



**public
affairs
centre**

Improving the Quality of
Governance in India

Capability Statement

August 2009

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1. Overview of the Centre

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. In this regard, PAC undertakes and supports research, disseminates research findings, facilitates collective citizen action through awareness raising and capacity building activities, and provides advisory services to state and non-state agencies. The Centre is globally known for its pioneering Citizen Report Cards, benchmarking studies used to improve public services, as well as their work on electoral transparency, public works quality monitoring tools and approaches and the recently launched audits of the Right to Information Act and the National Rural Employment Guarantee Act in India.

The genesis of PAC can be traced to a modest but pioneering initiative by Dr. Samuel Paul in the early nineties. In 1992, Dr. Paul, an eminent economist, teacher and management professional, with several friends initiated a unique experiment to produce a "Report Card" on public services in Bangalore. Anchoring on the twin concepts of measurement and comparison, report cards generated objective and credible citizen feedback on issues related to the delivery of public services like quality, reliability, corruption and satisfaction. The approach received much national and international attention. The public debates the findings triggered and the media interest that issues like corruption generated provided a much needed stimulus to several public agencies in Bangalore to review their performances. These initial responses led to the formal creation of the Centre in 1994 with financial support from the National Foundation for India and the Ford Foundation.

PAC's uniqueness lies in synthesizing research and action in its activities and approaches. Its research aims to provide a stimulus for action. And, its action in turn is powered by knowledge derived from research. PAC's work is primarily organized around the premise that an informed and active citizenry is the key to improved governance. While conventional policy research concentrates on policy issues and administrative processes, PAC's work has focused on governance as experienced from an average citizen's perspective.

In pursuit of realizing its vision to improve the quality of public governance in India by creating vibrant, informed and proactive citizen engagements with the state and its institutions, Public Affairs Centre's mission encompasses a multi pronged approach synthesizing a range of strategies and interventions.

The pivotal points of PAC's mission, around which the activities of the Centre are organized are: public policy research and advocacy; participatory research on governance and social accountability including monitoring and evaluation of public services and programmes; citizen action support; civic education of children and youth; and capacity enhancement of both the state and civil society.

2. Public Policy Research Group (PPRG)

The mandate of the PPRG emerges from two critical observations. One, the growing opening up of spaces for public consultations and civil society engagements in policy making realms in India. And two, the need to generate objective and credible analyses and critiques to stimulate policy discourses. Currently, a major focus of the PPRG is on urban governance. This emergent interest is endorsed by the following:

1. Urban areas contribute to nearly 65 percent of India's GDP. The sustainability of the rapid 8%-9% GDP growth that India has experienced in the last decade is dependent to a large extent on urban areas. However, adequate infrastructure is crucial for increasing productivity and for sustaining the growth momentum.
2. It might seem that only 29 percent of India's population lives in urban areas as of 2001. However, India's definition of what constitutes 'urban' is very conservative when compared with that of, say China, its neighbour and competitor. For instance, while in China, areas having 10 percent non-agricultural employment are defined as being urban, in India, areas having a minimum of 75 percent non-agricultural employment are defined by the Census as being urban. If India were to revise its definition of urban areas to make it more liberal, a majority of India would be classified as urban.
3. According to India's Union Urban Development ministry, 20 percent of the country's urban households are denied access to safe drinking water, 58 percent do not have safe sanitation, and more than 40 percent of garbage generated is left uncollected for want of proper waste management. While none of the south Asian countries had universal access to a basic service like water supply or sanitation even as of 2002, the access to water supply is better in Iran, Maldives and Sri Lanka than it is in India and that to sanitation is better in Pakistan and Maldives than in India.

India is, thus very likely to lose out in its long run competitiveness and sustainability of its growth if focus on urban areas and related research is ignored. PAC, because of its role in service delivery, advocacy and actions, is ideally suited for undertaking this research on urban issues. The Public Policy Research Group, intends to provide knowledge of the larger setting in which improvements in public service delivery and urban infrastructure take place.

The objective of PPRG is to conduct academic and/or professional research on important sectoral and inter-sectoral issues of policy relevance. It intends to conduct methodologically rigorous

research and collaborate with other institutions in the endeavour and to attain its vision, i.e., to strengthen policymaking and implementation through systematic research and to influence policymakers, civil society and other stakeholders with such research through dissemination of findings (overarching vision).

Though focus of the PPRG initially will be on urban issues, the ambit will later diversify to encompass other themes.

PAC's capability in supporting Public Policy Research Initiatives

- To fill in the vacuum of the absence of a coherent urban studies program and develop as a key player in South Asia, national, state and local-level urban policies and local finances.
- Enable the building of a comprehensive socio-economic database of cities in the country, so that PAC can become the clearinghouse of such information.
- To contribute to the academic and research literature on urban issues.

Selected Projects

Study Title	Outcome
Land as a Municipal Financing option	An attempt was made to examine the extent to which revenues from land leasing and sales could add to the revenues of municipalities. The study found that if revenues from land leasing and sales by the urban development authorities were to accrue to municipal corporations, there could be an increase in municipality's total revenues to the extent of 33 percent, own source revenues to the extent of 90 percent, and property tax revenues to the extent of nearly 930 percent. The final report of this study was submitted to the Thirteenth Finance Commission in January 2009.
Why the South Has Moved Ahead?	An effort was made to understand the economic discrepancies between the northern and southern Indian states as being dependent on a variety of indicators representing human skills, capabilities and awareness, law and order, infrastructure, urbanization and resource utilization factors such as finances including revenues and expenditures. Charts based on historical trends of these data for Tamil Nadu and Uttar Pradesh indicate that Tamil Nadu is well ahead of Uttar Pradesh with respect to per capita net state domestic product, education, health, infrastructure, urbanization and law and order, although it did not have this advantage historically. Part of the work for this was funded by the Institute of South Asian Studies, National University of Singapore. A seminar was presented in June of this study for which a number of expert comments were received and were incorporated. A different version of the paper was also presented in IIM-Bangalore's IV International Conference on Public Policy in August. Currently some

	leading publishing houses are being explored for its possible publication.
Finances and Public Service Delivery	An attempt is made to examine the relationship between finances and public service delivery using the case of Bangalore, Kolkata, Ahmedabad and Jaipur. Our findings suggest that in the case of services such as solid waste management, roads, water supply, sewerage and sanitation, there is a direct relationship between spending and service delivered. However, in the case of services such as street lighting, spending and service levels are not directly related. Cities are able to ensure internationally acceptable levels of this service despite spending below the nationally acceptable norms on street lights. The final report was submitted to PAC in January 2009. Oxford University Press is scheduled to publish the work as a book in 2010.
Is it Push or Pull? Evidence from Migration in India	Being funded by the South Asia Network of Economic Research Institutes (SANEI), this study is currently ongoing and its time frame is from December 2008-October 2009. The study did a primary survey of migrants in Bangalore to understand the role of push versus pull factors in migration. The study finds that the lower the level of education of the migrant, the greater the importance of the push factors whereas with increasing level of education of the migrant, pull factors become more important in migration. Unskilled migrants are 'pushed' out of rural into urban areas, whereas skilled migrants are 'pulled'/attracted towards urban areas. Finally the study finds migrants from within the state are 'pushed' (by lack of adequate income) as well as pulled (with the promise of better job opportunities and higher expected income) toward urban magnets. The draft report was submitted in May 2009 to SANEI and comments from reviewers are awaited.
State of Cities	This project is funded by the Brigade Group and the time frame is from June 2009-May 2010. The work is now ongoing in which we have started the task of compiling data for 10 of Karnataka's cities on a variety of crucial urban indicators such as history, governance, demographics, socio-economic dimensions, infrastructure, public services, taxes, budget and expenditures, and quality of life indicators.

New Initiatives

The team is working on a proposal on the contribution of urban poor in India's cities which it will be submitting to the Economic and Social Research Council-Department for International Development (ESRC-DFID) Joint Scheme for Research on International Development (Poverty Alleviation).

An attempt is also being made to explore funding sources for the State of Cities project pan-nationally once the Karnataka pilot study is completed.

Team members with short biographies:

Kala Seetharam Sridhar

Kala Seetharam Sridhar is currently Head, PPRG, and Senior Research Fellow, Public Affairs Centre, Bangalore, India, prior to which she was Ford Public Affairs Fellow. Her primary research interests are in urban and regional economics/policies, urban infrastructure, state and local finances, and developmental issues.

Kala received her Ph.D. (Public Policy & Management) from the Ohio State University, USA, and M.S. (Urban & Regional Planning) from the University of Iowa, USA. Prior to joining PAC, Kala was with the National Institute of Public Finance and Policy in New Delhi, before that, was Assistant and Associate Professor at the Indian Institute of Management in Lucknow, India, was Visiting Sir Ratan Tata Trust Fellow at the Institute for Social and Economic Change, Bangalore, India, and a Visiting Fellow at United Nations University's World Institute for Development Economics Research (UNU-WIDER). Kala is also a consultant for the Institute of South Asian Studies, National University of Singapore.

Kala has published in many refereed international journals, and is a peer reviewer for many. Her paper "Impact of Land Use Regulations on Suburbanization: Evidence from India's Cities" won the First Prize Medal for completed research on development in the Ninth Global Development Network conference held in Brisbane, Australia, in January 2008 (<http://www.gdnet.org/middle.php?oid=1217>).

Kala is the author of two books – Incentives for Regional Development: Competition Among Sub-National Governments, which was published by Palgrave Macmillan in 2005, and Costs and Challenges of Local Urban Services: Evidence from India's Cities, co-authored, to be published by Oxford University Press India. In 2007, the Indian Council of Social Science Research and the Institute for Social and Economic Change recognized her work for the VKRV Rao Prize for 2005. (<http://www.isec.ac.in/vkrvraoprize.htm>).

A.Venugopala Reddy

A. Venugopala Reddy is currently Research Officer, Public Affairs Centre, Bangalore, India. His primary research interests are in public finance, fiscal decentralisation and panchayat raj and rural development.

A. Venugopala Reddy received his Ph.D. (Economics) from Sri Krishnadevaraya University Anantapur Andhra Pradesh. Prior to joining PAC, Venu was at the Institute for Social and Economic Change, Bangalore, India.

Venu was involved in several Citizen Report Cards studies carried out by Public Affairs Centre in various states and cities of India. Recently he has been involved in conducting a pilot social audit of the National Rural Employment Guarantee (NREGA) in Gulbarga district, Karnataka. The major findings were presented to the Rural Development and Panchayat Raj department, Government of Karnataka. He is also involved in the project entitled "Land as a Municipal Financing Option: A Pilot Study from India" the draft report for which was submitted to the Thirteenth Finance Commission, Government of India. Further, he worked in a project entitled "Designing & Implementing Knowledge, Attitude and Perception Survey on Labour Migration" sponsored by the Ministry of Overseas Indian Affairs, Government of India. Besides, Venu also participated in a project sponsored by the Department for International Development (DFID) on "Assessing Citizen Satisfaction on Urban Service Delivery of Urban Local Bodies in Kolkata."

3. Participatory Governance Research Group (PGRG)

Activities carried out by the PGRG coalesce around participatory concepts and approaches. PGRG's flagship product is the Citizen Report Card (CRC) that uses user feedback on public services as a research-led reform tool to be used by civil society to demand better services, and the service provider to diagnose gaps and initiate or strengthen reform measures. This niche now will be extended to include involvement of all relevant stakeholders towards achieving the goal of service delivery improvement through participatory governance.

The objectives of PGRG thus, are:

1. Pilot and implement innovative tools and approaches
 - a. Nuancing out CRCs in new settings and with different types of stakeholders
 - b. Pilot other social accountability tools to enhance the scope of the CRC as well as their usability as stand alone tools within PAC's scope of work.
 - c. Secondary research, publishing research papers and documenting learnings
2. Conducting CRCs with funding partners and organizations
 - a. Carry out CRCs in partnership with civil society organizations, government departments and funding agencies by providing on-site / off-site support
 - b. Network with the other teams at PAC and forge more partnerships along the same lines
3. Use more intense follow-up measures with more focus on
 - a. Comparison of findings with standards and norms
 - b. Activity mapping
 - c. Comprehensive reports
 - d. Active partnership internally with the other core teams on various programmes/projects
4. Conduct capacity building workshops to sensitize and train different stakeholders such as NGOs, Government officials, funding agency representatives etc in the use of the CRC approach.
5. Conduct workshops on research and governance related themes such as demystifying statistics, knowledge management for Government officials, and carry out research on programmes and schemes and community participations strategies advocated by funders and the government.

The approach of PGRG would thus be to enhance the scope of research that can be carried out under the themes of governance and service delivery. This is normally done through a comprehensive stock taking exercise of assessing the existing practices in the area of monitoring and evaluation in the area of governance.

PAC's capability in supporting Participatory Governance Research Initiatives

- Carrying out CRCs in various sectors/services, with different stakeholders, along with appropriate follow-up actions
- Interaction with various agencies including funders and government departments for conducting CRCs
- Capacity building of international and national NGOs in carrying out CRCs
- Application of other social accountability tools for assessments and evaluations
- Data analysis, presentation and report writing skills

Selected Projects/ Studies

Project / Study title	Details / Outcomes
Three Citizen Report Cards (CRCs) in Bangalore – 1994, 1999, 2003	<p>Attempt: PAC's history began with its first 'Report Card' experiment in 1994 after which with the second and third CRCs this approach was acknowledged as a best practice with regard to assessment of public service delivery.</p> <p>Outcome: With every CRC, aspects such as sampling and questionnaire design, follow-up processes were strengthened, along with buy-ins and strong support from the service providers. Currently, the fourth CRC of public services in Bangalore or rather the first CRC of Greater Bangalore is being planned, with preliminary meetings with stakeholders already accomplished.</p>
Who Benefits from India's Public Services? A People's Audit of five basic services	<p>Attempt: To assess the state of India's public services from a user's perspective using the CRC approach in 2001. User feedback from 37000 households across rural and urban areas of India for five basic services viz., drinking water, primary health care, primary education, public distribution of food and public transport was assessed, which revealed that while access has been extended, effectiveness and reliability need improvements.</p> <p>Outcomes: Has been published by Academic Foundation. PGRG is planning to carry out another such audit in 2010-2011 as a stock-taking exercise of the state of public services after 10 years.</p>
Two Citizen Report Cards (CRCs) in Hubli-Dharwad – 2006, 2008	<p>Attempt: To assess performances of local municipal governments using the CRC approach. In this case, PGRG was approached by the Commissioner of HDMC to assess the city's services and also the reform measures that had been implemented during his tenure.</p> <p>Outcome: A second CRC was requested, this time to be funded by the government, the findings of which were recently released in the public domain. The same Commissioner having been transferred to</p>

A National Review of India's Citizen's Charters	<p>another city, has requested a CRC of that city's public services.</p> <p>Attempt: To assess through extensive secondary and primary research, whether citizen's charters brought out by the government departments actually provided essential information on their services in a citizen-friendly fashion.</p> <p>Outcome: The findings of the report were critically acclaimed and presented and discussed at various platforms in India.</p>
Decentralized Service Delivery in Panchayats – A Pilot Citizens' Audit	<p>Attempt: A first attempt by the PGRG to assess rural services provided by the lowest tier of government, the Gram Panchayat as a pilot project in Karnataka.</p> <p>Outcome: Report was very well received in government and non-government circles. Similar attempts have been carried out by partner NGOs such as Samarthan in Chattisgarh and CYSD in Orissa.</p>
Assessment of Tamil Nadu's Citizen Centres	<p>Attempt: To assess selected Citizen Centres (32 out of 156) located in various districts of Tamil Nadu under the guidance of Catalyst Trust, PAC's NGO partner to evaluate their performance, their ability to sustain themselves and the role that Catalyst Trust would need to play in this process.</p> <p>Outcome: The assessment revealed that while the Citizen Centres have been playing some of their roles very well, they do need further support and active capacity-building efforts, which led to further enhancement and extension of funds from an international funder to Catalyst Trust. PGRG further feels that this Citizen Centre project should be presented as an example to be replicated in the rest of the country.</p>
Study of Sarva Shiksha Abhiyan Initiatives on Universalisation of Elementary Education in Karnataka with special reference to concerns of Quality and Equity	<p>Attempt: To apply the CRC approach on a national programme to assess quality and equity aspects of elementary education in rural and urban areas of Karnataka.</p> <p>Outcome: As a flexible and adaptable tool, CRC has been successfully used to assess the programme, with the final findings released to SSA and report sent to various stakeholders.</p>
Gram Panchayat, District and State level Report Cards on Water & Sanitation services in rural Karnataka	<p>Attempt: To apply the CRC approach on the most critical sectors in rural Karnataka, namely water and sanitation in partnership with other awareness generation tools generated by the implementing and partner NGO Arghyam.</p> <p>Outcome: Reports from local to the state levels, to generate awareness among rural communities to influence policy decisions at the state level, by Arghyam and PAC through technical support from PGRG.</p>

New Initiatives

A new project of the PGRG comprising of a bottom up assessment of the work culture of the Karnataka Police funded by the GoK is currently ongoing with a time frame of about 7 months. The study involves survey of police personnel and complainants from different police stations covering all the ranges and commissionerates of the state of Karnataka.

Another projects of the PGRG comprises of a two-year project in partnership with the International Budget Partnership (IBP), which involves monitoring expenditure and outcomes to improve health services for urban poor women in Bangalore, especially focusing on selected maternity homes run by the Bruhat Bangalore Mahanagara Palike (BBMP). The tools to be used in this assessment would include Community Score Cards (CSCs) and PETS (Public Expenditure Tracking Survey).

Team members with short biographies:

Dr. Meena Nair, Head PGRG, joined PAC in February 2005 as Research Consultant, and was appointed Research Officer in April 2005 and Senior Research Officer in April 2007. Prior to joining PAC, Meena worked for 6 years as a Researcher at various levels for Synovate. She has specialized in the field of geography having done her M.Phil and Ph.D from the Centre of the Study of Regional Development, Jawaharlal Nehru University, New Delhi. At PAC, her responsibilities include coordinating all research-related activities, mainly those related to Citizen Report Cards (CRCs) and other assessment projects as well. She is part of the editorial team of PAC's quarterly newsletter 'Public Eye'.

Dr. K. Prabhakar, Research Officer, joined PAC in December 2006 as Research Associate, before which he had also worked for two years as Research Associate for other reputed research institutions. He did his doctorate in Economics from Sri Krishnadevaraya University from Anantapur (Andhra Pradesh). At PAC, he is part of the Research Team, and his responsibilities are planning, organizing, and conducting research project activities, including designing and implementing appropriate methodologies for field surveys, primary and secondary data processing, analysis and report writing of projects.

Ms. Prarthana M. Rao, Programme Officer, joined PAC in 2008 as Research Executive. An architect by profession, having done her Masters in Planning with specialization in Environmental planning from the School of Planning and Architecture, New Delhi, she has worked as a consultant for various organisations. Previous to joining PAC, she was working as Research Associate in City Managers' Association, Karnataka (CMAK), Bangalore, coordinating various projects including the City Development Strategy for Hubli-Dharwad. As part of the PAC Research Team, her responsibilities include implementing of research project activities and report writing.

4. Citizen Action Support Group (CASG)

Equity and justice in public decisions and efficiency and effectiveness of state actions are regarded as the two ultimate outcomes of any intervention aimed at improving the quality of governance. Assuming that resources and infrastructure are given, essential attributes of better governance such as responsiveness, public accountability, transparency, rule of law and people's participation are crucial goals of advocacy interventions in the process of achieving these ultimate outcomes. The Citizen Action Support Group (CASG) within PAC strives to identify and build civil society led advocacy initiatives. CASG has evolved by means of constant experimentation and model building. Keeping 'informed advocacy' as a core organizing principle, CASG has carried out many pioneering citizen-led initiatives in the realm of public governance.

Objectives of Citizen Action Support Group

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

- To develop replicable models and requisite tools for civic engagement
- To enhance the capacity of civil society organizations for civic engagement through action research and application of replicable models and tools in different parts of the country
- To institutionalize democracy (civic) education focused on children and youth
- To complement PAC's research activities by providing advocacy support
- To effectively respond to topical issues and problems of local governance in Bangalore, the laboratory for PAC's citizen action
- To develop a systematic approach for impact tracking and documentation

As the new opportunities and challenges posed by the Right to Information Act, National Rural Employment Guarantee Act, National Urban Renewal Mission etc. are beckoning for concerted action by the civil society, the infrastructure available at the new premises and the scope for resource mobilization both make out a strong case for strengthening in-house expertise in the area of capacity enhancement of civil society organizations for civic engagement.

PAC's capability in supporting Citizen Action Support Initiatives

- Mobilization of citizen constituencies around critical issues of public governance
- Facilitating the creation of community based organizations
- Coalition building networking amongst civil society organizations
- Planning public awareness campaigns, protests and demonstrations
- Civic education of children and youth
- Action research: citizen monitoring, social and implementation audits
- Media relations and advocacy
- Legal research and advocacy
- Project management and process documentation
- Volunteer management
- Development of citizen friendly tool kits
- Training and capacity building of CSOs as advocates of better public governance
- Managing citizen helplines

Selected Programmes & Initiatives

Capacity strengthening, development of tool kits and information dissemination are common strategies across all these initiatives

Programmes/Initiatives/Activities	Outcomes
I. Electoral Interventions (1996 to date)	PAC is a pioneer in initiating proactive citizen participation in the electoral process leading to a multiplier effect. PAC's Electoral interventions have focused on promoting informed choices in elections at all the three tiers of government, voter awareness and motivation campaigns, electoral reforms pertaining to preparation of voters list and minimizing muscle and money power in the electoral arena.
a. Electoral roll verification, voter motivation and Know your candidate programmes during: <ul style="list-style-type: none"> ▪ 1996 and 2001 Bangalore Municipal elections, ▪ Karnataka urban local body elections in 2001 ▪ Elections to Mahadevapura and Krishnarajapura CMCs in 2003 ▪ 12th, 13th and 14th general elections to Lok Sabha (National Parliament) and Vidhan Sabha (State Legislature) in 1998, 1999 and 2004 	PAC's Voter's Guide has been widely disseminated.
b. National seminar on electoral reforms in 2003	Replication of PAC's path breaking efforts on promotion of informed choices by other CSOs in different parts of the country has eventually led to mandatory laws on disclosure of poll antecedents by candidates.
c. Facilitation of Vote Bengalooru in 2007, a coalition of CSOs to reform municipal electoral process in Bangalore.	PAC was instrumental in institutionalizing the concepts of voter's Helpline and Helpdesk in Bangalore.

Programmes/Initiatives/Activities	Outcomes
<p>II. Citizen Monitoring of the Quality of Roads</p> <p>(1999 -2000 & 2005 to date)</p> <p>1. Publication of a Citizen's Guide to Road Quality Monitoring and quality testing tools</p> <p>2. Citizen's Panel of Experts for road quality monitoring in Bangalore</p> <p>3. Pilot project on citizen monitoring of roads being constructed under Prime Minister's Gram Sadak Yojana (PMGSY)</p>	<p>Citizen monitoring of roads is another groundbreaking initiative of PAC.</p> <ul style="list-style-type: none"> ▪ A key outcome of this effort that began in 1999 is the publication of a "Citizen's Guide for Monitoring the Quality of Road Works" and development of certain simple quality testing tools like camber board etc. ▪ The Guide has been widely disseminated not only amongst CSOs but also amongst the state agencies. The Public Works Department of Government of Karnataka purchased 5000 copies of the Guide to educate its each and every Junior Engineer. ▪ The other major related initiative was monitoring 18 municipal arterial roads in Bangalore through a Citizen's panel of Experts which has led to a noticeable improvement in road management practices such as pot hole patching etc. in the city of Bangalore ▪ PAC's work on road quality monitoring attracted the National Rural Roads development Agency (NRRDA), the nodal authority for PMGSY, which has approached PAC to develop a social audit model for the PMGSY.
<p>III. Children's Movement for Civic Awareness: A National Initiative for Active Citizenship</p> <p>(2000 till May 2009; now a separate NGO with primary membership of PAC)</p>	<p>Children's Movement for Civic Awareness (CMCA) was launched in year 2000 in Bangalore as a joint initiative of PAC and Swabhimana (a coalition of CSOs in Bangalore) to inculcate civic sense and nurture active citizenship in school going children.</p> <p>Starting with 14 schools in Bangalore, the movement has spread to four other cities – Mumbai, Hubli Dharwad, Mysore and Hosur involving around 250 schools with a current civic club membership of about 10,000 students in the age group of 13-14 years. Over the last eight years, more than 50,000 children and their families from a cross section of society have been directly reached by through CMCA activities.</p> <p>The movement has gained wide acceptance from the schools and local governments in the Mysore and Hubli-Dharwad and corporates in other cities.</p>
<p>IV. Right to Information & National Rural Employment Guarantee Acts</p> <p>1. Implementation Audit of Karnataka Right to Information Act 2000 in Bangalore: 2003</p> <p>2. Facilitation of KRIA Katte, a forum of RTI activists in Karnataka: 2004</p>	<p>In association with Common Wealth Human Rights Initiative, yet another pioneering effort, PAC carried out the first ever implementation audit of Karnataka RTI Act 2000 in Bangalore covering eight public authorities, by involving and training neighbourhood residents welfare associations. Following this, state level seminar on RTI was organized in 2004 which led to the creation of KRIA Katte, a state level forum of RTI activists. PAC provided facilitation support to KRIA Katte which has been at the forefront of RTI related advocacy in the state.</p>

Programmes/Initiatives/Activities	Outcomes
3. Youth driven research initiative on the supply side of RTI Act 2005 in Bangalore - 2008	One of the latest RTI initiatives, once again a trail blazing one, has been a study of the supply side of RTI Act 2005 in Bangalore with particular reference to Public Information Officers (PIOs) and suo moto provisions, carried out by six students of law. The study was received well by the State Information Commission and has also led to another student-driven ongoing national study of compliance to RTI suo moto provisions through an assessment of agency websites.
4. RTI capacity building programme in South Asia: 2006-08	In a HIVOS funded programme, PAC engaged CSOs from Srilanka, Nepal, Bangladesh and Pakistan over a period of one year in an intensive effort to enhance their capacities for RTI related advocacy work in their respective contexts. Enthused by the outcomes of the South Asian RTI project, HIVOS is currently supporting an ongoing capacity building programme for CSOs in the states of Orissa, Chattisgarh and Bihar in India where the local partner organizations will be trained to critically engage in governance processes with particular reference to social audits of NREGA and statewide implementation audit of RTI Act 2005
5. Empowering the Cutting Edges: Capacity Building for Civic Engagement in the States of Orissa, Chattisgarh and Bihar (2008 to 2011)	
6. Pilot Social Audit of NREGA in Gulbarga District of Karnataka (2008)	At the behest of Rural development & Panchayat Raj (RDPR) Department of Karnataka, PAC recently completed a pilot social audit of NREGA covering 10 gram Panchayats in Gulbarga district. The main objective was to recommend a scalable model of social audit that could be institutionalized in the state. Responding positively to the findings of the pilot social audit the RDPR has sought PAC's assistance in the process of strengthening the institutional arrangements and methodological framework for social audit of NREGA in the state.
V. Parinamakaari Panchayat Jamabandi (2005-07). (Effective Social Audit of Gram Panchayat Accounts)	In an effort aimed at enhancing transparency and accountability of the mandatory social audit of Panchayat financial practices, PAC facilitated a unique initiative called annual Parinamakaari Jamabandi in 18 Gram Panchayats across eight districts for three successive years in Karnataka with the involvement of local civil society organizations. Enthused by the potential of the initiative, the state government has sought a proposal from PAC to replicate the same in more GPs across the state.

Programmes/Initiatives/Activities

Outcomes

VI. Coalition Against Corruption: (2005 to 2008)

Coalition Against Corruption (CAC) is a platform of six civil society organizations committed to fight corruption by assisting individual citizens facing harassment and demand for bribes in government offices. PAC was instrumental in the formation of CAC and has been facilitating its activities ever since its inception. An Anti-Corruption Helpline has been set up to help citizens to register complaints against selected public authorities. The Helpline has so far received more than a thousand calls. Since 2007, the ambit of the helpline has been widened to include RTI issues.

VII. Protests, Campaigns and Open houses: (1996 to 2008)

Ever since its inception, in collaboration with other organizations such as Swabhimana, PAC has organized more than 30 open house events in Bangalore featuring eminent experts and focusing on topical/burning issues such as self assessment of property tax, tree wardens, traffic chaos in Bangalore, direct election of Mayor, illegal liquor shops in residential neighborhoods, corporate social responsibility in urban development, revision of electoral rolls, customer grievance mechanisms in BESCOM etc. The open houses succeeded in stimulating a public debate and mobilizing public opinion on various issues of public concern.

PAC has also played an active role in protest campaigns against illegal encroachment of Cubbon Park (1998), encroachment of the River Arkavathy catchment area by a builder/developer (1999), delay in the completion of flyover on Airport Road (2005), Karnataka Legislative Bill for regularization of illegal constructions (1999 and 2003). The proposed township in Arkavathy valley was shelved while His Excellency, the then Governor of Karnataka was twice persuaded to send back the unconstitutional bill on illegal constructions to Legislature for consideration

PAC was an active partner of PROOF campaign, a multi CSO initiative to promote transparency and accountability in the budgeting and other financial practices of Bangalore Municipal Corporation during 2002 to 2004.

Team members with short biographies:

Dr. Manjunath Sadashiva joined PAC in 1996 and has been serving the Centre in various capacities. He is currently designated as Joint Director while he continues to lead the CASG and also supervise the overall administration of PAC. He obtained his doctoral degree from the Faculty of Spatial Planning, University of Dortmund, Germany on " Effects of civil society organizations on urban governance in Mysore, India". He has a Master's degree in Psychology from Bangalore University, a postgraduate diploma in Urban Management and Local Economic Development from the Institute of Housing and Urban Development, Rotterdam and a post graduate diploma in Regional Development Planning and Management from the University of Dortmund, Germany.

Mr. Srikant Patibandla did his Masters in Politics & International Relations from Pondicherry University and has M. Phil in international relations from JNU, New Delhi. After a brief stint in teaching at the Department of Political Science, Pondicherry University, he joined Institute for Social and Economic Change, Bangalore for pursuing Ph.D. Currently he is pursuing his doctoral thesis on social movements and rights. His area of interest includes the cusp of development, grassroots movements and rights.

He joined PAC in February 2009 as Programme Officer in Citizen Action Support Group (CASG). He acts as a liaison between the donor agencies and grassroots partner organizations. As part of the CASG team he is involved in conducting social audits on National Rural Employment Guarantee Scheme (NREGS) and Pradhan Mantri Gram Sadak Yojana (PMGSY). At present he is initiating community social audits on right to information act (RTI) in Bihar, Chhattisgarh and Orissa. He also represents CASG at the Coalition Against Corruption (CAC) – a coalition of six organizations in Bangalore to fight against corruption.

Team CMCA: a sub domain of CASG

Vrunda Bhaskar joined PAC in 2000 and is designated as National Coordinator (hon.) of Children's Movement for Civic Awareness which is operational in five cities viz. Bangalore, Mumbai, Hubli-Dharwad, Mysore and Hosur. She has demonstrated capabilities in organizational management and leadership, resource mobilization, volunteer management, school curriculum development related to civic and environmental issues, and event management and programme logistics support. She has a Bachelor's degree in Commerce from Ethiraj College, Chennai. She has earlier worked as a Marketing Executive at Brigade Group, Bangalore.

Priya Krishnamurthy joined CMCA in 2002 and is currently designated as its Core Team Advisor (Hon.). She has excellent skills in communication and writing, training, volunteer management, school curriculum development and product development. She has a Bachelor's degree in Arts with a specialization in English literature from Mount Carmel College, Bangalore.

Nagaveni joined CMCA in 2004 and is designated as Administrative Officer. She has proven skills in office administration and graphic designing. She has a diploma in computer Science and has earlier worked with Org Marg as a Data Analyst.

Priya Nambiar joined CMCA in 2008 and is designated as Associate Coordinator- Private Schools. She possesses excellent graphic designing and multimedia presentation skills. She has a B.Tech from Trivandrum Engineering College, Kerala and a diploma in Multimedia from Arena Multimedia, Bangalore. She has earlier worked with Wipro Infotech as a Marketing Manager for the Managed IT Division.

Udaykumar joined CMCA in 2008 as Associate Coordinator- Public Schools. He has proven skills in training and curriculum development. He has a Master's degree in Social Work from School of Social Work, Roshni Nilaya, Mangalore and has earlier worked with Education Development Centre, Bangalore.

Harriet Sathyavathi joined CMCA in 2007 as Programme Associate. She has proven skills in teacher training and logistics support. She has a Master's degree in Social Work from Madras University and has earlier worked as a Trainer at Smart Kids.

Dipa Padmakumar joined CMCA in 2007 as Core Team Volunteer. She has proven skills in logistics support and development of learning materials. She has a Bachelor's degree in Commerce from Bangalore University and has earlier worked as a primary school teacher

5. Citizens Against Corruption (CAC)

Citizens Against Corruption (CAC) is a grant management programme implemented by the Public Affairs Centre (PAC), Bangalore, India. It is supported by Partnership for Transparency Fund (PTF), Washington D.C. CAC aims to fund initiatives by NGO and CSOs in South Asia that stimulate, capacitate and facilitate citizens to fight against corruption. PTF, in turn, sources its support from DFID's Governance and Transparency Fund (GTF). As designed by PAC and PTF, three pillars of logic support and inform the programme:

1. Community engagement and empowerment – CAC has throughout stressed the importance of project sustainability and the need for civic engagement and community ownership of project processes. Through this we hope to build lasting civic action movements against corruption which constantly pressure and work with the government to this end in order to create a non-corrupt and responsive system of service delivery. Through this approach, partners have been encouraged to use existing community-based organisational structures (such as SHGs) wherever possible, or to establish new coalitions of local organisations.
2. Constructive engagement – Engaging meaningfully with the government has been a key feature of CAC programming. This involves developing links with interested and like-minded officials within government structures at all levels of public governance (panchayat, block, district, state, etc) and encouraging dialogue. This is intended to minimise conflict and to generate an internal institutional response from those public agencies seen to be active in corrupt practices.
3. Peer learning – CAC aims to promote a learning environment among anti corruption stakeholders across the region. This implies that the activity base of CAC will be periodically reviewed by peers within the groups as well as by external resource persons through interactive fora such as discussion groups, workshops and a website.

These approaches have been pervasive in the design and delivery of CAC, guiding all operational aspects of programme management to date such as: concept selection; proposal development; and project monitoring. Transparency has been an underpinning principle in the delivery of these approaches: the utmost effort has been taken to develop and execute all technical processes in a transparent and objective manner – a value we believe is necessary in order to conduct anti-corruption work in a morally consistent manner. This has been carried out by developing comprehensive systems and formats and subjecting all proposals to rigorous impartial review such

that little room remains for unfair and non-meritorious project funding. Steps have also been taken to ensure transparency and credibility of programme partners through accreditation with Credibility Alliance (CA) – a national-level organisation aimed at improving transparency within the NGO sector through the development of standard minimum good governance norms and practices for NGOs. CAC partners, in their accreditation process, are required to periodically inform the public of their financial status and operational progress of their plans.

Objectives of Citizens Against Corruption

CAC aims to give small grants to good organizations in India, Nepal, Bangladesh, Sri Lanka and the Maldives towards projects anti-corruption aimed at anticorruption and informed by the principles mentioned above. In this light, the objectives of CAC are as follows:

1. Identify good organizations and proposals in the target region which will deliver concrete corruption-reducing results in their project areas
2. Create a learning environment whereby partner organizations are able to learn from each other and from other non-CAC initiatives and resources in order to further the outcome of CAC; and
3. Create replicable models, publications and toolkits which will transfer the learnings of CAC to outsiders and upscale the influence of CAC from field-level to policymaking spheres to reduce opportunities for corruption in the delivery of essential services.

PAC's capability in supporting the Citizens Against Corruption Initiative

- Effective grant management capabilities and efficient, transparent and meritocratic processes of project selection developed.
- Capacity Building and Technical assistance delivered to partners in developing holistic projects which effectively engage and empower communities to influence service delivery structures and reduce corruption
- Creating a hub for interaction and networking of a diverse range of like-minded organisations and stakeholders within the South Asia region

Selected Programmes & Initiatives

Capacity strengthening, development of tool kits and information dissemination are common strategies across all these initiatives

Programme Activities

Outcomes

I. Programme Design/ Systems Development

Recruitment of Programme Manager and Programme Associate was carried out and the CAC Programme was subsequently conceptualised according to identified priorities and systems/ processes developed accordingly.

Programme Activities

Outcomes

II. Project Selection

A call for proposals was issued on October 15th and circa 160 concept notes were received. A spreadsheet was produced summarising all concepts for ease of reference. Regions were identified – Orissa, Karnataka and Nepal – for initial project support. All concepts from each region were then scored for quality and those projects passing a certain score were invited to a proposal development workshop. Scorings were given based on programme priorities as identified by initial the DFID call for proposals as well as others identified by PAC, including degrees of: community engagement, peer learning, and constructive engagement with government. This was done through firstly including these criteria into the total scoring and weighting them according to perceived importance in contributing to project quality and deliverability.

III. Partner Capacity Building

Partners attaining a high score for their concept were invited to regional Proposal Development Workshops. These have given advice on project design and proposal structure – including explanation of the theoretical underpinnings of goals, objectives, activities and outcomes – along with specific counsel on developing and designing an anti-corruption project according to programme priorities. Field visits have been conducted to partners which have also involved discussions regarding the project and how best to amend it to give maximum probability of achieving impact.

IV. Partner Screening

Partner screening has taken place through formal and informal processes. Due to the nature of anti-corruption work it is important to ensure our partners are transparent themselves and uphold the values they are projecting. On field visits we have done a preliminary scan of all standard organisational documents and reviewed running activities to establish the legitimacy of partners. We have informally asked partners what they know of each others work. Most importantly we have contracted the services of Credibility Alliance – a national organisation which vets organisational practices of NGOs. We have made all funding for partners dependent on going through Credibility Alliance's accreditation process.

V. Proposal Review

All proposals have been subject to the formal two-stage review process designed however in practice most proposals have been subject to many more review and revision processes in what has been an intensive internal learning process between PAC and PTF. Many interactions have happened between PAC and partners and PAC and PTF in terms of discussion and idea-sharing on how to frame and measure impact of anti-corruption projects.

VI. Project Approval

Subsequent to project review, those proposals which PTF have accepted for funding. Grant Agreements have been drawn by PAC to those projects which have received PTF approval.

Programme Activities

Outcomes

VII. Project Operations

Formats for project reporting are being developed. Meetings for standardising baseline surveys and developing common results frameworks are taking place in order to be able to draw impact indicators for the CAC programme itself.

VII. Networking

Have encouraged networking amongst CAC partners through engaging partners in other PAC initiatives and programmes. Joint activities amongst CAC partners are being identified and will be carried out and peer review visits conducted so partners are able to, first-hand, learn from each other. Cluster- and national-level workshops will also help to this end. Wider network of stakeholders and interested organisations/ individuals are being actively identified through CAC and other PAC initiatives.

VIII. Toolkits

National-level thematic workshops will take place on fighting corruption in NREGS and PDS. Publications and toolkits for wider dissemination and use will further the spirit of CAC and the practical impact in reducing corruption through informing others of the methods and tools available to do so in these two schemes.

Team members with short biographies:

Mr. Raghavan Suresh is the Programme Manager of Citizens Against Corruption. He holds Masters degrees from the Birla Institute of Science and Technology, Pilani and the Institute of Rural Management, Anand. He has worked for over 27 years in the design and management of social change and rural development programmes, and has been with PAC since October 2008. His previous experience has been in field projects with NGOs, at bilateral donor desks, consultancies with bilateral and multilateral agencies in the areas of livelihoods and natural resource management, strategic planning and organisational development, and knowledge management.

Mr. Shaarad Sharma is a Programme Associate with Citizens Against Corruption. He holds a Bachelors in Economics and International Development from the University of Bath, UK and has previously worked for a private, London-based, international development consultancy as well as brief tenures in the British Council and CARE International. His previous field experience has been in Africa working on public sector reform projects as well as coordinating civil society efforts to improve governance.

New Initiatives

The second year of the programme will focus on the development of platforms for action which bring together field practitioners and stakeholders with government functionaries and policy makers. These platforms will be organised thematically (public distributions systems, employment guarantee, rural health cover, etc) and regionally (Orissa, Karnataka, Nepal). The constitution of a special programme to use a similar approach in World Bank-financed programmes in India is also under consideration.

6. Management and Administration

PAC's management and control are overseen at two levels. For policy level monitoring and review, there is a control exercised by the Board of Directors and the Annual General Body. For more operational controls, there is an Executive Sub Committee of the Board which carries out a quarterly review of finances and activities. The Centre has a full-time Director who is the chief functionary for oversight and for leading the activities.

PAC Management

Raghavan Suresh is the Acting Director of PAC. He holds Masters degrees from the Birla Institute of Science and Technology, Pilani and the Institute of Rural Management, Anand. He has worked for over 27 years in the design and management of social change and rural development programmes, and has been with PAC since October 2008. His previous experience has been in field projects with NGOs, at bilateral donor desks, consultancies with bilateral and multilateral agencies in the areas of livelihoods and natural resource management, strategic planning and organisational development, and knowledge management.

PAC Board

Board Member	Professional Affiliation(s)
Justice M.N. Venkatachaliah - Chairman	Former Chief Justice of India & Former Chairman, National Human Rights Commission.
Dr. A. Ravindra	Chairman, Centre for Sustainable Development, Bangalore & Chairman, Electronic Waste Agency.
Dr. H. Sudarshan	Founder Trustee, Vivekananda Girijana Kalyana Kendra & Karuna Trust
Dr. KRS Murthy	Former Director, Indian Institute of Management, Bangalore
Mr. A.K. Venkata Subramanian	Trustee, The Catalyst Trust, Chennai Trustee, Consumer & Civic Action Group, Chennai
Mr. Kiran Karnik	Trustee / Board Member - National Foundation of India, Oxfam India, Public Service Broadcasting Trust and Nehru Foundation for Development.
Dr. Arcot Ramachandran	Chairman, The Energy & Research Institute (TERI), New Delhi.
Mrs. Anita Reddy	Founder Trustee, Association for Voluntary Action in Slums (AVAS)

PAC Administration

Ms. Shanthi S. Shetty, Head – Finance and Administration, joined PAC in 1994 as Administrative Assistant. Previous to joining PAC, she was working as an Office Administrator for an Architectural/ Engineering Firm, in charge of Administration of front office management, public relations and managed business-related affairs with strong interpersonal and communication skills from 1983 to 1993. At PAC she is mainly in-charge of logistics, entire financial planning including investments and all administrative issues including infrastructure of the campus.

Mr. Gopal B., Accounts Officer, joined PAC in December 2005. He has done B.com from Gulbarga University, Karnataka. Previous to joining PAC, he worked in various commercial organisations as Accounts in-charge in M/s Indras Agencies Pvt.Ltd, Bangalore, The Niligiris Pvt Ltd, Bangalore etc. His responsibility in PAC is handling accounts and matters related to Income Tax, TDS, Professional Tax and others.

Mr. Anil Kumar P.V, System Administrator, joined PAC in 2007. He has done his B. Sc. Degree in Computer Science from Mary Matha Arts and Science college, Mananthavady, Kerala (affiliated to Kannur University, Kerala) and has specialized in OS Administration and Networking, with 6 months' experience in computer servicing. As part of PAC administration, his responsibilities include handling and maintaining computers, network, internet and other equipments like printer, projector as well as the PAC website and PAC domain mail.

Ms. J. Mary Pushpa Kanthi, Executive Assistant, joined PAC in June 2008. She has done her graduation in Commerce and has qualified in Junior Shorthand, Senior English Typing and Certified Course in MS-Office. Previous to joining PAC, she was working as Executive Assistant in Karle Exports, Bangalore and prior to that, she was working for Medinova Diagnostic Services Limited, Bangalore as Assistant Manager – H.R & Administration for 7½ years. As a part of the PAC Administration team, her responsibilities include providing secretarial support to Chairman and Director as well as providing administrative support to the CAC project and Administration teams.