PUBLIC AFFAIRS CENTRE
Committed to Good Governance

Annual Report
2010-11
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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MESSAGE FROM THE CHAIRMAN

It is a matter of pride to PAC to be recognised by the Think Tank Initiative as an important resource centre in South Asia. PAC chose the less trodden path in developing unique assessments of citizen experience and knowledge through its Citizen Report Cards. This recognition of its contribution to the emerging development debates of our times spurs us on towards newer explorations that creatively blend the wisdom of many actors to reach the goal of good governance.

I thank the IDRC for its support to PAC to lengthen the road that we have built so far. I also look forward to the many opportunities this offers us with respect to reaching out to similar teams all over the world engaged in like-minded efforts.

Justice M.N. Venkatachaliah
Former Chief Justice of India
Chairman
2010 was a year of resurgence for PAC. Our selection to the Think Tank Initiative supported by a consortium of donors led by IDRC revalidated for ourselves our value to the research and action communities with regard to promoting the principles and practices of good governance. TTI support enabled us to revisit our dreams, and to vitalise latent ideas that would prove the power of citizen experience expressed as systematic knowledge. The leverage and quality assurance implied by IDRC’s support opened the doors for discussions with a wide variety of resource groups willing to contribute to our mission in significant ways.

In its first decade, PAC benefited from a relative freedom to experiment with organisational forms and systems as we improvised to meet exigent needs. With assured longer term support now, PAC has in the last year embarked on the goal of streamlining and perfecting organisational processes, as well as improving the team through systematic capacity building and exposure, and by recruiting selectively.

On the activity front, a significant milestone was achieved with the completion of a stakeholder analysis of the work culture of the Karnataka Police Department. A sensitive assignment that required much careful planning, this was facilitated by the magnanimous leadership of the DG & IGP of Karnataka, who also moved the findings to the sphere of action through a series of circulars to his teams. At PAC, we view this as a perfect model of constructive engagement, a true example of how sincere cooperation can stream people’s wisdom towards governance improvement. The completion and publication of PAC’s work on the State of Cities in Karnataka work has, for the first time, offered urban policy makers a direction by which urban planning may be based upon sound benchmarks available in the public domain.

PAC looks forward the coming year as one where we build upon these first gains and amplify them for the greater public good. I welcome all of your support and suggestions to make our ideas bear fruit.

R. Suresh
Director
Public Policy Research Group

During 2010-11, it has obtained funding for the following projects, all with an urban thematic focus.

The following paragraphs contain brief narrations of the projects undertaken by this programme unit and their status as at the end of the reporting year.

1. State of Karnataka’s Cities
   Funded by Brigade Group, May 2009 to October 2010

This project is a flagship activity of the PPRG, since it is directly related to one of its objectives — to enable the building of a comprehensive socio-economic database of cities in the country, so that PAC can become the clearing house of such information. In this project, an attempt was made to put together a common database on a large number of urban indicators covering thematic areas such as history and governance of the city, its demographics, socio-demographic dimensions, economic health of the city, the state of public services and infrastructure, public finances covering revenues, expenditures and efficiency, and quality of life including accidents, crimes, parks, opportunities for recreation, air quality and water quality.

**Current status and impact**

The project has been completed. The manuscript is being considered for publication by Oxford University Press, and the authors are finalizing the data in the manuscript.

2. A study of programme implementation and service delivery to improve efficiency and cost-effectiveness: The cases of MNY, UIDSSMT and SJSRY
   Expenditure Reforms Commission, Government of Karnataka, June 2010 to June 2011

In this report, three urban development programmes, i.e., Swarna Jayanti Shahari Rojgar Yojana (SJSRY) (a Central government-sponsored urban poverty alleviation programme), Urban Infrastructure Development Scheme for Small and Medium Towns (UIDSSMT), which, again, is a centrally-sponsored programme to boost infrastructure in small and medium towns of the country, and the Mukhyamanthri Nagarothana Yojane (MNY), a Government of Karnataka (GoK) state-sponsored programme, were studied. Expenditure analysis of these programmes was conducted including an analysis of unit
costs, budget analysis of expenditure, and utilization of expenditure, in the various programmes. The process of fund flows and mechanisms used to make the expenditures efficient and cost-effective was mapped and measures were suggested to fill the gaps in this regard.

**Current status**

A presentation of the findings was made to the ERC in March 2011. Comments and suggestions received are being incorporated into a final version.

### 3. State of India’s Cities

**Funded by PAC under the IDRC – TTI grant**

This project is an attempt to upscale the experiences and learnings from the State of Karnataka’s Cities project at the national level beginning with four metropolitan areas of the country (Delhi, Mumbai, Chennai and Kolkata). This should enable comparison across the cities, sharing of best practices, and encourage competition among the cities for investment.

**Current status**

As of March 2011, the field visits for data collection had begun with Delhi.

### 4. NREGS: Reservation Wages, Wages and Expenditure

**Funded by PAC under the IDRC – TTI grant**

The objectives of the study are to examine the following:

- What do the NREGS beneficiaries do apart from their NREGS work? What is the proportion of work in their schedule NREGS work forms?
- Did the NREGS work so created have any hysteresis effects (hysteresis in the labour market is used to refer to the short- and long-term impacts of a one-time shock, such as an employment guarantee programme) on their skills, employability, training and so forth) on their long-term employability? What do the NREGS beneficiaries do after the completion of NREGS work? Where do they go and what kind of work do they engage in?
- Have the NREGS wages been above their reservation wages? (Note: The reservation wages of a person is his/her asking wage; it is the lowest wage at which s/he would be willing to accept a new job.)
- Has NREGA been successful in checking rural-urban migration?

**Current status**

The team is currently in the process of understanding the programme functioning in Karnataka to roll out the pilot survey.

### 5. Publications and Reviews

**Books**

Reviews

1. Vikalpa, 36 (2), April-June 2011: 143-44 (Reviewers: Prem Pangotra and Abha Sharma)
2. The Hindu, August 28, 2010 (http://www.thehindu.com/arts/books/article593661.ece)

Chapters in Edited Books


Journal Articles


Articles in Newspapers and Magazines

6. Sridhar, Kala Seetharam, V. Sridhar and


**International Awards and Recognitions**


**National Awards and Recognitions**

1. Invited speaker, to present “Determinants of City Growth and Output” in India Indian Institute of Science, Department of Management Studies, Bangalore, February 24, 2011.


3. Invited speaker, to present “The impact of land use regulations on urban poverty: The case of Indian cities,” at the national seminar on Urban Poverty and Social Exclusion: Need for Policy Intervention, Christ University and Indian Council of Social Science Research (ICSSR), Bangalore, February 11-12, 2011


5. Invited participant at the ‘Launch of the India Infrastructure Report 2010’, 3iNetwork, New Delhi, India, October 20, 2010


**Conferences and Paper Presentations**


**Committee Membership**

Kala Seetharam Sridhar, Head PPRG has been nominated as a Member of Karnataka JNNURM Community Participation Fund Sanction Committee, September 2010 - current.
Participatory Governance Research Group

The PGRG forms one of the four important domains of PAC. The niche until recently was in providing user perspectives on service delivery through Citizen Report Cards (CRCs). The CRC is PAC’s unique flagship product that uses user feedback on public services as a research-led reform tool to be used by civil society to demand better services, and the service provider to diagnose gaps and initiate or strengthen reform measures. This niche now will be extended to include involvement of all relevant stakeholders towards achieving the goal of service delivery improvement through participatory governance.

COMPLETED PROJECT

1. Police Work Culture: A Bottom-up Assessment
   Funded by Karnataka State Police Department, GoK

This study is an assessment of 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 focuses on their experience in reporting and registering and resolving their grievances/problems. Interviews with the police personnel elicits their views on how well they are able to process and settle the complainants’ problems and the difficulties and constraints they face in the course of this work. Total sample size of the study comprise observation of 100 police stations spread across 15 districts of Karnataka representing the six police ranges and three commissionerates, with five police personnel and 20 complainants from every police station selected randomly.

Current status

The project has been completed successfully. A publication detailing the findings of the study and the follow-up measures taken by the Karnataka State Police Department (KSPD), GoK, to address some of the issues highlighted in the report has been published and widely disseminated across the state as well as the country both by the KSPD as well as by PAC.

PGRG Mandates

- Carry out more R&D. This involves:
  - Testing of the CRC in new settings and with different types of stakeholders.
  - Testing other social accountability tools to enhance the scope of the CRC as well as their usability as stand alone tools within PAC’s scope of work.
  - Engaging in secondary research, writing articles and working papers.
- Conduct CRCs with funding partners and organizations
  Carry out CRCs with current partner-NGOs, government departments and other funding agencies willing to fund the CRC by providing on-site / off-site support. Network with the other teams at PAC and forge more partnerships along the same lines.
- Use more intense follow-up measures with more focus on
  - Comparison of findings with standards and norms
  - Activity-mapping
  - Comprehensive reports
  - Active partnership internally with the other core teams on various programmes/projects
- Conduct workshops to train different stakeholders such as NGOs, government officials, funding agency representatives, etc. in the use of the CRC approach.
**ONGOING PROJECTS**

1. **Monitoring Expenditure and Outcomes to Improve Health Services for Urban poor Women in Bangalore**  
   Funded by International Budget Partnership (IBP)

   The domain of this two-year intervention consists of monitoring the quality of service delivery and expenditure and outcomes in three Maternity Homes (of the 24) managed and operated by the Bruhat Bengaluru Mahanagara Palike (BBMP or the Greater Bangalore City Corporation). The services comprise antenatal care, delivery, postnatal care, immunization and family welfare services — permanent and temporary.  
   The study aims to assess the above services by designing and implementing Citizen Report Card exercise to benchmark the quality of services available in a few sample maternity homes (12 out of 24). Complementing this will be the budget analysis interventions in three maternity homes (one in Health Zone) in Bangalore. The findings from the two will be fed in to the Community Score Cards (CSCs), to prioritise issues and arrive at a joint action plan between the community members (users) and the BBMP officials (service providers).  
   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.  

**Current status**

1. A Citizen Report Card exercise was carried out in the selected maternity homes as a benchmarking activity to assess the quality of services in the BBMP maternity homes.  
2. Budget documents were collected and the expenditure patterns and record-keeping for user fee, drugs and food for inpatients were analysed.  
3. The findings were shared with the NGO partners, BBMP officials and at health forums like Jana Arogya Andolana, Karnataka (JAAS).  
4. Community Score Cards based on the indicators that came out from the CRC and budget analysis were conducted in the three maternity homes, namely, G G Halli

2. **Social Audit of Public Service Delivery in Karnataka**  
   Funded by State Planning Board - GoK

   The Government of Karnataka, through the State Planning Board, has entrusted the study on Social Audit of public service delivery in Karnataka to PAC to assess the quality of the following services:
   
   - Public bus transport
   - Food and Civil Supplies through the Public Distribution System
The social audit exercise follows the time-tested Citizen Report Card (CRC) methodology developed by Public Affairs Centre. This study enables the Government to receive periodic feedback from the users of selected services besides providing a good diagnosis of the critical problems with public services in terms of their access, reliability, transparency and responsiveness. The depth of information collected facilitates a move beyond aggregate indices and scores on user satisfaction to pointers on specific service parameters that can provide useful leads to policy makers. These pointers and insights from the social audit will clearly set an agenda for a process of reviews, process re-engineering and reforms.

**Current status**

1. A mix of household and exit interviews was conducted to survey the users in eight districts of Karnataka. The focus of the survey was on rural households. The total sample size was 2688. IMRB undertook the field activities including data entry and first-level analysis for PAC. The data tables were further analysed by the PAC team and the draft report was submitted to SPB for their comments.

2. A presentation of the findings was made at a meeting presided by the Chief Secretary of Karnataka and the chief functionaries of the relevant departments in December 2010, which was well received.

3. The final report addressing the comments from SPB is being prepared and will be submitted shortly.

4. **Social Audit of Public Service Delivery in Greater Bangalore**

   **Funded by State Planning Board - GoK**

   The Government of Karnataka has shown an interest to conduct a social audit in Bangalore. Accordingly, the State Planning Board has invited PAC to conduct the audit. It is proposed that this social audit exercise follow the tested Citizen Report Card (CRC) methodology pioneered by the Public Affairs Centre, Bangalore. It is expected that this exercise will enable the Government of Karnataka to collect and organize systematic feedback from citizens in Greater Bangalore on essential services. The audit is also expected to provide a good diagnosis of the critical problems with public services in terms of access, reliability, transparency and responsiveness. The audit will explore the following general public services provided by their service providers:

   1. Water supply provided by BWSSB
   2. Electricity provided by BESCOM
   3. Public bus transport provided by BMTC
   4. Local body services including garbage collection, street lights, paved roads, and property tax by BBMP
Specific tracer/exit poll interviews will be conducted.

1. Water supply (new connection)
2. Electricity (new connection)
3. Khata (new registration)
4. Birth / Death certification (recent registration)
5. Maternity homes (recent user)
6. Hospital (recent users)

**Current Status**

1. Data collection instruments have been prepared and shared with the concerned departments and the State Planning Board for their inputs.
2. Expression of Interest has been invited from survey agencies to carry out field work.

5. **CRC +**

   Funded by PAC under the IDRC –TTI grant

The well-known flagship product of PAC, the Citizen Report Card, gathers feedback from users of public services through systematic sample surveys on aspects of service quality that users know best. The findings enable users to demand better services and public agencies to identify strengths and weaknesses in their work. CRC+ goes a step further by going deeper into factors that underlie these weaknesses/problems, which could be aberrations in either the flow of funds or the chain of functions. This comprises two tracks of analysis - Selected Expenditure Tracking (SET) and Function Marker Analysis (FMA), using information that is with the government.

In a study carried out for the Karnataka State Police Department (KSPD), discrepancies were observed in the receipt and utilization of Investigation Funds (funds to be used solely for investigation purposes for various crimes) at the police stations. With KSPD’s willingness to explore this aspect further, it is proposed that this exercise be carried out in selected districts of Karnataka.

**Objectives**

- To track the flow of investigation funds among the various levels of disbursement.
- To trace the chain of functions performed by various levels in the course of disbursement of the investigation funds as per government orders, circulars or other such documents issued by the highest level in the department.
- To identify points where there have been failures / delays in the implementation of the exercise.
- To produce a CRC+ model or toolkit that presents the process of carrying out this exercise.

**Methodology**

- Collection and perusal of relevant documents such as government orders / circulars / guidelines from KSPD to identify various points of funds and function flow.
- Preparation of questionnaires / checklist for each of those points / officials responsible.
- Identification of selected districts / police circles / police stations.
- Field work – interviews, observation of documents and recording of information.
- Analysis.
- Preparation of report and draft toolkit.

**Current status**

The exercise has been completed in five districts in Karnataka and a draft report of the findings has been prepared and submitted to the department. In order to make the tool
more robust, it is proposed to carry out the exercise for specific issues related to two other services from two other departments.

6. Study on Street Children – A case study from Bangalore
Funded by PAC under the IDRC – TTI grant

The issue of street children has not received serious attention from the government. The UNICEF estimates that there are about 11 million children on the streets; this may or may not be correct, as this cannot be estimated easily. It is also a fact that most of the work in terms of alleviating the difficulties faced by street children is being carried out by NGOs and other voluntary / missionary agencies. Hence PAC is undertaking a study on street children in Bangalore with the following objectives:

- to understand the extent of this problem through mapping.
- to identify the reasons or diagnose the causes for the presence of street children.
- to understand the roles played by current agencies, which are more curative in nature than preventive measures.
- if possible, to find out if there can be preventive measures undertaken to minimise the exodus.

Methodology to be adopted

- A comprehensive literature review followed by a mapping exercise of people, institutions / organizations working in this field in different parts of the country.
- Idea-generation workshop with participation of experienced organizations/ agencies/individuals working on street children; to be facilitated by Every Child.
- Preparation of a detailed proposal on carrying out a study on street children in India.

Current status

A literature review of studies already undertaken on street children in India has been done. Potential partner-NGOs, for conducting the study in Bangalore have been identified and preparations for a brainstorming exercise have begun. A detailed research proposal has been prepared.

Participation in Workshops

1. 28 April: ‘Strengthening of Evaluation Policy and Preparation of Training Manual’ organized by the State Planning Department, GoK.
2. 4-7 April: ‘Social Accountability Tools’ held in Phnom Penh for conducting sessions on CRC implementation, organized by World Bank in association with PRIA, Delhi.
3. ‘Brainstorming on Think Tank Engagement’ held at Ford Foundation in Delhi.

Other Activities

1. Provided technical support to Transparency International Sri Lanka (TISL) on a CRC component for their project on accountability in local governance
2. Guided Ms. Naomi Jacob from National University of Singapore for her Master’s dissertation on a CRC on PDS in Kerala
3. Abstract of the police study sent for the First Global Conference on Transparency Research in Rutgers University, Newark, USA.
Citizen Action Support Group

Current Engagements

Two projects and three campaigns involving citizens form the core of CASG engagement at present.

1. **Empowering the Cutting Edges – Strengthening Civic Engagements in Development Interventions**
   **Funded by HIVOS, Netherlands**

   The goal of this project is the empowerment of the local community through capacity-building of grassroots organizations. As part of this project a preliminary study is being carried out in three states – Bihar, Chhattisgarh, and 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.

   **Current status**

   Social audits of MGNREGS and RTI were carried out in Orissa, Chhattisgarh and Bihar during Phase I and Phase II, respectively, of the Project. CASG had also envisaged a social audit of Public Distribution System (PDS) at the grassroots level in Chhattisgarh and Orissa during Phase III of the project, which ended by March 2011. Currently, CASG is involved in consolidating the social audit toolkits of MGNREGS, RTI and PDS. CASG will conduct an experience-sharing workshop of the project with project partners in the coming months.

2. **Citizens Against Corruption (CAC)**
   **Funded by Partnership for Transparency Fund, Washington D.C.**

   It is a grant management programme implemented by PAC. CAC aims to fund initiatives by NGO and CSOs in South Asia that stimulate, capacitate and facilitate citizens to fight...
against corruption. Partnership for Transparency Fund (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 is 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.

**Current Status**

- PTF, through PAC, supports CAC in 15 organisations of India, two in Nepal and one in Sri Lanka. The projects have successfully completed Phase-I across India and Nepal and Phase II proposals are being sanctioned. Although TI-Sri Lanka was slowed down because of the prevailing political scenario has now gained momentum through its activities in the recent months.

- CASG initiated the development of an operations manual for CAC programme and currently is in effect.

- Work on developing a programme-wide result framework for projects on PDS and NREGA was initiated and is currently going on. A workshop was conducted in May 2010 to this effect. Similarly, in February 2011, a workshop on reporting and documentation was held for all the partners.

- Two thematic workshops focused on corruption in NREGS (in Bhubaneswar on 11 February 2011) and PDS (in Bangalore on 28 January 2011) were also organised. Several stakeholders from civil society organisations contributed papers as well as ideas at these meetings in both locations.

- Partners from Jaipur, Dehradun and Karnataka visited Orissa to monitor the project outcomes of partners there as part of peer review exercises. Similarly, partners from Orissa visited Bangalore for peer review in May 2010.

- A newsletter was designed, drafted and hosted for internal programme knowledge-sharing. A blog is being initiated to engage with and share inter/intra- knowledge/ experiences.

**OUR CAMPAIGNS**

**Funded by PAC under the IDRC –TTI grant**

**Coalition Against Corruption (CAC)**

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 corruption and also helping citizens with the RTI Act. CAC runs a helpline (65734444) in order to serve the people affected by corruption and to advise on RTI. This consortium meets on the last Thursday of every month to evaluate actions and strategise future plans. Apart from running a helpline, CAC is also running Citizens’ Help Desk (CHD) at Jayanagar Government Hospital, Bangalore and Ramanagar Government Hospital, Ramanagar. The CHDs assist the patients in not only accessing health services provided by the hospital, but also assists in fighting corruption at the hospital level.

**Current Status**

During the year CAC received a total of 153 phone calls on the helpline. However,
1426 people utilised the services of CAC either through e-mail or phone or by personally visiting CAC office. Through CAC, six RTI applications were filed to different maternity homes. CAC has filed two RTI applications on utilization of MPLADS funds for the period 2004-09. CAC along with Lok Satta and other civil society organizations organised a protest meet in front of Mahatma Gandhi statue on MG Road on Saturday the 26th of June 2010 between 9.00 and 10.30 AM against the resignation of Hon’ble Lokayukta, Justice Santosh Hegde and for more powers to Lokayukta by amending Karnataka Lokayukta Act.

CAC coordinator spoke on CAC and RTI at the Rotary Club, Richmond Town. CAC pamphlets and cards were distributed among those present to create more awareness on the CAC helpline.

Power Grid Corporation Ltd, Bangalore, bought around 150 badges of CAC for their employees on the eve of anti-corruption week (25 October to 2 November) in Public Sector Units. As a part of these celebrations Power Grid in association with CAC and some students staged street plays at Garuda Mall, Bangalore Central Mall and Mantri Mall highlighting the evils of corruption. CAC coordinator spoke on RTI and CAC during his talk at Power Grid Corporation during their anti-corruption week celebration.
Some Success Stories of CAC

CAC assisted Mr. Parasmal Jain to gain information about building bye-laws in the context of violation by his neighbour. Mr. Jain sought the same through an RTI application, for which the PIO gave wrong and delayed information. He approached the Karnataka Information Commission and, on hearing the case, the Information Commissioner levied the maximum penalty of Rs. 25,000 on the PIO for wrong and delayed information.

Due to the efforts of CAC the Karnataka Health System and Development & Reform Project (KHSRDP) finally agreed to, and has also paid the full amount to BESCOM for uninterrupted power supply to Jayanagar General Hospital, Bangalore.

Since the existing contract of Solid Waste Management in BBMP ended on 31 March 2011 and the new tendering process is in progress, CAC submitted its suggestions on improving or strengthening the new contract on management of solid waste through a letter to Hon’ble Lokayukta. A copy of this letter was also sent to Dr. A. Ravindra, Advisor to CM on Urban Affairs. Now the Hon’ble Lokayukta has directed the Commissioner of BBMP to incorporate all the points suggested by CAC in their present contract. Currently, CAC is working closely with the Lokayukta to bring in regulations vis-à-vis solid waste management.

CAC helped Nabi Raj in getting his Provident Fund account transferred from Hyderabad to Bangalore in three days. He was also able to get his property documents within three days. Since there was delay in getting his industrial site in Peenya registered and because there was also the indirect demand for bribe, the CAC advised the complainant to file an RTI application for status of his application. Soon after, the registration was done without any bribe.

CAC organised a protest demonstration on the eve of International Anti-Corruption Day on 9 December 2010 in cooperation and coordination with other civil society organisations such as Children’s Movement for Civic Awareness (CMCA) and Corruption Saaku Campaign. This protest demonstration was one of the CAC activities related to advocacy to build awareness among the general public about corruption. As a part of the demonstration everybody assembled near Gandhi statue on MG Road. Volunteers from various organisations participated enthusiastically in creating awareness. Around 1000 badges bearing “I will not give/I will not take bribes” were worn by the volunteers.

Citizen Help Desk Activities

Karnataka Health System and Development & Reform Project (KHSRDP) has introduced online data entry for which the software was loaded on 15 June 2010. Now
the Managers have to enter all data online and, from July 1, all information on inpatients, their progress, discharge and patient history, outpatient and inpatient exit interviews and surveys have to be updated every day. Complaints and the follow-up actions on grievances also need to be updated.

The CAC team visited Jayanagar Government Hospital in January 2011 to review the functioning of the CHD in general and the hospital in particular.

The CAC team visited Ramanagar General Hospital in March 2011 to review the functioning of the CHD, the hospital and held discussions with the Superintendent of the Hospital.

**Right to Food Campaign - Karnataka**

CASG joined the state-level network of Right to Food Campaign – Karnataka Chapter in December 2010. Since then, CASG has been actively taking part in the Campaign’s activities at the state level. CASG perceives that PDS, food security and right to food are inter-linked to each other. PAC believes that the work carried out by the Centre on PDS needs to be synchronised with larger goals like Right to Food.

**KRIA-Katte**

CASG is part of KRIA-Katte – again a PAC initiative for bringing together Karnataka Right to Information activists. KRIA-Katte has been one of the very active umbrella organizations in mobilizing people in ensuring that the RTI Act is properly implemented. CASG, along with organizations such as CIVIC and Consumer Care Society (CCS), has been advising and assisting BBMP to declare information under Section 4(1)(b) of RTI Act, 2005. The Karnataka state RTI Commissioner directed the BBMP to seek assistance of PAC, CIVIC and CCS to declare information *suo moto* as per the law.
Environmental Governance Group

Environment Governance Group, an important new domain in PAC was started in February 2010. The group aims at addressing governance issues in environment and climate change.

CURRENT ENGAGEMENTS

1. Enhancing Community-centred Governance in Climate Change-affected Coastal Areas
   Funded by Affiliated Network for Social Accountability- South Asia Region (ANSA- SAR)

PAC embarked on this unique study on climate change linking livelihoods and environmental governance. The project focuses on developing a tool called Climate Change Score Card (CCSC), which will facilitate citizen-monitoring of the impact of climate change in their locality. The project operates in the Gulf of Mannar coastal areas of southern Tamil Nadu covering Thoothukudi and Ramanathapuram districts, where environmental concerns due to climate change and human activity are significantly affecting the area’s ecological biosphere and the livelihoods of the poorest that rely on it. PAC has partnered with People’s Action for Development (PAD), a local NGO which has been working with the coastal communities for more than 15 years to carry out the project.

Current Status

- Climate Change Score Card framework has been developed.
- Climate Data was procured from IMD and analysis was done for understanding the local climate.

EnGG Mandates

The vision of Env.Gov.Group is “Improved quality of life of the poor and marginalised sections of communities in the environmentally-affected regions in India.”

Thematic Areas

- Action Research - developing Climate Change Score Cards, and Climate Change Monitoring tools.
- Capacity-development of different interveners in environment and climate change focusing on good governance and improving social accountability.
- Networking - by building regional and national coalitions on environmental governance.
- Policy dialogue platforms.
- Knowledge Management through a Resource Centre within PAC on environmental governance.
Framework for analysis of coastal area regulations developed.

A stakeholder workshop was organized in Ramanathapuram involving local CSOs, government agencies, community groups, etc. to sensitize them about the project and its objectives.

Visit of team from ANSA-SAR to review the progress of the project in the field and with the field partner.

Abstract of a paper capturing experiences of the project was submitted at an international colloquium to be held in June 2011 in Sri Lanka.

Two issues of Green Governance Newsletter were circulated widely among like-minded organizations and individuals.

An interactive blog (greengovernance.wordpress.com) was launched.

2. Preparation of Green Manifesto to Address the Issues of Coastal Communities in Tamil Nadu

Funded by Affiliated Network for Social Accountability- South Asia Region (ANSA- SAR)

Based on PAC’s experiences in the Gulf of Mannar project and the issues that are typical to these areas, it was felt that political circles have to be motivated to look at these issues and to act on them. With elections for the Tamil Nadu State Legislative Assembly due in May 2011, it was felt necessary to come out with a Green Manifesto.

In a democracy the manifesto of a political party is instrumental in campaigns and mobilizing people to vote for a particular party. Manifestos, in essence, contain the agenda and programme of a political party if voted to power. In that context, manifestos stand as benchmark points to evaluate the party’s performance while in power. However, mainstream political parties in India have rarely paid much attention to environment/green concerns even in their manifesto. Adding a green agenda to political manifestos would allow for addressing environmental issues and ensure accountability in governance. Hence, PAC with the support of PAD and other like-minded organizations and individuals proposed to take up a pilot project for preparing a green manifesto to address issues of coastal communities in Tamil Nadu and advocate for including this in the political manifestos of political parties there. The following activities were carried out till March 2011:

- A concept note and a proposal for Green Manifesto was prepared and submitted to ANSA–SAR for funding a short-term project for a period of six months.
- A framework for Green Manifesto based on the environmental issues affecting various sectors and sections of people in Tamil Nadu was prepared.
- A Round Table consultation with CSOs and others who are concerned about environmental issues was held and the proceedings of this consultation will be followed by the preparation of the Green Manifesto.

Participation in Workshops

16-18 December 2010: Capacity Building Workshop on Knowledge Management and Networking organized by ITforChange and Karnataka Solution Exchange Community at Bangalore.

21 December 2010: Advocacy workshop on Parliamentary Procedure and engaging effectively with State Legislators organized by CSO Partners, Chennai with knowledge support from PRS Legislative Research, New Delhi.
14 February 2011: Inception workshop for the Preparation of Karnataka State Climate Change Action Plan organized by Centre for Sustainable Development, Bangalore.


**Publications**


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- [www.green-governance.wordpress.com](http://www.green-governance.wordpress.com)
Governance

PAC BOARD OF DIRECTORS, 2010-11

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.

Dr. 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.

Dr. R. Balasubramaniam, founder, Swami Vivekananda Youth Movement

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

Mr. Vivek Kulkarni, IAS (Retd.) Founder Managing Director, Brickwork Ratings

Director: Mr. R. Suresh
### Staff

<table>
<thead>
<tr>
<th>SI No</th>
<th>Name</th>
<th>Designation &amp; Period, if applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Mr. R. Suresh</td>
<td>Director</td>
</tr>
<tr>
<td>2.</td>
<td>Ms. Shanthi S. Shetty</td>
<td>Head - Finance &amp; Administration</td>
</tr>
<tr>
<td>3.</td>
<td>Dr. Kala Seetharam Sridhar</td>
<td>Senior Research Fellow and Head - PPRG</td>
</tr>
<tr>
<td>4.</td>
<td>Dr. Meena Nair</td>
<td>Head - PGRG</td>
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<tr>
<td>5.</td>
<td>Dr. K. Prabhakar</td>
<td>Research Officer</td>
</tr>
<tr>
<td>6.</td>
<td>Dr. Venugopala Reddy</td>
<td>Research Officer</td>
</tr>
<tr>
<td>7.</td>
<td>Ms. Prarthana Rao</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>8.</td>
<td>Mr. Srikant P.</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>9.</td>
<td>Ms. Poornima G.R.</td>
<td>Project Associate</td>
</tr>
<tr>
<td>10.</td>
<td>Mr. Pavan Srinath</td>
<td>Programme Associate</td>
</tr>
<tr>
<td>11.</td>
<td>Mr. Kuldip Gyaneswar</td>
<td>Programme Associate</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(joined in August 2010)</td>
</tr>
<tr>
<td>12.</td>
<td>Ms. Nivedita Kashyap</td>
<td>Programme Associate</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(joined in January 2011)</td>
</tr>
<tr>
<td>13.</td>
<td>Mr. Gopal B.</td>
<td>Accounts Officer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(until July 2010)</td>
</tr>
<tr>
<td>14.</td>
<td>Mr. Lourde Thomas Joseph</td>
<td>Accounts Officer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(from Sept 2010 to Feb. 2011)</td>
</tr>
<tr>
<td>15.</td>
<td>Ms. Ashwini V.</td>
<td>Accountant</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(joined in March 2011)</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 Assistant</td>
</tr>
<tr>
<td>19.</td>
<td>Mr. Govind M.</td>
<td>Office Assistant</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(until March 2011)</td>
</tr>
<tr>
<td>20.</td>
<td>Ms. Manjula</td>
<td>Office Assistant</td>
</tr>
</tbody>
</table>

### Consultants

1. Ms. Geethalakshmi
2. Mr. Jangal Jayaram
3. Dr. S. Sreedharan
4. Mr. Vivekananda (until October 2011)
5. Mr. M.S. Ravi Prakash (until March 2011)
6. Ms. Malavika Belavangala (until October 2010)

### Interns

1. Ms. Amruthavarshini (from 12 April 2010 to 12 May 2010)
2. Mr. Mahit T. Anand (from 12 April 2010 to 12 May 2010)
3. Mr. Kashyap Jayaram (from 12 April 2010 to 12 May 2010)
## Financials

### Consolidated Receipts and Payments Account for the year ending 31st March 2011

<table>
<thead>
<tr>
<th>Previous Year</th>
<th>Receipts</th>
<th>FCRA</th>
<th>INDIAN</th>
<th>Amount</th>
<th>Prev. Year</th>
<th>Payments</th>
<th>FCRA</th>
<th>INDIAN</th>
<th>Amount</th>
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<td>Opening Balance</td>
<td>4,583.00</td>
<td>3,980.00</td>
<td>8,563.00</td>
<td>1,551,959.73</td>
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<td>471,223.00</td>
<td>1,886,194.00</td>
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<td>14,029.00</td>
<td>Cash in hand</td>
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<td>3,980.00</td>
<td>8,563.00</td>
<td>6,116.00</td>
<td>Dissemination and Publications</td>
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<td>77,348.00</td>
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<td>53,671.00</td>
<td>Cash at Bank :</td>
<td>–</td>
<td>709,018.00</td>
<td>–</td>
<td>1,593,525.00</td>
<td>Professional and Consultancy Charges</td>
<td>1,593,525.00</td>
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<td>1,781,225.00</td>
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<td>101,040.00</td>
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<td>57,312.35</td>
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<td>57,312.35</td>
<td>5,259,774.00</td>
<td>Salaries and Benefits</td>
<td>3,670,528.00</td>
<td>2,670,741.00</td>
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<td>159,943.78</td>
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<td>8,617,793.70</td>
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<td>10,038,104.15</td>
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<td>16,395.01</td>
<td>SBM A/c No. 54017654885</td>
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<td>109,879.75</td>
<td>109,879.75</td>
<td>12,870.00</td>
<td>Membership, Subscription and Library</td>
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<td>HDFC - 00531450000113</td>
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<td>28,004.15</td>
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<td>33,128.78</td>
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<td>–</td>
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<td>–</td>
<td>Investment in Mutual Funds</td>
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<td>4,088,909.43</td>
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<td>310,539.00</td>
<td>517,151.00</td>
<td>Advances</td>
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<td>61,066.00</td>
<td>24,330.71</td>
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<td>–</td>
<td>Staff</td>
<td>1,036,523.00</td>
<td>259,099.00</td>
<td>1,295,622.00</td>
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<td>1,024,881.86</td>
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<td>–</td>
<td>–</td>
<td>Projects</td>
<td>6,620,905.00</td>
<td>1,107,842.00</td>
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<td>830,607.21</td>
<td>Investments</td>
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<td>–</td>
<td>Others</td>
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<td>6,644,956.00</td>
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<td>Purchase of Assets</td>
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<td>124,493.00</td>
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<td>413,866.00</td>
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<td>413,866.00</td>
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<td>Tax Deducted at Source</td>
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<td>18,746.00</td>
<td>60,162.00</td>
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<td>100,056.50</td>
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<td>100,056.50</td>
<td>–</td>
<td>Cash in hand</td>
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<td>5,987.00</td>
<td>6,681.00</td>
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<td>217,780.00</td>
<td>Other Income</td>
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<td>137,214.00</td>
<td>57,312.35</td>
<td>Cash at Bank :</td>
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<td>–</td>
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<td>2,000,000.00</td>
<td>RBI Bonds matured</td>
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<td>–</td>
<td>–</td>
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<td>85,127.83</td>
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<td>12,100,000.00</td>
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<td>15,222,270.00</td>
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<td>19,931,393.00</td>
<td>109,879.75</td>
<td>BM A/c No. 54017654885</td>
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<td>289,525.30</td>
<td>289,525.30</td>
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<td>1,072,062.55</td>
<td>Redemption of Mutual Fund</td>
<td>3,043,550.77</td>
<td>2,455,230.56</td>
<td>5,498,781.33</td>
<td>28,004.15</td>
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<td>28,992.86</td>
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<td>11,000.00</td>
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<td>–</td>
<td>11,000.00</td>
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<td>Telephone Deposit</td>
<td>562,614.00</td>
<td>562,614.00</td>
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<tr>
<td>562,614.00</td>
<td>Advance - ANSA</td>
<td>–</td>
<td>–</td>
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<td>–</td>
<td>Interest on KBL Deposit</td>
<td>35,000.00</td>
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<td>35,000.00</td>
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<tr>
<td>32,941,118.84</td>
<td>Total</td>
<td>45,663,051.50</td>
<td>16,309,841.66</td>
<td>61,972,893.16</td>
<td>32,941,118.84</td>
<td>Total</td>
<td>45,663,051.50</td>
<td>16,309,841.66</td>
<td>61,972,893.16</td>
</tr>
</tbody>
</table>

Sd/ Director & Chief Functionary
Date: August 31, 2011

Sd/ Director

Sd/ Director

Sd/ N. Suresh
Chartered Accountant (M. No. 023866)
Nandhini Associates, No.504, 5th Floor, Commerce House,
9/1, Cunningham Road, Bangalore - 560 052
## Consolidated Balance Sheet as on 31st March 2011

<table>
<thead>
<tr>
<th>Previous Year</th>
<th>Liabilities</th>
<th>FCRA</th>
<th>INDIAN</th>
<th>Amount</th>
<th>Prev. Year</th>
<th>Assets</th>
<th>FCRA</th>
<th>INDIAN</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>16,958,124.72</td>
<td>Corpus Fund Account</td>
<td>11,674,957.74</td>
<td>5,899,247.11</td>
<td>17,574,204.85</td>
<td>3,050,975.90</td>
<td>Fixed Assets - as per schedule</td>
<td>1,750,805.10</td>
<td>2,229,311.80</td>
<td>3,980,116.90</td>
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<td>12,885,901.00</td>
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<td>12,838,373.88</td>
<td>16,694,206.00</td>
<td>Land, Building, Garden &amp; Road</td>
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<td>15,593,160.00</td>
<td>15,593,160.00</td>
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<tr>
<td>3,050,975.90</td>
<td>Fixed Assets Reserve Fund Account (as per contra)</td>
<td>1,750,805.10</td>
<td>2,229,311.80</td>
<td>3,980,116.90</td>
<td>15,045,512.78</td>
<td>Investments</td>
<td>6,487,099.21</td>
<td>7,148,541.67</td>
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<td>16,001,363.98</td>
<td>Income and Expenditure Account</td>
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<td>11,665,465.56</td>
<td>18,689,456.17</td>
<td>14,105,670.92</td>
<td>Current Assets, Advances and Deposits</td>
<td>12,774,463.14</td>
<td>7,661,384.88</td>
<td>20,435,848.02</td>
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<td></td>
<td>Advance from ANSA</td>
<td>562,614.00</td>
<td>562,614.00</td>
<td>562,614.00</td>
<td>562,614.00</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Director & Chief Functionary
Date: August 31, 2011

Director

Director

N. Suresh
Chartered Accountant
M. No. 023866
## Our Donors

<table>
<thead>
<tr>
<th>Grants</th>
<th>Public Affairs Foundation</th>
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<tbody>
<tr>
<td></td>
<td>International Development Research Centre - IDRC</td>
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<table>
<thead>
<tr>
<th>Project Receipts</th>
<th>Hivos - Netherlands</th>
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<tr>
<td></td>
<td>Partnership for Transparency Fund - Washington DC, USA</td>
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<td>SANEI - Pakistan</td>
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<td>International Budget Partnership</td>
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<td>Karnataka State Police Department</td>
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<td>Karnataka State Planning Board</td>
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<td></td>
<td>Affiliated Network for Social Accountability, Institute of Governance Studies, BRAC university, Bangladesh</td>
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<tr>
<td></td>
<td>Expenditure Reforms Commission, Government of Karnataka</td>
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</table>
Organogram