



PUBLIC AFFAIRS CENTRE
Commitment to good governance

ANNUAL REPORT 2015-2016



PUBLIC AFFAIRS CENTRE

Committed to good governance

Public Affairs Centre (PAC) is a not for profit organization, established in 1994 with a mandate to improve the quality of governance in India. The creation of PAC was perhaps the first civil society-led institutional initiative to mobilize a demand for good 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

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Samuel Paul: In Memoriam

(1930-2015)

In a moment of candour several years ago, Dr Samuel Paul bemoaned the state of management of public services in India: "...pride plays no place in the delivery of citizen entitlements, often it is viewed as a favour, an opportunity to abuse the asymmetry of knowledge to make a quick buck....". Samuel Paul constructed the Public Affairs Centre (PAC) as a model of pride in protecting the citizen from the vagaries of service delivery, and in ensuring her or his rightful place in the flow diagram of procedures and access.

PAC, established in the last decades of his eventful life, crystallised the phenomenon of social accountability and made real the avenues by which this could be achieved in ordinary transactions with governments, banks and bureaucrats. The creation of PAC involved the mobilization of a vast amount of goodwill founded upon a cheery optimism and faith in humanity. Dr Paul utilized his enormous fund of connects with academicians, bureaucrats, researchers, and a number of students to invite them to co-habit a fresh space in Indian governance thinking, bringing with them a wide range of experiences with governments and service providers. He indulged the many ideas that flowed in, sifted them for feasibility, and chose those ideas that indicated potential for application in real life situations. Around this nucleus of work, a team was born, dedicated to the protection of the values of transparency and public responsibility.

This note only briefly captures the achievements of a glowing ember remnant from several fires lit in a lifetime of cultivating and conquering risk in several endeavours in many domains – research and analysis, strategy development, institution building, network and coalition building, and most of all, teaching with empathy and love. On the way, these fires lit minds, and more ideas. And in sum, these new ideas now stimulate the realm of innovation and reform in the management of public systems.

Dr Samuel Paul, with his wisdom and optimism, motivated and steered a vibrant team of young researchers at PAC, dedicated to the cause of equal opportunity and entitlement. The onus is now upon the rest of us to collectively shoulder a large task indeed – of keeping ourselves in good spirit while charting the mysterious ways of working of government. We are cheered by his memory and lightened by his enigmatic smile while going about this.



Director's Note

The past seven years of my tenure as Director of the Public Affairs Centre has seen the organisation scale several new heights. In denomination and in terms of contribution, PAC is now considered within the fraternity of think tanks that promote and support evidence-based policy design, formulation and implementation. This is apt recognition of the leaps that PAC has made in the conceptual, strategic and operational revision of its primary directions of effort. Each course correction in our path demanded specific skills and innovation to enable PAC to take advantage of conditions in the extant environment. The vibrant young PAC team has responded to this challenge, picking its way through minefields of competing ideologies and administrative choices, and identifying those lines of research and action that genuinely promote the mission of PAC – to place the citizen at the centre of governance in a democracy, and to characterize and amplify the voice of the citizen through carefully designed instruments such as the Citizen Report Card.

Social accountability tools by themselves measure and calibrate the essence of public experience with the delivery of goods assured and entitled under the Constitution to all citizens. The Centre had determined, in a series of workshops and meetings with experienced and concerned citizens of the country, the key sectors in which social accountability needed to be expressed cogently in order that those who populate governance structures were made aware of the many potentials as well as weaknesses of their systems and work processes. It was inevitable that those at the PAC acquire skill sets in specific domains to enable them to maintain a higher quality of dialogue with those in power and administration. To this end, PAC invested in deepening its knowledge base in five specific thematic loci – Urban Resilience, Water Security, Green Economy, Employment Generation, and Vulnerability.

Each of PAC's thematic groups have set themselves the onus of proof of effectiveness through the identification of key concerns, areas of research, on-ground validation of ideas through pilots, and the development of networks of concern in these topics among other think tanks, academic researchers, and civil society organisations and activists. PAC sees itself as a primary stimulus for further research and action among widening spirals of citizens concerned with better governance and responsible administration.

This Annual Report presents the several ways in which the Public Affairs Centre has commenced with the expression of "Strategy 2020" in the thematic areas. PAC works best with the continued support and goodwill of citizens in all spheres of thinking, investigation and doing. I hope that the ideas expressed here will motivate more public support for citizen voice in the important task of nation redesign and rebuild in a time of shifting priorities and political stances for our country.

I would also like to use this opportunity to thank our many resource supporters – state and national governments, private foundations, bilateral agencies, and the Think Tank Initiative - who have allowed us to explore uncharted territories in the quest for good governance. The past seven years has been an exciting journey of unexpected stimuli and unconventional response that has enlivened our work and results.

R.Suresh
Director

PAC'S COMMITMENT TO GOOD GOVERNANCE

WHY WE REMAIN COMMITTED TO GOOD GOVERNANCE?

At which stage in a nation's life does the process of governance become subject to scrutiny and intensive analysis? When does a common citizen question the activities and motives of those in power? Why do surges occur in public sentiment on the correctness, accuracy or intent of a governance stricture? Several long answers abound, but perhaps a short one is – when it pinches ordinary lives in many ways, lives that are used to a regular rhythm of public service delivery, even with all its faults of corruption and boorish behavior. At times like these, citizens – denizens of a geographical and national space with specific duties and obligations in return for rights and entitlements – register protest, usually with a view to re-establish familiar norms and patterns of their daily lives. Rarely do these citizens have cause or skill to review the patterns in themselves, to reform the ways of working so that inclusiveness, breadth of reach and quality of service is assured.



At the Public Affairs Centre, good governance means not only recording the inconsistencies of governance practice; we address these issues to renew our acquaintance with the design and rollout of these practices. PAC teams persistently and arduously investigate causes and effects of poor governance with a view to gently steer off-road processes towards flowering and fruition. This requires constructive engagement on the basis of real evidence, provided by detailed analyses on the basis of Citizen Report Card(CRC) findings and supported by coalition building with bureaucrats and citizen groups. In times of unclear priorities, when the ways of government seem to occlude rather than stimulate constructive criticism, the role of structured citizen voice becomes very prominent. As presented in report cards and scorecards, citizen voice focuses on the insights thrown up by the analysis of the evidence. This steers energy towards the resolution of the contradictions shown up by the research, and away from emotion and finger pointing. Citizen report cards also de-personalise important feedback that perhaps could damage reputations, thereby protecting the whistle-blower from other repercussions.

A demand for good governance in uncertain times requires to be backed by solid irrefutable evidence subjected to rigorous analysis, and supported by a degree of community mobilization. PAC's social accountability tools (report cards, expenditure tracking, charters, social audit, etc.) offer the potential for a systematic critique of poor practice through knowledge creation and sharing with all concerned stakeholders. Therein remains the value in sustaining a meaningful enquiry into good governance practice.

ADVISORY BOARD OF DIRECTORS

Justice M N Venkatachaliah

Former Chief Justice of India and former Chairman of the National Human Rights Commission is the Chairperson of the Board

Dr K Kasturirangan

Ex-Chairman ISRO & Member (Sci), Planning Commission, Trustee, Raman Research Institute Trust

Dr K R S Murthy

Former Director, Indian Institute of Management, Bangalore.

Dr A Ravindra

Government of Karnataka, ex-Advisor on Urban Affairs to Chief Minister of Karnataka, and Chairman, Centre for Sustainable Development.

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

Founder Managing Director, Brickwork Ratings.

Ms Maja Daruwala

Executive Director, Commonwealth Human Rights Initiative (CHRI).

Dr P V Shenoy

Former Director, Institute of Social and Economic Change, Bangalore.(Till 1st March 2016)

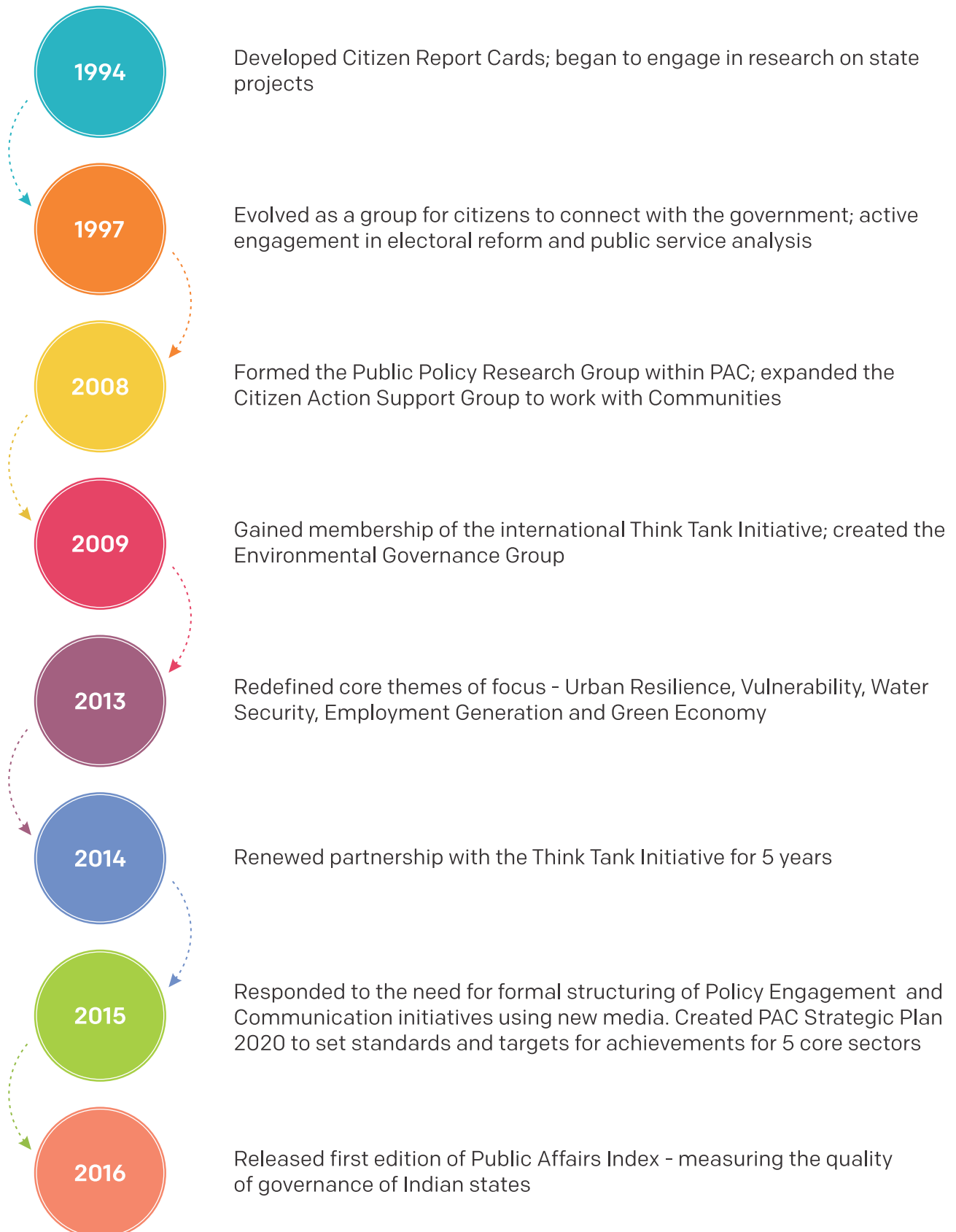
Founder Chairman and Permanent Invitee

Prof. Samuel Paul (expired on October 26, 2015)

Mr R Suresh

Director

PAC's journey so far...



2015-2016 – IN REVIEW

Public Affairs Centre (PAC)'s commitment with good governance began 22 years ago and every year our work creates opportunities and arenas for better governance and enhancing citizen participation towards ushering in good governance. The commitment to good governance has been internalised as our thought ethos which runs through the way we function and takes shape in the form of our research groups. Mentioned below are our four core groups that help us realise our commitment.

Public Policy and Research (PPR Group)

Participates in policy discourse through research, analysis and commentaries using a Rights based approach with the aim to develop practical recommendations for policy reform.

Participatory Governance Research (PGR Group)

Works towards integration of stakeholder experiences and citizen-centric monitoring into policy implementation processes at local, state and national levels using various social accountability tools such as Citizen Report Cards (CRC), Community Score Cards (CSC), CRC+, and Budget Analysis.

Citizen Action Support (CAS Group)

Converts the research at PAC into sustainable action, facilitating conversations with different governing bodies and the civil society with the aim to foster transparency in the public services. It also aims to bridge the gap between citizens and the government and provides platforms for citizen-government dialogue at the city, national, and international level.

Environmental Governance (EnG Group)

Works with a number of stakeholders' viz., rights based NGOs, NGO networks, media groups, policy makers and government departments to build synergies for addressing the gaps in environmental governance to help secure the livelihoods of the poor via analysis and research.



PUBLIC POLICY RESEARCH GROUP

PUBLIC POLICY RESEARCH (2015-2016)

What WE Do

- ▶ Conduct academic and professional research on important sectoral and inter-sectoral issues of policy relevance
- ▶ Strengthen policy making and implementation through systematic research
- ▶ Provide a knowledge platform to help improve public service delivery and urban infrastructure
- ▶ Enable the building of a comprehensive socio-economic database of cities in the country, to enable PAC to be the clearing-house of such information
- ▶ Influence policymakers, civil society and other stakeholders with such research through dissemination of findings
- ▶ Collaborate with other institutions in the above-mentioned endeavour.

Public Policy Research in 2015-2016

The focus of the Public Policy Research team remained on the creation, research and development of the Public Affairs Index report

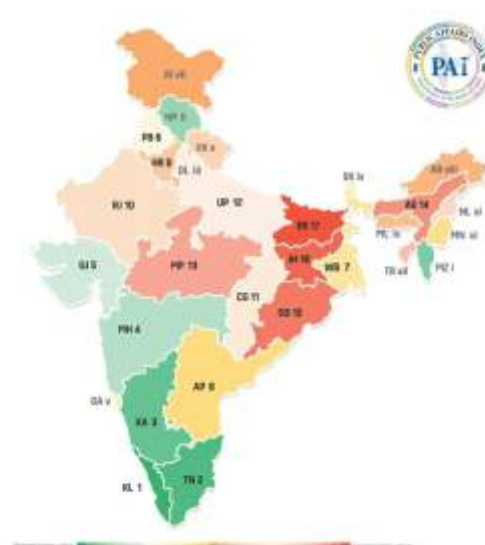
The Public Affairs Index 2016

Public Affairs Index (PAI) is PAC's flagship study on the quality and levels of governance in all states of the country. Based almost entirely on government data in the public domain, it identifies

- 10 broad themes
- Covers 25 focus subjects
- Spread over 68 specific indicators

The search for an adequate instrument to measure governance in all its complexity, for such a large and diverse country like India, has engaged the attention of researchers and academicians for a very long time. And although there are a few studies which attempt to capture the characteristics of governing a federal polity such as ours, it is the contention of the Public Affairs Centre that PAI portrays the country's governance complexity in the most comprehensive manner. The 10 themes of PAI included essential infrastructure, support to human development, social protection, child and women, crime, law & order, delivery of justice, environment, transparency & accountability, fiscal management and economic freedom.

Each of the aforementioned themes further reflects on specific focus subjects pertaining to them. For example, the broad theme of essential infrastructure encompasses, at the secondary level, the focus subjects of roads & communication, water, power and housing. And at the tertiary level, there are more than a dozen specific indicators covering aspects of these focus subjects that impact the lives of the citizens of the country. On a pan-India level, the national picture that emerges, depicts a credible and easily understandable portrait of governance in the country.



PAI LAUNCH



The PAI report was released on 12th March, 2016 by the former Chief Justice of the Supreme Court, Hon'ble Justice Shri Venkatachalliah, in the presence of Shri Mohan Das Pai, Chairman of Manipal Global Education, and the two Chief Secretaries of the best performing large State (Kerala) and small state (Mizoram). The release of the report generated considerable interest among regional and national media. The wide media coverage led to several follow-up events including invitations from State governments of Tamil Nadu, Mizoram and Andhra Pradesh to PAC, to share the methodology adopted and the

findings of the study. There has been multiple expression of interest in carrying out such comparative studies at the sub-state level for evaluating the performance of districts on similar selected indicators. Invitations are expected from the governments of Odisha, Kerala, Maharashtra and Rajasthan. While such state-wise exercises would be carried out in the future on all themes, focus subjects and indicators, it is also proposed to bring out special focus reports on certain selected identified subjects such as education or health.

WORK IN PROGRESS**On-going projects****1. Essays on Governance-In Retrospect - Chief Secretaries Reflect**

PAC has compiled a collection of essays on governance as seen through the eyes of more than 20 former Chief Secretaries. Having been at the helm of affairs of the State and having observed the state move forward towards development, the Chief Secretary becomes an ideal person to comment on critical issues of governance, citizen engagement, and resolution of grievances. In this compilation, each former Chief Secretary has written on various issues of governance in essays that reflect the evolution of governance in different states over a comparatively long spell of three to four decades. The volume is expected to be released by December, 2016.

2. Report - Study on the inter-linkages between the sectors of Women's Empowerment, Health, Nutrition and Education

Interstate comparative studies on social development and governance often bring out the phenomenon of inter-linkages between the sectors of Women's Empowerment, Health, Nutrition and Education. PAC along with Azim Premji University will explore these inter-linkages and try to understand the complementarity that exists between the four sectors. The initial study will be carried out in Himachal Pradesh which has shown considerable improvement in all these four sectors in the past three to four decades. The study could later be extended to some other selected states as well. The project is expected to take about 18 months for completion.

3. Study of Mid-Tier Cities in India

The "Study of Mid-Tier Cities in India" analyses the mid-tier cities or smaller cities in India which have witnessed a boom in development over the last decade. The boom coincides with the Government of India's new program on 'Smart Cities' which seeks to develop some of these cities as Smart Cities. The cities analysed in the study include Surat, Vishakhapatnam, Bhopal and Patna-all mid-tier cities that were also shortlisted in the first 40 smart cities by the Government of India. The working paper discusses the current state of the mid-tier cities and how they measure up to the Ministry of Urban Development (MoUD) indicators for smart cities. The report will also include all the new developments pertaining to the 'Hundred Smart Cities Mission'.



**PARTICIPATORY GOVERNANCE
RESEARCH GROUP**

PARTICIPATORY GOVERNANCE RESEARCH GROUP

What WE Do

Vision

Integration of stakeholder experiences and citizen-centric monitoring into policy implementation processes at local, state and national levels.

Mission

- ▶ Upgradation of the Citizen Report Card approach to the next level through integration of CRC+ and GIS.
- ▶ Inclusion of effective advocacy measures, based on sound desk research, stakeholder discussions and ground evidence.
- ▶ Inclusion of other Social Accountability Tools that have been used successfully in policy formulation initiatives to further enhance the quality of PAC's work and to form a repository.

Participatory Governance Research in 2015-2016

■ **A Stakeholder Assessment of the Implementation of Right to Public Services (RTPS) Act in India, funded by the World Bank**

In partnership with the World Bank a report on "A Stakeholder Assessment of the Implementation of Right to Public Services (RTPS) Act in India" was submitted in the last quarter of 2015. The report comprised of detailed interpretations of the findings from the survey carried out among users, case studies among providers, and observations of service provision facilities. The report focused on each of the three selected states i.e, Karnataka, Madhya Pradesh, and Delhi separately to understand the extent of compliance to the RTPS Act among the notified services. The study clearly revealed that just by declaring certain rights through the RTPS Act by itself may not result in enhanced accessibility to services as stipulated by the law for citizens. Concerted efforts are required by state governments to address issues related to information asymmetry and transaction costs incurred by citizens while navigating government application processes.

■ **Citizen Feedback Survey (CFS) of Civic Amenities and Service Delivery Improvement Plans (SDIP) for Madhya Pradesh, funded by Department for International Development (DFID)**

PAC successfully carried out the Citizen Feedback Survey (CFS) of Civic Amenities and Service Delivery Improvement Plans (SDIP) for Madhya Pradesh for DFID in partnership with its sister organisation, the Public Affairs Foundation (PAF) within the stipulated deadline of 9 months. The objectives of the study were to measure the efficiency of provision of civic amenities by 16 Urban Local Bodies (ULBs) in Madhya Pradesh and develop Plans to address issues faced by users to improve overall performance of service delivery. The study comprised of two components - a Citizen Feedback Survey (CFS) that was conducted by PAF using the Citizen Report Card approach, followed

by development of Service Delivery Improvement Plans (SDIPs) for each of the ULBs by PAC along with some support from the School of Planning and Architecture, Bhopal. The ULBs were Indore, Bhopal, Jabalpur, Gwalior, Ujjain, Sagar, Dewas, Satna, Ratlam, Rewa, Murwara (Katni), Singrauli, Burhanpur, Khandwa, Morena, and Chindwara.

Preliminary discussions with service providers in some of the ULBs



Officially the study is complete; PAC is awaiting a go-ahead from the Urban Development Department of the Government of Madhya Pradesh to disseminate the CFS and SDIP reports among stakeholders.

■ Experiments with CRC+

The CRC+ approach is an effort by PAC to enhance the diagnostic power of CRCs by using specific internal data of governments to pinpoint those discrepancies in fund flows and functional responsibilities, which when rectified can improve governance outcomes. To test out the same, PGRG study teams carried out two experiments – one with Investigation Funds disbursed by the Karnataka State Police Department, and the other of the Madilu Kit Scheme implemented by the Health Department of the Bruhat Bengaluru Mahanagara Palike (BBMP). These experiments caught the attention of BMGF which then encouraged the PAC Swachh Bharat Mission (SBM) study team to use it in its project on improving consumer voices and accountability in SBM being currently carried out in Odisha and Tamil Nadu. Both these experiments have been brought together in the form of a working paper called 'Citizen Report Card+: Facilitating Accountability and Reform in Governance', by the Centre as a PAC publication.

WORK IN PROGRESS

On-going projects, April 2015-March 2016

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

PAC is in its third year of this 4-year project- “Improving Access to Information and Delivery of Public Schemes in Remote and Backward Districts of North-East India”, which aims to improve access to quality information and delivery of public schemes, and enhance accountability of public service delivery in North-East India (NEI). While most of the advocacy and follow-up activities are being carried out by ACTED and NEICORD, the PAC Team participated in a few Community Score Card exercises to understand the extent of willingness of providers to carry out remedial measures to improve delivery of the selected programmes.

Performance scoring exercise by community of users District Health Officer sharing information on schemes



In the first quarter of 2016, the PAC Study Team collaborated with ACTED and NEICORD to start preparations for the next round of CRC planned for the months of June and July. They met with the project teams of ACTED and NEICORD in Guwahati to understand the range of activities that were carried out between the two CRCs and worked out questions that would help assess the levels to which users are aware of these activities.

2. Improving Consumer Voices and Accountability in the Swachh Bharat Mission (SBM) (previously Nirmal Bharat Abhiyan), funded by the BMGF.

"Improving Consumer Voices and Accountability in the Swachh Bharat Mission (SBM) (previously Nirmal Bharat Abhiyan)", is a 3-year project which ends in December 2016 which witnessed many intensive and path breaking activities in the year 2015-16.

Case Studies:

While the benchmarking CRC gave the SBM project team a reality check of the ground situation, the case studies provided the underlying social, cultural and administrative nuances that would sometimes get missed in a survey. To get a better understanding of the same, the team carried out detailed case studies in each of the 12 selected districts (6 each in Odisha and Tamil Nadu) by visiting one of the GPs where the CRC survey had been carried out.



Odisha

An incomplete NBA toilet



Tamil Nadu

A toilet built under the SBM in the era of SBM programme

The CRC+ exercises brought out the systemic issues that were being faced by the supply side constraining their effectiveness in sincerely implementing the SBM programme.

3. National Policy Review

The PAC project team have been continuously monitoring the developments taking place in SBM and documented the same in the revised version of the comprehensive National Policy Review report. The team observed that although quite a few of the implementation steps had been adapted from the previous guidelines of the Nirmal Bharat Abhiyan (when this project was initiated), new systems of SBM implementing teams, support structures, training modules and enhancement of funds had also been added to the national guidelines. The report was presented to the BMGF Program Officer in Delhi and also shared with other partners like WaterAid and Public Affairs Foundation (PAF). The third round of the review was initiated in March and the latest developments in the SBM guideline both at the national and the state level (for Odisha and Tami Nadu) will be presented to BMGF and placed in the public domain.



4. Community Score Cards (CSCs)

To carry out Community Score Cards the advocacy-based Social Accountability Tool (SAT), the PAC project team made extensive preparations in the form of identifying relevant NGO partners, carrying out due diligent exercises, procuring all the relevant documents and sharing, finalising and signing of MoUs. The PAC team shared work-plans with them to enable NGO partners to add their timelines for smooth and timely implementation of the tools in the selected Gram Panchayats.

5. CRC2

To ensure that all the recent aspects of the SBM guideline and information collected through the application of tools such as case studies and CRC+ is incorporated into the questionnaires; discussions have already begun with PAF to prepare for CRC2.

Other Activities:

The SBM project team was also actively engaged in related activities through the year that included:

- **Presentations to the state governments**

The teams made presentations to state level officials (Odisha) and district level officials (Tamil Nadu) to update them about the work being carried out and also share findings from the first round of CRC.

- **Sharing of information on project with SuSanA**

Post the “Partners Convening” in August 2015, PAC registered itself in the SuSanA forum and shared all project related information with the Forum. The forum registration ushered in queries about the SBM project from interested members regarding the approaches being used and their implementation methods.

- **Update on Wikipedia**

The SBM page in Wikipedia now carries a statement and citation of our work in the section that discusses the contributions being made by NGOs to the implementation of SBM in various states of India.

- **Participation in conferences and workshops**

Members from the PAC project team participated in different forums to share their work including a one-day national conference on sanitation hosted by the Confederation of Indian Industries (CII) and the Centre for Policy Research (CPR). The team also attended a one-day workshop on Water, Sanitation and Health (WASH) hosted by the World Bank also presented in a seminar on rural sanitation hosted by MART.

- **Sharing of reports and related information with the media**

The PAC project team contacted journalists from reputed newspapers and shared the CRC report and the NPR report for them to go through and present some of the findings in the form of articles. The success rate was not very high. However, now PAC has employed two state-level communication consultants in Odisha and Tamil Nadu who would provide information to the media in both English and the local language for publication. A related communication strategy note was also shared with the BMGF Program Officer.

- **A media analysis of SBM:**

PAC has partnered with CPC Pune to carry out media analysis of the SBM as described and discussed in national and state-level news dailies. The analysis will be carried out at three different points in time during the project period – the transition of NBA to SBM, one-year completion of SBM and second year completion of SBM which would also be closer to the completion of this project as well.

6. An Assessment of the Services of Bangalore Water Supply and Sewerage Board (BWSSB)

The Assessment of the Services of Bangalore Water Supply and Sewerage Board was the fifth CRC exercise in a series of CRCs that were carried out for various departments of the Government of Karnataka. The earlier ones included those for the State Planning Board (2 CRCs), the Karnataka State Police Department (KSPD) and the Bangalore Electricity Supply Company (BESCOM). The CRC carried out for BWSSB included both users (2056 interviews) and providers (approx. 600 interviews). The Assessment of the Services of Bangalore Water Supply and Sewerage Board was the fifth CRC exercise in a series of CRCs that were carried out for various departments of the Government of Karnataka. The earlier ones included those for the State Planning Board (2 CRCs), the Karnataka State Police Department (KSPD) and the Bangalore Electricity Supply Company (BESCOM). The CRC carried out for BWSSB included both users (2056 interviews) and providers (approx. 600 interviews).



Interaction with a senior BWSSB official

A detailed analysis of the data revealed that there were a lot of areas where the BWSSB could take steps to ensure better service delivery – proper maintenance of databases, efficient use of modes of dissemination of BWSSB-related information, better streamlining of new water connection processes, easy-to-recall helplines (now put in place), tackling water thefts and better usage of treated water. A presentation of the major findings was made to BWSSB Chairman along with senior officials from all departments wherein issues were discussed and recommendations were solicited which were documented for future reference. The BWSSB's request for a Kannada report resulted in the submission of a separate proposal. Presently the Kannada report is being finalised after which both the reports will be printed and released by BWSSB and put up in public domains for easy access.

7. A Meta-analysis of Citizen Report Cards carried out by PAC (February 2015 - ongoing)

To track the different CRC exercises that PAC has carried out and to assess whether these could be used to understand the process of service delivery, the Centre initiated a detailed analysis of all the CRC exercises carried out by PAC till date. This analysis included two components – tracing the history and growth of the CRC approach from its inception in 1994 and analyse the paths it has followed and secondly to analyse all the data gathered so far and arrive at an overall framework of CRC findings and its inherent effectiveness. This is an ongoing project and will be expected to end with a workshop on the same theme with participants comprising of those who have used this approach themselves and would like to share their experiences.

Publications of PGRG

Working Papers

- 'Citizen Report Card+- Facilitating Accountability and Reform in Governance' by Samuel Paul, Prabhakar Kollapudi, Meena Nair, Prarthana Rao and Poornima G.R., PAC, Bangalore.

Book Chapters

- Meena Nair, Prabhakar Kollapudi, Prarthana Rao, 2015, 'Accountability in the Karnataka State Police in India', in Developing Country Perspectives on Public Service Delivery, Anjula Gurtoo & Colin Williams (eds.), Springer, New Delhi, pp. 179-195.
- Meena Nair, 2015, '**Counter-Corruption Practices in India**', in Government Anti-Corruption Strategies: A Cross-Cultural Perspective, Yahong Zhang & Cecilia Lavena (eds.), CRC Press Taylor and Francis Group, Boca Raton, FL, pp. 23-42.



CITIZEN ACTION SUPPORT GROUP

CITIZEN ACTION SUPPORT GROUP

What WE Do

- ▶ Aims to strengthen the dialogue between different governing bodies and the civil society aided with scientific research done at PAC.
- ▶ Focuses on issues related to corruption in various sectors to work towards ushering in transparency in public services
- ▶ Strives to provide platforms for citizen-government dialogue in the city, national and international level
- ▶ Organizes workshops to train and enhance the capacity of its partner organisations, public lectures on issues pertinent to its work
- ▶ Organizes round-table discussions on themes related to "good governance" and school-level events to raise awareness on issues of good governance to the youth.

WORK IN PROGRESS

On-going projects

1. Citizen Monitoring of Rural Roads under PMGSY (Pradhan Mantri Gram Sadak Yojana) - Phase 2



The aim of this project is to create unique system of tools and methodology that will optimise Citizen Monitoring process of the selected PMGSY (Pradhan Mantri Gram Sadak Yojana) roads. The idea behind this to improve the data collection process, create model roads that would facilitate better understanding for the layman, make Audio-Visual (AV) content such as documentary films & posters, and also provide manuals for further clarification but most importantly to train Citizen Volunteers in this process. The other activities in this project include developing and synchronising GPS enabled Digital CRC (Citizen Report Card) to

strengthen Citizen Monitoring process of "Meri Sadak" (My Road) under the PMGSY project. There are plans to further evolve a 'model citizen monitoring process/methodology' that can be replicated/institutionalized in the PMGSY implementation. The project ultimately wants to also put together a team of Master Trainers in each State, who would facilitate Citizen Monitoring of all PMGSY roads in their respective States.



■ Scope for PMGSY

In 2015, CASG had undertaken Citizen Monitoring activity in seven states of India including Jharkhand, Meghalaya, Assam, Uttarakhand, Rajasthan, Odisha and Karnataka. This included monitoring activities of filling of potholes, proper shouldering area, thickness and width of the road, checking undulations in the road, furniture (sign boards), proper drainage, and culverts in 140 roads in the seven states at 20 roads per state (10 ongoing & 10 completed roads in each State).

■ Social Accountability

The Citizen Monitoring mechanism of PMGSY is framed in a way that the responsibility of the project involves all the stakeholders such as government bodies, contractors and also the citizens who have an individual responsibility of collecting the data and putting forward a realistic picture of the groundwork. The project aims to make citizens realize that the roads are their own assets and it is their duty to work towards its upkeep. On the other hand, it also lets the contractors and the government machineries know there is a strong check mechanism in place and the work needs to be of a particular standard. The government here also has the duty of acting on the submitted reports which takes place after rounds of monitoring.

■ Sense of Ownership

Throughout the entire project process, a sense of ownership is instilled among the local community towards their village roads and a 'buy-in' is created among the villagers regarding their role in monitoring the construction and maintenance of 'their' roads. Additionally, awareness is created regarding avenues for grievance redressal, putting up posters, screening of documentary films and Gram Sabhas. The larger objective is to fine-tune and put in place a robust and sustainable process for citizen monitoring of PMGSY roads that could be implemented across the nation by citizens of the village to continuously monitor their own roads.



2. Coalition against Corruption - CAC



"Coalition Against Corruption" (CAC) is one of the flagship programmes initiated by PAC in 2005, partnered by a handful of like-minded NGOs in Bangalore and patronised by a number of eminent personalities. CAC commenced its activities with a vision to tackle the menace of corruption in our society. The major function of the group includes operating a HELPLINE number - 6573-4444 through which grievances of any person victimised to the institution of corruption can be recorded. Further, CAC through its partnership with various government departments and the Lokayukta shall act as an authentic channel for grievance redressal in cases of corruption. With a network of six

dedicated non-profit organizations involved in improving the quality of governance, CAC aims to combat corruption in public agencies and seeks to achieve its aims by facilitating cooperation among governmental institutions, civil society organizations and individuals by using various tools like the Right to Information Act to enhance accountability and transparency in the working of public agencies. The six organizations that comprise of the coalition include Public Affairs Centre, Swabhimana, Towards Rural, Urban Training and Housing, Consumer Rights Education & Awareness Trust [CREAT], Consumer Care Society, and Karuna Trust. Experiences from the past one decade of CAC instil great confidence in its partners. We have decided to expand the scope of this initiative, taking it to cities neighbouring Bangalore and to include more government departments in its purview. An essential revamping of the initiative is also being discussed in the meanwhile so as to make it more compatible to the ever-changing times.

3. I Track SBM



'I Track SBM' is a project that will aid the monitoring process in the Swachh Bharat Mission. In the pilot stage, PAC has partnered with NGOs in 14 Indian states to initiate the project in those state capitals. An Android-based application of the same name has been developed which allows the user to click photos and upload them. These photos are received by PAC in real time along with the geographical location. The mobile application and web portal will be delivered free of cost to the public once the mechanism is fine-tuned at the end of the pilot testing phase. The photo timelines and the reports will be made available to the city authorities too. This will provide a much needed platform for anyone with a Smartphone to monitor the garbage clearing activities in their locality and bring to the attention of authorities, the hindrances to 'Swachh Bharat' Mission.

4. A study on Performance of School Development and Monitoring Committees (SDMC) in Karnataka

CASG will soon be undertaking an analysis of the performance of the School Development and Monitoring Committee (SDMC) and is awaiting an approval from Department of State Education Research and Training (DSERT) to initiate the study. The Partners identified for this project are DSERT and Dr. Niranjana Aradhya of National Law School of India University (Bangalore).



**ENVIRONMENTAL GOVERNANCE
GROUP**

ENVIRONMENTAL GOVERNANCE GROUP

What WE do

- ▶ Addresses governance issues in environment and climate change affected areas.
- ▶ Aims to improve the security, ecological sustainability and climate resilience of various livelihoods and livelihood groups through its efforts.

The thematic Areas of Environmental Governance at PAC include:

- **Action Research** by developing Climate Change Score Cards (CCSC), and Climate Change Monitoring tools, Community-Led Environment Impact Assessment tool, developing Green Manifestoes and influencing political parties and leaders for developing a sustainable environment.
- **Capacity-development** of different interveners in environment and climate change focusing on good governance and improving social accountability.
- **Networking** by building regional and national coalitions on environmental governance, by organizing colloquiums, round tables, workshops, etc.
- **Creation of platforms** for policy dialogue and Knowledge management through a Resource Centre within PAC on environmental governance.

WORK IN PROGRESS

On-going projects

1. Better City Index (BCI):

The Better City Index was undertaken to focus on developing a City Index that could measure the quality of life in cities. A research study titled *'Towards a better city Index: Developing an urban climate resilience index'* was undertaken in 2015.

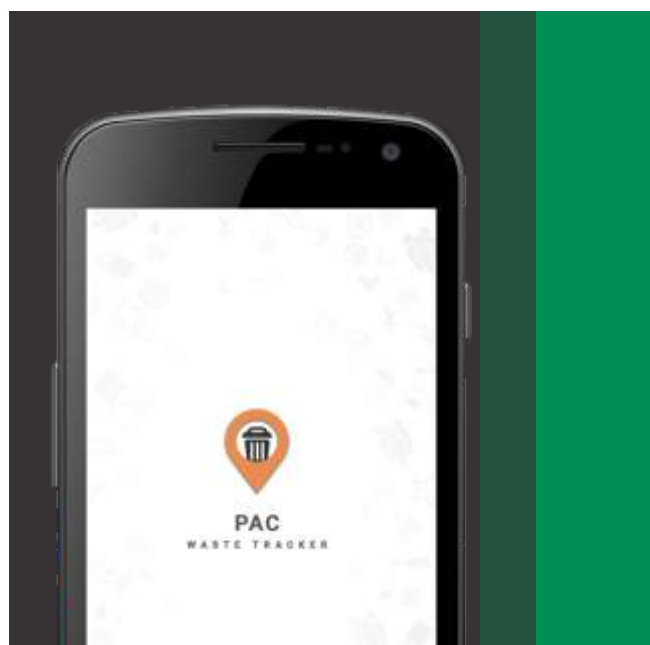
The context of the study is based on the reality that there has been unplanned and haphazard development taking place in cities and urban areas such as Bangalore, leading to degradation of urban areas. This study aims to develop an index which gives a holistic coverage to the topic of urban climate change resilience. The four pillars of urban resilience – institutional, economic, ecological and social resilience will be assessed and formulated into a single composite index.

This index hopes to provide an assessment criterion for developing a climate resilient city/ Better city. The study is also a component under the organisational theme of Urban Resilience and will contribute to PAC's understanding of urban resilience. For the study, data has been collected for the cities of Bangalore and Delhi including indicators on the best and worst practice city. The team has acquired an understanding of the six city aspects (Water, Air, Energy, Waste, Transport and land use) for the city of Bangalore and the consequent impact. Additionally the team has collected and collated data for both governance and environment index and analysed the same, even as environmental indicators were weightage, ranks and relative importance were assigned. As on date the team has completed the Environmental and Governance aspects and the remaining Social and Economic aspects will soon be finalized. Upon its completion, the pilot study will be published and disseminated to policy makers.

2. Citizen Monitoring of Solid Waste in Bangalore - PAC Waste Tracker

Managing solid waste collection in a city as big as Bangalore is not an easy task. With a population of more than 8 million, Bangalore generates about 4000 metric tonne (MT) of garbage every day. In recent years, this sprawling metropolis has seen its sidewalks and roads increasingly covered with garbage. With people suffering from garbage related issues in the city, PAC initiated "Citizen Monitoring of Waste – PAC Waste Tracker" a project which puts citizens at the forefront. We believe that citizen groups can play an active role in monitoring waste collection and aid the government in efficiently manage garbage disposal through various contractors.

A mobile App and website named "PAC waste tracker" has been developed by our technical partner Shaibig technologies, Bangalore and is in its testing stage through our local NGO partner SPAD, Bangalore who have been trained to support the project activities on the field.



3. Assessment of Effectiveness of Climate Finance delivery at the State level

Climate finance gained prominence during the Conference of Parties (COP 15) in Copenhagen and is crucial in helping developing countries to shift and follow low carbon development. This shift is envisaged to be achieved through transfer of finances/funds from developed countries to developing countries. Though climate finance has no formal definition, its main objectives are to enable financial flows from industrialised countries to developing countries to adapt to climate change and/or reduce their greenhouse gas emissions. These funds flow through several forms with the most important ones being Official Development Aid (ODA) (one of the mechanisms proposed under the UNFCCC), Foreign Direct Investment (FDI), Carbon Markets such as Clean Development Mechanism (CDM), Other Official Flows (OOF). Domestic funds through both private and government funding can also be considered under climate finance. Though there are detailed outlines on the flow of funds, and the cost effectiveness of interventions undertaken, there has

been no method to assess the social benefits generated through these initiatives. In this regard, the Environmental Governance Group, PAC has decided to undertake a study titled 'Assessment of the Societal Impact of Climate Finance Delivery at the state level - A pilot study in Karnataka.' For the purpose of this study, secondary research was completed regarding Climate Finance Funds from various sources and the fund flow mechanisms were noted. Upon completion, the analysis will be shared through a round table with communities, policymakers and all other stakeholders.

4. Citizen Monitoring of Environment - City Level Automated Weather Monitoring by Citizens

In 2014, PAC set up a modular air quality monitoring station a citizen-led initiative to measure carbon-monoxide, suspended particulate matter (including dust), and nitrous oxide in addition to temperature, humidity and rainfall at the campus. The PAC weather station is one among 17 such stations across Bangalore and has now embarked upon analysing the data from all other partners to come out with a comprehensive report. In the coming months, the EnG Team will analyse the AWS data and will hold discussions with all the AWS owners and plan for a dialogue with the governance structures. During the reporting period a proposal on studying micro-level monitoring on climate data with Azim Premji Philanthropic Initiative (APPI) was also developed and shared with APPI.



5. Community-Led Environmental Impact Assessment (CLEIA)

Community-Led Environmental Impact Assessment (CLEIA) – The tool for monitoring the environmental aspects of infrastructure development for projects including Pradhan Mantri Gram Sadak Yojana (PMGSY) in 7 states covering 140 roads has been developed. The study has been undertaken together with PAC-CASG team and with the support of partner NGOs in 7 states. The NGO partner staff and the volunteers in each of the state were trained in the use of CLEIA tool. The questionnaire was translated in the respective state languages for better understanding and data collection by the volunteers. Data was collected for 120 roads and analysis and report writing will be completed in the coming period.

6. Other Activities of EnGG

a) Trans-boundary Water Management

A collaborative project proposal between CANSA, BCAS, PAC, ISET-N, SDPI and Development Alternatives was developed and submitted to Asia Foundation. The proposed project looks at the trans-boundary water scarcity and governance towards Climate Resilience and Sustainable Development in South Asia by applying CCSC tools.

b) Environment Management and Policy Research Institute – GoK Assessment of Water security in Peri-Urban Areas

A citizen centric study proposal on building city resilience was submitted to EMPRI. The study aims at bringing citizen based scenarios for building water resilience in urban areas of Karnataka. The study will be carried out during the period June – August 2016.

c) Solar Project - Establishing Power plant on Campus

With support from IDRC-TTI, PAC has worked towards installing a Solar Power plant on campus, to meet the institution's electricity consumption requirements and has identified GreenSol Technologies to design, supply, install and commission 9.9KWp hybrid Solar Power Plant with Net Metering arrangements. Total cost for the installation of the power plant is Rs. 16, 12,000/-. The power plant installation work is in progress and the power generation will begin from May 2016 and is expected to meet PAC campus' major power requirements.



d) Rainwater Harvesting (RWH) - A pilot study on Water Security in PAC Campus

With the existence of unprecedented exploitation of ground water resources, meeting growing needs of urban population in Bangalore has become quite a challenge. There is a growing need to collect and create systematic data and analysis regarding rainwater water availability in an area on a pilot basis, analyse the same to disseminate through various social and other media for creating awareness. But given the limited research initiatives and dissemination mechanisms for citizens, PAC decided to undertake a research study using PAC campus to understand impact of rainwater harvesting, to build data collection methods and tools, to introduce water harvesting techniques (on campus) and to adopt efficient micro-irrigation systems for conserving water. Through this initiative we hope to share and disseminate widely with evidence on how can water security can be achieved through rain water harvesting, conservation and management.



Progress made during the reporting period

PAC team has already gathered data from own and other sources regarding rainfall, estimated quantity of water harvested through rainfall from the plot and roof area and other existing resources and systems related to water management. PAC has a plot area of 8,108 sq.m. This area receives an average rainfall of 870 mm per year. On an average there are 60 annual rainy days in a year. It is estimated that the PAC campus area could harvest 7 million litres of rain water. PAC office building roof area is 736 sq.m and it has the potential of harvesting 5, 43,959 litres from the roof area.

Detailed work plan, cost and estimates for carrying out different RWH activities are worked out and the agency for implementation of RWH activities are finalized. The work will begin in May 2016 and will be completed by July 2016. Simultaneously, it is planned to implement gravitational micro-irrigation systems for effective utilization of rainwater.

Publications

Books

A Book titled

Can Farmers Adapt to Climate Change?

is being published by Punya Publishing, Bangalore.

Articles/Newspaper Coverage

Green the City, Change architecture:

Experts' Times of India on 14th April 2016



Presentations

Presentation on '*Climate Change and Social Accountability From People to Policy*' at the Knowledge Sharing workshop on Climate Change organized by EMPRI on 29th March 2016

Workshops / Seminars/ Webinars

- Attended in a discussion on the 'Outcomes of COP21 and its implications to India' which was organized by CSD, Bangalore on 22nd February 2016
- Participated in the discussion on 'India's Approach to COP 21' organized by the Ministry of External Affairs on 16th November 2015

POLICY ENGAGEMENT AND COMMUNICATION (PEC)

PEC Mandate

The demands of the 21st century are such that every organisation now sees the essential need for communication. Communication is an integral part of any organisation for holistic development. PAC has come to realise that, much of our work relating to governance directly involves the citizenry of the country and we need to have our voice heard across the country.

The PEC team is the latest group to have been formed at PAC whose broad objectives are given below:

- ✓ Enhancing overall visibility for PAC
- ✓ Boosting policy engagement, citizens interface and strategic communication interest and skills among researchers;
- ✓ Ensuring strategic communication for various stakeholders becomes integral to the research design
- ✓ Utilizing new media for community engagement and dissemination of research findings
- ✓ Empowering citizens to take up monitoring and evaluating of government functions
- ✓ Improving presence in policy discourse with all levels of government with high quality research products
- ✓ Creating and maintaining interactive website that engages the audience
- ✓ Creating institutionalized policy engagement communication protocols.

After almost 3 years of initiation of PEC at PAC, 2015-16 has been the year of take-off. Last year it was decided to include communication elements in every aspect of three selected projects i.e PAI, ITrack SBM and relaunch of the Fighting Corruption book. PAC partnered with Pink Lemonade (a communication specialist agency) to take forward the institution's social media efforts. Pink Lemonade has been constantly engaging with members of the PAC team to present our work effectively in the social media to result in enhanced traction and visibility for the organization. During the launch of PAI, there was conscious and deeper engagement with members of the media and also policy makers to ensure a wider reach. This resulted in the report being spoken about on various national level and state level forums. Post the report launch we continue to engage with policy makers in different states. In many ways we are reaping the benefits of the same, as we are called upon by state departments to share our report findings. In the coming months we will launch the ITrack SBM and work out a strategy to relaunch the Fighting Corruption book.

PAC's digital presence saw a substantial growth between 2015 and 2016, both in terms of content creation, and engagement with said content. The real turning point was the launch of the Public Affairs Index in March 2016, after which there was a substantial growth in following across social media accounts. Currently, there seems to be a plateau, with a respectable, but limited reach across social media (stronger on Facebook than Twitter) but given the growth around the PAI launch, each subsequent event/launch will allow for a substantial increase in PAC's following. PAC's goal of fostering discussion has yet to be met, and for this PAC will need to continue expanding its following and creating content that is accessible for the general public. There are also a lot of basic tasks that can help contribute to this (linking PAC employees to the PAC page on LinkedIn, ensuring that all published material is added on Academia, updating Google+ profile, etc.)



PAC IN NEWS

The Telegraph

Tuesday, March 16, 2016

Mizoram is first among equals

Niraj Bhattacharya

Shillong, March 16 Mizoram has emerged first among the 12 small states of the country in a new good governance index released by the Public Affairs Centre, an NGO dedicated to improving the quality of governance in India.

Mizoram has outdistanced states like Himachal Pradesh and Delhi in the public affairs index, prepared by the Bangalore-based NGO.

In the process of the ranking, the states have been arranged in two lists - namely, the large states and the small states.

This differentiation has been done on the basis of population, with two crores as the dividing line.

The aggregation of 10 themes - essential infrastructure, support to human development, social protection, women and children, crime and law and order, delivery of justice, environmental, transparency and accountability, fiscal management and essential services reveals a picture of the comparative levels and quality of governance in the states of India.

This study identified 10 broad themes, encompassing 25 subjects and over 60 specific indicators.

All data accessed are secondary data and available largely in the public domain.

Among the small states, Mizoram, Himachal Pradesh, Delhi and Sikkim stood at the top.

Over the years, Himachal Pradesh and Sikkim have shown their increasing capacity to perform well in crucial areas of governance, including education and health.

In the aggregated ranking, Tripura stood last, while Nagaland was in the middle position.

Among the 12 states, Mizoram was in the sixth position, Arunachal Pradesh in the eighth and Meghalaya in the ninth position. Assam ranked 14th among the 17 states of the country.

Arunachal Pradesh stood first in the category of environment, while Mizoram came first in the crime and law and order category.

In delivery of justice, Assam, Bihar and Jharkhand are at the bottom.

Among the small states in the crime and law and order category, Meghalaya and Tripura are the topgers with Mizoram and Sikkim at the bottom.

The indicator of police strength and number of police personnel deployed in the state per 10 lakh people were also taken into account in evaluating the rankings.

In economic freedom, Mizoram and Meghalaya were at the bottom among the small states.

In essential infrastructure, Delhi topped the list, while Nagaland was at the bottom.

In the social protection category, Mizoram secured first position, while Tripura stood last among the small states.

The Indian EXPRESS

The best governed of them all

Written by Nikhil Debbari | Updated on March 16, 2016 12:50 am

Driven by the late Bernard Paul, the Public Affairs Centre (PAC), Bangalore has done a lot of good work, such as citizen monitoring of delivery of public goods and services. Governance is a widely used and abused expression. Whatever be the definition of governance, this earlier work has led to a natural extension. The PAC has just (March) produced a public affairs index (PAI), an attempt to rank governance inter-state. A large chunk of governance has always been state-level and even lower down, at local-body level. With increased emphasis on decentralisation, and just local devolution, more work should indeed focus on states and local bodies.

Let's first understand what the PAC has done in constructing the PAI. First, there are 10 themes: One, essential infrastructure; two, support to human development; three, social protection; four, children and women; five, crime, law and order; six, delivery of justice; seven, environment; eight, transparency and accountability; nine, fiscal management; and ten, economic freedom.

My intention is not to critique the PAC-PAI. Instead, I wish to highlight problems anyone who undertakes such a ranking confronts. This isn't a performance ranking of states. It's a public affairs index, a governance ranking. As soon as it's projected as a governance ranking and not a performance ranking, there's an implicit value judgement about what we expect a government to do and in what form.

This will become clearer once we zero in on "focus subjects", sub-categories under each of those 10 themes. In addition, governance is about a process and what goes into the delivery of public goods and services. What we end up measuring is invariably outcomes. Finally, to get an index, we need weights and an aggregation formula that combines on overall index using those weights. From 10 themes to the PAI, the PAC's choice is simple - equal weights and arithmetic mean. Weighting is inherently subjective, whatever one does. Equal weights have the virtue of being simple to compute. Hence, no complaints on this score. As I said, as sub-categories under 10 themes, we have "focus subjects". These are 25 of these focus subjects: One, power law, water, three, roads and communication; four, housing, five, education; six, health, seven, public distribution system; eight, social justice and empowerment; nine, industry welfare; ten, employment; eleven, children, twelve, women; thirteen, violent crimes; fourteen, narcotics; fifteen, policing; sixteen, pendency of cases; seventeen, vocational training; eighteen, pollution and environmental violations; nineteen, forest cover; twenty, renewable energy; twenty-one, transparency; twenty-two, public accountability; twenty-three, FRBM indicators; twenty-four, resource generation and development expenditure; and twenty-five, economic freedom. I don't want to specify which focus subject is under what theme. That's obvious enough. Under each theme, equal weights are assigned to each focus subject and the arithmetic mean used once again.

To illustrate the problem, we need to go one layer further down, to indicators under each focus group. There are 68 of these, the choice often driven by the availability of data, or, in fact, let's take focus subject "education", under the theme "support to human development", as an example. There are four associated indicators - educational development index, ASER learning levels, number of higher educational colleges per 1 lakh population and educational expenditure as percentage of GDP. (All data are suitably normalised.) First, other indicators are also possible in the realm of education. Why only these? Second, if these indicators are used, are they only a function of what government does? Isn't there an implicit value judgement about the role of government? If these indicators are used, are they only a function of what government does, should this be called a governance ranking or a performance ranking? Third, if one has used equal weights for aggregating across themes and focus subjects, why deviate from that principle and use unequal weights here?

The educational development index has a weight of 30 per cent, ASER learning levels of 40 per cent, the number of higher educational colleges of 15 per cent, and educational expenditure of 15 per cent. As I said, the intention isn't to critique the PAC/PAI, but to point out the unavoidable subjectivity in any such exercise.

With these qualifications, in the overall ranking among large states, the best states are Kerala, Tamil Nadu and Karnataka, in that order. The worst states are Bihar, Jharkhand and Odisha, in that order. People love rankings. Often, even if authors don't desire that, rankings suggest good precision in such rankings, when there's no such precision. A little bit of thinking with options might place Tamil Nadu ahead of Kerala or Jharkhand before Bihar. If there's little difference in scores, there's little to choose one state over another. But sometimes, differences in scores are robust and immune to flipping. Whichever way one does, and however one measures it, governance in Kerala will be superior to that in Bihar. In using such rankings, one tends to focus on inter-state comparisons. An alternative, if such rankings are periodically done by the same organisation, is to benchmark a state's improvement over time. That is, one doesn't use the absolute level of the index, but its movement. In attempting to influence changes, such temporal tracking of a state seems to be more acceptable than comparing states with different contexts and backgrounds. The latter ranking, the former doesn't. When a colleague and I did such rankings earlier, in the first version, we said that half the states are below average. Our methodology was heavily criticised. In subsequent versions, we said that half the states are above average. The methodology was accepted.

The Indian EXPRESS

Kerala, TN, Karnataka top good governance list: report

Written by Anirban T A | Bangalore | Published March 13, 2016 12:50 am

Three southern states, led by Kerala, Tamil Nadu and Karnataka, have emerged at the top of the rankings of 29 Indian states in a new good governance index for the country released by Public Affairs Centre, an NGO in Bangalore.

The first Public Affairs index on good governance, measuring aspects like economic, social and infrastructure development in states, was released by former Chief Justice of India M N Venkataswami Sastri.

The index has ranked Kerala, Tamil Nadu, Karnataka, Maharashtra and Gujarat as the top five states in terms of governance after measuring them against 10 parameters comprising 25 subjects and 66 development indicators.

"The balancing of all 10 themes, including economic, social, infrastructure and other aspects of governance, has given an edge to this small coastal state," the Public Affairs Index (PAI) report on governance has stated about Kerala's ranking.

"The social balance in the population in terms of religious groups and the high place that it has traditionally accorded to women, the huge advancements made in the areas of health and education, accessibility of the state to influence from across the seas, the start in political environment towards a liberal and socialist economy, etc., have all contributed to the special status of the state and economic backdrop against which the people of the state have evolved," the report stated.

"Significantly, as opposed to the Kerala model of development, the contrasting model of development of Gujarat, while still significant in the ranking, falls below the top states because of the comparatively lesser rank it holds in certain social indicators," added the report.

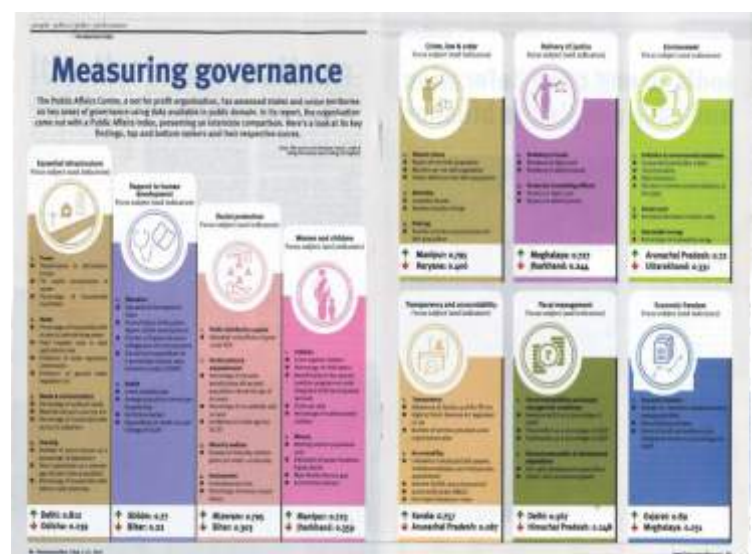
The PAI also ranked a dozen states with a less than 2 crore population separately and found that Mizoram had the best governance among small states, followed by Himachal Pradesh and Delhi.

"The PAI is an honest attempt to create a device to measure governance," C K Mathew, senior fellow at the PAC and one of the main architects of the report, said.

The data for the index was obtained from central government agencies that collate them. "Only secondary data has been used. The two exceptions are the variables related to underweight children and education learning levels, sourced from UNICEF and ASER reports," Mathew said.

"It has been noted that states that do well in health also almost necessarily do well in education as well, as both issues relate to the well-being of citizens," the PAI report stated.

Kerala Chief Secretary J B Thompson, who was present at the release of the governance index, said Chief Minister Oommen Chandy had heeded a high official, as a World Bank report had noted the state stumbled 88 for several years doing business a few months ago.



PAC TEAM

Name	Designation & Period (wherever applicable)
Mr.R.Suresh	Director
Mr.S.S.Iyer	Administrator
Ms.Shanthi S. Shetty	Manager (Services) (until September 30, 2015)
Dr.Meena Nair	Head - PGRG
Mr. Anil Kumar	System Administrator
Ms. J.Mary Pushpa Kanthi	Administrative Officer
Ms.G. R. Poornima	Programme Officer
Ms.Ashwini .V	Accountant
Mr.Janeesh Kumar.K.M	Accountant
Dr.Satyajeet Nanda	Programme Officer
Mr.Manjunath	Office Assistant (until June 18, 2015)
Mr.Honnur Sab	Office Assistant
Ms. Manjula	Housekeeping
Mr.Somalingappa	Gardener
Ms.Kariyamma	Gardener
Ms.Rathnamma	Housekeeping
Ms.Sukanya Bhaumik	Programme Officer
Ms.Sheeba Das	Administrative Assistant
Mr.Chetan J Dixit	Programme Associate (until 30.6.2015)
Ms.Shilpa Narayanan	Programme Associate (until 16.11.2015)
Ms.Kavitha Srinivasan	Programme Officer (until May 02, 2015)
Dr. Keya Chakraborty	Programme Officer (until September 21, 2015)
Mr.Basil Liongs	Head - CASG
Dr.C.K.Mathew	Senior Fellow
Ms.Devika kannan	Programme Officer (joined on May 15, 2015)
Mr. Athreya Mukunthan	Programme Officer (joined on June 01, 2015)
Mr. Sebin Nidhiri	Programme Officer (joined on June 01, 2015)
Mr.Arvind L Sha	Programme Officer (joined on September 14, 2015)
Mr.Sanjeev D Kenchaigol	Programme Officer (joined on October 01, 2015)
Mr.Pankil Goswami	Programme Officer (joined on November 4, 2015)

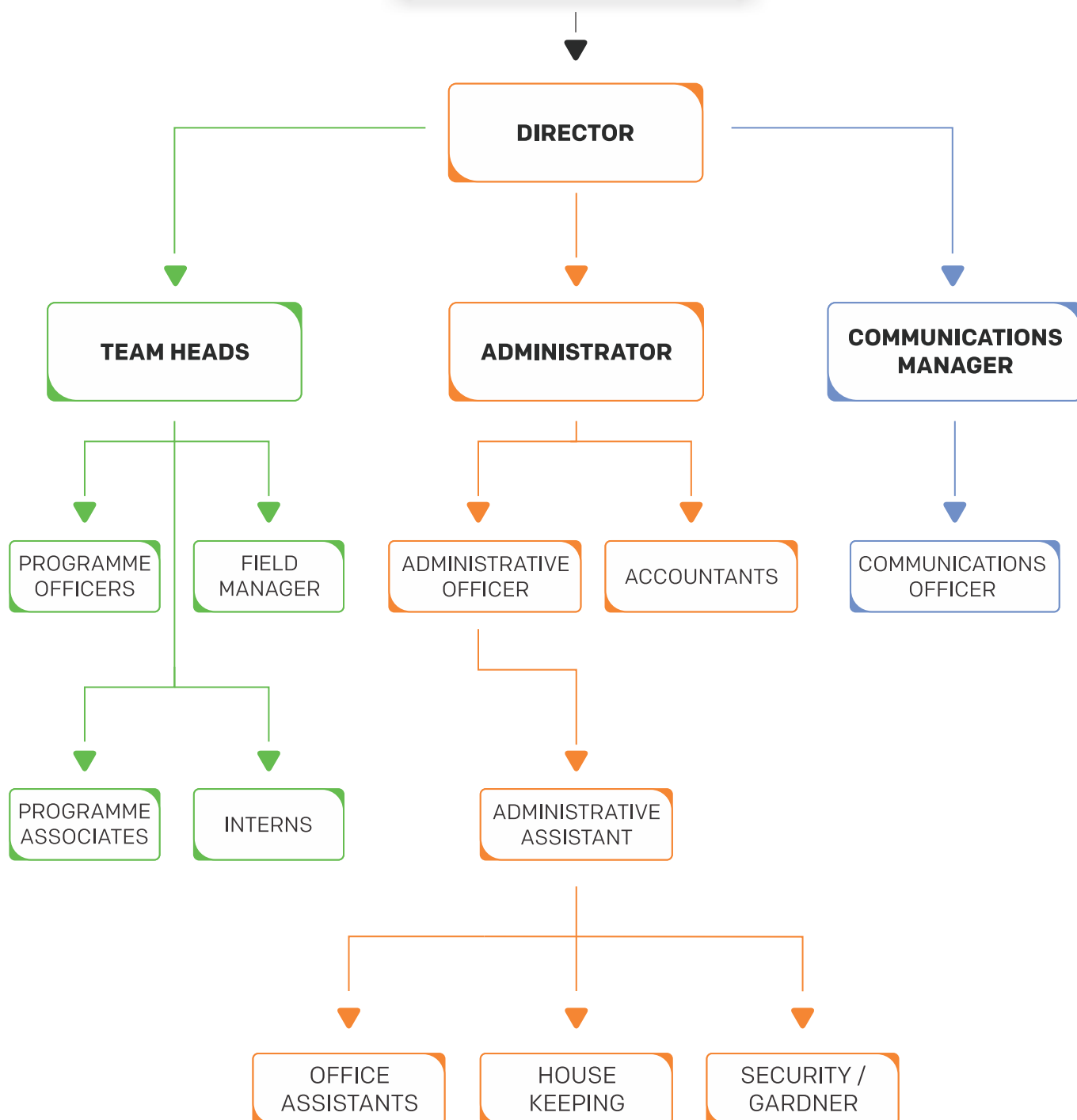
CONSULTANTS

Name	Designation & Period (wherever applicable)
Mr.J. Jangal	Team Head, Environmental Governance
Dr.S. Sreedharan	Team Head, Environmental Governance
Mr.M.P. Harish Kumar	until May 31, 2015
Mr.Koshy Mathew	until May 31, 2015
Mr.Vivek Divekar	from September 21, 2015

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	1
P4- (20 – 3 – 45)	4	5
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	1
A5- (06 – 1 – 15)	2	0
A6- (04 – .600 – 10)	1	3
TOTAL	12	17

PAC ORGANOGRAM



FINANCE

DONORS AND SUPPORTERS



CAC - Coalition Against Corruption

Swach Bharath Mission

Bangalore Environmental Portal

Better City Index

Climate Change Score Card - Urban Resilience

Climate Smart City in Karnataka

Establishing Green Alliance in Karnataka

Solid Waste Management

An Assessment of Vulnerability in India

CRC Meta-Analysis

Urban Resilience

State of States Project



Improving Consumer Voices and Accountability in the Nirmal Bharat Abhiyan



Conduct Citizen Report Cards (CRCs) in Madhya Pradesh



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



Assessment of BWSSB Services



Public Affairs Foundation



Citizen Monitoring of PMGSY Rural Roads in the 7 States of Jharkhand, Meghalaya, Rajasthan, Uttarakhand, Assam, Orissa and Karnataka



Assessment of the Implementation of the Right to Public Service in India

PUBLIC AFFAIRS CENTRE
No.15, KIADB Industrial Area, Jigani Post, Anekal Taluk
Jigani-Bommasandra Link Road, Bengaluru - 560 105

Consolidated Balance Sheet as at 31 March 2016

Particulars	SCHEDULES	AS AT 31 MARCH 2016			AS AT 31 MARCH 2015
		IC *	FC *	Total	
SOURCES OF FUNDS					
RESTRICTED FUNDS					
<i>Earmarked Funds</i>	1	35,58,998	508,93,769	544,50,767	474,33,039
<i>Endowment Funds</i>	2	52,23,397	105,22,451	157,45,848	157,45,848
UNRESTRICTED FUNDS					
<i>General Fund</i>	3	175,72,433	16,39,900	192,12,333	185,92,407
<i>Designated Fund</i>	3A	103,36,237	-	103,36,237	96,30,419
<i>Endowment Funds</i>	4	27,06,174	37,60,988	64,67,162	48,18,570
<i>Fixed Assets Reserve Fund</i>	5	4,14,573	18,52,189	22,66,762	71,87,286
<i>Current Liabilities</i>	6	8,67,200	2,96,600	11,63,800	8,38,599
		406,77,012	689,65,897	1096,42,909	1042,44,168
APPLICATION OF FUNDS					
<i>Fixed Assets</i>	7	148,01,781	18,52,189	166,53,970	222,24,851
<i>Investments</i>	8	156,50,000	590,93,720	747,43,720	754,43,720
<i>Cash and Bank Balances</i>	9	68,39,112	9,56,497	77,95,609	19,77,944
<i>Current Assets</i>	10	29,96,176	70,63,491	100,59,667	45,47,871
<i>Earmarked Fund - Receivable</i>	11	3,89,943	-	3,89,943	49,982
		406,77,012	689,65,897	1096,42,909	1042,44,168

Note : 1. Schedules 1 to 11 and 21 forms an integral part of Consolidated Balance Sheet

2. * IC - Indian Contribution, FC - Foreign Contribution

For and on behalf of the Board

In terms of our report of even date
For K.B. NAMBIAR & ASSOCIATES
Chartered Accountants
FIRM REGN. No. 0023135


CA. K. B. NAMBIAR K
PARTNER (M. No. 208039)


Director
Mr. Vivek Kulkarni

Director and The Chief Functionary
R. SURESH


Director
Ms. Anita Reddy

BENGALURU, 29 JULY 2016

PUBLIC AFFAIRS CENTRE

No.15, KIADB Industrial Area, Jigani Post, Anekal Taluk
Jigani-Bommaandra Link Road, Bengaluru - 550 105

Consolidated Income & Expenditure Account for the year ended 31 March 2016

Particulars	Schedules	During the year ended 31 March 2016										For the year ended 31 March 2016
		Earmarked Funds		Endowment Funds		Designated Fund		General Fund		Total		Grand Total
		IC	FC	IC	FC	IC	FC	IC	FC	IC	FC	
INCOME	12	167,86,603	362,46,229	-	-	-	-	-	-	167,86,603	362,46,229	530,32,832
Programme Revenue												363,70,388
Interest on Fixed Deposit			38,74,392					93,176	1,23,985	13,35,337	51,12,626	64,47,963
Interest on Saving Bank Account			38,749					79,863	1,19,965	79,863	1,58,714	2,38,577
Other Income			-					1,47,312	79,401	1,47,312	79,401	2,26,713
Sale Of Asset			-					-	18,500	10,00,000	-	18,500
Donations/Other Grants			-					10,00,000	-	-	-	10,00,000
Training Income			-					19,258	-	19,258	-	19,258
		167,86,603	401,59,370	5,36,343	11,14,249	7,05,818	-	13,39,609	3,41,851	193,68,373	416,15,470	809,83,843
EXPENDITURE	13	12,13,102	16,78,347	-	-	-	-	1,54,564	45,550	13,67,666	17,23,897	30,91,563
Administration Expenses												28,77,210
Programme Expenses	14	94,05,942	235,08,432	-	-	-	-	94,05,942	-	94,05,942	235,08,432	329,14,374
Personnel Expenses	15	61,47,972	102,43,945	-	-	-	-	44,969	204	61,92,941	102,43,049	164,35,990
Purchase of Assets	7	-	8,08,227	-	-	-	-	-	-	-	8,08,227	8,08,227
Training Expenses			-					-	-	-	-	52,835
Depreciation	7	-	-	-	-	-	-	6,50,157	-	6,50,157	-	7,22,396
		19,587	39,21,519	5,36,343	11,14,249	7,05,818	-	4,88,919	2,96,097	17,51,667	53,31,885	55,59,883
Excess of Income over Expenditure		167,86,603	401,59,370	5,36,343	11,14,249	7,05,818	-	13,39,609	3,41,851	193,68,373	416,15,470	809,83,843
TRANSFER OF SURPLUS / DEFICIT			38,52,893	-	-	-	-	-	-	-	38,52,893	38,52,893
Transferred to Earmarked Fund												26,93,981
Transferred to Endowment Fund				5,36,343	11,14,249	7,05,818	-	5,36,343	-	5,36,343	11,14,249	16,50,592
Transferred to Designated Fund				-	-	7,05,818	-	-	-	7,05,818	-	7,05,818
Transferred to General Fund		19,587	88,628	-	-	-	-	4,88,919	2,96,097	5,09,506	3,84,723	8,74,229
		19,587	39,21,519	5,36,343	11,14,249	7,05,818	-	4,88,919	2,96,097	17,51,667	53,31,885	70,83,532
		19,587	39,21,519	5,36,343	11,14,249	7,05,818	-	4,88,919	2,96,097	17,51,667	53,31,885	70,83,532

Note : Schedules 12 to 15 and 21 forms an integral part of Consolidated Income and Expenditure Account

For and on behalf of the Board

In terms of our report of even date

For K.B. NAMBIAR & ASSOCIATES
Chartered Accountants
FIRM REGN. No. 0023135

Anita Reddy
Director
Ms. Anita Reddy

Vivek Kulkarni
Director
Mr. Vivek Kulkarni

Director and The Chief Functionary
R. SURESH

BENGALURU, 29 JULY 2016

