Public Affairs Centre (PAC) is a non-profit, non-governmental organisation committed to improving the quality of governance in India. The Centre's mission is to identify and promote initiatives that facilitate a pro-active role by citizens to enhance the level of public accountability and performance. Towards this end, PAC undertakes research studies, provides citizen action support and advisory services, and facilitates networking for the creation of sustainable fora.

PAC BOARD OF DIRECTORS

Dr. Samuel Paul, Chairman
Mr. T.R. Satish Chandran, Former Principal Secretary to the Prime Minister, Government of India
Dr. Kamla Chowdhry, Trustee of the National Foundation for India
Dr. K.R.S. Murthy, Former Director, Indian Institute of Management, Bangalore
Dr. G. Thimmiah, Former member, Planning Commission, New Delhi
Mr. P.P. Madappa, Consultant, based in Bangalore
Mr. Manubhai Shah, Founder and Managing Trustee of the Consumer Education & Research Centre, Ahmedabad.
Mr. M.R. Jaishankar, Managing Director, Brigade Group, Bangalore
CHAIRMAN'S MESSAGE

This report highlights Public Affairs Centre's (PAC) activities and achievements in its seventh year of operation. PAC's work programme has expanded significantly during the year under review. We are grateful to all those who have supported and participated in these activities.

I hope this Annual Report will enable many more friends and fellow citizens to get acquainted with PAC's mission and action programmes. An annual report, however, has one limitation. It can comment on specific activities only briefly. More information on PAC's work is available on PAC's website, www.pacindia.org. I am sure that the staff of the Centre will be happy to respond to all questions from readers about our ongoing projects and plans.

Dr. Samuel Paul
Chairman
INTRODUCTION

Public Affairs Centre is an independent institution based in Bangalore, working towards improving the quality of governance in India. Since 1994, the Centre has carried out a wide range of initiatives to strengthen civil society in its interaction with the state. These initiatives bring together research and action, to influence the quality of governance.

Activities of the Centre fall into four thematic areas

- Research and Advisory Services
- Advocacy and Citizen Action Support
- Capacity Building and Training
- Dissemination and Outreach.

Activities of the Centre across these thematic areas expanded substantially, in scope and scale, during the year 2000-2001. The highlights are

- Pilot initiatives which were developed in previous years, such as interventions to strengthen electoral systems, and civic clubs to initiate school children to good citizenship, are now full fledged activity areas of the Centre.
- The Centre, for the first time, carried out a Report Card for a State as a whole; the Citizen's Report Card on Karnataka's Governance was completed during the year and the report was presented to the Chief Minister.
- The Centre embarked on new initiatives in Capacity Building, to a coalition of donor agencies & NGOs in Bangladesh and through the International Workshop on Internet Advocacy.
- PAC's first survey across the entire country, the Millennial Survey of Public Services, also commenced during the year
- The First PAC Annual Lecture was delivered by Mr. N. Vittal, Chief Vigilance Commissioner, Government of India in September 2000.
- Expert Consultation on Citizen Feedback Surveys was sought, to review the methodology used in Report Card surveys.
The main projects taken up during the year are outlined below, and described in greater detail in subsequent sections.

**Research and Advisory Services**
- Citizens' Audit of Public Services in rural Tamil Nadu
- Report Card on Quality of Governance in the State of Karnataka
- Watch Your Ward Programme, Mumbai
- Review of Election Procedures and Regulations
- Assessing Electoral Rolls in Bangalore
- Assessment of Health Services for the urban poor in Bangalore
- Modernising Municipal Accounting Systems in Karnataka
- Governance Score Card in Bangladesh

**Advocacy and Citizen Action support**
- Monitoring Quality of Roads, Bangalore
- SWABHIMANA
- Citizens Campaign for Fair Elections
- "Our Beautiful Bangalore" camps with school children
- Civic Clubs in schools

**Capacity Building and Training**
- International Workshop on internet based Advocacy
- National Workshop on Report Card Methodology and Advocacy
- Expert Consultation on Citizen Feedback Surveys
- Training Workshop for CDS Presidents in Karnataka
- Training workshop on Report Card methodology for the Governance Coalition, Bangladesh

**Dissemination**
- Public Eye
- Web Site
- Publications
- Open House Meetings
CALENDAR OF IMPORTANT EVENTS

2000 - 2001

April 2000
- Field Surveys with users of Bangalore Mahanagara Palike (BMP) Maternity Homes
- Field surveys on Electoral Rolls in Jayanagar
- Expert Consultation on Citizen Feedback Surveys
- Community Development Society (CDS) Workshops

May 2000
- Open House - "New Initiatives of the Bangalore Water Supply & Sewerage Board (BWSSB): What is in the Pipeline for You"
- "Our Beautiful Bangalore" Summer camps for School Children
- Two CDS Workshops

June 2000
- Open House - "Neighbourhood Liquor Shops in Bangalore: Citizens' Grievances"
- CDS Workshop

July 2000
- Open House - Release of the Road Quality Monitoring Manual
- Annual Board Meeting and Annual General Meeting
- CDS Workshop

August 2000

September 2000
- Field surveys on Electoral Rolls in sample locations of Bangalore
- National Workshop on Report Card Approach
- PAC Annual Lecture by Mr. N. Vittal, Chief Vigilance Commissioner, Govt. of India
October 2000

» Training workshop on Report Card Methodology at Dhaka for partners on Bangladesh Governance Score Card project

» Computerisation of current accounting activities of Tumkur City Municipal Corporation (TCMC) completed

» CDS Workshop

November 2000

» Open House on Electoral Rolls in Jayanagar

» Open House - "Should We Pay More for Electricity?"

December 2000

» Correction of electoral rolls in Jayanagar completed

January 2001

» INSPIRATION 2001, inter-school civic festival and Release of Facilitators Guide for Civic Clubs

» Inaugural Meeting on Board of Visitors and Patients Charter for BMP Maternity Homes and India Population Project (IPP)Centres

» Release of Citizen's Report Card on Karnataka's Governance

» Open House - "Can We Stop Unauthorised Constructions?"

» Training workshop on Report Card Methodology for the Governance Coalition, Bangladesh

» International Workshop on Internet based Advocacy

February 2001

» Release of Citizen Audit of Public services in rural Tamil Nadu

March 2001

» Release of document "Public Affairs Centre: A Retrospective"

» Open House and Lecture - "Making the Legal System Work for the Common People: What Civil society Can Do"

» Fund Based Accounting Software installed at TCMC
RESEARCH AND ADVISORY SERVICES

Citizens Audit of Public Services, in rural Tamil Nadu
This project was a collaborative effort with the Catalyst Trust, a non-profit citizens' group based in Chennai (Madras). The project was a report card on three public services where the state government had announced major reforms soon after assuming office.

These services were:
- Primary health care
- Primary education
- Public distribution system

The project had two important components: a four district survey, carried out by Gallup India Pvt.Ltd which covered 402 households and observations on public services by volunteers. This project was completed in January 2001.

The main findings of the Citizens' Audit were:
- Extremely poor levels of awareness regarding Citizen Charters on public distribution and basic education; awareness was better on health policy
- Access to ration shops, schools and health care was not a problem for most citizens
- Citizens wait six times longer than norms set in the Charter to get Ration Cards
  - 65% found mid day meal food to be of good quality
- Only 65% of pregnant women got iron supplements instead of the 100% promised in the policy document
- Around 60% of citizens found no improvement in the quality of the three services

The report was released in Chennai on February 3, 2001 and was well received by civil society institutions and the media. In a related effort, Catalyst Trust set up Citizen Centres all over the state of Tamil Nadu.
Citizen's Report Card on Karnataka's Governance
This was the first time that the Centre carried out a Report Card at the State level. The project aimed at providing feedback to the current Government of Karnataka on its performance on completing its first year in office.

Main findings of the State Report Card were
➤ In overall terms, most citizens did not report deterioration in service; however, only a small segment reported improvements.
➤ While citizens reported improvements in the availability of drinking water, education and public transport, security and health care received poor ratings.
➤ Corruption was a major concern, especially in power and health services.
➤ Many offices have begun to provide information on procedures to citizens seeking services.
➤ While rural citizens gave a clear negative rating on service of the government, industrialists and entrepreneurs gave a positive rating.

The report was released on January 25, 2001. The Report was also presented to the Chief Minister, and covered widely by the media. The methodology adopted in this study has evinced interest from other states.

Watch Your Ward Programme, Mumbai
This project was a collaborative effort with Apnalaya, a non-profit institution based in Mumbai. The project attempts to empower 10 resident associations in the slums of M (East) Ward of Mumbai to carry out report cards on eight basic services, and follow up action with service providers.

Investigators, selected from the community, collected feedback on service quality from 500 households. The survey was completed in October 2000. Gallup India provided back stopping support and quality assurance for the surveys.

The main findings from the survey were
➤ Availability of drinking water was good, but quality deteriorated during monsoons.
➤ Over 70% have access to free public toilet, but nearly 50% find the number of toilets inadequate.
➤ Around 70% have power connection; however, many experienced frequent power cuts.
➤ Around half felt that garbage disposal was ill-organised, although 43% said that garbage is cleared every day.
➤ Nearly 90% have ration cards; two third doubt fairness of weights and measures used in ration shops.
➤ Two thirds preferred private doctors over government facilities.
➤ 60% of users of Primary Health Centres did so only in emergency.

A meeting between service providers and the community to discuss the issues arising from this report is to take place shortly.
Review of Election Procedures and Regulations
This effort is a follow up to the recommendations of the Conference on Electoral Reforms organised by PAC in November 1999. A panel of experts was set up to examine the issues related to fair local body elections while a consultant assisted in carrying out technical scrutiny.

The document made recommendations on:

- Simplification of electoral registration and clarity of revision process
- Use of appropriate documents to prevent bogus and proxy voting
- Provisions of company law, etc, to prevent the use of money power to influence outcome of elections
- Modifications to the nomination forms to provide voters with relevant information about candidates and parties.

PAC initiated some follow up activities locally to test out the recommendations. The results of the exercise validated the substantive recommendations that emerged.

Recommendations from the field experiments are being integrated into the document, to be shared nationally, with other partners who attended the Conference. This document is expected to provide a basis for converging action to press for reform.

Assessing Electoral rolls in Bangalore
PAC organised two surveys to assess the quality of electoral rolls, as part of the effort on strengthening electoral processes. The first survey was carried out in Jayanagar, in collaboration with the Resident Welfare Association. Since such a collaboration was not easily forthcoming, the next survey in 12 areas of Bangalore was carried out through a commissioned survey.

The first survey generated a simple methodology that could be applied by community organisations and groups to systematically check electoral rolls for their area, and take up measures to improve its reliability. The survey also revealed that several cases of transfer of residence went unreported in the normal course, and that special efforts need to be made to ensure that these details are captured during revisions.

The results of the Jayanagar survey were presented at an Open House meeting. The Election Commission took cognisance of the results of this survey, and subsequently, in December 2000, deleted over 100 names of persons wrongly included in the electoral rolls.

Assessment of Health Services for the Urban Poor in Bangalore
In the light of PAC's earlier work with Public Hospitals, and involvement with the Bangalore City Corporation, the India Population Project sought PAC's inputs on assessing and maintaining the improved standards they have achieved in their activities. This called for an assessment of the problems that the BMP Maternity Homes and India Population Project (IPP) Centres now encounter, and the development of a strategic plan to tackle the same.

A sample survey of users of BCC Maternity Homes and IPP Centres, and survey with doctors and staff was carried out in April-May 2000. The main findings and recommendations from the survey were:

- IPP Centres are better rated, and users more satisfied with service of staff
- Ninety percent of users of BCC Maternity homes reported paying bribes
Payment for medicines was reported at all health service centres, and the amount demanded was significantly higher in BCC Maternity homes.

The results of the survey led to two major recommendations:
- Setting up a Board of Visitors to oversee the performance of Maternity Homes
- Preparation of a Patients Charter articulating services, fees, grievance redressal procedures, etc.

The findings and recommendations were shared with BCC and NGOs in the city in June 2000. The Bangalore Municipal Corporation accepted and implemented both recommendations made by PAC.

Modernising Municipal Accounting Systems in Karnataka
Efficient management of funds is an integral part of good governance. PAC is providing advisory services to the Karnataka Urban Infrastructure Development Finance Corporation to strengthen municipal financial administration in Tumkur City Municipal Council (TCMC).

PAC prepared a “Funds based accounting Manual” for assisting the implementation of modern financial systems in Urban bodies in Karnataka, and is currently operationalising it.

All transactions of the TCMC during the current year have been transferred into the electronic database, and monthly financial documents are now prepared with the help of the same. This has substantially improved the speed of finalising accounts, and provides the Municipal Commissioner with disaggregated data on revenue collected in each ward on a daily basis. Data on assets and liabilities of TCMC is being organised to finalise fund accounts.

Governance Score Card in Bangladesh
A coalition of donors in Bangladesh sought the assistance of PAC to assist a platform of NGOs to develop Score Cards on the quality of Governance in Bangladesh. The Project was implemented in Bangladesh as a collaborative effort of Proshika, Survey & Research System and PAC, with the support of bilateral donor agencies of Australia, Canada, Denmark, the USA and the World Bank.

PAC provided technical training to the stakeholders and back stopping support in designing and implementing the survey, as well as conceptual inputs at all stages of the project. The survey was carried out in November - December 2000, with 2400 households spread over Dhaka, Chittagong, Khulna and Rajshahi. It provided feedback on Social Services like education and health, Infrastructure Services like electricity, gas, water, garbage clearance, sanitation and transport, and Social and Regulatory services like police, judiciary, land administration and banking system.
ADVOCACY AND CITIZEN ACTION SUPPORT

Monitoring Quality of Roads, Bangalore
A panel of experts developed a set of simple tools during the previous year to enable citizen
groups and government officials in assessing the quality of roads. The manual was applied to
assist in monitoring the quality of roads in Bangalore through two projects.

The manual was first applied to assess the quality of roads constructed under the Municipal
Bonds scheme by the panel of experts. The feedback was provided to the Commissioner of
BMP, who welcomed the input and made use of this support for his inspections. Special
meetings with contractors and BMP engineers were organised by the Commissioner to facilitate
interaction with the expert panel.

This was followed up by a survey on the quality of roads by children attending the summer
camps. The children made use of the tools developed in the manual to assess the quality and
problems observed in 60 roads around the camp venues. The results were released to the
Commissioner of BMP in a public function in July 2000, by a student who attended the camp.

Recognising the value of this guide, the Government of Karnataka procured 5000 copies of the
document to be shared widely among engineers of the Public Works Department of the state.
The manual is also being translated into Kannada. The Bangalore Agenda Task Force has
agreed to take up follow up action.

SWABHIMANA
Swabhimana is a six year old platform of NGOs in Bangalore, that was set up with the
assistance of PAC to help facilitate an interaction between civil society and city level agencies.
Support to Swabhimana is an on-going activity of PAC.

Being an open-ended activity, there are regular weekly meetings on Wednesdays attended by
PAC representatives. PAC also assisted Swabhimana in taking up a project on improving waste
management and strengthening related activities, with the financial support of Urban Waste
Expertise Programme (UWEP), a Dutch NGO. PAC organised collaborative advocacy projects
with Swabhimana, on themes such as Summer Camps for students and Civic Clubs in schools.
Citizens Campaign for Fair Elections in Jayanagar, Bangalore
This advocacy effort was tied to the collaborative survey on electoral rolls described earlier. The exercise enabled the local resident’s group in Jayanagar, gain experience and develop skills to monitor electoral rolls in a systematic manner.

The results of the Jayanagar survey were presented at an Open House meeting. The Election Commission took cognisance of the results of this survey, and subsequently, in December 2000, deleted names of over 100 persons wrongly included in the electoral rolls.

"Our Beautiful Bangalore” camps with school children
This project sought to strengthen PAC’s work with school children in improving the quality of governance. Following last year’s success in working with school children through the election campaign and the cycle rally, Swabhimana and PAC collaborated to organise summer camps for select school children from schools that participated in the earlier initiatives. These camps received financial assistance from corporate donors in Bangalore and Swabhimana.

The main themes addressed by the camps were:

- Improving awareness among participating children on civic issues such as urban waste, road safety, water conservation, and pollution.
- Field visits to public institutions and locations where civic services are organised, such as waste processing sites.
- Visit to heritage sites
- Group exercises on steps that children would initiate to address civic issues.

An important outcome of the camps was the survey on quality of roads carried out by children in the neighbourhood of the camps. The survey was carried out meticulously by adapting the manual prepared by experts. The report on quality of roads by a child who had participated in the camp was presented to the B.M.P Commissioner. The event was widely reported by the media, and provided an important building block for sustaining the demand for good governance.
Civic Clubs in schools:
The success of summer camps was followed with a programme to set up Civic Clubs in select schools, as a collaborative effort with Swabhimaana. This led to Civic Clubs being set up in fourteen schools with the following mandate:

- Improving awareness among club members on civic issues, and the role of households in addressing these issues
- Awareness of key services provided by the city, and means to access them (like public health services of the city corporation)
- Poster campaigns, debates, quizzes etc., in schools to widen awareness of simple steps to improve performance of civic services
- A newsletter through which children can share their experiences in this effort.

A major event, INSPIRATION 2001, an inter-school civic festival was held in January 2001, to bring together civic clubs to present their achievements; this event received wide appreciation. Local corporates provided assistance for the event.

An information guide for in-school facilitators of Civic Clubs was prepared to facilitate rapid scaling up of activities. One thousand copies of the guide were printed with corporate support. The guide provides systematic advice for facilitators of civic clubs on:

- information on basic civic issues that can be addressed by civic clubs
- a set of structured activities that can be implemented by civic clubs

This pilot initiative holds promise of expanding into a major activity. Schools, development agencies and well-wishers of PAC have expressed significant interest on the theme. Mr. Rahul Dravid, well known cricketer, expressed his willingness to lend his name to the initiative.
CAPACITY BUILDING AND TRAINING.

Training workshop for the Governance Coalition, Bangladesh
Members from various NGOs representing the Governance Coalition visited Bangalore for a short capacity building input from the Centre. This was a follow up to an earlier training programme carried out in Bangladesh in early 2000.

The training workshop provided participants with an opportunity to develop and fine tune instruments for conducting Report card studies. The interactive sessions made possible a blend of conceptual learning as well as hands on experience.

It is evident that capacity building in this arena is an on-going process, and that the Centre's expertise provides a continuing source of support for institutions as they progress with implementation of Report Card surveys and associated advocacy measures.

National Workshop on Report Card Methodology and Advocacy
This year's annual Workshop on Report Cards was held in October 2000, and was attended by 18 participants. This was the concluding workshop of the series supported by the National Foundation for India, in its current grant.

The workshop, was meant to provide participants with basic understanding and skills to utilise the Report Card methodology. The workshop sessions addressed the following themes:

» Concept of Report Cards
» Linkages with local advocacy
» Tools to design a Report Card survey
» Steps in deriving conclusions from a Report card survey
» Post Report Card Advocacy

As part of the continuing effort to improve teaching materials, new cases were prepared to enable participants to carry out hands-on analysis during the workshop. Feedback from the participants and their performance during group exercises indicated that the concepts and tools of Report Cards had been well appreciated and understood.
Expert Consultation on Citizen Feedback Surveys
PAC sought the consultation of research experts in evaluating the methodology used in citizen feedback surveys, as well as in fine-tuning the Millennial Survey. Five specialists participated in this intensive exercise in April 2000.

In the course of this consultation, the experts closely examined the design and methodology applied to Report Card surveys in the areas of sample selection and size, scaling and measurement. They also provided comments on the design of upcoming surveys such as the Millennial Survey.

Training Workshop for CDS Presidents in Karnataka
Community Development Societies (CDS) are an important link in the nation-wide effort for the development of the urban poor. These CDS are viewed as a means to organise poor women in urban areas to take up income generating activities, for which the central government provides financial support through the local urban bodies. As part of PAC's work in relation to urban poor, six training workshops were held, reaching 168 Presidents of Community Development Societies in Karnataka. These workshops were organised by the Centre in collaboration with Jana Sahayog, Bangalore.

The workshops were designed to address the information needs of CDS Presidents, keeping in view the minimal capacity building inputs they had received. The sessions addressed themes such as:

- Laws related to rights of households living in slums
- Schemes for self employment and welfare of urban poor
- Duties and powers of CDS Presidents
- Mechanisms for networking among CDS Presidents

The feedback from the participants, (who had no previous capacity building input), found the training extremely good. Subsequent feedback on activities they have taken up suggest that the training has empowered these women to play a more effective role in local activities.

International Workshop on Internet based Advocacy
The success of PAC's Workshop on Report Cards and Advocacy, and the international interest in our work resulted in a grant from the Asia Foundation to conduct an International Workshop on Internet based Advocacy. The workshop provided participants with an opportunity to:

- Learn about best practices in the use of internet for advocacy
- Hands on skills in designing web sites and internet based advocacy campaigns

The entire proceedings have been integrated into a CD for dissemination. This workshop held in January 2001 was the first of its kind, and had participants from Bangladesh, Nepal, Pakistan, Sri Lanka and India. There is considerable interest among international agencies to build on this initiative. Feedback from participants indicates that many of them have started applying the tools from the workshop in their work.
DISSEMINATION AND OUTREACH

Public Eye: Quarterly publication of the Centre
Public Eye has been published, as planned, every quarter. Each volume is being mailed to approximately 700 readers and institutions across India, and around 50 to readers outside India. Substantial reduction in production costs has been achieved by working closely with the printers.

Web Site: www.pacindia.org
PAC's new website is fully operational, and is being substantially updated. Support is being provided by MAHITI, an NGO based in Bangalore. Software is being procured to enable the Centre to update the site directly, and two persons trained to carry out the same.

Publications
The following publications were published during the year:
» Citizens' Audit of Public Services, in rural Tamil Nadu
» Report Card on Public Services, Bangalore
» Study of Industrial Environment in Karnataka
» Civic Clubs in Schools: An Information Guide for In-school Facilitators
These publications are available for sale at the Centre.

Public Affairs Lecture - "Fighting Corruption": Mr. N. Vittal
The Centre initiated an annual Public Affairs Lecture this year. The first Lecture titled "Fighting Corruption" was delivered by Mr. N. Vittal, Chief Vigilance Commissioner, Govt. of India on September 29, 2000. The lecture was well attended, and the Chief Vigilance Commissioner's points widely reported in the Press. The Lecture is posted on PAC's website, and summarised in Public Eye.

Open House Meetings
Open House meetings were conducted this year. They were:
» "New Initiatives of the BWSSB: What is in the Pipeline for You" - May 16, 2000
» "Neighbourhood Liquor Shops in Bangalore: Citizen's Grievances" - June 24, 2000
» "Should We Pay More for Electricity?" - November 9, 2000
» Open House on Electoral Rolls in Jayanagar - November 17, 2000
» "Can We Stop Unauthorised Constructions?" - January 31, 2001
» "Making the Legal System Work for the Common People: What Civil society Can Do" - lecture and discussion with Dr. Mohan Gopal, Director, National Law School of India University, Bangalore - March 30, 2001
## FINANCIAL STATEMENTS

### CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31ST MARCH 2001

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### CONSOLIDATED BALANCE SHEET AS ON 31ST MARCH 2001

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<td>10,769,951.90</td>
<td>Fund account</td>
<td>13,094,000.00</td>
<td>6,100,000.00</td>
<td>Investments</td>
<td>11,677,150.24</td>
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<td>1,509,373.35</td>
<td>Fixed assets Res. Fund a/c</td>
<td>1,509,373.35</td>
<td>8,145,835.72</td>
<td>Current assets,</td>
<td>2,751,963.90</td>
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<td>1,152,811.00</td>
<td>Income and expenditure a/c</td>
<td>1,764,011.67</td>
<td></td>
<td>Advances and deposits</td>
<td>2,128,752.00</td>
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<tr>
<td>8,887.00</td>
<td>Other liability</td>
<td>525.00</td>
<td></td>
<td></td>
<td>2,128,752.00</td>
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<tr>
<td>15,727,094.00</td>
<td>Total</td>
<td>16,067,239.49</td>
<td>15,727,094.00</td>
<td>Total</td>
<td>18,067,239.49</td>
</tr>
</tbody>
</table>


Staff of the Centre

RESEARCH & PROGRAMME
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Ms. Devasena M., Accountant
Ms. Sunita M., Receptionist & Secretary
Mr. K John Jacob, Mr. B Kanthappa and Ms. Nagaveni, Office Assistants

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The National Foundation for India, New Delhi
The Asia Foundation, Dhaka
Karnataka Urban Infrastructure Development Finance Corporation, Bangalore