

# evolve

ANNUAL REPORT

2019-2020



# CHAIRMAN'S MESSAGE

A regular reader of our institution's monthly activities may find the Annual Report to be a mere compilation of those periodic reports. However, seeing it in this form, new patterns emerge. From Energy-related projects, which we focussed on in our early days, I am happy to note that AI (Artificial Intelligence), a two-lettered jargon heavily used by computer scientists, which is revolutionising human life and society, has become a focus area at CSTEP. In one project, we are attempting to tackle the issue of malnutrition, in partnership with the State of Karnataka, through the anganwadi centres. Though we are in our early days here, we hope to see significant results in the coming year. These results will be useful to boost the role of technology for shaping policies on human development.

Along with our size, our recognition is growing. Researchers are receiving invitations to participate in many national and international forums, including various decision-making bodies in the Government. Multilateral and national institutions continue to consult us for suggestions and advice.

I am happy to welcome new members to our Board of Directors, Shri Suresh Prabhu (Member of Rajya Sabha and Sherpa to the PM for G7 and G20 Summits) and Ms Soumya Rajan (MD & CEO – Waterfield Advisors Pvt. Ltd). They bring to the table the necessary diversity of opinions and intellectual heft to enable effective thought leadership from the organisation.

When we set up CSTEP, we were unsure as to how successful our institution would turn out to be, we need not have worried. I am confident that we will have more interesting things to report in the coming year.



**Dr VS Arunachalam**

# EXECUTIVE DIRECTOR'S MESSAGE

As we enter the second decade of our operations, it is important to reflect on our strengths and weaknesses. We have built an organisation with depth in research, and fortified it with structures for good corporate governance. However, for the next stage of our growth, we have identified the need to focus on our strategy and fund-raising activities. Over the past year, we embarked on a process to evolve, with organisational restructuring forming the bedrock of this process. This is to position ourselves for the next level of transformation—into a truly world-class organisation. A major part of the restructuring involved consolidation of our research verticals and the hiring of senior personnel to lead the initiatives on strategy, fund-raising, and sectoral work. Research, Communications, and Strategy are thus the drivers of an evolved CSTEP!

With our expanded Board of Directors, there are high expectations on us, which we are fully committed to meeting. Our funders continue to support our work; we are thankful for their constant encouragement. Securing a new funder in Rohini and Nandan Nilekani Philanthropies is an important development and gives a fillip to our domestic fund-raising efforts. Overall, the long-term and deep partnership with all our funders is extremely gratifying.

With our restructuring firmly in place, CSTEP is poised to propel to the next level. Even though the shadow of COVID-19 looms over us, we remain confident of tackling all potential challenges and achieving our mission.

I look forward to working with our partners and stakeholders for a more sustainable, secure, and inclusive society.



**Dr Jai Asundi**

# BOARD OF DIRECTORS



## **Dr VS Arunachalam**

Former SA to Raksha Mantri (1982-92), Padma Vibhushan.



## **Shri Suresh Prabhu**

Rajya Sabha MP, serving as the Prime Minister's Sherpa to G7 and G20 Summits.



## **Shri Prafull Anubhai**

Educationist and corporate advisor.



## **Professor S Ranganathan**

Emeritus Professor at IISc and Jawaharlal Nehru Centre for Advanced Scientific Research, Bengaluru.



## **Shri SV Ranganath**

Chairman of the Board at Coffee Day and former Chief Secretary to the Government of Karnataka.



## **Dr Ajay Mathur**

Director General of The Energy & Resources Institute (TERI) and a member of the Prime Minister's Council on Climate Change.



## **Shri Rajat Gupta**

Senior Partner at McKinsey & Company, Mumbai.



## **Ms Soumya Rajan**

Founder, MD & CEO of Waterfield Advisors, India's largest independent Multi-Family Office.



## **Dr Anshu Bharadwaj**

Former member of the Indian Administrative Services (Karnataka,1992).

# SUPPORT AND COLLABORATION

## Domestic

Jamsetji Tata Trust  
Narotam Sekhsaria Foundation  
Rohini and Nandan Nilekani Philanthropies

Shakti Sustainable Energy Foundation (SSEF)  
Shri Sivasubramaniya Nadar Educational and  
Charitable Trust  
WIPRO

## International

Bill & Melinda Gates Foundation  
Bloomberg Philanthropies  
British High Commission  
Children's Investment Fund Foundation (CIFF)  
Climate Parliament  
European Climate Foundation  
European Union  
German Corporation for International Cooperation (GIZ)  
Good Energies Foundation  
IBM  
International Development Research Centre (IDRC)

MacArthur Foundation  
Next Generation Infrastructures  
Oak Foundation  
Overseas Development Institute  
SED Fund  
The Global Green Growth Institute  
The World Bank  
United Nations Democracy Fund (UNDEF)  
United Nations Development Programme (UNDP)  
United States-India Educational Foundation (USIEF)  
William and Flora Hewlett Foundation

# SUPPORT AND COLLABORATION

## Government Institutions

Bangalore Electricity Supply Company Limited (BESCOM)  
Bureau of Energy Efficiency (BEE)  
Central Power Research Institute  
Chamundeshwari Electricity Supply Corporation (CHESCOM/CESC)  
Defence Research and Development Organisation (DRDO)  
Department of Defence  
Department of Science & Technology (DST)  
Government of Karnataka  
Gulbarga Electricity Supply Company Limited (GESCOM)  
Ministry of Environment, Forest and Climate Change (MoEFCC)

Hubli Electricity Supply Company (HESCOM)  
Karnataka Electricity Regulatory Commission (KERC)  
Ministry of New and Renewable Energy (MNRE)  
NITI Aayog  
Planning Commission  
Power Finance Corporation  
Society for Elimination of Rural Poverty (SERP)  
The Indo-U.S. Science and Technology Forum (IUSSTF)  
University Grants Commission (UGC)

## Other Collaborators

Asian Institute of Technology  
BRAC University  
Carnegie Mellon University  
Centre for Policy Dialogue (CPD)  
CEPT University  
Clean Air Task Force  
Council on Energy, Environment and Water (CEEW)  
École Polytechnique Fédérale de Lausanne (EPFL)  
Indian Institute of Science (IISc)  
Indian Institute of Technology Bombay (IIT Bombay)  
Indian Institute of Technology Kanpur (IIT Kanpur)

Institute for Social and Economic Change  
Institute for Social and Environmental Transition-Nepal (ISET-Nepal)  
Integrated Research and Action for Development (IRADe)  
International Institute of Information Technology Bangalore (IIIT-B)  
M.S. Ramaiah University of Applied Sciences  
Pacific Northwest National Laboratory (PNNL)  
PLR Chambers  
RAND Corporation  
Royal Society of Netherlands

# ORGANISATIONAL RESTRUCTURING

During the year, we undertook a crucial restructuring exercise designed to ensure that the organisation structure and its leadership are appropriately aligned towards ensuring smooth day-to-day functioning and achieving the organisational goals. When ideating and executing this exercise, we had two primary points of focus:

- 1) Delineating the sectors in which we aspired to direct our research efforts
- 2) Ensuring that each sector was led by an individual with the necessary technical and managerial experience to achieve its vision

The sectors identified through this process were Climate, Environment, and Sustainability; Energy and Power; AI and Digital Lab; Materials and Strategic Studies; and Computational Tools.

Recognising the importance of homing in on the right resources, the executive leadership invested considerable time and effort in identifying appropriate internal/external candidates. The entire exercise commenced in July 2019 and was completed by January 2020.

Thus, as things stand now, we have a robust management team in place—well poised to help us transition to the next level.



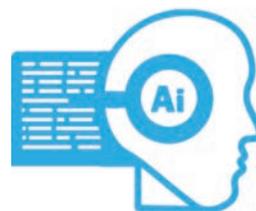
**Munish Sapra**

*Director - Strategy & Corpus Generation*

# SECTORS



ENERGY &  
POWER



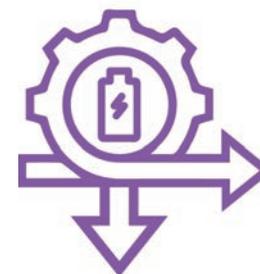
MATERIALS  
& STRATEGIC  
STUDIES



CLIMATE,  
ENVIRONMENT  
AND  
SUSTAINABILITY



ARTIFICIAL  
INTELLIGENCE  
AND DIGITAL  
LAB



COMPUTATIONAL  
TOOLS



# CLIMATE, ENVIRONMENT & SUSTAINABILITY

Vision - To inform long-term developmental and policy decisions using in-depth analysis of technology options, and identify pragmatic solutions for India's climate crisis, in line with global scientific research and in sync with the national context

## IMPACT STORY

### Comprehensive Clean Air Action Plan for Patna

**Objective:** To develop an evidence-based Clean Air Action Plan for the city of Patna. The action plan defines a comprehensive set of policy measures and programmes that the state government and city administration will implement over an agreed-upon timeline to reduce ambient air-pollution levels.



Climate research at CSTEP tries to answer some fundamental questions facing India, with regard to balancing development with various climate goals. In line with this, we have built greenhouse-gas emission inventories, projected mid-century emissions, and suggested low-carbon pathways for India's development. Our work has informed the Ministry of Environment, Forest and Climate Change (MoEFCC) in climate negotiations. Over the past year, our research has also focussed on developing resilience to emergent climate risks and pursuing adaptation plans. A core area of our work is the Sustainable Alternative Futures for India (SAFARI), a unique model exploring trade-offs with respect to sustainable development goals while meeting developmental aspirations in sectors such as education, healthcare, nutrition, and housing. We are supporting the review of state action plans for the governments of Karnataka, Madhya Pradesh, and Chhattisgarh.

The Centre for Air Pollution Studies (CAPS) was established in 2019, with the mandate to build scientific evidence on air pollution and communicate it for policy applications. Over the past year, the CAPS team has built emission inventories and conducted source-apportionment studies to inform and develop city-specific clean air action plans mandated under the National Clean Air Programme (NCAP). CAPS has now initiated research using satellite data to help understand pollution sources across rural and peri-urban areas.

## FOCUS AREAS

- Air Pollution
- Adaptation and Risk Analysis
- Pathways and Forecasting
- Technology and Financing
- Environment and Ecosystem

## SELECT HIGHLIGHTS

1. Conducted India's first Clean Air Summit - India Clean Air Summit (ICAS)
2. Sustainable Alternative Futures for India – SAFARI, a unique model that explores India's developmental pathways (in line with the SDGs)
3. As a member of the GHG Platform India, analysed energy sector emissions to estimate India's greenhouse-gas (GHG) emissions
4. Memorandum of Understanding with Vellore Institute of Technology for collaborative research focussed on Air Pollution

CSTEP's Senior Research Engineer Ramya Natarajan speaking at the interactive discussion & workshop on CSTEP's Sustainable Alternative Futures for India (SAFARI) model in New Delhi.



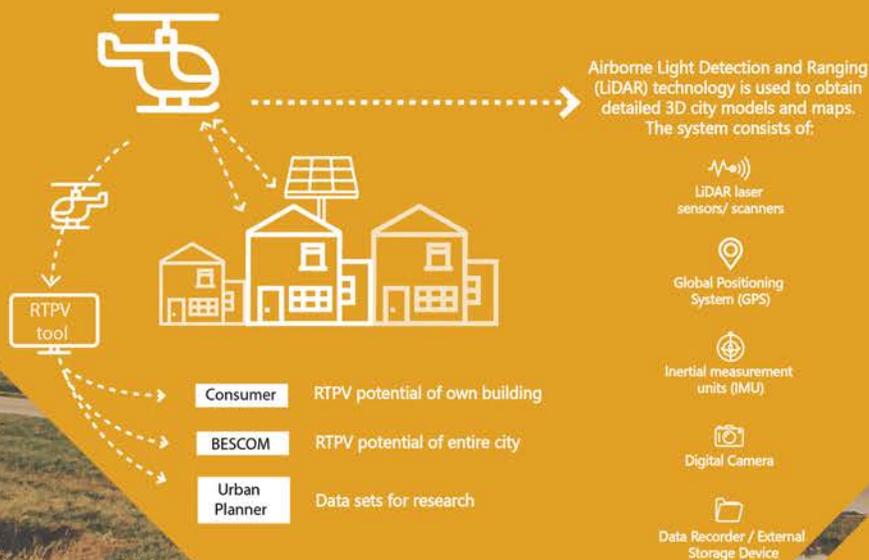
# ENERGY AND POWER

**Vision - To shape renewable energy and energy-efficiency policies in India using technology options, to inform policy and solve energy issues**

## IMPACT STORY

### Developing 1 GW RTPV Roadmap for BESCOM

**Objective:** To prepare 1.1 GW Solar Rooftop PV (RTPV) roadmap for Bangalore Electricity Supply Company Limited (BESCOM) and determine accurate RTPV potential of each local rooftop. The study region of 1,176 sq. km was scanned by LiDAR in and around Bengaluru.



CSTEP has been working in the areas of energy efficiency, renewable energy, electricity regulations, as well as grid and transmission planning since its inception. Consequently, a substantial volume of work has built up in this area. Starting from August 2019, a concerted effort has been made to categorise this work in three groups, namely Energy Efficiency and Renewable Energy, Regulatory and Policy studies, and Grid Planning—under the overarching theme of Energy and Power.

The sector's key achievements in the year 2019–20 have been taking forward the rooftop solar-potential mapping from Bengaluru to ten towns in Bihar and Madhya Pradesh (using drones), initiation of studies with the state generation utility in Karnataka on renewable energy (RE) generation, and culmination of the study on high RE scenarios in the southern states.

Having set its imprint firmly in these areas, the Energy & Power sector endeavours to expand its footprint across the country and conduct similar studies, especially in states with a high RE potential and in states facing challenges of energy access.

## FOCUS AREAS

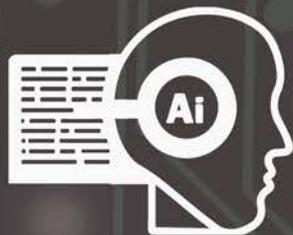
- Grid Planning
- Energy Efficiency and Renewable Energy
- Regulatory and Policy Studies



## SELECT HIGHLIGHTS

1. Training on energy auditing and AT&C loss calculation for DISCOM officials in CESC (Chamundeshwari Electricity Supply Corporation Limited)
2. Demonstration on electricity market simulation
3. Workshop on 'Framing Socio Environmental Safeguards to de-risk Solar Investments and Installations in India'
4. Talk on aerial imagery for commercial & industrial consumers in BESCO at the Bangalore International Exhibition Centre

CSTEP's Research Engineer Mallik EV training DISCOM officials on energy auditing and AT&C loss calculation in CESC.



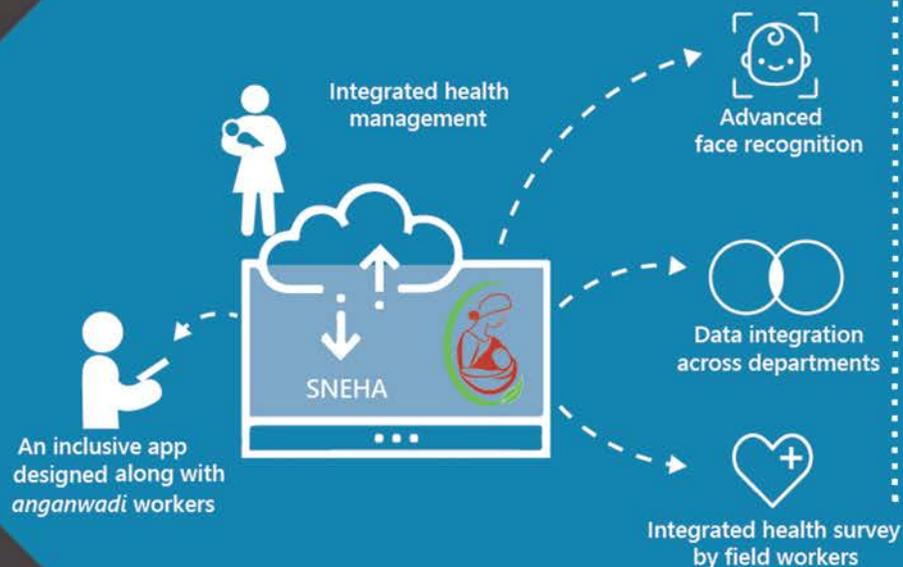
# AI & DIGITAL LAB

**Vision - To generate significant social impact through comprehensive solutions involving inclusive design, managed deployment, and policy innovation**

## IMPACT STORY

### SNEHA Application

**Objective:** To act as an end-to-end multi-sectoral digital solution for managing the health and nutrition of women and children.



At CSTEP, we are reimagining the global narrative on AI—from *what it can do to how it should be applied for the greatest impact*. Through our work, we hope to use AI and digital technologies innovatively to achieve significant social impact and drive policy changes, while ensuring they are designed for inclusion. Thus, our solutions are approached using the principles of systems thinking and by keeping our ears to the ground—to understand real challenges of the people who will be affected by the technology.

This is reflected in our integrated suite of solutions, SNEHA, designed to address maternal health and child malnutrition. It took our team several months of building on-ground insights on the existing *anganwadi* and child-welfare framework as well as on the difficulties faced by workers and children's families, health workers, and authorities. This background work helped ensure that the technology could be seamlessly implemented and serve its intended purpose. SNEHA has been piloted in Karnataka, in collaboration with the Department of Women and Child Development and the Department of Health and Family Welfare, Government of Karnataka. It is already *live* in 30 district hospitals across the state. Other solutions, such as the Spoorthi platform, keep the community at the centre of the solution. We trained a team of youngsters to conduct household surveys on water, sanitation, and health, and empowered them to access basic services from the municipal corporation via Spoorthi. We are also engaged in an urban analytics and visualisation platform for Karnataka to support policy decisions on urban planning. The team won the IDEX Challenge 2019, a part of the Make in India initiative of the Indian Government, for SORIN—our AI-supported supply-chain-management solution for the Indian Navy.

## FOCUS AREAS

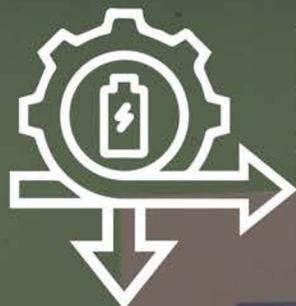
- Health
- Defence Logistics
- Urban Governance



A child's weight being measured and recorded for CSTEP's SNEHA platform in an anganwadi centre.

## SELECT HIGHLIGHTS

1. Piloted the SNEHA suite of solutions to monitor maternal and child health and nutrition in Karnataka; trained nearly 66,000 *anganwadi* workers
2. SNEHA NRC, the suite for managing tertiary care of malnutrition, went *live* in over 30 district hospitals across Karnataka
3. Trained a group of youngsters (from an urban settlement in Bengaluru) to track and access community priorities in water, sanitation, and hygiene using the Spoothi platform



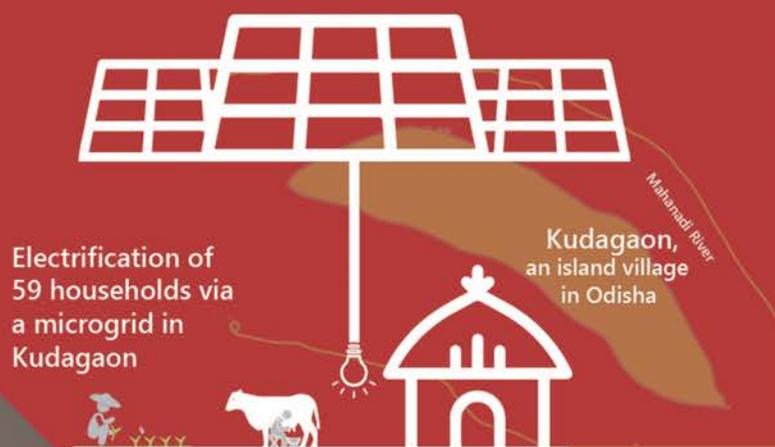
# MATERIALS & STRATEGIC STUDIES

**Mission - To provide timely and relevant inputs on materials, storage, and other issues of national strategic importance, with a focus on science and technology options**

## IMPACT STORY

### Microgrid implementation in Odisha

**Objective:** To develop a detailed methodology to provide a sustainable, economically viable, and reliable supply of power to areas that face poor energy access.



The Materials and Strategic Studies sector focussed on two main areas over the past year: Electric Mobility and Energy Storage. In line with the Indian Government's plans to deploy electric vehicles, we are working on building core capacity in both technology and policy aspects of e-mobility. Specific areas of intervention include integrating EV with minimum impact on the grid, resolving the charging-infrastructure problem for both public and private transport, and developing innovative business models for making a viable business case for public charging infrastructure.

With increasing RE penetration in India, energy storage is becoming a key area of research. We are analysing suitable energy-storage technologies relevant to the Indian context, conducting techno-economic studies for deploying energy storage, performing feasibility studies for indigenous manufacturing of batteries. Our projects reflect a burgeoning involvement in resolving on-ground challenges in addition to informing policy decisions. The project, to electrify the Kudgaon village, was funded by Good Energies Foundation and CSTEP collaborated with Sun Moksha to implement a smart microgrid.

We explored the potential of Zero-Budget Natural Farming (ZBNF) in Andhra Pradesh, to assess the impact of a shift to sustainable agricultural practices. In a project for Shell, we studied the feasibility of implementing its IH<sup>2</sup>® technology. We studied the potential impact of the technology and assessed both the resource availability and the policy landscape for implementing it in India.

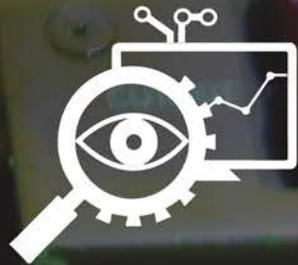
## FOCUS AREAS

- Strategic Materials
- Energy Storage
- Agricultural Innovations through ZBNF
- Emergency and Disaster Management

## SELECT HIGHLIGHTS

1. Smart microgrid project, piloted in Odisha (with SunMoksha, and funded by the Good Energies Foundation) won India Smart Grid Forum Innovation Awards 2020 for the Best Smart Grid Project in India by a Technology Company
2. Based on the findings from CSTEP's study on ZBNF, Govt. of AP & RySS have initiated studies to examine the energy savings due to ZBNF practices
3. CSTEP brought together operators and entrepreneurs to discuss issues of sustainability in the app-based shared-mobility ecosystem

A smart solar-based microgrid in Kudagaon, Odisha, provided electricity to an off-grid village.



# COMPUTATIONAL TOOLS

**Mission - To develop modelling and simulation tools for policy analysis and research**

## IMPACT STORY

### Development of CSTEM PV SUITE

**Objective:** To develop a platform to perform techno-economic pre-feasibility analysis for Solar power plants (both solar thermal and photovoltaic).



#### OUTCOME

 Estimates technical performance of plant

 Role of storage

 Plant financial viability

 Site suitability

 Effect of subsidy

We embarked on our exploration of developing models/tools to address the challenge posed by dynamical systems and by frequent technology advancements, varying costs, policies, and so on.

Over the past year, we upgraded CSTEP's Solar Techno Economic Model (CSTEM) (incorporating assessment of PV technology) and released a Web-based tool in early 2020—CSTEM PV SUITE. Studies under the Computational Tools sector have assessed energy technologies and developed models and simulation tools for research and policy analysis. The sector envisages its growth by continuing to develop decision-support systems to inform policy decisions towards disaster management and enabling thorough interdisciplinary research, by building comprehensive data repositories and visualisation platforms.

## KEY TOOL

**DARPAN:** (Decision Analysis for Research and Planning) is our in-house platform that integrates all models and showcases simulations of policy options.

# SELECT HIGHLIGHTS

1. Completed the suite of tools for assessment of solar technologies (both Solar thermal- Parabolic Trough, Solar Tower & Solar PV - Utility and Off-Grid)
2. DARPAN is being used by the Government of MP, NITI Aayog, and GoK for policy decisions
3. The tools/models developed have been enablers, providing deepened and rigorous research outcomes/insights for other sectors at CSTEP

# INSTITUTIONAL INITIATIVES

## Role of Science & Technology in Society

CSTEP initiated a discussion series on the role of science and technology in society, to engage the larger public on how scientific evidence and technological solutions bolster India's development story. In the first of this series, held on 6 March 2020, we discussed 'From Temples to Turbines – An Adventure in Two Worlds', by Dr VS Arunachalam.

» [Read more](#)





# INSTITUTIONAL INITIATIVES

## India Clean Air Summit

We organised the India Clean Air Summit (ICAS), a flagship event under the ambit of the Centre for Air Pollution Studies, in August 2019. ICAS aims to bring together experts working in the field of air pollution to share scientific evidence and implementable, practical strategies for improving India's air quality.

» [Read more](#)





India Energy Transformation Platform

Decarbonising India

# INSTITUTIONAL INITIATIVES

## India Energy Transformation Platform: IETP

CSTEP acts as the Secretariat for the IETP, which aims to identify transformative technologies that can shape India's energy scenarios, in the areas of urban-space cooling, technologies for renewable energy, decentralised energy systems, and energy-efficient industrial processes.

» [Read more](#)





# INSTITUTIONAL INITIATIVES



## Intersectionality-Informed Gender Mainstreaming in Sanitation

We worked with communities in three districts of Andhra Pradesh to design an inclusive and implementable framework for improving access to water, sanitation, and hygiene facilities.

» [Read more](#)



**IMPRESSIONS**

**REPORTS**

**10**

**JOURNAL  
ARTICLES**

**05**

**NEWSPAPER  
ARTICLES / OP-EDs**

**06**



## REPORTS

- » **CSTEP's Solar Techno-Economic Model for Photovoltaics (CSTEM PV) : Solar and Financial Models**

*Author: Harshid Sridhar*

- » **Rectangular Spiral Inspired Approach for Quantifying Land Use & Potential Capacity for Solar Photovoltaic Power Plants in India**

*Authors: Harshid Sridhar & Thirumalai N C*

- » **Thorium-Utilisation Pathways for India**

*Author: Kaveri Ashok*

- » **Feeder Survey in Karnataka: Key Observations**

*Author: Rishu Garg*

- » **Comprehensive Clean Air Action Plan for the City of Patna**

*Authors: Dr Pratima Singh, Anirban Banerjee & Udhaya Kumar V*



...very much an evolving area. In order  
governments alike have been proactive in seeking reform. Such  
boards are more accountable, that qualified independent non-executives

## REPORTS

- » **Energy and Emissions Implications for a Desired Quality of Life in India Part 2: Demand Estimation**

*Authors: Kaveri Ashok, Poornima Kumar, Pratima Bisen & Ramya Natarajan*

- » **App-Based Shared Mobility: An Exploratory Study**

*Authors: Anantha Lakshmi P, Spurthi Ravuri, Trupti P Deshpande & Aswathy K P*

- » **Life Cycle Assessment of ZBNF and Non-ZBNF: A Preliminary Study in Andhra Pradesh**

*Authors: Suresh N S, Spurthi R, Arunita Bose, Haritha H, Arjun Shanker & Anantha Lakshmi P*

- » **Two-Seater e-Rickshaw Programme for Patna City**

*Authors: Aumkar Borgaonkar, Bhupesh Verma, Arunesh Karkun (CSTEP); CEECC-ADRI team*

- » **Assessing Impacts of Economic Growth Trajectories on Climate Goals: A CGE-TIMES Framework for India**

*Authors: Anuradha Venkatesh, Barun Deb Pal, Dr Partha Das, Shweta Srinivasan & Nikhilesh Dharmala*



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## JOURNAL ARTICLES

- » **Air quality, emissions, and source contributions analysis for the Greater Bengaluru region of India**  
*Authors: Dr Sarath K Guttikunda, Dr K A Nishadh, Sudhir Gota, Dr Pratima Singh, Arijit Chanda, Puja Jawahar & Dr Jai Asundi*
- » **Evaluation of MERRAero PM<sub>2.5</sub> over Indian cities**  
*Authors: Dr Sreekanth Vakacherla & others*
- » **Modeling and analysis of solar thermal and biomass hybrid power plants**  
*Authors: Suresh N S, Thirumalai N C & Prof. S Dasappa*
- » **Atmospheric aerosols and inhalable particle number count during Diwali in Dehradun**  
*Authors: Dr Vignesh Prabhu, Dr Jai Prakash, Ashish Soni, Sandeep Madhwal & Dr Vijay Shridhar*
- » **Spaceborne lidar retrieved composite and speciated aerosol extinction profiles and optical depths over India: A decade of observations**  
*Authors: Dr Padmavati Kulkarni & Dr Sreekanth Vakacherla*



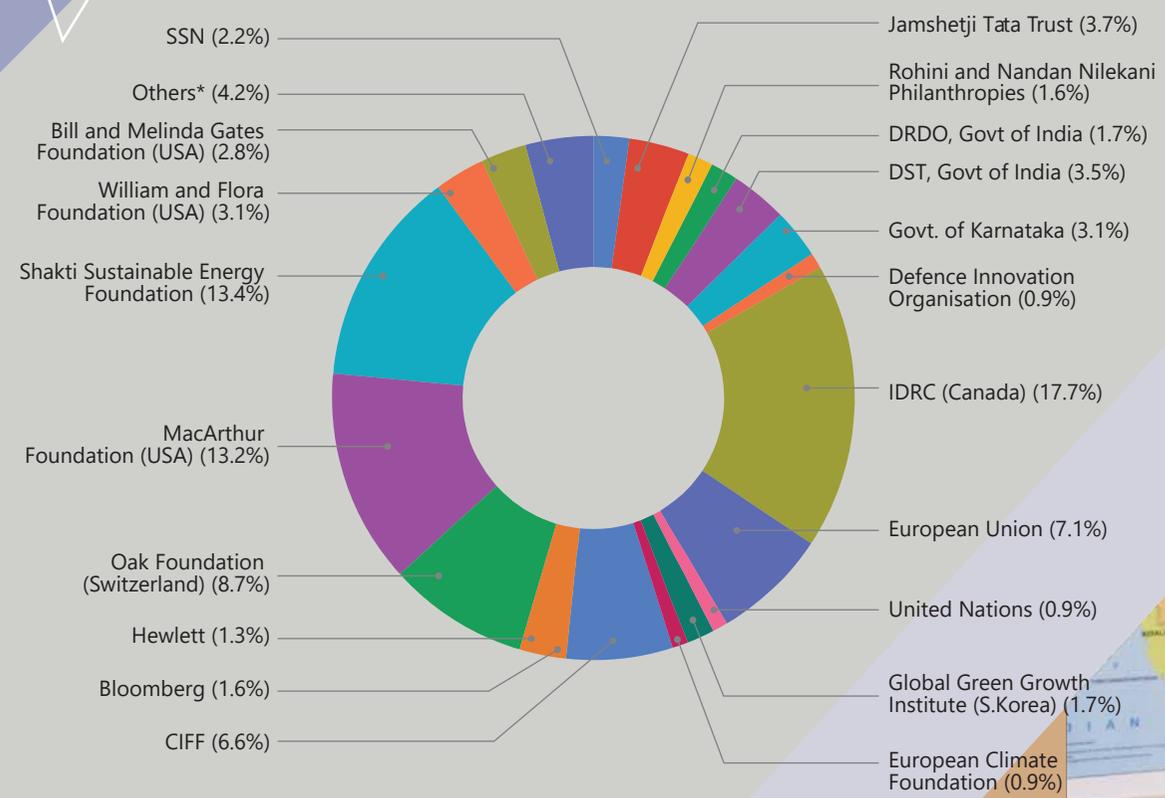
## NEWSPAPER ARTICLES/OP-EDs

- » **Hydrogen: Towards Cleaner and Sustainable Transport**  
*Author: Roshna N*
- » **Plastic: The Evil Convenience**  
*Authors: Anirban Banerjee & Dr Pratima Singh*
- » **Holistic Fertiliser Policy can Dramatically increase Crop Yields (Agricultural Notes)**  
*Author: Kaveri Ashok*
- » **For Electric Vehicles, there is no One-Size-Fits-All Solution**  
*Authors: Dr Mridula Dixit Bharadwaj & Arunesh Karkun*
- » **The Dark Side of the Sun: Clean Energy's Wasteful Impact**  
*Author: Shramana Dey*
- » **Metro Stations can be Key to Seamless Connectivity in Bengaluru, here's how**  
*Author: Trupti P Deshpande*



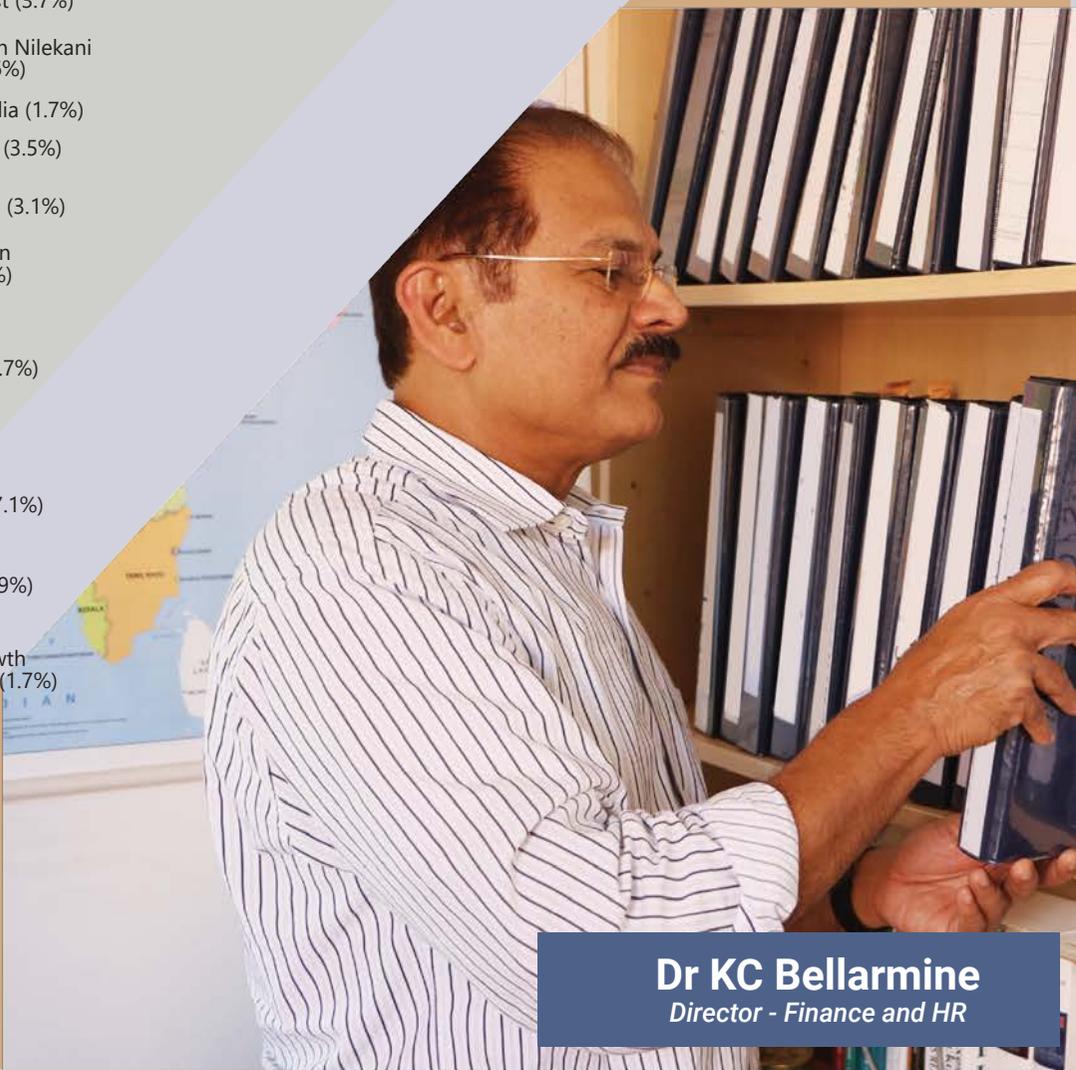
# FINANCE & HR

CSTEP's annual budget currently stands at INR 23 crore. The organisation has registered a CAGR of 20% over the past decade. We have enjoyed the munificence of over 50 donors across private philanthropy, aid agencies, multi-lateral agencies and governments. The diversified funding base that CSTEP has developed over the years has helped the Center retain its independence as a premier think tank.



\*Others: GIZ (Germany); MNRE; Govt of India; BEE, Govt of India; NITI Aayog, Govt of India; Govt of AP; CPRI, Govt of India; The World Bank; Overseas Development Institute (UK); British High Commission; Climate Parliament; Narotam Sekhsaria Foundation; Good Energies Foundation; NGIF (The Netherlands)

**Diversified Funding Base**

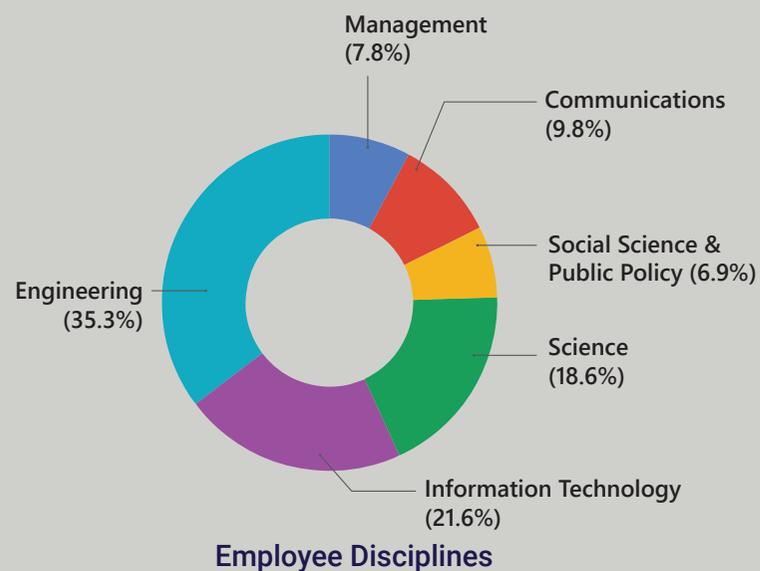


**Dr KC Bellarmine**  
Director - Finance and HR

## FINANCE & HR



**Kavitha Nair**  
Manager HR



With over 120 employees, HR at CSTEP has evolved from being an administration process to a workforce, enabling a positive and employee-centric work environment. We constantly strive to create a sense of belongingness towards the organisation by encouraging ownership, nurturing budding talents, and empowering our young leaders. We also lay due emphasis on providing better benefits and introducing welfare measures for the staff.

We made our work hours more flexible and re-introduced 'work-from-home', which facilitated uninterrupted working during the COVID-19 lockdown. We encourage new mothers with an extended work-from-home option, along with enhanced maternity benefits and the services of a recognised childcare centre that guarantees safe and secure care for infants and toddlers of our working mothers. We have helped create awareness among our women staff on ways to address and prevent harassment. The Internal Complaints Committee proactively ensures that women have a safe and protected atmosphere. All employee grievances are addressed in the most proactive way. We take pride that our employee-focused approach besides retaining competent talent has kept attrition rates healthy.

## FINANCE & HR



CSTEP's new office at Noida

Our continued commitment towards building a healthy and learning-focused work culture has led to an increase in engagement, training, and internship requests from various colleges. Last year we interned around 30 students, who cherished their motivating and intellectually rewarding days at CSTEP.

At Noida, we shifted our office to a state-of-the-art coworking space. We also set up a new office in Bengaluru to accommodate our expanding teams. In the coming years, we look forward to strengthening our employee-centric work policies, reinforcing our credentials as an equal-opportunity employer, and re-building the employee-assessment process, with an agile touch.

## INTERN FEEDBACK

“ Good infrastructure, great mentors, interesting projects, good work atmosphere ”

- Student, Indian Institute of Technology (IIT) - Madras

“ Amazing experience—hands-on guidance and mentorship, with a friendly and positive work environment ”

- Student, National Law School of India University (NLSIU)



Center for Study of Science, Technology & Policy

## BENGALURU

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