Public Affairs Centre

Annual Report 2003-2004
PAC Board Of Directors

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Chairman

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Formerly Chief Secretary, Government of Karnataka

Dr. P.V. Shenoi,
Formerly Director, Institute for Social and Economic Change, Bangalore
Chairman’s Message

I have great pleasure in presenting this Annual Report for the year 2003-2004 for a very special reason. PAC has completed its first decade of work towards improving the quality of governance in India. More than anything else, our experiences reflect the triumph of what committed and focused work can do to bring about a sense of optimism and usher in winds of change. This was certainly not the struggle of an individual institution; it was a collective effort, anchoring around networks, partnerships and collaboration. We have only created a trigger to set off a chain of creative and innovative ideas and practices.

As you will see in the following sections, the work of the Centre has increased, both in scope and spread. The Citizen Report Cards pioneered by us is today showcased and replicated as a global good practice. Our work on creating an informed citizenry continues with renewed vigour, with innovative approaches like the campaign to enhance participation in elections and tools like citizen audits. The year also saw the establishment of a sister concern – the Public Affairs Foundation (PAF) to address the growing global demand for the Centre’s concepts and services.

The small leap of faith we took in 1994 is today a growing institution with more than twenty professionals and a network of many more in different parts of the country. The small experiments we tried out in our backyard are today replicated in many other countries. The flicker of hope we kindled is today a strong surge for change. But what has remained constant is our undiminished belief in the potential of information to empower citizens to demand greater public accountability and in the process to deepen democracy.

We look forward to the continuing support and encouragement from all our partners and well wishers as we get ready to address new challenges.

Samuel Paul
Overview

The Centre's work has grown in scale and stature. The work of PAC had a strong influence on the World Development Report 2004, which was on the theme “Making Basic Services work for the Poor”. The Chief Economist of the World Bank, speaking at the Annual Bank Conference on Development Economics, highlighted the significance of PAC's work in this regard. PAC's Chairman, Dr. Samuel Paul was conferred the Padma Shree by the President of India, in recognition for his contributions.

The Centre's major project of the previous two years, the Millennial Survey of Public Services, was completed along with the video film on the project. The findings were disseminated widely across several states, particularly in the North-East region, and with social scientists and policy makers through the Economic & Political Weekly.

The third Citizen Report Card on Bangalore was carried out during the year, and was received very well. The experience through the three Report Cards offers valuable insights into how this process gets accepted and institutionalized. The lessons were shared widely and the Government of Delhi, expressed interest in taking up this effort.

The Centre has launched a series of initiatives in Orissa. They include advocacy on transparency in elections, capacity building in Report Card methodology, and a collaborative effort at initiating a Citizen Report Card in Bhubaneswar city.

A major campaign for motivating citizens to participate in elections was set in motion by the Centre, for the Lok Sabha elections in 2004. The campaign, in English, Hindi, Tamil, Kannada and Oriya, was anchored by very respected non-partisan icons such as Rahul Dravid, (who led India's cricket team recently), and award winning film actor Aamir Khan. This campaign was implemented with professional support from Brand.comm, by media channels such as Sony Entertainment and Eenadu Television, radio channels such as Radio Mirchi, and on the internet by MSN. This campaign is the Centre's first nation wide advocacy effort, and has drawn support of corporate groups such as the Tata's and HDFC.

Citizen Audits are being developed by the Centre, as a new tool for advocacy. The process has emerged from PAC's work with citizen groups on exercising the Right to Information in Karnataka. Wider use of this approach will strengthen the use and implementation of pro-active legislation.

PAC's work with school children, through the Children's Movement for Civic Awareness, made significant progress during the year. A special programme with Government schools has taken shape, and has succeeded in drawing in the participation of elected representatives as well as civil servants, to address issues children encounter at school.

The Centre helped establish the Public Affairs Foundation (PAF), as a sister institution, to take on the growing demand for advisory services, world wide. PAF took up projects in Sikkim, Vietnam and Zanzibar in Tanzania. This support has enabled PAC to focus on its substantive work.

PAC has also acquired a small site to develop its permanent campus in the outskirts of Bangalore. The acquisition has been carried out with internal funds, accumulated by the Centre over the last ten years.

Projects completed during the year or in progress now, are listed below, and described in the following sections.
Research Projects
a. Millennial Survey of Public Services in India
b. Citizens Report Card on Public Services in Bangalore
c. Citizens Report Card on Public Services in Bhubaneswar
d. Approaches to cost effective sampling strategy for Report Card Surveys
e. Impact of women leaders in panchayats on quality of rural services
f. Web based tools for Report Card surveys
g. Case study and learning exercise on Citizen Report Cards

Citizen Action Support
a. Campaign for Flood Free Bangalore
b. Citizen Audit of Karnataka Right to Information Act
c. Swabhimana
d. Dissemination of Voter’s Guide
e. National Campaign on Voter Motivation
f. Electoral Interventions in Karnataka
g. Children’s Movement for Civic Awareness

Advisory Services
a. Strengthening Municipal Financial Administration in Tumkur, Karnataka
b. Implementation Completion Assessment of People’s Voice Project, Ukraine
c. Support for Citizen Report Card initiatives in the Africa region
d. Desk research support for Report Card in Vietnam

Capacity building and Workshops
a. Open House Meetings and events
b. National Conference on Best Practices for Better Governance in India
c. District level Capacity Building of Civil Society Organizations
d. Release of Meghalaya State Report at Shillong

Dissemination and Outreach
a. Public Eye
b. Web Site
c. Publications
d. Updated film on Millennial Survey
This flagship project of the Centre was completed in all respects and the report submitted to the Ford Foundation. The report was also converted into a concise research publication, which was published by the Economic and Political Weekly in February 2004. The film on the design and output of this project has been completed, and is being used widely to enable civil society groups and local governments to appreciate the value of the Citizen Report Card approach. The data generated by the survey has been subjected to second order analysis, and the findings strengthen the conceptual basis for using user satisfaction as a summative indicator of other dimensions of service specific performance indicators on reliability, quality, etc.

The third Citizen Report Card on public services in Bangalore was completed in December 2003. The results indicated a sharp and widespread rise in satisfaction with services among the general population. A highlight of this exercise was the close involvement and cooperation of the city agencies, and their eagerness to learn from the findings. The findings were presented to the senior management of each agency. The results were also presented to the Chief Minister at the Bangalore Agenda Task Force Summit, and to the Lok Ayukta of Karnataka. The results were shared widely through presentations and press conferences, leading to wide media reporting, inside Bangalore and in other cities.

Dr. Samuel Paul releasing the Third Bangalore Citizen Report Card
The survey covered 2000 households, of which 60% were slum dwellers. Almost all city agencies have achieved noticeable improvement in many aspects of their services since 1999. Unlike the previous assessment in 1999, when significant improvements were noticeable only in some agencies, improvements this time were across all agencies. The frequency with which citizens encountered problems while using services, has also declined for most agencies. What is most striking is the perceptible decline in corruption levels in routine transactions. All these improvements have been matched with substantial increase in satisfaction with the behaviour of staff of these agencies while interacting with citizens. From these findings, an observer can conclude that the changes reported converge and cumulate, and indicate the depth to which improvements have taken place.

In the follow up to the Millennial Survey, PAC established close links with the Centre for Youth and Social Development, Bhubaneswar (CYSD). This interaction provided the basis for CYSD to initiate a Citizen Report Card on public services in Bhubaneswar with the assistance of PAC. The project was initiated in early 2004, and the survey has been completed. In the course of this collaborative project, capacity will be created in CYSD to independently design and conduct citizen report cards.

The survey covered 1545 households of which 41% were from slum households. Data was collected on a range of commonly used services such as roads, street lights, ration shops, bus transport and primary schools. Detailed feedback was collected on drinking water, solid waste management and electricity.

Robust sampling designs have provided the technical core for report card surveys. Since the surveys are the most expensive part of the report card exercise, the cost effectiveness of sampling designs have an important bearing on the wider use of this methodology. A very experienced statistician examined the sampling design used in the earlier Bangalore Report Cards and the Millennial Survey.

The main recommendations related to classification of activities by nature of use, and the need to limit randomised sampling to services which were used by reasonably large proportion of citizens. These recommendations were tested out in the course of the third Report Card on Bangalore’s public services, and provided significant improvements in effectiveness of the sampling of households.

This study made use of the data gathered for the Millennial Survey, which was analysed in tandem with data on the gender of heads of selected panchayats in the survey villages, collected by a student intern from Massachusetts Institute of Technology. The study revealed some significant improvements in quality of drinking water and public sanitation services in panchayats with women presidents.
Web based tool for Report Card surveys

There is worldwide interest among a wide range of institutions, within and outside government, in using the Report Card methodology. It is beyond the capacity of the Centre to respond to all these requests for information and methodology support. Hence, the Centre is developing a web based tool through which agencies interested in conducting report card studies could undertake a pilot exercise. This web based tool would provide them with adequate support to design a questionnaire, carry out simple analysis, and prepare basic tables. The Asian Development Bank and Asian Development Bank Institute have expressed interest in supporting the development and dissemination of this tool. A partial prototype has been developed and is being expanded to address the larger set of tasks involved in implementing report card projects.

Case study and learning exercise on Citizen Report Cards

Experience with Citizen Report Cards in Bangalore offers valuable insights for other institutions which seek to initiate citizen feedback led efforts to improve governance. Hence, the Asian Development Bank, which had supported a benchmarking and continuous improvement project with the Bangalore City Corporation, evinced interest in sharing this experience with other leading Asian institutions through a learning event in Manila. To this end, the Centre prepared a detailed case study and learning exercise, for the learning event which had representatives from 16 countries.

The case presentation provided participants from different countries with an overview of the Bangalore experience, and the building blocks in such an effort. The learning exercise provided a good opportunity for representatives of the institutions present, from government and civil society, to understand the wide potential of report cards.
Citizen Action Support

Campaign for Flood Free Bangalore

The campaign continued the activities initiated during the previous year. A public debate on Bangalore City Corporation's contingency plans for flood prevention in Bangalore was conducted with wide citizen participation. The six local groups set up in the course of the campaign played an important role. The process has increased the level of disclosure on huge investments being made on storm water drains in the city, and provided citizens living in flood prone areas of the city with a platform to assess services and seek redress in a timely manner.

Citizen Audit of Karnataka Right to Information Act

After collecting the feedback on initiatives by different resident welfare associations to apply the Karnataka Right to Information Act in relation to local issues, the Centre made a comparative assessment of the performance of different city level civic agencies, in the form of an implementation audit. The findings were shared through a public hearing on the implementation Audit in Bangalore, and agencies informed about the gaps in implementation. Most of them promised corrective measures.

A second round of audit was initiated after a short interval. Since the improvements were not significant, many of the volunteers took the next steps of appealing to appellate authorities. The learning from this experience was shared in southern districts of Karnataka through a dissemination workshop at Udupi and Mangalore. Lessons from this experience suggest that Citizen Audit of implementation of legislative provisions will emerge as a strong complementary tool for Citizen Report Cards.

Swabhimana

The Centre continued the limited task related support to the Swabhimana platform, which has been registered as a separate Trust. Staff of the Centre helped Swabhimana bring out a “Guide to Active Citizenship”, which has been well received, and gone in for a reprint. The Guide was released by His Excellency, Sri. T.N. Chaturvedi, the Governor of Karnataka. The strategy of incubating local platforms such as Swabhimana and PROOF has stood the Centre in good stead, while seeking to influence public policy.
Dissemination of Voter’s Guide

The Voter’s Guide developed during 2002-03 was translated into several languages and disseminated during the year. The guide provides information to citizens on the steps to discharge their duties as voters, in a simple and non-partisan manner. The Chief Election Commissioner has agreed to endorse the dissemination of this Guide, and will provide a new introduction for the next edition. The Oriya version was released in Bhubaneshwar by the State’s Chief Electoral Officer, in 2003. A condensed version of the Guide was disseminated in Ahmedabad, Bangalore, Chennai, Mumbai and Pune during the summary revision of rolls in November 2003.

National Campaign for Voter Awareness

Rahul Dravid delivering the punchline, “Vote today, don’t curse tomorrow”

The Centre embarked on a major campaign for motivating voters to participate in the 2004 Lok Sabha elections. The campaign was anchored by prominent personalities such as Rahul Dravid (star cricketer) and Aamir Khan (award winning actor) and a mix of media supported this effort, including cable television and FM radio, through multi language channels of Sony Entertainment Television and Eenadu Television, coverage by NDTV, Discovery Channel, Udaya News, and Radio Mirchi. MSN set up a micro website, while NASSCOM and CII relayed this message to corporate members to encourage employees to vote.

The significance of this message went well beyond the immediate focus on voting, and sought to encourage greater awareness and participation of citizens in civic life. It builds on the preparatory work by PAC through the capacity building workshop on informed choices campaign for civil society groups in Bhubaneshwar and Kendujhar during the civic elections in Orissa and voter awareness campaign with support of Radio Mirchi in Ahmedabad (in collaboration with Association for Democratic Reform) and Chennai (in collaboration with Catalyst Trust), Mumbai and Pune, and with Radio City in Bangalore during summary revision of electoral rolls.
Electoral Interventions in Karnataka

Innovative responses to emerging opportunities have been a hallmark of PAC’s electoral interventions. When the Election Commission implemented the Supreme Court orders making disclosure mandatory, the Centre immediately embarked on a pilot project to strengthen the implementation of this new provision. The first pilot was an audit of affidavits filed during the civic elections at Krishnarajapuram (on the outskirts of Bangalore). The audit revealed serious gaps in awareness of the provisions within the election officials and political parties.

The Centre’s media campaign and dialogue with the State Election Commission led to a set of effective reforms, as evidenced by the Audit of the election at Mahadevpura two months later. These campaigns were in collaboration with civil society groups such as Sadguru Seva Samsthe in Krishnarajapuram. A network of groups across eight districts of Karnataka took up similar work during the Lok Sabha elections in 2004.

Children’s Movement for Civic Awareness

The BMP Commissioner visiting the stalls

This activity grew significantly during the year to cover 41 schools in Bangalore; of these, eleven were government aided schools and the rest were private schools. The methodology and curriculum were redesigned for greater interaction and participation of citizens. Volunteers, who conduct the programme in each school, have been provided with a complete kit of teaching aids and materials. An Orientation Programme was initiated for teacher coordinators of civic clubs.

The major public event of the movement “INSPIRATION” was conducted with participation from over 50 schools. A cartoon workshop was organized with the help of Cartoonists Unanimous for civic clubs of aided schools. The Report Card survey on solid waste management practices in Bangalore, by civic club members, was released by Mr. Rahul Dravid to the Bangalore City Corporation. The second event, Jaathre 2004 was celebrated with the participation of over 1000 students from 51 schools.
Advisory Services

Strengthening Municipal Financial Administration in Tumkur, Karnataka

The project was completed and formally handed over to the Tumkur City Municipal Council in December 2003. A series of steps to institutionalize the system were completed during the year. The highlight of these steps was a training programme for elected representatives in using the reports generated by the Fund based accounting system, whereby ownership of the process moved on from the administrative system to political representatives. This project has served as the model for the state wide programme for reform of financial systems in urban local governments which is incorporated into the Nirmala Nagar project.

Implementation Completion Assessment of People’s Voice Project, Ukraine

Field work for this assessment was completed during the previous year, and the report submitted during the current year. The assessment design provided a robust template for assessing report card initiatives, which are taking place in different countries. Alongside, it explored a number of innovative measures that would extend the impact and institutionalize report cards in the cities where they are implemented.

Support for Citizen Report Card initiatives in the Africa region

The World Bank program to promote report cards as part of the pilot initiatives on social and public accountability in the Africa region provided the Centre with a good opportunity to extend the impact of its work. As part of this effort, PAC provided capacity building support through two intensive workshops in Uganda, which built on the groundwork carried out during the previous year. The inputs prepared the ground for report card surveys by the Uganda Management Institute on basic services in Kampala city, and across the country on basic services by the Uganda Bureau of Statistics.

Dr. Sita Sekhar during the group session at Uganda
The Centre also participated in a workshop organized in Kenya to provide inputs for other countries interested in gaining exposure to this methodology, with the help of a resource person from the Public Affairs Foundation. Resource persons from the Centre and the Foundation participated in a two stage video conference, which was part of a workshop on building public accountability mechanisms in Tanzania. The use of video conferences promises to be an approach for low cost dissemination of the report card methodology.

The Government of Vietnam has embarked on a series of governance reforms to improve service delivery with the help of the World Bank and Swiss Agency for Development Cooperation. Citizen Report Cards have been included in the set of pilot initiatives that are being taken up. Given the Centre’s expertise and prior exposure to Vietnam, The World Bank, Hanoi sought the assistance of PAC to provide conceptual support for this pilot project through desk research and review. Two assignments were taken up, which were implemented with the help of the Public Affairs Foundation.

A proud moment for the PAC family

Dr. Samuel Paul receiving the Padma Shree award from His Excellency Dr. A.P.J. Abdul Kalam, President of India
Capacity Building and Workshops

National Conference on Best Practices for Better Governance in India

The National Conference sought to bring together a set of leading institutions working on civil society led initiatives for good governance, and to facilitate an exchange of learning. Representatives from 11 states attended the conference, including some from bilateral aid agencies, as observers. The case presentations have been converted into documents in a Frequently Asked Questions response format, and published as a monograph.

District level Capacity Building of Civil Society Organizations

The Centre continued its series of workshops to improve awareness and capacity among NGOs in Karnataka to address issues of good governance. The workshops have met with active response by local networks, and provided a take off point for action initiatives on the Right to Information and Electoral interventions. Workshops were completed in Udupi, Raichur, Dharwad and Shimoga.

Open House Meetings and public events

Two open house events were organized during the year. They were on:
- New reforms in the Police Department and the Citizen’s Charter: Mr. Mariswamy, Commissioner of Police, Bangalore City.
- Release of India Social Watch Report: Dr. Sudarshan, Director Vigilance of the Karnataka Lok Ayukta and Mr. Jagadananda, CYSD Bhubaneswar

A consultation on corporate partnership and support was attended by Mr. Som Mittal of Digital Globalsoft, Dr. V. Raghunathan of ING Vysya Bank, Mr. Vijay Rekhi of UB Group, Mr. S. Premkumar of Apten Forgings, Mr. Bhaskar Bhatt of Titan Industries, Mr. J.H. Mehta of Hindustan Lever.

Bangalore Report Card events

The Bangalore Report Card provided the basis for a series of events, with service agencies and related institutions. In house presentations were made to Bangalore Metropolitan Transport Corporation, Bangalore City Corporation, Bangalore Water Supply and Sewerage Board, Bangalore Electricity Supply Company, Bangalore Telecom, and the Bangalore Police. Following the media release, three separate presentations were
made to the officers of East, South and West Zones of the Bangalore City Corporation. Separate presentations were also made to the Lok Ayukta and the Bangalore Agenda Task Force. A presentation was made at Ford Foundation, New Delhi to share the learning with civil society groups in the city.

Release of Meghalaya State Report at Shillong

The state report for Meghalaya prepared to disseminate the findings from the Millennial Survey was released on April 15, 2003 by the Governor of Meghalaya, His Excellency Shri. M.M. Jacob, at Shillong. The function was attended by representatives from government, civil society and media, and the findings seen as a pointer for setting a direction for reforms after the elections to assembly which were to take place soon after the function.

Public Affairs Lecture

Mr. Nilekani delivering the Fourth Public Affairs annual lecture

The Annual Public Affairs Lecture of PAC was delivered on August 9, 2003 by Mr. Nandan Nilekani, President, Infosys Technologies in Bangalore. The theme of the lecture was “BATF: A Partnership with Promise?” Mr. Nilekani, Chairman of the Bangalore Agenda Task Force, set up by the Government of Karnataka, has been actively involved in initiating a number of reforms in the city. His lecture outlined the key lessons from this experience, and its implications for sustainability, scaling up and replication. The lecture was well attended by representatives of the Government, academia, civil society, and the media. The lecture was followed by a lively discussion. The lecture and proceedings have been documented, and the publication widely disseminated.
Public Affairs Fellowships

The first Ford Public Affairs Fellow, Dr. S.L. Rao, a distinguished economist, who was previously Chairperson of the Central Electricity Regulatory Commission and Director General of National Council for Applied Economic Research, completed his Fellowship during the year. The theme of his work was "Independent Regulation in the Power Sector". The research involved extensive study of documents on the power sector, especially on the legal framework under which regulation operates, as well as discussions with key persons involved in sector reforms.

Two seminars were held during his Fellowship, which served to share the main findings from his research with administrators, researchers, regulators and managers in the power sector. External reviewers provided comments on the research. The monograph was published by TERI Press.

Dissemination

Public Eye

Three issues of Public Eye were published in June, September, and December 2003. This publication also had editorials from distinguished persons such as Mr. L.C. Jain, former member of the Planning Commission.

Web Site

The content of PAC’s website has been updated and expanded. A close scrutiny of the web site revealed significant increase in the number of visitors to the site, of which many were from outside India. The site registered a significant increase in hits after the World Development Report, 2004 highlighted the work of PAC. The site has also played a major role in facilitating campaigns. It has been used to provide information on themes of wide interest in relation to elections and the Right to Information in Karnataka.

Publications

Three publications were brought out by the Centre during the period. They are:

- "Universal Elementary Education: A way forward for India" The third Annual Public Affairs Lecture by Mr. Azim Premji,
- "BATF: A Partnership with Promise?" The fourth Annual Public Affairs Lecture by Mr. Nandan M. Nilekani, and

The video document on the Millennial Survey of Public Services in India was revised to include results from the survey. This document is now being used widely.

Two articles of the Centre published during the year may be mentioned here.

- Balakrishnan, S., “Citizen Report Cards and Basic Services for the Poor”, background paper for the World Development Report, 2004
Lectures and presentations

PAC's Chairman made important contributions to the development of the World Development Report, 2004, as a member on its Advisory Committee. Some important invited presentations by the Centre were at meetings and conferences including:

• Annual Bank Conference on Development Economics, The World Bank at Bangalore
• Human Development Forum 2003, at University of Maryland, USA
• Governmental Learning Retreat, Madagascar
• Global Learning Conference, Bangalore
• Seminar on Good Urban Governance, Goa University at Panjim, Goa
• Regional Seminar and Learning Event on Local Governance and Pro-Poor Service Delivery, Asian Development Bank, Manila

Financial Performance in Summary

The Centre received a sum of Rs. 94.73 Lakhs during the current year from grants, interest and professional fees. In addition the Centre had grants received in advance from the Ford Foundation from the previous year. These funds were applied towards the activities described above.

The Centre received financial contributions for its services during the year from:

• The Governance Knowledge Sharing Program of The World Bank
• Norwegian Trust Fund of The World Bank, for promoting Social and Public Accountability in Africa, Washington DC, USA
• The World Bank, Kiev, Ukraine
• The World Bank, Hanoi, Vietnam
• Asian Development Bank, Manila, Philippines

The activities of the Centre were supported by grants from the following during the year:

• Brigade Enterprises
• Digital Globalsoft Ltd.
• Henkel Loctite India Ltd.
• Jhunjhunwala Foundation
• Ramapuram Holiday Resorts
• Tata BP Solar Ltd.
• Tata Consultancy Services
• Tata Sons Ltd.
• Taj West End
• Titan Industries Ltd.
• Concorde Motors Ltd.
• Ford Foundation
• ING Vysya Bank Ltd.
• National Foundation for India
• SYNOPSYS India Ltd.
• Tata Coffee Ltd.
• Tata Power Ltd.
• Tata Tea Ltd.
• Telco Construction Equipment Ltd.

Alongside, individual contributions by well wishers of the Centre have served to provide a personal note of support and encouragement to the staff. Substantial contributions were received from Dr. P.V. Shenoi, formerly Director of Institute for Social and Economic Change, Dr. V. Raghunathan, President, ING Vysya Bank Ltd. and Mr. S. Premkumar.
## Consolidated Income and Expenditure Account for the Year Ended 31st March 2004

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## Consolidated Balance Sheet as at 31st March 2004

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<tr>
<th>31.03.2003</th>
<th>Liabilities</th>
<th>31.03.2004</th>
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<th>Assets</th>
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<td>1,387,350.89</td>
<td>Donor’s Account</td>
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<td>Fixed Assets (as per contra)</td>
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<td>15,248,703.75</td>
<td>Corpus Account</td>
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<td>Investments</td>
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<td>8,094,000.00</td>
<td>Development Fund Account</td>
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<td>Current Assets, Advances and Deposits</td>
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<td>2,868,921.35</td>
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<td>194,594.00</td>
<td>National Foundation for India</td>
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<td>3,423,043.59</td>
<td>Income and Expenditure Account</td>
<td>3,381,108.30</td>
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<td>9,770,000.00</td>
<td>Grant received in advance from Ford Foundation</td>
<td>4,885,000.00</td>
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<td>40,792,019.58</td>
<td>Total</td>
<td>38,765,574.87</td>
<td>40,792,019.58</td>
<td>Total</td>
<td>38,765,574.87</td>
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</table>
Staff of the Centre

Research & Programme

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