PUBLIC AFFAIRS CENTRE
Committed to Good Governance

ANNUAL REPORT
2008 - 2009
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# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>6</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td></td>
</tr>
<tr>
<td>Public Policy Research Group (PPRG)</td>
<td>7</td>
</tr>
<tr>
<td>Participatory Governance Research Group (PGRG)</td>
<td>9</td>
</tr>
<tr>
<td>Citizen Action Support Group (CASG)</td>
<td>12</td>
</tr>
<tr>
<td>Partnerships and Networks</td>
<td>16</td>
</tr>
<tr>
<td>Constructive Engagement with Government Agencies</td>
<td>18</td>
</tr>
<tr>
<td>Peer Learning</td>
<td>19</td>
</tr>
<tr>
<td>Personnel</td>
<td>20</td>
</tr>
<tr>
<td>Staff of the Centre</td>
<td>21</td>
</tr>
<tr>
<td>PAC in Print</td>
<td>23</td>
</tr>
<tr>
<td><strong>Financials</strong></td>
<td></td>
</tr>
<tr>
<td>Consolidated Income and Expenditure Account for the year ended 31st March, 2009</td>
<td>24</td>
</tr>
<tr>
<td>Consolidated Balance Sheet as on 31st March 2009</td>
<td>25</td>
</tr>
<tr>
<td>Financial Performance in Summary</td>
<td>26</td>
</tr>
</tbody>
</table>
INTRODUCTION

The past year has been one of reflection and action, and an important one in the learning cycle of Public Affairs Centre. As we progressed through the years we had built up a critical mass of work that is now internationally recognized for its value in tracking the process of governance through citizen responses to service delivery. For this we received valuable support from a number of resource agencies and highly-motivated individuals and field organizations. At the beginning of this year these lines of support were applied to other emerging issues, and the Centre had now to build upon its reputation to attract project support for key lines of action-research and training. To this end, a structured reflection process within the team threw up important ideas for the future of PAC. The expression of these ideas meant that we had to internally reorganize ourselves to continue being relevant to the governance environment of India and the world.

The first step towards this was taken through the creation of three work teams to reflect the expanding scope of the Centre’s mandate and activities: the Public Policy Research Group focusing on macro-level policy related issues; the Participatory Governance Research Group focusing on strengthening PAC’s repertoire of survey-led tools and approaches and the Citizen Action and Advocacy Support Group focusing on strengthening the engagements and interfaces of ordinary citizens with public institutions. This restructuring of activities allowed for greater autonomy and flexibility within each work team to identify emerging public issues to work on, and to seek support from stakeholders in the respective domains. It has stimulated independent thinking and has provided greater space for staff and others interested in the work of PAC to contribute to new areas of interest and importance.

During this period another major development was the starting of a new programme called Citizens Against Corruption (CAC) a partnership endeavour with the Washington-based Partnership for Transparency Fund (PTF) that streams technical and financial support to NGOs throughout South Asia to empower communities and citizens to fight corruption through the use of RTI and other social accountability tools. This activity stems from the resources of all the work teams of PAC and provides the Centre with the opportunity to walk the talk, apply its tools and instruments in collaboration with field agencies so that corruption is arrested, and develop models for policy reform.

At the level of the Board, the culmination of some members’ tenures saw Prof Manubhai Shah, Mr. P.P. Madappa, Mr. M. Jaishankar and Ms. Mirai Chatterjee stepping down after serving the Centre for several fruitful years. The Board welcomed Dr. H. Sudarshan, Mr. A. K. Venkata Subramanian, Mr. Kiran Karnik, Mr. Arcot Ramachandran, and Ms Anita Reddy on to the Board.

Staff Team
ACTIVITIES

PUBLIC POLICY RESEARCH GROUP (PPRG)

The mandates of PPRG are: to conduct academic and/or professional research on important sectoral and inter-sectoral issues of policy relevance; to strengthen policymaking and implementation through systematic research; provide knowledge of the larger setting in which improvements in public service delivery and urban infrastructure take place; to enable the building of a comprehensive socio-economic database of cities in the country, so that PAC can become the clearinghouse of such information, and to influence policymakers, civil society and other stakeholders with such research through dissemination of findings.

During the course of the year the following activities were undertaken by this Group.

a. Study for Thirteenth Finance Commission

In January 2009, the PPRG completed a project for the Thirteenth Finance Commission, Government of India, on the potential of land as a municipal financing tool, taking the cases of Bangalore, Ahmedabad, Jaipur and Kolkata. The team studied the institutional arrangements for land use between the urban development authorities and municipal corporations in these cities and found that the responsibilities are fragmented and unclear. The urban development authorities, being state government entities, are much better endowed with resources than municipal corporations. It was found that if revenues from leasing and sale of land by urban development authorities were to accrue to municipal corporations, there is no clustering around any measure of central tendency and there is a huge range in the addition to municipality revenues that could result. The final report was submitted to the Thirteenth Finance Commission in January 2009.

b. Ford Fellowship Project

As part of the Ford Fellowship, the PPRG team worked on the relationship between finances and service delivery taking the cases of Bangalore, Ahmedabad, Jaipur and Kolkata. The team gathered all relevant financial and physical data pertaining to various local urban services such as water supply, sewerage, sanitation, solid waste management, municipal roads and street lights in the four cities.

The finding was that spending on various local public services and cost recovery from them is below the national average for other metropolitan cities, as well as when compared with widely accepted norms. The service level, measured in terms of population
coverage, is also below par in the selected cities (with the exception of Ahmedabad) than in other metropolitan cities of the country with respect to water supply and sewerage. Even with respect to labor-intensive services such as solid waste management and sanitation, a direct relationship is found between spending and service delivery in all these cities. With respect to roads, it was found that the lack of adequate spending along with other institutional factors lead to poor service delivery such as too many vehicles on roads (which could be an issue of regulation as much as infrastructure) or poor quality of roads.

The study revealed that street lights are the only service where spending and service levels are not directly related. Rather, they are inversely related. All the selected cities of the study were spending less than nationally required norms on street lights, but were able to provide more than acceptable levels of the service, even when judged by international norms.

The final report was submitted in January 2009 and sent to Oxford University Press for review and publication as a book.

c. North-South Project

In this project, the team made an effort to understand the economic discrepancies between the northern and southern Indian states as being dependent on a variety of indicators representing human skills, capabilities and awareness, law and order indicators, infrastructure, urbanization and resource utilization factors such as finances including revenues and expenditures. Historical data ranging from 1960s and 1970s were gathered and studied in detail on many of these indicators for two Indian states - Tamil Nadu and Uttar Pradesh. A small amount of funding was received from the Institute of South Asian Studies, National University of Singapore (ISAS-NUS), for this project.

A draft of the findings was circulated for expert comments and a seminar will be held to get feedback from the experts in June 2009.

d. Is it Push or Pull: Evidence from Migration in India

This project, funded by the South Asia Network of Economic Research Institutes (SANEI), to study whether it is the “pull” factors such as job opportunities in cities, or, the “push” factors such as the non-existence of non-farm employment in rural areas, that is driving rural-urban migration in India’s cities, examined the case of Bangalore. The sample comprised 600 migrants (300 skilled and 300 unskilled) and 200 non-migrants (100 skilled and 100 unskilled).

The team is in the process of analyzing the data and consolidating the key findings of the study.
PARTICIPATORY GOVERNANCE RESEARCH GROUP (PGRG)

PGRG is mandated to carry out more R&D by testing the CRC in new settings and with different types of stakeholders and testing other social accountability tools to enhance the scope of the CRC as well as their usability as stand alone tools, to use more intense follow-up measures with more focus on comparison of findings with standards and norms, activity-mapping, preparing comprehensive reports and engaging in active partnership internally with the other core teams of PAC and to conduct workshops to train different stakeholders such as NGOs, government officials, funding agency representatives and so on in using the CRC approach.

a. Second Citizen Report Card (CRC) on Public Services in Hubli-Dharwad

Following the CRC that was carried out in Hubli-Dharwad on services provided by Hubli-Dharwad Municipal Corporation (HDMC), Hubli Electricity Supply Company (HESCOM) and North West Karnataka Road Transport Corporation (NWKRTC), there was a request from HDMC to carry out a second CRC to assess the impact of reforms that had been put in place.

In addition to the services covered in the first CRC, feedback queries on birth and death certificate-related services were incorporated. A third segment - commercial establishments - was also covered to understand issues related to trade licensing.

Analysis across various lines - general households vs. slum households; a comparison of the old city vs new city vs Dharwad; and for Commercial Establishments has been carried out. Also, a separate section considering certain key parameters related to quality of service delivery as reported by users in the first report card was compared with the feedback during the second CRC to understand if things have changed over a period of two years.

Key findings were presented to the elected body of the HDMC, key officials of HDMC, HESCOM and NWKRTC. A follow-up workshop to chalk out an action plan for improving the service delivery was conducted. A separate presentation on key findings and action plans was made to the media, which covered them both in local as well as state-wide editions.

The final publication "Public Services in Hubli-Dharwad: The Second Citizen Report Card" was brought out.

b. Citizen Report Card of Public Services in Berhampur, Orissa

Youth for Social Development (YSD), an NGO working in the field of governance through research and advocacy, carried out a CRC on various public services in Berhampur City of Ganjam district, Orissa, with financial support from Public Affairs Foundation (PAF). The CRC included both user-feedback as well as feedback from officials from the concerned service providers.
The PPRG team provided training and technical inputs (questionnaire design, sampling design, training programme modules, data analysis structures, chapter formats and presentation templates).

The findings were presented to the stakeholders and public at a one-day workshop on “Benchmarking Quality of Public Services in Berhampur City” at Berhampur on January 18, 2008. Dr. Sita Sekhar and Mr. T.S. Prasad represented PAC and PAF, respectively. YSD has subsequently made presentations of the same among other interested stakeholders, thus attempting to disseminate the findings across a wide cross-section of the population.

The report titled, “Quality of Public Services in Brahmapur, Orissa – A Citizen Report Card” has been published.

c. Assessment of the Initiatives by Sarva Shiksha Abhiyan in Karnataka, funded by SSA-PAC

Sarva Shiksha Abhiyan (SSA), launched by the Government of India in 2001-02 in all the states in India, aims to bring all children in the age group of 6 to 14 years in the net of Class 1 to 8 elementary education, retain them in school till they complete an 8-year cycle and see that they attain standards of a specified quality.

Implementers of the programme (scheduled to be completed by 2010) feel that concerns of quality and equity persist, while the concerns of universal access and participation have been satisfactorily addressed.

The SSA accepted PAC’s proposal, “Study of impact of Sarva Shiksha Abhiyan initiatives on universalisation of elementary education in Karnataka with special reference to concerns of quality and equity.” Work on this began in three districts of Karnataka, viz. Bangalore Urban, Shimoga and Gulbarga, as well as on case studies in Hassan District.

The study included feedback from not just the beneficiaries (students and parents) but also from service providers (teachers, head teachers and public officials) and other stakeholders (SDMC and CAC members). Case study research was also a part of the study methodology.

The draft report consisting of seven chapters detailing the findings of the study, both with regard to quality and equity in education imparted in regular as well as Alternative and Innovative Education (AIE) centres, has been completed and submitted to the project advisor for comments and suggestions. The same will be circulated to the Advisory Panel and SSA for their comments and the final report will be submitted to SSA after incorporating all relevant suggestions in June 2009.

d. Assessment of the Initiatives by Sarva Shiksha Abhiyan in Raichur district, Karnataka, funded by UNICEF

UNICEF’s Education Programme supports the SSA to ensure that all children complete primary school and has been focusing on
providing support and advocacy for the development of an effective quality education package. The UNICEF office in Hyderabad, which also oversees its programmes being implemented in Karnataka, expressed an interest to support a similar assessment exercise in the district of Raichur, where it has been endeavoring to carry out various programmes related to quality education for all children, especially girls.

The study included feedback from not just the beneficiaries (Students and Parents) but also from Service Providers (Teachers, Head Teachers and Public officials) and other stakeholders (SDMC and CAC members). Case study research was also a part of the study methodology.

The draft report consisting of seven chapters detailing the findings of the study both with regard to quality and equity in education imparted in regular as well as Alternative and innovative Education centres (AIE) has been completed and submitted to the project advisor for comments and suggestions.

**e. Services of Gram Panchayat in Koraput, Orissa – A citizen Report Card**

This study was done by the Centre for Youth and Social Development (CYSD), Bhubaneswar, with support from PAC using the CRC as a tool to assess public services provided by Gram Panchayats and, therefore, carried out exclusively among rural communities in the state. Two blocks from Koraput District namely Baipariguda and Kundra were chosen for the study. Within the two blocks, six Gram Panchayats were selected. A total of 1200 households, 600 in each block, were surveyed. The services included drinking water, sanitation, streetlights, roads and other services such as primary health, midday meal scheme, etc., though they directly do not come under the purview of Gram Panchayat services.

The findings were presented at the District- and State-level forums. An action plan to improve the service delivery of the GPs was prepared.

The publication, "Services of Gram Panchayat in Koraput, Orissa – A Citizen Report Card," details all the findings of this study.

**f. ASHWAS – Status of Water and Sanitation Facilities in Rural Karnataka**

Arghyam, an NGO working in the field of water and sanitation in Karnataka, expressed its intention to carry out a 'Citizen's Report' on water and sanitation in all the districts of rural Karnataka,
following the Citizen Report Card (CRC) approach pioneered by PAC. This resulted in a partnership between Arghyam and PAC, according to which PAC agreed to provide inputs at various stages of the study. These included: Preparation of FGD checklist, especially the sanitation aspect; participation in some of the FGDs; comments on the Questionnaire design; Preparation of sampling design; Preparation of the survey design; participation in the dry run; suggestions on modules for training of trainers (ToT); conducting ToT; participation in field monitoring; formats for data analysis; format for report-writing; comments on the report; and, suggestions for various methods of dissemination.

The ASHWAS survey has been completed in all the short-listed GPs and villages across Karnataka. PAC undertook extensive back-checks of survey work completed by nine NGOs (out of 12) across the State. PAC provided vital feedback and Arghyam, along with Shrishti School of Design, is finalizing the report for publication.

g. PGRG in a Wider Context

Dr. Sita Sekhar represented PAC at a workshop organized by the International Budget Partnership (IBP) from 6 to 9 May 2008 at Cape Town, South Africa. She also participated in the follow-up workshop held between 13 and 18 November 2008 at Trivandrum, India.

Dr. Meena Nair, representing PAC, carried out sessions on CRC in a workshop on Social Accountability organized by PRIA in Phnom Penh, Cambodia on 20 and 21 November 2008.

Dr. Sita Sekhar and Ms. Prarthana Rao conducted a CRC workshop at Ahmedabad in partnership with Unnati, an NGO based at Ahmedabad between 23 and 27 February 2009.

The PGRG team conducted a CRC workshop with PRIA-West Bengal at Bangalore between 9 and 13 March 2009.

b. RTI Youth Initiative - (PAC-funded)

PAC, on its own initiative, undertook a study to find out the degree
of compliance to *suo moto* provisions of the RTI Act 2005 amongst 39 public authorities in Bangalore which was a youth-driven initiative, conducted by six law students. This was followed by a national assessment carried out between December 2008 and January 2009 over a period of two months and involved scrutiny of more than 500 websites of various public authorities for *suo moto* disclosures of which however, only 396 websites were functional.

The assessment covered 12 central government ministries/departments; 16 departments each of the 28 state governments and the six Union Territories; the Central Information Commission, and the State Information Commissions of 27 State governments.

The departments chosen for assessment were those generally considered as relevant in the day-to-day life of citizens.

An “open house” meeting was held on 27 September 2008 to disseminate the findings of the study with the Chief Information Commissioner of Karnataka. It received wide coverage in the local press and was widely disseminated among State Information Commissions across India and the Central Information Commission.

c. Pilot Social Audit of National Rural Employment Guarantee Act in Gulbarga District of Karnataka supported by Department of Rural Development and Panchayati Raj

The pilot social audit of NREGA 2005 was carried out in Gulbarga district in July 2008. PAC undertook the study at the behest of the Department of Rural Development and Panchayat Raj, Government of Karnataka. The pilot was conceived within the broad framework of social audit mandated by NREGA which accords a central role to ‘social audit’ as a continuous mechanism of public vigilance to ensure transparency and accountability in the implementation of NREGS.

A Report was submitted to RDPR with recommendations for scaling up social audits of NREGA in the state. The findings of the study were presented to Gulbarga District / Taluk/Gram Panchyat officials in January and February 2009 to stimulate NREGS implementation reforms.

d. Coalition Against Corruption

Public Affairs Centre (PAC), Swabhimana, AVAS, CREAT, and Consumer Care Society formed a platform called the ‘Coalition Against Corruption’ (CAC) or Brashtachara Virudha Sanghatane to promote good governance by tackling the menace of corruption. CAC operates a Helpline in Bangalore City for aggrieved citizens to seek redress. Citizens who have faced demands for bribes/illegal gratification are encouraged to approach these Centres and register their complaints on a specified format in person or online. The CAC will forward these complaints to the agencies concerned for remedial action.

Anti-corruption/RTI Helpline for needy citizens assisted about 110 citizens this year on RTI and on dealing with procedural problems in availing services from other departments. A thorough and
comprehensive review of the forum's structure, strategies, activities, and achievements was done. The ambit of CAC was reviewed and narrowed to make it more focused.

e. Vote Bengaluru: A partnership forum formed in 2007 by five civil society organizations (PAC, CIVIC, CAF, KKNSS, and Swabhimana) to promote transparency and informed choices in the electoral process

In December 2007, PAC, CIVIC, Citizen Action Forum, Swabhimana and Karnataka Kolageri Nivasigala Samyukth Sanghatane (KKNSS) came together to pool in their expertise and reach out to larger sections of voters by launching the campaign - “VOTE Bengaluru”. The campaign focused on cleansing our electoral system and processes to shift the focus from vote bank politics to issue-based politics. This was expected to be an on-going campaign till the desired level of purity in elections is achieved. During the current year, steps towards rectifying anomalies in electoral rolls were taken. A voters' charter of demands was prepared and the same was disseminated to the candidates and political parties. Attempts were made to develop model legislation for Karnataka on the regulation of poll expenses by candidates in municipal elections.

f. Citizen-monitoring and audit of rural roads under Prime Minister's Gram Sadak Yojana (PMGSY) supported by National Rural Roads Development Agency (NRRDA)

Background

At the request of NRRDA, PAC formulated a pilot project proposal for testing the feasibility of citizen-monitoring of the quality of the PMGSY roads. NRRDA's aim was to empower rural citizens by creating a sense of ownership among them while enabling them participate in the supervision of post-construction maintenance of PMGSY roads. The scope of the pilot project is limited to 16 PMGSY roads in Karnataka and Tamil Nadu, where monitoring of road works, both ongoing as well as completed works, is to be carried out by teams of volunteers.

The following outcomes were realized through this pilot: a formal toolkit that can be used by ordinary citizens to monitor the construction and maintenance of roads has been developed; IRRAASTA has been signed in as partners for developing training modules and conducting training; KRRDA has been brought on board; a concept review workshop was held in November with experts and NRRDA officials; a partnership has been forged with Swami Vivekananda Youth Movement for PMGSY audit in Mysore district, and a field appraisal was carried out in Orissa.

g. Children's Movement for Civic Awareness (CMCA)

The CMCA took wing during this year and established itself as an autonomous unit of the Centre. Based in Bangalore, it has active units in Bangalore, Mumbai and Delhi. During the year, CMCA's internal processes were strengthened with regard to coordination across its units and redesign of internal monitoring as well as its website.
In Bangalore, the team conducted a Volunteer Review Meet, and events such as Inspiration (Exhibition), Pourakarmika Day (to felicitate street workers and cleaners of the Bangalore City Corporation), and Josh, the Annual Day of the CMCA. A Comprehensive Citizen Audit of the BBMP wards with the support of Resident Welfare Associations of different areas in the city was planned and conceptualized during the year. In other cities (Hubli-Dharwad, Mysore, Mumbai and Hosur), Civic Clubs were launched, volunteer training was conducted, and a number of events were conducted.

**h. Citizens Against Corruption (CAC)**

Initiated in October 2008, Citizens Against Corruption is a new five-year initiative which supports community-and citizens-based action against corruption in South Asia. Three pillars of logic and action inform the programme: Constructive engagement – engaging meaningfully with government, developing links with interested and like-minded officials at all levels of public governance and encouraging dialogue; Community involvement – building lasting civic organisations which constantly pressure and work with the government in order to create an accountable, just and participatory governance system; and, Peer learning – promote a learning environment among relevant stakeholders across the nation and engage, build upon, strengthen and link together work of peers to further the project goal.

These approaches have been pervasive in the design and delivery of CAC, guiding all operational aspects of programme management to date such as: concept selection; proposal development; and project monitoring. Transparency has been an underpinning principle in the delivery of these approaches: the utmost effort has been taken to develop and execute all technical processes in a transparent and objective manner – a value we believe is necessary in order to conduct anti-corruption work in a morally consistent manner.

Steps have also been taken to ensure credibility of programme partners through accreditation with Credibility Alliance (CA) – a national-level organisation aimed at improving transparency within the NGO sector through the development of standard minimum good governance norms and practices for NGOs.

CAC is only in its initial stages but has seen significant progress. Resources have mainly been focused on the development and implementation of systems and processes for: Screening suitable projects and partners from the 162 concepts received in response to the initial call for proposals; Building the capacity and supporting identified partners – through proposal development workshops and an ongoing proposal review process - in designing detailed proposals for practical, innovative and effective projects; and assisting partners to operationalise the projects.

Thus far CAC has helped a total of 28 organisations from India, Nepal and Sri Lanka to go through the above process. Of these, 22 projects are currently either being considered for funding or are already operational.
PARTNERSHIPS AND NETWORKS

PAC, through its various activities, has established partnerships with several organizations. Through these partnerships it has now developed a strong network of alliance that include NGOs, Donors, Academic/ Research institutions and other such organizations working in the field of good governance.

PAC led the initiative to fight against corruption by bringing like minded civil society groups in Bangalore together Coalition Against Corruption (CAC) - a joint collaboration of six organisations including PAC - was born. Consumer Rights Education and Awareness Trust (CREAT), Association for Voluntary Action and Services (AVAS), Swabhimana, Consumer Care Society, Karuna Trust, are all partners of CAC

PAC has joined hands with CIVIC to carry out advocacy about right to information act. CIVIC was also part of PAC’s initiative on right to information in the form of KRIA-KATTE (Forum for Karnataka Right to Information Activists)

The Citizens Against Corruption program of PAC is inherently a networked initiative. 162 concepts were received from approximately 150 different organisations. PAC, as the nodal agency for CAC’s management, has now significantly bolstered its contact base in South Asia and furthermore, has designed formalised systems and processes which are replicable and can be used as basic infrastructure for the delivery of other such grant management programmes. In further stages of the programme, CAC will consolidate the programme networks developed as well as engage other civil society and academic actors in furtherance of CAC’s cause and programme impact at higher, policymaking, levels.

During participation at the Third International Conference on Public Policy and Management, Indian Institute of Management, Bangalore, in August 2008, the PAC networked with representatives of various academic institutions internationally such as the International Management Development Centre in Barcelona, the Ministry of Public Sector Reform, Accra, Ghana and researchers from the University of Macau, China.

In a state-wide study of water and sanitation in Karnataka carried out by Arghyam, PAC played a key role during its partnership with Arghyam by providing inputs to their data collection instruments, preparing the sampling design, participating/conducting the ToT, and providing inputs on data analysis plan, report format and advocacy strategies. In the process, PAC had the opportunity to interact with about 14 NGOs who participated in the data collection exercise and explore possibilities on partnerships for future projects.

During the SSA study, PAC worked very closely with NGOs Roovari, (based in Raichur) and Samanvaya (based in Shimoga) who carried out the data collection exercise in their districts for the study. PGRG is exploring possibilities to work with them again in their future projects.

Youth for Social Development (YSD) an NGO based in Brahmapur, Orissa, approached PAC for a capacity-building exercise on CRC for implementing a CRC on public services with funding from PAF. This partnership resulted in various information sharing exercises including a corruption study that they carried out in Brahmapur.

PGRG’s participation in workshops sponsored by International Budget Partnership (IBP) on CRCS, led to networking with potential funders such as the Hewlett Foundation, two representatives of which visited PAC to explore possibilities on
working on projects related to quality of learning among children in primary education.

Another workshop sponsored by PRIA on CRCs in Cambodia, resulted in PRIA West Bengal and Unnati, an NGO based in Ahmedabad expressing interesting in participating in a 5-day CRC workshop. These workshops were held in Bangalore and Ahmedabad respectively, where participants included not only members from PRIA and Unnati but their local partners as well, thus widening PAC’s own NGO network.

Carrying out the SSA study for donors such as SSA Karnataka and UNICEF Hyderabad helped PGRG in interacting directly with public officials and participating in their activities such as SDMC/CAC training programmes and also programmes carried out by other SSA partners such as the Azim Premji Foundation.

PAC worked in close partnership with SVYM in citizen monitoring and social audit rural roads under Pradhan Mantri Gram Sadak Yojana (PMGSY). SVYM was responsible for providing background logistics support for the training session, identifying volunteers and carrying out the field study in Mysore and Bijapur districts.

PAC partnered with ‘The Humanity’ in conducting Social Audit on NREGS. The Humanity implemented the social audit survey on NREGS and conducted the NREGS gram sabhas in two gram panchayats of Bolangir district in the state of Orissa. The partnership is continuing and also extending into other areas of PAC’s work as well. PAC has partnered similarly with Samarthan in Orissa for conducting Social audits on NREGS in Orissa.

**CONSTRUCTIVE ENGAGEMENT WITH GOVERNMENT AGENCIES**

PAC has worked towards ensuring meaningful interactions with government through making constructive engagement in the form of consultations, workshops, sharing of findings, open houses, setting up helplines etc. These have resulted in initiating the process of translation of field experiences to policy change. For example:

- The National Institute of Administrative Research (NIAR) of the Lal Bahadur Shastri National Academy of Administration, Mussoorie, in response to a request from the GoI, to adopt the Citizen Report Card (CRC) approach for developing generic tools that would help them to carry out an assessment or a social audit of any development programme / scheme initiated by the government, visited PAC for three days to fine tune instruments for carrying out this exercise.

- CRCs being used by service providers themselves to assess impact of various reform measures was seen when the Mysore City Corporation invited PAC to present the CRC approach to senior officials of the organization to explore possibilities for carrying out a CRC.

- The SSA study carried out with funding from SSA Karnataka helped highlight areas of lacunae related to issues of quality and equity in elementary education. Presentation of findings at various SSA fora (SSA-DPI and SSA’s EC meeting) elicited feedback primarily agreeing to the findings as well as the need to direct resources towards aspects such as contextual training programmes and better infrastructure facilities.
**Peer Learning**

The Centre through its varied activities has created several opportunities for peer learning for people both within and outside of Centre which have been very useful in improvising our tools and has helped us move towards achieving the Centre’s core objectives.

As a core tenet of CAC program, peer learning will play a key role in garnering impact from this initiative. Already CAC has conducted proposal development workshops, giving partners an opportunity to showcase their ideas and provide a platform for constructive criticism and learning. Such interactions will continue on the regional basis with cluster-level networks built and their constituent organisations actively working with each other in their projects and advocacy campaigns. On a national and regional level these efforts will be supplemented by thematic workshops. Importantly, each CAC partner will be conducting a peer review visit whereby project staff will visit another organisation to review and learn from their work. Furthermore, a newsletter and interactive webpage will also be developed to encourage learning amongst CAC partners and outreach of our work to further fields.

The Centre through its newsletter ‘Public Eye’ and its website is constantly trying to reach out to several organizations both at the national and International level to disseminate the findings from its studies.

The state-wide study of water and sanitation in Karnataka carried out by Arghyam in partnership with PAC, helped PAC to understand various PRA methods such as social mapping, transect walk and the significance of carrying out visible exercises such as water testing in front of the community to grab people’s attention towards quality of services provided by the local government departments.

PAC felt that such exercises could be incorporated into the CRC approach to make the data collection exercise more community-friendly.

Individually, members of the PAC are benefited from comments of various reviewers regarding their papers in international peer-reviewed journals such as Urban Studies and China Economic Review and their book from leading publishing houses such as Oxford University Press India.
PERSONNEL

At the Management Level

1. Hon. Justice Shri. M.N. Venkatachaliah was nominated by the Board as the new Chairperson.
2. Dr. Samuel Paul stepped down from the post of Chairman of the Centre.
3. The board welcomed a new member, Mrs. Anita Reddy.
4. Three Founding Members – Prof. Manubhai Shah, Mr. P. P. Madappa and Mr. Jaishankar – stepped down from the Board, after serving for several fruitful years.

At the Staff Level

1. Dr. Kala Seetharam Sridhar joined the Centre as a Ford Public Affairs Fellow in April 2008.
2. Mr. Sadashiva Manjunath joined the Centre as Joint Director in April 2008.
3. Mr. R. Suresh was appointed as the Programme Manager to head the implementation of Citizens Against Corruption.
4. Mr. Shaarad Sharma an intern from the UK came on board to support the CAC programme.
5. Mr. Lars Forjahn, a visiting intern from South Asian Studies Centre, Heidelberg University, Germany supported the PPRG in their research during February-April 2009.
6. Dr. Basavaraj who was working with the PGRG as Research Officer moved on in June 2008.
7. Ms. Prarthana Rao, joined PAC and the PGRG as Research Executive in June 2008, though before that she had worked closely with the PGRG as a freelance consultant.
8. Poonam Kaur joined the CASG in the month of February 2008 and worked as a Programme officer till March 2009 and then moved on.
9. Mr. Patibandla Srikant joined CASG as the new Programme Officer in place of Poonam in February 2009.
10. Ms. Pooja Badrinath joined CASG in the month of September 2008 as the Project Intern.
11. Ms. J. Mary Pushpa Kanthi joined the Centre as Executive Assistant in June 2008.
12. Ms. Megha Chennagowda who was working as the Media and Communication Associate moved on in the month of January 2009.
STAFF OF THE CENTRE 2008-09

Directors
Dr. Gopakumar K. Thampi - Director
Dr. Sadashiva Manjunath - Joint Director

Research & Analysis
Dr. Sita Sekhar - Chief Research Officer
Dr. Meena Nair - Senior Research Officer
Dr. K. Prabhakar - Research Officer
Dr. V.T. Basavaraj - Research Officer
Ms. Prarthana Rao - Research Executive

Children’s Movement for Civic Awareness
Ms. Vrunda Bhaskar - Coordinator, CMCA India
Ms. Geetha S Salimath - Coordinator, CMCA Hubli-Dharwad
Mr. P.V. Ramdas - Coordinator, CMCA Mysore
Ms. Harriet Sathyavathi - Programmed Associate
Ms. Nagaveni - Administrative Officer - CMCA
Mr. Udaya Kumar - Programme Officer
Ms. Priya Nambiar - Associate Coordinator, Private Schools
Ms. Parvathi S Doddagoudar - Project Assistant for CMCA Hubli-Dharwad
Ms. Swaroop R. Somayaji - Project Assistant for CMCA Hubli-Dharwad
Ms. Priya Krishnamurthy - Programme Consultant

Citizen Action Support & Programmes
Ms. Sheila Premkumar - Senior Programme Officer
Dr. A. Venugopala Reddy - Research Officer
Ms. Poonam Kaur - Programme Officer
Mr. Shaarad Sharma - Programme Associate
Ms. Megha Channegowda - Advocacy and Campaign Associate
Ms. Pooja Badarinath - Programme Associate
Ms. Geetha Lakshmy - Project Assistant - CAC Helpline
Ms. D.G. Poornima - Consultant
Ms. Megha S Salimath - Coordinator, CMCA Hubli-Dharwad
Mr. P.V. Ramdas - Coordinator, CMCA Mysore
Mr. G.R. Vidyaranya - Zonal Coordinator, CMCA Mysore
Ms. S. Bhagya Rashmi - Zonal Coordinator, CMCA Mysore
Ms. Priya Krishnamurthy - Programme Consultant
Ms. Dipa Padmakumar  Programme Consultant
Ms. Sheela Ladha  Programme Consultant

**Administration & Accounts**

Ms. Shanthi S Shetty  Senior Administrative Officer
Mr. Gopal B.  Accounts Officer
Ms. J. Mary Pushpa Kanthi  Executive Assistant
Mr. B. Kanthappa  Administrative Assistant
Mr. Anil Kumar  System Administrator
Ms. Popsy Jacob  Receptionist-cum-Office Assistant
Mr. Govinda  Administrative Assistant
Ms. Manjula  Office Support

**Project Consultants**

Dr. Kala Seetharam Sridhar
Mr. R. Suresh
Mr. P. Srikanth
Ms. Hemalatha K. Valrani
Mr. Lars Forjohn (Intern)
PAC in Print

PAC in the Media (News Reports)

- Reports prepared by PGRG on Panchayat Service Delivery in various parts of Karnataka and Chattisgarh were sent to various fora one of which was the UN Solution Exchange Decentralisation Community. The report on Tumkur district of Karnataka can be found at http://www.solutionexchange-un.net.in/decn/comm_update/decn-update-25-22070801.pdf and the report on Chattisgarh can be seen at http://www.solutionexchange-un.net.in/decn/comm_update/decn-update-27-30090801.pdf.
- The SSA study was discussed in one of the local newspapers in Raichur highlighting the fieldwork details.

Chapters in Edited Books


Comments

- Sridhar, Kala Seetharam Comment on “Should Mumbai learn from Shanghai?” by Yasheng Huang, Economic and Political Weekly, 43 (37) September 13 - September 19, 2008.

Presentations

- Sridhar, Kala Seetharam Do Land use Regulations Matter?
Evidence from India's Cities, Seminar, Public Affairs Centre, Bangalore, India, May 7, 2008.

**Articles in Newspapers**


**Reviewer Roles**

### FINANCIALS

#### Consolidated Income and Expenditure Account for the year ended 31st March, 2009

<table>
<thead>
<tr>
<th></th>
<th>EXPENDITURE</th>
<th>31.03.2009</th>
<th>31.3.2008</th>
<th>INCOME</th>
<th>31.03.2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,164,308.86</td>
<td>To Administration Expenses</td>
<td>2,022,293.44</td>
<td>2,500,000.00</td>
<td>By Grants</td>
<td>4,500,000.00</td>
</tr>
<tr>
<td>94,816.00</td>
<td>To Dissemination and Publications</td>
<td>57,357.00</td>
<td>10,157,453.00</td>
<td>By Project receipts</td>
<td>13,693,918.89</td>
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<tr>
<td>751,878.00</td>
<td>To Professional and Consultancy Charges</td>
<td>1,157,900.00</td>
<td>148,807.00</td>
<td>By Interest on Deposits</td>
<td>72,567.00</td>
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<tr>
<td>2,947,161.00</td>
<td>To Salaries and Benefits</td>
<td>6,263,779.00</td>
<td>38,862.96</td>
<td>By Bank Interest</td>
<td>16,782.05</td>
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<tr>
<td>7,935.00</td>
<td>To Membership, Subscription and Library</td>
<td>20,521.00</td>
<td>1,874,082.82</td>
<td>By Income from Corpus Fund Investments</td>
<td>1,053,331.89</td>
</tr>
<tr>
<td>52,541.00</td>
<td>To Rates &amp; Taxes</td>
<td>–</td>
<td>1,006,945.92</td>
<td>By Dividend on Investments</td>
<td>–</td>
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<tr>
<td>1,728,901.00</td>
<td>To Purchase of Assets</td>
<td>310,492.00</td>
<td>23,102.50</td>
<td>By Profit on Investments</td>
<td>15,644.40</td>
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<tr>
<td>5,439,860.44</td>
<td>To Project Expenses</td>
<td>8,974,492.75</td>
<td>–</td>
<td>By Profit on Sale of Old asset</td>
<td>1,552.00</td>
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<tr>
<td>698,566.00</td>
<td>To Depreciation</td>
<td>1,342,453.00</td>
<td>48,295.00</td>
<td>By Other Income</td>
<td>355,888.33</td>
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<tr>
<td>3,041,391.90</td>
<td>To Excess of Income over expenditure carried down</td>
<td>–</td>
<td>100,000.00</td>
<td>By Donations</td>
<td>31,450.00</td>
</tr>
<tr>
<td></td>
<td>Income Tax Refund</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>2,550.00</td>
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<tr>
<td></td>
<td>29,810.00</td>
<td>By Interest on IT Refund</td>
<td>260.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Excess of Expenditure over Income carried down</td>
<td>405,343.63</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Income:** 15,927,359.20  
**Total Expenditure:** 20,149,288.19  
**Excess of Income over expenditure carried down:** 405,343.63

<table>
<thead>
<tr>
<th></th>
<th>EXPENDITURE</th>
<th>31.03.2009</th>
<th>31.3.2008</th>
<th>INCOME</th>
<th>31.03.2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>405,343.63</td>
<td>To Balance brought down</td>
<td>–</td>
<td>–</td>
<td>By Balance brought down</td>
<td>–</td>
</tr>
<tr>
<td>2,757,610.60</td>
<td>To Amount Transferred to Balance Sheet</td>
<td>13,810.40</td>
<td>–</td>
<td>By Amount transferred to: Balance Sheet</td>
<td>55,846.66</td>
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<tr>
<td>574,697.50</td>
<td>Corpus Interest Account</td>
<td>124,457.59</td>
<td>146,191.11</td>
<td>Corpus Interest account</td>
<td>222,525.96</td>
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<tr>
<td></td>
<td>–</td>
<td>144,725.09</td>
<td>Donor's Interest Account</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Development Fund</td>
<td>265,239.00</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total:** 3,332,308.10  
**Excess of Expenditure over Income:** 543,611.62  
**Balance brought down:** 405,343.63  
**Amount Transferred to Balance Sheet:** 2,757,610.60  
**Corpus Interest Account:** 574,697.50  
**Donor's Interest Account:** 144,725.09  
**Development Fund:** 265,239.00
**Consolidated Balance Sheet as on 31st March 2009**

<table>
<thead>
<tr>
<th>31.3.2008</th>
<th>EXPENDITURE</th>
<th>31.03.2009</th>
<th>31.3.2008</th>
<th>INCOME</th>
<th>31.03.2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Donor’s Fund Account</td>
<td></td>
<td></td>
<td>Fixed Assets - as per schedule</td>
<td></td>
</tr>
<tr>
<td>18,362,346.84</td>
<td>Corpus Fund Account</td>
<td>16,464,278.47</td>
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<td>Land, Building, Garden &amp; Road</td>
<td>17,917,591.00</td>
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<tr>
<td>8,395,889.00</td>
<td>Development Fund Account</td>
<td>13,130,650.00</td>
<td>19,990,196.85</td>
<td>Investments</td>
<td>18,117,575.33</td>
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<tr>
<td>5,728,025.40</td>
<td>Fixed Assets Reserve Fund Account (as per contra)</td>
<td>6,038,517.40</td>
<td>4,778,997.01</td>
<td>Current Assets, Advances and Deposits</td>
<td>7,285,172.90</td>
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<tr>
<td>16,967,447.02</td>
<td>Income and Expenditure Account</td>
<td>13,725,410.76</td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Notes forming part of the accounts are an integral part of the financial statements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>49,453,708.26</td>
<td></td>
<td>49,358,856.63</td>
<td>49,453,708.26</td>
<td></td>
<td>49,358,856.63</td>
</tr>
</tbody>
</table>

Name & Address of the Auditor

Dr. N. SURESH, B.Com., F.C.A.
Nandhini Associates
No.504, 5th Floor, Commerce House,
9/1, Cunningham Road
BANGALORE - 560 052
FINANCIAL PERFORMANCE IN SUMMARY

The Centre received a sum of Rs. 197 lakh during the current year from Grants, Professional Fee, Interest, Profit on Investments, Donations, etc.

Grant

Public Affairs Foundation

Donors

Deshpande Foundation
R. Jhunjhunwala Foundation
Kala Seetharam Sridhar
American School of Bombay
Guru Rangu Charitable Foundation
N. Rangarao & Sons

The Centre received project support during the year from:

HIVOS Netherlands
Partnership for Transparency Fund, Washington D.C. USA
SANEI Pakistan
Centre on Budget and Policy Priorities, Washington DC 20002, USA
PRIA
Police Charter, Govt. of Karnataka
Arghyam
Administrative Reforms Commission, Govt. of India

Mysore Mahanagara Palike, Mysore
Hubli-Dharwad Municipal Corporation, Hubli
Volkart Foundation
CYSD
NREGS
NRRDA
Samarthan, Bhopal, Madhya Pradesh
Sarva Siksha Abhiyan, Govt. of Karnataka
Unnati
Thirteenth Finance Commission, New Delhi