no excuses. This is a universal agenda, for which everyone must accept their proper share of responsibility.
- **Put sustainable development at the core** – Only by mobilising social, economic and environmental action together can we eradicate poverty irreversibly and meet the aspirations of eight billion people in 2030.
- **Transform economies for jobs and inclusive growth** – We should make it easier for people to invest, start-up a business and to trade. And we can do more to take advantage of rapid urbanisation: cities are the world’s engines for business and innovation. With good management they can provide jobs, hope and growth, while building sustainability.

Figure 2: Sustainable Development



- **Build peace and effective, open and accountable institutions for all** – We need a transparency revolution, so citizens can see exactly where and how taxes, aid and revenues from extractive industries are spent. These are ends as well as means.
- **Forge a new global partnership** – We must fight climate change, champion free and fair trade, technology innovation, transfer and diffusion, and promote financial stability. And since this partnership is built on principles of common humanity and mutual respect, it must also have a new spirit and be completely transparent. Everyone involved must be fully accountable.

CUTS' core areas of operation and its *modus operandi*, in particular forging and creating 'Strategic Partnership', are aligned with these proposed 'Transformative Shifts'.



The act of pleading or arguing in favor of something, such as a cause, policy, or interests or active support of an idea or c

With inputs from Research, Advocacy and Networking, Capacity Building of state and non-state actors on cognate areas of 'Good Governance', 'Effective Regulation' and 'Rules-based Trade' and their linkages



...a 'communication strategy' is imperative. Such a strategy clearly specifies the various means/tools of communication which are used for different 'target groups'

2. Characteristics of CUTS

2.1 Values

CUTS' Vision and its underlying centrist ideology combined with the experience of its leadership suggest that the following values should guide the implementation of its agenda in the pursuit of its aspirations:

- Adhering to high standards of transparency and accountability
- Adoption of a 'Centrist Approach' in research, advocacy, networking and capacity building
- Ensuring outcomes rather than just outputs
- Focus on subject and geographical areas where a vacuum and need exists
- Responsibility to enhance the capacity of various stakeholders and partner organisations across the developing world
- Continuous strengthening of human resources within the organisation to ensure consistency and timely delivery of good quality of work

2.2 Negative List

It has been CUTS' experience that sometimes issues are taken up that are not worth allocating resources and/or related to the organisation's 'Vision' or 'track record' or much divergent from its 'Centrist Approach'. Therefore, the following is a 'Negative List' that CUTS follows:

- Work to further the interests of a single firm or conglomerate
- Work on inadequately funded assignments requiring investment of organisation's own scarce funds that could be employed more productively elsewhere
- Work on assignments that require the explicit use of scientific and technological skills such as ascertaining the quality of roads, assessing the quality of agricultural technologies
- Assignments that require banner waving, slogan shouting etc.
- Advocacy that requires projection of views that have not been verified through research

2.3 Geographical Expansion

The genesis of CUTS' expansion (both programme implementation and physical expansion) to countries/regions outside India was based on the principle of South-South cooperation not only among CSOs but also governments and business communities. South-South cooperation remains an

extremely significant process in contemporary international development and continues to motivate CUTS.

CUTS approach to South-South cooperation has been shaped further by the philosophy of trilateral development cooperation – cooperation between a southern provider of technical assistance and a southern recipient funded by a northern donor.

In the years to come, CUTS intends to expand as well as consolidate, wherever required in pursuance of its Vision. There are two aspects of geographical expansion: a) project implementation; and b) physical presence. Over the next decade, in addition to vertical consolidation (intensification) of its activities across the developing world, CUTS has the ambition of horizontal (geographical) expansion to South America, Middle East & North Africa, Central Asia and establish another International Centre in Washington DC, USA. Some thinking and actions have already been initiated in this regard.

In terms of project implementation, in addition to operating in five regions: South Asia, South East Asia, Eastern, Southern and Western Africa, CUTS intends to undertake activities and interventions in other parts of the developing world. Several factors are considered while choosing the geographical location of a project including demand on the ground, availability of local partner(s), familiarity with the country/region, existence of CUTS contacts, interest among the donor community to support activities in the organisation's core areas, etc.

These factors were considered by CUTS in opening each of its overseas centres (in Lusaka, Nairobi, Accra, Hanoi and Geneva) and would continue to be considered in contemplating opening of new overseas offices in future. The Year 2013 is a 'milestone' for CUTS on account of the establishment of its third Regional Centre in sub-Saharan Africa. This Regional Centre in Accra, Ghana will cover its activities in Western Africa and act as those in Lusaka, Zambia (covering Southern Africa) and Nairobi, Kenya (covering Eastern Africa).

2.4 Consolidation of Overseas Presence

CUTS' activities and interventions in the geographical regions are in most cases implemented and/or managed in cooperation with CUTS overseas centres in these regions. In



CUTS has always followed a process of participatory decision making at every level and stage of implementing its functions. As a tool to achieve this, each Centre has a monthly meeting format where every colleague is given an exposure in all work-related aspects of the Centre, thus empowering them and create better ownership



'Capacity Building' of internal staff through exposure visits, short trainings, internships

order for CUTS to roll out more effective intervention plans in these regions/countries, it is imperative that the capabilities of these centres are improved further.

Such improvement can be achieved in the following ways:

- 'Capacity Building' of internal staff through exposure visits, short trainings, internships
- Achievement of linkages between Programme and Regional Centres through experience sharing such as '*short deputation*' of specialised staff from CUTS Programme Centres at overseas centres and *vice versa*). This would help evolve cross-cultural understanding and sensitivities
- Close cooperation and synergy between Programme Centres, Regional Centres and International Centre in Geneva in regard to programme development: A concerted process of having '*Desk Officers*' at the CUTS headquarters responsible for liaisoning and coordination of this process has been initiated and would be further strengthened.
- Greater emphasis develop joint-projects between the Programme Centres, Regional Centres and International Centre
- Effective utilisation of its strength as a 'Southern Organisation' having an active presence in Geneva
- An evolving mechanism for close interaction between CUTS headquarters and its Programme Centres, Regional Centres and International Centre

3. Methodology to Achieve the Vision

This section outlines CUTS' thinking on achievement of its Vision and its working methodology for implementing the 'toolbox' of Research, Advocacy, Networking and Capacity Building without going into details which are outside the scope of this document. In the context of its activities and interventions:

- Research involves the evaluation and analysis of primary data and secondary evidence to arrive at recommendations for furthering progress towards its Vision
- Advocacy refers to the generation of awareness about these recommendations and dissemination of other knowledge/information relevant for the mentioned progress as well as capacity building of CUTS and its partners which are needed for understanding and pushing the implementation of these recommendations
- Networking involves the creation of lattices through which such advocacy can be effectively conducted and this includes capacity building of the relevant stakeholders
- With inputs from Research, Advocacy and Networking, Capacity Building of state and non-state actors on cognate areas of 'Good Governance', 'Effective Regulation' and 'Rules-based Trade' and their linkages

3.1 Planning

In order to develop the methodology for achieving progress towards its Vision, each of the Programme Centres of CUTS develops *Strategic Business Plan*, for a period of five years, with a detailed description of objectives, outcomes, etc. of their respective areas of work and a corresponding strategy for implementation (funding, human resources, etc.). In doing so, each Programme Centre takes into account and assists in doing similar work in Regional Centres and the International Centre.

Each Programme Centre specifies an annual target for funds to be raised for projects and, thus, arrive at an aggregate figure for a five-year period. The planning process for developing a *Strategic Business Plan* is initiated in the year preceding its implementation through a consultative process involving staff of each Centre, members of its advisory body, staff of other CUTS Centres and representatives of the senior management.



...each of the Programme Centres of CUTS develops Strategic Business Plan, for a period of five years, with a detailed description of objectives, outcomes, etc. of their respective areas of work and a corresponding strategy for implementation



...that the effectiveness of the organisation's advocacy depends on its outreach and dissemination capability, the development of a comprehensive 'advocacy plan' and within it a 'communication strategy' is imperative

CUTS has always been clear and unambiguous in communicating its messages to specific target groups. Given that the effectiveness of the organisation's advocacy depends on its outreach and dissemination capability, the development of a comprehensive 'advocacy plan' and within it a 'communication strategy' is imperative.

Such a strategy clearly specifies the various means/tools of communication which are used for different 'target groups' – outreach meetings for project-related stakeholders and media, project and policy briefs, briefing and discussion papers, focus group discussions, local, national, regional and international conferences, etc.

Furthermore, the organisation is in the process of developing an in-house Monitoring and Evaluation Unit to carry out regular outcome- and impact-audits and guide the project teams to ensure that the work is on stream.

3.2 Leadership and Decision Making

CUTS has always followed a process of participatory decision making at every level and stage of implementing its functions. As a tool to achieve this, each Centre has a monthly meeting format where every colleague is given an exposure in all work-related aspects of the Centre, thus empowering them and create better ownership. Such meetings are recorded and reviewed regularly by the team and the senior management.

Each CUTS Centre is provided a fair degree of independence in decision making – administrative and financial. Such independence extends to the conceptualisation and implementation of Centre-specific Strategic Business Plan, especially in respect to project development, staff planning and management, etc.

Formulation and implementation of Strategic Business Plan of a Centre is handled by its Centre Head/Coordinator. More detailed implementation such as project development is handled by a dedicated group of a centre's personnel including a designated programme officer who, along with her/his team members, is responsible for timely progress of the project. Activities and interventions are implemented under the guidance of a Centre Head/Coordinator, often with the involvement of the senior management, Centre's advisory body and/or project advisory groups, which consist of a panel of reputed experts/practitioners with relevant knowledge/experience.



CUTS has always followed a process of participatory decision making at every level and stage of implementing its functions

3.3 Resources

For implementing its working methodology, as described above, the organisation places equal emphasis on all three aspects of 'Resources' – Human, Physical and Financial. Given their dynamic nature, regular discussion takes place among the senior management to address required changes in 'Resources' Planning.

The organisation has a 'Human Resources Development Policy' for recruiting professionals and support staff from diverse socio-cultural background, keeping in mind gender balance and other features of diversity.

In regard to physical resources, the organisation has the necessary space and provides state-of-the-art facilities for a more productive working environment. It has acquired a piece of land in Jaipur to build its campus, which will help the organisation with more space and better facilities.

The organisation has various sources of funding – from governmental including bilateral donors, multilateral/inter-governmental organisations and foundations. Most of these funds are project-specific. In recent times, the organisation has been successful in securing some funds through competitive bidding for specific projects.

The organisation is yet to be successful in mobilising significant amount of support through endowments, donations, etc. It is developing a 'Strategy' to improve its ability to attract such support from potential sources. However, it would have to be careful in maintaining its independent character while seeking such endowments.

In its 30th anniversary year in 2013, CUTS is organising a series of lectures by eminent personalities across the world on topics of its work agenda. These lectures will help raise the profile of the organisation globally and also help CUTS to fine tune its work agenda and raise long-term funding. The lectures will be published in a volume while a videotape also be produced to help visibility.



The organisation is yet to be successful in mobilising significant amount of support through endowments, donations, etc. It is developing a 'Strategy' to improve its ability to attract such support from potential sources

4. Conclusions

This Vision Document provides directions for the next two decades of CUTS – recommendations for continuity with change emerge from the analysis in the previous sections. It will help the organisation consolidating and synergising its activities and interventions in cognate subjects of ‘Good Governance’, ‘Effective Regulation’ and ‘Rules-based Trade’ for achieving ‘Consumer Sovereignty’.

While the organisation’s core areas of operation would continue and will be consolidated, there would be an increase in emphasis on issues such as social, economic and environmental dimensions of sustainable development, corporate social responsibility, and transparency and accountability in the systems of economic governance.

Over the next two decades, considerable geographical expansion is anticipated – in Latin America & the Caribbean, Middle East & North Africa, Central Asia and another International Centre in Washington DC. New Regional Centres would be set up on the basis of project funding and core/long-term support but continuation of operations would be based on sustainability through the generation and consolidation of local demands, future opportunities, etc.

In future, the organisation will place greater emphasis on outcomes- and impact-oriented cutting-edge activities and interventions by consolidating and synergising its work across subjects and geographical regions.

CUTS is an organisation striving for continuous improvement. One of the ways for achieving this would be to undertake an ‘External Evaluation’ of CUTS so as to better identify its ‘Strengths, Limitations, Opportunities and Threats’, which will help the organisation addressing major factors in ‘External Environment’ in which it will work as well as improve its ‘Internal Environment’ of functioning.

An Organisational Strategic Business Plan will be developed which would help CUTS operationalising this Vision Document. A Monitoring and Evaluation framework will also be developed to monitor the progress of the organisation in achieving the goals set in this Vision Document by the 50th anniversary of CUTS in 2034.

This Vision Document will be revisited in 2018 to take stock of what the organisation had visualised and what it has been able to achieve in terms of this Vision.



This Vision Document will be revisited in 2018 to take stock of what the organisation had visualised and what it has been able to achieve in terms of this Vision

Annexure 3
**CUTS Centre for Consumer Action,
Research & Training (CUTS CART)**

Introduction

As an outcome of evolution of divergent functional areas at CUTS, various programme centres came in to being during 90s. CUTS Centre for Consumer Action, Research & Training (CUTS CART) was established in 1996 to continue with the inherited agenda of Consumer Protection & Education. Pioneering work of CUTS in the area of consumer protection placed CUTS CART at a premier position. The Centre further strengthened its position by broadening its endeavours in the area of Consumer Empowerment, Good Governance and Sustainable Development finally attempting for consumer welfare.

CART has come a long way and have diversified its activities to cover various issues, as per demand of the society. It is widely recognised for its work in India and gradually making pugmarks in the countries of South Asia, East Asia and Africa. It is widely recognised for its governance work in the country and the state to improve public policy and keep the consumer and a common person's issues in the hearts and minds of decision-makers, media, donors and other stakeholders.

Now, in year 2013, given the dynamics of the socio-economic and political scenarios, new challenges are arising before entire society, CART is taking on and addressing the 'generation-next' issues of consumer concern as per demand of the society with innovative approaches for achieving the goal of total consumer welfare.

Mission, Goals & Objectives

CUTS Centre for Action, Research & Training (CUTS CART), using its universal approach of research, advocacy, networking and capacity building, will continue to contribute towards attaining the ultimate agenda- Vision of CUTS - 'Consumer Sovereignty' at the national and international level.

Recognising the need of the hour, CART will continue to remain vibrant face and voice of all Indian consumers through its interventions. It will also cater to the existing demand in the countries of South Asia and Africa by working as a resource agency offering capacity building of various government and non-government organisations to run consumer movement in the countries, where still the consumers are vulnerable due to absence of consumer protection law or poor consumer voices or other reasons.

To improve the transparency and accountability in government institutions and make them more responsive towards the poor and marginalised for the ultimate objective of improving public expenditure outcome, CART will continue



Pioneering work of CUTS in the area of consumer protection placed CUTS CART at a premier position.



CART is taking on and addressing the 'generation-next' issues of consumer concern as per demand of the society with innovative approaches for achieving the goal of total consumer welfare.



CART will continue its activities for sustainable development with emphasis on sustainable mobility, achievement of Millennium Development Goals (MDGs), sustainable environment, sustainable consumptions etc.

putting its endeavour towards enhancing the engagement of citizens in assessing the effectiveness of the policies/ institutions/government departments and their implementation of public schemes through the use of various social accountability tools at various levels of governance and implementation of policies/ rules etc. There are new avenues opening for CART in Asia and the other continent, where it has started using its expertise gained over time in the field of social accountability and governance in building capacity. The centre will strengthen it further.

CART will continue its activities for sustainable development with emphasis on sustainable mobility, achievement of Millennium Development Goals (MDGs), sustainable environment, sustainable consumptions etc. It does value addition in government's programmes at state, regional and national level through action, research, advocacy and other apparatuses.

Mission

'To enable consumers, particularly the poor and the marginalised to achieve their right to basic needs, sustainable development and good governance through strong consumer movement'

Goal

The goal of the Centre is to be well recognised for its work towards attainment of consumer sovereignty through its interventions based on research, advocacy and networking and also through knowledge development and dissemination.

Objectives

- Create and empower networks of people and rural social action groups
- Help people to achieve their rights through constructive engagement with government, polity, media and the judiciary
- Empower women and other marginalised sections and sensitise the society on gender issues
- Enhance the capacity of stakeholders' groups

Strengthening the Democratic Processes



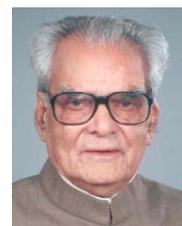
CUTS has contributed a great deal towards strengthening the democratic processes and structures of our country by enhancing peoples involvement and voice in determining their future, on the one hand, and by promoting debate and discussion on government policies and programmes, on the other.

Kamal Nath

Minister for Road Transport & Highways (2009-2011)

Gram Gadar helping our rural folk

I have been seeing a variety of CUTS' publications, especially the one which is in the form of a wall newspaper called the 'Gram Gadar', which has been helping our rural folk in a big way by its regular columns, such as on women's rights. CUTS has rapidly diversified its work areas and the need of the future is that it should set goals according to the needs of a common man, maintaining its identity.



Bhairon Singh Shekhawat
Vice President of India (2002-2007)
Chief Minister, Rajasthan
(1977-80; 1990-92 & 1993-98)

- Gather information from the grassroots on various issues for evidence-based advocacy

Areas of Expertise

- An active research focus that has established a track record of obtaining competitive research grants from various international organisations.
- Able to develop and present a range of tailored training and professional education modules for government and other development agencies in the areas of Consumer Empowerment, Good Governance and Sustainable Development.
- Capable of conducting evaluation and assessment of development programme/schemes to make them more people friendly and effective.

Approach

- Research
- Evidence-based advocacy
- Networking
- Capacity Building

Programme Areas

All the interventions of CUTS CART contribute towards CUTS 'vision' of consumer sovereignty and 'mission' of consumer sovereignty in the framework of social justice, economic equality and environmental necessity, within and across borders.' The interventions of CART fit well within three programmatic areas.

Consumer Empowerment

CUTS CART contributes towards attaining the ultimate agenda of 'Consumer sovereignty' mainly through consumer protection and education. Using its universal feature of



CART adopts a holistic approach for the protection of consumer rights and for consumer welfare which includes awareness generation, creating and nourishing network of people/organisations and building their capacity, research-based advocacy, campaigns, complaint handling, and plethora of other kind of activities.



Working for the Cause of Consumer

India needs more groups such as CUTS and that is the challenge for CUTS to replicate and multiply all over the country. CUTS is a professionally managed and organised group and government can usefully utilise their talents and skills in the cause of the consumer.

Vinod Vaish

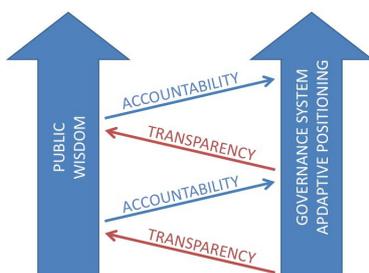
Chairman, Telecom Equipment & Services Export Promotion Council, Government of India (June 2002-January 2004)

research, capacity building and networking, CART adopts a holistic approach for the protection of consumer rights and consumer welfare which includes awareness generation, creating and nourishing network of people/organisations and building their capacity, research-based advocacy, campaigns, complaint handling, information and advisory services for consumers and plethora of other kind of activities. Other than considering traditional consumer goods, CART also provide all kinds of education and protection services for new age goods and services, such as telecom, finance, insurance, etc.

Financial consumer empowerment has become one of the essential needs in the present context of global financial crises. Contemporary consumers face more sophisticated and complex financial markets. The availability of information has grown both in quantity and complexity along with the new products and services with advance technology. Building and maintaining consumer confidence and trust in financial market promotes efficiency and stability which helps creating positive outcomes for both financial institution and their customers. CART is working on how to empower financial consumers by helping with acquiring wisdom, confidence and choices to enable them to fully participate in financial markets.

Furthermore, CUTS Centre for Human Development (CUTS CHD) is also involved in SHG-Bank Linkages Programme with the objective of ensuring socio-economic development and enhances livelihood security in rural areas. It has promoted and linked 800 SHGs with banks and got several awards.

CART is spreading its wings in other countries, where there is no constitutional system of consumer protection, with the intention of promoting the vision of consumer sovereignty in the whole world. Several countries are the now seeking support to write and design their consumer protection law for their consumer welfare.



CART has been working in the area of enhancing transparency and accountability at all levels of governance

Good Governance

The people of a country are also consumers of the government as they avail various services provided by the government by paying taxes. In order to ensure the optimum use of public money and providing quality services to the citizens, especially the poor and marginalised, there must of transparency and accountability in the supply of services to benefit the consumers of government maximally.

CART has been working in the area of enhancing transparency and accountability at all levels of governance through increased people's participation using various methods, tools and techniques, such as Budget Analyses, Participatory Expenditure Tracking Survey (PETS), Community Report Card (CRC), Community Score Card (CSC), Right to Information (RTI), campaigns, surveys, advocacy and so on. CART also has been actively involved in a number of campaigns to weed out corruption at all levels of governance.

To strengthen responsive institutions that deliver to the poor and vulnerable/marginalised groups at all levels (national, and sub-national or local) CART adopts two-pronged approach:

- Increasing people's participation at various levels of governance and implementation of policies/rules etc.
- Assessing the effectiveness of the policies/institutions/ government departments and their implementation for better public expenditure outcomes.

Sustainable Development

The interference by mankind into the natural system has severely threatened the whole natural and physical resources and further deterioration is taking place through devastation of life support system, which is necessary for sustenance of economies. Therefore, the idea of sustainable development is based on the sustainability of space for mobility, environment, consumption etc.

Improving the Life of Urban Citizens

I congratulate CUTS for doing such a wonderful work to improve the life of urban citizens. It is very tough to connect masses, elected representatives, service providers and public authorities and bring them at one platform for the interface. I appreciate CUTS for the rigorous implementation of the intervention in the first phase of MyCity Project and replicating this successful model of civic engagement in other wards of the city to improve services in the second phase of intervention.



Jyoti Khandelwal
Mayor, Jaipur

The sustainable mobility (Road safety) is one significant component where CUTS has been putting its endeavours since long. The aim of these endeavours is to build up an informal network of actors who will work in a coordinated way on sustainable mobility, road safety and mobility education, in order to reduce road accidents, through research, educational communications and advocacy.

CUTS CART derives its activities for sustainable development with emphasis on Millennium Development Goals (MDGs). It does value addition in government's programmes at state, regional and national level through action, research, advocacy and other implements.

SLOT Analysis

No organisation exists in a static environment. Social, political and economic trends continually impact the demand for its offerings and services. Even as advances in technology present new opportunities, they also generate new expectations. Needs and community demographics are all subject to change. So too are methods for delivering programmes and services. It is thus essential that a strategic plan reflect the external environment. Programmes, services and operations should be re-examined and reshaped in light of current realities and future projections.

The following are 'Strengths-Limitations-Opportunities-Threats' (SLOT). In doing this analysis it has been kept in mind that while 'strengths' and 'limitations' are internal to the organisation, 'opportunities' and 'threats' are with respect to the external environment in which the organisation is working.

<p>Strengths</p> <ul style="list-style-type: none"> • The CART's key strengths include the organisation's demonstrated ability to provide quality policy inputs, research-based facts and recommendations, which help government in more appropriate policy formulation and functioning of the departments and people to engage in development process and demand for accountability and transparency for better welfare of people as a consumer or otherwise. • Qualified and professional staffs from various streams, those are committed to put their maximum effort for delivering quality outputs, and the services and programmes offered are monitored for quality. • CART is getting recognition as a resource agency for the work in Governance and Consumer Empowerment programmatic areas. 	<p>Limitations</p> <ul style="list-style-type: none"> • Limitations in producing high quality output (need capacity enhancement for acquiring new skills, non-responsiveness of environment, sensitivity of the issue etc.) • CART has not able to get core funding for sustainability of
--	--

Contd...

<ul style="list-style-type: none"> • Experience and expertise to work on emerging issues, such as financial consumer empowerment and sustainable mobility • When there is a challenge, the organisation meets it through in-house discussion and further innovation in its work. • The CART has an excellent reputation, which is crossing the borders and reaching to the other continents of the world. • CART has now significant partnership with government and many other donor agencies which can support for a long term. • CART has more than 1000 organisations worldwide in the network to make progress in the work area. • CART has wide outreach through its publications. 	<p>its programmatic areas and work.</p> <ul style="list-style-type: none"> • Lacks continuity of ongoing programme/project along with partnership with funding agency.
<p>Opportunities</p> <p><i>Consumer Empowerment</i></p> <ul style="list-style-type: none"> • The availability of space at the national level to flourish. • Strengthen its visibility, network and position at national level through ConsumersUp project, which can open up gates for other states. • Possibility to develop GRANIRCA (Grassroots Reachout and Networking in Rajasthan through Consumer Action) into a replicable model and scale up to other parts of the country, since demand exists. • The growing need to work on financial consumer empowerment at national and international level • Filling the existing demand from other countries in Asia & Africa. <p><i>Good Governance</i></p> <ul style="list-style-type: none"> • Opportunity for diversification [various levels/arms of Government (Legislative, Judiciary & Executive), Sector wise (Health, Education, Livelihood etc) and Approaches and Tools wise (CRC, CSC, PETS, RTI, Budget Analysis etc.)] • Opportunity for expansion [Geographically (Other states, South Asia region etc), Subject wise (Procurement, Corporate activities affecting public accountability etc.)] • Opportunity for working as resource agencies/ Training centre. 	<p>Threats</p> <ul style="list-style-type: none"> • Increasing competition among fund seekers as new organisations are jumping in the area • Contraction in general funding sources due to shining India • Dearth of organisations having similar interests and nature of work to form alliances. • Confrontation and/or opinion differences with government officials resulting limited working opportunity/buyer



Milestones

1998

The Department of Food and Consumer Affairs, Government of India, with the support of Consumer Welfare Fund selected CUTS to set up 'District Consumer Information Cell' (DCIC) at three of its Programme Centres, i.e. Jaipur, Kolkata and Chittorgarh. The DCIC handles complaints, in addition to providing advisory services to consumers through direct counseling or via e-mail and telephone.

2000

Instrumental in getting the World Consumer Rights Day falling on March 15 adopted as the National Consumers' Day by the Government of India. In the year 2000, this day was changed from March 15 to December 24, the day, on which Consumer Protection Act, 1986 (COPRA) was given assent by the President.

2001

As a result of its work in the power sector has been nominated as a member of the Advisory Committee on Rajasthan Electricity Regulatory Commission (RERC).

Recognition as Investor Association with the Securities and Exchange Board of India (SEBI), Mumbai and also got registered with Ministry of Corporate Affairs, Government of India under Investor Education and Protection Fund.

2002

Filed a petition in the State Human Rights Commission, Rajasthan, demanding a ban on jeeps as public transport vehicles, as many accidents were occurring due to overloading

Contribution in Consumer Protection Movement



I congratulate CUTS for successful journey for contributing in consumer protection movement in India and across the world. The study done by CUTS and produced report on "State of the Indian Consumers 2012" will be helpful in taking the consumer movement forward and the recommendations will be implemented by Department of Consumer Affairs and also in revision of UNGCP. People are not aware of their rights and it is high time that an action plan should be developed by government agencies and consumer organisations to make them aware. There is need for government agencies and consumer organisations to examine the rights and make sure that these are still relevant in today's needs.

Indrani Thuraisingham
*Head, Asia-Pacific and the Middle East
 Consumers International*

Initiative for Strengthening Social Accountability

I congratulate participants and thank CUTS for organising such a useful training programme for the government and non-government officials and also for anchoring community of practice on social accountability (CoPSA) which the wonderful initiative for spreading and strengthening social accountability.



Tahseen Sayed

Country Manager for Nepal, the World Bank

of jeeps. Pursuant to this, CUTS was incorporated in the committee constituted for periodical checks of overloaded jeeps on the National Highways.

2003

CUTS CART was made a part of the committee constituted by the Government of Rajasthan to formulate the 'State Child Policy'.

2004

The World Bank, under its 'Voice and Client Power Programme (VCP)', identified, documented and published the model developed out of successful intervention made by CUTS CART in the power sector. This is popularly known as 'CUTS-FES Model in Power Sector'. The Centre has been a member of the steering committee of the VCP.

2005

Became part of the South Asia Social Accountability Network (SASANet) supported by the World Bank and Network for Social Accountability Curriculum Development in South Asian of the World Bank.

2006

The Ministry of Environment & Forests, Government of India appointed CUTS CART as the Regional Resource Agency (RRA) for Rajasthan under the National Environment Awareness Campaign (NEAC) for three years from 2006-07 to 2008-09. This prestigious appointment continues till now.

CUTS CART was appointed to peer review the section on 'India Budget' under the International Budget Project of the Centre on Budget and Policy Priorities, Washington DC as part of measuring the level of transparency in national budgetary processes in 60 countries.

2007

The Centre became the member of Advocacy Forum for Tobacco Control (AFTC), India.

The Centre is made part of International Resource Team on Social Accountability of the World Bank Institute of Sustainability Development (WBISD) Washington DC.

The Centre again became the member of reconstituted Central Consumer Protection Council (CCPC).

2008

CUTS CART became a part of Demand for Good Governance (DFGG) Learning Network of the World Bank.

The Council of Power Utilities in association with KW Conferences Pvt. Ltd. presented India Power Awards 2008 in recognition of the achievements and contribution of CUTS in power reform.

CUTS CART acts as a member of State Level Steering Committee in order to monitor the violations and to enforce the provision of the Section 5 of the Indian Tobacco Control Act, 2003.

2009

Empanelled as a consumer representative by the Central Electricity Regulatory Commission to protect the interests of electricity consumers.

2010

Became a member of the newly constituted National Road Safety Council of India and reconstituted Central Consumer Protection Council (2011-14).

2011

Registered Consumer Awareness Group (CAG) with Telecom Regulatory Authority of India (TRAI).

2012

Become the Regional Anchor to manage Community of Practice on Social Accountability (CoPSA) in South Asia Region covering the countries of Pakistan, Bangladesh, Nepal, Sri Lanka and India.

Entered in to an institutional partnership with National Law School of India University (NLSIU), Bangalore for academic collaboration.

2013

Entered in to an institutional partnership with Research Centre for Law and Policy of Global Consumer Protection at

the Wuhan University, China for research and other academic collaboration.

Bagged Rhoda Karpatkin Consumer International Award of 2013 presented by The American Council on Consumer Interests (ACCI).

Became one of the global partner in the World Bank's worldwide initiative Global Partnership for Social Accountability (GPSA). Also placed in the 'Roster of Experts' for providing its expertise in the area of social accountability as a resource organisation.

Rhoda Karpatkin Consumer International Award for 2013

George Cheriyan, Director, CUTS, has received the Rhoda Karpatkin Consumer International Award for 2013 for his contributions to welfare of consumers by The American Council on Consumer Interests (ACCI) in Portland, US. Cheriyan also delivered the Rhoda Karpatkin International lecture on the topic 'Consumer Protection Regimes around the World with Special Reference to the State of the Indian Consumer'.

Future Strategy

The Centre is actively involved in multi-pronged interventions, where the impact directly lies on consumers or citizens' welfare and also on inclusive growth. It has a track record of developing long-term collaborative partnerships with government and other agencies from within and outside the country, and as an organisation; it is firmly committed to meet development needs uniquely and innovatively. Its programmes are aimed towards meeting the changes in government policies through research and advocacy in the area of consumer education and protection, good governance and sustainable development. It will continue collaborative approach with government to change the governance system.

There are a number of trends that are converging to make CART an ideal organisation in the programmatic area it work:

- Increasing relevance of the work related to good governance after failure of various traditional work of implementing various programmes for development
- Increasing demand from the several parts of the world for capacity building, partnerships etc.
- Increasing credibility of the organisation with the passage of time within and outside the border
- Better showcasing of work under good leadership
- More than 1000 organisations/activists are in the network in states of India & abroad and is growing gradually



The Centre is actively involved in multi-pronged interventions, where the impact directly lies on consumers or citizens' welfare and also on inclusive growth.

- Use of technology and professional values for delivering the output provides more significance to the organisation
- More and more diverse and qualified human resources are joining the organisation

The five-year period of this strategic plan will be a time of deepening approaches to its work and will pursue the following strategic direction:

- CART will ensure the state-of-the art work further accommodate new-age needs of consumers or citizens in expanded geographical areas by its interventions in relevant programmatic areas and will make serious attempt to leave no one behind.
- CART will take a leadership role in the area of governance and take actions to develop the capacity of other organisation, to stimulate more interventions for improved service delivery, transparency, people's participation, rule of law etc. for complete consumer welfare with an expanded reach and visibility of the centre.
- CART will develop key strategic alliances with government, donor agencies in related programmatic areas, and emphasise on building its financial resources including core funding for sustained work.
- CART will contribute in building strategic partnership in its programmatic areas and build more synergy among centres for bringing inclusive growth and provide opportunity to all sorts of people for sustainable and irreversible growth.
- CART will forge new global partnerships with all kinds of stakeholder and use CUTS thought leadership lectures appropriately to generating new ideas, networking and visibility to enrich its work.

Action Plans

Consumer Empowerment

- CART will develop expertise in certain emerging issues (Financial consumer protection, Energy, Water, Pharmaceuticals) and be repository of knowledge to contribute in horizontal and vertical expansion and provide all support to the other centres to strengthen consumer empowerment work.

Good Governance

- CART will consolidate its work performed in the area of Good Governance in South Asia and leapfrog in other parts of developing world especially in Southeast Asia

and Africa through CUTS' centres. CART will put its endeavours towards conducting necessary donor mappings/scoping for innovative interventions/ formulating projects/building in-house capacity to extend interventions across the developing world where we are working or are intending to work.

Sustainable Development

- CART will explore and add new interventions to add value to the present ongoing work in the area of sustainable development.

Stakeholders' Engagement

Government

CART will engage all three pillars of government (Legislative, Judiciary & Executive) for consumer welfare, good governance and sustainable development in its various efforts towards consumer sovereignty. It will provide policy analysis, research-based facts about the functioning of its institutions, valid feedback from the citizens about programmes and schemes of various departments/institutions, recommendations to improve their functioning in transparent and accountable manner and hence helping the government to bring good governance and protect the interest of consumers.

Citizens

CART will engage the citizens in the process of policy formulation, assessment of the effectiveness of various schemes and programmes, to track the public expenditure outcomes, to remain aware about the rights and duties of a consumer with the aim of enhancing the power of people, especially poor and marginalised, for establishing a participatory process of development.

Civil Society Organisations

CART will remain a resource agency for various civil society organisations having similar interests, in order to build their capacity in the field of expertise, forming alliances for project implementation, forming network for sharing hand and knowledge to grow together and bargain better and collectively protect the interest of a common person.

Media

CART will enrich media by providing various information/ research-based facts related to policy, the functioning of various arms of government, implementation of various schemes and programmes, status of people as a consumer and using it for campaigns and advocacy. CART will also form

alliance with media to fight jointly for better systemic changes.

Donor Agencies

CART will try to meet the expectation of the donor agencies and provide them a platform for best use of their money.

Human Resource Development/Management



CART has 15 staff from diverse professional and cultural backgrounds altogether makes a rich environment. Over the next five years, this is expected to rise to 20 professionals working at various levels in the respective programmatic areas. As a state originated international organisation it will maintain its heterogeneity and quality in hiring, developing, strengthening and retaining a diverse workforce.

Developing the capacity of the organisation's human resources through training, exposure visits, exchanges, etc. related to the work in different programmatic areas, CUTS will help its human resource in getting recognition, promotion and better handling of their roles and responsibilities.

CART will also contribute in capacity development of its personnel in acquiring soft skills (communication, team-building, personality, public speaking, etc.) and confidence to achieve organisational as well as personal goal.

Financial Position & Projection

CART will continue exploring the availability financial resources from various sources for taking the organisation's mission and agenda forward.

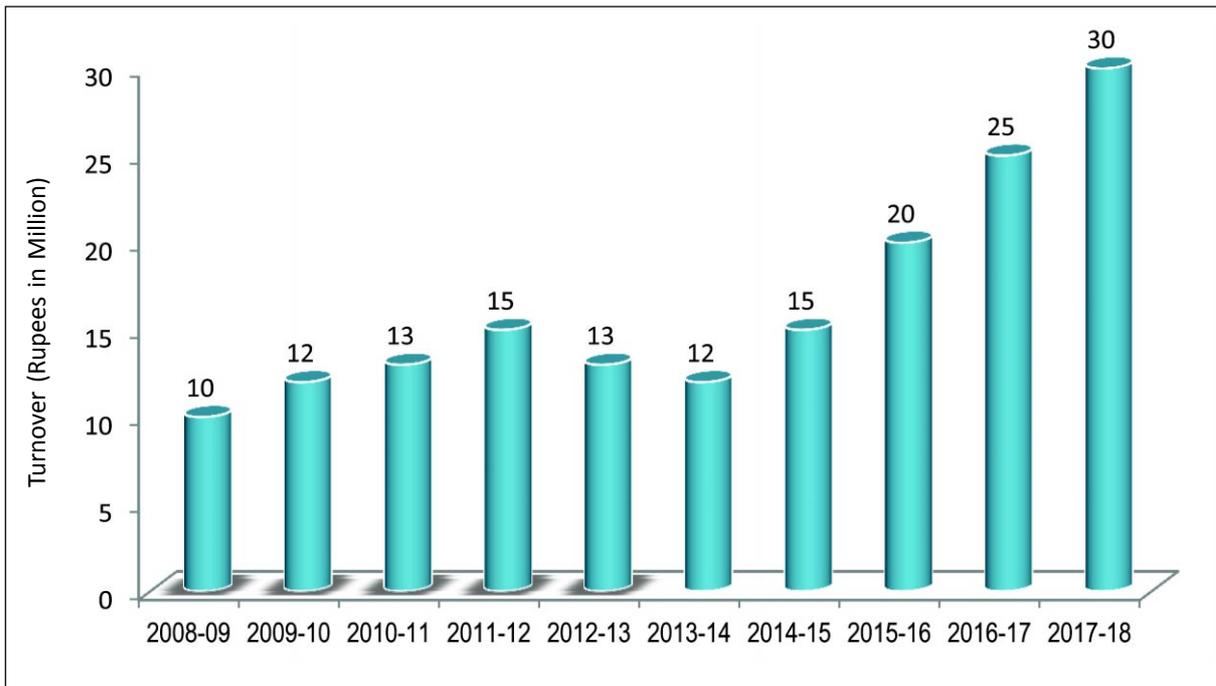
Funding Streams are

- Core funding
- Project Based Funding
- Capacity Building
- Content Development
- Other Consultancy Services
- Evaluation & Assessment

After CART came into being, it has received short and long term support from the following governmental and non-governmental sources

- Affiliated Network of Social Accountability – South Asia Region (ANSA-SAR)
- Friedrich Ebert Stiftung
- Government of India – Ministry of Consumer Affairs; Ministry of Environment & Forests
- Government of Rajasthan

- Partnership for Transparency Fund (ptf)
- *The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)*
- The Asia Foundation
- The World Bank
- The World Bank Institute
- The Ford Foundation
- Results for Development (R4D) Institute



Annexure 4
CUTS Centre for Competition,
Investment & Economic Regulation
(CUTS CCIER)

Introduction

While CUTS was established in 1983-84 as a consumer protection group, over time it flowered into five programmatic centres going beyond traditional consumer protection related issues. To confer a distinct identity to CUTS' work on competition and regulatory policy issues, a Centre was established in 2003, and named CUTS Centre for Competition, Investment & Economic Regulation (*CUTS CCIER*). CUTS CCIER operates under the advice/guidance of its International Advisory Board (IAB) headed by eminent competition expert Professor Frederic Jenny (a Judge in the French Supreme Court - *Cour De Cassation*) and comprising of other academicians, practitioners and intergovernmental organisation specialists drawn from institutions like WTO, UNCTAD, World Bank etc. The list of the Advisors is available on the CUTS CCIER website (www.cuts-ccier.org/Advisors_Index.htm).

In 2006, CUTS CCIER adopted a new '**Mission Statement**', following a round of intense discussion that involved the advisors. CUTS CCIER'S new Mission Statement¹ is:

***Promoting Fair Markets to enhance
Consumer Welfare and Economic Development***

CUTS CCIER has the following programmatic areas:

- **Competition Policy and Law**
- **Economic Regulation**
- **Consumer Protection**
- **Investment Climate**

Objectives

The main objectives of the centre are:

- promoting research activities in the developing world on themes coinciding or having linkages with the programmatic areas;
- wider outreach and dissemination of relevant knowledge and skills to increase awareness and build capacity of civil society, government and business community;
- evolving approaches to facilitate active participation of consumers in the process of socio-economic policy reforms; and
- developing and maintaining extensive global network(s), promoting the need for effective regulation for consumer welfare and economic development.



To confer a distinct identity to CUTS' work on competition and regulatory policy issues, a Centre was established in 2003, and named CUTS Centre for Competition, Investment & Economic Regulation (CUTS CCIER).



1 The erstwhile Mission Statement of CUTS CCIER was "*To be a centre of excellence on regulatory issues*"

Valuing the Productive Relationship



We applaud the impact that CUTS has had in raising the profile of competition policy issues in developing countries and, indeed among the donor community. We value the productive relationship that CUTS and Department for International Development (DFID) had built up in recent years on this agenda.

Gareth Thomas

*Parliamentary Under Secretary of State, DFID, UK
(2008-2010)*

Affiliations

CCIER is affiliated to various national and international agencies, organisations and institutes. Some of the affiliations are:

GLOBAL

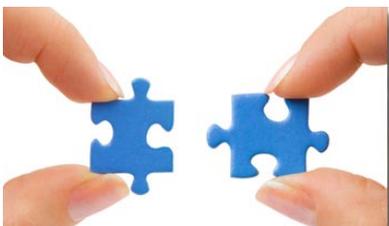
- International Network of Civil Society Organisations on Competition (INCSOC)
- Working Group on Unilateral Conduct, International Competition Network (ICN)
- Centre Advisory and Review Group, Centre on Regulation and Competition, Institute for Development Policy and Management, University of Manchester, UK
- Advisory Board, American Antitrust Institute, Washington D.C., USA
- Advisory Committee, Institute of Consumer Antitrust Studies, Loyola University Chicago School of Law, Chicago, USA

REGIONAL

- Founding members of South Asia Forum for Responsible Business (SAFORB)
- Advisory Committee of OECD on Investment for Africa
- UNCTAD Investment Division and Competition and Consumer Policies Branch

NATIONAL

- Advisory Committee, Central Electricity Regulatory Commission, India
- Working Group on Competition Policy and on Consumer Protection, Planning Commission, Government of India
- Advisory Committee, National Competition Policy constituted by the Ministry of Corporate Affairs
- Working Group on Business Regulatory Framework constituted under the Steering Committee on Industry by the Planning Commission of India



- Task Force on National Competition Policy constituted under the Working Group on Business Regulatory Framework
- State Advisory Committee for Joint Electricity Regulatory Commission (JERC) for State of Goa & Union Territories
- Advisory Committee of Airports Economic Regulatory Authority of India (AERA)
- Voluntary Consumer Organisation (VCO) registered by Petroleum and Natural Gas Regulatory Board (PNGRB)
- Advisory Committee on Regulation, Competition Commission of India (CCI)
- Advisory Committee of Telecom Regulatory Authority of India (TRAI)



Special Initiatives

CUTS Institute for Regulation & Competition (CIRC)

www.circ.in

Enhancing Knowledge, Strengthening Capacity

CUTS CCIER established the CUTS Institute for Regulation & Competition (CIRC), which aims to act as a dedicated training and capacity building entity and fill the existing knowledge gap on competition policy and regulatory issues. The aim is to offer educational and training programmes to cater to the unmet demand of trained personnel in the following subjects: Economic Regulation and Competition Policy.

Parliamentarians' Forum on Economic Policy Issues (PARFORE)

www.parfore.in

The Centre facilitated formation of Parliamentarians' Forum on Economic Policy Issues (PARFORE, www.parfore.in). PARFORE was conceived as a non-partisan and informal forum where Members of Parliament (MPs) from India are able to air their views on core economic policy issues in the field of trade, competition, regulatory reforms, investment and their cross linkages. The discussions at PARFORE meetings would not only help evolve greater understanding among Parliamentarians on complex policy issues having considerable public interest significance, but would also help CUTS extract important policy elements for its work on socio-economic and regulatory policy reform.

Deep Roots in Competition

CUTS tree has deep roots (in competition) leaves and foliage providing shelter to the hapless consumers throughout the globe and flowers and fruits that are the envy of many.

S Chakravarthy

Former Member, MRTP Commission



International Network of Civil Society Organisations on Competition (INCSOC)

The International Network of Civil Society Organisations on Competition (INCSOC, www.incsoc.net) was floated by several civil society organisations (CSOs) as a coalition promoting a healthy competition culture in the World. The concept came out of extensive work on the subject of competition policy & law undertaken by Consumer Unity & Trust Society (CUTS). INCSOC was the result of a path-breaking project on comparison of competition regimes in seven developing countries (popularly called the 7Up Project) of Asia & Africa (2000-02).

Approach to Research, Advocacy & Networking

CUTS CCIER is a **Research, Advocacy and Networking (RAN)** entity – a character that the Centre derives from the organisation, CUTS.

	What?	Why?	How?
Research	On public policy issues where there is a lack of understanding and even background information, for gathering evidence, where required, and initiating reforms	In order to pursue evidence-based advocacy and capacity building activities	In addition to undertaking research on our own, also partnering with other research organisations, consumer organisations, think-tanks, associations, etc. to undertake the research
Advocacy	Use existing or self-generated evidence to initiate a process of socio-economic reforms that are need-based and has potential broad-based impact	To initiate a process of change (both in policy and practice) in the interest of economic development and consumer welfare	Through various means – policy discourses, events, personal communication, public dissemination, empowerment of advocates, etc.
Networking	Evolve fora where organisations having similar focus/objectives (civil society organisations as well as development partners) can discuss and learn by sharing of experiences and actions	To facilitate the process of practical learning and actions	Through online networks, thereby maintaining institutional memory and profile of networks. INCSOC is a network being maintained by CUTS CCIER (one of its kind in the world!)

Contd...

	What?	Why?	How?
Capacity Building	<p>Develop capacity of civil society organisations, government agencies and different associations in developing countries for them to pursue economic growth and consumer welfare goals.</p> <p>Need-based awareness and sensitisation is also undertaken to create demand for capacity building</p>	<p>There is huge demand for capacity building among these stakeholders in the developing world (especially, given that the process of trade and regulatory reforms has progressed in the developing world).</p> <p>In some areas, there is a lack of awareness (and consequently, absence of demand for capacity building). Creating awareness is important to create sustainable demand for capacity building</p>	<p>By undertaking joint-research and advocacy projects, enhancing skills through training and exposure and creating linkages with experienced/reowned organisations</p>

Modus Operandi

The Centre follows the RAN model (Research, Advocacy and, Networking) for performance of its operations. The model is adopted for both funded and non-funded operations carried out at the Centre. At times, the outputs of non-funded work assist in procurement of funded projects.



The model is implemented by the following means:

- **participatory research** (thereby building self-capacity) on relevant topics pertaining to the programme areas,
- **motivating civil society organisations** throughout the developing world to undertake research work on the above programme areas,
- **outreach** by disseminating research reports; contributing newspaper articles; developing briefing papers, monographs; preparing and distributing newsletters, hosting discussions on e-groups and postings on the CUTS website, leveraging on new social media, such as Facebook, etc.
- **building capacity** of interested organisations by responding to 'felt-needs',
- **training** of multiple stakeholders on Regulatory Policy issues (including Competition Policy & Law, Economic regulation, Consumer protection & Investment climate),
- **engaging in advocacy** processes by involving multiple stakeholders, with the media playing a pro-active role,

- **developing and maintaining extensive networks** throughout the world,
- **collaborating with other programmatic centres** of CUTS International to implement national/international projects,
- **working in close partnership** with development partners, civil society organisations to execute national/ regional/international projects, thereby developing the capacity of southern & northern civil society on economic policy & regulatory issues.

SLOT Analysis

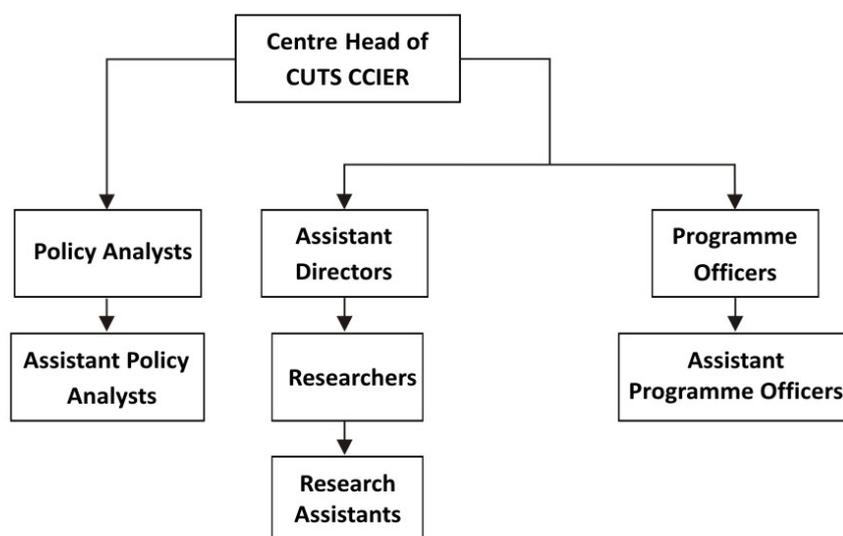
An analysis of the **Strength – Limitations – Opportunities - Threats (SLOT)** of CCIER is presented below. It is

Strengths	Limitations
<ul style="list-style-type: none"> • Working in ‘niche areas’ for considerable time • Evidence based policy advocacy • Good leadership and competence • International/global partnerships and networks • Reputed ‘international advisory board’ members • Promoting ‘Trilateral Development Cooperation (TDC)’ • Bottom-Up approach, involving multiple stakeholders • Niche areas where a vacuum exists are identified and acted upon on a dynamic basis • Equal emphasis on content as well as process aspects of research, advocacy, networking and capacity building activities • Limited access to core support from development cooperation partners 	<ul style="list-style-type: none"> • Recruitment and retaining of good quality staff • Limited visibility in areas other than competition policy and regulation • Low-level of control over of field-work and primary data collection
<p>Opportunities</p> <ul style="list-style-type: none"> • Capacity building on Competition Issues in Asia and Africa • Scope of work in the area of Regional economic cooperation in South Asia, with focus on energy • Strong ‘sectoral’ focus on Telecom, Power, Healthcare and Pharma, etc • Awareness, advocacy on climate change and renewable energy issues • Promoting Consumer Movement in Developing Countries • Ever-increasing demand for effective regulatory frameworks and better regulatory capacities in Asia and Africa • India emerging as a ‘donor’/TA provider in Africa, Asia • Emerging areas: <ul style="list-style-type: none"> – Corporate Governance and Responsible Business Conduct – Financial sector regulation 	<p>Threats</p> <ul style="list-style-type: none"> • Political and Policy changes • Conflict and regime changes • Frequent changes in bureaucracy • Irregularities in continued support from development cooperation partners • Continuation of senior level project managers

necessary to strive towards en-cashing the opportunities, and be aware of the limitations – while designing programmes, etc.

Organogram and Personnel Profile

The following diagramme provides an idea of the organogram of CUTS CCIER.



The (above) staff comprise of economists, lawyers, social scientists, development practitioners and management executives. All of them are on pay-roll and have a specific task assigned to each. In addition to the above full-time staff of CUTS CCIER, the Centre also engages consultants from time to time to implement projects. These consultants are either selected from the list of **CUTS Fellows** or from outside.

Further, CUTS CCIER also has a team of **International Advisers**, who guide project teams and also staff on their projects. This International Advisory Board (IAB) of CUTS is headed by renowned competition expert (and Judge in the French Supreme Court), Frederic Jenny and comprise of 19 members.

First NGO Stepped in Africa

CUTS is the first NGO to have stepped out of its boundaries to work in a poor country in Africa to extend its knowledge and experience on economic policy issues as an ‘appropriate technology’. The Zambia Competition Commission has benefited from its association with CUTS, which began in 2000; and has commended CUTS for providing assistance to other developing countries in Africa and Asia on the subject of competition policy and law.



George K Lipimile

Competition and Consumer Laws and Policies Expert

Creating a Competition Culture in the Developing World



UNCTAD cooperates closely with civil society to increase awareness of the benefits of competition policy for consumers and for economic development in general. In this respect, CUTS and UNCTAD have a long history of collaboration on creating a competition culture in the developing world. It is, thus, a pleasure for me to commend the long term efforts undertaken in this field by CUTS.”

Supachai Panitchpakdi

Secretary-General, UNCTAD (September 2005-August 2013)

Personnel planning

In view of the agenda (current and future) that CUTS CCIER intends to pursue in this plan period, it would be necessary to increase the staff strength by few more staff.

Monitoring and Evaluation Framework

Monitoring and evaluation framework can be considered from two perspectives: (i) Organisational and (ii) Project-specific.

Organisational

There are various ways and means by which CUTS CCIER (like the other Centres of CUTS) monitor its activities on a regular basis, as is enumerated:

- (i) Weekly Meetings – held weekly to assess the activities of the Centre staff at the beginning of the week, and share responsibilities and keep all members of the Centre informed;
- (ii) Monthly Meetings – held once a month and minuted to act as a ready-reckoner for individual staff to take specific project related actions;
- (iii) Annual Retreats – To take a macro/long term view and analyse the growth of the centre – diagnose (try to) challenges and identify opportunities
- (iv) Issue /project specific meetings (in the project team)

Project-specific

Every project has a specific time schedule (and its implementation is guided by an Operational Strategy Note (OSN), which is based on the project proposal. Further, most of the projects also have a Logical Framework Analysis prepared for it to help in the process of *ex-post* assessment. Annual and Final Evaluations by independent entities are also undertaken.

Future Initiatives

The following chart provides an idea about proposed (2013-2016) projects, which CUTS CCIER has developed (through a process of careful internal discussions and review), and would be taken up for implementation in the suggested periods. These are all projects that are funded by a donor.

Apart from these funded projects, CUTS CCIER has already taken up a number of self-initiated assignments. Some of them are also regular like – (i) Competition Distortions Dossier (for India), (ii) PIR to stimulate investigation by Competition Commission of India; (iii) Newsletters; (iv) Campaigns (World

2013-2014	2014-2015	2015-2017
India Competition & Regulation Report (ICRR-2013)	India Competition & Regulation Report (ICRR-2015)	India Competition & Regulation Report (ICRR-2017)
Interface between Trade and Competition Policy (Primary and Agricultural Products)	Interface between Trade and Competition Policy (Primary and Agricultural Products)	Interface between Trade and Competition Policy (Primary and Agricultural Products)
Competition Reforms to enable consumer welfare (CREW)	Competition Reforms to enable consumer welfare (CREW)	Competition Reforms to enable consumer welfare (CREW)
Energy Trade in South Asia	Deepening DREC work in India	Deepening DREC work in India
Regulatory Impact Assessment (ADB)	Energy Trade in South Asia	Regulatory Impact Assessment in an economic sector
Business Responsible Corporate Conduct (BRCC Project – Pharmaceutical)	Regulatory Impact Assessment in an economic sector	7Up Latin America (Competition and Public Procurement)
-	7Up Latin America (Competition and Public Procurement)	Competition issues in MENA Region
-	Competition issues in MENA Region	Business Responsible Corporate Conduct – Food Sector
-	Business Responsible Corporate Conduct – Food Sector	-

Towards a Functional Competition Policy for India



Starting from a small consumer protection organisation about two decades ago, the Consumer Unity and Trust Society has become an important and large NGO with interests in trade policy and competition. Over the past three years, especially, it has managed to collect some formidable talent and put it to work on these issues. It has thus honed policy advocacy to a fine art. (I too have been associated with CUTS research). Its latest offering 'Towards a Functional Competition Policy for India' is rich in both information and analysis and therefore well worth at least a leisurely browse."

TCA Srinivasa Raghavan

Noted Columnist

Business Standard, January 28, 2005

Competition Day, International Competition Fund);
(iv) PARFORE meetings.

Implementation Challenges & Opportunities

In the run-up to the preparation of this Strategic Business Plan (2013-17), there were several rounds of internal discussions in the team to identify the existing challenges and opportunities for CUTS CCIER. An analysis of the same is provided here, and it is critical that both these challenges and opportunities are identified and addressed in order for CUTS CCIER to be able to implement this SBP (2013-17).

Challenges

Issues	Tools	Expected Outcomes
Exchange Rate Fluctuation		
<ul style="list-style-type: none"> • Detection of large variations/ fluctuation in fund receipts and reporting to donors • Proper contingency planning • Costing of activities in local currency 	<ul style="list-style-type: none"> • Continuous <i>monitoring</i> of global exchange rates and implication on amounts received • Inclusion of '<i>contingency</i>' as a budget item in proposals • Project <i>budget preparation</i> in INR 	Averting/recovery of exchange loss
Donor Dependence and Declining Traditional Funding		
Explore alternative funding channels (given decline in traditional donor funding)	<ul style="list-style-type: none"> • Senior Management Retreat to discuss this issue and develop an 	Long-term sustained growth of centre

Contd...

Issues	Tools	Expected Outcomes
	agenda for: i) fund-raising from traditional sources (donors with common interests) ii) fund-raising from non-traditional sources (bids, consultancy, CSR funds, etc.)	
Need for Outcome-oriented Projects		
<ul style="list-style-type: none"> • Greater clarity about ‘outcomes’ to be pursued (those which can be achieved) • Need to pursue ‘outcomes’ as opposed to ‘outputs’ 	<ul style="list-style-type: none"> • Development of a <i>results-framework</i> at the level of the organisation to be emulated and adapted by respective centres • Internal capacity building activities and on-the-job trainings for using applicable tools such as LOGFRAME, THEORY OF CHANGE, OUTCOME MAPPING, STAKEHOLDER ANALYSIS, etc. 	Greater impact of CUTS work on the ground
Communication <i>vis-à-vis</i> ‘Target Group’		
Need to package messages to suit the targeted audience by using appropriate Information Education Communication (IEC) tools for this purpose	Comprehensive <i>Communication Strategy</i> with guidelines to use appropriate means (like media outreach, parliamentary advocacy, etc.) and tools	More effective outcomes
Complementing Competition Enforcement in India		
Gathering cases (emerging from CUTS work) to stimulate the Competition Commission to take actions	Design the research methodology such that findings for preparing ‘case materials’ can be extracted	Better competition enforcement – demonstrating the importance of competition to the layperson

Opportunities

Issues	Tools	Expected Outcomes
Pursue Institutional Models of Engagement		
<ul style="list-style-type: none"> Develop initiatives deriving elements from successfully implemented (and institutionalised) models Evolve these models into more effective instruments for: <ol style="list-style-type: none"> linking policy with impacts on the ground fostering South-South cooperation achieving better trilateral development cooperation TDC outcomes implementation in other emerging economies – in light of demand (ASEAN, African countries) 	<p>Apply (evidence-based policy) <i>models</i> like 7Up and RESA in new environments</p>	<p>Effective implementation of need-based/bottom-up initiatives influencing policy and practice changes</p>
Initiate Work in ‘Niche Areas’		
<p>Develop work programme in certain emerging and already identified issues (like CSR/responsible investments; competition, informality and growth; climate change/energy efficiency; etc.)</p>	<ul style="list-style-type: none"> Develop <i>project ideas</i> Undertake <i>non-funded projects/initiatives</i> (write briefing papers, articles, etc.) Seek guidance from <i>advisers</i> (IAB members) 	<p>First mover’s advantage on these issues</p>
Experience on Competition Policy and Law Issues		
<ul style="list-style-type: none"> Adopt a holistic approach to competition reforms activities in Africa/Asia. Demonstrate impact of competition reforms on developmental indicators – using evidence on the ground. Continuously monitor progress in project countries (even after the project gets over) 	<ul style="list-style-type: none"> Move from <i>regional projects</i> to <i>country-level projects</i> (develop Methodologies accordingly) Develop ‘feedback channels’ to receive updates after project conclusion 	<p>Act as catalysts in the competition reforms process – and foster healthy competition culture in project countries</p>

Contd...

Issues	Tools	Expected Outcomes
Pursuing Consumer Participation in Regulatory Reforms in Developing World		
Undertake projects that highlight the need for preserving consumer welfare/interest as a determinant for regulatory efficiency (utilities sector)	Use the experience from <i>RESA</i> project and Consumer Satisfaction survey/analysis done for <i>HERC</i> (India)	Contribute towards effective implementation of regulatory policy for achieving consumer welfare
India emerging as a 'donor'/TA provider		
CUTS has an enviable track record, experience of capacity building CSOs and Govt. agencies in many countries of Africa and Asia	CUTS is able to complement the work of Indian government and act as a provider of research and capacity building support for recipients in Africa	Long-term sustainability and greater political buy-in for CUTS work

Communication and Outreach Strategy

CUTS is known for its consistent and sustained advocacy efforts. Almost every research project of the centre has an inbuilt advocacy component, which helps in ensuring that research outcomes create an impact towards policy formulation/implementation. It becomes very important to disseminate the research result – otherwise the work would be in vain. But, how do we communicate those results? How can we convert the data into knowledge? Data that are not shared or are shared with only few people is not considered valuable. A successful communication strategy will enhance the ability of research to achieve the intended outcomes.

The following matrix summarises the elements of CUTS CCIER's communication strategy.

Success Indicators

CUTS CCIER's communication strategy (as summarised above) is based on a very commonly used formula for communications strategy is **RACE**², which stands for:

- **Research** - Investigate and describe the situation and the need
- **Analyse** - Determine the target audience, goals, objectives and tactics
- **Communicate** - Implement the tactics
- **Evaluate** - Determine level of success

2 John Marston (1963) , The Nature of Public Relations

Types of Communication	Modes	Audience	Outcome
Generic	Emails/Mailing lists	People interested in specific issues or subject	Knowledge sharing, network
	Letters	Different stakeholders	Information sharing and/or seeking
	E-Groups	Multiple stakeholders (mainly, civil society, business and government)	Dissemination, announcements, coalition-building, campaign
	Newsletters	Mailing List	Briefing about projects, ideas, information
	E-newsletters	E-group and website visitors	Briefing about projects, ideas, information
Target Specific	<i>Current Modes</i>		
	Parliament Outreach	Parliamentarians and other policymakers	Impact on policy formulation/ implementation
	Network members	INCSOC Members	Various information
	Project/Initiative Specific: Events, Publications etc.	Donors, stakeholders within and across project territories	
	<i>Future Modes</i>		
	Blog/Micro blogs (e.g. twitter)	Visitors and like-minded organisations, institutions, targeted audience	Disseminate ideas, initiate campaign, spread knowledge
	Social networking sites (e.g. Facebook, LinkedIn etc.)	Visitors and like-minded organisations, institutions, targeted audience	Disseminate ideas, initiate campaign, network

Contd...

Types of Communication	Modes	Audience	Outcome
	Podcast/Video Sharing	Targeted audience	May increase the organisation cost but a picture/video is a worth thousand words
	Text/Instant messaging (e.g. Cell phone, Skype etc.)	Targeted audience	Text: can reach people without the computer Instant: Immediate availability

Human Resource Development/Management

The practice of changing people and organisation for positive growth is common factor of organisational development. Organisational development is proportionate with above-stated agenda. Therefore, it is crucial that human resources are dynamically productive and motivated.

The objectives of human resource development/management are to:

- **Organisation:** achieve efficiency and effectiveness by helping them to attain efficiency in their operations and attainment of goals to attain efficiency.
- **Personal:** creating work-life balance by helping to acquire, develop, utilise, and maintain employees.
- **Social:** attending legal, ethical, and social environmental issues. Equal opportunity and equal pay for equal work, helping women empowerment.



At present, there are 13 staff working with the centre, five of them are programme staff. The staff comprise of economists, lawyers, social scientists, development practitioners and executives

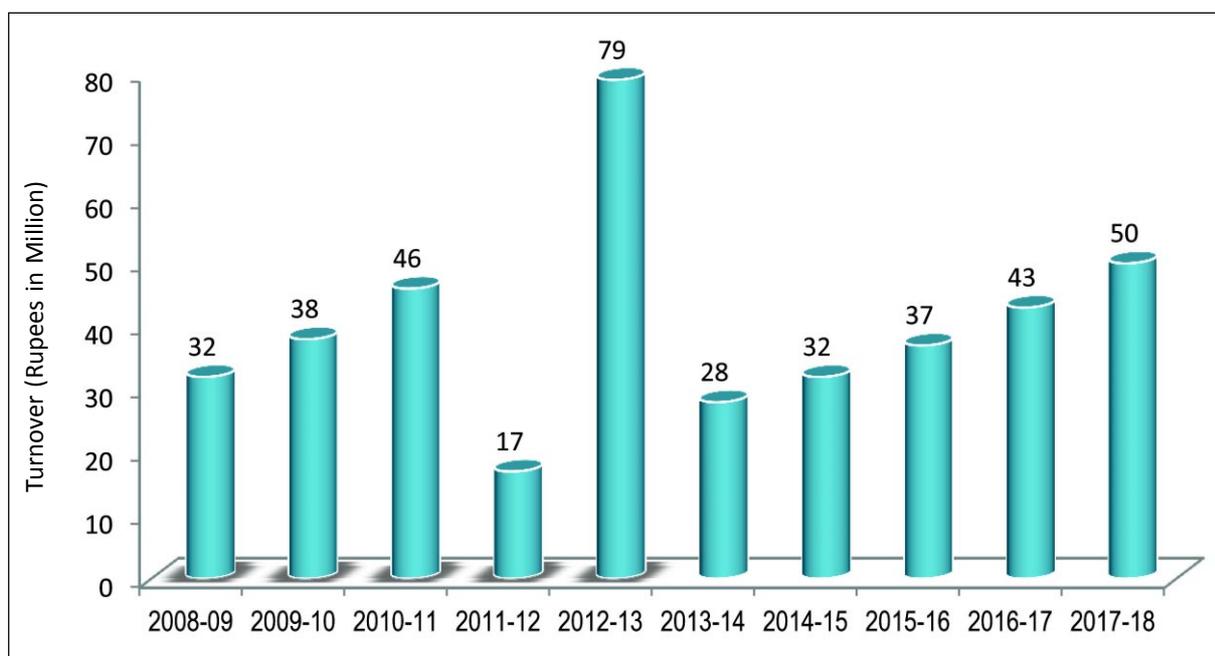
The composition of the human resources of the centre is varied given the nature of its work – overall it is relatively more intensive to network-based action research along with advocacy so as to achieve results and outcomes that create and impact towards policy formulation/implementation. Keeping in mind all factors i.e. organisation, functional, personal, social etc. relating to diversity of human resources, over time, human resources capacity will be increased appropriately.

A separate team for policy advocacy, networking and outreach, and capacity building will be developed. There will be programme area wise consolidation of human resources.

Financial Position and Projection

The financial position has been prepared by recording the income (total cost of projects) that have been implemented by CUTS CCIER on a yearly basis, and calculating a yearly raise in the income (since 2004-05).

Yearly projections in income over the period 2011-12 onwards, has been made by using the average yearly growth rate (%) for each year.



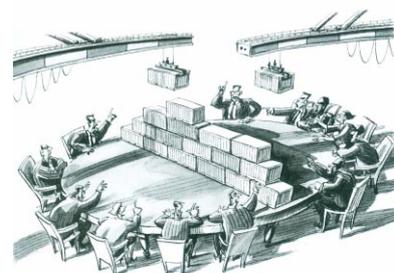
Annexure 5
CUTS Centre for International Trade,
Economics & Environment

Introduction – A Brief History of the Centre

In 1983, Consumer Unity & Trust Society (CUTS) was established as a consumer protection organisation (www.cuts-international.org) in traditional sense. Over the last three decades, CUTS has experienced organic growth and its agenda is not just limited to 'Consumer Protection' but enhancement of 'Consumer Welfare.' With its headquarters in Jaipur, India and five overseas centres: Geneva (Switzerland), Hanoi (Vietnam), Nairobi (Kenya), Lusaka (Zambia) and Accra (Ghana), the organisation has evolved as a unique policy action- and think-tank working on cognate areas of *Good Governance*, *Effective Regulation* and *Rules-based Trade* (www.cuts-international.org/pdf/A_Brief_History_of_CUTS.pdf).

CUTS involvement with trade and development issues began in early 1990s, when the negotiations under the Uruguay Round of the General Agreement on Tariffs and Trade (GATT) were at its peak. In 1995, CUTS initiated the formation of a network of like-minded organisations from South Asian countries – South Asia Watch on Trade, Economics & Environment (SAWTEE) – in order to build capacity of civil society organisations in South Asia to better understand trade and development linkages. In 1996, CUTS joined a group of international organisations to help establish the International Centre for Trade and Sustainable Development (ICTSD) in Geneva, Switzerland.

In 1996, CUTS Centre for International Trade, Economics & Environment (CUTS CITEE: www.cuts-citee.org) was established as a programme centre of CUTS International (www.cuts-international.org) to focus its activities on understanding the issues and implications of an emerging



CUTS involvement with trade and development issues began in early 1990s, when the negotiations under the Uruguay Round of the General Agreement on Tariffs and Trade (GATT) were at its peak.

The first Indian 'Globalised' NGO



CUTS has developed from a modest NGO, addressing mainly domestic consumer issues, to a pre-eminent position as an international NGO, dealing with issues relating to the world trading system and related issues. CUTS is now on the frontline of research and advocacy on global trade issues. It also brings to the NGO policy space a distinct and independent developing-country perspective, which does not mirror simply what the rich-country NGOs and governments want done. This is necessary as we have to have our own and independent NGOs instead of relying on hugely-financed mega NGOs headquartered in the rich countries.

Jagdish Bhagwati
Noted Trade Economist

international trade regime under the aegis of the World Trade Organisation and bilateral/regional free trade agreements.

The first few years of the Centre were dedicated to understand the implications of developmental aspects of multilateral trade negotiations, following which the Centre's work was diversified into issues relating to regional economic cooperation and on larger issues of linkages between trade, development and poverty including issues of development cooperation:

- South-South cooperation such as between and among the BRICS group and other emerging economies
- South-North cooperation, for example sustainability impact assessment of EU-India free trade agreement, Economic Partnership Agreement between the European Union and Africa-Caribbean-Pacific countries
- Trilateral development cooperation among northern donors (and also emerging economies), southern implementers and recipients in poorer countries



South-South cooperation such as between and among the BRICS group and other emerging economies

In short, over a decade and half, the Centre has consolidated its work on cognate issues of trade and development under three programme areas:

- WTO Issues
- Regional Economic Cooperation
- Developmental Issues

Major Achievements

Some major achievements over the period are as follows:

- Close working relationship with several governments in Asia and Africa and in Geneva on trade and trade-related developmental issues
- Developed a vibrant network of civil society organisations and other stakeholders working on trade and developmental issues
- Served on various trade and trade-related committees of the Government of India and represented at the WTO Director-General's Informal NGO Advisory Body and Stakeholders Panel on the Future of Trade
- Accredited to many inter-governmental and multilateral bodies such as WTO, UNCTAD, UNESCAP, UNDP, UNEP
- Received support from development cooperation partners and inter-governmental/multilateral bodies working on trade and development issues

Mission, Goals & Objectives

Keeping in mind the Vision of CUTS “Consumer sovereignty in the framework of social justice and economic equality, within and across borders”, the aim of this Strategic Business Plan is to present how, in partnership with the overseas centres of CUTS International, CUTS CITEE will continue to achieve its mission of:

“Pursuing economic equity and social justice within and across borders by persuading governments and empowering people”

Goals

The goals of CUTS CITEE are to:

- enable and empower representatives of the civil society and governments, from developing countries in particular, to articulate and advocate on relevant and contemporary issues of trade and development at appropriate fora
- create a questioning society through empowerment of civil society representatives to promote transparency and accountability in the system of trade governance
- promote equity between and among the developed and developing countries through well-argued policy research and advocacy on emerging and relevant issues of trade and development



Promote equity between and among the developed and developing countries through well-argued policy research and advocacy on emerging and relevant issues of trade and development

Objectives

The objectives of conducting action/applied research are to:

- present an independent political economic viewpoint on trade and trade-related economic, social and environmental issues from the perspective of Southern countries
- sensitise policy-makers about trade and development issues confronted by the people at the grassroots

Built-up a Formidable Position in Research and Advocacy



The unrivalled ability to bring opinion-leaders together to discuss key topics is a major advantage for CUTS. Also, there is a key role in alliance building by CUTS. It is now in a position where it can sit at the hub of networks, rather than just being a member of them. The key challenge in strengthening research and advocacy is, thus, much more an issue of recognising the emerging nature of CUTS as the centre of a network. The opportunity to turn CUTS into a key player in some of the most important debates ahead of us is a great one.

Phil Evans

Noted Consumer Activist

Curved Out a Special Niche in the Areas of Advocacy and Networking



CUTS thinks and acts both globally and locally. It has emerged as one of the three leading centres of India on international trade issues, the other two being the Indian Council for Research on International Economic Relations and the Research & Information System for Developing Countries. CUTS, however, has its own distinctive profile by virtue of being basically a civil society organisation. It is able to use the civil society for getting inputs from the micro level as well as a forum for disseminating its outputs.

Muchkund Dubey

Former Foreign Secretary of India

- empower civil society and government representatives to understand issues of priority for better welfare of Southern countries
- juxtapose counterfactuals in debates on trade and trade-related developmental issues on a scientific basis
- strengthen the capacity of developing country representatives in international trade negotiations and implementation of trade agreements
- raise awareness in developed countries on trade and trade-related developmental issues for a better understanding of the concerns of Southern countries
- assist representatives of inter-governmental/multilateral organisations to better understand trade and trade-related developmental issues from Southern perspectives



Modus Operandi

CITEE follows Research, Advocacy, Networking and Capacity Building methodology. The objectives of Advocacy, networking and capacity building are to

- Translating policy research outputs to policy outcomes through evidence-based advocacy
- Collaborating with research institutions and civil society organisations conduct action research on trade and trade-related economic, social and environmental issues, especially highlighting Southern perspectives on such issues
- Exchanging regularly on programmes, activities and projects of mutual interest with a view to ensuring coordination, complementarity and mutually supportive cooperation, and where appropriate, joint action
- cooperating and coordinating with like-minded organisations in conducting training and exchange programmes to enhance capacities and understanding of relevant actors on trade and trade-related developmental issues.

Programme Areas

WTO Issues

Since mid-1990s, the Centre has been actively working on WTO issues. It participates in global debates on the effectiveness of the multilateral trading system and in particular how it is affecting the lives of people, especially the poor and consumers. The Centre carries out high-level political economic analyses of multilateral trade issues, advocates at appropriate fora and strengthens capacities of the civil society and governments in developing countries. It is closely following up the current round of multilateral trade negotiations at the WTO, the Bali package and the post Bali ministerial scenario that would emerge after December 2013, with an objective of providing necessary inputs to trade negotiators from developmental perspectives.

In future, the Centre will focus its work on new and emerging issues in international trade issues that may emerge post Bali Ministerial especially on issues such as Trade Facilitation and other development dimensions that may become pertinent regardless of success of Bali ministerial, 2013. These topics will be explored and analysed to understand their implications in developing and least developed countries.

This programme area will further engage in analysing issues where developing countries would have interest but are covered by plurilateral agreements at the WTO such as the Government Procurement or coalitions/groups such as G-20 etc that have potential to influence global trading system.

Besides, it will engage into capacity building exercise in order to develop the government officials' capacities on economic diplomacy, on pertinent subjects not limited to trade negotiations, not just in India but also in other developing countries.



A Highly Respected and Internationally Recognised Outfit

Finding the balance between needs and challenges has always been key to the success of CUTS. Decades ago no one would have imagined CUTS where it is now. Thanks to continuous high quality research and effective networking and advocacy, CUTS has grown. The WTO, too, has benefited from CUTS' knowledge of the trade challenges and limited capacity of developing countries.



Pascal Lamy

Director-General, World Trade Organisation (2005-2013)

Competing with Itself



CUTS is among the pioneers of regional collaboration of policy think-tanks in South Asia. Our partnership with CUTS is a practical example of promoting peace between Pakistan and India through research on challenges facing both countries.

Abid Qaiyum Suleri
Executive Director

Sustainable Development Policy Institute, Islamabad



Regional Economic Cooperation

Since last decade, there has been an increasing thrust on regional economic cooperation and exceeding proliferation of preferential trade agreements. Keeping the dynamics of changing landscape and geopolitical situation, the Centre has engaged in research, advocacy, networking and capacity building on pertinent subjects such as to study cost of economic non-cooperation to consumers in South Asia. It is extensively working on larger issues of regional economic cooperation in South Asia and Eastern Africa including signing of a Memorandum of Understanding with the East African Community Secretariat to do joint work.

In future, the Centre will not only focus but further expand its work on preferential trade agreements negotiated/ implemented by India and regional economic cooperation/ integration in South and South East Asia and Eastern and Southern Africa. It will engage in carrying out impact assessment on India with respect to third party free trade agreements where India is not a party such as the Trans-

Making the Goals of the Civil Society Aligned

The characteristics that make 'CUTS' are its constructive and well-reasoned approaches to analyses of development topics and trade-related issues. The fact that the organisation is 'owned' by developing-country representatives is important for giving the views of developing countries a clear voice in international dialogues on trade-related issues. I see a great value in continued attempts to involve civil society both in developed and developed countries in an advocacy role in support of trade liberalisation. A particular challenge is how to ensure that civil society organisations in developed countries work towards the same goal as the civil society organisations and the poor population in developing countries.



Anders Ahnlid

*Sweden's Permanent Representative to the Organisation
for Economic Cooperation and Development*

Pacific Partnership (TPP), Transatlantic Trade and Investment Partnership. However, this is not limited to TTIP or TPP but attention will be paid to emerging issues related to regional economic cooperation.

Developmental Issues

CITEE strongly follows its credo of looking at developmental issues with the motto of ‘Liberalisation Yes but with Safety Nets’. The experience and learning from its work on developmental issues at grassroot level, demonstrate and makes the Centre believe that poverty is the biggest obstacle to sustainable development and therefore requires a holistic approach by creating appropriate environment through growth. The Centre has been consistently working towards devising an all - inclusive growth strategy through its work on linkages between trade, poverty alleviation and growth. For instance, from its work on the relationship between trade and labour standards and trade and environmental standards, it has been established that developing countries are not in a position to improve these standards at the domestic level unless poverty is reduced while trade sanctions can backfire. On the other hand, it is also evident from the research by the Centre that better compliance with standards reduces uncertainty in market access and enhances market access per se for niche products.

For poverty alleviation to become a reality, growth is necessary but not the only sufficient component. Thus, the Centre is exploring various means for trade to contribute more to growth and reduction in inequalities in income distribution, especially how institutions can be improved in poor countries to strengthen positive linkages between trade, development and poverty.

In future, the Centre’s work will expand its focus in South and South East Asia and in Eastern and Southern Africa on some specific aspects of sustainable development such as linkages between trade, climate change and food security,



An Invaluable Partner



I confirm that many WTO delegations in Geneva from developing and least developed countries found CUTS an invaluable partner with their publications, especially on trade, regulations and development issues. The work done by CUTS in many countries is very much appreciated not only by recipient countries but by development cooperation partners who fund those projects.

Love Mtesa

Former Zambian Ambassador to the WTO

trade-related aspects of gender, environmental and other socio-economic indicators, trade and other public policy objectives such as trade adjustment programmes, inclusive trade policy-making for balancing producer and consumer interests.

Cross-Cutting Issues including Capacity Building

Capacity building is a major component and cuts across all three Programme Areas of the Centre. It is embedded in all aspects of the Centre's activities with an objective of consumer welfare. The Centre is working on South-South cooperation among state and non-state actors for cross-



fertilisation of knowledge and experience on trade and trade-related developmental issues with an aim to not only conduct research and advocacy but to also build capacities of these actors so as to be able to make informed decisions. The centre would further employ track -2

dialogues for better regional economic cooperation and also work towards enhancing the informed decision making power in order to provide right to trade for all particularly the poor and marginalised countries.

In future, particular emphasis will be placed on enhancing the capacity of various stakeholders such as consumers and other groups in South and South East Asia and in Eastern and Southern Africa to better understand developmental implications of trade and trade-related issues. Over the next five years, the Centre has been engaged by the Department of Commerce, Government of India, to conduct a long term programme to develop the capacity of Indian government officials on larger aspects of diplomacy and not just on trade negotiations. CITEE will keep engaging in such capacity building programmes through its project work and also by conducting independent training programmes in order to strengthen capacity of government officials and other relevant stakeholders on intricacies of trade and developmental issues.

SLOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Equal emphasis on ‘content’ as well as ‘process’ aspects of research, advocacy, networking and capacity building activities • Timely delivery of quality outputs – a large number of research and advocacy outputs have been published and appreciated by a wide range of stakeholders • Niche areas where a vacuum exists are identified and acted upon on a dynamic basis • Wide networking and effective outreach: more than 60 network partners (research institutions and civil society organisations) all over the world and targeted outreach to diverse stakeholders through two electronic platforms – more than 10,000 subscribers in CUTS Trade Forum and more than 2,000 subscribers in CUTS South Asia E-Group • Targeted communication with trade policy-makers, trade negotiators and other stakeholder groups through publications and advocacy/networking efforts 	<p>Limitations</p> <ul style="list-style-type: none"> • Limited access to core support from development cooperation partners although it has been increasing over the years • Organisational assessment by external agencies • Evidence-based advocacy to achieve more and better policy outcomes • Recruitment and retaining of good quality staff
<p>Opportunities</p> <ul style="list-style-type: none"> • Diversification into new emerging areas together with other centres under the ambit of multilateral trade negotiations • Responding to growing stakeholders concerns in the area of regional economic cooperation and thereby enhancing scope of work on regional economic cooperation/integration in South Asia and India’s deeper engagement with preferential trade agreements • Increasing recognition of the role of trade in addressing developmental concerns • Increasing role of emerging economies in global economic governance – South-South cooperation and South-North cooperation • Scope to develop a multi-disciplinary human resource base located in different places 	<p>Threats</p> <ul style="list-style-type: none"> • Irregularities in continued support from development cooperation partners • Effectiveness of policy advocacy efforts – co-option by stakeholder groups • Continuation of senior level project managers



Milestones

The following milestones are defined to measure how the Centre is expected to accomplish its mission and achieve its goals and objectives over the next five years.

- To become a core partner of development cooperation organisations in each programme area – one of the major policy action- and think-tanks and Southern voices on the subject of trade and development. For instance, recently the Australian Agency for International

Development has committed a long term support to do a longitudinal research, advocacy, networking and capacity building on Food, Energy and Water Security for Sustainable Development in South Asia and so also for enhancing Regional Connectivity in South Asia.

- Recognition at national, regional and international level:
 - ◆ representation at governmental, inter-governmental and non-governmental bodies
 - ◆ presentation of outputs and results at major conferences
 - ◆ to be approached by reputed organisations for partnership on specific projects

This is aptly demonstrated in that the centre has served on various trade and trade-related committees of the Government of India and represented at the WTO Director-General's Informal NGO Advisory Body and Stakeholders Panel on the Future of Trade.

- Bridging macro-micro gaps in trade policy-making: to have at least 100 civil society organisations from South and South East Asia and Eastern and Southern Africa within its network and linking them with trade policy-makers and other stakeholders. It has been a founder member of some of the vital networks in the field such as the SAWTEE and the ICTSD, which essentially are engaged in developing world.
- Implement at least 10 major, multi-year, multi-stakeholder, multi-country projects through network- and fieldwork-based action research so as to achieve policy outcomes through evidence-based advocacy

Future Strategy – The Agenda

Given the Mission, Goals and Objectives of the Centre, keeping in mind its Strengths, Limitations, Opportunities and Threats, and in order to achieve its Milestones, future strategy of the Centre will focus on the following 10-point agenda:

- The Centre will focus its activities in in the area of regional economic cooperation especially in South and South East Asia and in Eastern and Southern Africa. International and regional/national activities will be conducted in partnership with overseas centres of CUTS International.
- Identification of new areas on trade and development issues where a vacuum exists will be regularly done by analysing their Political, Economic, Social and Technological implications.



Future strategy of the Centre will focus on 10-point agenda

- More emphasis will be placed on network- and fieldwork-based action research so as to collect and analyse ground level evidence on trade and trade-related developmental issues.
- Evidence-based advocacy targeting policy and practice changes – subject- and issue-specific policy environment will be analysed to identify policy gaps and policy tasks and advocate for how policies are to be treated in future. The process of doing stakeholder and institutional mapping will be strengthened for more focused policy advocacy and networking.
- Dynamic outreach to multiple stakeholder groups by organising discussions and debates on emerging and contemporary issues on trade and development – the subscriber base of CUTS Trade Forum and CUTS South Asia E-Group will be used for this purpose.
- International Advisory Board of the Centre will be reconstituted and more emphasis will be placed on dynamically engaging them with the Centre’s activities.
- Organisational assessment – at least one assessment will be held during the next five years and there will be in-house appraisal on an annual basis.
- Project assessment – development cooperation partners will be requested to assess all major, long-term projects in respect to their Relevance, Effectiveness, Efficiency, Impact, and Sustainability, and in terms of their Value for Money.
- More emphasis will be placed on human resource development/management through in-house capacity building, especially on policy advocacy and networking and by team-building and retaining good quality staff, particularly at the managerial level, through monetary and non-monetary incentives.
- Efforts will be made to get more number of regular and long-term support from development cooperation partners including programme area wise core support.

Human Resource Development/Management

In order to achieve the above-stated agenda, it is essential that human resources are dynamically productive and motivated. Taking into account the relevant expertise and experience, project implementation and other tasks will be managed more efficiently with delegation of power and responsibilities. The objectives of human resource development/management are to:



Human resources are dynamically productive and motivated

- accomplish delegation of work in a scientific manner and on the basis of motivating human resources to act as agents of change
- build capacity through internal and external training
- focus on team building and retention of good quality staff, particularly at managerial level

At present, the Centre has 20 staff and ten of them are female including one at the senior level and three at the middle level. The composition of its human resource capacity is as follows:

- Senior (managerial as well as research/advocacy/networking): 5
- Middle: 6
- Junior: 9

The composition of the human resources of the Centre is bottom-heavy given the nature of its work – overall it is relatively more intensive to network-based action research along with advocacy so as to achieve results and outcomes. Keeping in mind gender and other factors relating to diversity of human resources, over time, human resources capacity will be increased appropriately.

More emphasis will be placed on programme area wise team-building and their development, and gender and other dimensions of diversity in human resources. A separate team for policy advocacy, networking and outreach, and capacity building will be developed. There will be programme area wise consolidation of human resources.

It is noteworthy that the Centre will focus on consolidation and expansion of activities in the three programmatic areas of WTO Issues, Regional Economic Cooperation and Developmental Issues, and on Cross Cutting Issue of Capacity Building. However, with current trend of proliferation of preferential trade agreements greater emphasis will be on the regional economic cooperation area without losing the importance of other functional areas.

Network-based action research along with advocacy



Financial Position and Projection

Over the last five years, the Centre has received short- and long-term support from the following governmental and non-governmental sources:

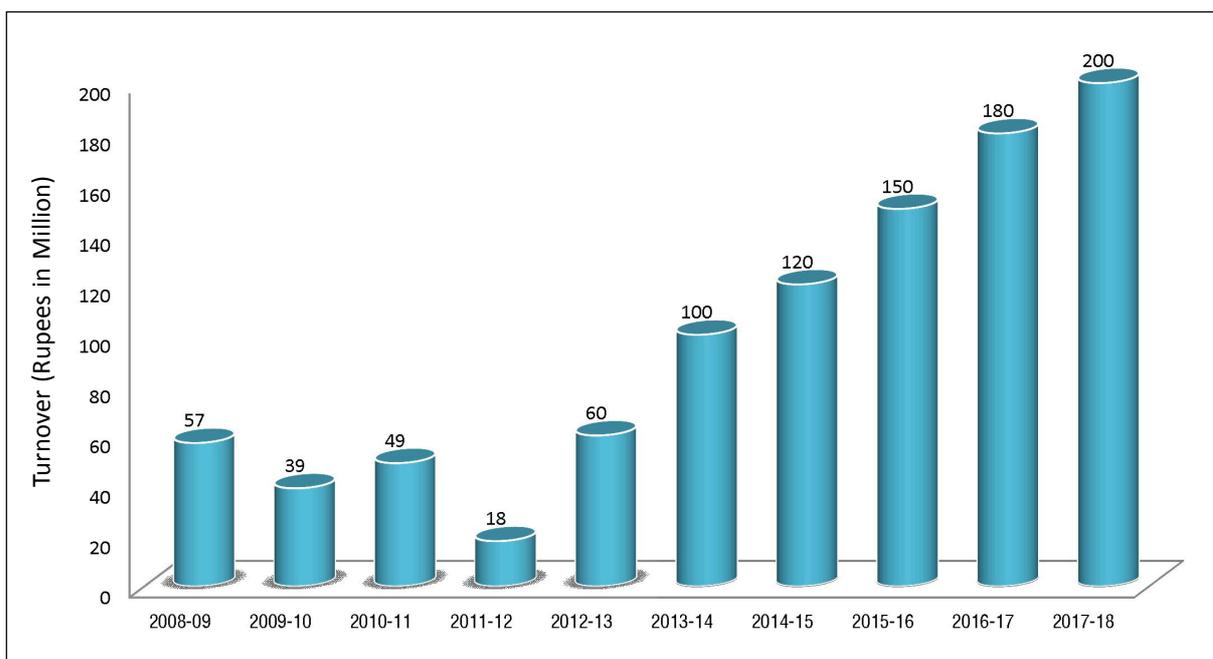
- Government of India – Department of Commerce, Ministry of External Affairs, Ministry of Environment & Forests, Ministry of Textiles
- Ministry of Foreign Affairs, The Netherlands
- Ministry of Foreign Affairs, Sweden
- Ministry of Foreign Affairs, Norway

- Ministry of Foreign Affairs, Finland
- Department for International Development, UK
- British High Commission, New Delhi
- Royal Norwegian Embassy, New Delhi
- Commonwealth Secretariat, London
- Oxfam Novib, The Netherlands
- Oxfam India
- The Ford Foundation, USA
- The Asia Foundation, USA
- The William and Flora Hewlett Foundation, USA
- The Bill and Melinda Gates Foundation, USA
- ClimateWorks Foundation, USA
- TradeMark East Africa
- The Australian Agency for International Development, Australia



In future, many of these development cooperation partners are expected to continue their support to the Centre’s activities and some new sources such as SAARC Development Fund are likely to extend support on a long term basis. Furthermore, efforts will be made to partner with internationally-reputed project implementation agencies such as Adam Smith International and universities/ research institutions to access and bid for large-scale trade and trade-related developmental programmes.

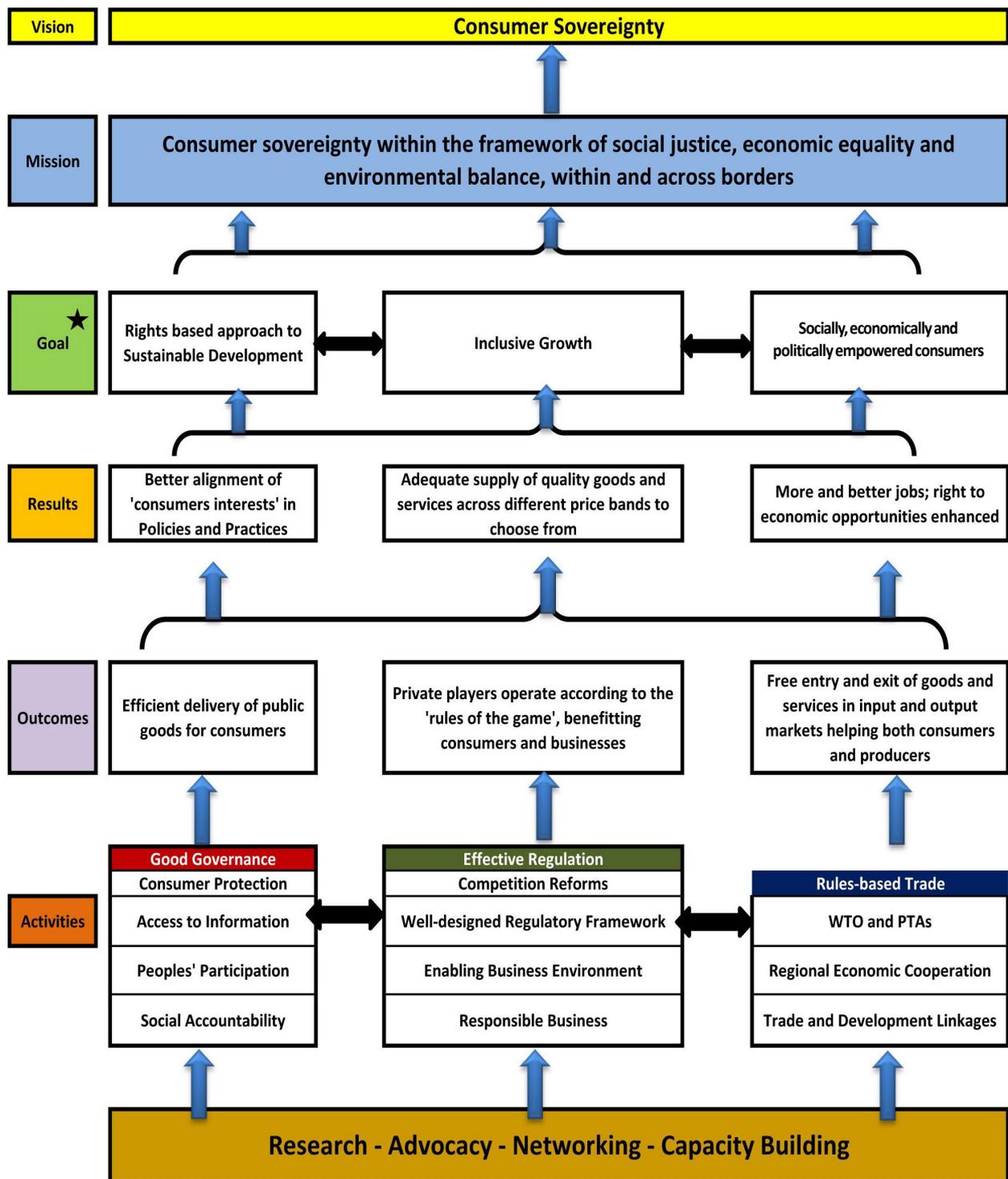
From 2013-14 financial year the Centre is expected to receive some major, long-term support including core grant, for its work on regional economic cooperation and developmental issues. Efforts will be made to consolidate this increase in expected turnover and achieve a steady growth over the next five years.



Annexure 6

Theory of Change

Theory of Change



Note: ★ In the process of translating the 'Results' into 'Goals', CUTS would take into consideration the Five 'Transformative Shifts' embodied in the UN's Post-2015 Development Agenda



CUTS International

D-217, Bhaskar Marg, Bani Park, Jaipur 302 016, India

Ph: 91.141.2282821, Fax: 91.141.2282485, Email: cuts@cuts.org, Website: www.cuts-international.org

Calcutta, Chittorgarh and New Delhi (India); Lusaka (Zambia); Nairobi (Kenya); Accra (Ghana); Hanoi (Vietnam) and Geneva (Switzerland)