



PUBLIC AFFAIRS CENTRE

Committed to Good Governance

Annual Report

2013 -14



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Public Affairs Centre

No. 15, KIADB Industrial Area
Bommasandra – Jigani Link Road
Bangalore 562106 India
Phone: +91 80 2783 9918/19/20
Email: mail@pacindia.org
Web: www.pacindia.org

 Public Affairs Centre

 [twitter@pacindia](https://twitter.com/pacindia)

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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Contents

Director's Note	5
Reports from Programme Units	
Public Policy Research Group	7
Participatory Governance Research Group	13
Citizen Action Support Group	16
Environmental Governance Group	18
Staff List	23
Gender Break-up of Staff Salary Levels	24
Donors and Supporters	24
Financials	
Consolidated Balance Sheet as for the year ended 31 March 2013	25
Consolidated Income and Expenditure Account for the year ending 31 March 2013	26
Governance	
PAC Board of Directors, 2012-13	27
Organogram	28

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



A MESSAGE FROM THE CHAIRMAN....

The Public Affairs Centre is twenty years old. Through its chequered life, the Centre has striven to give voice to citizen experience and aspiration through the medium of Citizen Report Cards and other social accountability tools. These efforts have been instrumental in engaging governments and policy makers with thought leaders, communities of action, and researchers to improve the fabric of governance in India and elsewhere. Social accountability of governance processes is now an established idiom in several branches of government and it has proved to enrich and vitalise policy design, and improve programme expression.

The challenge ahead for the Public Affairs Centre and similar organisations now is to build upon this foundation of social capital that has been generated within the echelons of government and in the corridors of power. This needs to be done with a specific focus in mind. The vast majority of India's citizens continue to live in poverty and squalor. While an encouraging proportion of this population is now initiating its move towards a dignified life, a significant group remains sequestered at the very bottom, hapless and outside the radar of governance and governments. Pointing the sensitivities of citizen groups and government towards these ignored and marginalised groups becomes the major concern of all organisations working towards social equity and harmony, and I hope that PAC will move in this direction soon.



This reorientation of efforts will require alliances with all thinking communities and organisations in the country, as the scale of this effort is large and often daunting. The knowledge of several practitioners and researchers, combined with the experience of administrators and governors of change processes, needs to be welded into a fresh formulation of the social wisdom that will bring lasting change to centuries-old patterns of oppression and inequity. I do hope that the Public Affairs Centre will take its place in the forefront of institutions working towards creating a new India that values equality and dignity along with material growth.

Justice (Retd.) M. N. Venkatachaliah
Chairman



THE DIRECTOR REFLECTS



For over twenty years now, PAC has been a pioneer in creating and promoting the use of citizen centric tools for the consolidation of grassroots experience that is critical to the understanding of how government programmes stumble, fail or sometimes even succeed. In this time, PAC teams have researched almost every sphere of governance, worked in many sectors, and established friends and well-wisher groups in many countries. Internally, PAC's reconstitution as a team with a common mission of knowledge creation, often outside the boundaries of discipline and skill sets, allowed for a more holistic expression of our research results. This is seen in their application of findings and approaches from one sectoral investigation to other similar situations.

This posed a fresh challenge to our team. If research findings had potential for a more universal application, then interpreting, adapting and relaying these to larger constituencies beyond our conventional circles becomes an imperative. In turn, this puts pressure on researchers to become effective translators of context and subtext so that the impact of our research is maintained in a new idiom. In sum, the best of our researchers will now be measured in terms of their social and communication skills, and their capability to reinterpret research direction for the benefit of new communities.

Recognizing these new thrusts to our work, the Centre has worked hard over the past year to develop and streamline initiatives that inculcate an attitude of communication in our research teams. All research needs to be shared through the many new social media available to us, to reach as many persons as possible in order that the learning from our work becomes a template to inspire and motivate others. In turn, this necessitates the revamp of our traditional platforms – the website, publication roster, and several assorted newsletters and campaign materials – to make them competitive with the new media. Further, new ways of engagement are being devised to secure our presence in the discourse spaces of our sectors.

Over the next ten years, PAC will enter fresh areas of social concern aiming to make the change happen, make our research come alive in different governance dispensations. We will be guided by a fresh strategy that is being evolved through consultations with those who have worked closely with us over the past twenty years. This strategy aims to reposition PAC in the knowledge sphere as a reliable actor to effect change, and moves us on from being progenitors of social accountability initiatives. All this change is predicated intimately on how well our peers rise to support our small beginnings, amplifying and elaborating them for the benefit of society. Our dedicated team is geared to optimally use all opportunities offered to us to promote social accountability nationally and internationally. I request you to join your ideas and hands with us to make this possible.

Suresh R.
Director



Public Policy Research Group

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.

Completed Projects, April 2013-March 2014

State of Mid-Tier Cities in India, IDRC-TTI, April 2012-March 2014

This research, as the last part of a pioneering initiative at Public Affairs Centre, aims to provide an assessment of urban conditions in the four mid-tier cities of India – Bhopal, Patna, Surat and Visakhapatnam. It has been predicted that the future of urban growth in developing countries is going to occur in smaller and mid-tier cities, not in the metropolitan areas, hence is the motivation for us to study the above mentioned mid-tier cities of India, which were selected such that they represent all the geographic regions of the country.

We find that overall, Surat is economically the most vibrant with its industrial base, and has a high literacy and workforce participation rate. This city has satisfied the JNNURM norms with respect to property tax collection efficiency, has the largest budget in terms of receipts and the highest per capita revenue among the four cities. Even in terms of service delivery, especially solid waste management, Surat is a role model for the other cities to follow. However, opportunities for recreation are limited in this industrial city, given it's the worst in terms of parks per lakh population. Vizag leaves much to be desired since it is home to the maximum proportion of slum households not only among

the selected cities, but nationally. Our data on the proportion of employees in the city government to per lakh population imply that Patna does not have adequate staff for the provision of public services like health, education and social services commonly provided by the city. The lack of staff can be related to fiscal stress and impact the capacity of the city to perform. Patna's air quality is also the worst among the cities we've studied. Bhopal is poor as far as public commuting is concerned since we find the maximum number of persons killed or injured in accidents there. We find no city meets norms of expenditure for services such as water supply, sewerage, storm water drainage, roads, or street lighting. The above will be brought out as a working paper.

NREGS: Reservation Wages, Wages and Expenditure, IDRC-TTI, July 2011-March 2014

In this study, our objectives were 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-run impacts of a one-time shock (such as an employment guarantee program) 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



Dr Kala presenting the contribution of the urban poor-Chennai paper at the Shanghai Forum, May 2013



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 research, based on extensive surveys of 1,000 respondents in Chitradurga district of Karnataka, finds that wages paid under the program, being Rs. 98 a day, are not adequate to cover the needs of rural workers, taking into account their education, family size and other characteristics, leaving a huge gap between the stipulated wage (which is Rs.180 per day) and the actual wage being received. The expected wage of the worker was Rs.207 per day. Due to the fact that MGNREGS wages are low compared to the workers' expected wages, nearly all (99%) of them derive less benefit from these jobs. Nonetheless, the interesting finding from this research is that even delayed payment of NREGS wages has a positive impact on workers' participation in the program.

The policy implication based on this research would be to match NREGS wages with worker expectations based on their characteristics.

North_South Project, IDRC-TTI, August 2008-March 2014



Dr Kala speaking at the NCAER Workshop on Land Economics in New Delhi, August 2013



PPRG meeting with Samar Verma, IDRC, PAC, October 2013

In this project, we attempted to understand what explains the paradox of regional economic disparities between the northern and the southern Indian states, taking the instances of Tamil Nadu and UP in the first phase and gradually covering the entire southern and northern regions in the second phase of the study, before drawing conclusions. We call the phenomenon of regional economic disparities between the northern and southern Indian states as a paradox because the two group of states were not really far apart in terms of many indicators including their per capita income, poverty rate, tenure of chief ministers and so forth. In fact the northern states had an edge over their southern counterparts in terms of all these indicators. However, the gap between the southern and northern states of India has widened significantly in recent years in terms of per capita income and poverty reduction.

This monograph examines the factors underlying this phenomenon and divides them into proximate and foundational factors. Analysis of the historical data for over four decades shows that the gap between the two regions was much smaller at the outset and that the North (UP) had a head start in some areas. A major finding is that though the South (TN) was somewhat better placed in terms of initial conditions for over two decades, it was only



in the post-liberalization period that it could realize their potential and surge forward. While we present quantitative data on proximate and foundational factors extensively, we also present qualitative data to support findings from the quantitative data, based on intensive interviews with officials and scholars in Tamil Nadu and UP.

Ongoing Projects, April 2013-March 2014

State of Karnataka's cities monitoring, IDRC

The State of Karnataka's Cities is a major review of 10 cities of Karnataka. The first phase of this study was completed in 2009. In the monitoring phase we will be looking at crucial urban indicators for the top 10 cities in Karnataka (Mysore, Hubli-Dharwad, Belgaum, Gulbarga, Mangalore, Davanagere, Bellary, Shimoga, and Bijapur), since we initiated the study in 2009. We attempt a comparison of socio-demographic and economic dimensions, urban poverty, infrastructure and public services (such as water supply, sanitation, sewerage, roads, street lights, and electricity), municipal finances, and quality of life (air quality, water quality, museums, parks and other recreation facilities).

Current Status: Visits to 6 of the 10 cities have been completed; currently data clarifications are pending from Bellary which is the only city for which a fact sheet has been prepared.

Improving Consumer Voices and Accountability in the Nirmal Bharat Abhiyan, BMGF

We started the project in all earnest, and finished negotiations with partners – WA and PAF – and signed MoUs with them, after several rounds of dialogue. The Government of India's Ministry of Drinking Water & Sanitation was approached and a letter of support to the concerned state governments, Tamil Nadu and Odisha, was obtained, following which field visits by the relevant project teams were made to these states, after obtaining letters of support from the state governments to the district officials. An extensive literature survey was done, following which secondary data were downloaded from the NBA website, and were authenticated with the data obtained from the states during the field visits. The national policy review (NPR) report was written based on the above, and extensive internal feedback was solicited. The NPR report was submitted to the BMGF



Dr Kala at the BMGF kick-off meeting at PAC during Linda Patterson's visit, November 2013

ahead of schedule, at the end of March. The first progress report to the BMGF has also been submitted on time.

Current status: In preparation for rollout of the CRC in each of the two states—Tamil Nadu and Odisha, a draft of the CRC questionnaire is ready, and being commented upon.

International Awards and Recognitions for PPRQ, 2013-14

- ♦ Kala S Sridhar, Invited speaker, *ADB Workshop on Untold Side of the Asian Poverty Reduction Story*, Manila, Philippines, March 10-11, 2014
- ♦ Kala S Sridhar, Invited speaker, Conference on Urbanization, Guizhou University of Finance and Economics, Tsinghua University, "Economics Research" Journal and China's National Natural Science Foundation Project, Guiyang, Guizhou Province, People's Republic of China, December 21-22, 2013 (Declined due to



personal reasons)

- ♦ Kala S Sridhar, Invited speaker, *ADB Workshop on Untold Side of the Asian Poverty Reduction Story*, Chongqing, People's Republic of China, 19-20 November 2013
- ♦ Kala S Sridhar, Invited speaker, *ADB Workshop on Urbanization and the Poverty-Growth-Inequality Triangle*, Fudan University, Shanghai, People's Republic of China, 31 Oct-01 Nov, 2013
- ♦ Kala S Sridhar, Invited speaker, *ADB Workshop on "Poverty Reduction in Asia: Drivers, Best Practices and Policy Initiatives"*, Sogang University, Seoul, South Korea, 23-24 August 2013 (Declined due to personal reasons)
- ♦ Kala S Sridhar, Invited speaker, *Shanghai Forum 2013*, to present "Contribution of the Urban Poor: A Pilot Study from Chennai, India," Fudan University, Shanghai, China, May 25-27, 2013.

National Awards and Recognition for PPRG, 2013- 14

- ♦ Kala S Sridhar, Invited expert group member, Initiation workshop on the Karnataka State Human Development Report, UNDP, Planning Commission, Planning Department, Government of Karnataka, Bangalore, March 29, 2014.
- ♦ Kala S Sridhar, Invited participant, Release of the State of the Urban Poor Report by the Honorable Minister, Housing & Urban Poverty Alleviation, Government of India and presented to the President of India, New Delhi, January 21, 2014
- ♦ Kala S Sridhar, Invited chapter writer on Urbanization and human development, Karnataka State Human Development Report, Government of Karnataka, 2014.
- ♦ Kala S Sridhar, Invited speaker, State level consultative workshop on Implications of climate change for water and sanitation, Government of Karnataka, Bangalore, December 12, 2013.
- ♦ Kala S Sridhar, Invited speaker, National Conference on Emerging mechanisms and responses of cities to climate change, Rockefeller Foundation and TARU, New Delhi, December 10, 2013.

- ♦ Kala S Sridhar, Invited speaker, Vibhooti Shukla Center of Urban Economics and Regional Development, University of Mumbai, Mumbai, September 24, 2013.
- ♦ Kala S Sridhar, Invited speaker, Workshop on Land Economics, National Council of Applied Economic Research, New Delhi, India, August 5, 2013.
- ♦ Kala S Sridhar, Invited speaker, Workshop on *Energy & Environment – Challenges & Solutions*, Kerala State Industrial Development Corporation, Government of Kerala, Thiruvananthapuram, June 14, 2013.
- ♦ Kala S Sridhar, Invited expert, UCLG GOLD III (United Cities and Local Governments *Third Global Report on Decentralization and Local Democracy (GOLD III) for the Asia Pacific Region*), Workshop, Ahmedabad, India, April 16, 2013.

Relevant Publications from PPRG, 2013-14

Sridhar, Kala Seetharam and Guanghua Wan (Editors). Urban governance, infrastructure and the environment: Evidence and lessons from the developing world, New Delhi: Springer, 2014.

Sridhar, Kala Seetharam and A.V.Reddy. Contribution of the Urban Poor: A Pilot Study from Bengaluru, India, in *Inclusive Urban Planning: State of the Urban Poor Report 2013*, New Delhi: Oxford University Press, 2014.

Sridhar, Kala Seetharam and A.V.Reddy. "Central and state urban infrastructure programs in Karnataka: What do we learn?" in *Urbanization in Asia: Governance, Infrastructure and the Environment* (eds., Kala S Sridhar and Guanghua Wan), New Delhi: Springer, 2014.

Sridhar, Kala Seetharam and Nivedita Kashyap. "Benchmarking cities: Evidence from India," in *Urbanization in Asia: Governance, Infrastructure and the Environment* (eds., Kala S Sridhar and Guanghua Wan), New Delhi: Springer, 2014.

Sridhar, Kala Seetharam, Shuzhong Gu and Shujie Yao. "Land Sales as a Public Financing Tool in China and India," in *China's Development and Harmonization*, (eds., Bin Wu, Shujie Yao and Jian Chen), Routledge, 2013.

Journal Articles, April 2013-March 2014



Sridhar, Kala Seetharam. The efficiency of India's cities: Is there a case to finance them? *International Journal of Applied Behavioral Economics*, forthcoming.

Sridhar, Kala Seetharam, A.V.Reddy and Pavan Srinath. Is it push or pull? Recent evidence from migration into Bangalore, India, *Journal of International Migration and Integration* (Springer), 14 (2) (2013): 287-306.

Articles in Newspapers, April 2013-March 2014

- ♦ Sridhar, Kala Seetharam and Sukanya Bhaumik. JNNURM: Hit or flop? *The Economic Times* March 17, 2014. <http://blogs.economictimes.indiatimes.com/urbanissues/>
- ♦ Paul, Samuel and Kala S Sridhar. Economic growth does impact quality of life, *The Economic Times*, December 25, 2013.
- ♦ Sridhar, Kala Seetharam and V.Sridhar. Telecommuting is the way to go. *The Financial Express* November 27, 2013.
- ♦ Sridhar, Kala Seetharam. Take the madness out of traffic, *The Hindu Business Line* (<http://www.hindubusinessline.in>), November 12, 2013.
- ♦ Sridhar, Kala Seetharam and Samar Verma. A way out of urban chaos. *The Hindu Business Line*, October 5, 2013.
- ♦ Sridhar, Kala Seetharam and A.V.Reddy. Reviewing MGNREGS on Gandhi's birthday. *The Financial Express*, October 2, 2013.
- ♦ Sridhar, Kala Seetharam. Lessons from Detroit for Indian cities. *The Economic Times* August 6, 2013.
- ♦ Sridhar, Kala Seetharam and A.Venugopala Reddy. Do the urban poor contribute? *The Business Standard* (<http://www.business-standard.com/>), June 9, 2013.
- ♦ Sridhar, Kala Seetharam and V.Ravi. Can we make insurance inclusive? *The Hindu Business Line*, May 11, 2013.

PAC Publications, April 2013-March 2014

Sridhar, Kala Seetharam and A.V.Reddy. Contribution of the urban poor: Pilot studies



Dr Kala speaking at the UNICEF-TERI conference on climate change and sanitation in Bangalore, December 2013.

from Chennai and Bengaluru, India, Public Affairs Centre, February 2014.

Sridhar, Kala Seetharam and A.V.Reddy. NREGS: Wages, Reservation Wages and Expenditure, Public Affairs Centre, July 2013.

Paul, Samuel and Sridhar, Kala Seetharam. The paradox of India's north-south divide: Lessons from the states and regions. Public Affairs Centre, August 2013 (Date of Press Conference in Bangalore: May 7, 2013).

Presentations, April 2013-March 2014

Sridhar, Kala Seetharam. What is more challenging: Urban or rural poverty? *ADB Workshop on Untold Side of the Asian Poverty Reduction Story*, Manila, Philippines, March 10-11, 2014.

Sridhar, Kala Seetharam. Challenges in implementation of climate change policies at local level, State level consultative workshop on Implications of climate change for water and sanitation, UNICEF and TERI, Bangalore, December 12, 2013.



Sridhar, Kala Seetharam. Urban development policies to enable resilience, National Conference on *Emerging mechanisms and responses of cities to climate change*, Rockefeller Foundation and TARU, New Delhi, December 10, 2013.

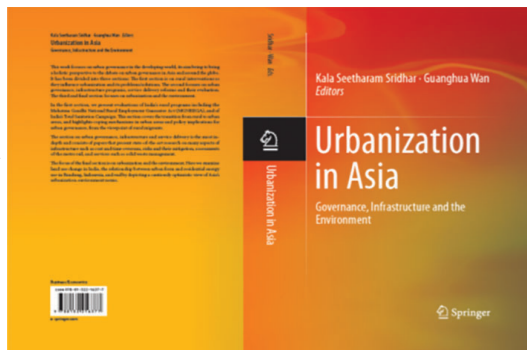
Sridhar, Kala Seetharam. Is urban poverty more challenging than rural poverty? ADB Workshop on the Untold side of the Asian poverty reduction story, Chongqing, China, November 19-20, 2013.

Sridhar, Kala Seetharam. Discussant of “Emerging Policy Framework of Poverty Reduction with Inclusive Growth in China,” by Yuan Zhang and Guanghua Wan, ADB Workshop on the Untold side of the Asian poverty reduction story, Chongqing, China, November 19-20, 2013.

Sridhar, Kala Seetharam. Asia’s urbanization: Causes and primacy, ADB-Fudan Lab for China Development Studies (FLCDS) Workshop on Urbanization and the Poverty-Growth-Inequality Triangle, Fudan University, Shanghai, People’s Republic of China, October 31 – 01 November 2013.

Sridhar, Kala Seetharam and Om Mathur. Overview of research on urbanization in India, ADB-Fudan Lab for China Development Studies (FLCDS) Workshop on Urbanization and the Poverty-Growth-Inequality Triangle, Fudan University, Shanghai, People’s Republic of China, October 31 – 01 November 2013.

Sridhar, Kala Seetharam. Land use regulations: Impacts on suburbanization and city



area, Vibhooti Shukla Centre for Urban Economics and Regional Development, University of Mumbai, Mumbai, September 24, 2013.

Sridhar, Kala Seetharam. The impact of land use regulations on the supply of land: The case of India’s cities, *Workshop on Land Economics: Issues and Challenges*, National Council of Applied Economic Research, New Delhi, August 5, 2013.

Sridhar, Kala Seetharam. Clean environment: Waste management solutions, *Workshop on Energy & Environment: Challenges and solutions*, Kerala State Industrial Development Corporation, Thiruvananthapuram, Kerala, June 14, 2013 <http://www.youtube.com/watch?v=JM-NPbDEIil>

Sridhar, Kala Seetharam. Contribution of the urban poor: A pilot study from Chennai, India, *Shanghai Forum 2013* (Sub-forum on Innovations in Asian urban development), Shanghai, China, May 25-27, 2013.

Sridhar, Kala Seetharam. Comments regarding draft GOLD III report for the Asia Pacific, *Workshop*, United Cities and Local Governments (UCLG), Cities Development Initiative of Asia (CDIA), Ahmedabad, April 16, 2013.

Appointment On Committees/Reviewer Roles, April 2013-March 2014

- ♦ Kala S Sridhar, Reviewer, Margin (National Council of Applied Economic Research (NCAER)’s journal)
- ♦ Kala S Sridhar, India Expert and Country Economist for project on Addressing Knowledge and Statistical Gaps in Relation to Poverty Reduction, Inequality, and Inclusive Growth, *Asian Development Bank*, November 2013.
- ♦ Kala S Sridhar, Paper writer, Knowledge Product on Inclusive Urban Development for South Asia, *Asian Development Bank*, December 2013.



Participatory Governance Research Group

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.*

Completed Projects, April 2013-March 2014

Assessment of BESCOM services, Bangalore Electricity Supply Company (BESCOM), Government of Karnataka, August 2012-July 2013

The study followed the Citizen Report Card (CRC) approach and gathered feedback from both users and BESCOM personnel to present a balanced picture of the issues faced by users while availing BESCOM's services and constraints faced by the personnel while discharging their duties. After making a successful presentation of the findings to the top management in BESCOM, a written commitment in the form of a Government Circular was prepared by BESCOM citing the issues identified from the study and the steps that BESCOM will undertake to mitigate the same. This was incorporated into the final report and put up in the public domain including the websites of BESCOM and PAC. As a result the findings were highlighted in the media, both print and electronic. The report was also widely disseminated among other departments in the Government of Karnataka, and sent out to other State Electricity Boards of all other states of India as well.

Role of community participation in rural governance in Karnataka, IDRC-TTI, March 2013-August 2013

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. In this context, PGRG carried out a study comprising of a quick mapping exercise to understand the kind of committees that exist in rural Karnataka and to assess the role that committee members play in the improvement of public service delivery.

This interesting exercise was carried out in partnership with another NGO, the Swamy Vivekananda Youth Movement (SVYM) who as knowledge partners provided technical support towards the implementation of the study. A draft report and study brief are the



outputs from this study, which will be further finetuned and printed for dissemination.

Pilot project on monitoring solid waste management through SMS, IDRC-TTI, June 2013-September 2013

PAC in partnership with ELVA worked on a pilot project that aimed to monitor the pattern of garbage clearance by the Greater Bangalore Municipal Corporation (BBMP) authorities through SMSs sent by citizen volunteers. The information collected by observing and then sending out an sms answering specific questions related to daily garbage collection was sent to a common number, from where ELVA compiled, collated and prepared a graphical and spatial depiction of the pattern of garbage collection / clearance in Bangalore. This pilot project involved about 11 citizen volunteers including working professionals, housewives, and shopkeepers and was carried out on a daily basis for one month.

The findings were shared with officials of the concerned department in BBMP, and are



A volunteer with his mobile phone to SMS details of garbage clearance

now being quoted for a bigger study by one of the Groups in PAC in their proposal.

CRC+ exercise with regard to the Madilu Yojane, IDRC-TTI, Feb 2013-March 2014

While in a CRC, the findings enable users to demand better services and public agencies to identify strengths and weaknesses in their work, the CRC+ approach 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 unique experiment was carried out with regard to the procurement of materials required to complete a Madilu kit (a set of 19 items for a new mother and baby as part of a scheme by the Government of Karnataka) and the distribution of the same. The findings from the report were shared with concerned health officials and a draft report is ready for finalisation.

Ongoing Projects, April 2013-March 2014

Stakeholder Assessment of the Implementation of the Right to Public Services Act in India, funded by the World Bank

The project is an assessment of the delivery of services under the RTPS Act at the department level, through a random sample survey of applicants who applied and availed of selected services that are now under the RTPS purview, and the implementers and decision makers of the same services in a state for three selected states (Karnataka, Madhya Pradesh, and Delhi).

The objectives of the study are as follows:

- ◆ To systematically assess the quality, responsiveness and outcomes of the implementation of the RTPS Act for selected 5 services provided by the concerned departments in three selected states.
- ◆ To evaluate the impact of the RTPS Act by comparing user experiences before and after the implementation of the same.
- ◆ To generate a better understanding of the problems and constraints being faced by the selected departments on responding to applications filed under the Act and redress of any grievances as a service provider to the community.
- ◆ And, to assist the selected departments and the respective state governments to use the information and knowledge generated through the study so that actionable policies and remedies can be formulated

An MoU for carrying out the study has been signed between PAC and The World Bank



and meetings with officials of the RTPS implementing departments in the three states are in progress. This will be followed by a survey among recent users and a case study among the officials of the Centres that provide services under the RTPS Act.

Improving Access to Information and Delivery of Public Schemes in Remote and Backward Districts of North-East India, ACTED

The project aims to improve access to quality information on and delivery of public schemes and enhance accountability of public service delivery actors in North East India (NEI). The role of PGRG would be to take all necessary steps to ensure smooth, timely and quality implementation and supervision of the three CRCs (field implementation by NEICORD) as outlined in the project with the following key activities:

- ♦ Beginning, mid-term and final CRC surveys, monitoring and evaluation on access to information on public schemes and service delivery through Citizen Report Cards (CRCs) and
- ♦ Community Gender and minority audit of each targeted scheme assessing access by women and identifying constraints and solutions

A kick-off meeting in Guwahati has initiated the project and efforts are under progress to collect secondary data for the national level programmes that are being covered, which will be followed by questionnaire and sampling design and CRC surveys.

Improving Consumer Voices and Accountability in the Nirmal Bharat Abhiyan (NBA), BMGF

The project aims to improve the governance of NBA and include citizen voices in its implementation and monitoring. It is necessary therefore to address both demand and supply side issues. On the demand side, the project visualizes enhancement of the voice and participation of citizens in the NBA. On the supply side, it aims to increase the capacity of all stakeholders to efficiently utilize the resources available to them.

Collecting secondary data, meeting relevant NBA implementing officials and preparing for the first CRC in Odisha and Tamil Nadu with project partners comprising of WaterAid and Public Affairs Foundation, the major activities underway.



Collecting information from a member of the SJPU for the ICPS study

A Study of the Integrated Child Protection Scheme in Bangalore, Karnataka, IDRC-TTI

This pilot project aims to study the ICPS, its implementation so far in Bangalore Urban district and find areas for recommendation and improvement to the Government. To carry out the study, the following steps are being taken:

- ♦ An understanding of the various laws and policies related to child protection mechanisms in Karnataka
- ♦ Mapping of the child protection mechanisms in Bangalore- where and what of the system
- ♦ Implementation of this child protection policy in Bangalore

Fine tuning of the two reports – a legal perspective and findings from interviews carried with stakeholders from the supply side, is under progress. This report once finalised and printed, will then be shared with all relevant stakeholders.

PAC Publications, April 2013-March 2014

An Assessment of BESCOM Services

Tools for Improving Maternal Health Service Delivery - An Implementation Manual



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, April 2013-March 2014

Citizen's against Corruption, Partnership for Transparency Fund , June 2008- June 2013

The project was implemented in 6 states of India, and Nepal and Sri Lanka through 18 partner organizations between 2008 and June 2013. The project facilitated citizen's informed action against corruption in delivery of social welfare programmes across India, majorly focusing on NREGS and PDS. An inventive project tracked ethical practices on drug trails while another tracked public procurement by the central government of India agencies. Largely the project mobilized 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. The NREGS projects indirectly impacted over one million families and directly over 0.4 million families. The PDS projects indirectly impacted over 0.45 million families and directly about 0.048 million families. The concluding workshop was held on 29th April and 1st May 2013 in Delhi to learn from the results, tools, experiences and lessons.

Ongoing Projects, April 2013-March 2014

Coalition against Corruption

Coalition against Corruption (CAC) was started in the year 2005 through a network of



CAC meeting

six like-minded organizations 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 November-December 2013, CAC conducted painting competition for school children and essay competition for the under graduate student on the theme of “Fighting Corruption”. The programmes were organized in association with the Kannada print media house – Vijayavani. The winning essays were carried in the newspaper. The winners of the competition were by Justice MN Venkatachaliah on 9th December— International Anti-Corruption Day.

A study of coverage on corruption issues in print media was undertaken. The study – ‘Corruption Barometer’ analyzed 5 English and 6 Kannada newspapers for the quantity and quality of content on corruption. The findings were shared with the media on 6th November 2013. Justice Santosh Hegde released the report.

PDS Policy Advocacy

The project used CRC to demonstrate efficiency and effectiveness of the existing field level Monitoring Mechanisms of PDS in Karnataka through Citizen Engagement. The project was implemented with logistical support from the Food & Civil Supplies Department. The project is implemented through a network of NGOs and CBOs in 15 districts of Karnataka covering 159 Fair Price Shops. The findings and recommendations were shared with the Honourable Minister for Food & Civil Supplies, Karnataka on



Presenting the PDS study to the Minister

23rd October 2013 and the Commissioner, Food & Civil Supplies Department on 17th January 2014.

Citizen’s Monitoring of PMGSY Roads in Jharkhand, Meghalaya and Rajasthan, NRRDA

The project facilitates citizen’s monitoring of 30 roads in Rajasthan, 20 roads in Meghalaya and 20 roads in Jharkhand. In each of the states, identified state level partner organizations facilitated selection of roads to monitor and citizen volunteers from the vicinity. Citizen volunteers were trained in two day hands-on workshop with the assistance of respective state PMGSY Engineers at Shillong on 23rd and 24th July, at Jaipur from 4th to 7th September and at Ranchi on 9th & 10th September. Empowered with knowledge and tools, they surveyed the roads and put together the data, which was analysed and submitted to National Rural Road Development Agency (NRRDA) on 20th February 2014 for corrective actions.

CASG Publications:

1. *Public Distribution System in Karnataka - A study of the effectiveness of its monitoring mechanisms.*
2. *Citizens Fighting Corruption - Results and Lessons of an innovative pilot programme in India.*



Environmental Governance Group

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, April 2013-March 2014

Gulf of Mannar (GoM) Extension Project, ANSA-SAR, May 2012 - June 2013

Affiliated Network for Social Accountability – South Asian Region (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 project was concluded by organising a two day workshop in Chennai on 17th & 18th June 2013 to influence the policy makers at the Central and State governments for addressing the issues identified in the GoM study. First day (17th June) of workshop focused on the design and implementation issues of Welfare Measures for Fishermen in Tamil Nadu. The second day (18th June) focused on Climate Change and Livelihoods in the GoM. The workshops saw a participation of Senior Government Officials from Government of Tamil Nadu and Government of India, Scientists and researchers from institutions like CMFRI, MSSRF and representatives from Civil Society Organisations. There was also active participation by fisher community representatives from GoM Region and other districts of Tamil Nadu.

The issues identified by the project were highlighted to policy makers by the community themselves. The workshop also brought out the need for development of a governance framework to ensure participation of the community. It was also recognised that a collaborative approach yields better result than the top down approach and suggested that in-depth discussions are needed to understand how such an environment can be



GoM workshop _ Chennai



created.

Understanding the link between Environments, Livelihood and Governance in Wayanad, Kerala, IDRC –TTI, A

Based on a preliminary study carried out in Wayanad, Kerala the changes in climate and its impact on the life and agriculture livelihood of the people was highlighted. A report on the best practices in agriculture followed by the farmers in selected panchayats in Wayanad was developed highlighting the sustainable practices followed.

National Level Colloquium on Climate Smart Cities, a collaborative endeavour with CSTEP, IDRC –TTI, August 2013

Public Affairs Centre and Center for Study of Science, Technology and Policy (CSTEP) organised a one day colloquium on “Climate Smart cities” on August 28, 2013 to explore how our cities can adapt better towards the changing climate and how its citizens can play a constructive role in this process. The Colloquium is part of a series



Colloquium_ Climate Smart Cities

where young researchers are given opportunities to interact and present ideas to experienced administrators. Papers included cases from the coast to the highlands, and in different sectors such as power, transport and others. While Bangalore featured prominently in the discussions, the issues spanned larger concerns such as weak governance and monitoring that affected planning and implementation in cities. The colloquium provided a good platform for exchange of ideas on making cities climate smart. There were talks by sector experts on one hand and on the other, young budding researchers were provided with an opportunity to present their works. It was a good learning experience. However, it was felt that to make sure that some of these ideas are translated into action, there is a definite need for a buy-in from the implementing machinery. Hence it was decided that as a Way forward to this exercise, there will be another colloquium held in partnership with a government agency. Efforts will be made to ensure greater participation of representatives from the government both administrators and policy makers so that the vast amount of knowledge generated through the deliberations in the colloquium can be translated in to policy actions. The potential for joint research can also be explored based on the expertise in the research community and the need from the policy circles. A publication of the proceedings of the colloquium is brought out for dissemination.

Climate adaptation in river deltas of India and Bangladesh - Proposal Development with consortium of National and International partners, CSTEP, June 2013 – September 2013

A proposal on Climate change and its impacts in river deltas was developed by a consortium of think tanks in Asia and Africa and submitted to Collaborative Adaptation Research Initiative Africa and Asia (CARIAS). This proposal looked at 4 deltas (Cauvery, Sunderbans (India and Bangladesh) and Niger) in Asia and Africa. The proposal looked into the Socio-economic profile at the household and village level in the above mentioned deltas. The proposal also identified the issues and impacts of climate change affecting the ecology, local resources and livelihoods. The proposal was submitted and was selected to the top three in the theme. This has enhanced our capacity to work in



delta areas and has helped us carry out the pilot study on Climate Adaptation and Resilience in South Asia.

Financing Low Carbon Growth at the State level, Centre for Development Finance-IFMR, July 2013 –September 2013

A study funded by IFMR with the objective to identify financing mechanisms in the State of Karnataka to ensure low carbon growth and helps mitigate the impacts of climate change. The study focused on the Akshaya Shakthi Nidhi of the State Government to help achieve the targets of the State Renewable Energy Policy. The study findings were discussed in a round table held on 22nd January 2014 with different stakeholders. The round table brought out ideas and suggestions to take the study findings forward with the state policy makers.

Ongoing Projects

Climate Adaptation and Resilience in South Asia – IDRC Opportunity Fund Project



Arvind and Jangal during Livelihood Mapping Climate Adaptation and Resilience in South Asia

This is a collective proposal to use the Opportunity Fund of IDRC-TTI which was submitted by three TTI grantee institutions: Public Affairs Centre (PAC), Centre for Study of Science, Technology and Policy (CSTEP) and Institute for Social and Environmental Transition-Nepal (ISET-N). It also involves Indian Institute of Science (IISc), Bangalore. The study builds on the initial ground work carried out in understanding the livelihoods, climate and governance of the Cauvery Delta during the process of CARIIAA proposal development.

The objectives of the study are

- ◆ First, we seek to build our capacity in climate vulnerability and adaptation studies and prepare to undertake large scale future projects in this area. Second, we seek to validate the understanding of vulnerabilities, adaptation and resilience planning in selected sites in South India and Nepal during the project phase February-September 2014.
- ◆ To Improve Climate Change Score Cards (CCSC) and its application in Cauvery Delta for understanding the vulnerability of agricultural livelihoods
- ◆ Highlighting the issues of agricultural livelihoods to Climate change and also help identify adaptation strategies for the same.

PAC together with DHAN Foundation decided to select the villages in Kumbakonam block of Thanjavur district. PAC has plans to conduct Climate Change Score Cards and Scenario Planning exercises based on the Shared Learning Dialogues (ISET-N) in 5 villages covering 4 Grama Panchyaths in Kumbakonam block. A background research was done to analyse regulations governing the area, followed by identifying the indicators for conducting the Climate Change Score Card exercise. The indicators developed are based on background research and experts' inputs/ judgment.

The Climate Change Score Card is developed from the analysis of

- ◆ Vulnerability assessment of the delta region - PRA exercises integrating SLD and FCM approaches
- ◆ Analysis of the present regulations related to agriculture



- ♦ Socio-economic study of the delta

Scoring of Vulnerability through CCSC

Scenario planning for the identification of adaptation strategies and actions based on the field exercises in the villages

The outcomes of the CCSC exercise will feed into the various platforms like DARPAN and help identify adaptation strategies both autonomous and planned in the project areas.

The results will then be shared with the stakeholders (local communities/research organisations/CBOs/CSOs and henceforth) through a conference and workshop. The entire process of CCSC will be video documented for easy dissemination and replication.

Output: The main output will be a toolkit on implementing CCSC on agricultural livelihoods in delta regions. Apart from this a series of working papers will be produced that include one on vulnerability assessment of Cauvery delta and analysis of regulations applicable to agriculture in the region.

Outcome: The intervention will give a better understanding of peoples' perception on climate change and how it is impacting the lives of farmers in the region. The exercise will also help validate the perceptions with climate science in order to feed into the policy discourse. The process will generate a systemic approach for developing Climate Change Adaptation Strategies which is truly bottom-up through the inclusion of citizen voices.

Alliance for Green Karnataka: IDRC -TTI

Taking forward the Green Manifesto Karnataka, PAC intends to form an Alliance of likeminded individuals and organisations to pursue its mandate of achieving a just and equitable society through environmental governance. The Alliance will consist of not only, like-minded actors (academia, research institutes, practioners, individual users, non-governmental organisations, community based organisations, corporate players and foundations and trusts) who are working for creating a better future for tomorrows generation, but also pro-active members from political parties. The members of the Alliance will meet regularly and contribute to an improved and meaningful dialogue

between the citizens and the government/political groups on critical issues of environment and governance.

Objectives of the Alliance

An active State-wide network of like-minded organisations and individuals (both political and apolitical) working in coordination for the betterment of environment to advocate for environmental issues under various themes like Agriculture, Water, Energy, Forests, Waste, Climate Change etc

Proposed Activities of the Alliance

The main activities of the Alliance would be to Organise theme based events on a regular basis, where members can put forth their views and take it to the policy level thus, bridging a gap between the levels of research.

Community Led Environmental Impact Assessment - IDRC-TTI

Community Led Environmental Impact Assessment (CLEIA) is an attempt to develop a participatory technique, where each tool is designed to internalize community knowledge to delineate the possible impacts of any development venture on local environment affecting local livelihood.

Bangalore Environmental Portal, IDRC-TTI

This initiative is based on the mutual agreement between PAC & Map Unity, Bangalore. To facilitate citizen involvement in continuous monitoring of local environment for better informed environmental decisions and actions through the creation of a crowd-sourced Urban Environmental Portal for the city of Bangalore. The initiative conceives the idea of participatory local environment management through the Portal, which will serve as a tool for identification, quantification, prioritization followed by targeted planning to counter urban environmental issues impacting various facets of citizen livelihood (e.g.- health, resources, efficiency and productivity etc.).

The immediate by-product will be a real-time dynamic repository of information, processed reports containing indicative results, media coverings, toolkits, organization database, videos and other documentation media, initiatives by different actors and so on. While



the expected long term outcome is aimed at removal of barriers for smooth delivery of “Good Environmental Governance” through smart collective citizen action leading to “informal pressure groups” to act as drivers and facilitators.

EnGG Activities April 2013- March 2014

1. Included in Think Tank Map of International Centre for Climate Governance <http://www.thinktankmap.org/>
2. PAC team visited Institute for Social and Environmental Transition (ISET N) in Kathmandu, Nepal regarding the joint study on Climate Adaptation and Resilience in South Asia
3. Supported two students from Azim Premji University pursuing Masters in Development interned with the team
4. Submitted the Video on ‘Changing Tides’ to the Green Film Festival in Seoul in February 2014

Proposal Development/Submission

1. A CSR proposal for Hindustan Unilever Vitality Foundation titled ‘A Proposal on Thinking and Action on theme “Water for Public Good” - An integrated Approach towards sustainable water in Mysore and Davangere Districts, Karnataka State’
2. Collaborative proposal with CSTEP, IISc, RAND Corporation, CPED and CPD, titled ‘South Asian and African River Delta Alliance’ to Collaborative Adaptation Research in Asia and Africa (CARIAA)
3. Collaborative proposal with Public Affairs Foundation submitted a proposal to ‘100 Resilient Cities’ of the Rockefeller Foundation
4. CSR Proposal development for HSBC

Conferences/Workshops

1. Organised a workshop ‘Growth in a Carbon Constrained World’ in partnership with CSTEP on 5th December 2013
2. The team participated in a State Level Consultation Workshop on – Implications of

Climate Change on Water and Sanitation organised by TERI and UNICEF on 12th December 2013 at Vikasa Soudha, Bangalore

3. Participated in a workshop ‘Energy Transition in India? Exploring the German Energiewende’ organised by Hienrich Boel Foundation and Centre for Environment Education

Papers published/submitted

1. Article on Citizen voices to promote Environmental Governance – Towards an equitable and inclusive development published in Yojana June 2013 – <http://www.yojana.gov.in/citizen-voices-env-governance.asp>
2. Submitted a paper ‘Community Centred Governance in Climate Change Affected Areas in India’ to the Climate Change Management Series, Springer. To be published before the COP 2014

Newspaper articles/coverage

1. Coverage of Bangalore weather swings to extremes in Times of India on 28th December 2013
2. Brace for Pains from Rains, Times of India, 20th January 2014

Publications

1. *Environmental Concerns of Tamil Nadu*
2. *A Green Manifesto for Environmental Governance*
3. *Climate Smart Cities – Proceedings of the Colloquium*
4. *Towards a Green Karnataka – Round table on Green Manifesto and the Way Forward*
5. *Green Governance Newsletter Issue 5*



Staff

Sl No	Name	Designation & Period, if applicable
1	Mr. R.Suresh	Director
2	Mr. S.S.Iyer	Administrator
3	Dr. Meena Nair	Head - PGRG
4	Dr. Kala Seetharam Sridhar	Head - PPRG
5	Ms Shanthi S. Shetty	Manager (Services)
6	Dr. A. Venugopala Reddy	Senior Programme Officer (until Feb. 14, 2014)
7	Dr. K. Prabhakar	Programme Officer
8	Dr. P. Srikant	Programme Officer (Until June 30, 2013)
9	Ms. Nivedita Kashyap	Programme Officer (Until April 30, 2013)
10	Ms. G. R. Poornima	Programme Associate
11	Ms. J.Mary Pushpa Kanthi	Administrative Officer
12	Mr. Anil Kumar	System Administrator
13	Ms. Ashwini .V	Accountant
14	Mr. Janeesh Kumar.K.M	Accountant
15	Dr. Satyajeet Nanda	Programme Officer
16	Ms. Popsy Jacob	Administrative Assistant (Until July 02, 2013)
17	Ms. Sarah Farooqui	Programme Associate (Until April 30, 2013)
18	Mr. Arvind L Sha	Programme Officer
19	Ms. Sayali Borole	Programme Officer
20	Ms. Sukanya Bhaumik	Programme Officer (joined in May 2013)

21	Ms. Sheeba Das	Administrative Assistant (joined in July 2013)
22	Mr. Suranjan Dutt	Programme Officer (joined in August 2013)
23	Mr. Chetan J Dixit	Programme Associate (joined in August 19, 2013)
24	Ms. Ritwika Basu	Programme Officer (joined in September 01, 2013)
25	Mr. Manjunath	Office Assistant
26	Mr. Honnur Sab	Office Assistant
27	Ms. Manjula	Housekeeping
28	Mr. Somalingappa	Gardener
29	Ms. Kariyamma	Gardener
30	Ms. Rathnamma	Housekeeping

Consultants

1.	Mr.J. Jangal	
2.	Dr.S. Sreedharan	
3.	Mr.M.P. Harish Kumar	
4.	Mr.Koshy Mathew	
5.	Ms. Prarthana Rao	(Until February 03, 2014)
6.	Ms.Sarah Farooqui	(from May 2013 until February 03, 2014)

Interns

1	Mr. Arun Sivaramkrishnan	from 17.05.2013 to 28.06.2013
2	Mr. Manmohan Ram	from 17.05.2013 to 28.06.2013
3	Ms.Shrisree Bajpai	from 03.03.2014 to 15.03.2014



Gender Break-up of Staff Salary Levels

Pay Scale (amount in Rs. '000)	No of staff	
	Male	Female
P1- (70 – 7 – 140)	0	0
P2- (50 – 5 – 85)	0	2
P3- (35 – 4 – 75)	2	0
P4- (20 – 3 – 45)	5	4
P5- (15 – 2 – 35)	0	2
P6- (10 – 2 – 30)	0	0
A1- (30 – 4 – 70)	1	0
A2- (20 – 3 – 50)	0	1
A3- (15 – 2 – 35)	2	2
A4- (10 – 2 – 20)	0	2
A5- (06 – 1 – 15)	0	0
A6- (04 – .600 – 10)	3	3
TOTAL	13	16

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

SI. No. List of Projects & Donors for F Y 2013-14

1. The Partnership for Transparency Fund
2. SANEI - South Asia Network of Economic Research Institute
3. The Asia Foundation
4. ACTED - Agency for Technical Cooperation and Development
5. Bill and Melinda Gates Foundation
6. CSTEP - Center for Study of Science, Technology and Policy
7. Bangalore Electricity Supply Company, Government of Karnataka
8. Childline India Foundation (CIF)
9. The State Planning Board, Government of Karnataka
10. National Rural Roads Development Agency (NRRDA), Ministry of Rural Development, Government of India
11. State Institute of Urban Development (SIUD)
12. Consumer Unity and Trust Society
13. Center for Development Finance (CDF) at the Institute for Financial Management & Research (IFMR)
14. The World Bank Group

List of Grants & Donors for F Y 2013-14

1. International Development Research Centre
2. Public Affairs Foundation



Consolidated Balance Sheet as for the year ended 31 March 2014

(In Rupees)

Particulars	SCHEDULES	AS AT 31 MARCH 2014			AS AT 31 MARCH 2013
		IC *	FC *	Total	
<u>SOURCES OF FUNDS</u>					
RESTRICTED FUNDS					
<i>Earmarked Funds</i>	1	9,25,092	2,63,73,417	2,72,98,509	88,27,337
<i>Endowment Funds</i>	2	52,23,397	1,05,22,451	1,57,45,848	1,57,45,848
UNRESTRICTED FUNDS				-	
<i>General Fund</i>	3	1,94,09,512	57,17,223	2,51,26,735	2,82,27,760
<i>Designated Fund</i>	3A	89,74,529	-	89,74,529	13,00,203
<i>Endowment Funds</i>	4	16,66,075	17,25,606	33,91,681	29,21,633
CURRENT LIABILITIES	5	76,625	4,19,461	4,96,086	43,91,957
		3,62,75,230	4,47,58,159	8,10,33,388	6,14,14,738
<u>APPLICATION OF FUNDS</u>					
FIXED ASSETS	6	1,79,89,074	45,49,629	2,25,38,703	2,17,33,280
INVESTMENTS	7	1,60,50,000	3,75,93,720	5,36,43,720	3,57,07,708
CASH AND BANK BALANCES	8	11,10,479	4,31,906	15,42,384	6,72,915
CURRENT ASSETS	9	11,25,676	21,11,068	32,36,744	33,00,835
OTHER ASSETS		-	71,836	71,836	-
		3,62,75,230	4,47,58,159	8,10,33,388	6,14,14,738

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

Director and The Chief Functionary
R. SURESH

Director

Director

Bangalore, 30 July 2014



Consolidated Income and Expenditure Account for the year ending 31 March 2014

(In Rupees)

Particulars	Schedules	During the year ended 31 March 2014										AS AT 31 MARCH 2013	
		Earmarked Funds		Endowment Funds		Designated Fund		General Fund		Total			Grand Total
		IC	FC	IC	FC	IC	FC	IC	FC	IC	FC		
INCOME	10												
Project Receipts		26,90,361	2,12,89,846	-	-	-	-	10,00,000	-	36,90,361	2,12,89,846	2,49,80,207	2,75,63,629
Interest on Fixed Deposit		-	6,94,364	4,75,842	9,18,748	2,50,191	-	5,25,040	2,25,216	12,51,073	18,38,328	30,89,401	30,04,585
Interest on Saving Bank Account		-	1,32,921	-	-	-	-	36,442	70,417	36,442	2,03,338	2,39,780	1,13,596
Other Income		-	-	-	-	-	-	1,34,517	-	1,34,517	-	1,34,517	1,09,843
Donations		-	-	-	-	-	-	-	-	-	-	-	2,13,520
		26,90,361	2,21,17,131	4,75,842	9,18,748	2,50,191	-	16,95,999	2,95,633	51,12,393	2,33,31,512	2,84,43,905	3,10,05,173
EXPENDITURE	11												
Administration Expenses		1,94,954	42,79,511	5,794	8,47,313	-	-	11,10,187	11,24,962	13,10,935	62,51,786	75,62,721	49,98,604
Project Expenses		39,52,750	2,21,05,456	-	16,863	-	-	-	-	39,52,750	2,21,22,319	2,60,75,069	1,98,58,845
Library, Membership & Subscription		-	12,523	-	14,567	-	-	5,713	-	5,713	27,090	32,803	41,310
Professional and Consultancy Charges		-	2,59,201	-	40,005	-	-	-	-	-	2,99,206	2,99,206	-
Dissemination & Publications		-	-	-	-	-	-	1,87,393	-	1,87,393	-	1,87,393	4,65,794
Purchase of Assets		-	16,08,085	-	-	-	-	-	-	-	16,08,085	16,08,085	3,73,655
Depreciation	-	-	-	-	-	-	8,02,662	-	8,02,662	-	8,02,662	8,91,847	
Excess of Income over Expenditure		(14,57,343)	(61,47,645)	4,70,048	-	2,50,191	-	(4,09,956)	(8,29,329)	(11,47,060)	(69,76,974)	(81,24,034)	43,75,118
		26.90.361	2.21.17.131	4.75.842	9.18.748	2.50.191	-	16,95,999	2,95,633	51,12,393	2,33,31,512	2,84,43,905	3,10,05,173

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

In terms of our report of even date

Director and The Chief Functionary
R. SURESH

Director

Director

Bangalore, 30 July 2014



Governance

PAC BOARD OF DIRECTORS, 2013-14

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

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

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

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

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

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

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

Ms. Maja Daruwala, Executive Director, Commonwealth Human Rights Initiative (CHRI).

Founder-Chairman and Permanent Invitee: Dr. Samuel Paul

Director: Mr. R. Suresh



Organogram

