Research to Action

Sustainable Development Programme

Urbanisation & Development Programme

Participatory Governance Programme

Environment and Ecology Programme

Public Affairs Centre

Annual Report
April 2017 to March 2018

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Public Affairs Centre
Thank You Partners

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Chairman’s Message

The vision and mission of the Public Affairs Centre (PAC) is a tribute to a man who was ahead of his times – Dr Samuel Paul. It is, therefore, a privilege for me to be leading the Centre as its Chairperson at an important juncture when PAC is transforming into an action research organisation.

2017-18 has been an eventful year with the primary focus on Sustainable Development Goals (SDG). PAC’s focus is on those SDG that advance human development in India – primary health, school education, women & child development, livelihood strategy, water & sanitation and sustainable development. The first step that we undertook was to provide a new strategic roadmap for PAC. From January 1, 2018, PAC has been reorganised along the Sustainable Development Goals (SDG) framework.

Dr Kasturirangan
Chairperson

The thrust of our work moving forward will be on:
• Improving research quality
• Enhancing project mobilisation and delivery
• Establishing a data vertical- a Centre for Open Data Research (CODR)

In the short-term, PAC’s focus will be on a few key projects in each group and demonstrate proof of concept which can then be the basis for scalability and replication. In the medium term, the strategy will be to strengthen research capacity and bring scientific rigour to bear on the research outputs of PAC. If this is achieved, over the long-term, PAC expects to institutionalise these changes.

Development praxis in modern societies must be driven by data-based decision making. This endeavour should be led by open data resources in the government domain. In this direction, PAC has already established a high quality product in the Public Affairs Index (PAI). We wish to build on this success and increasingly garner primary data to support the strategy of PAC to enhance community agency and thus its ability to participate in the governance process.

I congratulate PAC on its successes in 2017-18. I look forward to a greater engagement with PAC in the year ahead.

www.pacindia.org
2017-2018 has been an important year for the Centre. In the last year, PAC concluded the important Swachh Bharat Mission - Gramin (SBM-G) project that was spread across two states over three years. This project was a big learning. As an organisation, PAC is making a transition, going beyond the boundaries of Social Accountability organisation, focusing on key Sustainable Development Goals (SDG).

From a civil society perspective, this means focusing on the last mile, where the state’s capacities are the weakest; engaging in awareness and advocacy to enhance community agency - its ability to participate in the development process not as a mere beneficiary but as an active agent of change and by mainstreaming gender equal praxis.

From an action research perspective, this means advancing data and evidence base through a process of co-generation of knowledge and knowledge sharing, giving voice to communities within communities that are never heard.

In sum, PAC will strive to understand the patterns of exclusion that characterise India’s development and influence the pace and direction of development praxis to benefit those most in need of help. Our focus will be on how we mainstream gender in the development process.

We have a remarkable leader in Dr K. Kasturirangan, an eminent space technologist, a scientist and the Chairman of PAC. It is going to be an important year ahead for us, and the PAC team is ready to take this leap forward.
Improving Consumer Voices and Accountability in the Swachh Bharat Mission - Tamil Nadu

In 2014, PAC received a grant from the Bill and Melinda Gates Foundation (BMGF) to not only assess ground realities related to the implementation of the Swachh Bharat Mission-Gramin (SBM-G), but also to advocate for change using evidence collected through its repertoire of Social Accountability Tools (SATs).

PAC focused on six districts each from Odisha and Tamil Nadu.

Glimpses from the project

Funder: Bill and Melinda Gates Foundation

Dr Meena Nair
Head of Research

The most powerful message that came from this project was that women emerged as change agents and ambassadors for the project.

VPR: Volunteer’s round
Social Mapping Exercise in progress

Wall paintings
Capturing feedback from grassroots level users

Community Score Card Workshop

Project Reports

Benchmarking Citizen Report Cards on NBA/SBM
Findings from Benchmarking Citizen Report Cards in Odisha and Tamil Nadu under SBM – CRC 2
National Policy Review 2015

Improving Consumer Voices and Accountability in the Swachh Bharat Mission - Odisha

The project focussed on six districts in Odisha, the study included citizen voices on diverse aspects under the SBM-G. It also assessed diverse aspects of access, delivery of services, quality and reliability of the programme.

Funder: Bill and Melinda Gates Foundation

Dr Satyajeet Nanda
Programme Manager

The key learning was that we need to speak to the community in the local idiom. The use of wall paintings suited to the requirements of the community helped in the success of this project.
Improving Performance of Government Employees of Karnataka through Training and Capacity Building

In 2017, PAC, in response to a request from the Sixth Pay Commission of Karnataka, carried out a study to assess the current job-specific functions, structures and processes and training needs for Group C and D employees.

**Objectives:**
- Assess the training requirements of group C & D category staff of the government
- Understand the institutional arrangements of the training requirements
- Propose a training module to the government based on this understanding

**Funder:** Sixth Pay Commission, Government of Karnataka

**Key Findings:**
The Group C & D staff did not understand their key roles and responsibilities and they were unable to identify the required trainings to enhance their roles and responsibilities.

Making Government Departments more Citizen-Friendly in Karnataka

The Part 2 of the report to the Sixth Pay Commission is an assessment of the state government offices at Taluka, District and state levels from the perspective of Public Service Delivery.

**Objectives:**
- Understand the gaps and existing problems that citizens face during their interactions with government departments
- Chalk out a roadmap for citizen-friendly government departments

**Funder:** Sixth Pay Commission, Government of Karnataka

**Key Findings:**
The project facilitated local authorities and service providers in increasing and improving access to information of public schemes and initiatives in backward districts of the North-East, by recommending the creation of Common Service Centers in each Gram Panchayat to ensure complete entitlement awareness and information dissemination.

The project also developed a dashboard that became the virtual repository on the intensive Citizen Report Card data for 10 selected centrally-sponsored schemes related to Health, Education, Livelihood, Food Security, Women & Child Development, Rural Development and Agriculture for the 7 districts under this project.

www.pacindia.org
Benchmarking Public Services in North-East India

Led by Agency for Technical Cooperation and Development (ACTED) and implementing partner North-East India Committee on Relief and Development (NEICORD), PAC, in 2014, began a 5-year project to enhance access to information on public schemes and services among marginalised households.

Objectives:
• Assess the service delivery of 10 Government of India-Central Government programmes
• Enhance accountability of public service delivery actors in North-East India

Funder: Aid Agency for Technical Cooperation and Development, Paris (ACTED)

Key Findings: The project facilitated local authorities and service providers in increasing and improving access to information to public schemes and initiatives in backward districts of the North-East, to recommend the creation of Common Service Centres in each Gram Panchayat to ensure complete entitlement awareness and information dissemination.

Mock exercise on Community Score Card for trainers

Training of Master Trainers

The project also developed a dashboard that become the virtual repository on the intensive Citizen Report Card data for 10 selected centrally sponsored schemes related to Health, Education, Livelihood, Food Security, Women & Child Development, Rural Development and Agriculture for the 7 districts under this project.

Status report on present water resource development and management, water governance, institutional arrangements, water-related policies, cross-boundary issues and agreements of Karnataka State

In 2016, PAC studied the current water resources situation in Karnataka for the Advanced Centre for Integrated Water Resources Management (ACIWRM).

Objectives:
• Create a status report on the present water resources of Karnataka for the Advanced Centre for Integrated Water Resources Management (ACIWRM), Government of Karnataka (GoK)
• Study water as a whole using a systems approach in the state of Karnataka
• Collect, collate and analyse district-wise secondary data from the available with the Government of Karnataka

Funder: Advanced Centre for Integrated Water Resources Management (ACIWRM), Government of Karnataka (GOK)

Key Findings: Data compiled will help assess the likely impact of climate change on water resources, with a focus on drought and flood prone areas, coastal regions and areas with over-exploited ground-water sources at the district level and it is recommended that the same be aggregated to formulate an Action Plan based on river basins within Karnataka

Key Challenge: Non-availability of aggregated data related to water resource development at the state level.

Report submitted to Government of Karnataka

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**Public Affairs Index 2017**

Supported by the International Development Research Centre (IDRC), PAC examined governance performance at the sub-national level through a data-based framework to rank the states of India on social and economic development parameters using Public Affairs Index.

**Objective:**
To study the states of India from a governance perspective

**Funder:**
International Development Research Centre (IDRC)

**Key Outcomes:**
PAI 2017 has 26 focus subjects and 82 indicators and while data collection was a huge challenge, the 2017 edition was received well nationally.

The Himachal Pradesh Government invited PAC to work on a district-level statistical index of the functioning of the State government.

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**Creating a Roadmap for International Migration Centre for Karnataka**

In 2017, PAC developed a roadmap for the Government of Karnataka to establish an institutional framework for an overseas employment pathway.

**Objectives:**
To set-up a one-stop-centre for all matters related to overseas employment of intending international migrants from Karnataka.

**Funder:**

**Key Findings:**
The study report analysed a basic roadmap for the Skill and Livelihood Department of Karnataka to set up and institutionalise required mechanisms and policies to take forward the International Migration Centre for Karnataka. The roadmap included the need to introduce required human resources requirement, fiscal requirements and the institutional and policy framework over the next 5 years for such a Centre.

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**Intern’s Experience**

PAC has unique facilities such as a wealth of resources and people who have been in government and carry experiences along with them that guides us when needed

- Siddarth Shah, Brandeis University, USA
July, 2017
PAC Intern
Key Projects Completed

- Improving Consumer Voices and Accountability in the Swachh Bharat Mission - Gramin
- Improving Performance of Government Employees of Karnataka through Training and Capacity Building
- Making Government Departments more Citizen-Friendly in Karnataka
- Himachal Pradesh District Good Governance Index
- Public Affairs Index 2017

Projects - An Overview

PAC continues to build on its research areas by not only enhancing and working on areas that we have expertise in, but also the new domains that we have now branched into. We are also expanding our activities from research to action.

Ongoing Endeavours

- Studying 5 different services under Integrated Child Development Services (ICDS) for the Women and Child Department, Government of Karnataka
- Working on a Citizen Monitoring of Fair Price Shops in Karnataka and will cover 10 districts in Karnataka
- Working as a consortium partner with 4 Bengaluru-based organisations to study various Urban Local Bodies to suggest ways to make them financially self-sustainable
- Studying the services offered by 5 Electricity Supply Companies in Karnataka where PAC will be interviewing more than 15,000 respondents to assess the services offered by the ESCOMs in the state
- Working with Sarva Shiksha Abhiyan, Government of Karnataka to suggest ways to improve the working of the School Development Management Committees (SDMCs). PAC is also part of a consortia led by the University of Glasgow to study ways to lend community voices within School Development Management Committees (SDMCs)
- Helping to establish an International Migration Centre for the Government of Karnataka.
**Key Ongoing Projects**

The research areas adopted by PAC not only are topical in the public policy space but also serve as a learning tool to reach the grassroot levels. This year, PAC has been able to garner projects on subjects like Health, Education, and Food Security. We ensure that the projects address "the last mile" to involve community participation.

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**National Human Rights Index**

In 2017, the Public Affairs Index was accepted by academicians and policymakers for its robust data framework. PAC was asked to develop a Human Rights Index for the National Human Rights Commission.

**Objectives:** Evaluate and assess the compliance of states on the issue of human rights on the basis of five key themes:

- Police atrocities
- Crimes against vulnerable sections of the society
- Evil social practices
- Institutional structures for human rights
- Developmental entitlements

**Funder:** National Human Rights Commission (NHRC).

**Project Update:** A preliminary report was submitted to the NHRC on the manner in which states are dealing with issues related to human rights, even as the data bases for the 50+ indicators are being updated.

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Dr. C. K. Mathew at a regional workshop on Good Governance, Development and Human Rights.
Himachal Pradesh District Good Governance Index (HP-DGGI)

Himachal Pradesh, which was ranked no 1 among smaller states in the Public Affairs Index 2017, invited PAC to develop a similar governance index at the district level for the state.

Objective: To measure regional disparities through governance at the district level in the state of Himachal Pradesh

Funder: Government of Himachal Pradesh.

Key Outcomes: A key recommendation that came forth in this study was the creation of guidelines to enable government officials, particularly District Statistical Officers, collecting district-wise data in a standardised format.

Key Challenges: With the emergence of Big Data and data availability in public domain, there is a perception that data is easily available. However, the fact remains that most secondary data needs cleansing and requires time and effort to standardise.

Sustainable Financing of Urban Local Bodies (ULBs) in Karnataka

The Directorate of Municipal Administration, in 2017, requested PAC to assess the financial sustainability of 12 Urban Local Bodies across Karnataka using a revenue-expenditure framework.

Objectives:
- Study the existing scenario of revenue optimisation and mobilisation in the Urban Local Bodies of Karnataka
- Provide roadmap and recommendations to transform these urban bodies into financially independent organisations

Funder: Directorate of Municipal Authority, Government of Karnataka

Project Update: The researchers from PAC, Indian Institute of Human Settlements (IIHS), ISEC and Janagraha conducted primary and secondary studies. To support the secondary data, the team carried out a Citizen Report Card exercise to analyse the feedback of the citizens on the quality of service delivery in these 12 ULBs.
Citizen Monitoring of Fair Price Shops under the Public Distribution System Karnataka

Supported by the Azim Premji Philanthropic Initiatives, PAC, in 2017, began a three-year project to improve accountability, transparency and service delivery associated with the Public Distribution System, Karnataka, by training citizens to monitor Fair Price Shops.

**Objective:** Improve the accountability and transparency of the functioning of Fair Price Shops by creating a standardised citizen monitoring process

**Funder:** Azim Premji Philanthropic Initiatives (APPI)

**Project Update:**

**Year 1 -**
- Conducted a baseline study for 35 Fair Price Shops in 5 districts of Karnataka.
- Validated the qualitative aspects on the functioning of these Fair Price Shops.

**Year 2 -**
- Extend the reach to incorporate 15 districts of Karnataka
- Conduct trainings for citizen volunteers.
The PEC team has a mandate to enhance the visibility and outreach efforts for the Centre. Last year, we saw an enhanced visibility in the media owing to the amount of communication outputs created by the researchers. PAC had more than 30 articles published in newspapers (national) along with two TV appearances.

On the social media front, PAC was able to get a significant number of followers on all the 3 platforms.

Protocols for various activities:
- Conducted customised in-house trainings
- Created Standards & Guidelines to bring in consistency to all the outputs
- Created templates
- Designed Protocols for various activities-fieldwork, editorial process and research methodology.

Social Media Presence in 2017-18

- Twitter: 620 followers
- Facebook: 2,796 followers
- LinkedIn: 240 followers

Administration, Finance and Human Resources

2017-18 was a very important year for PAC, since a big transition was in place. Two of our key projects were completed in the year - the Bill and Melinda Gates Foundation funded Swachh Bharat Mission-Gramin project and the Agency for Technical Cooperation and Development (ACTED) project on Public Services in North East India.

PAC also underwent a restructuring process whereby it has now aligned its research work with the Sustainable Development Goals (SDG). We have developed an innovative and objective process as well to make way for a transparent system of employee evaluation and career progression.
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We are happy to inform that we built this house from the partial assistance received under Indira Awas Yojna

Memcha Laisram, Beneficiary, Churchanpur, Manipur

Voices from the Community

“I held a MGNREGS Job Card. However, I wasn’t even aware that Gram Panchayat members are not allowed to take away the Job Card. I also did not know that we are supposed to be paid within 15 days of job completion. I came to know about all this after attending this workshop.”

-Biswa Das, MGNREGA worker, Goalpara, Assam

“Earlier contractors would come announce and build a toilet. People used these toilets for storage purposes. Now that they see my family use the toilet, my neighbours also constructed a toilet and use it regularly. Thanks to PAC and the local partner for the training programme on the importance of sanitation and toilet usage!”

-Karpagam Muthukumaran, VPRC Member and Beneficiary, Tamil Nadu

Public Affairs Centre (PAC) engages in action research, focusing on Sustainable Development Goals with respect to India. PAC is a not-for-profit Think Tank, established in 1994 with a mandate to improve the quality of governance in India. The creation of PAC was one of the first civil society-led institutional initiatives to mobilise a demand for good governance in India.

First Collaboration with Central University of Rajasthan

First Corporate Social Responsibility (CSR) Project

New Areas of Research SDG 2, 3, 5 and 9

MILESTONES

Public Affairs Index 2017

First District Level Governance Index