

**STATE LEVEL CONSULTATION on
“GENDER BUDGETING IN TAMILNADU”**

Jointly Organised by
SOCIAL WATCH-TAMILNADU and UN WOMEN-SOUTH ASIA

11, April 2017, Conference Hall, State Planning Commission, Chennai

Report

The objective of the consultation was to strategise Gender Budgeting in Tamilnadu, by enhancing knowledge about gender budgeting among various stakeholders.

The main resource person at the Consultation was Ms. Shrijna Dixon, Facilitator - Gender Responsive Budgeting, ‘UN Women–South Asia’.

The chairperson of the consultation was Mr.S.Krishnan IAS, Principal Secretary, Planning, Development and Special Initiatives Department

The Consultation was facilitated by:

1. Mr. Anil Meshram IAS, Member Secretary, TN State Planning Commission
2. Dr. V. Amuthavalli, IAS, Director, Social Welfare Department
3. Mr. Sugato Dutt IFS, Head of Division-Land Use, TN State Planning Commission
4. Mrs. B. Jothi Nirmala IAS

The key discussants at the Consultation were the following:

1. Fr. John Kumar, Director, SW-TN
2. Mrs. Qudsia Gandhi IAS (Retd), Ex-Member, TN State Women Commission
3. Mr. Christodos Gandhi IAS (Retd), Member, Governing Body, SW-TN

The number of participants at the Consultation was 55, including Government Officials, civil society representatives and academicians. *(Please see Annexure–1 for participant list)*

After the initial introductions, Fr. John Kumar, Director, SW-TN, explained how, for SW-TN, with its over-arching framework of Social Equity Budgeting, Gender budgeting and the need to strategize it in TN are among its major concerns.

Ms. Shrijna Dixon presented an ‘Overview of GRB in Tamilnadu’. The presentation spelt out the following points:

- What is GRB?
- Why GRB?
- How to do GRB?
- *What is GRB and What is not GRB?*
- GRB in India and GRB intervention plans.

(Please see Annexure–2 for the detailed presentation).

In the following session, Ms. Qudsia Gandhi and Mr. Christudoss Gandhi, functioning as moderators, enabled the participants to share their views and their suggestions and recommendations. *(Please see Annexure–3 for the key suggestions given by participants)*

Ms. Kamatchi, Senior Researcher, SW-TN, shared the information that Mr. Senthil Kumar IAS, Secretary (Expenditure), Finance Department, GOTN has been designated as the nodal person/agency to implement Gender Budgeting in the State.

Mr. S. Krishnan IAS, provided many innovative guiding principles to strategise Gender Budgeting in the State and cautioned against any rigid models that are in existence

At the end of the consultation, the following suggestions emerged:

- Gender Budgeting needs to be understood as part of a Gender Sensitive framework across the country.
- Social Welfare department should ensure concrete achievements in the sphere of gender empowerment.
- Every year the social welfare department should look through the budget allocation for each department for achieving the gender objectives.
- The process should be done in a cyclical basis where 10% of requirement for every department can be allocated, based on gender sensitivity.
- Every year, the required programmes need to recast, eliminating irrelevant ones and adding programmes that truly empower women.
- On reviewing of 20% programme, the State Planning Commission/ State Development Policy Council has a role to play.
- A statistical analysis based on a vulnerability mapping, has to be taken up to review the programmes regularly.

ANNEXURE 1: Participants List

S. NO	NAME	DEPARTMENT / ORGANIZATION & CONTACT ADDRESS	EMAIL ID & PHONE
1	Mr.R.S.Ravichandran	Under Secretary to Govt, Finance Dept, Secretariat	9677214788 ravichandransivasankar@yahoo.com
2	Dr.Sherin Philip	District Social Welfare Officer Coimbatore Collectorate	9443043409 dswocbe@gmail.com
3	Mr.S.Vijayashankar, Advocate	Human Rights Advocacy and Research Foundation	9443641409 vshankarbl@gmail.com
4	Ms.C.Meena	District Social Welfare officer, Cuddalore Collectorate	9566490034 dswocud@yahoo.in
5	Mr.S.Sethu Baskar	Department of Evaluation & Applied Research (DEAR), Kuralagam, Chennai - 105	9442213010 Sethubaskar04@gmail.com
6	Ms.V.Indira	Human Rights Foundation	9790881424 womensright@hrf.net.in
7	Dr.Barwatha Regina Papa ^(Retd)	Alagappa University, Karaikudi	9444082525 barwatha@gmail.com
8	Mr.Ramaiya	Member Secretary, SPC	9445093787
9	R.Anbu	District Social Welfare officer, Namakkal Collectorate	9443219130 dswonmu2012@gmail.com
10	Ms.JayaGandhi	HOD, Health & Social Welfare Dept, SPC	9962723150 hodspc_hsw@tn.nic.in
11	Ms.S.Revathy	Deputy Director Social Welfare & Nutritious Meal Programme Department	8056026815 revathysokkalingam5@gmail.com
12	Mr.C.Ravichandran	Commissioner of BC Welfare, Chepauk, Chennai-5	9445477802 dir.bcmw@nic.in
13	Mr. T.Neethirajan (QIAMS) QuaideMilleth International Academy of Media Studies	491, B Omega Flats, 4 th Main Road, Madipakkam, Chennai - 91	neethi88@gmail.com 7401329375
14	Mr. V.Balamurugan, Joint Director	School Education Dept DPI, College Road, Chennai - 6	7373004414 tnscerti@gmail.com
15	Mr.Sreenivasan Joint Secretary to Govt	Planning, Development and Special Initiatives Department, GoTN	9444100064
16	Ms.Sheelu Francis	Tamilnadu Women's Collective 10, East street, Kolathur, Chennai	9444015851 womenscollective1@gmail.com
17	Shrijna Dixon	UN-Women Defence Colony, New Delhi	09873021151 shrijna.dixon@unwomen.org
18	Dr.K.R.Jahan Mohan	Head of division Agriculture Policy Planning, SPC	hodapp.spctn@gmail.com

19	Ms. Leelavathy	Consultant	9444958037 leelkrish@gmail.com
20	Ms. B. Jothi Nirmala IAS	Secretary, Secretariat, GoTN	9566100033
21	Mr. Sivaram Kumar	SIRD – TN MaraimalaiNagar	9445393252 sirdtn@gmail.com
22	Dr. Manimekalai	Centre for Women studies BharathiDasan University, Trichy	9443923839 nmanimekalai@gmail.com
23	Ms. Akila	UNICEF - Chennai	9840215950 aradhakrishnan@unicef.org
24	Ms. Kalpana Sathish	ROOTS 53A,2 nd Cross,4 TH street, E.B.Colony, Chennai-68	9627165612 kalpsat@gmail.com
25	Ms. V. AmuthaValli IAS	Director Social Welfare, GoTN	28545728, 9443563789
26	Ms.C.S.Indra	District Social welfare officer, Karur	9444117065 dwsokarur@yahoo.com
27	M.Sathisaravanan	State Resource Centre Women Directorate	9940801968
28	Ms.M.VaniEaswari	Joint Director Tamilnadu Corporation Development for Women	9444094206 tncdwho@yahoo.co.in
29	Mr.R.B.Koteeshwaran	Planning officer – Land Use Division	9445303464 posplanduse@gmail.com
30	Mr.R.K Haroon	SPC - Chennai	9281357505 rkharoon@gmail.com
31	Ms.Josephine Centre for Women's Solidarity Network	CWSN Bharathiyar Street, Methanagar, Chennai - 29	9941461682 josephine@cwsnglobal.org
32	Ms. DavaSelvi	Department of Evaluation and Applied Research (DEAR)	9444282841
33	Ms.V.R Jayalakshmi	District Social Welfare Officer, Chennai	9444222809
34	Dr. Aranga Mallika	Centre for Women Studies Ethiraj college	9445844968 arangamallika@gmail.com
35	Ms. Sangeetha	Dist. Social welfare officer, Kanchipuram	9176564884
36	Ms.Kamatchi	Senior Researcher Social Watch – Tamilnadu	9884607084 Kamatchi@swtn.org
37	Mr. Kennet	Loyola college	8056038286 kennetfreddy@gmail.com
38	Mr. Aasish	Loyola college	8056038286 kennetfreddy@gmail.com

39	Ms. Esther	Action Aid	9444951927 esther.mariaselvam@actionaid.org
40	Ms. S.Mallika Dir (Full Additional Charge)	Department of Evaluation and Applied Research	9444809787
41	Mr. A.Sundar	Department of Evaluation and Applied Research	9884070684
42	Mr.S.Krishnan IAS	Principal Secretary Planning and development	25674310 plansec@tn.gov.in
43	Mr.Anil Meshram IAS	Member Secretary, TN State Planning Commission	28545460 msspc@tn.nic.in
44	Mr. Sugato Dutt IFS	Head of Division – Land Use State Planning Commission	28528564 Hodspclu_tn@nic.in
45	Mrs.Krupa	TN State Planning Commission	8056447840
46	Mrs.Rajalakshmi	TN State Planning Commission	28550402
47	Mr.Aravind	TN State Planning Commission	9940032968
48	Mrs.Qudsia Gandhi IAS (Retd)	Ex-Member of Tamilnadu State Women Commission	9444077522 qgandhi@gmail.com
49	Mr.Christodos Gandhi IAS (Retd)	Member, Governing Body, SW-TN	9444045215 rcg1952@gmail.com
50	Fr.John Kumar	Director of SW-TN	9444469685 kumar@swtn.org
51	Ms.Sophia Wenish	Accountant, SW-TN	23746044
52	Mr.Francis Xavier	Office Assistant, SW-TN	9514709015
53	Ms.Anugraha	Researcher cum Intern, SW-TN	9944365760
54	Ms.Priya	Researcher cum Intern, SW-TN	9566609942
55	Mr.Antony	Researcher, SW-TN	7299817159

ANNEXURE 2

Gender Responsive Budgeting (GRB) : An Overview

By Ms. Shrijna Dixon, Facilitator – GRB, UN Women South Asia

WHAT IS GRB?

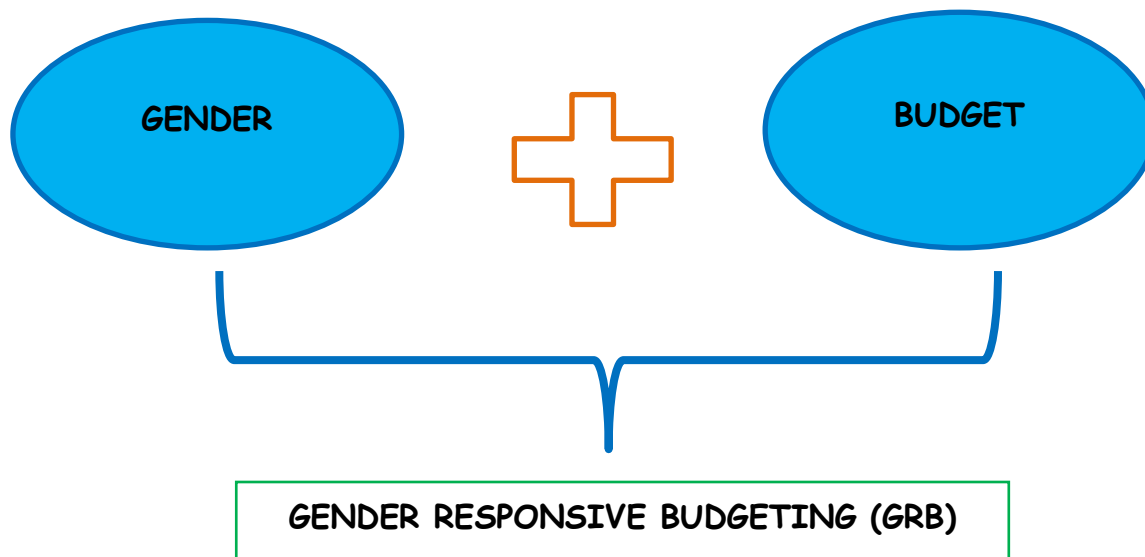
Gender Budgeting is a tool for Gender mainstreaming. Gender Budgeting is concerned with gender – sensitive formulation of legislation, policies, plans, programmes and schemes; allocation and collection of resources; implementation and execution; monitoring, review, audit and impact assistance.

WHY GRB?

GRB can be used to address the vulnerabilities faced by Women and girls. Clearly then, it is not only about the budget and it is not just a onetime activity. It is a continuous process that must be applied to all levels and stages of policy process. However, it recognizes that the budget is powerful tool that can reduce the vulnerability of Women and girls and transform their situation.

HOW TO DO GRB?

GRB is not a separate budget. All new Programmes, Projects and Schemes(PPS) for which the funds are requested should be viewed through the gender lens. Use of this format will encourage gender sensitivity and women's participation



DIFFERENCE BETWEEN WHAT IS GRB ABOUT? And WHAT GRB IS NOT ABOUT?

WHAT GRB ABOUT?

- GRB Initiatives are diverse efforts aimed at making government's planning, budgeting & auditing contribute to gender equality
- It analyses differential impact of policies and budgets on women and men as well as on other axes of social discrimination

WHAT GRB IS NOT ABOUT?

- Not a separate budget for women;
- Not about spending the same on women and men;
- Not just about assessing programmes targeted specific

GRB IN INDIA : GOVERNMENT POLICIES AND PROGRAMMES

Eighth Plan (1992-1997)	Government of India (GoI) acknowledged the need for committed resources to advance Gender Equality and Women Empowerment measures. No reference to how this could be achieved- silent on strategy
Ninth Plan (1997-2002)	Introduced the Women's Component Plan (WCP) - both the Centre and State governments to ensure that not less than 30 per cent of the funds/benefits from all development sectors flowed to women's programmes. Recognized not only the importance of committed investments but also indicated the minimum criterion.
Tenth Plan (2002-2007)	Linked the concepts of WCP and GRB Charted another major shift to <u>look beyond 30 per cent allocations and beyond plan</u> outlays. GRB was officially adopted and institutionalized by the GoI in 2005-06, with the introduction of the Gender Budget Statement (GBS). The GBS reflects the quantum of budgetary allocations for programmes/schemes that substantially benefit women.
Eleventh Plan (2007-2012)	Centre staged GRB as an important strategy for gender equality. GRB should happen across the board and across sectors. State governments were also directed to institutionalize GRB. The WCP was eventually replaced by GRB.
Twelfth Plan (2012-2017)	Underscores the need for institutionalizing GRB with greater visibility. Highlights the need for Gender Audit

GENDER BUDGET STATEMENT

- It is being produced as part of the state budget every year (11 States).
- Gender Budget Statement was introduced in the Union Budget in 2005-06.

The GBS is divided into two parts:

PART A: Details schemes in which 100 percent allocations are for women.

PART B: Reflects schemes where the allocations for women constitute at least 30 per cent of the provisions.

GENDER BUDGET CELL

They have a critical role to play during the budget preparation stage, in identifying the benefits that can accrue to women from different programmes and schemes and in prioritizing programmes and schemes that benefit women, especially those who are most vulnerable.

CAPACITY BUILDING

Capacity building of gender budgeting cells at the centre and in the states is being facilitated by MWCD (Ministry of Women and Child Development) to help prioritize programmes and schemes that benefit women, use the five step framework of gender budgeting.

The Context

- ❑ **Chronic underinvestment** – persistent obstacle to achieving gender equality.
 - *Estimated a global gender funding gap to the tune of USD\$ 73 billion and USD\$ 83 billion a year in low-income countries in the context of the MDGs. (Diane Elson and Caren Grown)*
- ❑ **Convergence of thinking and commitments made on the global stage to financing for gender equality**
 - *Beijing Platform for Action: Full and effective implementation of the Platform for Action, will require ... the integration of a gender perspective in budgetary decisions on policies and programmes, as well as the adequate financing of specific programmes*
 - *Addis Ababa Action Agenda: "transformative actions," .. "and mainstreamed, targeted, and prioritized financing from all sources, public and private, domestic and ODA, and at global, regional, national and local levels"*
 - *SDGs: "a significant increase in investments to close the gender gap and strengthen support for institutions in relation to gender equality ..."*

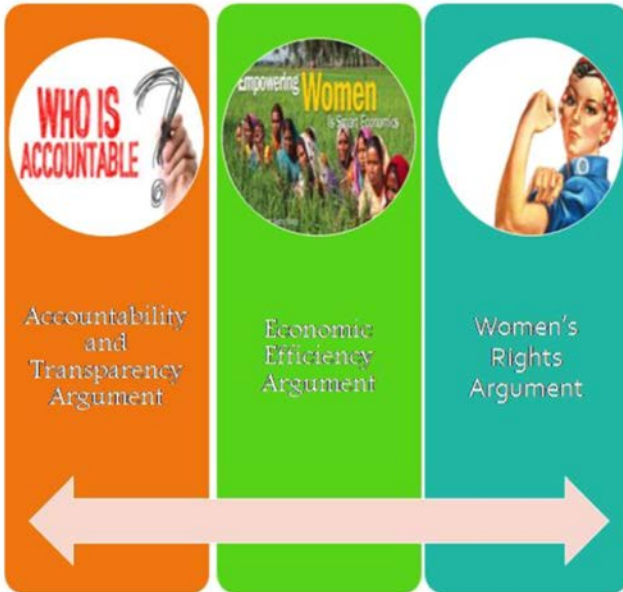
The reality
of gender
equality in
our times



BPFA + 20, SDGs, AAAAA: "a significant increase in investments to close the gender gap and strengthen support for institutions in relation to gender equality ..."

Progress of Worlds Women, UI

Why GRB?



Duration of Work



- **Different actors bring their unique strengths to the process**

- Finance plays a central role to operationalize GRB
- Women's machinery provides expertise, training, handholding.
- Planning can provide the oversight and linkages to macro level planning.

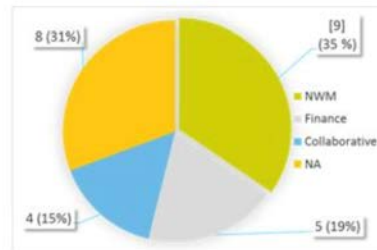
- **Collaborative leadership**

- Mechanisms for collaborative leadership (Nepal, Indonesia)

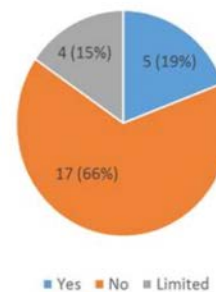
- **Mechanisms: How effective?**

- Gender Focal Points/Cells/ Task Force/Committee

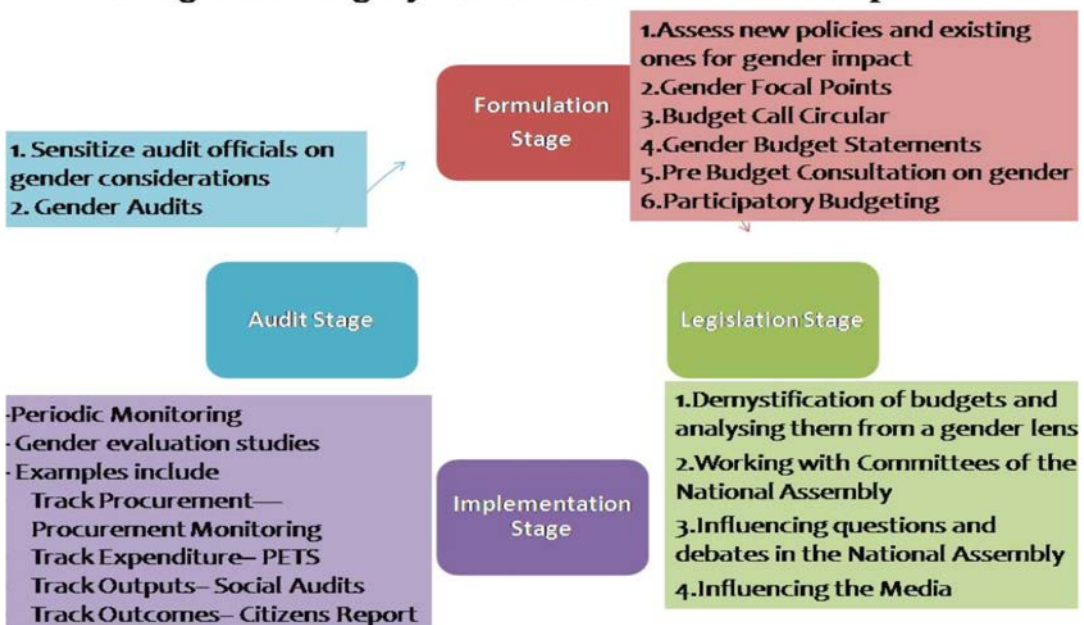
(Cambodia example cited as best practice—convening, purposive planning etc.)



MPs are engaged in GRB work



Budget Making Cycle and GRB intervention points



GRB in India

Gender Budget
Statements

**Gender Budget
Cells**

Capacity Building

Expenditure
Finance
Committee
Memorandum

EFC

•EFC memorandum for Original Cost Estimates and Revised Cost Estimates was bereft of any measure to assess the gender responsiveness of proposed intervention.

•Additional Item (5) requires information on:

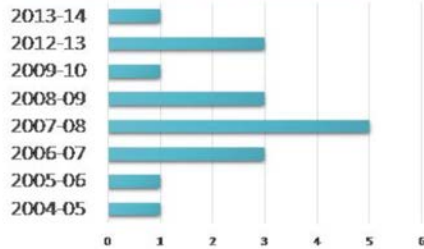
•(a) specific objectives of the scheme relating specifically to women; and

•(b) In case the proposal has gender components, information on the following;

Gender Component	% of total expenditure on this component
Component 1	
Component 2	
Component 3....	

Some overall trends

1. Official adoption of Gender Budgeting



- 19 States & UTs adopted gender budgeting.
- **Official adoption:** Mention in state policy/budget speech. Formal processes followed much later (Odisha, UP, Karnataka)

Source: Data gathered from MWCD

2. LOCATION OF GENDER BUDGETING



- **Nodal agencies for GB usually WCD (38%)** closely followed by **Department of Social Welfare (31%)** and **Department of Finance (25%)**.
- **Department of Planning & Coordination** is the nodal agency for GB only for Nagaland.

Gender Sub Plans at District level: Rajasthan

- Gender Sub Plans at the District level were prepared for Pali and Ajmer on a pilot basis. The modalities of developing gender sub plans for all districts is underway.
- High level committee in 2009 on empowerment of women and the girl child : Headed by the CS with PS – Finance, Planning, WCD.

Coordinated effort: Karnataka

Gender Budget Cell, Department of Finance prepares the Gender Budget Statement. The Department of Planning monitors the implementation of schemes using Monthly Programme Implementation Calendar – a planning and expenditure monitoring tool. The DWCD in collaboration with the Planning Department monitors Karnataka Mahila Abhivruddhi Yojane and GB.

Some efforts:

Monitoring and Coordination of gender budgeting initiatives: MP:

A Monitoring Committee formed in January 2014 to oversee and coordinate GB efforts. Comprises following members: PS/Secretary of Departments of Planning, Finance and DWCD. The Commissioner, Directorate of Women Empowerment serves as the Secretary with the Additional Chief Secretary, Department of Rural Development and Panchayati Raj as the chair.

Key policy directives issued.

Engendering Planning: Kerala

Workshop on Gender Budgeting-Making it Feasible through Plan Write-ups in October 2009 to provide Department officials with guidelines for making gender sensitive write-ups in respect of schemes in women related and unrelated sectors. One major scheme planned for 2010-11 is "Women Friendly Infrastructure", both physical and social, cutting across many Departments - Transport, PWD, Power, Police, IT, Science and Technology, Housing, Health and Social Welfare (Rs.40 cr). No. of depts. with women specific schemes went up from 10 in 2009-10 to 17 in 2010-11.

3. Key strategies: research and capacity building

- Gender appraisals of select departments (Rajasthan), gender analysis of budgets (Gujarat), independent assessments of gender budgeting efforts at the state level (CBGA, UN agencies).
- Several capacity building workshops by MWCD on GB.
- Some states have produced manuals, brochures etc., on GB, in local languages.

4. Institutionalisation processes

- State level committees constituted (MP, Rajasthan, Nagaland)
- Gender Budget Cells formed in line departments (Himachal Pradesh: 52 Departments, Tripura: 18 Departments, MP).
- Gender desks in every department (Rajasthan).
- Nodal officers designated for gender budgeting (Gujarat).
- **No formal mechanism:** Uttar Pradesh, Jharkhand, Manipur, Lakshadweep, Sikkim.

5. GBS: the most commonly used tool

Gender Budget Statements being produced as part of the state budget every year (11 States).

Framework of the Union Government followed by most states (MP, Karnataka, Bihar, Chhattisgarh)

Part A: Schemes in which 100% allocations are for women

Part B: At least 30%

RAJASTHAN

Part A: >70% provisions for women

Part B: 30-70% provisions for women

PART C: 10-30% provisions for women

PART D: <10% provisions for women

India

Gender Budget Statement was introduced in the Union Budget in **2005-06**.

The GBS is divided into two parts:

PART A: Details schemes in which **100 percent** allocations are for women.

PART B: Reflects schemes where the allocations for women constitute at least **30 per cent** of the provisions.

PART A - 100% Women specific programmes

(In crores of Rupees)

MINISTRY/DEPARTMENT	2009-2010 Budget			2009-2010 Revised			2010-2011 Budget		
	Plan	Non-Plan	Total	Plan	Non-Plan	Total	Plan	Non-Plan	Total
Demand No.2									
Department of Agricultural Research and Education									
1 Directorate of Research on Women in Agriculture, Bhubneswar	3.76	1.43	5.19	3.66	1.43	5.09	3.67	1.50	5.17
2 All India Co-ordinated Project on Home Science, Bhubneswar	6.46	...	6.46	6.46	...	6.46	6.84	...	6.84
Total	10.22	1.43	11.65	10.12	1.43	11.55	10.51	1.50	12.01

STATEMENT 20

GENDER BUDGET

(In crores of Rupees)

MINISTRY/DEPARTMENT	2009-2010 Budget			2009-2010 Revised			2010-2011 Budget		
	Plan	Non-Plan	Total	Plan	Non-Plan	Total	Plan	Non-Plan	Total
PART B-30% Women specific programmes									
Demand No.1									
Department of Agriculture and Cooperation									
1 Technology Mission on Cotton	27.00	...	27.00	16.80	...	16.80	16.80	...	16.80
2 Jute Technology Mission	3.30	...	3.30	2.70	...	2.70	3.00	...	3.00
3 Integrated Oilseeds/Oilpalm/ Pulses and Maize Development	70.50	...	70.50	138.00	...	138.00	105.00	...	105.00
4 Treeborne oilseeds	2.40	...	2.40
5 Support to State Extension Services	89.40	...	89.40	56.69	...	56.69	75.00	...	75.00
6 National Food Security Mission	330.00	...	330.00	322.20	...	322.20	405.00	...	405.00
7 Extension Support to Central Institutions	3.60	...	3.60	4.60	...	4.60	5.03	...	5.03
8 Mass Media Support to Agricultural Extension	26.10	...	26.10	29.12	...	29.12	30.00	...	30.00
9 Establishment of Agri-Clinic and Agri-business Centres	3.00	...	3.00	1.71	...	1.71	3.00	...	3.00
Total	555.30	...	555.30	571.82	...	571.82	642.83	...	642.83

Nepal

GRB classification criteria

No.	Indicators	Score
1	Women's participation in formulation and implementation of the program	20
2	Women's capacity development	20
3	Women's share in the benefit	30
4	Promoting employment and income generation for women	20
5	Qualitative improvement of women's time use or reduced workload	10
Total		100

Directly Gender Responsive (1)	Indirectly Gender Responsive (2)	Neutral (3)
=>50%	>20% to <50%	<20%

Fiscal Year	Directly Res NPR Bil (%)	Indirectly Res NPR Bil (%)	Neutral NPR Bil (%)	Total NPR Bil
2007/08	19.09 (11.30)	56.03 (33.16)	93.87 (55.54)	169
2008/09	32.91 (13.94)	83.58 (35.41)	119.53 (50.64)	236
2009/10	49.46 (17.30)	104.16 (36.43)	132.32 (46.27)	286
2010/11	60.61 (17.94)	122.65 (36.30)	154.64 (45.76)	338
2011/12	73.33 (19.05)	176.21 (45.78)	135.35 (35.17)	385
2012/13	87.08 (21.51)	178.63 (44.13)	139.11 (34.36)	405
2013/14	112.51 (21.75)	227.29 (43.94)	177.40 (34.31)	517
2014/15	135 (21.93)	279 (45.04)	204 (33.03)	618
2015/16	182 (22.27)	393 (47.98)	244 (29.75)	819

Discrepancies in Gender Friendly Expenditure

Rs. In Crore

1	2	3	4	5	6
Year (Accounts)	Total State Plan - Budget Outlay	Share due to women (Min.30% as per WCP)	Expenditure for Women as found in Budget Link Book	% of share for women with regard to Total State Plan Budget Outlay [Column 2 Vs 4]	Amount Denied to Women [Col 3 - Col 4]
1997-1998	4052.60	1215.78	127.37	3.14	1088.41
1998-1999	4500.09	1350.03	141.09	3.13	1208.94
1999-2000	5413.75	1624.12	145.18	2.68	1478.94
2000-2001	5807.26	1742.18	144.02	2.43	1598.16
2001-2002	5318.90	1595.68	155.84	2.93	1439.84
2002-2003	5841.05	1752.32	240.16	4.11	1512.16
2003-2004	7088.30	2126.49	242.34	3.42	1884.15
2004-2005	8285.84	2485.75	287.47	3.47	2198.28
Total Amount Denied To Women In The Last Eight Years					12,408.88

Interpretation of SWTN;

Ref: Annual Plan-Budget Link, for respective years, Government of Tamilnadu.

Moving forward

Policy framework

Implementation mechanisms

Monitoring GB

Achieving gender equality outcomes

5 concrete proposals:

- ❖ Purposive gender planning
- ❖ Lets explore other tools
- ❖ Expanding efforts from state to district and local levels (Fourteenth Finance Commission)
- ❖ More effective monitoring of GB
- ❖ Linking to outcomes is important.

Sustainable Development Goals



Indicator 5 c.1: Percentage of countries with systems to track and make public allocations for gender equality and women's empowerment



ANNEXURE 3

There were few suggestions by the participants for the development of GRB. They are listed below

- Gender sensitizing courses for higher officials like police, Doctors, Professors etc.,
- Gender cells should also focus on special budget allocation for women farmers.
- Loan for micro/ small scale entrepreneurs.
- Various departments like Finance, Social Welfare, Nutrition etc., should be interconnected and single window for women's schemes should be formulated.
- Most of the school dropouts in higher education were caused due to lack of water and sanitation. Hence proper consideration should be provided.
- To create new entrepreneurship programme by integrating universities and educational institutes.
- Work from home options should be given for working women.
- Specific schemes/programmes should be refined for the women farmers and fisher women.

APPENDIX



Presentation by Ms.Shrijna Dixon & suggestions given by Mr.S.Krishnan IAS



Suggestions were given by Mr.S.Krishnan IAS on Strategizing GRB in TN



Sharing by Ms.Qudsia Gandhi IAS (Retd)



Suggestion given by participants for strategizing GRB



Suggestions given by participants for strategizing GRB