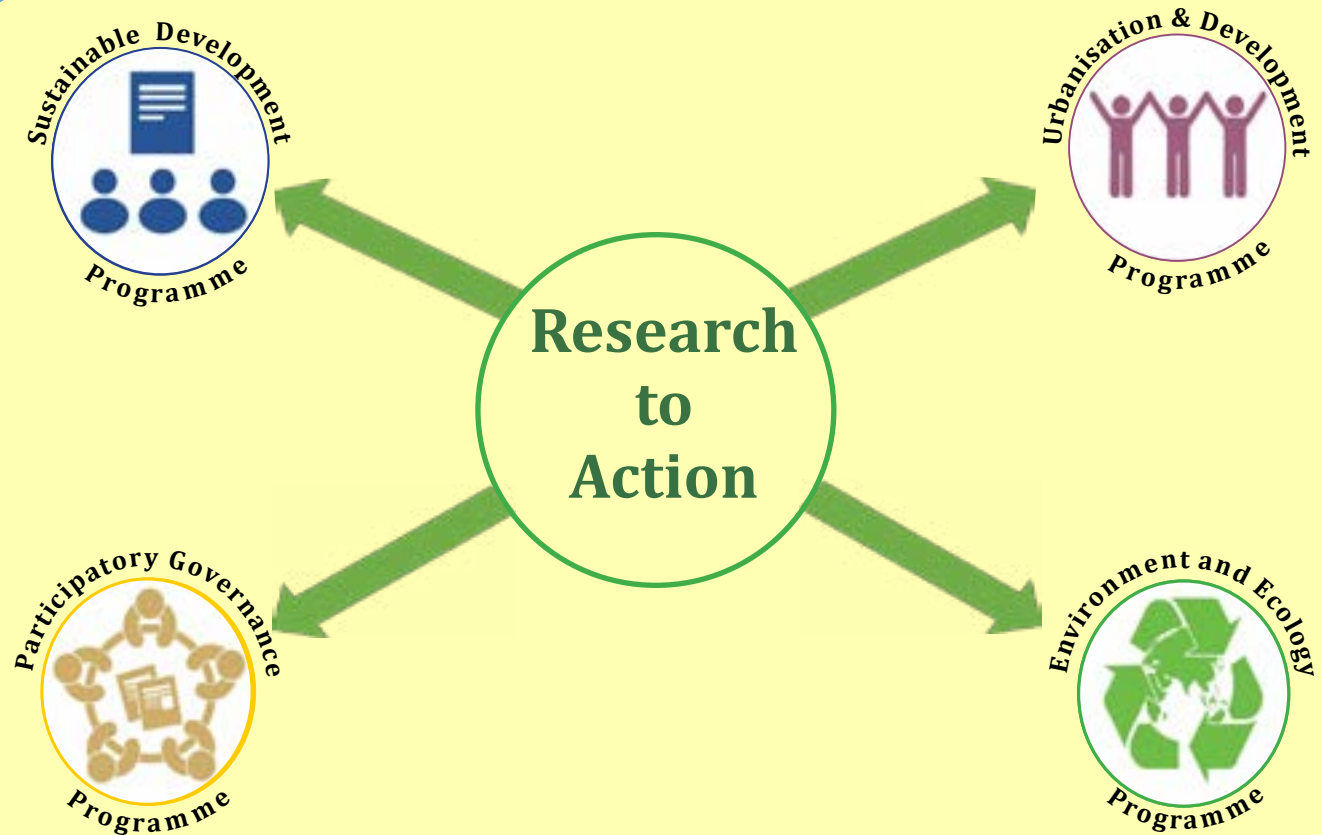


Annual Report

April 2017 to March 2018

Public Affairs Centre



PUBLIC AFFAIRS CENTRE
Commitment to good governance

Annual Report

April 2017 to March 2018



PUBLIC AFFAIRS CENTRE
Committed to good governance

Thank You Partners



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Chairman's Message



Dr Kasturirangan
Chairperson

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

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

The thrust of our work moving forward will be on:

- Improving research quality
- Enhancing project mobilisation and delivery
- Establishing a data vertical- a Centre for Open Data Research (CODR)

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

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

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

Research and Action: The year that was...

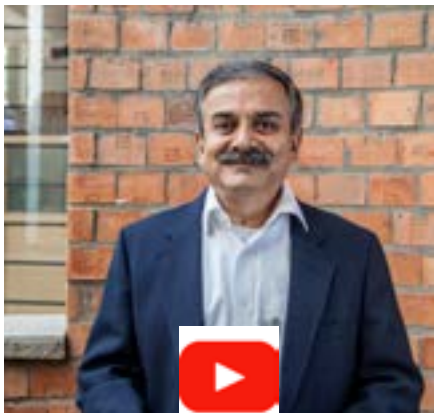
2017-2018 has been an important year for the Centre. In the last year, PAC concluded the important Swachh Bharat Mission - Gramin (SBM-G) project that was spread across two states over three years. This project was a big learning. As an organisation, PAC is making a transition, going beyond the boundaries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

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

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

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

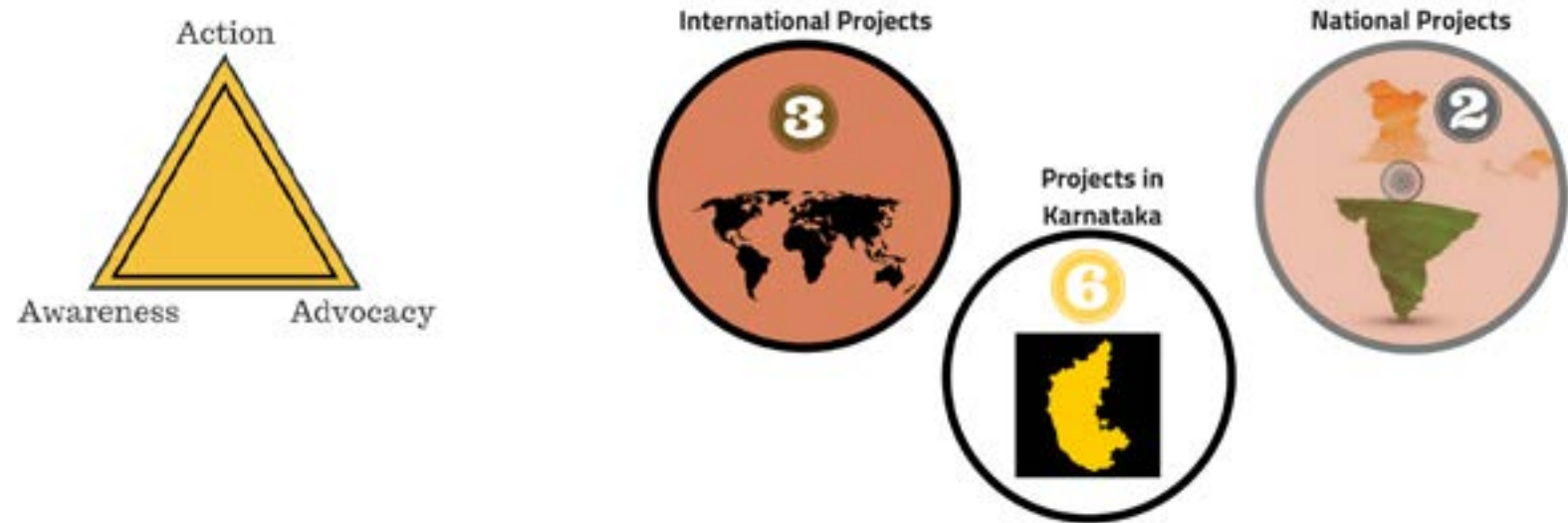
We have a remarkable leader in Dr K. Kasturirangan, an eminent space technologist, a scientist and the Chairman of PAC. It is going to be an important year ahead for us, and the PAC team is ready to take this leap forward.



G Gurucharan
Director

Research Areas

Our projects are in collaboration with state, national and international organisations. Our research focusses on the last mile, where the state's capacities are the weakest. This is achieved by enhancing community agencies not as a mere beneficiary but as an active participant of change to include gender equal praxis.



Improving Consumer Voices and Accountability in the Swachh Bharat Mission - Tamil Nadu



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



Dr Meena Nair
Head of Research

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



Funder: Bill and Melinda Gates Foundation

Glimpses from the project



VPRC Volunteer's meet



Social Mapping Exercise in progress

Project Reports

- [Benchmarking Citizen Report Card on NBA/SBM](#)
- [Findings from Benchmarking Citizen Report Cards in Odisha and Tamil Nadu under SBM – CRC 2.](#)
- [National Policy Review 2015](#)

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



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



Funder: Bill and Melinda Gates Foundation

The key learning was that we need to speak to the community in the local idiom. The use of wall paintings tailored to the requirements of the community helped in the success of this project.



Dr Satyajeeet Nanda
Programme Manager



Wall paintings



Capturing feedback from grassroots level users



Community Score Card Workshop

Improving Performance of Government Employees of Karnataka through Training and Capacity Building

About
the
Project

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



Poornima G R
Senior Programme Officer



Objectives:

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



Funder: Sixth Pay Commission, Government of Karnataka



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



Discussions with District Deputy Commissioner, Ramnagar



Interaction with Group C staff



Group discussions with Group D staff

Making Government Departments more Citizen-Friendly in Karnataka

About
the
Project

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



Objectives:

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



Funder: Sixth Pay Commission, Government of Karnataka



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



Dr Sanjeev D Kenchaigol
Programme Officer

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



A defunct Sakala Kiosk in Doddaballapur



People waiting for RCT records at Nanjangud Tehsil office, Mysuru District

Benchmarking Public Services in North-East India

About
the
Project

Led by Agency for Technical Cooperation and Development (ACTED) and implementing partner North-East India Committee on Relief and Development (NEICORD), PAC, in 2014, began a 5-0year project to enhance access to information on public schemes and services among marginalised households.



Sukanya Bhaumik
Senior Programme Officer



Objectives:

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



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



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

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



Training of Master Trainers



Mock exercise on Community Score Card for trainers

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

About
the
Project

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



Objectives:

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



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



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



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



Priyanka Agarwal
Programme Officer



Report submitted to
Government of Karnataka

Public Affairs Index 2017



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



Udit Dutta
Programme Officer



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



Funder: International Development Research Centre (IDRC)



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

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



Launch of Public Affairs Index 2017



Justice M N Venkatachaliah announcing the top ranking states in PAI 2017



Chief Guest of the day Justice Santosh Hegde with the author of PAI Dr C K Mathew

Creating a Roadmap for International Migration Centre for Karnataka



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



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



Funder: Skill Development, Entrepreneurship and Livelihood, Government of Karnataka.



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



Vivek Diwekar
Programme Manager

Intern's Experience

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

- Siddarth Shah,
Brandeis University, USA
July, 2017
PAC Intern

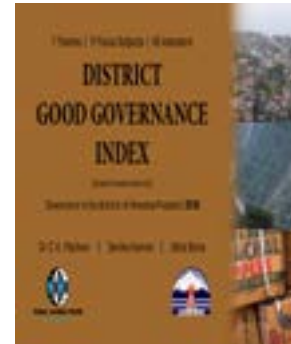
Key Projects Completed



[Improving Consumer Voices and Accountability in the Swachh Bharat Mission - Gramin](#)



[Public Affairs Index 2017](#)



Himachal Pradesh District Good Governance Index



Improving Performance of Government Employees of Karnataka through Training and Capacity Building



Making Government Departments more Citizen-Friendly in Karnataka

Projects - An Overview

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

Ongoing Endeavours

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



Nitin Chaubey
Group Head - Programmes



Staff meeting in progress



Project review meeting

Key Ongoing Projects

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

State Level Projects



National Level Projects



National Human Rights Index



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



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

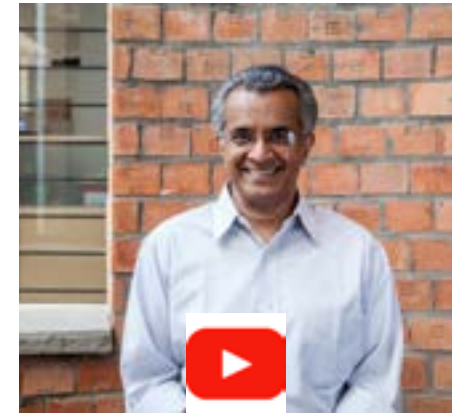
- Police atrocities
- Crimes against vulnerable sections of the society
- Evil social practices
- Institutional structures for human rights
- Developmental entitlements



Funder: National Human Rights Commission (NHRC).



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



Dr C K Mathew
Senior Fellow



Dr C K Mathew at the regional workshop on Good Governance, Development and Human Rights

Himachal Pradesh District Good Governance Index (HP-DGGI)



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



Devika Kannan
Programme Officer



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



Funder: Government of Himachal Pradesh.



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



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



Data collection training workshop for District-level Statistical Officers



Gram Sabha meeting in progress



Sustainable Financing of Urban Local Bodies (ULBs) in Karnataka

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



Objectives:

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



Funder: Directorate of Municipal Authority, Government of Karnataka



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



Bhargavi Nagendra
Programme Officer



The team interacting with an Engineer in Chamarajanagar



Discussions with the Commissioner of Hubli-Dharwad Municipal Corporation

Citizen Monitoring of Fair Price Shops under the Public Distribution System Karnataka



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



Basil Liongs
Deputy Administrator



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



Funder: Azim Premji Philanthropic Initiatives (APPI)

Project Update:

Year 1 -

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

Year 2 -

- Extend the reach to incorporate 15 districts of Karnataka
- Conduct trainings for citizen volunteers.



Quality monitoring of Fair Price Shops



Ground training to trainees on aspects of PDS



Classroom training activity in session

Policy Engagement and Communication



Policy Engagement and Communication



Dr Annapoorna Ravichander
Head, Policy Engagement and Communication

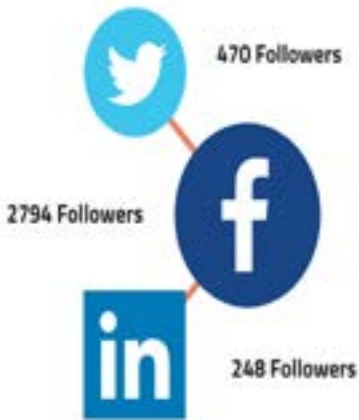
The PEC team has a mandate to enhance the visibility and outreach efforts for the Centre. Last year, we saw an enhanced visibility in the media owing to the amount of communication outputs created by the researchers. PAC had more than 30 articles published in newspapers (national) along with two TV appearances.

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

Protocols for various activities:

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

Social Media Presence in 2017-18



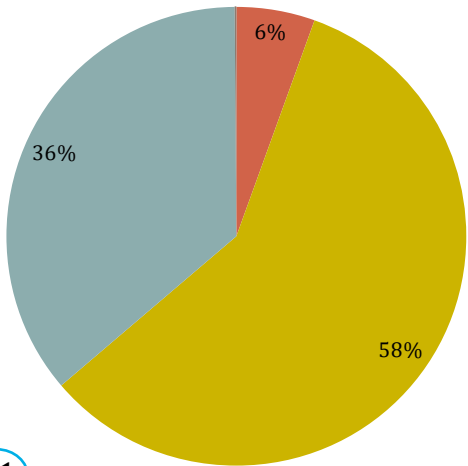
Administration, Finance and Human Resources

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

PAC also underwent a restructuring process whereby it has now aligned its research work with the Sustainable Development Goals (SDG). We have developed an innovative and objective process as well to make way for a transparent system of employee evaluation and career progression.

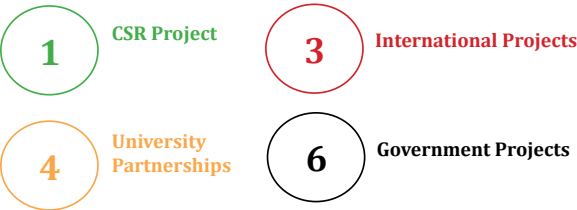


S S Iyer
Administrator



- Administration Expenses
- Programme Expenses
- Personnel Expenses

Project Diversity



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

Consolidated Balance Sheet as at 31 March 2018

(In Rupees)

Particulars	SCHEDULES	AS AT 31 MARCH 2018			AS AT 2017	31 MARCH
		IC *	FC *	Total		
SOURCES OF FUNDS						
RESTRICTED FUNDS						
Earmarked Fund	1	9,82,567	40,648	10,23,215	3,35,86,517	
Endowment Fund	2	1,82,00,000	1,18,00,000	3,00,00,000	1,57,45,848	
UNRESTRICTED FUNDS						
General Fund	3	1,71,27,206	19,04,587	1,90,31,793	2,07,96,434	
Designated Fund	3A	4,697	-	4,697	1,11,04,697	
Endowment Fund	4	26,35,552	44,20,028	70,55,580	79,26,629	
Fixed Assets Reserve Fund	5	3,77,506	39,69,636	43,47,142	54,77,479	
Current Liabilities	6	4,50,352	1,52,451	6,02,803	7,88,657	
		3,97,77,880	2,22,87,350	6,20,65,230		9,54,26,261
APPLICATION OF FUNDS						
Fixed Assets	7	1,36,52,944	39,69,638	1,76,22,582	1,92,79,545	
Investments	8	1,68,12,190	1,01,93,720	2,70,05,910	5,98,43,720	
Cash and Bank Balances	9	16,20,978	22,02,039	38,23,017	22,19,411	
Current Assets	10	50,14,205	41,81,416	91,95,621	1,14,91,424	
Earmarked Fund - Receivable	11	26,77,563	17,40,537	44,18,100	25,92,161	
		3,97,77,880	2,22,87,350	6,20,65,230		9,54,26,261

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

Director and The Chief Functionary
G. Gurucharan

Director

Director

BENGALURU, 08 JULY 2017

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

Consolidated Income & Expenditure Account for the year ended 31 March 2018

(In Rupees)

Particulars	Schedules	During the year ended 31 March 2018										For the year ended 31 March 2017	
		Earmarked Fund		Endowment Fund		Designated Fund		General Fund		Total			Grand Total
		IC	FC	IC	FC	IC	FC	IC	FC	IC	FC		
INCOME													
Programme Revenue	12	1,18,02,973	4,33,33,687	-	-	-	-	-	-	1,18,02,973	4,33,33,687	5,43,36,660	4,74,31,128
Interest on Fixed Deposit		-	7,02,002	13,38,978	9,44,125	-	-	4,700	21,881	13,43,744	17,58,688	31,02,432	50,80,620
Interest on Saving Bank Account		53,005	52,019	-	-	-	-	48,830	58,314	1,01,835	1,10,332	2,12,167	1,23,206
Other Income		-	-	-	-	-	-	53,497	-	53,497	-	53,497	61,800
Sale Of Asset		-	-	-	-	-	-	-	-	-	-	-	-
Donations/Other Grants		-	-	-	-	-	-	15,45,000	-	15,45,000	-	15,45,000	15,00,000
Training Income		-	-	-	-	-	-	-	-	-	-	-	-
Rental Income		-	-	-	-	-	-	2,88,950	-	2,88,950	-	2,88,950	2,00,870
		1,18,55,978	4,41,78,697	13,38,978	9,44,125	-	-	19,19,043	79,975	1,43,13,999	4,52,02,707	5,95,16,706	5,50,57,624
EXPENDITURE													
Administration Expenses	13	7,54,206	14,51,406	-	-	-	-	4,80,779	-	12,41,074	14,51,406	26,92,540	24,27,883
Programme Expenses	14	39,10,073	2,99,00,401	-	-	-	-	-	-	39,10,073	2,99,00,401	3,38,70,534	2,12,52,301
Personnel Expenses	15	55,03,236	1,18,53,104	-	-	-	-	35,89,751	-	91,52,987	1,18,53,104	2,10,36,091	1,96,87,207
Purchase of Assets	7	-	68,656	-	-	-	-	-	-	-	68,656	68,656	40,48,975
Depreciation	7	-	-	-	-	-	-	5,26,626	-	5,26,626	-	5,26,626	5,85,142
		8,28,374	8,44,920	13,38,978	9,44,125	-	-	(25,84,113)	79,975	(5,16,761)	18,69,020	13,52,259	79,56,206
Excess of Income over Expenditure		1,18,55,978	4,41,78,697	13,38,978	9,44,125	-	-	19,19,043	79,975	1,43,13,999	4,52,02,707	5,95,16,706	5,50,57,624
TRANSFER OF SURPLUS / DEFICIT													
Transferred to Earmarked Fund		53,005	7,00,792	-	-	-	-	-	-	53,005	7,00,792	8,33,797	32,44,179
Transferred to Endowment Fund		-	-	13,38,978	9,44,125	-	-	-	-	13,38,978	9,44,125	22,83,103	14,68,467
Transferred to Designated Fund		-	-	-	-	-	-	-	-	-	-	-	-
Transferred to General Fund		7,75,309	84,128	-	-	-	-	(25,84,113)	79,975	(19,08,744)	1,44,103	(17,64,641)	15,84,100
		8,28,374	8,44,920	13,38,978	9,44,125	-	-	(25,84,113)	79,975	(5,16,761)	18,69,020	13,52,259	79,56,206

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

Voices from the Community

"I hold a MGNREGS Job Card. However, I wasn't even aware that Gram Panchayat members are not allowed to take away the Job Card. I also did not know that we are supposed to be paid within 15 days of job completion. I came to know about all this after attending this workshop"
- Biswa Das, MGNREGA worker, Goalpara, Assam



"We are happy to inform that we built this house from the partial assistance received under Indra Awas Yojna"
- Memcha Laisram, Beneficiary, Churchanpur, Manipur



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

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

