Vision Statement

Public Affairs Centre is a leap of faith, guided by a vision to enhance the quality of our nation’s governance through an active interaction of civil society with the State.

Mission

PAC is dedicated to improving governance in India by strengthening civil society institutions in their interaction with the state. The Centre’s mission is to identify and promote initiatives that facilitate a pro-active role by citizens to enhance the level of public accountability and performance.

Values Practised

Integrity in terms of committing ourselves to our Vision

Credibility through consistent practice of transparency and accountability

Non partisanship to maintain an independent stand on governance issues

Constructive engagement to reduce conflict and ensure constant dialogue for coalition-building

Knowledge driven action support to encourage/promote informed advocacy
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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.
Contents

AN INTRODUCTORY NOTE 7

REPORTS FROM PROGRAMME UNITS

Public Policy Research Group 9
Participatory Governance Research Group 15
Citizen Action Support Group 21
Environmental Governance Group 24
PAC Publications 27

STAFF LIST 28

Gender Break-up of Staff Salary Levels 29

DONORS AND SUPPORTERS 29

FINANCIALS

Consolidated Balance Sheet as for the year ended 31 March 2013 30
Consolidated Income and Expenditure Account for the year ending 31 March 2013 31

GOVERNANCE

PAC Board of Directors, 2012-13 32

ORGANOGRAM 33
It has been a memorable year for the Centre. We consider it PAC’s ‘year of coming out’. Circumstance and opportunity combined to offer us the levers to link and connect with stakeholders in academics, development and social change all over the world.

Although the year began on a low note with the arbitrary cancellation of our FCRA registration, the experience afforded to us in clearing our name won us friends and admirers from organizations and institutions all over the world. In the event, we emerged stronger and more capable of engaging with the bureaucracy on our own terms, with enhanced dignity and renewed purpose. My sincere thanks are due to all who supported us through this dark phase.

In July 2012, the Ministry of Home Affairs (MHA), Government of India advised the cancellation of our registration under FCRA, 2010 due to non-receipt of mandatory annual returns for the years 2006-07 and 2007-08. The fact was that the relevant returns had been duly submitted by us within the due dates.

The Centre took a principled stand of representing against the cancellation in a much disciplined manner by mentioning all the facts to the MHA, GoI in detail. After a series of correspondence over 4 months, the Ministry conducted a detailed on-site inspection of our financial statements and documents and also sought replies on various aspects of our working through a detailed questionnaire which were scrupulously complied.

After fully satisfying itself that no violation of FCRA provisions occurred, MHA, GoI restored our registration under FCRA, 2010 vide their letter No:F II/21022/58 (0505)/2012-FCRA (MU) dated 15 January 2013 stating that, “During the course of inspection, no serious misutilization/misappropriation of FC fund has been found.”

Thanks to all our donors, members of management board, partners and well wishers who stood by us during these testing times, believed in us and constantly supported and guided us to come out as winners.

In the middle of such turbulence, the teams tried their level best to ensure business as usual because of which like any other year we have some successes to share from our research and action work at the centre.

The highlight of the year’s activity was the International Conference on Public Policy and Governance. In September 2012, along with the Indian Institute of Science, PAC co-hosted this conference which attracted scholars from all over India and South Asia, as also from Europe and the United States. Further, we connected with resource institutions across the world. In sum, PAC gained the experience of organizing and channeling the energies of hundreds of young people towards an informed perspective of governance and policy reform.

Members of the Centre have undertaken several activities for policy influence. Dr. Kala was invited by the West Bengal Housing & Infrastructure Development Corporation (WBHIDCO) to solicit her views regarding planning for New Town outside of Kolkata. She was invited by the ADB to their workshop on green urbanization in Asia, along with Surender Kumar, as India country experts in April 2012. Further, she was invited to be a senior advisor to a Global Development Network project on urbanization in Nepal and Ecuador. Other project advisors included Tony Venables (Oxford University), and Bob Buckley (New School for Social Research, New York), among others. She also wrote a chapter on solid waste management for United Cities and Local Government (UCLG)’s Third Global report on Decentralization and Democracy (GOLD) for the Asia Pacific region.

Though the CRC approach has always been acknowledged by governments at various levels as a best practice for citizen feedback for improving public service delivery, the year witnessed governments inviting PAC based on the studies that were carried out for their peers. For example, a direct outcome of the social audit of public service delivery in Karnataka was an invite from the Atalji Janasnehi Directorate of the Revenue Department, GoK to submit a proposal for an assessment. A CRC of BESCOM’s services was required by BESCOM when the findings from a social audit exercise of the public services in Greater Bangalore were shared. Apart from this, there were many instances
in the year where PAC was recognized as a practitioner of not only CRCs but other Social Accountability Tools (CSCs, PETS, Budget Analysis, EIA) as well and was invited to various platforms to share information and experiences about them.

Working with the communities and citizens, the Citizen Action Support Group expanded and capacitated/empowered networks in various states, particularly in Karnataka on various domains like PDS, NREGS and PMGSY. CASG is investing in the children and youth by building perspectives on good governance through interactive exercises like painting competitions and a certificate course respectively. CASG has also enhanced its international visibility by sharing its approaches/strategies with WBI and Honduras Zambia Civil Society on citizen centric monitoring in road sector.

We continued to promote the value of citizen voice in different fora, colloquiums and seminars which in turn has spawned a number of interesting conversations with many others interested in our mission of citizen empowerment for good governance. The Environmental Governance Group has created three state level “Green Alliances” comprising of NGOs, activists, researchers and academicians to influence the policy makers in addressing green issues. This is a leap forward in empowering people for continued dialogue with the governance structures and the CSO partners continue to work with the communities.

Several research outputs from the Centre have been widely published and disseminated during the year. The state of our cities work was published as a book out of Oxford University Press in 2012. Some work on rural-urban migration taking the case of Bangalore was published in the Journal of International Migration and Integration (Springer). A paper on estimating welfare gains from relaxing building height restrictions in India’s cities, was published in Regional Science and Urban Economics (Elsevier) (Special issue in honor of Jacques Thisse).

During the year, PAC was increasingly seen in various national and international networks through endorsement from their funders, e.g. Global Movement for Budget Transparency, Accountability and Participation (BTAP), Wada Na Todo Abhiyan, National Budget Group.

Public Affairs Centre has now received the Accreditation Certificate under ‘Desirable norms’ from Credibility Alliance which would be valid for a period of five years up to December 04, 2017. This is just another way in which we have managed to walk the talk of transparency and accountability.

It has been a busy year, but it has left us with many new friends and well-wishers, and many fresh starting points to promote our work. In the following pages you will find examples of all the above and seed ideas for new work. We seek your friendship and support in the years to come so that our universe expands to include you.

Team PAC
International Conference on Public Policy and Governance

This conference was organized by the Department of Management Studies, Indian Institute of Science, Bangalore and Public Affairs Centre, Bangalore.

Public policy is about achieving objectives of the society and a nation’s citizens. It is intentional, decisional, as well as political in its nature, expressing the electoral and programme priorities of the government. In recent times the term has evolved to mean a framework of policies and practices that ensure accountability and fairness in the relationship between the government and all the societal stakeholders. On similar lines, governance was thought of as a socio-political concept that applied only to large public institutions. Today it is increasingly being seen and applied as a basic management practice in public institutions of all sizes. It is best described as the government policies and processes that are used to ensure efficient operations and fair and timely decision making.

The conference attempted to explore and assess the emergent governing principles in different sectors and areas of social policy in order to understand the drivers of policy making and change, policy implementation and response, and policy planning.

The aim was to bring several perspectives together in order to analyse and debate the emerging public policy and governance structures and processes.

A large number of researchers, scholars and policymakers from throughout the world, numbering about 300, attended the conference. PPRG coordinated the international conference from PAC’s side. Members of other teams at the centre presented papers based on their research and advocacy work done at the Centre.

As an output of the conference, a volume on urban governance consisting of selected papers, is being brought out by Springer, for which the review process has been completed.
The PPRG came into existence in 2008 with the following objectives:

- Conduct academic and/or professional research on important sectoral and intersectoral issues of policy relevance.
- 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 abovementioned endeavours.

Completed Projects

1. State of India’s Cities, Funded by IDRC

Cities in India, suffer from inadequate data and information, which has undermined their ability and that of analysts and policy makers to comprehend the complex forces shaping cities and to develop and implement effective urban policies. Given the importance of cities in the country’s economic growth and development, PPRG undertook a review of the country’s four major cities — Delhi, Mumbai, Kolkata and Chennai, in this work. While it is clear that no existing studies present a state of cities in India’s context, not collecting this information has disastrous consequences for cities, since they would not be in a position to understand their own growth nor predict their future planning for public services. This research attempts to fill in this vacuum.

In this paper, indicators and benchmarks are developed for six thematic areas that capture the dynamics and potential of urban areas: history and governance, demographics, economic dimensions, infrastructure and public services, resources, quality of life. Policy makers, city officials, investors, real estate developers, infrastructure agencies, financiers, industry, credit rating agencies, the educated general public, and researchers would be interested in the research since it has implications for the business environment and quality of living in the cities.

The above research was brought out as a PAC publication in August 2012, and a chapter based on this is coming out as a chapter in a book to be published by Springer.

2. Study on the contribution of the urban poor in Chennai, Funded by South Asia Network of Economic Research Institutes (SANEI)

India is rapidly growing and urbanizing, with urban poverty at over 25 percent. While policy makers have always viewed the urban poor as burdens on public services and infrastructure, in this research, we gather evidence for their contribution to the city economy, and their demographic and income earning characteristics, taking the case of Chennai. We quantify different dimensions of their contribution to Chennai’s city economy. We gather the data through primary surveys of poor households and informal enterprises in low income areas of Chennai. We develop econometric models to understand the determinants of the urban poor to the economy, public voice and governance.

Based on our survey, we find that the monthly per capita income in the slums of Chennai is roughly Rs. 2,603, with one-third of property owners in the surveyed slums paying property tax. Every household’s monthly income is roughly Rs. 9,330 and expenditure is about Rs. 8,060, leaving savings per household of Rs. 1,265. Based on our survey of informal enterprises, we find that most of them service and employ residents of the same slum, generating benefits for the local economy. They make profits and pay rent.

The above research was presented at SANEI’s 12th annual conference in Colombo,
Sri Lanka in December. The comments received at the conference were incorporated and a revised report was submitted to SANEI in February 2013.

3. Solid waste management chapter for the Global Report on Local Democracy and Decentralization (GOLD III) for the Asia Pacific region, United Cities and Local Governments

Based on a review of institutional arrangements, we find that municipal governments are mostly the responsible agency for solid waste collection and disposal in most countries. We find the advanced countries to be the most successful in delivering SWM to their residents.

In an attempt to understand what general factors are responsible for adequacy or inadequacy of SWM, using multi-nomial regressions, we find that increases in per capita income and development lead a country and its cities thereof to improve SWM coverage. Decentralization or population size does not have the expected impact on coverage of the general population with regular SWM services. We find advanced countries and large cities do a good job of covering their informal settlements with SWM.

Larger cities are able to cover informal settlements much better than the smaller cities due to the existence of scale economies in the provision of public services including SWM.

4. Study for the State Institute for Urban Development (SIUD), Funded by Government of Karnataka

In this research, we study a state-sponsored (Government of Karnataka (GoK)) programme, the Mukhyamanthrigala Nagarothana Yojane (MNY), taking the cases of Davanagere (to study the special 100-crore component of the MNY) and Shimoga (to study the Chief Minister’s Small and Medium Towns Programme (CMSMTDP)).

While we find time overruns in the case of many projects, in the case of road projects, the time over-runs are higher in the special 100-crore programme (Davanagere), being 201 percent (or a delay of 135 days). This is consistent with what other studies have found with infrastructure projects nationally. However, in the CMSMTDP (Shimoga), the time over-runs are higher in non-road projects, being 305 percent (or nearly 369 days or a year). We found that in the case of some projects in Davanagere which had time over-runs, penalties were imposed on the contractors. However we found no such...
penalties being imposed as part of the CMSMTDP in Shimoga. We found a cost overrun of –0.42 percent in the CMSMTDP when we examined works completed in all sectors, way below what we found in the special 100-crore programme (where the cost overrun was 1.6 percent (all projects) and 4 percent in the case of road projects).

Major finding is that, systemically, time over-runs rather than cost over-runs, are a much bigger problem in the implementation of MNY projects. A major factor which explains cost overruns is project size. As project size increases, competition becomes less and hence costs escalate. This is so especially in the case of smaller towns such as Shimoga where contractors who deal with projects beyond a certain size are not likely to be present. We recommend that fines be imposed on projects with time over-runs, in the absence of any contingencies outside of the contractor’s control. This will provide contractors with incentives to complete the project on time. In the smaller ULBs such as Shimoga, time overruns are due to inadequate staffing, when compared with the larger ULBs such as Davanagere, hence human resources skills and capacities need to be stepped up. Finally, electronic transfer of payments will contain time overruns, and increase transparency.

Ongoing Projects

1. Contribution of the urban poor: A pilot from Bangalore
   Funded by DFID/Ministry of Housing and Urban Poverty Alleviation (MoHUPA), GoI

In this project, we assess the contribution of the urban poor to the economy, society and governance, taking Bangalore, based on large surveys of households and informal enterprises in the slums. We find that the monthly per capita income in the slums of Bangalore is Rs. 8,075, with one-third of property owners in the surveyed slums paying property tax. Every household’s expenditure is about Rs. 5,892, leaving savings per household of Rs. 1,150. Based on our survey of informal enterprises, we find that most of them service and employ residents of the same slum, generating benefits for the local economy. They make profits, pay rent and taxes.

Aggregating, making various assumptions about the number of slums in the city, we conclude that slums which contain about 9-11 percent of the city’s population, contribute anywhere from 2.5 to 3 percent of the city’s economy. We find that nearly all households approached the relevant agency collectively rather than individually, in the event of a problem with service delivery, contributing to public voice. More than 85 percent of the poor voted in the most recent municipal elections, confirming their contribution to public governance.

However, we find the responsiveness of service providers to the slum residents’ problems is quite low.

We have submitted a final paper and policy brief to DFID as of October 2012, and the finalized paper for inclusion in the forthcoming India Urban Poverty Report. We participated in an international conference on inclusive urban planning, upon invitation, organized by MoHUPA as part of this project, which was held in Delhi’s Vigyan Bhawan in February 2013. We are awaiting a clearance from the Ministry and approval of the final installment of funds.

2. NREGS: Reservation wages, Wages and Expenditure
   Funded by IDRC’s TTI

In this study, our objectives 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 labor 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 run 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?

The pilot surveys were completed in Chitradurga district of Karnataka, the data has been entered and analyzed. The report is to be written. Currently the writing of the literature review and methodology is going on

Publications from the Group

Books


Review: Vikalpa, 38 (1), January-March 2013: 140-42 (Reviewer: M.S.Sriram)

Journal articles


Sridhar, Kala Seetharam. Addendum to Determinants of City Growth and Output in India. Review of Urban and Regional Development Studies, 23 (2-3) (July/November 2012): 162-165.


Chapters in edited books


Srinalth, P and Kala S Sridhar, Programme implementation and effectiveness: The case of an urban poverty alleviation programme, in Conference proceedings of the Seventh Annual International Conference on Public Policy and Management: Select Papers,

**Articles in Newspapers**


**International awards and recognitions**

Sridhar, Kala S. Senior advisor, GDN (Global Development Network) project on Urbanization and Development: Delving Deeper into the Nexus, Strengthening Policy Links between Latin America and Asia, August 2012-February 2013.

Sridhar, Kala S. Invited expert and chapter writer on Solid Waste Management, for Third Global Report on Decentralization and Local Democracy (GOLD III) for the Asia-Pacific Region, United Cities and Local Governments, April-September 2012.

Sridhar, Kala S. Invited speaker/panelist, Seminar on ‘Reorganizing the Bangalore Municipal Area into two or more Municipal Corporations,’ Indian Institute of Public Administration, Bangalore, January 19, 2013.


Sridhar, Kala S. Invited speaker, Conference on Environmental fiscal reforms, The Energy and Resources Institute (TERI) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), New Delhi, September 20-21, 2012.


**Appointment on committees/ reviewer roles**

Completed Projects

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

The phase II of the project focusses on deepening the initiatives of the Phase I project. The broader activities include:

1. Budget analysis and advocacy for improved allocations to Madilu scheme
2. Budget advocacy for unit level budget preparation and access to this information including referral hospitals and maternity homes.

The study was 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.

As an important outcome of the project, community monitoring mechanisms called Maternity Home monitoring Committees have been constituted in 6 health units of BBMP. This is to create systematic dialogue platform between the user and the service provider.

2. Social Audit of Public Service Delivery in Greater Bangalore
   Funded by Government of Karnataka

1. The Government of Karnataka has shown an interest to conduct a social audit in Bangalore. The State Planning Board has invited the Public Affairs Centre (PAC), for conducting a social audit of public services in Bangalore. It is proposed that this social audit exercise will 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 social audit explores water supply provided by BWSSB, electricity provided by BESCOM, public bus transport provided by BMTC and local body services including garbage collection, streetlights, paved roads, and property tax collection by BBMP.

PGRG’s mandate

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. The niche now will be extended to include involvement of all relevant stakeholders towards achieving the goal of service delivery improvement through participatory governance.

PGRG is mandated to:

1. Carry out more R&D
   - Testing of the CRC in new settings and with different types of stakeholders
   - Test out other social accountability tools to enhance the scope of the CRC as well as their usability as standalone tools within PAC’s scope of work.
2. Secondary research, writing articles, working papers
3. Conduct CRCs with funding partners and organizations
4. 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.
5. Network with the other teams at PAC and forge more partnerships along the same lines
6. Use more intense follow-up measures with more focus on
   - Comparison of findings with standards and norms
   - Activity mapping
   - Comprehensive reports
7. Active partnership internally with the other core teams on various programmes/projects
8. Conduct workshops to train different stakeholders such as NGOs, Government officials, funding agency representatives etc in the use of the CRC approach.
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)

The project has been completed and findings have been shared with the principle secretaries of Government of Karnataka for their action. The findings from the study will shortly be brought out as a PAC publication for wider dissemination.

3. Application of Tool kit Funded by PAC under the IDRC–TTI Grant

The toolkit on maternal health brought out from the study on ‘Monitoring Expenditure and Outcomes to Improve Health Services for Urban Poor Women in Bangalore – Phase 1’, has been developed to monitor the quality of maternal health services at maternity homes. In order to make this toolkit more comprehensive and apt to be used for monitoring the health services offered by other health institutions in Karnataka, it was tested by replicating the exercises in ESI dispensaries. To begin with the exercise was carried out in two ESI dispensaries in Bangalore (Kengeri and Guddadahalli) in partnership with a grass roots organization called ‘Munnade’ who have been working with the garment factory workers who use these dispensaries extensively for all their medical needs for more than a decade.

The project has been successfully completed by implementing the toolkit. Some of the experiences from this exercise have been useful in making some revisions in the maternal health toolkit.

Revision of the toolkit is in progress. PGRG is also in the process of coming out with a short working paper based on this project experience.

4. Evaluation of the work of Karnataka Jnana Ayoga Funded by Government of Karnataka

KJA requested PAC to conduct an evaluation of its entire work in the past five years with a view to:

1. Examine the extent of contribution of the KJA towards transforming Karnataka into a vibrant knowledge society during its five-year tenure.
2. Analyze how well the KJA has worked towards realizing its mandate as stated in its terms of reference.
3. Develop a theoretical framework to replicate the KJA model, and
4. To suggest sustainable measures to continue the work and impact of KJA in transforming Karnataka into a vibrant knowledge society beyond its stipulated term of five years (beyond June 2013).
The project has been successfully completed. Findings from the study have been brought out as PAC publications both in English and Kannada for wider dissemination.

5. Assessment of BESCOM Services

Funded by Government of Karnataka

The Government of Karnataka, recognizing the power of user feedback in improving the quality of public services has funded social audit exercises using the Citizen Report Card (CRC) approach of Public Affairs Centre (PAC) through its departments such as Karnataka State Police Department, Department of Primary and Secondary Education and the State Planning Board.

After having considered the above studies, BESCOM showed interest in conducting an assessment of its services in its jurisdictional areas and invited Public Affairs Centre for carrying out a CRC which would include stakeholder feedback through interviews with both BESCOM users and BESCOM personnel. The study covered the entire BESCOM area – 3 Zones and 8 Circles.

The project was successfully completed and findings shared with BESCOM for their action.
Ongoing Projects

1. 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 of two tracks of analysis - Selected Expenditure Tracking (SET) and Function Marker Analysis (FMA), using information that is with the government.

This exercise was tried on a pilot basis to explore the reasons for discrepancies in the receipt and utilization of Investigation Funds (funds to be used solely for investigation purposes for various crimes) at the police stations in Karnataka with willingness to explore this from the KSPD.

This exercise is now being applied to investigate the discrepancies and shortfalls observed in extending benefits of Madilu schemes taking the example of BBMP Maternity Homes and Referral Hospitals.

Objectives

1. To track the flow of funds for Madilu scheme among the various levels of disbursement.
2. To trace the chain of functions performed by various levels in the course of disbursement of the funds and the Madilu kits as per government orders, circulars or other such documents issued by the highest level in the department.
3. To identify points where there have been failures / delays in the implementation of the exercise.
4. 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 from BBMP to identify various points of funds and function flow
- Preparation of data collection instruments and field work – interviews, observation of documents and recording of information
- Analysis, preparation of report and draft toolkit

2. 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 realised 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...
Policies addressing the needs of street children in Bangalore

The Methodology adopted to undertake the study is by

- 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.

A detailed research proposal has been prepared and there have been discussions with NGOs working in this sector on holding a brainstorming workshop to discuss the way forward along with explorations for funding opportunities for this study.

3. Community Participation Assessment
Funded by PAC under the IDRC–TTI Grant

There has been an increasing realization that the community needs to own up responsibility to the development programmes that have been implemented by the government or other funding agencies, long after the scheduled time period of the programme gets over. This bottom-up approach of involving community participation is needed for the sustainability of the programmes, which have been given emphasis to by the government as well as funding agencies.

It has been understood that though community participation has become a norm while implementing programmes, various factors play a very important role in the working of community participation, especially with reference to the local social-economic-cultural relationships (since one never finds a cohesive homogenous population) and administrative power structures.
Each area has shown its own way of adapting a community participation initiative. However, this does not mean that the significance of community participation can be downplayed. Unless the community is given the power/onus to monitor, question and then given the responsibility to sustain the programme, it cannot work.

In this context, PGRG has taken up a study in partnership with SVYM, Mysore to assess the role that community participation plays in the improvement of public service delivery and carry forward effective community participation through dissemination of findings and other advocacy measures.

- Secondary data collection to identify and map the existing models of community participation in rural Karnataka to understand the composition, roles and responsibilities of members of such forum
- Preliminary interactions with Gram Panchayat president at Chikkaballapur to understand the functioning of committees at the GP level.
Citizen Action Support Group (CASG)

CASG’s mandate is to facilitate citizen’s ‘informed participation’ in the governance process; aimed at improving the quality of governance that would ultimately deliver the democratic mandate of the local and state governments to its citizenry. Equity and social justice in public decisions and delivery, efficiency and effectiveness of state actions are regarded as the two ultimate outcomes of any intervention aimed at improving the quality of governance. Assuming that resources and infrastructure are given, essential attributes of better governance such as responsiveness, public accountability, transparency, rule of law and people’s participation are crucial to achieve these ultimate outcomes. CASG promotes change through informed and empowered citizenry by:

- Capacitating the citizen through the civil society groups for civic engagement.
- Creating coalitions/networks of individuals and citizen groups at different levels to act cohesively.
- Building models of change that can be replicated by the civil society.
- Dissemination through media to create public awareness on their rights and entitlements, and institutions, processes, issues/problems of governance and ways of improvement.
- Generating evidence based advocacy tools through the coalitions/networks.
- Facilitating engagement of citizen/networks with the state.
- Promoting formal and informal alliances between civil society, political and bureaucratic allies formed to influence public policies and legal framework.

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

- To develop replicable models and requisite tools for civic engagement.
- 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.
- To institutionalize democracy (civic) education focused on children and youth.
- To complement PAC’s research activities by providing advocacy support.
- To effectively respond to topical issues and problems of local governance in Bangalore, the laboratory for PAC’s citizen action.
- To develop a systematic approach for impact tracking and documentation.
- Capacity enhancement of civil society organizations for civic engagement in RTI, NREGS, PDS, NRHM, SSA and NURM.

Completed Projects

1. Tracking MPLADS

The study on MPLADS-Member of Parliament Local Area Development Scheme (MPLADS) is a study undertaken by PAC to understand and analyse the spending pattern of MPs in Karnataka for the 14th Lok Sabha period. The study found that many of the MPs from Lok Sabha did not even manage to spend half the amount allocated to them. It was observed that Rajya Sabha MPs showed least interest in spending the MPLADS as they are not directly elected. The study was released to the press during May 2012 and received wide coverage.

2. Situational Analysis of Child Helpline in Bangalore Urban and Rural Districts

Situation Analysis Study of Children with regards to protection aspects in Bangalore Urban and Rural Districts with special reference to Childline-1098 service was undertaken during June-September 2012. The study was funded by Child India Foundation. The study was limited to Bangalore Urban and Rural districts, while street children, children in institutions, working children were covered along with police, parents and teachers. In Bangalore Urban district, the study found, that 40% of school going children, 20% of children in shelter and 2% of working children are aware of the Childline 1098. Some of the major policy recommendations were awareness among stakeholders and their capacity building, strengthening child infrastructure and human resources, working towards child-friendly policies and institutions, adopting an integrated approach and networking.
Ongoing Projects

1. Coalition Against Corruption Funded by IDRC TTI

Coalition Against Corruption (CAC) was started in the year 2005 through a network of six like-minded organisations based in Bangalore. CAC runs a helpline 6573-4444 to help citizens fight against corruption apart from guiding them on the use of right to information (RTI). In the past one year CAC is involved in running the citizen help desk (CHD) in Jayanagar Government Hospital and Ramanagar Government Hospital. In December 2012, CAC conducted painting competition for school children on the theme of “Fighting Corruption”. A special competition was held for differently abled school children and on the them “My City”. Prizes for the competition were distributed on 9th December – International Anti-Corruption Day.

A public lecture was organised at the KAS Officers Association Hall, Infantry road, as a part of the international anti-corruption day on 9th December. Dr. Samuel Paul delivered the lecture on “Fighting Corruption: The Way Forward”, Justice Santosh Hegde and Dr. A. Ravindra participated in the discussion. In recent months, the project focus is refined to address good governance in seven service agencies of Bangalore by organizing Round Tables for key stakeholders. The Round Tables will discuss and explore ways to usher in better transparency and accountability in these service agencies to deliver better with people’s participation. The first of the Round Tables was held on “Suo Motu Declarations in Five Departments of Karnataka.”

2. PDS Policy Advocacy Funded by Government of Kanataka

The project aims to use CRC to demonstrate efficiency and effectiveness of the existing field level Monitoring Mechanisms of PDS in Karnataka through Citizen Engagement. This new project is being funded by the Asia Foundation and PTF. The project concept was shared with the Department and the department has extended its cooperation in the project formally. The project is implemented through a network of NGOs and CBOs in 15 districts of Karnataka covering 150 Fair Price Shops. The output would be an evidence based report on the mechanism that will be shared with all the stakeholders, specially with the top management in the department.

3. Citizen’s Against Corruption Funded by PTF

The project is running in 6 states of India, and Nepal and Sri Lanka through 18 partner organisations. The project facilitate citizen’s informed action against corruption in delivery of social welfare programmes across India, majorly focusing on NREGS and PDS. The projects are also tracking ethical practices on drug trails and public procurement by the central agencies.

The project aims at mobilising communities and constructively engaging officials, for bringing in change at the grassroots. Peer reviews were conducted among the partner CSOs where in partners visited each other in order to learn and share their experiences. As a conclusion to the peer reviews, in August 2012, workshop was conducted in Bhubaneswar, where all the partners of CAC programme participated and shared their experiences and learnings. The project aims to consolidate the learnings and take them to the national level to bring in policy change. PAC also facilitated third party monitoring of the project in March.
4. Citizen’s Monitoring of PMGSY Roads in Jharkhand, Meghayala and Rajasthan

The project facilitate citizen’s informed monitoring of 70 roads in 3 states. The project was initiated in March 2013 with PAC and NRRDA (National Rural Roads Development Authority) signing the MoU for a project period of 15 months. This project will be implemented through a state level partner NGO.

5. Institutional History of PAC
Funded by IDRC-TTC

The project is aimed at documenting the institutional history of PAC starting from 1994 to present through oral histories. In the process, documentation of various documents, photographs would be undertaken. So far, old newsletters and annual reports are reviewed. Trail interviews are conducted.

The output would have a coffee table book with pictures of PACs journey through the two decades.
Mandate of the Group

The Environmental Governance Group addresses the governance issues in environment and climate change affected areas. It was set up with a vision to improve the quality of life of the poor and marginalised sections of the society in environmentally affected coastal, highland, semi-arid, arid regions and urban areas in India. The group aims to improve the security, ecological sustainability and climate resilience of various livelihoods and livelihood groups through its efforts.

Thematic Areas

1. **Action Research** by developing Climate Change Score Cards, and Climate Change Monitoring tools, Community-Led Environment Impact Assessment tool, developing Green Manifestoes and influencing the political parties and leaders for developing a sustainable state.

2. **Capacity-development** of different interveners in environment and climate change focusing on good governance and improving social accountability

3. **Networking** by building regional and national coalitions on environmental governance, by organising colloquiums

4. **Creation of policy dialogue platforms** – Knowledge management through a Resource Centre within PAC on environmental governance.

Completed Projects

1. **Enhancing Community-Centred Governance in Climate Change Affected Coastal Areas: Phase-1**
   Funded by Affiliated Network for Social Accountability – South Asia Region (ANSA-SAR)

The Phase-1 of the project was successfully completed as per the objectives of the project and delivered the outputs such as CCSC tool, reports, CCSC process video-films, creation of district platforms for fisheries and palmyra tappers for continued dialogue with officials. The fishery and palmyra communities were equipped with information on various schemes and entitlements. Each of the villages/CBOs was provided with user friendly handouts in Tamil for their reference. This will help them to approach the concerned department officials for availing their entitlements. The communities were made aware of climate change and their impacts on their livelihoods. Educational materials in the form posters printed in Tamil and in English were shared with the communities and also displayed in places frequently visited by the community.

2. **Preparation of Green Manifesto for addressing issues of coastal communities in Tamil Nadu and Pondicherry**
   Funded by Affiliated Network for Social Accountability – South Asian Region (ANSA-SAR)

The project aimed at mobilizing communities by creating awareness and sensitizing political parties towards green agenda through networking of organizations and individuals to ensure their commitment towards environmental protection and conservation. The project was successfully completed by bringing together various actors concerned about environmental issues in the state and formed a ‘Peoples Coalition for Green Governance’, Tamil Nadu and Pondicherry. The coalitions met the political parties of Tamil Nadu and Pondicherry respectively and shared the Green Manifestos and used many strategies to reach out the major political parties and negotiated for addressing various environmental issues of the state and prompted them to incorporate the green manifestoes in their election manifesto, which received positive response from the political
parties. The response of Pondicherry state was high as compared to Tamil Nadu due to easy access of CSOs to all the political parties. As part of Green Manifesto initiative, the coalitions initiated a study on Environmental Issues in Tamil Nadu and Pondicherry respectively and submitted the report and recommendations to the state level policy makers for addressing the environmental issues in the respective states. Process documentation of Green Manifesto experiences of Tamil Nadu and Pondicherry is published for dissemination to other states of India.

3. Understanding the link between Environments, Livelihood & Governance in Wayanad, Kerala: A Preliminary Study
   Funded by IDRC-TTI Support

A preliminary study was conducted in Wayanad, Kerala to understand the link between livelihoods, environment and governance was completed in collaboration with RASTA, a field partner NGO in Wayanad. The study brought out the present socio-economic, ecological and environmental conditions of Wayanad region. The study also brought out changes in climate and its impact on the life and livelihoods of the people. Based on the preliminary study findings, it was decided to take up a study to assess agriculture in Wayanad on a pilot basis and gather the best practices developed by the farmers. The study will also explore the strength of the local governance if they could promote sustainable practices in agriculture and allied livelihood activities for protecting the environment and securing agriculture livelihoods.

4. Colloquium on Citizen Voices in Environmental Governance
   Funded by PAC under IDRC-TTI Grant

PAC has been encouraged to share its experience and locate it within similar other efforts and hence initiated a colloquium on Citizen Voices in Environmental Governance. This maiden effort has evoked a lot of interest from a wide range of actors in the sector and provided a much-needed kick-start to formalize spaces within policy formulation procedures for citizen voice and expression. More important, it created the common ground among diverse stakeholders and practitioners to take forward a few of these ideas to fruition.

PAC has initiated this Colloquium series with the hope that others may want to take this effort forward in their local circumstances, inviting persons of consequence to partake of the wisdom from citizen action, and to imbibe values from the discussions into their policy formulation exercises.

Ongoing Projects

1. Gulf of Mannar (GoM) Extension Project
   Affiliated Network for Social Accountability – South Asian Region (ANSA-SAR)

ANSA-SAR has supported this initiative by extending the project to take its initial efforts at GoM to the next level by building networks and engage with policy makers at the state and at the central government for policy reforms to address the issues of coastal livelihoods, climate change and governance.

The GoM extension project has the following key activities that are to be implemented between May 2012 to June 2013:

- Climate Change Literacy - to sensitize and create awareness on ‘climate change’ amongst various sections of people.
Product Development - to develop various tools and knowledge products for wider usage in policy advocacy initiatives by different interveners in Climate Change governance across different regions.

Policy Advocacy and Networking - to upscale policy advocacy dialogues to different levels – local, regional, state and national, with different policy makers and government.

2. “Climate Smart Cities” as a part of the PAE programme PAC – LKY, NUS

This project aims at assessing the vulnerability of Bangalore to Climate Change, specifically; to what extent the city is prepared to deal with climate threats and what are potential policy lessons for the city. The expected changes in temperature and rainfall that are affecting Bangalore and the future consequences of these will be explored.

Two postgraduate students from LKY, National University of Singapore conducted a study by using a mix of both qualitative and quantitative methods which include secondary data analysis, interviews with officials and site inspections and interactions with affected communities. Review of best practices done in other countries facing the same threats will also be done to arrive at appropriate strategies that could be adopted in the context of Bangalore. Assessment report with possible recommendations for improvement will be finalised in June 2013.

3. Green Manifesto Karnataka funded by IDRC-TTI

After successfully bringing out Green Manifesto for the States of Tamil Nadu (March 2011) and Puducherry (April 2011) as a part of campaigning for green governance, the same has been developed for Karnataka. The Green Manifesto was developed based on a round table consultation held on 5th March 2013. The roundtable brought together like-minded organisations and individuals who identified and brought out various environmental issues plaguing the state. The roundtable also brought out various recommendations and suggestions that were put together to form the Green Manifesto.

The draft manifesto was circulated among large number of institutions, civil society organisations and individuals for their inputs through mail and personal meetings.

Students from LKY university in conversation with the officials of Bangalore civic agencies

Release of the Green Manifesto Karnataka by Justice M.N Venkatachalaiah
Based on the inputs and suggestions, a final document containing major issues was compiled and released by Justice M N Venkatachalaiah (Former Chief Justice Supreme Court of India) in the presence of Dr Dwarakinath (former Vice Chancellor, University of Agricultural Science Bangalore), Mr Pronab Dasgupta (Senior Advisor and Director, TERI-SRC), Mr D K Manavalan (Executive Director, AFPRO), Mr Srinivas Ravindra (Executive Director, CSD), Mr Ayyappa Masagi (The Water Literacy Foundation), R Krishnan (Executive Director, SNEHA) and Dr Krishna Raj (Associate Professor, ISEC) on 15th April 2013. We are presently looking at the way forward that can be adopted through the formation of an active thematic based coalition who will be competent enough to bring out policy briefs on environmental issues.

PPRG
- State of India’s Cities: An Assessment of Urban Conditions in Four Mega Cities
- Changing the urban face of Karnataka: Evidence from three urban development programs

PGRG
- Transforming Karnataka into a vibrant knowledge society

CASG
- Citizens Fighting Corruption – Results and Lessons of an Innovative Pilot Programme in India

EnGG
- Green Manifesto - Tamil Nadu and Pondicherry Process Document
- Colloquium Report on Citizen Voices in Environmental Governance
- Working Paper on Climate Change Score Card (CCSC)
- Study Report of Environmental Issues in Tamil Nadu and Pondicherry

Audio-visual Outputs
- Enhancing Community Centred Governance in Gulf of Mannar through CCSC
- Creation and working of District Platforms
- From research to Policy influence in Environmental Governance: The case of Pondicherry.
<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>Mr. R. Suresh</td>
<td>Director</td>
</tr>
<tr>
<td>2</td>
<td>Mr. S. S. Iyer</td>
<td>Administrator</td>
</tr>
<tr>
<td>3</td>
<td>Dr. Meena Nair</td>
<td>Head - PGRG</td>
</tr>
<tr>
<td>4</td>
<td>Dr. Kala Seetharam Sridhar</td>
<td>Head - PPRG</td>
</tr>
<tr>
<td>5</td>
<td>Ms. Shanthi S. Shetty</td>
<td>Manager (Services)</td>
</tr>
<tr>
<td>6</td>
<td>Dr. A. Venugopala Reddy</td>
<td>Senior Programme Officer</td>
</tr>
<tr>
<td>7</td>
<td>Dr. K. Prabhakar</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>8</td>
<td>Dr. P. Srikant</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>9</td>
<td>Ms. Prarthana Rao</td>
<td>Programme Officer (until January 31, 2013)</td>
</tr>
<tr>
<td>10</td>
<td>Ms. Nivedita Kashyap</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>11</td>
<td>Mr. Pavan Srinath</td>
<td>Programme Officer (Until September 30, 2012)</td>
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<tr>
<td>12</td>
<td>Ms. G. R. Poornima</td>
<td>Programme Associate</td>
</tr>
<tr>
<td>13</td>
<td>Ms. J. Mary Pushpa Kanthi</td>
<td>Administrative Officer</td>
</tr>
<tr>
<td>14</td>
<td>Mr. Anil Kumar</td>
<td>System Administrative</td>
</tr>
<tr>
<td>15</td>
<td>Ms. Ashwini V.</td>
<td>Accountant</td>
</tr>
<tr>
<td>16</td>
<td>Mr. Janeesh Kumar K.M.</td>
<td>Accountant</td>
</tr>
<tr>
<td>17</td>
<td>Dr. Satyajeet Nanda</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>18</td>
<td>Ms. Popsy Jacob</td>
<td>Administrative Assistant</td>
</tr>
<tr>
<td>19</td>
<td>Mr. Manjunath</td>
<td>Office Assistant</td>
</tr>
<tr>
<td>20</td>
<td>Mr. Honnur Sab</td>
<td>Office Assistant</td>
</tr>
<tr>
<td>21</td>
<td>Ms. Manjula</td>
<td>Housekeeping</td>
</tr>
<tr>
<td>22</td>
<td>Ms. Sarah Farooqui</td>
<td>Programme Associate</td>
</tr>
<tr>
<td>23</td>
<td>Mr. Somalingappa</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Ms. Kariyamma</td>
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<td>25</td>
<td>Ms. Rathnamma</td>
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<td>26</td>
<td>Mr. Arvind L. Sha</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>27</td>
<td>Ms. Sayali Borole</td>
<td>Programme Officer</td>
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**Consultants**

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Mr. J. Jangal</td>
</tr>
<tr>
<td>2</td>
<td>Dr. S. Sreedharan</td>
</tr>
<tr>
<td>3</td>
<td>Mr. M. P. Harish Kumar</td>
</tr>
<tr>
<td>4</td>
<td>Mr. Koshy Mathew</td>
</tr>
<tr>
<td>5</td>
<td>Ms. Prarthana Rao (Joined in February 2013)</td>
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**Interns**

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<tbody>
<tr>
<td>1</td>
<td>Ms. Madhushree</td>
<td>January 2012 to May 2012</td>
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<tr>
<td>2</td>
<td>Mr. Akash Vaibhav Singh</td>
<td>May 2012 to June 2012</td>
</tr>
<tr>
<td>3</td>
<td>Ms. Payoshi</td>
<td>May 2012 to June 2012</td>
</tr>
<tr>
<td>4</td>
<td>Ms. Bindu N Doddahatti</td>
<td>December 2012 to January 2013</td>
</tr>
<tr>
<td>5</td>
<td>Mr. Gurudatta Hegde</td>
<td>December 2012 to February 2013</td>
</tr>
<tr>
<td>6</td>
<td>Mr. Yeo Wee Cheng</td>
<td>January 2013</td>
</tr>
<tr>
<td>7</td>
<td>Ms. Sue Helen Nieto</td>
<td>January 2013</td>
</tr>
<tr>
<td>8</td>
<td>Ms. Punitha S</td>
<td>November 2012 to February 2013</td>
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Gender Break-up of Staff Salary Levels

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<th>Pay Scale (amount in Rs. '000)</th>
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PAC team members have been able to travel extensively nationally and internationally to attend meetings and exposures because of provisions made in the respective projects. We express our heartfelt thanks to our donors, resource supporters and sponsors for their generosity.

Donors and Supporters

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<tr>
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<td>Humanist Institute for Co-operation with Developing Countries - Netherlands (HIVOS)</td>
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<td>2</td>
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<td>The Partnership for Transparency Fund</td>
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Consolidated Balance Sheet as for the year ended 31 March 2013

<table>
<thead>
<tr>
<th>Particulars</th>
<th>SCHEDULES</th>
<th>AS AT 31 MARCH 2013</th>
<th>AS AT 31 MARCH 2012</th>
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Note: 1. Schedules 1 to 9 and 13 forms an integral part of Consolidated Balance Sheet
2. * IC - Indian Contribution, FC - Foreign Contribution

In terms of our report of even date

For K.B. Nambiar & Associates
Chartered Accountants
FIBA REGN. No. 0023135

Signed

for Public Affairs Centre

Director and Chief Functionary
R. Suresh

Dr. A. Ravindra    Mr. Vivek Kulkarni

Bangalore, 29 July 2013
Consolidated Income and Expenditure Account for the year ending 31 March 2013

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Schedules</th>
<th>AS AT 31 MARCH 2013</th>
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<td><strong>INCOME</strong></td>
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<td>12,31,431</td>
<td>1,09,643</td>
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<td>45,01,530</td>
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<td>90,79,808</td>
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<td></td>
<td>294,17,894</td>
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<tr>
<td><strong>EXPENDITURE</strong></td>
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<tr>
<td>Administration Expenses</td>
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<td>Project Expenses</td>
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<td>Library Membership &amp; Subscription</td>
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<tr>
<td>Dissent &amp; Publications</td>
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<td>Loss on Investments</td>
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<tr>
<td>Purchase of Assets</td>
<td>6</td>
<td>8,01,847</td>
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<tr>
<td><strong>Excess of Income over Expenditure</strong></td>
<td>(1,48,934)</td>
<td>5,61,574</td>
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<td>15,10,052</td>
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<td>294,17,894</td>
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</tbody>
</table>

Note: Schedules 10 to 13 and 6 forms an integral part of Consolidated Income and Expenditure Account.

For Public Affairs Centre

Director

Dr. A. Ravindra

Mr. Vivek Kulkarni

Bangalore, 29 July 2013
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Dr. Samuel Paul, Founder and Permanent Invitee

Director: Mr. R. Suresh
Organogram

Director

Team Heads
- Programme Officers
  - Programme Associates
    - Research Interns
    - Field Assistants
      - Student Interns
  - Field Manager

Administrator
- Administrative Officer
  - Manager (Services)
- Accountants
  - Admin. Assistants
    - Office Assistants
    - House Keeping