

Centre for Local Government Budget and Policy Research



A Five Year Strategic Plan 2013-2018



YOUTH FOR SOCIAL DEVELOPMENT

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I. Background

In 2005, a group of young professionals came together with a common aspiration to contribute to social change in Odisha by improving the lives of the socially and economically marginalized. These personal commitments resulted in the establishment of the Youth for Social Development (YSD) as a not-for-profit independent social research and development organization. YSD's core premise is that poor governance is the key reason for the continuing cycle of poverty and helplessness that plagues the state of Odisha. YSD's mandate is to promote good governance in various sectors of public service through research, policy advocacy, community action and people's empowerment.

YSD has implemented fourteen (14) projects over the years. A considerable portion of these projects have participatory action research components. YSD believes that evidence-based interventions rooted in the grounded realities of communities have a great potency to catalyze and influence change. YSD also relies on its empirical strength in strategizing programmatic areas and initiating policy advocacy among media, government agencies, civil society organizations and communities. For instance, YSD has published Citizen Report Cards and Social Audit reports that were distributed and presented to different stakeholders.

The knowledge that YSD holds is used to urge concerned agencies to respond to the needs of the people. Partner communities have benefited from this approach. In the case of Raghupati Nagar, a slum community in Brahmapur, a drinking water source was installed after the absence of water facility was determined in the Citizen Report Card.

YSD's efforts and contributions have been acknowledged by different organizations and development partners in the country. In 2010, YSD won the Indian NGO Award (East Category) organized by the Resource Alliance and the Rockefeller Foundation. YSD continues to provide valuable evaluations of public program implementation to the general public through the media and to decision-makers through policy advocacy and engagement.

Recently, YSD initiated a review and reflective exercise to consolidate its future plans and activities. A major strategic decision that resulted from this exercise was to set up a Centre for Local Government Budget & Policy Research. YSD strongly believes that the creation of such a centre will go a long way in strengthening local governance in Odisha.

This Strategic Plan document explains the context and rationale for the Centre and proceeds to detail out specific activities and budget lines.

II. Context

The Government of India and the State Government of Odisha have initiated numerous programmes that address the basic needs and rights of citizens. However, these programmes have contributed very little to the improvement of living conditions of the targeted communities. For example, the Pradhan Mantri Gram Sadak Yojana (PMGSY)ⁱ was launched in 2000, but most disadvantaged groups like the tribal communities in the Gajapati district are still struggling to fully benefit from the programme. A YSD research on the programme, for instance has found out that road construction works have been ongoing for the past 5 years when they should have been completed within nine months, as mandated by the programme guidelines. Poor programme implementation such as this is not an isolated case of poor governance; in fact, corruption, bribery and lack of accountability of government, complex and bureaucratic procedure and system are issues that ordinary citizens encounter and navigate on a day to day basis.

The Annual Budget of the State of Orissa cited that as the economy continues to grow brought about by rapid industrialization, utilization of mineral resources and fast-growing service sector, new fiscal strategies should be in place to ensure benefits from growth are inclusive and create opportunities to all. These strategies include increasing social and education sector expenditure, provision of funds for livelihood support, skill enhancement and social safety net for the poor and vulnerable. Institutional reform for greater transparency and efficiency in expenditure management is also one of the strategies recognized by the State Governmentⁱⁱ.

While the issues of lack of transparency and inefficiencies in fiscal policies and administration were identified and addressed by the State Government, clearly these strategies have not showed significant impact on local communities as Odisha remains among India's poorest states. State literacy rate at 73.5% according to the 2011 census is among the lowest in the country. There is also a great difference between male (82.14%) and female (64.4%) literacy rates which reflects the unequal socio-economic opportunities between men and women.

Slums are highly visible in cities in Odisha which are characterized by poor quality of housing, absence of urban infrastructures, unemployment or underemployment, poor access to safe water, and so on. In Brahmapur alone, 30% of the city population lives in slums. Further, per capita income in Odisha is 15100 rupees in 2006-2007 which is way below the national per capita income of 22700 for the same period. Poor infrastructure development also hinders economic activities and opportunities especially in rural Odisha where roads are in appalling conditions, irrigation systems are not in place and workforce is inadequately skilled.

Among the most obvious causes of these problems is the lack of social accountability in the delivery of public services resulting in loss of large amounts of public resources to corruption and inefficiencies. These problems persist despite government's effort to install mechanisms to ensure social accountability, for example the enactment of the Right to Information Act, 2005 which allows citizens to demand public information. Government agencies do not have the capacity or allotted resources for monitoring and evaluating its programmes. Check-and-balance mechanisms are hardly functional, more so at the local level. This has created an environment where there is no pressure to install corrective measures even if service delivery is dismal. And so the cycle continues.

On the other hand, the public, especially the disadvantaged, are not always aware of their rights and how to demand their entitlements from government. Despite the opportunities for citizen participation and available tools against corruption, these are not maximized or utilized at all for reasons like lack of knowledge and capacity for social mobilization, lack of leadership and interest among the communities. Thus, communities continue to be vulnerable.

While there is a huge deficit of accountability in governance, a field of social activists is growing in Odisha. However, evidence-based analysis and arguments are still weak to bring about an objective way of finding solutions.

III. Strategic Planning Methodology

This Strategic Plan is guided by the lessons learned by YSD gathered through document reviews and discussions within the organization and its partners. The positive feedback from communities and peer civil society organizations about its programmes and interventions has encouraged YSD to review its strategy. Also, the growing interest in governance and social accountability initiatives specifically those relating to public budget and public service delivery is seen as an opportunity for funding support.

The strategic planning process commenced with a review of YSD's mandate and activities in the past five years. A review and reflection workshop was conducted with YSD management, staff, advisors and some donor partners to reflect on the accomplishments, recognize YSD's current situation and identify strategies and activities for the next three years. Some critical strategic issues emerged from this consultation.

What is YSD's unique niche?

YSD's work experience in local governance comprises of a range of approaches to social change (research, community empowerment and engagement, social audits, etc.), targeted towards the poorest among poor communities (urban, slum, rural and tribal)

cross a variety of sectors and themes (drinking water, food security NREGAⁱⁱⁱ, PDS^{iv} and ICDS^v, health and education, rural infrastructure (i.e. roads etc.) It is necessary to define the areas in which YSD can contribute uniquely and more effectively in supporting communities fight against corruption and improve quality of life. YSD should be able to determine the criteria of communities it wants to work with and types of activities that will help realize its vision.

1. YSD will continue empowering and supporting communities to achieve better quality of life through fighting corruption and improving social accountability in public service delivery. YSD will also continue to address local government budget and policies that are of concern to vulnerable communities, with special focus on women and children.

2. Further, YSD will continue emphasizing evidence based research as a catalyst to tackle local governance issues at the community level. YSD will expand its research functions in terms of geographical coverage (e.g. statewide policies and will include other districts apart from Ganjam and Gajapati), frequency, sectors and target groups. However, most of the focus will continue to be in Berhampur (urban) and Gajapati and Ganjam (tribal/rural).

3. YSD will also involve relevant actors in governance and public policymaking such as media, members of Odisha parliament and educational institutions by acting as a resource centre for disseminating information and carrying out analysis of public policies and their implementation. YSD envisions itself as a resource center for both the demand (community) and supply (government) side.

4. Public service delivery will be its area of research specifically water, food security, health, education and livelihood. Local government budget and resource allocation are also good potential areas of study for YSD to undertake.

How can we be more effective?

YSD has to review its strategies and determine where it has made the most impact. The following pointers are critical in this regard:

1. Research is sine qua non for evidence-based advocacy. It is important for YSD to have updated and reliable information about the communities and the situation of local governance to be able to implement or advocate for effective solutions. Thus, regular research studies and empirical updates are necessary.

2. One consideration is how to make research products useful not only to NGOs and communities at large but also to policy makers and programme implementers within

government as well as media which has a critical role to inform (or misinform) a great portion of the public.

3. YSD has limited embedded capacities for research. There is need to strengthen the research skills of the staff through in-house training and exposure visits. Tapping external capacity through internship and volunteering programme is also another option.

4. YSD is also constrained by financial resources. YSD's fundraising strategy has to be intensified through identifying more donors that support local governance research and social accountability campaigns.

5. Another option for YSD is to consolidate its existing resources and potential support from outside through establishing the Centre for Local Government Budget and Policy Research which has specific functions for research and knowledge management.

IV. Vision and Goals

Where do we want to go?

YSD believes that there is a need to:

- analyze those government policies and programmes that impact the poor and vulnerable groups;
- introduce innovative dimensions of budgeting, policy formulation and performance mapping into the government machinery;
- develop new areas and innovations for demanding greater transparency and accountability in the government machinery and encouraging broader citizen engagement at the grass roots level.

The Centre for Local Government Budget and Policy Research: Profile, Mandate and Activities

The proposed Centre for Local Government Budget and Policy Research will dedicate itself to research on governance issues affecting the socio-economic life of vulnerable communities where YSD is operating. The Centre aims to gain knowledge and conduct objective analysis on local government budgets and policies.

On a larger scale, the Centre will offer information, knowledge and skills to a wide range of stakeholders, e.g. government agencies, students, CSOs, elected representatives, public officials, media and the general public. The expertise and resources pooled by the Centre from both within YSD and external sources will help fill the knowledge gaps in governance and development work in Odisha.

Mandate & Objectives

The specific objectives of the Centre are as follows:

1. To assess local government budgets and policies, their implementation and impact on the lives of vulnerable communities in Odisha.
2. To facilitate agenda setting for good governance and social accountability through provision of research-based information and analysis to policymakers, policy implementers, media and other stakeholders.
3. To enhance the quality and effectiveness of local public expenditure through discourse on local government budget and policy issues among civil society, government agencies and the public.

Strategies

The Centre will employ four main strategies to achieve its aforementioned objectives.

Research

The Center will initiate participatory action research projects that will explore issues surrounding local government policies and democratic governance in Orissa. Its research approach aims not only to gain knowledge but also to equip peoples to act on social issues. Specific initiatives include:

Resource Center for policymakers, media and the public

The Center will endeavor to be a resource hub of knowledge and skills for media, elected local councils, legislature and government officials. This can be done by developing a knowledge management system, regular dissemination of knowledge products, provision of training courses and lectures designed for particular stakeholders and organizing conferences

Strategic networking and partnership building

Constructive engagement with government will be initiated by the Centre through involving elected and department officials in the research projects. The Centre will play a significant role of linking the citizens to government in demanding for information and entitlements. Active participation in alliances for good governance among CSOs and organizing conferences for local NGOs, universities and development practitioners will encourage support among each other.

Internal capacity-building

The capacity of YSD especially on participatory action research, documentation and knowledge management should be strengthened for the Center to achieve and sustain its objectives. This can be done by training YSD staff, developing internship and volunteering programmes, practicing regular reflection sessions and strengthening documentation and knowledge management system.

V. Requirements

Resources are needed to implement research projects. At this point, YSD has minimal resources for research. However, as it endeavors to come up with new projects and activities, the Centre will need to access additional resources from partners and external organizations.

Resource Requirements

The Centre will need people who have expertise in governance, community development or social science research. Volunteers and interns can be tapped as researchers or as consultants/trainers on knowledge management and documentation. Full-time field researchers will also be necessary in the conduct of the research projects.

Budgetary Requirements

The Centre will be funded through accessing grants from various donors. YSD has partners that supported its research project in the past years. More prospective partners will be identified. The immediate priority is to access a 'seed grant' to recruit minimum staff and implement a set of initial path-setting work. The Centre will endeavor to develop responsive projects to be proposed for funding to donor organizations. Trainings and short courses can be funded by seeking partnerships with government agencies as part of improving their respective human resource.

Infrastructure Requirement

YSD will provide the infrastructure requirement of the Centre. At present, YSD has a computer laboratory, internet connection, office space and a meeting room. However, mobility in remote communities is a continuing challenge that entails high costs.

Structure and Staffing

The Centre will operate under the auspices of Youth for Social Development. The Board of Directors will give the overall direction to the Centre. All activities of the Centre must be approved by the Board. The Board will appoint a Research Director who will be selected from the General Body.

The Research Director will head the Centre, in-charge of resource mobilization and management of research projects. He/she may be a regular staff of YSD or a member of the general body who has research experience and expertise. The Research Director will report to the Board of Directors during the quarterly meetings of the Board of Directors or through the Executive Director as required.

The Research Team will be composed of research experts who are contracted, or volunteers, to conduct research projects with the Centre. Social development educators and practitioners will also be invited to be regular research advisers for the Centre.

YSD Staff will provide technical, financial and administrative support to the Centre through the Executive Director. The staff can also participate in research projects as researchers or data collectors.

Support and Partners

The Centre will pool resources from various local and international organizations. The Centre will continue partnerships with donors that promote good governance, transparency and social accountability through support to NGOs .

The Centre will continue cooperation with existing YSD networks like the CAC and its affiliated NGOs to push for corruption-free governance.

Considering YSD's limited human resources, the Centre will seek support from volunteering organizations such as VSO India for the provision of skilled researchers, knowledge management experts and communications professionals who can also help build the internal capacity of YSD. The Centre will develop a programme that will invite interns and researchers from educational institutions, in India and abroad, to conduct research with the Centre. It is imperative for the Centre to expand its collaborative activities with colleges and universities in Odisha, specifically those with social science, public administration and governance programmes.

Annexure-I

Logical Framework

GOAL	OUTCOMES	ACTIVITIES	OUTPUTS	TIME FRAME
A Center for Research that evidence-based analysis of local government budget and policies to stakeholders for promotion of good governance and accountable and transparent public service delivery	Outcome 1: Gained knowledge on local government budgets, policies, their implementation and impacts on the lives vulnerable groups in Odisha	<ol style="list-style-type: none"> 1. Conduct of research projects 2. Pilot new research ideas and tools 3. Publication of research products 4. Posting of research products and highlights on YSD website 	Published research products	2013-2018 At least bi-annually
		<ol style="list-style-type: none"> 1. Conduct of explorative/predictive research 2. Writing of position papers on topics related to governance (ex. Legislation against corruption) 3. Publication of quarterly newsletter (featuring policy positions papers, explorative/predictive research, YSD activities, etc.) 4. Online posting 	Quarterly Newsletter	2013-2018 Quarterly
	Outcome 2: Informed policymakers, implementers, media and other stakeholders on good governance and social accountability through provision of research-based information and analysis	<ol style="list-style-type: none"> 1. Training session for members of media on demystifying public budget and expenditures 2. Short courses on good governance and policy products for elected representative, public officials, students, researchers and development practitioners 3. Dissemination workshops /press conferences for every research 	Data/knowledge Bank and training courses	2013-2018

GOAL	OUTCOMES	ACTIVITIES	OUTPUTS	TIME FRAME
		<p>completed</p> <p>4. Lecture series in local colleges and universities</p>		
		<p>1. Creation of list of regular recipients of research products</p> <p>2. Distribution of research products, and newsletter</p> <p>3. Setting up a mechanism for feedback from recipients</p>	<p>Disseminate of research products and newsletters</p>	<p>First Quarter of 2013</p>
	<p>Outcome 3: Improved quality and effectiveness of local public expenditure through discourse on local government budget and policy issues among civil society, government agencies and the public</p>	<p>1. Dialogues with government on research studies conducted</p>	<p>Cooperative relationship with government</p>	
		<p>1. Active involvement with alliance activities such as Coalition Against Corruption (e.g. participation in meetings and campaigns, participation in other NGOs activities)</p> <p>2. Conferences with local NGOs,</p> <p>3. universities, development practitioners</p>	<p>Cooperative relationships with networks, coalition and likeminded organizations and individuals</p>	
	<p>Outcome 4: Enhanced knowledge management and research capacities of the Centre and YSD</p>	<p>1. Skills and knowledge trainings for YSD staff</p> <ul style="list-style-type: none"> • Participatory action research • Knowledge management • Documentation • Various governance topics <p>2. Sending YSD staff to external trainings on governance and</p>	<p>Enhanced skills and knowledge of YSD staff</p>	<p>2013-2015</p>

GOAL	OUTCOMES	ACTIVITIES	OUTPUTS	TIME FRAME
		social accountability 1. Creation of internship and 2. research programme 3. Networking with possible partners, (VSO, local and foreign universities, etc.)	Internships and volunteering programme at Centre for research, knowledge management, communications, capacity-building assignments	First and second quarter of 2013
		1. Setting up of YSD documentation and knowledge management systems 2. Regular YSD reflection sessions 3. Setting up of a mini-library at YSD office Knowledge management system within YSD		2013

Annexure-II

Youth for Social Development (YSD): A Profile

Who we are?

YSD was established in 2005 as a youth movement by a group of scholars for development of the poor regions in South Odisha particularly Ganjam, Gajapati and Bolangir district. YSD works to address corruption and ignorance among members of communities, private and government institutions which deprive poor and vulnerable groups of their basic human rights, subject them to poverty and prevent skill and capacity building among citizens.

YSD does its work through initiating interventions that combat corruption, enhance accountability and help build the skills and knowledge of the communities, government officials and private sector on social accountability, transparency and governance.

Our Vision and Mission

In 2007, YSD identified its mission and vision as follows:

Vision:

"The establishment of a just, equitable and sustainable society where citizens are afforded social, economic and democratic rights and possess the freedom to reach their full potential and lead a dignified life"

Mission:

"To improve the social, economic and democratic aspects of the lives of poor and marginalized populations through research initiatives, participatory community development action, and capacity building programmes in tribal, rural and urban locales. This aims to facilitate the creations of an equitable and sustainable process of development for citizens, society at large and the state and local government."

Our Strategies

Research and Publication

YSD has conducted research studies on public service delivery using advanced research methodologies such as the Citizen Report Card, the Urban Corruption Survey, Community Score Card and various other citizen monitoring tools. YSD's researches have been able to measure corruption in specific public services and produced recommendations on how to fight corruption and demand for greater social accountability. Its published research products are good references for different actors.

Community Engagement

Engaging communities in the fight against bribery/corruption is one of the important strategies of YSD. YSD identifies communities, formed community groups and help them organize regular meetings to discuss topics related to their rights and entitlements and build their skills to monitor government programmes. The groups are also informed about service delivery norms and ways of combating corruption.

Empowerment on rights and entitlements

YSD does community-level meetings and distributes IEC materials in select communities to raise awareness/sensitize on their rights and entitlements.

Use of Right to Information

The Right to Information Act has been used extensively to fight against corruption. Communities are taught to use RTI to get information and also act on this information. The trainings cover how to frame questions, how to file RTI application and techniques to follow the application to get desired information from government agencies and also usage of information to fight corruption, enhance accountability and improve service delivery. A citizen hand book on RTI has been produced and disseminated. Support in filing RTI application is provided through a hotline.

Citizen Monitoring (social auditing)

Citizen monitoring is another significant strategy used by YSD wherein individuals from the community groups are selected based on knowledge on service delivery norms, understanding on community issues and leadership skills and trained on social auditing of service delivery. Community monitoring tools are developed and used by community monitors to make community profiles and gather information from stakeholders regarding public service delivery.

Constructive Engagement with public officials

Constructive engagement with public agencies specifically government officials with communities and CSO network is also one of the important strategies adopted by YSD. This is done through building rapport with public officials, recognizing champions, and training of public officials on information disclosure ('suo moto' information disclosure under section-4 (1) (b) of the RTI act, 2005). YSD also succeeded in conducting public hearings and interface with communities and public officials on issues related to transparency and accountability.

Networking with CSO's (local NGO's, media, intellectuals)

Networking with CSO's including local NGO's, academics, activists and media is also used to engage as many stakeholders in the fight against corruption. This is done through regular interaction with the Coalition Against Corruption partners, interface with the public officials and sharing of information.

Peer learning (knowledge sharing)

Sharing of information, field strategies and research results with peer groups and partners are very important to facilitate learning and collective action.

Where we are now?

Strengths and Opportunities

Gathered through a strategic planning workshop and review of evaluation of YSD programmes, YSD's strengths and opportunities are seen to be:

1. Dynamic character being created by a group of young scholars
2. Presence of required infrastructure and operational setup
3. Sound understanding of issues due to community involvement
4. Ability to access technical resources (research tools, methods, information and knowledge products)
5. Human resources with exposure and internal training
6. Low staff turnover and committed staff allow a learning environment to grow
7. Production of quality knowledge products (production of reports, toolkits, handbooks etc.)
8. Priority on community's voice in interventions
9. Evidence-based research
10. Thematic focus on governance
11. Internal transparency
12. Rapport with media, CSOs and individuals
13. Recognition by government offices
14. Linkage with academic institutions and expert organizations
15. Knowledge gap on governance among elected local council and legislators

Weaknesses and Threats

On the other hand, YSD is being challenged by the following weaknesses and threats:

1. Research are dependent on availability of project funding
2. No knowledge management team dedicated to provide necessary and updated skill and information
3. Weak capacity to reach to political community
4. Small team
5. Lack of capacity on technical issues, emerging tools and techniques
6. Limited logistical support
7. Less space for review and reflection-small team with more assignment and field work
8. Political dynamics
9. Poor branding-due to low outreach
10. Slow pace of change disillusion citizens to participate
11. Misrepresentation of knowledge products

Our Track Record

In the past, YSD has conducted and published its research with the financial support of a number of international and local organizations such as the PAC, PTF, ANSA-SAR and End Poverty Campaign, UNMC.

These research projects include:

- (1) Assessment of Public Service Delivery in Berhampur City (Citizen Report Card),
- (2) Urban Corruption Survey in Brahmapur, Orissa- Bribery Index,
- (3) Social Auditing of Public Distribution System (Community Score Card),
- (4) Citizen Monitoring of Implementation of Right to Information (Community Score Card),
- (5) Citizen Monitoring of PMGSY Rural Roads,
- (6) Citizen Monitoring of National Rural Employment Guarantee Act (Community Score Card)
- (7) Information Bank on Municipal Budget and Policies.

YSD is committed to the dissemination of its research in order to facilitate change in areas where it is needed. The results of this research have been distributed to, and utilized by, the community, government, media and CSOs. Dialogues and media conferences among stakeholders were organized to maximize the impact of this research and to seek more support and partnerships against corruption and bribery, enhance the accountability of government and improve public service delivery.

Furthermore, YSD maintains four publication series, namely:

1. The Action Research Series are comprehensive reports of research studies conducted by YSD. These studies use advanced and powerful approaches to bring in greater accountability in the public service such as the Citizens Report Card and Urban Corruption Survey.
2. The Citizen Monitoring Series reports the results of citizen monitoring of specific government programmes, exposes and explains corrupt practices and gives suggestions on how to combat them.
3. The Citizen Education Series aims to inform communities about implementation norms and answers frequently asked questions about government programmes.
4. The Toolkit Series comprise of compilations of practical tools to address social accountability and governance issues for various stakeholders. To date, YSD has released three toolkits on (1) Proactive Information Disclosure, (2) Public Distribution System Monitoring and (3) Fight against Corruption in the Public Service Delivery.

Some of the publications are in English and Odiya so that local communities are able to use them as well as non-Odiya speaking stakeholders. YSD also publishes a quarterly Newsletter that features activities, community and editorials on relevant governance issues.

Awards and Recognition

YSD strives to 'walk its talk' by ensuring that accountability, transparency and good governance norms are adhered to in its day-to-day operations. This is exemplified by YSD's accreditation by the Credibility Alliance (CA) which was given after rigorous assessment of the self-governance mechanism. CA accredited YSD for "Minimum Norms" which has the mandatory norms of. identity, vision, aims, objectives and achievements, governance, operations and transparency and accountability.

Another milestone for YSD was being named as the regional winner in the East category of the Indian NGO Award 2010, organized by the Resource Alliance and the Rockefeller Foundation. The Award recognizes organizations that promote best practice in resource mobilization, accountability and transparency. Nominees were evaluated on their effective and sustainable resource mobilization and the impact of their work on bringing about tangible benefits to targeted communities.

Annexure-III

List of YSD Projects from 2005-2012

Name of Project	Date of Implementation and Duration	Funding Agency	Amount of Grant	Partners (if any)	Type of Project	Beneficiaries	Location
Enabling Community Monitoring of Bidding Process of Rural Road Projects (PMGSY) in Ganjam and Gajapati districts of Orissa, India	1st Feb, 2011 15 months	ANSA-SAR, Bangladesh	45,000 US\$	PAC, Bangalore	Social Accountability-Monitoring Rural Roads	Remote tribal habitations	Ganjam and Gajapati district of Odisha
Community Engagement in Fight Against Corruption and Improve Service Delivery in Brahmapur city of Orissa, India	1st Aug. 2011 18 months	Partnership for Transparency Fund, USA	35,568 US\$	-	Anti-corruption phase-III-monitoring PDS, ICDS and Drinking Water services	Slum Dwellers and Ordinary Citizens	Berhampur city of Ganjam, Odisha
Enabling Citizen Monitoring of Public Services, Preventing Bribery to Foster Effective Service Delivery in Brahmapur city of Orissa	1st Oct. 2009 18 months	Partnership for Transparency Fund, USA	31,850 US\$	-	Anti-corruption phase-II-monitoring PDS, Drinking Water and Land Record and Admin. services	Slum Dwellers and Ordinary Citizens	Berhampur city of Ganjam, Odisha
Urban Corruption Survey Project in Brahmapur City	1st Mar.2008 15 months	Partnership for Transparency Fund, USA	15,000 US\$	-	Anti-corruption phase-I- Urban Corruption Survey	Slum Dwellers and Ordinary Citizens	Berhampur city of Ganjam, Odisha
Improving transparency and accountability in Public Distribution System by Citizens	1st Dec. 2010 4 months	Public Affairs Centre, India	1,29,600 INR	-	Social Accountability-monitoring PDS	Slum Dwellers and BPL families	Berhampur city of Ganjam,

Name of Project	Date of Implementation and Duration	Funding Agency	Amount of Grant	Partners (if any)	Type of Project	Beneficiaries	Location
Monitoring in Berhampur city of Orissa.					services		Odisha
Assessment of Quality of Public Service Delivery-Citizens Report Card at Berhampur city	1st Dec. 2006 9 months	Public Affairs Foundation, India	1,50,000 INR		Governance and Service Delivery	Slum Dwellers and Ordinary Citizens	Berhampur city of Ganjam, Odisha
Citizen Monitoring and Social Audit of Implementation of Right to Information Act, 2005 in Berhampur Municipal Corporation of Odisha	1st Dec. 2010 4 months	Public Affairs Centre, India	1,08,000 INR	-	Governance and Social Accountability	Ordinary Citizens	Berhampur city of Ganjam, Odisha
Millennium Development Campaign (RTI)	1st June 2010 2 months	RTI Coalition, Odisha	30,000 INR	End Poverty Campaign-2015	Millennium Development Campaign	Ordinary Citizens	Berhampur city of Ganjam, Odisha
Adobe Youth Voice Programme	1st Mar. 2010 8 months	Taking IT Global, Canada	2,400 US\$	-	Youth Empowerment-through media making-use of ICT	Youth (aged 13-18yrs)	Berhampur city of Ganjam, Odisha
Adobe Youth Voice Programme Cycle-II	1st Jun. 2011 6 months	Taking IT Global, Canada	1,200 US\$	-	Youth Empowerment-through media making-use of ICT	Youth (aged 13-18yrs)	Berhampur city of Ganjam, Odisha
Integrity Pact Initiatives in Odisha	1st Sep.2010 12 months	Transparency International	84,000 INR	-	Governance and Anti-corruption	State PSUs and Citizens	Odisha

Name of Project	Date of Implementation and Duration	Funding Agency	Amount of Grant	Partners (if any)	Type of Project	Beneficiaries	Location
		India					
Citizen Resources Centre in Kainpur, Gajapati and Berhampur Odisha	1st Aug. 2011	YSD	1,20,000 INR	-	Citizen Empowerment	Poor, Youth, Women and Children	Ganjam and Gajapati
Right to Information Citizens Empowerment Programme	1st Mar. 2009	YSD	2,00,000 INR	-	Governance and Citizen Empowerment	Ordinary Citizens	Ganjam and Gajapati
Anti- corruption and RTI 'helpline'	1st May 2009	YSD	1,62,000 INR	-	Governance and Anti-corruption	Ordinary Citizens	Berhampur city of Ganjam, Odisha

ⁱ Pradhan Mantri Gram Sadak Yojana was launched in 2000 as a fully funded Centrally Sponsored Scheme to provide all weather road connectivity in rural areas in India.

ⁱⁱ Annual Budget 2011-2012, Finance Department, State of Orissa, 18 February 2011.

ⁱⁱⁱ The Mahatma Gandhi National Rural Employment Guarantee Act aims at enhancing the livelihood security of people in rural areas by guaranteeing hundred days of wage-employment in a financial year to a rural household whose adult members volunteer to do unskilled manual work.

^{iv} Public Distribution System is established by the Government of India under Ministry of Consumer Affairs, Food, and Public Distribution and managed jointly with to distribute subsidized food and non-food items to India's poor.

^v The Integrated Child Development Services Programme aims at providing services to pre-school children in an integrated manner so as to ensure proper growth and development of children in rural, tribal and slum areas. ICDS is a centrally sponsored scheme.