



Launch of Public Eye



Dr. Samuel Paul
Founder

"The basic mission of PAC is to influence and improve the quality of governance in India. Free and fair elections are often held up as a the hallmark of democratic governance. But what happened in a country between elections is as important as the election itself. After considering various choices, we decided on "Public Eye " which will be appropriate mission of the centre."

Editorial



G Gurucharan
Director

Milestones are important in life. They represent the culmination of hard work - a sense of fulfilment for investing a part of ourselves into a cause that is larger than oneself. It also symbolises change and progress. But perhaps more than everything else, milestones compel us to reflect on the future - the challenges, the possibilities and the adventure.

It is important to celebrate milestones. As the Director of PAC, I realised I was in a unique position to create space to celebrate this milestone: to pause the day-to-day responsibilities and recognise those that have put their shoulder to the wheel and helped achieve something noteworthy. PAC is today a leader in its own right. People listen when we speak. Therefore, it is important, to remember and acknowledge those important people and events, in a manner that validates the remarkable contributions and accomplishments, in the 25-year journey of PAC.

There are many who have travelled with Public Affairs Centre in the last 25 years, but time constrains me from dwelling on all them. Suffice to say, they are all people who believed, to paraphrase the Dalai Lama, "It is not enough to be compassionate. We must Act", and act, we together did. In this issue of the Public Eye we have presented, in brief, the major milestones achieved in the last 25 years.

Before I conclude, I must ask the question: what does the future look like?

Since 2017, the effort has been to propel PAC to a higher and more scientific trajectory. I want to acknowledge the remarkable guidance and support that I receive from and the transformative influence the Chairman of the Board, Dr. K. Kasturirangan exerts in providing the strategic direction to the PAC for the future. He has emphasised the importance of scientific rigour in our research, urged us to go beyond regression analysis and adapt diverse modes of predictive analysis and opened our eyes to the immense power of data science and simulation models, for the public good.

These will be the future directions of the Public Affairs Centre.



Shangon Das Gupta
Founder and
Managing Trustee
Communication for
Development and Learning

*Public Eye - the quarterly newsletter from PAC has a special place in the archives of **Communication for Development and Learning (CDL)**. I recall that it was among the first few assignments that we took up when CDL started work in the field of development communication. The newsletter was a first for the team at PAC - who were also working on a fledgling concept.*

The teams at CDL and PAC worked together in mutual respect and had a warm professional relationship. The content given to us by PAC was well organised and always complete. This was a rarity as most of our partners sent their material in bits and pieces and expected results against the clock.

With PAC, it was a welcome difference. We made a dummy after editing the content and tried to work out fresh ideas for the design and layout for each issue. PAC was open to new ideas and prompt in giving their feedback.

One of the early debates we had was to argue the stretch of our license for creative images. This had emerged when we had created a graphic to accompany a report on the Bangalore Development Authority (BDA) ...where the acronym was presented in a stylised manner to read as BAD!!! Eventually PAC put on its progressive hat and carried this tongue-in-cheek image!

A fond association and good wishes to the PAC Team.



Reminisces from PAC Board



K. Kasturirangan
Chairman

It is with a great sense of pride that I look back at the extraordinary evolution and development of an institution, Public Affairs Centre (PAC), one and only one of its kind. The unique processes adopted by the scholarly professionals of this Centre encompassing innovative research approaches to address sustainable development goals framework with

particular focus on human development sectors is certainly expected to make a major impact in the coming years. In particular, two key sectors relating to human development i.e. elementary education and public healthcare find a central place in the strategy for a holistic national development.

The original idea of its legendary Founder, Dr Samuel Paul, to develop several social accountability tools, to me, is still a powerful approach for giving voice to communities to enable them to demand their rights and entitlement. Several innovative derivatives of this fundamental concept such as the Citizen Report Card TM (CRCTM), CRC+, Community Score Card, Climate Change Score Card and Citizen Monitoring of rural roads certainly have found their rightful response from the concerned communities and the Government.

In the next 25 years, I would like to see PAC strengthen its significant community engagement component and improve citizen participation in governance. In this endeavour, I would like to see PAC enhance its capability in developing quantitative analytical tools including introduction of extensive application of data science encompassing artificial intelligence and big data analytics. PAC has rightly identified within the framework of its plans and policies, areas that are well articulated in its mission statement- "Undertake action research to generate evidence and new knowledge for sustainable development; foster awareness, informed advocacy and well-designed action to enhance community agency; and partner with governments to improve the quality of development praxis."

I use this opportunity to also wish Mr Gurucharan, a leader with an extraordinary vision and all the Members of the Governing Board. Each one of them have established their credentials in their own profession to lead this great institution founded by Dr Samuel Paul and nurtured by such extraordinary individuals like Hon'ble Justice Shri M N Venkatachaliah to enable it to scale higher levels of achievements and global recognition.



Dr. KRS Murthy,
Board Member

The Board used to discuss issues related to the operations growth and strategy of PAC and Dr. Paul would encourage and welcome such counsel.

The Board recognised that the environment has changed over the two decades. With the wide dissemination of the CRC methodology in India and abroad and its replications in several locations, its novelty had reduced. the emergence of governments ranking and rating services across states, cities and panchayats as a way of motivating competition and setting of higher standards of administration at different levels was another trend. The context for PAC in the 2010's was very different from that at the time of its inception in the 1990s.

PAC has moved on to explore new methodologies such as Data Analytics and focused work on a few chosen Sustainable Development Goals.



Dr. A Ravindra, IAS
Board Member

I have been associated with PAC for over a decade and a half and seen it grow from a small start-up in the NGO sector to what it is today-a vibrant institution contributing to good governance in India. It has been a remarkable journey over the last 25 years-beginning with one activity, the Citizen Report Card, in one city, Bangalore and has diversified its

activities to cover areas that include public policy, social accountability, environment and most recently, data sciences and expanding its presence across the country. To me, the biggest takeaway is the significant progress PAC has made over the last quarter century retaining its integrity intact. This speaks highly of the quality of its Board members and the staff, the human resource it has nurtured.

PAC's greatest achievement lies in influencing government policy and action. The Citizen Report Cards, a brain child of PAC assessed the satisfaction level of citizens which led to certain reforms in the civic agencies in Bengaluru. This social accountability tool developed by the Centre have been adopted elsewhere. The governments of Karnataka and some other states have found its research studies useful and are showing an inclination to move towards evidence based policy making. In all these accomplishments, the key role played by Dr Samuel Paul, the founder of the Centre must be acknowledged.



The future is going to be pretty challenging. The mind boggling changes taking place across the world in the political, economic and technological fields and unforeseen events like Covid-19, daunting as they are, present new opportunities. What should be the vision for the future? This is something to be deliberated upon by the Board and the entire PAC family, we must also invite new ideas from outside, strengthen our capabilities and strive to achieve heights of excellence as an institution working on public affairs.



Sudhakar Rao, IAS
Board Member

Working with the Public Affairs Centre for about a decade now has been an immensely rewarding experience for me. The Centre has been fortunate to have been headed and mentored and guided by Dr Samuel Paul, Justice M N Venkatachaliah and now Dr K Kasturirangan, three intellectual giants in the field of public service with their thinking and ideas

deeply embedded in ground reality, over its 25 years of existence. The exceptional emphasis by the leadership on good governance in the running of the organisation and the deliberations of the Board within itself by the highly respected fellow members and with the faculty of the Centre are in themselves very valuable takeaways for me. The enormous respect that the work of the Centre has commanded in governmental circles, not generally welcoming of studies and advise of independent agencies, through its well-researched work at the field level has been particularly gratifying.

PAC's biggest strength has been its ability to keep up with the times and to focus on the changing priorities of public policy in the country while keeping governance, quality of delivery of services and citizens' rights and interests in mind at the same time. It has, as a result, worked closely with governmental agencies that have as their mandate delivery of services to citizens, with public sector entities that are responsible for the provision of public goods and infrastructure and regulatory authorities like the police. PAC's studies have had a definite impact on the thinking and working of public institutions, even if in a small measure, and that is without doubt its greatest achievement and also the reason why it commands so much respect and credibility in the area of public policy, in governmental circles and among academics and NGOs.

Amongst other things I would like to see PAC as a "go to Organisation" with reference to data science and data analytics. It has already become a cliché to say that COVID-19 will change the world as we knew it dramatically. Research methodologies are likely to be an area where a significant

change will be evidenced post the epidemic. The Centre has already taken significant steps towards data analytics and through it, conduct evidence-based research on the analysis of the vast quantum of data available in the public domain and with governmental agencies, working closely with IIIT Bengaluru. Already, in a remarkably quick response to the challenges posed to the administration by COVID-19, PAC has submitted to the Government of Karnataka a detailed report suggesting, inter alia, how the epidemic will manifest itself in the days to come and the remedial steps that need to be taken. I would like to see PAC become a major centre of data analytics and continue to work closely with the government and public bodies in areas amenable to such studies and also make available the research facility to all other research organisations and researchers in the social sector, at a very nominal price. At the same time, PAC must continue to focus on governance and be citizen-centric, adopting a problem solving approach in all its work.



Vivek Kulkarni, IAS
Board Member

I was fortunate to be part of PAC which is the vision of a management thinker Dr Samuel Paul. PAC has grown under the leadership of such luminaries who succeeded in enrolling support and guidance of Justice MN Venkatachaliah, the former Chief Justice of India and Dr K Kasturirangan former Chairman of ISRO. The institution could engage two

founders of NGO from Mysore area, Dr. R. Balasubramaniam and Dr H Sudarshan, who are known for commendable contribution to rural development. Also PAC has benefited from two former Chief Secretaries of Karnataka who contributed for the socio-economic development of the State.

Being a pioneer in evidence based research on governance, PAC has innovated and deployed tools to measure the quality of public services. The greatest achievement of PAC has been sensitizing citizens' problems and gently persuading civic bodies to better their score on citizen report card. PAC was successful in getting funding from International Development Research Centre - a Canadian foundation. Of late they have been successful in applying data analytics to citizens' problems using IIITB, the new breed of IIT created by Prof Sadagopan.

I would like to see the PAC to sensitize citizens' problems and sensitize the citizens of cities to fight and take control of their lives. Resources generated in urban cities are diverted by vested interests to rural areas where the poor villagers would tolerate misspending. PAC could help to improve the Good Governance Literacy among Urban citizens so that they must press their first right to urban funds.



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PUBLIC EYE

NEWSLETTER



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Key Achievements



Social Accountability Tools

Holding the state to account can be effective only if there is systematic collection of evidence and subsequent action taken to improve governance and public service delivery by civil society and citizens in coordination with service providers. Public Affairs Centre has been working towards this vision since its inception in 1994 using various social accountability tools (SAT) that have measured, identified gaps, helped advocate for change and initiated action for change at the last mile. PAC's repertoire of SAT includes the **Citizen Report Card (CRC)** its internationally acknowledged flagship product, the **CRC+**, the **Community Score Card (CSC)**, and the **Public Affairs Index (PAI)** that exclusively uses secondary data to do the same.



Engage with Communities

PAC during its course of implementing projects, has learnt that for development programmes to be successful and sustainable, it is important that they are community-owned and-led. However, this is not an easy process and needs continuous constructive engagement between communities of users and service implementers at the last mile. PAC, through its Community Score Card (CSC) exercises and training and capacity building programmes have been bridging this gap by bringing them on a common platform where they can create joint action plans and implement by understanding each other's constraints - the best form of local self-governance.



Public Affairs Foundation (PAF)

Public Affairs Foundation (PAF) is a unique project and was established in 2003 by PAC. As a not-for-profit company under Section 25 of the Companies Act 1956 (now Section 8, under the Companies Act 2013) PAF was mandated to provide, engage and support professional and allied specialised services to include research, capacity building and training. Apart from this it is primarily a knowledge-based organisation that is dedicated to improving the quality of public governance by providing advisory services which include developing customised knowledge products to improve social accountability.



Childrens Movement for Civic Awareness (CMCA)



Ashish Patel
Director
CMCA

PAC's experience with working with Resident Welfare Associations (RWAs) and their efforts to enable citizens to engage with local government, revealed the low levels of involvement among younger citizens in local issues and governance at large. It was usually the elderly and retired residents of the locality who became members of RWAs. CMCA which was initially conceived as a cycle rally to lend strength to the voice of junior citizens, evolved to become a project of PAC, aimed at empowering and motivating children to become active citizens. A series of summer camps on themes important to Bengaluru then, led to the birth of CMCA clubs in 14 schools in Bengaluru.

In 2009, given the growth and tremendous potential of the CMCA proposition, it's parent organisations PAC and Sawabhimana, decided to form an independent Trust to house CMCA. Today, CMCA reaches 80,000+ children and youth in 10 cities and 400+ villages, in over 1,000 schools and colleges. Through Citizenship Values and Life Skills development programmes, young people at the grassroots in educational institutions and communities are being transformed into concerned, thinking and active citizens. CMCA programmes cater to all age groups starting from Grade 1 to College. The programmes are fun oriented, inter-active, experiential and use principles of active learning.

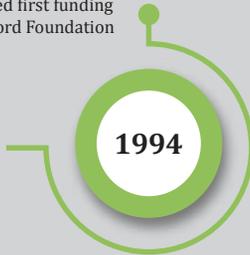


The Centre for Open Data Research was established in 2019 to primarily promote the utilisation of through data science and data analytics. One of the key objectives is to apply the results from the analysis to help in the progress of human development.

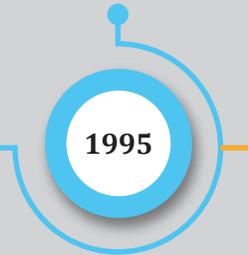


Milestones

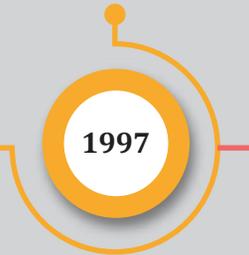
- Disseminated the Citizen Report Card (CRC)™
- Received first funding from Ford Foundation



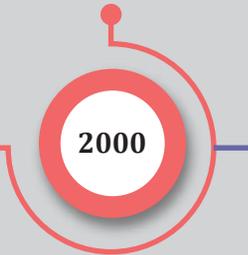
- Published PAC's first research publication



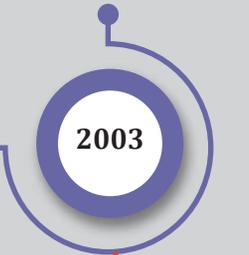
- Engaged actively in electoral reforms



- Established the Children's Movement for Civic Awareness



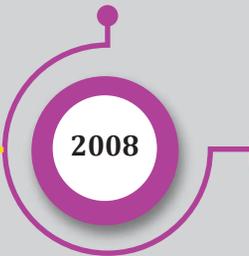
- Established the Public Affairs Foundation



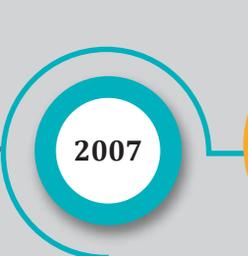
- Launched the Public Affairs Index
- First University Collaboration project



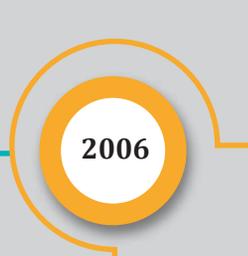
- Launched the Citizen Against Corruption Initiative



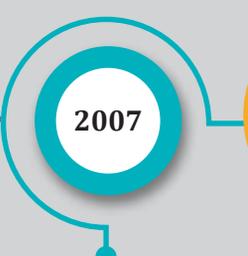
- Developed the www.citizenreportcard.com website



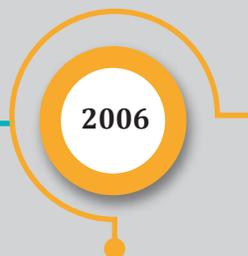
- Developed the www.citizenreportcard.com website



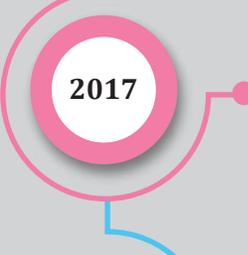
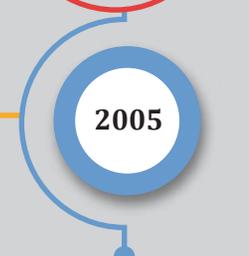
- Launched the VOTE Bengaluru Campaign



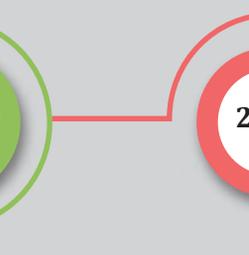
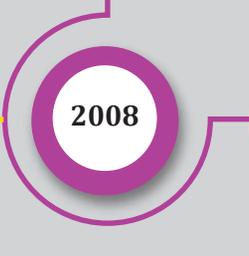
- Formed a coalition against corruption
- PAC shifted to its present campus



- Launched a campaign for electoral awareness



- First Corporate Collaboration project



- MoU signed with Department of Health and Family Welfare, GoK to develop system optimization solutions for the Government Health Care Systems



- MoU signed with the Department of Planning, Programme Monitoring and Statistics, GoK as Knowledge Partner for the Application of Data Science in Governance.
- Qualified for empanelment by National Skill Development Corporation

- MoU signed with Department of Skill Development Entrepreneurship and Livelihood (SDEL) to provide Strategic Guidance, Technical Support and Operational Service for a Project on International Migration Centre for Karnataka.
- Recognised by the National Skill Development Corporation as an IISC Network Member



Recollections from PAC Leadership



Dr. Meena Nair
Head Research

From the time I joined my first job in the social research division of a reputed market research company, I have always wanted to witness the closing of the loop of a project - dissemination, discussions on the findings and recommendations and some action leading to certain outcomes. I am happy to say that I have been able to see this happening when I joined PAC about 15 years ago. I have been part of projects where I have seen awareness creation leading to communities 'voicing' their demand for their entitlements clearly and unequivocally. I personally think being able to reach out to the last mile to improve community agency, and ownership of their local institutions has been PAC's greatest achievement. I hope to see this ownership among all stakeholders in the future leading to decentralisation in governance through the application of the principle of subsidiarity, with PAC playing a critical role as a facilitator.



S S Iyer
Head-Administration and Finance

My working in PAC over the last 8 years has exposed me to the pioneering role played by PAC in enhancing citizens' awareness on their entitlements and facilitating Governments to focus on better implementation of their policies especially in human development aspects. One of the achievements of PAC, in my opinion, is bringing citizens to the centre of the public policy discussions.

PAC has evolved as an institution which facilitates evidence-based decision making using Data Analytics, Artificial Intelligence and Machine Learning. In the next 25 years, I envision PAC to grow into a state-of-the art research institution providing actionable solutions to human development problems affecting the least privileged sections of the society in active cooperation with the Central and State Governments.



Dr. Annapoorna Ravichander
Head - Training, Resource Mobilisation, Policy Engagement & Communication

My inception into PAC has been recent, but my learning and experience has been immense. Working with a team, right from the Chairman, Board Members, Director and colleagues it has provided a platform to many people like me to grow, nurture and believe in the values of the institution.

In the next 25 years, I would definitely like to see PAC as the "Go to Organisation" not only for policy makers but also communities, people like you and me, who strongly believe change and evolving is the only way to go forward, if you have a strong foundation.



Sanjaya Krishnamurti
Senior Fellow & Strategic Head for Projects

I have been with PAC since Feb 2019. During the past year and a half among my many learning experiences, the following 5 have stood out are PAC engages in critical thinking and provides a productive learning environment for young researchers, the organisation is deeply committed to working on

community based challenges to provide better accountability at the last mile towards enhancing human development, it is also a gender-neutral and an Ethics based organisation. PAC fully understands the value of quality research which includes analysis and learning from big data sets both at the primary, the secondary or proxy sources. Most important PAC is oriented towards Action Research which must have the potential to be Transformational.

In my opinion, over the years PAC has created a unique platform for the common man to voice through the Citizen Report Card, the Social Accountability Tools and the State-wide Public Affairs Index report to support its belief "Committed to Good Governance". In the recent past, our engagement and emphasis towards key SDGs - Sustainable Development Goals will be always be for the Greater Good.



In the next 25 years I would be very proud to have been associated when we achieve the following:

- 1. PAC becomes a pre-eminent research organisation in India and beyond empowering and leading Transformational Change at the Grassroots*
- 2. We are globally recognised for our outstanding work in Human Development, viz Women and Children, Primary Education, Health outcomes and Livelihoods.*
- 3. We are awarded the Nobel prize or a better one for our contribution toward major improvements in Human Dignity and its Sustainability.*



Basil Liongs
Senior Programme Manager

I have learnt about the well-recognised Social Accountability Tool ' Citizen Report Card' and 'Community Score Card' developed by PAC which helps in improving public services. I had a chance to work on at least six government projects till now and also the opportunity to meet a number of project-related stakeholders and in the process gain knowledge.

In my opinion as a Think Tank PACs greatest achievement has been in improving the quality of public governance in India, engaging the community to foster participatory governance and help enhance capacities to strengthen service delivery at the last mile.

In the next 25 years, I would like to see that PAC continues its vision of improving the quality of public governance by creating vibrant, informed and proactive citizen engagement with the state and its institutions.

InternSpeak

PAC welcomes interns from diverse academic institutions and they speak about their internship experience at PAC.



Roopsha Rakshit
January 2, 2020



Sagar Joshi
January 7, 2020



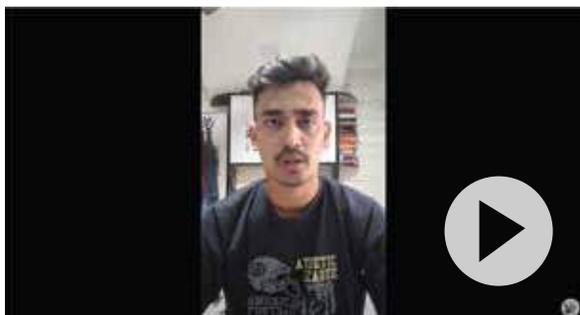
Outreach



Sindhu K
January 7, 2020



Gowri Prasad
March 11 2020



Akshay More
March 16 2020

Events



Hari delivers a training programme on 'Digitization & Sustainability' at Christ University. (Feb 2020)



G Gurucharan at "Videsh Sampark" Safe & Legal Migration, Passport Service, Engagement with Diaspora, Consular Related Matters" at Vikasa Soudha (Feb 2020)



Team Building Strengthening the Roots of Professional Relationships at IMC-K, Dairy Circle (June 2020)



Outreach



Radio



Click above for **Radio show on AC Research On Migrants & COVID 19- RadioActive** with Sanjay Krishnamurti



Click above for **RadioActive show on COVID-19 and the recommendations PAC has sent to the Government of Karnataka** with G Gurucharan

Media Articles



Click for Article on **Republic at 70: Pride and prejudice** by G Gurucharan -DH (Feb 6, 2020)



Click above for Article on **Delhi violence: Missing the wood for the trees** by G Gurucharan - DH (Mar 3, 2020)



Click above for Article on **An enemy that never sleeps** by G Gurucharan -DH (Mar 13, 2020)



Click above for Article on **Include migrants in plans** by G Gurucharan -DH (Apr 4, 2020)



Click above for Article on **Coronavirus outbreak: What the states must consider** by G Gurucharan -DH (Apr 22, 2020)



Click above for Article on **Fraternity in time of COVID-19** by G Gurucharan -DH (May 14, 2020)



Click above for Article on **The migrant within India - a continuing tragedy** by Sanjay Krishnamurti -DH (May 18, 2020)



Beyond smoke and mirrors by G Gurucharan -DH (June 12, 2020)



Impact of the COVID-19 on India's Female Labour Force Participation by **Aparna Sivaraman** (June 23, 2020)



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NEWSLETTER



July 2020 / Volume 3 / Issue No. 2

Public Engagement and Communication

- 9 Publication
- 4 Reports
- 1 Book/Chapter
- 1 Policy Brief

Social Media Analysis



Views

716



Followers

3091



Reach

23362



Tweets	196
Tweet Impressions	1,27,600
Mentions	152
Profile Visits	572
New Followers	31



Total visit	12.48%
Updates	36,558
New total followers	858
Engagement rate	10.28%

Visitors on Campus

"Yes it's true that the PAC Institution has an eco- friendly green campus with beautiful Interior decorations, paintings and wall-hanging. Everything is very beautiful and very impressive. Best practices for us to learn."

Bhagyalakshmi V
Joint Director, *ATI Mysore*
January 1, 2020

"Grateful for the opportunity to learn about your work. You are focused on so many areas"

Gautam John
Director of Strategy, *Nilekani Philanthropies*
January 23, 2020

"Excellent Initiatives we can join hands as Team India to deliver Digital Health at Affordable lost in the Country"

Raja Seevan
Founder Trustee, *Indian Centre for Social Transformation*
May 21, 2020