

CUTS Centre for International Trade, Economics & Environment (CITEE)

Vision Statement

I. VISION 2005*

1.1 VISION

To achieve consumer sovereignty and equity among nations.

1.2 MISSION STATEMENT

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

1.3 GOALS

1. To function as a dynamic centre for research, advocacy and networking by increasing resources and outreach so as to become a global standard institution.
2. To enhance transparency and accountability of institutions and functionaries.
3. To advocate for disadvantaged people and nations.

1.4 STRATEGIES

1. Conducting research and advocacy on issues of international trade, sustainable development and comparative domestic policies (under the guidance of an international advisory board of experts)
2. Training and networking with international agencies, NGOs and media.
3. Creating dynamic upward and downward linkages between people and policy makers.

1.5 ACTIONS

1.5.1 Consolidation of past activities

- a) Shifted the CUTS-launched and supported South Asia Watch on Trade, Economics & Environment (SAWTEE) to Kathmandu, and seeking resources for the same, ensuring that the attention required is not reduced.

Action: To pursue—in association with Ratnakar of SAWTEE/Pro-Public, Kathmandu—donor agencies like CIDA, FES, HIVOS, NOVIB, Ford etc. RC to make a proposal.

* This statement covers time period up to year 2005.

- b) Taking stock of all CITEE publications and reviewing them with the aim of further improvement as well as what new publications be launched.

Action: To consult an external resource person, and then plan a detailed strategy. For identification of the resource person, to ask Sunita Narain of CSE, Rajesh Tandon of PRIA, Gautam Vohra of DRAG etc. This has not been done as yet.

- c) Finding new and bigger premises for better functioning.

Action: Shifted to Jaipur in September 1997 for:

- *Consolidating our overall work,*
- *Building our own campus in the Institutional Area at Jaipur, and*
- *Maintain a small office at Calcutta.*

- d) Taking stock of the documentation and library, including audio and videotapes, for faster and better access to required information.

Action: This is a problematic area. To ask Centre for Education & Documentation (CED), Bangalore and SEARCH for guidance.

- e) Maintaining a tight organisation supported by good networking with other organisations and consultants.

Action: A tight organisation would mean a maximum staff strength of 12 i.e. doing the basic work of publications, representation, preliminary research, co-ordination and implementation of programmes. Simultaneously to develop external capacities through activists and consultants. Today we have eight staff persons, and we need four more at a senior level: Research and Editorial. We also need a research manager/event manager.

1.5.2 Research

- a) Having identified the research issues agenda upto 2005, to implement at least 4 projects a year ourselves and get others to do similar projects elsewhere.

Action: Bearing in mind the progress at the WTO, Geneva, to design appropriate projects, especially with a view to address the current implementation problems, built-in agenda and the 1999 mini-round consisting of reviews of several agreements, like agriculture, services, TRIPs etc. Also to look out for the agenda of the Millennium Round and make advance preparations. Furthermore, to do a project on cotton textiles and movement of natural persons (MNP). Other issues to be taken into account for a project are Trade & Development, Trade & Environment and International Trade Law. RN to send a draft to David Brat, IDRC on "Developing Countries Agenda for the Development Round".

- b) To keep track of others who might be doing similar work.

Action: To surf web sites of existing institutions (ODI, South Centre, OXFAM and the like) and create a data-base, and also to expand the network and keep track through personal communications. An effort has to be made in this area.

- c) On a continuing basis, to identify appropriate consultants/institutions for the research projects.

Action: After identification of projects to contact appropriate consultants/institutions for commissioning. At present we have contacts with appropriate consultants/institutions. A cogent approach is required in this regard.

1.5.3 Reach out

a) CUTS-CITEE Newsletter: “Economicity”

Action: Nine issues have already been published. It was launched at a WTO Symposium in Geneva in May 1997. From issue no. 7 it was planned to increase the number of pages from 24 to 28, and also with a bi-coloured cover/back page. To highlight opposite views on hotly debated issues.

For EQ10 highlight the opposing views on the launch of the Millenium Round. In addition, mention about the Bangalore Civil Society Conference in the CITEE in Action or Back cover section. Also mention about the International Training Seminar held in July and the Trade and Poverty Project.

b) Upgrade publications, style, content and the systems:

- Publications catalogue,
- Publications design and content, and
- Production system.

Action: To do the listed items as well as develop new strategies and products after consultation with external resource person (see 1.5.1.b)

General Suggestions

- On the cover right hand corner we should mention “Reader Survey Inside”.
- The cover presentation should be attractive.
- The sequencing of the news articles is important.
- There is a need to hire an artist for visuals.
- The writers should take care of the writing style.
- We should carry out a Reader Survey on certain issues and publish the result in the next issue of EQ that is due.
- Delay is a major problem and should be taken care of.

For EQ11 we should carry out a cross-section survey on issues related to the WTO. This survey to be carried out in the following regions: Calcutta, Jaipur, Delhi, Mumbai, Bangalore, and Hyderabad. Responsibility: AD

c) Launch new publications, well researched and written on issues relating to international trade, sustainable development, and economic equity

Action: Monographs, Briefing Papers, Research Reports and Discussion Papers on select issues are now being published. To explore the possibility of participating in Book Fairs.

Requirements

- Consultancy for publications,
- Full-scale meeting with all the staff to discuss the issue of book publishing, and
- Meeting during the Retreat (last week of August).

d) Develop WWW web site/home page

Action: OneWorld has been approached to host web site. Also to explore costs and agencies for developing CUTS web site. Work is going on in the development of our own web site. We require a scanner for scanning documents and putting them on the web site.

e) Develop communication strategies to convey grass root realities and concerns to higher levels and vice versa

Action: Translation of papers/studies into Indian languages, surveys/opinion polls from people to be carried out routinely. Simultaneously to conduct dialogues with other NGOs/newspapers to publish our documentation. This is not happening. Appropriate action needs to be taken. Developed a project for Reaching Out. Discussion is on with SNE. Also contact Action Aid (India), Oxfam (India) for funding of the project. BC has to follow up.

- f) Develop appropriate strategy for reaching out to a large number of press-persons

Action: Develop mailing lists at the national, regional and international levels with a clear-cut strategy. Simultaneously to mail draft papers/publications to select journalists so as to cultivate closer links and higher publicity. In this connection, to develop a mailing list of Indian press-persons who work on issues related to trade.

- g) Develop and maintain networking with government officials and international community

Action: Create a separate select mailing list of trade community at Geneva and elsewhere. Regularly mail important briefing papers, monographs, discussion papers and research reports. Also send those papers to selected persons of the international NGO movement as well as officials of inter-governmental agencies and foreign governments. Send issue-specific draft briefing papers and reports to selected government officials for their comments.

- h) Two means to be explored in the context of reach out

- trade e-news letter (reference missions, IATP directory)
- to prepare and maintain a list of parliamentarians in New Delhi (selective list of Rajya Sabha and Lok Sabha MPs). To send them publications.

1.5.4 Networking

- a) Develop external resource persons in universities, NGOs and media

Action: Identify on a dynamic basis and network on a regular basis. To prepare a list of academics as well as look in file: C.80 for this purpose and prepare a database. Responsibility: AD

- b) Develop closer contacts, and as partnerships, with inter-governmental agencies and NGOs world over.
Action: Develop memorandums of co-operation with NGOs/networks and with inter-governmental agencies, to define a logical basis and a pretence for doing work jointly as well as facilitation of our work. This has been achieved, given our association with FICCI. RN to discuss with Ratnakar about Forum.

- c) Conduct regular dialogue with donors

Action: As an ongoing activity involve donors in programmes as well as design an appropriate strategy for consultations with existing and potential donors. To explore files/library and prepare a consolidated list of potential donors with names of key persons. This has not happened till now. Regular dialogue with donors can be achieved through apprising them about the events organized by us from time to time. It has been proposed that we should organize a get-together of “Friends of CUTS” every two years.

- d) Develop South-South co-operation projects with other developing country NGOs with stress on LDCs

Action: Discussions are on with DFID, UK and others to start a resource centre at Nairobi. Talks should also be held with UNCTAD, UNEP etc. for South-South co-operation on a larger scale. This has not been done till now. The July – International Training Seminar can be used to cover further ground on this issue. To develop a strategy document on South-South Cooperation, which can be shared with others. Responsibility: KSS

1.5.5 Training

- a) Capacity building of activists and media persons in the region through structured seminars and workshops.

Action: Regional training seminars being organised around specific issues with further focused training on negotiation and advocacy skills in 1998. To deepen the training in 1999/2000 with the same set of trainees. RC to prepare a consolidated report of 1998. To organize a training workshop in Delhi and Geneva on the Millenium Round. To carry out research and distribute publications on issues of concern. In this context to get in touch with David Brat.

- b) Capacity building for staff-persons and net workers to be devised so as to improve their efficiency

Action: While on-the-job orientation is essential, external opportunities for capacity building need to be identified and explored. This includes internships within and abroad. To make a provision for this cost in future budgets. We can get some budgets from SAWTEE. Also to follow up with ICTSD

- c) Training in environment & trade, anti-dumping, other trade issues etc. for business managers in India/ South Asia.

Action: To do market research, contact institutions like IIM, Calcutta, CII etc. for identifying opportunities; simultaneously to identify experts in likely areas. This area has not been touched till now. It is a paying proposition. To contact Jayanti Bandhopadhyay. FICCI MoU is a starting point. To carry out a survey wherein the questionnaires to be sent to the business houses by mail. Names and addresses can be taken from the FICCI directory. Further, to plan for a seminar in Delhi in 2000 on competition and consumers issue. This can be done with FICCI.

1.5.6 Advocacy

- a) Influencing national governments including India

Action: Conducted four seminars in India in 1996 and 1997 at the national level with a clear agenda as the basis for taking forward India' interest. The results of these policy dialogues: "Agenda for India at the WTO" has been circulated. To start quarterly "Roundtable on WTO Issues" in 1999. Here we are lagging behind. Visible activity is required.

- b) Advocate with inter-governmental and international agencies such as WTO, UNCTAD, OECD etc.

Action: Already done two symposiums at Geneva in 1996 and 1997, involving trade ambassadors and others. This event will be conducted on an annual basis. Regularly participating in lobbying visits of Consumers International as a member of its Global Policy and Campaigns Committee on Economic Issues. Also participating in various meetings, conferences etc. all over the world to advocate developing and least developed countries' viewpoints. An international training workshop being organised in July on Multilateral trade, investment and competition policy. Representatives from WTO, UNCTAD and other foreign governments will participate as speakers. Here we are on track. To keep up the momentum.

II. SLOT ANALYSIS

2.1 STRENGTHS

- Good leadership
- Good reputation
- Good analytical capacity
- Good networking strengths
- External resource persons
- Strong and balanced international advisory board
- Good and young team

The process is dynamic so cannot be complacent.

2.2 LIMITATIONS

- Funding uncertainties (this is less now)

Solutions:

- a) Keep in touch with as many donors as possible through more attractive newsletters and publications. Update list of donors.
- b) Keep in touch with as many influential persons as possible through more attractive newsletters and publications.
- c) Maintain closer links with existing/potential donors through frequent visits to them.

- Appropriate staff-persons

Solutions:

- a) Hunt and head-hunt for staff-persons through contacts and advertisements, and plan for better salary budgets to attract good professionals.
- b) Develop and retain existing staff through better opportunities and training. This has turned out to be a problem. An appropriate strategy needed to cater to this problem. To develop a staff manual.
- c) Develop closer links with consultants elsewhere.

- Lobbying at Capital i.e. Delhi costlier

Solutions:

- a) Consider appointing a staff-person (2/3 identified) to work from their home or at CCC. No progress has been made on this front.
- b) Increase frequency and events at New Delhi. Three of the four National Reference Group (NRG) meetings under the Trade & Poverty project organized in Delhi. To organize a meeting on the Consumers' Agenda for the WTO, along with the fourth NRG meeting on 31st July 1999.

2.3 OPPORTUNITIES

Galore: need to be exploited through closer contacts other inter-governmental agencies like UNCTAD, UNEP etc. to prepare a list of all donors. There is a good chance with IDRC.

- Few good southern groups working on these issues
- Hardly any national group working on these issues

2.4 THREATS

Few threats

- Co-option by government

Take care in dealings and developing positions.

- Jealousy of other NGOs
- Close contacts with ICTSD is a threat

Take care in not overplaying achievements and continue to build consensus.

III. BUDGETARY FORECAST

In 1996-97, the budget was in the range of Rs. 20 lacs, while in 1997-98, it was in the range of Rs. 50 lacs. In 1998-99, the budget forecast is about Rs. 75 lacs, and there are commitments to achieve this amount. The 1998-99 target has been achieved. The target for 1999-2000 will definitely be achieved as per the estimates available. In fact, the target of 165 lacs set for 2000-01 can be achieved in 1999-2000 if everything goes well. *For the first time, we have crossed the mark of Rs. one crore this year i.e. in 1999-2000.* Indeed, an achievement to be proud of. Now our target is to achieve the mark of Rs. two crores. Furthermore, indications exist to progress faster if sufficient/competent staff is engaged and funding sources explored. A rough forecast as we plan to grow (@50% p.a. up to the year 2000, and then @25% beyond) is given below:

Year	Rs. lacs	Remarks
1997-98	50)
1998-99	75)
1999-00	112)
2000-01	165]
2001-02	205]
2002-03	256] Future growth @ 25% p.a.
2003-04	320]
2004-05	400]
	2083	(US\$ 5.87 mn & Rs. 35.50 on 1997 prices)

IV. RESOURCE GENERATION

4.1 Principally, we are dependent on three sources for income generation/fund raising. These are placed in priority, along with brief action points reiterated:

1) Outright project support from donors:

Action: With reference to Paragraph 2.2: Limitations under the SLOT Analysis solutions have been proposed to maintain closer links with potential donors as well as persons who can influence or speak to donors. CUTS do have a good reputation and have received funding from various donors in the past and currently. In this context, a consolidated list of donors will be prepared. The list will consist of four parts—existing donors, short-term potential donors, long-term potential donors, and a negative list of donors.

2) Research/consultancy grants from Governments and other institutions:

Action: Already have done three projects for the Ministry of Environment & Forests, Ministry of Consumer Affairs and Ministry of Commerce. Approaching the Ministry of Commerce for core support. Need to submit regular proposals to maintain the tempo. Also to explore working with the Ministry of Finance and the Planning Commission of India in future.

3) Sale of Publications:

Action: There is a good scope to increase sale of publications but need to improve them (as noted above in paragraph—1.5.3 b and c). Present state of affairs is totally ad hoc—need to develop an institutionalised strategy regarding this. A special effort is required in this area. In the case of Trade & Poverty project, need to contact Oxford University Press or Sage Publications.

4.2 To develop a bigger strategy paper on this crucial bottom-line issue, but work to go on simultaneously. The publication should be edited by a marketable person. To give a press coverage.