



# Public Eye



A Newsletter from Public Affairs Centre Bangalore India

OCTOBER 2009

Letter  
from the  
Editor



It is with great pleasure that we present a new issue of Public Eye, the newsletter of the Public Affairs Centre. As in the past, we intend to use Public Eye as a means of sharing with all of you what is happening at PAC, and to encourage you to contribute to these ideas either by alerting PAC of similar efforts that have happened elsewhere or by contributing to the forum of discussion on these topics. We always welcome your thoughts on our activities and on issues of importance to the public and government.

One such emerging issue now is the worrying tendency of the state to increase its control over NGOs through the tightening of tax regimes, issue of 80G approvals and extensions, and other measures that limit

and restrict NGO expression to narrow yet safe avenues that rarely threaten the establishment. Ironically though, the state continues to increase its dependence upon the non-governmental sector for the actual delivery and reach of its programmes to the poorest. There is constant pressure on NGOs to take up the threads of delivery, representation and monitoring of the state's work. The tension thereby created is not necessarily a creative one. Often motives are misjudged, and stances on issues are mistaken for rebellion or resentment, and consequently dealt with through the power of the state to regulate non-governmental activity.

At the Public Affairs Centre, we have constantly striven to build bridges across different stakeholders working towards the same end, namely, the alleviation of suffering through the improvement of service delivery. In this issue of Public Eye, we briefly touch upon the work that we have done in the recent past on education, health, corruption, public service monitoring and public policy research, among other things. The common thread running through all these activities is that we strive in all circumstances to promote the idea of constructive engagement – working closely with those in development administration and the executive who desire to improve the lot of their fellow citizens, in the mutual belief that the linked and synergized capacities of state and non-state actors will result in better results with regard to the manage-

ment of development projects and programmes.

PAC has now embarked on a new phase of collaboration with the government with fresh citizen initiatives in the monitoring of public programmes such as road work, municipal department service delivery, maternity homes and the work culture of the police force. The increasing demand from the government for our support for such work lends credence to our belief that constructive engagement is the way forward in successfully bridging the governmental and non-governmental divide.

When we consider constructive engagement in the context of the state's increasing regulation of NGOs, it is the responsibility of NGOs to send positive signals that enhance their credibility. Towards this end, PAC has strongly advised its partners to obtain formal and full accreditation from Credibility Alliance, a network of NGOs that promotes transparency and accountability in the working of NGOs through self-disclosure. Such measures will help to promote confidence within the sector and among all development workers that the motives of different actors are pristine and worthy of support in nation-building causes.

We look forward to your comments on this issue of Public Eye and any contributions you may have for the next issue.

**R. Suresh, Director**

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## COMPLETED PROJECTS

### Study on Sarva Shiksha Abhiyan



The Participatory Governance Research Group (PGRG) carried out a study of Sarva Shiksha Abhiyan Initiatives on Universalisation of Elementary education in Karnataka with special reference to concerns of Quality and Equity Sarva Shiksha Abhiyan (SSA) is an effort to univer-

salise elementary education by community-ownership of the school system. It is to provide useful and relevant elementary education for all children in the 6 to 14 years age group by 2010. PAC conducted a study in four districts of Karnataka – Bangalore Urban, Shimoga, Raichur and Gulbarga to understand the impact of SSA initiatives on quality and equity in education in Karnataka which was funded by SSA and UNICEF. and the findings were well accepted by SSA.

The report was published in September 2009.



*A class in progress*

For more on SSA study please visit: <http://www.pacindia.org/projects/sarva-shiksha-abhiyan-crc>

### CRC on services of Gram Panchayats in Koraput district, Orissa

This was a joint study taken up by PAC with CYSD, Bhubaneswar. This is a study exclusively carried out among rural communities to look at the quality of public services provided by Gram Panchayats, the lowest tier of the PRI using the Citizen Report Card (CRC) approach. Two blocks in Koraput District namely Boipariguda and Kundra were selected for the study. 600 Households from 6 GPs in each of the blocks

were surveyed to get the feedback of the users on various services offered by the GPs. The primary responsibilities of PAC were to give inputs in designing the data collection formats, training the investigators and staff of CYSD for field work, analysis of the data, reporting and preparation of a format for District Level presentation of findings to the stakeholders. The findings were shared with partners in August 2009.

For details see <http://www.pacindia.org/projects/crc-on-services-of-gram-panchayats-in-koraput-district-orissa>

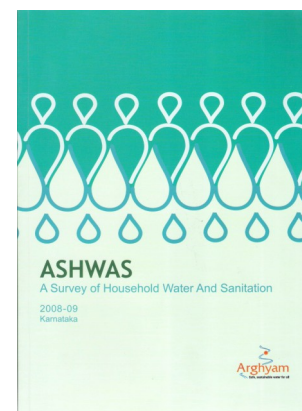
### Arghyam Survey of Households for Water and Sanitation (ASHWAS)

Arghyam, an NGO working in the field of water and sanitation in Karnataka, expressed its intention to carry out a 'Citizen's Report' on water and sanitation in all the districts of rural Karnataka, following the CRC approach pioneered by PAC. This resulted in a partnership

between Arghyam and PAC, according to which PAC agreed to provide inputs at various stages of the study. The study has been successfully completed across the state and the findings were released by Hon'ble Governor of Karnataka on 29th July 2009 in Bangalore.

### Right to Information Act (RTI)

A study was undertaken by Citizen Action Support Group (CASG) with regard to *suo moto* disclosure of information under RTI Act by various government agencies and departments. Accordingly, the study looked at 17 line departments across 28 states, 6 union territories and the central government. The study using internet as a medium looked at various websites and the information available under *suo moto* disclosure. Surprisingly, Karnataka stood 15th among all the Indian states.



*Arghyam report on Water and Sanitation in Karnataka*



## Phase-I: Empowering the Cutting Edges – Strengthening Civic Engagement in Development Interventions



**Social audit of NREGS in progress in Bunder panchayat.**

The project Empowering the Cutting Edges – Strengthening Civic Engagement in Development Interventions was envisaged in the context of two landmark acts passed by the Indian parliament, namely NREGA and RTI. These two acts are aimed at increasing and improving the scope of civic engagement and community participation in the decision making process. However, there are bottlenecks at various levels as various studies had exemplified. The current project is a small step towards realizing the goals of NREGA and RTI by providing impetus to the community participation through social audit sur-

vey and advocacy. CASG developed tools required for social audit of NREGS.

Three states were chosen to implement the HIVOS-funded project on NREGS social audits in order to ascertain the role of NREGS in empowering the communities. The three states are Bihar, Chhattisgarh and Orissa. These states were selected, primarily because of the low development indices and high poverty levels. Further, these states have a different party in power to that of central government and all three states are ruled by different political parties.

### Pradhan Mantri Gram Sadak Yojana (PMGSY)

CASG has undertaken a project on Citizen Monitoring and Audit of PMGSY Roads funded by National Rural Roads Development Agency (NRRDA). The audit was carried out in four districts – Mysore and Bijapur in Karnataka; Gajapati and Bolangir in Orissa. A social audit of both completed and ongoing roads was undertaken through training Citizen Audit and Monitoring Teams (CMATs). The findings were presented to the NRRDA officials and tentative decision was taken towards up scaling of the citizen monitoring and audit.

### Study for Thirteenth Finance Commission

In January 2009, the Public Policy Research Group (PPRG) completed a project for the Thirteenth Finance Commission, Government of India, on the potential of land as a municipal financing tool, taking the cases

of Bangalore, Ahmedabad, Jaipur and Kolkata. We find 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 municipal-

ity's total revenues to the extent of 33 per cent, own source revenues to the extent of 90 per cent, and property tax revenues to the extent of nearly 930 per cent.

### Children's Movement for Civic Awareness (CMCA)

CMCA, originally promoted by PAC and Swabhimani, is now a completely independent and autonomous body. In June 2009, CMCA was registered as a separate entity. PAC cherishes the long journey in building up CMCA and wishes the team the best in their future growth and expansion.

<http://www.cmcaindia.org>



**Social audit of NREGS in progress in Malisira panchayat**

For full report of PMGSY visit <http://pacindia.org/publications/PMGSY%20Pilot%20II%20-%20Final%20draft%20report.pdf/?searchterm=PMGSY>

### North-South Project

In this project, the team made an effort to understand the economic discrepancies between the northern and southern Indian states as dependent on a variety of indicators representing human skills, capabilities and awareness,

law and order, infrastructure, urbanization and resource utilization factors such as finances. Some funding was received from the Institute of South Asian Studies, National University of Singapore (ISAS-NUS). A semi-

nar was held in June 2009. A revised version of the paper has now been brought out as an ISAS-NUS Working Paper. An excerpt from the paper is to be submitted to some peer-reviewed journals for possible publication.

For full report click on <http://www.pacindia.org/Members/megha/North%20south%20paper-final-Aug09-TOC.pdf>

### Ford Fellowship Project

As part of the Ford Fellowship, PPRG examined the relationship between finances and service delivery taking the cases of Bangalore, Ahmedabad, Jaipur and Kolkata. We find that with respect to

most local urban services – water supply, sewerage, sanitation, solid waste management and roads, there is a direct relationship between spending and the level of services. In the case of street

lights, we find an inverse relationship between spending and level of the service. The final report was submitted in January 2009. The revised report is scheduled to be brought out as a book by Oxford University Press in 2010.

## ONGOING PROJECTS

### Coalition Against Corruption (CAC)

CAC is a coalition partnership that was forged between six Bangalore-based organizations on the initiative of PAC. CAC is running a helpline (65734444) for the citizens of Bangalore with regard to RTI and corruption cases. Currently CAC is running help desks at Jayanagar and Ramanagaram government hospitals. CAC functions mainly as a consortium through consensus of all the partners. PAC has been one of the active partners and significant contributors in the struggle against corruption.

### Citizens Against Corruption (CAC)

*Citizens Against Corruption (CAC)* is a significant undertaking by PAC in association with the Partnership for Transparency Fund which streams technical and financial support to organizations throughout South Asia towards empowering citizens to fight corruption. Initiated in October 2008, CAC has three main objectives:

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.

Since its inception, CAC has developed rigorous processes for objective project screening and comprehensive project design. Whilst previously resources were focused mainly on identifying worthy projects and building capacity of partners in proposal development, the last quarter has seen a dramatic advancement in CAC's progress with 12 project approvals. Most projects focus on reducing corruption in NREGA, PDS and the health sector by forming community monitoring committees which scrutinise local government functioning.

In the coming months, CAC will focus on building an active learning and advocacy forum amongst partners which encourages knowledge-sharing and lobbies for structural reform based on these field experiences at a higher level. With many more projects in the pipeline, we look forward to taking significant strides in furtherance of CAC's cause in the near future.



**Anti-corruption badge used by Coalition Against Corruption as a campaign tool.**

For more about Citizens Against Corruption, visit:

<http://www.pacindia.org/issues/ptf-project-team/>

### Police work culture: A bottom up assessment

PAC is in the process of carrying out an assessment of the delivery of services at the level of the police stations through a random sample survey of complainants and police personnel from selected police stations representing the state of Kar-

nataka.

The objectives of the study are:

⇒To systematically assess the quality, responsiveness and outcomes of the basic services provided by police stations to the public.

⇒To generate a better under-

standing of the problems and constraints being faced by the police personnel in their role as service provider to the community.

⇒And, to assist the police department to use the information and knowledge.

### Is it Push or Pull: Recent Evidence from Migration in India

This project, funded by the South Asia Network of Economic Research Institutes (SANEI), studied whether pull factors such as job opportunities in cities, or, push factors such as the non-existence of non-farm employment in rural areas, drive rural-urban migration in India's cities, taking the case of Bangalore. We find that the lower the level of education of the migrant, the greater the importance of push factors; with increasing level of education, pull factors become more important. A seminar was given by the team regarding these preliminary findings in May and a revised draft report was submitted to SANEI.

### State of Cities

This project, funded by Brigade Group, attempts to provide a comprehensive assessment of urban conditions and drivers of urban change. The study establishes key indicators for monitoring and evaluating 10 of Karnataka's cities, data is being gathered regarding:

- History & Governance (Origin, Expansion, Governance Systems)
- Demographics (Population Profiles, Growth Patterns and Social Composition)
- Economic Dimensions (Profile of Economic Activities, Workforce Profiles)
- Infrastructure & Public Services (Profile of Essential Services and Amenities)
- Resources (Budget, Tax Collection, Credit and Banking Facilities)
- Quality of life (Air Quality, Parks, Recreation Facilities, Media, Crimes, Accidents).

### Monitoring Expenditure and Outcomes to Improve Health Services for Urban Poor Women in Bangalore

PAC in partnership with the International Budget Partnership (IBP) is in the process of carrying out a two-year study comprising of monitoring quality of service delivery and expenditure and outcomes in five selected Maternity Homes managed and operated by the Bruhat Bengaluru Mahanagara Palike (BBMP or the Greater Bangalore City Corporation). BBMP currently manages and operates 23 Maternity Homes where services provided include:

- ✦ Antenatal care
- ✦ Postnatal care
- ✦ Immunization
- ✦ Family welfare services-permanent and temporary

The study aims to assess the above services by designing and implementing public expenditure tracking (PET) interventions in the five Maternity homes (one exemplar per administrative zone) in Bangalore. Complimenting PET would be the use of Community Score Cards (CSCs), to understand existing services and standards of qualitative aspects of service delivery. The study would be carried in close collaboration local NGOs having strong presence on the ground in terms of working with communities on health issues.



## Articles

## Budget: Should it be Spending or Outcomes?\*

-- Samuel Paul

-- Kala Seetharam Sridhar

*We attempted to find answers to the divergence in performance between the states.*

Few other countries in the world hype the budget as much as India does. Part of the reason for this is that the budget contains the broad policy thrust of the government. The spending envisaged also determines allocations – which sector gets what, hence is important. Understandably, given the global crisis and its impacts on our economy, the focus of this budget has been on stimulating the economy. It is important to remember, however, that when we step up spending without attention to outcomes, we may be getting less value for the spending envisaged. Attention to developmental outcomes and the efficiency with which resources are utilized, are necessary if our economy has to emerge out of the crisis.

Further, the economic liberalisation unleashed by the 1991 budget has reduced the degree of control exercised by the centre in many areas, leaving much greater scope for state level initiatives. So there is every reason for us to believe that some states are more efficient in their resource utilization and outcomes than others.

In a recent study we have completed, we find that India's southern states have performed distinctly better than their northern counterparts. Taking the example of Tamil Nadu (TN) from the south and Uttar Pradesh (UP) from the north, we found a marked upward shift in per capita income and reduction in poverty which TN experienced when compared with that of UP since the mid 1980s. This is true even though a comparison on the poverty rate showed that during the 1970s until about 1985, TN was actually about the same as or perhaps worse than UP as far as the extent of poverty was concerned! Judged by per capita income, we found TN was always ahead of UP by a modest margin, but TN had moved far ahead of UP by 2005 (50% higher

in 1960-61 vs 128% higher in 2005-06).

We attempted to find answers to the divergence in performance between the states. We considered many factors (monetary and non-monetary) of which the efficiency of resource utilization is the most relevant here. The efficiency with which resources are utilized (not allocated) has impacts on economic growth. If resources are used in a manner which maximizes the useful goods and services derived from those resources, then we may expect greater economic growth to occur. The 'doing more with less' idea indicates the focus on more output with fewer impacts (fewer resources).

In order to examine the efficiency of resource use, we examined expenditures on sectors (such as roads and primary education) which are inputs, and their outcomes such as the change in road length in TN and UP. Outcomes manifest themselves only with a lag after the initial expenditure/investment has been made. Hence, based on the data available, in the case of roads, we used the 1980-85 period for examining expenditure and with a 5-year lag, used the period 1985-90 for observing the outcome, i.e., road length. We found that TN spent a total of Rs.92,483 during 1980-85 for creating every additional KM of road during 1985-90, whereas UP spent 3.5 times more than that of TN, Rs.328,788 over 1980-85 to create an additional KM of road during 1985-90.

Therefore, in the case of roads, given their relative record of spending, we found TN's outcomes were better than those of UP. We surmise that this could be largely because of either TN's better governance or because it was

more efficient in its spending on roads.

We take another example from the social sector (primary education) to demonstrate the relative efficiency of resource use in the case of the two states. Two surveys done by the Public Report on Basic Education in India (PROBE) team in the Hindi-speaking states (in 1996 and 2006), showed that despite the fact that schooling infrastructure had expanded rapidly, classroom activity levels had not improved during the decade. For instance, there was an impressive increase in the number of primary schools between 1996 and 2006, with one out of every four government schools being set up during this decade. Further, the proportion of schools in UP with at least two pucca rooms went up from 26 percent in 1996 to 84 percent in 2006. Next, in 1996, free uniforms and textbooks were provided respectively only in 10 percent and less than half of schools, which increased to more than half of the schools and nearly 99 percent of schools in 2006. Let us compare this to outcomes. In rural north India, in 1996, about half of the time, there was no teaching going on in primary schools. However, despite all the increases in resources and inputs during 1996-2006 reported above, a resurvey conducted in 2006 found that nothing had changed with respect to educational outcomes – half of the government schools still had no teaching activity when the investigators arrived.

*In order to examine the efficiency of resource use, we examined expenditures on sectors (such as roads and primary education) which are inputs, and their outcomes such as the change in road length in TN and UP.*

Cont...

While we did not have such comparable data on classroom activity for the southern states, we found that the Annual Status of Education Reports (ASER) of Pratham, tracks the status of selected educational indicators for all states in the country. We found in 2006, for instance, that the percentage of children out of school in TN was only 4.9 in the age group 7-16, 3.6 in the age group 11-14 and 15.8 in the age group 15-16 (both boys and girls), compared with nearly 8.9, 8.9 and 22.6 respectively for UP during that year. Similarly, the proportion of children not going to any government, private

school, balwadi or anganwadi, was 57.7 percent in UP for children in the age group 3, whereas it was only 13.1 for TN. We found a similar trend for children not going anywhere in the 4, 5 and 6 age groups in TN vis-à-vis UP. This is despite the fact that TN's proportion of spending on elementary education during the period 1994-95/2009-10 was a meager 1.67% of the total spending on education.

Thus we find that poor efficiency in the deployment/utilization of resources, not resource allocation per se as determined by the budget,

along with other factors, may have led to economic growth not quite taking off in the same way in UP as in TN.

In the budget of 2005-06, P.Chidambaram introduced the idea of outcome budget. That was a step in the right direction. This is a reminder that looking beyond the budget to its utilization and outcomes is necessary to enable the economy to successfully emerge out of the crisis.

*\* Reproduced from The Economic Times, 31 July 2009*

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## Rural Infrastructure and Citizen Monitoring

-- Citizen Action Support Group

Despite decades of planning, infrastructure problems continue to pose severe barriers to India's development. Agriculture which employs nearly two thirds of our population is greatly handicapped by the deplorable state of rural infrastructure, especially road connectivity and power. While, certain infrastructure projects have been initiated in rural areas, there is still a long way to go.

One of the major initiatives in building up rural infrastructure came from Government of India in December 2000. Pradhan Mantri Gram Sadak Yojana (PMGSY) was designed and envisaged to increase and improve connectivity between rural areas and also link up with urban areas. The PMGSY scheme under National Rural Roads Development Agency (NRRDA), Ministry of Rural Development aimed at unconnected habitations with 1000 or more population in the first phase (2000-2003) and habitations with 500 or more population in the sec-

ond phase. In hilly regions and tribal regions habitations with 250 or more population were also targeted. Unlike the earlier construction methods and design, the PMGSY adopted a new method and design to connect the hitherto unconnected rural villages.

One of the methods was to use construction material that is widely available within the near by vicinity of the planned road. For instance, if an area has abundant fly-ash, the same would be used in the road construction. This helped in cutting down the construction costs. With regard to the design of the road, instead of the earlier type, the scheme has come up with all-weather roads. Given the diversity of weather conditions in most of India, this helps the road to remain in good condition for longer periods. This in turn helps in saving on repair works and reconstruction costs.

The road construction sites were mandated to carry full details of the road on an infor-

mation board that is to be installed in the beginning and end of road. The information board carried details like name of the contractor, starting and finishing dates, total distance of the road, total cost of the construction and such other details were to be mentioned in the local language. Further, a separate information board is to be installed carrying the rough design of the road and various stages in road construction. Such information boards were mandated to empower the local communities and thereby give them a sense of ownership..

However, like many other sarkari schemes and programmes, the local communities and people remained absent from the entire planning and implementation of PMGSY. The information boards giving details were only of little help. A proper community monitoring of such rural schemes would go a long way in helping to build up infrastructure in rural areas with greater quality and pace. Such trained monitoring



*Training workshop under progress in Mysore for volunteers of road monitoring teams.*



*CMATs during the field training in Mysore*





**CMATs checking the size of the aggregates**

*The tests covered key aspects of roads such as quality of road surface, road specifications (width, thickness, camber, etc.), drainage, and road furniture.*



**A CMAT showing the soil compaction**

would certainly go long way in giving a sense of ownership to the local communities. This has been already proved in the case of National Rural Employment Guarantee Scheme (NREGS) in many parts of the country.

It was against this backdrop that Public Affairs Centre (PAC), Bangalore undertook an experiment for monitoring rural roads through trained citizen volunteers. PAC in association with Raasta, Bangalore has developed simple tools to measure and assess the quality of the roads constructed under PMGSY. The tests covered key aspects of roads such as quality of road surface, road specifications (width, thickness, camber, etc.), drainage, and road furniture. Citizen volunteers were trained in the use of the tests by PAC and RASTA in partnership with NGOs such as Swami Vivekananda Youth Movement in Karnataka and People's Rural Education Movement and HUMANITY in Orissa. The study was carried out in Mysore and Bijapur districts in Karnataka; Bolangir and Gajapati in Orissa.

PAC with the help of Raasta developed simple tools to measure and monitor the rural roads constructed under PMGSY. These tools with simple training could be used by anyone easily. One 15 metre tape for measuring the width of the road and shoulders. One 30 cms scale to measure the height and breadth of the KM stones. One camber board to measure the cross slope of the roads and shoulders. One dip stick with 75 mm and 20 mm on

each side. The dip stick is used to measure the thickness of the various layers of the road. Finally square rings containing different measurements, to measure the size of the aggregates (stones) used for the road construction.

The major findings of PAC's road monitoring experiment are summarized below:

- Of the 18 roads (completed and ongoing) on which tests were conducted in Karnataka and Orissa, only eight fell into the "high" score category. A majority (10 out of 18) of roads received only "medium" scores as they did not pass the tests in full. The specific aspects of quality where they lag behind can be found from the scoring details.
- Karnataka's rural roads tested as a part of the PAC study have done better than the rural roads in Orissa. Only a third of the Karnataka rural roads failed to meet the standards laid down by the tests. In Orissa, on the other hand, only two out of nine roads passed the tests in full. It may mean that technical planning and supervision was somewhat better in Karnataka than in Orissa.
- High scoring roads

have performed well on all the key components of the tests, namely, road specifications, road surface quality, shoulder, road furniture, etc. Medium scoring roads performed poorly in one or more of these components of quality.

- Overall awareness of rural citizens about the roads being built in their area was reasonably high (60%). In fact, public awareness was higher in Orissa (66%) than in Karnataka (53%). Nearly two thirds of the people were also aware that contractors were responsible for post-construction road maintenance.
- Over 80% of the rural people in the survey noted that roads benefited them most in the transport of agriculture produce to markets, visits to health facilities and sending children to schools.

The above exercise not only proved that the local communities with minimum educational levels are capable of using simple technical tools in monitoring the quality systems. Also, a blind construction of rural infrastructure will be a futile exercise without the involvement of local communities and a sense of ownership.



## PAC NEWS

Dr. Gopa Kumar Thampi, Director of PAC has moved to Dhaka, Bangladesh as Chief Operating Officer, Affiliated Network for Social Accountability (ANSA). PAC wishes him all the best.

Dr. Manjunath Sadasiva, Joint Director of PAC has moved to the Netherlands as Guest Faculty at ISS at the Hague. PAC wishes him all the best.

Dr. Sita Sekhar left PGRG and joined Public Affairs Foundation (PAF) as Executive Director. PAC wishes all the best to Dr. Sita in her future endeavours.

Mr. Suresh Raghavan, who has headed the CAC group since 2008 has taken over as the new Director of the PAC.

J.Aditya joined the PPRG team as Research Intern from September 2009.

## VISITING SCHOLARS

Dr. Yang Xuedong, a senior policy researcher at the China Centre for Comparative Politics and Economics, Beijing was on a visiting fellowship with PAC for 5 months starting from May 2009. Dr Yang during his tenure at PAC has researched extensively on local governance systems in India, with particular reference to the Panchayati Raj system.



*Dr. Yang giving a talk on Decentralisation in China at PAC as a part of his visit to PAC*

## Internship

Mr. Lars Forjahn did his internship with Public Policy Research Group (PPRG) at PAC during February-April 2009. Lars is a student of Political Science at the South Asian Studies Centre, Heidelberg University in Germany. He was affiliated with the projects "The Paradox of the North-South Divide" and "Is it Push or Pull: Evidence from Migration in India" which was funded by the South Asia Network of Economic Research Institutes (SANEI).

## Retreat

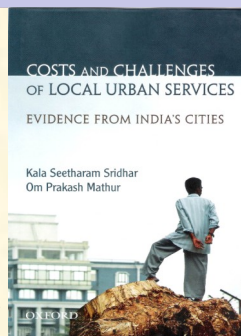


*PAC staff rejoicing after the retreat*

## ACADEMIC ACTIVITIES

### **BOOKS**

Sridhar, Kala Seetharam and Om Prakash Mathur. Costs and Challenges of Local Urban Services: Evidence from India's Cities, New Delhi: Oxford University Press, 2009.



### **ARTICLES IN NEWSPAPERS**

Sridhar, Kala Seetharam and O.P.Mathur. Urban services: Costs and challenges, The Economic Times, (<http://www.economictimes.com>), September 3, 2009.

Samuel Paul and Sridhar, Kala Seetharam. Spending versus outcomes, The Economic Times, July 31, 2009.

Preliminary findings of North-south study (co-authored by Samuel Paul and Kala S Sridhar) described in Commentarao (column by S.L.Rao), Telegraph, June 29, 2009 [http://www.telegraphindia.com/1090629/jsp/opinion/story\\_11152031.jsp](http://www.telegraphindia.com/1090629/jsp/opinion/story_11152031.jsp)

V. Sridhar and Sridhar, Kala Seetharam, Chinese cities streets ahead of ours, The Economic Times, June 20, 2009. Learning from China, The Business Standard, (<http://www.business-standard.com>), May 31, 2009.

Sridhar, Kala Seetharam. Comments on Bruhat Bangalore Mahanagara Palike's Budget for 2009-10, Kannada Prabha (<http://www.kannadaprabha.com/>), February 26, 2009.

Sridhar, Kala Seetharam. Technology for cities, The Economic Times, February 23, 2009.

Sridhar, Kala Seetharam. Why is terrorism an urban phenomenon? The Financial Express (<http://www.financialexpress.com>), February 15, 2009.

### **PAPER PRESENTATIONS**

Sridhar, Kala Seetharam and A.Venugopala Reddy. Investment and Economic Opportunities: Urbanization, Infrastructure and Governance in the North and South of India, Fourth International Conference on Public Policy and Management, Indian Institute of Management, Bangalore, India, August 11, 2009.

Paul, Samuel and Kala S Sridhar. The Paradox of India's North-South Divide, Public Affairs Centre, Bangalore, India, June 18, 2009.

Sridhar, Kala S and A.V.Reddy. Is it Push or Pull? Evidence from Migration in India, Public Affairs Centre, Bangalore, May 26, 2009.

Sridhar, Kala Seetharam. Does City Size Matter? Firm Location Choice in the Cities of India and China, Shanghai Forum 2009, Fudan University, Shanghai, P.R. China, May 11-12, 2009.

Sridhar, Kala Seetharam. Marginal Costs of Water Supply: Evidence from India's Cities, Sixth Public Economics at the Regional and Local Level (PEARL) Conference, University of Rennes 1, France, VATT, Government Institute for Economic Research, Helsinki, Finland, and Center for Shandong Public Economics and Public Policy, Shandong University, P.R. China, Jinan, China, May 6-7, 2009.

Sridhar, Kala S. Discussant of "Empirical Analysis of the Influential Factors of Farmers' Participating in Rural Social Endowment Insurance," by Shaobin Shi, Liming Fan, Yuan Wang, Sixth Public Economics at the Regional and Local Level (PEARL) Conference, University of Rennes 1, France, VATT, Government Institute for Economic Research, Helsinki, Finland, and Center for Shandong Public Economics and Public Policy, Shandong University, P.R. China, Jinan, China, May 6-7, 2009.

### **REVIEWER ROLES**

Sridhar, Kala Seetharam. Consultant, Institute of South Asian Studies, National University of Singapore, Singapore, December 2008-July 2009.



## VACANCIES AT PAC

*The Centre seeks applications from highly motivated persons for the following positions:*

**1. Field Coordinator:** The selected candidate will be required to manage fieldwork-related activities of the Centre, including formation of efficient field teams and selection of appropriate investigators, implementation of the sampling design, training and launch of fieldwork, quality monitoring, supervision of quality of data collected. A basic understanding about research and ability to work with the different groups of the Centre, identify and select motivated field supervisors and investigators through strong drive for action would be necessary to succeed in this role. Candidates are expected to have at least Master's degree from reputed institution, 5 years of fieldwork and 2 years of field supervision experience and fluency in English and Kannada. Starting salary will be in the range of Rs 22,000 to Rs 25,000 per month.

**2. Programme Associate (2):** The selected candidates will be required to work with the Participatory Governance Research Group (PGRG) of the Centre, in the following areas:

- Implementing highly participatory civic awareness projects with maternity health care users of government facilities in Bangalore. Strong interest in working with low-income communities, and interacting with NGOs working in this field, and the relevant government departments, would be necessary to succeed in this role.
- Working on field level citizen action projects against corruption in PDS, NREGS and other public services by net-working with partner organizations in 3 countries, monitoring, evaluation and contributing to learning exercises

Other work of the PGRG will also be handled by the Programme Associates in addition to these areas. Candidates are expected to have at least Masters degree (preferably in social work, political science or management) from a reputed institution with total command over Kannada for the first position, and a good working knowledge of English; three years of relevant work experience would be an advantage. Starting salary will be in the range of Rs. 15,000/- to Rs. 17,000/- per month.

**3. Project Head:** The selected candidate will be required to head the Citizen Action Support Group (CASG) of the Centre to manage the action research/advocacy activities of the Centre, including programme design, linkages with research, and efficient implementation of current projects through proper team management. Strong drive for action, good public relations and familiarity with civil society groups across the country would be necessary to succeed in this role. Candidates are expected to have at least a Master's degree from reputed institution, with 10 years of work experience. Candidates from government and private sector are encouraged to apply. Total emoluments will be in the range of Rs.38,000/- to Rs. 40,000/- per month.

**4. Development Interns:** We encourage short term work (up to one year) with the Centre to engage with or develop themes and activities of interest to the Centre. Task definition is flexible and can accommodate personal qualities and interests. Apply with a short concept note on the theme you might want to work on.

The Centre's website is [www.pacindia.org](http://www.pacindia.org). Applications may be sent with detailed bio data by **December 1, 2009**, to [careers@pacindia.org](mailto:careers@pacindia.org) addressed to the **Director, Public Affairs Centre, No. 15, KIADB Industrial Area, Bommasandra-Jigani Link Road, Hennagara Post, Anekal Taluk, Bangalore 562 106**, along with a short note (around 200 words) on your particular strengths in relation to the Centre's work, and 3 references.  
<http://pacindia.org/vacancies-at-pac>

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## OBITUARIES



### Mr. A. K. Venkatasubramanian

It is with deep regret that we announce the sad demise of Mr. A. K. Venkatasubramanian, a member of PAC's Board of Directors, on 1 September, 2009. He joined the PAC Board in July 2007. PAC deeply mourns his untimely demise. He is survived by his wife and two daughters. A 1964-batch IAS officer of the Tamil Nadu cadre, he pioneered various innovations. He served as Secretary, Consumer Affairs in the Union government and worked for six months as Officer on Special Duty in the Chief Minister's office, Chennai. He was one of the Trustees of the NGO, Catalyst Trust.



### Mr T R Satish Chandran

PAC is extremely saddened to report the passing of Founding Board Member T R Satish Chandran. He is survived by his two sons. Mr Satish Chandran had a distinguished academic career followed by an extremely successful IAS tenure. He held many high-level positions including Principal Secretary to former Prime Minister H D Deve Gowda and, later, the Governorship of Goa. He was also former Director and Chairman of the elite Institute for Social and Economic Change (ISEC), Bangalore.



**Public Affairs Centre (PAC)** is a non profit non-governmental organization committed to improving the quality of Governance in India. Towards this end, PAC undertakes research studies, provides citizen action support and advisory services, and facilitates networking for the creation of sustainable fora.

*Please send your suggestions and comments to [publiceye@pacindia.org](mailto:publiceye@pacindia.org).*

*You can also reach us at*

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