Public Affairs Centre (PAC), a not-for-profit organization established in 1994, is dedicated to improving the quality of governance in India. The focus of PAC is primarily in areas where citizens and civil society organizations can play a proactive role in improving governance. In this regard, PAC undertakes and supports research, disseminates research findings, facilitates collective citizen action through awareness-raising and capacity-building activities, and provides advisory services to state and non-state agencies.

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It is hard to believe that Public Affairs Centre (PAC) has completed 15 years. PAC’s activities and reputation grew steadily during this period, despite its modest resources and teething troubles. I salute PAC’s Board, staff and the directors who led the organization for their dedication, teamwork and signal achievements.

In my view, PAC’s major contributions during this formative period are threefold. First, PAC’s “citizen report card” (CRC) has demonstrated its power as an accountability tool all across India and in several other developing countries. Numerous non-governmental organizations and international agencies have applied this tool in diverse settings. Second, what was crafted as a civil society tool to demand public accountability is increasingly being embraced by governments themselves. It is not only the CRC concept, but also the new and innovative “citizen monitoring of road quality” that several governments have endorsed and adopted. I would not have dreamt of this turn of events at the time PAC was launched.

Third, PAC has created new platforms such as the “Children’s Movement for Civic Awareness” (CMCA), and the “Coalition Against Corruption” (CAC) jointly with other civil society groups. Both of them have helped enhance the spread of civic activism and collaborative citizen action for improved governance. Recently, CMCA has been spun off as an independent trust.

All these are important achievements. They represent notable landmarks in PAC’s short history of which we can all be proud.

All those who have participated in this venture and supported it in many ways deserve our thanks.

I wish PAC all success in the years to come.

Samuel Paul
MESSAGE FROM THE CHAIRMAN

It has been my privilege to head the Board of the Public Affairs Centre, an exemplary organization devoted to the cause of good governance and improved public service delivery. As we enter our sixteenth year of research and advocacy based upon the analysis of citizen experience we find ourselves in a unique position to extend our platforms of reflection and action to emerging areas of concern such as the Environment, Administration of Justice etc. PAC has the necessary professional and financial resources to embark on fresh areas of public concern and to connect with larger networks of fellow organizations and individuals in pursuit of matters of contemporary importance.

I take this opportunity to recall with gratitude the services of Dr. Samuel Paul, the founder of PAC whose untiring efforts and stewardship of the Centre are responsible for establishing its cardinal reputation as a non-partisan and independent think tank capable of providing insightful and relevant research inputs to policy makers.

I would like to invite all those committed to the cause of good governance in India and elsewhere to work closely with the Centre in the constructive analysis of public systems and the mobilization of internal resources of the society towards increased transparency and accountability in policy-making and governance.

Justice M.N. Venkatachaliah
Former Chief Justice of India
Chairman
At the Public Affairs Centre, we have constantly striven to build bridges across different stakeholders working towards the same end, namely, the alleviation of suffering through the improvement of public service delivery. In this Annual Report, we briefly touch upon the work that we have done during the financial year 2009–10 on education, health, corruption, public service monitoring and public policy research, among other things. The common thread running through all these activities is that we strive in all circumstances to promote the idea of constructive engagement – working closely with those in development administration and the executives who desire to improve the lot of their fellow citizens, in the mutual belief that the linked and synergized capacities of state and non-state actors will result in better results with regard to the management of development projects and programmes.

PAC has now embarked on a new phase of collaboration with the government with fresh citizen initiatives in the monitoring of public programmes such as road work, municipal department service delivery, maternity homes and the work culture of the police force. The increasing demand from the government for our support for such work lends credence to our belief that constructive engagement is the way forward in successfully bridging the governmental and non-governmental divide.

When we consider constructive engagement in the context of the state’s increasing regulation of NGOs, it is the responsibility of NGOs to send positive signals that enhance their credibility. Towards this end, PAC has strongly advised its partners to obtain formal and full accreditation from Credibility Alliance, a network of NGOs that promotes transparency and accountability in the working of NGOs through self-disclosure. Such measures will help to promote confidence within the sector and among all development workers that the motives of different actors are pristine and worthy of support in nation-building causes.

In sum, the Public Affairs Centre has had a satisfying year in promoting dialogues across all sections of citizenry involved in social change – at the level of planning, action and monitoring. PAC has also successfully integrated concepts of community mobilisation into all our work. We look forward to widening this platform in the coming year with the support of all like-minded organisations and well-wishers.

R. Suresh
Director
This is one the three Groups that have been put in place during the last reporting year to streamline and rationalise the activities of the Centre.

The mandates given to PPRG are codified in the objectives, which are:

- 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.
- Enable the building of a comprehensive socio-economic database of cities in the country, so that PAC can become the clearinghouse of such information.
- Influence policymakers, civil society and other stakeholders with such research through dissemination of findings.
- Collaborate with other institutions in the above-mentioned endeavour.

The focus of the group initially has been on urban issues and, of late, has diversified into other areas.

**Status**

During the year PPRG has undertaken, which are either completed competed or in the process of completion. Two projects that were completed during the last reporting year also had its logical conclusion this year. The study done for the Thirteenth Finance Commission found a mention the Commission’s Report to the Parliament and PAC was acknowledged for its valuable inputs. So, also the study with the support of Ford Foundation has been published by Oxford University Press this year, thus adding valuable information to the corpus of urban studies. All these are detailed in the following pages.

Dr. Kala Seetharam Sridhar heads the Public Policy Research Group.

The PPRG has been published prolifically in many journals and newspapers, thus taking its work to a wider audience. A list of articles published in various journals appears at the end of this section.
Migration being one of the important factors contributing to the growth of urban population, this research was an attempt to understand whether it is the push (out of the rural area) or pull (toward the urban area due to its perceived benefits) that explains migration in India.

The main objectives of the study were to:

- Examine the push and pull factors in migration (which Todaro’s model highlighted).
- Understand the labour market implications of skilled versus unskilled rural-urban migration and whether it merely transfers poverty to cities.
- Propose steps that can be taken to reduce rural-urban migration, so that the originating and destination regions are benefited.

This study was funded by South Asia Network of Economic Research Institutes (SANEI).

**Current Status**

The study was conducted by taking the case of Bangalore, which has one of the largest proportions of in-migrants to the total population.

Since then, the team prepared a draft of the study findings and it was presented in a seminar at PAC in May 2009. Comments from the seminar were incorporated and the revised draft report was submitted to SANEI on 31 May 2009.

The findings were presented at the tenth annual conference of SANEI in Dhaka on 30 and 31 March 2010.

**B. State of Cities**

This study project was an attempt to provide a comprehensive assessment of urban conditions and drivers of urban change. The study sought to establish key indicators for monitoring and evaluating Karnataka’s cities, through which cities can communicate experiences and share best practices in the delivery of urban services, policy development, and data management.

It reviewed 10 major cities in Karnataka. Data was gathered on various parameters including history and governance; demographics; economic dimensions; infrastructure and public services; financial resources, and quality of life.
The project was funded by Brigade Group and, after detailed negotiations in April 2009, the terms and conditions were put in place.

**Current Status**

Field visits to all 10 identified towns have been completed and the data gathered by the team have been analysed and indicators developed. Cities have been ranked by thematic areas.

The findings of the study was initially presented to the Brigade Group in December 2009 and, based on the feedback, a revised version of the report was prepared. This was presented to the Chief Secretary of Karnataka in March 2010.

As on date, revisions are being made based on the feedback and report is under preparation.

Additional funds to the tune of Rs. 3 lakh to carry out the study in five other cities of Karnataka are in the pipeline.

C. The Paradox of India’s North-South Divide

In this project, an effort was made 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.

This project was partly funded by the Institute of South Asian Studies, National University of Singapore.

**Current Status**

Historical data ranging from the 1960s and 1970s were gathered on many of the indicators mentioned above and comments were received from eminent social scientists. There were taken into consideration for the finalisation of the report.

The findings were disseminated in a variety of ways including:

- A seminar on 18 June 2009 in Bangalore with a number of public policy experts who also gave their comments.

- An article, based on this study (“Spending versus Outcomes” by Samuel Paul and Kala S. Sridhar) appeared in The Economic Times on 31 July 2009.

• A paper was presented by Dr. Kala Seetharam Sridhar and Dr. A.Venugopala Reddy at IIM-B’s Fourth International Conference on Public Policy on 11 August 2009.

The final and revised paper was submitted to the Institute of South Asian Studies, National University of Singapore in July 2009 and they have published it as a Working Paper on 2 October 2009.

It has also been sent to the Economic and Political Weekly for review and possible publication.

D. UPDATE - POST-2008-09 REPORT

1. Study done for Thirteenth Finance Commission, Government of India

In January 2009, the PPRG had submitted the findings of the study on “The potential of land as a municipal financing tool, taking the cases of Bangalore, Ahmedabad, Jaipur and Kolkata” to the Thirteenth Finance Commission, Government of India. Since then, the Commission placed its report in the budget session. PAC has been mentioned for having conducted the study and the recommendations made have been cited in chapter 10 of the Commission’s Report.

2. Ford Fellowship Study Published

Oxford University Press has published the findings of the study supported by Ford Foundation and done by the PPRG team on “the relationship between finances and service delivery taking the cases of Bangalore, Ahmedabad, Jaipur and Kolkata.”

E. PUBLICATIONS AND REVIEWS

Books


Reviews in newspapers and magazines

a. Down to Earth (October 1-15, 2009);

b. The Hindu Business Line (October 3, 2009);
c. Business World (Oct 19, 2009); and
d. Financial Express (October 25, 2009).

2. Chapter prepared (by Sridhar, Kala S and A.Venugopala Reddy) and submitted for the Handbook of Urban Development (to be edited by Prof.A.Shaw, IIM-Calcutta), based on Ford Fellowship report.

Working papers

Journal papers


Papers under review
Paul, Samuel and Kala S Sridhar. Paradox of India’s north-south divide: The cases of TN and UP, under review in EPW.


Articles in newspapers


**Peer Reviews**

1. Paper on the Determinants of regional development in China received by Kala S Sridhar from *Economic Change and Restructuring*, UNU-WIDER special issue (Springer, Netherlands) for peer review. Similar to the north-south paper. Review submitted to ECR.

2. Peer review of paper (polycentricity in Ahmedabad) by Kala S Sridhar submitted to *Urban Studies* (journal published out of the University of Glasgow).

3. Review revised paper for *Economic Change and Restructuring* (Springer journal)

**Conferences and Paper Presentations**

Sridhar, Kala Seetharam. Received invitation from the GDN for a Research Communication to Policy Workshop to be held in Colombo, Sri Lanka in December (related to SANEI project).


Paul, Samuel and Sridhar, Kala Seetharam. The Paradox of India’s North-South Divide, Public Affairs Centre, Bangalore, India, June 18, 2009.


PARTICIPATORY GOVERNANCE RESEARCH GROUP

PGRG, another important domain of PAC, had, until recently, been providing user perspectives on service delivery through Citizen Report Cards (CRCs), which has come to be known as PAC’s unique flagship product. The niche thus created is now extended to include involvement of all relevant stakeholders towards achieving the goal of service delivery improvement through participatory governance.

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.
- Conduct CRCs with funding partners and partner-NGOs, government departments and other agencies with on-site or off-site support.
- 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.
- Conduct workshops to train different stakeholders such as NGOs, government officials, funding agency representatives and so on in using the CRC approach.

**Current Status**

During the current year, the PGRG was engaged in five major projects, three of them in the completion phase from the previous year and two new ones initiated.

It must be added that there has been a better acceptability of the CRC, as is evidenced by the project that the PAC has been engaged to carry out by the Karnataka State Police Department. Details of all the projects that the PGRG has been engaged in are detailed in the following pages.

Dr. Meena Nair heads the Participatory Governance Research Group.
A. Impact of SSA Initiatives on Universalisation of Elementary Education in Karnataka With Special Reference to Concerns of Quality and Equity

This is a project that has been carried over from the previous year. The study which 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) was carried out in three districts of Karnataka, namely, Bangalore Urban, Shimoga and Gulbarga. Case study was conducted in Hassan District.

Ninety per cent of the funding for the study came from SSA Karnataka and the remaining from PAC.

Current Status

The findings of the study were presented to SSA Karnataka and to the Commissioner of the Department of Public Instruction (DPI) on 30 April 2009 and again to the SSA Executive Committee on 17 July 2009.

The draft report was subsequently submitted to SSA. Both the findings and format were approved by the SSA. Upon incorporating feedback from SSA and the PAC Advisory Committee, the printed report was submitted to SSA in July 2009.

Reports are being disseminated to various government departments, funding and non-government / partner-organizations. The soft copy has been uploaded in the UN Solution Exchange Education Community Update.

The project is now complete.

B. Impact of SSA Initiatives on Universalisation of Elementary Education in Karnataka With Special Reference to Concerns of Quality and Equity - Raichur

As in the project above, this is also a carried over from the previous year.

This study was limited to the district of Raichur and funded by UNICEF, which supports the SSA through its Education Programme. The UNICEF office in Hyderabad, which also oversees its programmes being implemented in Karnataka, expressed an interest to support an assessment in the district of Raichur, where it has been endeavouring to carry out various programmes related to quality education for all children, especially girls.
The findings of the study were presented to SSA Karnataka, the Commissioner of Department of Public Instruction (DPI) and the UNICEF representative on April 30.

As per the request from the UNICEF representative, PAC submitted a separate report with taluk-level findings for Raichur was prepared, for which PGRG’s time cost of Rs. 84,000 was paid.

The final draft report was sent to the UNICEF and has been approved.

The project is now complete.

C. Services of Gram Panchayat in Koraput, Orissa — A Citizen Report Card

This project too commenced during the previous year and is an initiative of 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 thus 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 households in each block, were surveyed.

The services included drinking water, sanitation, streetlights, roads and other services such as primary health, mid-day meal scheme and the like, though they do not come directly under the purview of the Gram Panchayat services.

Current Status

After circulation of the draft report for comments, which were incorporated, the final version was edited and printed. This was sent to CYSD in September 2009.

The project is now complete.

D. Police Work Culture: A Bottom-Up Assessment

This study was carried out to assess the delivery of services at the level of police stations through a random sample survey of complainants and police personnel in the state of Karnataka.

The survey of complainants focused on their experience in reporting and/registering and...
resolving grievances/problems. Interviews with police personnel elicited their views on how well they are able to process and settle the complainants’ problems and the difficulties and constraints they faced in the course of this work.

The total sample size of the study comprised 100 police stations spread across 15 districts of Karnataka representing the six police ranges and three commissionerates, with five police personnel and twenty complainants from every police station selected randomly.

The project was funded by the Karnataka State Police Department.

**Current Status**

The MoU between PAC and KSPD was signed in August 2009, after which preparatory activities including participation in an internal workshop organized by KSPD, meetings with police officials, literature review, visits to police stations located in urban and rural areas and observation of documents and records were completed.

Field work was completed with necessary training and supervision of enumerators.

Key findings were presented to the Police Department on 22 March 2010.

**E. Monitoring Expenditure and Outcomes to Improve Health Services for Urban Poor Women in Bangalore**

The domain of this two-year intervention comprises monitoring quality of service delivery and expenditure and outcomes in five selected Maternity Homes, out of the 23 managed and operated by the Bruhat Bengaluru Mahanagara Palike (BBMP or the Greater Bangalore City Corporation). The services include antenatal care, postnatal care, immunization and family welfare services – permanent and temporary.

The study aims to assess the above services by designing and implementing public expenditure tracking (PET) interventions in the five maternity homes (one exemplar per administrative zone) in Bangalore. Complementing PET is the use of Community Score Cards (CSCs), to understand existing services and standards of qualitative aspects of service delivery.

The study is being carried out in partnership with local grassroots NGOs so that there is collective capacity-building with regard to implementation of tools and effective advocacy for better quality health service delivery through self-mobilized communities.

A Memorandum of Understanding was signed by PAC and IBP on 31 July 2009 for this.
The team engaged in this project has completed reading up on CSC and PET implementation practices and has also held meetings with BBMP officials for secondary data, information on standards and norms and budget documents.

Contacts and meetings with potential NGO partners were held and three partnerships have been finalised.

IBP representatives were briefed of the methodology and progress at a national workshop held in Mumbai in December 2009.

Since then, information-sharing sessions with community representatives were conducted.

Secondary data collection for two out of the three maternity homes for carrying out PETS exercise is now complete.
CITIZEN ACTION SUPPORT GROUP

Citizen Action Support Group’s (CASG) works with perspective that equity and justice in public decisions and efficiency and effectiveness of state actions are paramount for good governance. In terms of advocacy strategies, achieving these two ultimate outcomes accompanied by the attributes of better governance involves a complex interplay of various intermediate outcomes that act as the stepping stones. Some of these intermediate indicators are: Citizen groups across sectors/issues/themes and spatial levels; enhanced capacity of civil society groups; media interest; public awareness on their rights and entitlements; engagement of citizens with the state, and so on.

Positioned within this perspective framework, the broad objectives of CASG are to:

- Enhance the capacity of civil society organizations for civic engagement through action research and application of replicable models and tools in different parts of the country;
- Develop replicable models and requisite tools for civic engagement;
- Institutionalize democracy (civic) education focused on children and youth;
- Complement PAC’s research activities by providing advocacy support;
- Effectively respond to topical issues and problems of local governance in Bangalore, the laboratory for PAC’s citizen action; and to
- Develop a systematic approach for impact tracking and documentation.

Current Status

Three ongoing campaigns involving citizens form the core of this focus area at present.
A. EMPOWERING THE CUTTING EDGES — STRENGTHENING CIVIC ENGAGEMENTS IN DEVELOPMENT INTERVENTIONS

The main goal of this project is the empowerment of the local community through capacity-building of grassroots organization. Funded by HIVOS, the study is being carried out in three states – Bihar, Chhattisgarh, Orissa – in order to expand the idea of governance in rural areas in these states.

The primary objectives of the project are to:

- Build an alliance of civil society organisations to promote good governance in Bihar, Orissa and Chhattisgarh;
- Examine the efficacy of RTI and the NREG Acts in promoting better governance among the citizens of Bihar, Orissa and Chhattisgarh; and to
- Create positive models of effective use of RTI Act and NREGA in affecting change in the lives of the poor

Aman Trust (Bihar), Samarthan (Chhattisgarh) and The Humanity (Orissa) were partners in implementing the social audit surveys and holding gram sabhas in their respective states, and proceed further in initiating advocacy among the communities.

For phase-II of the project, CASG has envisaged a social audit of RTI at the grassroots level – panchayats and municipalities. This is currently in progress.

Current Status

By end of April 2010 CASG put together all the activities carried out in the Phase I of the project.

CASG conducted an experience-sharing workshop of Phase-I project partners and potential partners of Phase-II.

Report on the findings of Phase-I has been circulated Learning and sharing among partners along with improved and increased networking among partner organizations carried out.

A tool kit for social audit of Right to Information (RTI) at the gram panchayat level and municipality level and a training manual to train field volunteers were developed and finalised.

The social audit survey of RTI has been completed and data templates sent to partners.
B. PRADHAN MANTRI GRAM SADAK YOJANA (PMGSY)

Funded by the National Rural Roads Development Agency (NRRDA), Delhi, this social audit was carried out in four districts – Mysore and Bijapur in Karnataka state and Gajapati and Bolangir in Orissa state.

An audit of both completed and ongoing roads was undertaken by training Citizen Audit and Monitoring Teams (CMATs). The findings were presented to the NRRDA officials and a tentative decision was taken to upscale monitoring and auditing of the quality road work by citizens.

CASG partnered Rasta – Centre for Road Technology to develop the tool kit to evaluate both the completed and ongoing roads. Its other partners were Swami Vivekananda Youth Movement (SVYM) in Karnataka and Youth for Social Development (YSD) and The Humanity in Orissa.

**Current Status**

Citizen Audit and Monitoring Teams (CMATs) have been trained and monitoring of rural roads at the ground level has been completed.

The final report has been presented to the NRRDA officials and discussions to upscale the project are in progress.

A copy of the report has been made available to the Press and many newspapers carried glimpses of the same.

This activity has resulted in greater knowledge-sharing with partner organizations on auditing and monitoring of rural roads and networking among various CSOs involved has strengthened. It has also led to greater community engagement and monitoring at the local level with several volunteers recruited and trained from the community.

The PMGSY project work and its findings were presented in a Workshop on “Strengthening Civic Engagement” organised by ANSA in Dhaka from 8 to 10 December 2009.

C. COALITION AGAINST CORRUPTION

Originally started along with five other organizations – Swabhimana, Association for Voluntary Action and Services (AVAS), Consumer Rights Education and Awareness Trust (CREAT), Consumer Care Society and Karuna Trust – CASG represents PAC in this consortium.
CASG plays an active role within CAC in fighting against corruption and also helping citizens with RTI Act. CAC runs a helpline (65734444) in order to serve the people effected by corruption and to advise on RTI. This consortium meets on the last Thursday of every month to evaluate actions and strategise future plans.

Current Status

In the reporting year CASG organized the help desk consisting of one manager and four associates in Ramnagaram and Jayanagar government hospitals in order to monitor corrupt practices. It has been reported that these help desks have been a great boon to the people.

On an average, CASG receives at least 30 phone calls every month and a lot of people have been helped on how to file RTI application and how to deal with corrupt officials.

A protest demonstration was organised in front of the Gandhi statue on MG Road on 9 December 2009 as part of the International Anti-Corruption Day. It is a matter of credit and pride that Justice Santosh Hegde, the Lokayukta (Ombudsman) also was part of the protest demonstration.

One of the tangible impacts of the watchdog activity of CASG was that around 130 unlicensed marriage halls, which had become a source of public nuisance, were closed down.

At present, efforts are on to register CAC as an independent entity.

Routinely, CASG has a task at hand for it is kept busy with a host of activities that include:

- Running a helpline for RTI and anti-corruption activities.
- Keeping tab on news related to corruption in the newspapers.
- Filing RTI petitions and meeting Lokayuktha officials to take up action against corrupt activities.

C. Right to Information

CASG is part of KRIA-Katte – again a PAC initiative combining Karnataka Right to Information Activists. KRIA-Katte has been one of the very active umbrella organizations in mobilizing people in ensuring that RTI Act is properly implemented.

In the reporting year, CASG undertook a study on RTI *suo moto* disclosure by various state governments and central government ministries. The findings of the study were released to the press and media. The report was also sent to various state governments and responses sought. Many state governments responded and have improved their web
sites, which is a telling impact of the work of CASG.

RTI week (October 3-10) was observed with a discussion on four years of RTI in Karnataka in collaboration with organizations such as CHRI, CIVIC, CREAT and Consumer Care Society on 9 October 2009.

D. Citizens Against Corruption

Citizens Against Corruption (CAC) is a grant management programme implemented by PAC. It is supported by Partnership for Transparency Fund (PTF), Washington D.C. CAC aims to fund initiatives by NGO and CSOs in South Asia that stimulate, capacitate and facilitate citizens to fight against corruption. PTF, in turn, sources its support from DFID's Governance and Transparency Fund (GTF). As designed by PAC and PTF, three pillars of logic support and inform the programme:

- **Community engagement and empowerment**: CAC stresses the importance of project sustainability and the need for civic engagement and community ownership of project processes. Through this it is hoped that lasting civic action movements against corruption will be built up which can constantly pressure and work with the government to create a non-corrupt and responsive system of service delivery. Through this approach, partners have been encouraged to use existing community-based organisational structures (such as SHGs) wherever possible, or to establish new coalitions of local organisations.

- **Constructive engagement**: Engaging meaningfully with the government has been a key feature of CAC programming. This involves developing links with interested and like-minded officials within government structures at all levels of public governance (panchayat, block, district, state, etc.) and encouraging dialogue. This is intended to minimise conflict and to generate an internal institutional response from those public agencies seen to be active in corrupt practices.

- **Peer learning**: CAC promotes a learning environment among anti-corruption stakeholders across the region. This implies that the activity base of CAC are periodically reviewed by peers within the groups as well as by external resource persons through interactive fora such as discussion groups, workshops and a website.

CAC gives small grants to good organizations in India, Nepal, Bangladesh, Sri Lanka and the Maldives towards projects anti-corruption aimed at anticorruption and informed by the principles mentioned above. The activities listed below is illustrative of the efforts that CAC personnel put in during the reporting period to realise a corruption-free governance system.
Activities and Current Status

**Developing newsletter and hosting on the web:** A newsletter was drafted and designed, thereby initiating internal programme knowledge-sharing.

**Quarterly reports:** CAC reports through PAC to PTF every quarter. Apart from two quarterly reports from partners which are pending, all other reports have been submitted. Also, the reporting structure has been institutionalized.

**Operations Manual:** Initiated the development of an operations manual. *Facilitate replication of and learning from, CAC structures and processes primarily for JSDF*

**Clearance of Nepal proposals:** Submitted four proposals from Nepal to PTF. Two have been approved in principle and the others have been returned for revision. Was able to operationalise projects in Nepal to broaden CAC reach.

**Project approval:** Fifteen (15) projects have been approved since April 2009. CAC outreach widened and another initiative started.

**Results Framework:** Work on developing a programme-wide results framework for projects on PDS and NREGA started and is going on. Two statewide meetings have been held, a consultant engaged and field visits have occurred in this regard. Consultant’s report has been submitted to donor for comments. Ability to evaluate the impact of CAC programme acquired.

**CAC Website:** CAC has initiated talks with website developers to create a website of the programme for better information-sharing and interaction between partners.

**Learning Workshops:** Learning workshops were held during February-March 2010. The one held in Orissa was a cluster and thematic (NREGS) workshop to enable partners to actively engage and learn from each other how to enhance corruption-reducing outcomes. Another cluster and thematic workshop on PDS was held in Bangalore.

**Peer Review Visits:** Partners from Jaipur, Dehradun and Karnataka visited Orissa to monitor the project outcomes of partners there. Similarly, partners from Orissa visited Bangalore for peer review.

**Cluster Workshops:** Two cluster workshops of partners from the south (in Bangalore) and north (in Berhampur) have been held, which discussed the key elements that have contributed to success in this programme.

**Thematic workshops:** Two thematic workshops focused on corruption in NREGS (in Bhubaneshwar) and PDS (in Bangalore). A variety of stakeholders from civil society organisations contributed papers as well as ideas at these meetings in both locations.
Partners shared their experiences at these wider forums and a larger list of stakeholders who could be approached for taking forward this initiative has emerged.

E. CHILDREN’S MOVEMENT FOR CIVIC AWARENESS

The Children’s Movement for Civic Awareness (CMCA) which had established itself as an autonomous unit of the Centre in the course of the last reporting year has now been registered as an autonomous body, as on July 2009. Its activities are based in Bangalore, Mumbai and Delhi. The Centre provides strategical support to CMCA as and when called for.

Our work on PMGSY road monitoring has resulted in greater community engagement and monitoring at the local level with several volunteers recruited and trained from the community. The monitoring of infrastructure work by citizen groups has become a reality.

Through the citizens against corruption program, several micro initiatives in fighting corruption by engaging with the communities have been developed. Citizen's stake in the efficient working of their public service agencies has increased.
Environment Governance Group (EnGG), an important new domain, started in PAC in February 2010 aims to address governance issues in environment and climate change. The vision of EnGG is “Improved quality of life of the poor and marginalized sections of the communities in the environmentally-affected regions in India.”

**Thematic Areas**

**Action-Research**
Developing Climate Change Score Cards and Climate Change Monitoring tools.

**Capacity Development**
Capacitating different interveners in environment and climate change focusing on good governance and improving social accountability.

**Networking**
Building regional and national coalitions on environmental governance.

**Policy Dialogue Platforms**
Creating opportunities for different stakeholders to understand, formulate and recommend policy measures.

**Knowledge Management**
Setting up a resource centre with within PAC on environmental governance.
A project on enhancing community-centered governance in climate change-affected coastal areas in the Gulf of Mannar region covering the districts of Thoothukudi and Ramanathapuram has started with the funding support of Affiliated Network for Social Accountability – South Asia Region (ANSA – SAR) for a period of two years (2010 – 2012).

The project aims at developing a citizen monitoring tool called Climate Change Score Card. The project works with the support of a field-based NGO, People’s Action for Development (PAD).

As part of ANSA project the PAC team participated in a workshop on Social Accountability tools organized by ANSA in Dhaka, Bangladesh.

The group has developed concepts for two other action-research projects in different geographical settings to test the climate change score card and is currently looking out for necessary funding from potential donors.
Board of Directors

Justice M.N. Venkatachalaiah, former Chief Justice of India and former Chairman of the National Human Rights Commission, is the Chairperson of the Board.

Dr. K.R.S. Murthy, former Director, Indian Institute of Management, Bangalore.

Dr. A. Ravindra, former Chief Secretary, Government of Karnataka, Advisor on Urban Affairs to Chief Minister of Karnataka, and Chairman, Centre for Sustainable Development.

Dr. P.V. Shenoi, former Director, Institute of Social and Economic Change, Bangalore.

Mrs. Anita Reddy, Founder-Trustee, AVAS, Bangalore.

Mr. Arcot Ramachandran, Chairman, The Energy and Resources Institute, and former Under Secretary-General, United Nations.

Dr. H. Sudarshan, Founder, Vivekananda Girijana Kalyana Kendra, B.R. Hills, Karnataka, and Founder and Honorary Secretary, Karuna Trust.

Mr. Sudhakar Rao, former Chief Secretary, Government of Karnataka.

Mr. Kiran Karnik, Trustee/Board member in National Foundation for India, Oxfam India, Public Service Broadcasting Trust, Nehru Foundation for Development, Emergency Management and Research Institute, Foundation for Education and Development (until July 2009).

Director: Mr. R. Suresh

(Late) Sri T.R. Satish Chandran, IAS, former Chief Secretary, Government of Karnataka and founding Board Member of PAC (passed away on 10 September 2009).

(Late) Mr. A. K. Venkata Subramanian, Trustee, The Catalyst Trust, Citizen Consumer and Civic Action Group and Vidya Sagar Educational Trust (passed away on 01 September 2009).
ORGANOGRAM
<table>
<thead>
<tr>
<th>SL No.</th>
<th>Name</th>
<th>Designation &amp; Period, if applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dr. Gopakumar Thampi</td>
<td>Director – until July 2009</td>
</tr>
<tr>
<td>2</td>
<td>Mr. R. Suresh</td>
<td>Director (from Oct 2009); Acting Director (Aug-Sept 2009)</td>
</tr>
<tr>
<td>3</td>
<td>Dr. Manjunath Sadashiva</td>
<td>Joint Director – until June 2009</td>
</tr>
<tr>
<td>4</td>
<td>Ms. Shanthi. S. Shetty</td>
<td>Head -Finance &amp; Administration</td>
</tr>
<tr>
<td>5</td>
<td>Dr. Sita Sekhar</td>
<td>Senior Research Officer – Until May 2009; assumed charge of PAF as Executive Director</td>
</tr>
<tr>
<td>6</td>
<td>Dr. Kala Seetharam Sridhar</td>
<td>Senior Research Fellow and Head - PPRG</td>
</tr>
<tr>
<td>7</td>
<td>Dr. Meena Nair</td>
<td>Head - PGRG</td>
</tr>
<tr>
<td>8</td>
<td>Mr. M.S. Ravi Prakash</td>
<td>Head - CASG</td>
</tr>
<tr>
<td>9</td>
<td>Dr. K. Prabhakar</td>
<td>Research Officer</td>
</tr>
<tr>
<td>10</td>
<td>Dr. Venugopal Reddy</td>
<td>Research Officer</td>
</tr>
<tr>
<td>11</td>
<td>Ms. Prarthana Rao</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>12</td>
<td>Mr. Srikanth. P</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>13</td>
<td>Mr. Shaarad Sharma</td>
<td>Programme Associate until Feb 2010</td>
</tr>
<tr>
<td>14</td>
<td>Ms. Poornima G. R</td>
<td>Project Associate</td>
</tr>
<tr>
<td>15</td>
<td>Mr. Gopal. B</td>
<td>Accounts Officer</td>
</tr>
<tr>
<td>16</td>
<td>Mr. Anil Kumar</td>
<td>System Administrator</td>
</tr>
<tr>
<td>17</td>
<td>Ms. J. Mary Pushpa Kanthi</td>
<td>Executive Assistant</td>
</tr>
<tr>
<td>18</td>
<td>Ms. Popsy Jacob</td>
<td>Receptionist-cum-Office Asst</td>
</tr>
<tr>
<td>19</td>
<td>Mr. Govind. M</td>
<td>Office Assistant</td>
</tr>
<tr>
<td>20</td>
<td>Ms. Manjula</td>
<td>Office Assistant</td>
</tr>
<tr>
<td>21</td>
<td>Ms. Bhagyamma</td>
<td>Office Assistant</td>
</tr>
</tbody>
</table>

**Consultants**

<table>
<thead>
<tr>
<th>SL No.</th>
<th>Name</th>
<th>Designation &amp; Period, if applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ms. D. G. Poornima</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Ms. Geethalakshmi</td>
<td></td>
</tr>
</tbody>
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**Interns**

<table>
<thead>
<tr>
<th>SL No.</th>
<th>Name</th>
<th>Designation &amp; Period, if applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ms. Swati Attavar</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Mr. Lars Farjahn</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Mr. J. Aditya</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Ms. Prachi Narendra Arya</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Mr. Puneeth Nagaraj</td>
<td></td>
</tr>
</tbody>
</table>

**Visiting Scholar**

<table>
<thead>
<tr>
<th>SL No.</th>
<th>Name</th>
<th>Designation &amp; Period, if applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dr. Yang Xue Dong</td>
<td>Deputy Director, China Centre for Comparative Politics and Economics, Beijing – June-Oct 2009</td>
</tr>
</tbody>
</table>
## Consolidated Income and Expenditure Account for the year ended 31st March, 2010

<table>
<thead>
<tr>
<th>Date</th>
<th>EXPENDITURE</th>
<th>Date</th>
<th>INCOME</th>
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<tbody>
<tr>
<td>31.3.2009</td>
<td>Administration Expenses</td>
<td>31.03.2010</td>
<td>1,551,959.73</td>
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<tr>
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<td>57,357.00 Administration Expenses</td>
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<td>4,500,000.00</td>
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<td>5,113,948.40 Administration Expenses</td>
<td>31.03.2010</td>
<td>By Grants</td>
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<td>1,157,900.00 Professional and Consultancy Charges</td>
<td>31.3.2009</td>
<td>1,000,000.00</td>
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<td></td>
<td>Salaries and Benefits</td>
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<td>7,256.07</td>
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<td></td>
<td>20,521.00 Membership, Subscription and Library</td>
<td>31.3.2009</td>
<td>By Project receipts</td>
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<td></td>
<td></td>
<td>31.03.2010</td>
<td>14,668,546.49</td>
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<tr>
<td></td>
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<td>31.3.2009</td>
<td>By Interest on Deposits</td>
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<td></td>
<td></td>
<td>31.03.2010</td>
<td>165,130.00</td>
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<td></td>
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<td>31.3.2009</td>
<td>By Bank Interest</td>
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<tr>
<td></td>
<td></td>
<td>31.03.2010</td>
<td>32,751.14</td>
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## Consolidated Balance Sheet as on 31st March 2010

<table>
<thead>
<tr>
<th>Date</th>
<th>LIABILITIES</th>
<th>Date</th>
<th>ASSETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>31.3.2009</td>
<td>-</td>
<td>31.03.2010</td>
<td>6,038,517.40 Fixed Assets - as per schedule</td>
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<tr>
<td></td>
<td>Corpus Fund Account</td>
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<td>Development Fund Account</td>
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<td></td>
<td>6,038,517.40 Fixed Assets Reserve Fund Account (as per contra)</td>
<td>31.03.2010</td>
<td>14,054,512.78</td>
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<td></td>
<td>Income and Expenditure Account</td>
<td>31.03.2010</td>
<td>14,105,670.92</td>
</tr>
</tbody>
</table>

Name and Address of 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 174 Lakhs during the year 2009-10 from Grants, Project Receipt Interest, profit on investments, Donations etc.

Grant
Public Affairs Foundation, India

Donors
1. Asian Scholarship Foundation-Thailand
2. United Nations Development Programme -Dhaka

The Centre received project support during the year from:
1. Arghyam
2. Hubli-Dharwad Municipal corporation
3. Karnataka State Police Department
4. Karnataka State Planning Board
5. Sarva Siksha Abhiyan
6. Brigade Group
7. Thirteenth Finance Commission Ministry of Finance, GOI
8. Hivos - Netherlands
9. Partenership for Transparency Fund - Washington DC, USA
10. International Budget Partnership
11. SANEI - Pakistan
SNAPSHOTS FROM THE CENTRE