The creation of PAC was one of the first civil society-led institutional initiatives to mobilise a demand for good governance in India. PAC is registered under Karnataka Societies Registration Act 1960 as a Society.

Public Affairs Centre (PAC) engages in action research focussing on Sustainable Development Goals (SDG) in the context of India. PAC is a not for profit Think Tank established in 1994 with a mandate to improve the quality of governance in India. The Centre is also a pioneer in deploying innovative Social Accountability Tools (SAT) to measure the quality and adequacy of public services. Over the years, its scope of work has expanded to include the whole gamut of research-advocacy-action to lead evidence-based research on governance across sectors, geographies and populations in India.

The creation of PAC was one of the first civil society-led institutional initiatives to mobilise a demand for good governance in India. PAC is registered under Karnataka Societies Registration Act 1960 as a Society.
**Vision**

Enhance the quality of public governance through active civil society engagement, to make it equitable, inclusive, and accountable; to ensure that we advance the rights of the vulnerable population; and secure fair development opportunities for all.

**Mission**

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.

PAC ensures that it fosters ‘**learning by doing**’ by working at

- **Last Mile**
  - **Gram Panchayat/town/city governance processes and related government agencies** that steer them

- **District level**
  - Considering it as a development unit and an important point of intervention where specific **collaborations** with government **agencies and local Civil Society Organisations (CSOs)** take place

- **State level**
  - **To support policy deliberations** with evidence, work for transparency and accountability in the delivery of services and enable **civil society participation in governance processes using a research-advocacy-action approach evidence.**

**Founder: Dr Samuel Paul**

Dr Samuel Paul established Public Affairs Centre (PAC) to primarily ensure that citizens are protected to have a rightful place in the flow diagram of procedures and access. This idea was spurred by a statement he observed with regard to public services in India. He quoted that “... pride plays no place in the delivery of citizen entitlements, often it is viewed as a favour, an opportunity to abuse the asymmetry of knowledge to make a quickbuck...”
PAC has achieved significant milestones in the last 24 years

<table>
<thead>
<tr>
<th>Year</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>1994</td>
<td>Disseminated the Citizen Report Card (CRC)™</td>
</tr>
<tr>
<td></td>
<td>Received first funding from Ford Foundation</td>
</tr>
<tr>
<td>1995</td>
<td>Published PAC's first research publication</td>
</tr>
<tr>
<td>1997</td>
<td>Engaged actively in electoral reforms</td>
</tr>
<tr>
<td>2000</td>
<td>Established the Children’s Movement for Civic Awareness</td>
</tr>
<tr>
<td>2003</td>
<td>Established the Public Affairs Foundation</td>
</tr>
<tr>
<td>2004</td>
<td>Developed the <a href="http://www.citizenreportcard.com">www.citizenreportcard.com</a> website</td>
</tr>
<tr>
<td>2005</td>
<td>Launched a campaign for electoral awareness</td>
</tr>
<tr>
<td>2006</td>
<td>Formed a coalition against corruption</td>
</tr>
<tr>
<td>2007</td>
<td>PAC shifted to its present campus</td>
</tr>
<tr>
<td>2008</td>
<td>Launched the VOTE Bengaluru Campaign</td>
</tr>
<tr>
<td>2016</td>
<td>Launched the Citizens Against Corruption Initiative</td>
</tr>
<tr>
<td>2017</td>
<td>Launched the Public Affairs Index</td>
</tr>
<tr>
<td></td>
<td>First University Collaboration project</td>
</tr>
<tr>
<td></td>
<td>First Corporate Collaboration project</td>
</tr>
</tbody>
</table>
PAC believes in giving voice to communities to enable them to demand their rights and entitlements. It also believes in an evidence-based research-advocacy-action approach to ensure inclusiveness of people and geographies in the development trajectory. In this endeavour it has developed several Social Accountability Tools (SATs).

**Citizen Report Card™ (CRCTM)**
CRC is a survey-based stakeholder feedback tool to:
- Improve service delivery, gather information to include access, usage, quality and adequacy, problem incidence and resolution, responsiveness, corruption, and satisfaction
- Used by civil society to demand better services (informed advocacy) and service providers to diagnose gaps and initiate or strengthen reform measures
- Applied across sectors, programmes, geographies and population successfully.

**CRC+**
CRC+ is used to
- Enhance diagnostic power of CRC by delving deep into factors that underline the problems within government systems using their internal data
- Use Selected Expenditure Tracking (SET) and Function Marker Analysis (FMA) tracks of analysis to identify discrepancies
- Analyse use of Investigation Funds for the Karnataka State Police Department, assimilation and distribution of Madilu kits by the Greater Bengaluru Municipal Corporation (BBMP), and implementation of the SBM-G (Clean India Mission – Rural) in two states in India.
Community Score Card (CSC)
CSC is a community empowerment tool and includes:

- Mixed approach for scoring of indicators to assess quality of service delivery by both communities of users and service implementers at the local level, followed by joint decision making on a common platform through constructive engagement.
- Governance processes at the lowest level Gram Panchayats, maternal health services, and SBM-G services.

Climate Change Score Card expansion

- Follows the CSC approach but adds a third dimension of environment/climate change, thus systematically integrating information on climate science, governance and livelihoods.
- Assesses vulnerability of communities to climate change and prioritises adaptation practices with mutual discussions and agreements between them, service implementers and policy makers.
- Successfully implemented in rural (along the Gulf of Mannar) and urban areas.

Citizen Monitoring of Rural Roads

- A Citizen Empowerment tool that uses simple instruments to measure critical aspects of roads vis-à-vis official standards, along with observation checklists to monitor correction activities.
- Used by citizens from villages along the roads who have a greater stake in the maintenance of roads to hold both contractors and providers to account.
- Successfully carried out in two phases in 10 States for more than 150 completed and ongoing PMGSY roads through the involvement of Master Trainers, volunteers, State Level Partner Organisations (SLPO) and National and State Governments.
Through impactful training, strengthen the capacity of civil servants and non-state agents at national and state levels in order make policy, planning and programmes optimally effective and inclusive; and harmonise those policies, plans and programmes to find sustainable solutions for their communities - be it around the country, in a city village or district.

**Objectives**

The core focus of PAC Training is good governance for equitable, inclusive and sustainable development. This will include:

**Contribute to better governance**
Focus on imparting specific operational and policy level skills that civil servants in both national and local governments may require to lead and manage change

**Impact skills that are crucial for a better future**
Train tomorrow’s leaders via collaborations with colleges, universities, academic institutions and schools.

Prepare the next generation for the challenges of high rate of change, technological advancements and service delivery complexities of the future.
Motivate & Equip the Network:

Bring coherence and purpose to national and local level development objectives through partnerships with CSOs, NGOs and Corporates, PAC Training brings coherence.

Key Audience

The PAC Training initiative will contribute at four levels:

- **The last Mile**: the Panchayati Raj Institutions - Gram Panchayat governance processes, government agencies Class II Group-B non-gazetted and Group-C government employees. Civil Society Organisations (CSOs), NGOs, and Corporates

- **District**: the district as a development unit is an important point of intervention. PAC Training aims to increase its depth of engagement through specific collaborations with government training institutes that work at the district level - DTIs, SIRDs, SIUDs.

- **State**: Civil servants at the State level who need skills to implement policies and programmes

- **National**: Help officers in the civil services interpret and translate political agenda into actionable policy. This will include helping civil servants identify ways to increase the impact of policy and on-ground implementation.
The Centre for Open Data research is aimed at promoting open-data utilisation through data science research outputs, tools and techniques with an objective to apply the results towards progressing human development or enriching customer consumption experience. Open Data is defined as data that is freely available for access, reuse, re-distribution for everyone without any restrictions.

**CODR aims to**

- **Apply** data science research efforts on open-data using in-house expertise, collaborations with Indian and foreign universities/institutions and open-source engineering community to ensure impactful outcomes on integrating, visualising and generating insights from open-data.
- **Build** a platform to promote the usage of CODR’s research outputs by interested communities and individuals towards building innovative applications using open-data.
- **Collaborate** with universities, educational institutions, commercial and not-for-profit organisations globally to harness and absorb the best research ideas, techniques and goals relevant to open-data research.
- **Promote** the CODR brand through research contributions, publications, trainings and events.
PAC pioneered and developed an evidence based and data driven framework to rank states on governance. This framework called the Public Affairs Index (PAI), besides adding to the discourse on governance, enables us to measure quality of governance. PAI as a composite index captures the complexities of governance within and across the states of India. It is a statistical index which ranks the states of our country on standardised metrics, though they are socially, culturally, politically and economically diverse. Using a robust methodology, based on valid and reliable data, the PAI adopts a rigorous process to calculate the PAI scores of the states and to derive their inter-se-rankings.

- NHRC has assigned the task of developing a National Human Rights Index (NHRI) to PAC. Thus, PAC conceived of an index so as to measure the quality and levels of compliance of the states of India to the principles of human rights of its citizens.

- PAC proposed the assessment of services provided by Karnataka’s electricity supply companies to the Additional Chief Secretary, Energy Department, Government of Karnataka. The project is yet to commence as administrative formalities are in process.

- PAC has been asked to develop an Industry Friendliness Index for the districts of Kerala. This index seeks to measure the factors that affect industrial growth in Kerala.
Goal 4 of the 2030 Sustainable Development agenda looks at education as a force multiplier enabling self-reliance, economic growth and opportunities for better livelihoods. In this regard, PAC is working on two projects.

- Improving learning outcomes among children from disadvantaged families in Karnataka with the University of Glasgow is a project that aims to positively impact the beliefs, aspirations and agency of parents belonging to poor marginalised communities in rural northern Karnataka, by improving learning outcomes of children of socio-economically disadvantaged families.

- The project enhancing community ownership of schools to improve outcomes with the Department of Primary and Secondary Education - Government of Karnataka aims to improve accountability among service providers and enhance learning outcomes.

Goal 2 of the 2030 Sustainable Development agenda seeks to end hunger and PAC is working on a project that focuses on empowering citizen agency in food security by way of monitoring of its Fair Price Shops (FPS) in Public Distribution System (PDS).

The project supported by DASRA and APPI aims at standardising the citizen monitoring process towards improving the functioning of FPS that can be replicated across geographies and other public services.
PAC conceptualised the Citizen Monitoring of Fair Price Shops in the Public Distribution System proposal for Dasra (APPI). The process began in August 2016 and took 6 months to finally being approved during which time the Dasra team raised a few questions on the proposed project. The project finally commenced in April 2017.

In response to a call for research proposal titled “State of SDGs”, PAC with a focus on SDG 5 & SDG 8 conceptualised the project “Will women be a part of India’s future workforce?”

Goal 3 of the 2030 Sustainable Development agenda seeks to address child mortality and strengthen healthcare. PAC is working on a project, that seeks to improve service delivery for the welfare and development of children under the Integrated Child Development Scheme (ICDS) with the Women and Child Department (Government of Karnataka). The three-year project will work at enabling community ownership of Integrated Child Development Scheme (ICDS) centres to hold accountable service providers in the ICDS service delivery value chain.

In response to a call for research proposal titled “State of SDGs”, PAC with a focus on SDG 5 & SDG 8 conceptualised the project “Will women be a part of India’s future workforce?”

Goal 8 of the 2030 Sustainable Development agenda aims to sustain an economic growth rate of 7% for the least developed countries by 2030, and achieve full and productive employment for all men and women everywhere in the next 15 years. Towards this end, PAC is working on a project with the Government of Karnataka to establish and institutionalise the International Migration Centre Karnataka (IMCK) for the Skill Development, Entrepreneurship and Livelihood Department (Government of Karnataka).

PAC is working on a short project with the International Labour Organisation (ILO) to build informed and evidence-based implementation of Social Security Agreements (SSAs) between India and EU countries.
PAC has distinguished personalities on its board. They include

Dr. K. Kasturirangan
Chairman

Mr. Vivek Kulkarni  
Dr. H. Sudarshan  
Dr. A. Ravindra  
Dr. KRS Murthy

Dr. R Balasubramaniam  
Mr. Sudhakar Rao  
Mr. Gurucharan Director