



PUBLIC AFFAIRS CENTRE

Committed to good governance

ANNUAL REPORT 2024-2025

30
Years

Nudging for Excellence in Governance



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PUBLIC AFFAIRS CENTRE



PUBLIC AFFAIRS CENTRE
Committed to good governance

A nonprofit think tank dedicated to improving the quality of governance in India

Action Research | Social Accountability Tools | Data Analysis | Training & Capacity Building

30
Years
Nudging for Excellence in Governance

This anniversary is not just a look back but a commitment to the future. Embracing technologies like AI and deepening alignment with the SDGs, PAC remains dedicated to driving meaningful change.





PUBLIC AFFAIRS CENTRE
Committed to good governance

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MESSAGE FROM THE CHAIRMAN



The year under review has been one of both reflection and renewal for the Public Affairs Centre (PAC). In 2024, PAC completed 30 years of its journey in the field of governance and policy research. This milestone offered us the opportunity to look back with pride at the pioneering work of the organization in social accountability, public policy, and citizen engagement, while also acknowledging the need to chart new directions for the years ahead.

The past year also witnessed a leadership transition with a new Director taking charge, steering the institution through a period of challenges. Like many other not-for-profit organizations, PAC faced constraints in terms of resources, recovering as we still were from the continued impact of the difficult days of the pandemic. Yet, it remained steadfast in its mission, carrying forward its legacy of evidence-based research and advocacy in the service of improving governance.

For over three decades, PAC has shaped India's governance discourse through Citizen Report Cards, institutional collaborations, and capacity building. In the year under review, PAC focused on training and knowledge partnership with government to enhance development outcomes, reaffirming the importance of building institutional capacity for better governance outcomes.

As we look to the future, it is my belief that PAC will continue to adapt to emerging needs, expand its training vertical, and explore new opportunities in research, evaluation, and partnerships. The resilience shown during this year of transition gives us confidence that PAC will once again find pathways for growth and impact in the governance and policy space.

Sudhakar Rao

DIRECTOR'S NOTE



It is with great pride that I present the Annual Report of the Public Affairs Centre (PAC) for 2024-25. This year has been one of renewal, resilience, and reimagining, as we pursued our mission of making governance work for people through evidence-based research, citizen engagement, and institutional partnerships.

In a time of rapid digital transformation, evolving policy challenges, and rising citizen expectations, PAC has reaffirmed its commitment to placing people at the centre of governance reforms. Through rigorous research, data-driven analysis, and actionable advocacy, we have sought not just to study governance, but to shape it in ways that are inclusive, accountable, and future-ready.

Our work this year has emphasized the Sustainable Development Goals (SDGs) and strengthened implementation through Monitoring and Evaluation. Collaboration has been central; most notably our knowledge partnership with the Government of Meghalaya, now completing three successful years. We have also deepened ties with civil society, academia, and international agencies, enabling scalable and contextually relevant solutions.

Internally, PAC has invested in innovation, adopting digital tools, artificial intelligence, and participatory evaluation methods to remain at the forefront of governance research in India.

Looking ahead, challenges such as climate adaptation, digital equity, and inclusive growth loom large. Yet, PAC remains steadfast in its belief that citizen-centric governance, guided by robust evidence and responsive institutions, is the pathway to sustainable progress.

I extend my gratitude to our Chairman, Board members, colleagues, partners, and the communities we serve. Their trust and collaboration remain the cornerstone of our journey.

N. T. Abroo

ABOUT PUBLIC AFFAIRS CENTRE

Public Affairs Centre (PAC) engages in action research focusing on Sustainable Development Goals (SDGs) in the context of India. PAC is a not-for-profit Think Tank established in 1994 with a mandate to improve the quality of governance in India. The Centre is also a pioneer in deploying innovative Social Accountability Tools (SATs) to measure the quality and adequacy of public services.

Over the years, its scope of work has expanded to include the whole gamut of research, advocacy, and action to lead evidence-based research on governance across sectors, geographies and populations in India. PAC ensures that gender is an over-arching theme in all its focus research areas.



Vision:



Enhance the quality of public governance, through active civil society engagement, to make it equitable, inclusive, and accountable; to ensure that we advance the rights of the vulnerable population; to secure fair development opportunities for all.

Mission:



Undertake action research to generate evidence and new knowledge for sustainable development; foster awareness, informed advocacy, and well-designed action to enhance community agency, and partner with governments to improve the quality of development praxis.

BOARD OF DIRECTORS



CHAIRMAN

**SUDHAKAR RAO,
IAS (RETD.)**

Former Chief Secretary,
Government of Karnataka



**UMA MAHADEVAN,
IAS**

Development Commissioner,
Government of Karnataka



DR. H. SUDARSHAN

Founder, Vivekananda
Girijana Kalyana Kendra &
Founder and Hon. Secretary,
Karuna Trust



**PROF.
S. SADAGOPAN**

Former Director,
IIIT-Bangalore



DR. D. RAJASEKHAR

Former Director, Institute for
Social and Economic Change
(ISEC) and Former Vice-
Chancellor, Dr. B.R.
Ambedkar School of
Economics University
(BASE)



**DR. SUDESHNA
MUKHERJEE**

Director, Centre for Social
Impact, Chanakya
University, Bangalore

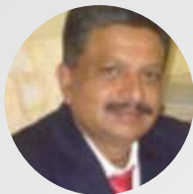


**N. T. ABROO,
IAS (RETD.)**

Director, PAC

PANEL OF EXPERTS

PAC actively engages with prominent figures across various disciplines to seek guidance and tap into their expertise. These individuals are:



Dr. D. M. Gowda

Former Professor, Department of Statistics, University of Agricultural Sciences, Gandhi Krishi Vigyana Kendra (GKVK), Bengaluru

Area of Specialisation: Agricultural economics, Applied statistics, Water management, and Irrigation and cropping system



Dr. Manohar Yadav

Former Professor, Centre for Study of Social Change and Development (CSSCD), Institute for Social & Economic Change, Bengaluru

Area of Specialisation: Contemporary debates on Indian society, Caste, Tribal studies, and Marginalised communities



Dr. Inayathulla M.

Professor/ Former Professor, Department of Civil Engineering, Bangalore University and Director, Water Institute, Bangalore University

Area of Specialisation: Water resource management, Environmental Impact studies, Lake rejuvenation, and Isotope hydrology



Dr. M. D. Usha Devi

Former Professor & Head, Centre for Human Resource Development (CHRD), Institute for Social & Economic Change, Bengaluru

Area of Specialisation: Educational policy and research, Development programme, Governance, and Human capital



Dr. Astha Sen

Independent Researcher

Area of Specialisation: Public finance, Development economics, and Public policy



Dr. Ranjini C. Raghavendra

Professor, Department of Public Policy, School of Economics, RV University, Bengaluru

Area of Specialisation: Public health, Public policy, Information and Communication Technologies (ICTs), Women studies, and Qualitative research methods



Mrinalini Kabbur

Data Scientist, Freelance Consultant

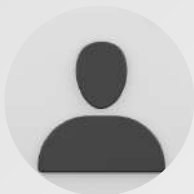
Area of Specialisation: Data analytics, and Statistics



M. A. Siraj

Journalist

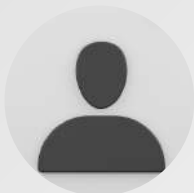
M. A. Siraj is a veteran, Bengaluru-based journalist and activist known for writing for publications like The Hindu, Deccan Chronicle, and SabrangIndia, and for his work with the BBC World Service



Dr. Kiran Rajashekaraiah

Senior Advisor, GIZ, New Delhi/Bangalore

Area of Specialisation: Environmental policy, Urban affairs, Disaster management, and Sustainable development



Dr. C. Nagendra

Advisor- EAP (Monitoring), Government of Uttarakhand

Area of Specialisation: Health systems management, Medical law and ethics, and infrastructure development



Venkatesh Raghavendra

Social Entrepreneur, Advisor and Consultant in Philanthropy and Fundraising

Area of Specialisation: Global philanthropy, social impact strategy, CSR, cross-sector leadership

PROJECTS



RESEARCH PROJECTS COMPLETED & ONGOING - AN OVERVIEW

COMPLETED PROJECTS

Sl. No	Funding Agency	Project
1	Finance Department (Exp 1 & Inv), Government of Karnataka	Preparation of a Policy for "Corporate Social Responsibility" (CSR)
2	The United Nations Development Programme (UNDP), Afghanistan	Mapping and Capacity Strengthening of Selected 400 NGOs and CSOs in Partnership with MgtWell Consulting Services in Afghanistan
3	German Development Cooperation	Support for development and dissemination of capacity building measure on data analytics and visualisation for risk-informed decision-making: Improving the quality of training and research output of ANSSIRD and PR and its constituent entities
4	U.S. Department of State's Bureau of Educational and Cultural Affairs (ECA) - A 2023 Alumni Engagement Innovation Fund Project	Enhancing the Culture of Entrepreneurship among Women Engaged in Crafts in India
5	The Group for the Analysis of Development (GRADE), the current host organisation of Southern Voice	To produce a cutting edge article for the "Global South Perspectives" Journal of Southern Voice

ONGOING PROJECTS

Sl. No	Funding Agency	Project
1	Planning Department, Government of Meghalaya	A Knowledge Partnership for Evidence-based Research Support and the Application of Data Science in Governance, to help Enhance Development Outcomes
2	Programme Implementation and Evaluation Department (PIED), Government of Meghalaya	A Knowledge Partnership for Strengthening Programme Implementation and Evaluation Department for building a system of Impact Evaluation and Data Analytics for Evidence based policy in Meghalaya to improve sustainable development outcomes
3	State Institute of Rural Development and Panchayat Raj (ANSSIRD and PR)	Knowledge Partnership focusing on improving the quality of training and research output of ANSSIRD and PR and its constituent entities

SUMMARY OF PROJECTS



FY 2024 - 2025

Preparation of a Policy for “Corporate Social Responsibility” (CSR)



Funding Agency

Finance Department (Exp 1 & Inv), Government of Karnataka

Overview of the Project

The Government of India amended the Companies Act in 2013 to include a compulsory provision for CSR under Section 135. With this enactment, India perhaps became one of the few countries in the world where CSR is mandated under a Law. The state of Karnataka stands second in terms of CSR expenditure, after Maharashtra. According to the Ministry of Corporate Affairs (2021-22), the state of Karnataka generated a CSR fund totalling Rs. 1812.13 crores from 2047 companies. However, a major portion of the CSR funding is made towards ten broad sectors and sub-sectors (the Ministry of Corporate Affairs-2024 data) and mainly spent in the districts of Bangalore Urban, Bangalore Rural and Mysore. This has led to non-uniform development across the state with some areas and sectors remaining underdeveloped. In this regard, this project was undertaken by PAC to develop a policy framework to establish an inclusive ecosystem of Government, Corporate sector, social impact organizations and civil society institutions to achieve equitable and inclusive sustainable development across diverse geographies in the State.

Objective of the Project

The primary objective of this project is to draft a CSR policy framework that will focus on the following aspects –

1. Ensure alignment between Government’s developmental agenda and the CSR initiatives through a policy framework.
2. Provide institutional base for proper flow of CSR funds in focused sectors and geographies for inclusive development.
3. Develop mechanisms that foster ease of partnership between Government, Corporates and other stakeholders.
4. Promote and facilitate synergies with various stakeholder companies, expert institutions, Universities and NGOs for knowledge and information sharing and capacity building.

Methodology

This study has been conducted by analysing secondary data that included descriptive statistical analysis of the quantitative data published by the Ministry of Corporate Affairs, Government of India, and evaluative policy analysis of the qualitative data of the existing CSR policies to identify the gaps in the existing practices, to design a suitable policy framework.

Findings

The analysis of the secondary data depicts that a major amount of the CSR funding is spent on 10 specific identified sectors and sub-sectors with a noticeable exclusion of activities like disaster management relief and rehabilitation and research activities, to mention a few from among those listed out in the Schedule VII of the Companies Act, 2013. Additionally, from the secondary data analysis, it was also identified that Bangalore Urban, Bangalore Rural, Mysore, Dharwad and Dakshina Kannada receive most of the CSR funding, while seven districts of the Kalyana Karnataka region that are counted the most underdeveloped regions in the state receive comparatively low funding for development activities. These findings illustrate that there is lack of knowledge on the development status across diverse geographies and socio-economically vulnerable communities, that indirectly impinges on the impact of the CSR initiatives.

Recommendations in the Policy Draft

Based on the findings from the secondary data, following recommendations were made in the policy draft to implement a proper policy framework.

1. Establishing mechanisms for sharing specific information on local developmental priorities and programmes from the grassroots level, enabling corporations to contribute meaningfully, so that CSR funds can be channelized as per HDI based sectoral priorities, focusing on the most backward talukas.
2. Establishing mechanisms that will facilitate partnerships between local governments and corporations.
3. Developing a platform for sharing best practices among stakeholders and promoting capacity building throughout the ecosystem.
4. Providing information on best practices and expertise for impactful CSR programmes throughout each step of the CSR project cycle, namely- CSR strategy development, Need assessment, Baseline survey, Project planning, Project implementation, Monitoring and evaluation, Reporting, and Impact evaluation.
5. To achieve all the above-mentioned targets, a proper institutional mechanism is to be developed, that would effectively supervise and monitor the implementation of the CSR Policy in the State. This institutional mechanism would include a three-tier decentralized institutional structure- a) Developing a CSR Cell at the State level consisting of representatives from government departments, CSR professionals, advisory members, and corporate staff, b) Appointing Nodal Officers to supervise CSR initiatives within their respective departments, and c) Forming CSR Committees at the District level, that will include district collectors, tahsildars, field-level officers, representatives from the CSR contributors, and panchayat members engaged in development projects at the grassroots level.

Mapping and Capacity Strengthening of Selected 400 NGOs and CSOs in Afghanistan (In Partnership with MgtWell, Afghanistan)



Funding Agency

United Nations Development Programme (UNDP)

Overview of the Project

This project, designed in an integrated manner with end-to-end interventions, ensuring expected outcomes, was a joint venture by MgtWell, Afghanistan and Public Affairs Centre, India. This project was initiated with the development of a database of NGOs/ CSOs, followed by assessing the needs of the NGOs and CSOs to create a sustainable framework to maximise its impact. Based on the assessment, this project further aimed at developing training modules and providing capacity-building training programmes to the NGOs and CSOs, particularly focusing on project design & implementation. To achieve the aim of this project the following five key activities were undertaken.

1. Contemporary operational NGOs and CSOs were mapped.
2. A need assessment survey was conducted.
3. Based on the analysis of need assessment survey, capacity-building training modules were developed.
4. Capacity-building training were provided to the selected NGOs and CSOs.
5. On-the-Job training was provided.

Activity 1 - Mapping NGOs and CSOs

The first task of this integrated project was to conduct a comprehensive mapping exercise to understand the current landscape of local and national CSOs/NGOs operating in 34 provinces of Afghanistan. Based on the review of the existing literature and analysis of the primary data collected (data was collected by MgtWell, while mapping and analysis was done by PAC) via survey method, multiple CSOs/NGOs were identified and were mapped accordingly using mapping techniques. Based on the analysis of the data, it was identified that almost 58.7% of the NGOs were based out of Kabul. Out of all the NGOs and CSOs approximately 60% were relatively young with a footprint of 5 to 10 years. While a large number of NGOs/CSOs work towards empowerment of women or the girl-child, a significant disparity existed in terms of organisational leadership. This mapping exercise led to the creation of an exhaustive database of NGOs/CSOs, that offered significant

value to the funding organizations and the general public alike. Additionally, this report has helped to highlight specific areas of concern that need immediate attention so as to develop appropriately tailored training modules and pedagogical strategies.

Activity 2 - Need Assessment Survey

The second task was to conduct a need assessment survey to provide insights into areas requiring improvement. Employing a mixed-method approach that included surveys, interviews with key stakeholders (NGOs/CSOs staff, board members), and review of organizational documents (financial reports, strategic plans), primary data was collected by Mgtwell partner from 200 NGOs/CSOs selected from the mapping list with special consideration given to female-headed organizations. The survey was conducted throughout eight regions of Afghanistan in two rounds by employing diverse methods of data collection including- interviews, field observations, document verification and focus group discussions. All the techniques were designed by PAC in discussion with MgtWell.

Based on the analysis that transpired from the empirical data collected from the selected NGOs/CSOs, few core areas were identified that required training. The core areas were strategic development and programme management, financial management and compliance, human resource management, Gender policy & Gender Mainstreaming, Impact monitoring and evaluation, and community engagement, Technology- infrastructure, management and application. The analysis emphasised on Hands-on training of specific organisations and individuals. To achieve this aim, ten training modules were jointly prepared by PAC and MgtWell, based on the specific needs of each organisation on a micro level. The findings from the study also illustrated the need for supporting female-headed organizations and promotion of gender equality and women's empowerment. The need assessment also highlighted that immediate attention is required for the implementation of SE/SEA policies. Additionally, financial management practices and accountability were identified as a key area of concern.

Activity 3 - Develop Training Modules

Based on the findings of the Need Assessment Report, PAC developed a strategic plan to enhance the capacity of the NGOs and CSOs. The identified thematic areas were as follows- i) Fundraising and grant proposal writing; ii) Project planning and implementation; iii) Advocacy and lobbying techniques; iv) Community mobilization and engagement; v) Monitoring, evaluation, and learning; vi) Human resources management and development; vii) Financial management and budgeting; viii) Strategic planning and organizational development; ix) Gender mainstreaming, inclusivity and Prevention of Sexual Exploitation and Abuse (PSEA) Policy; x) Conflict resolution, Climate Change and Documentation.

To train the NGOs and CSOs on the above-mentioned identified areas, the following tools

were recommended for providing training- i) Open discussion/brainstorming sessions; ii) Case study; iii) Self-assessment; iv) Role plays (based on the module); v) Clustering; vi) Gallery Walk; vii) Lectures; viii) Interactive sessions; ix) Group exercises; and x) Multimedia Tools-Presentations and Documentaries.

This rigorous exercise resulted in the development of 10 course modules addressing the needs of 400 NGOs and CSOs. The modules included practical exercises, case studies, and interactive sessions to foster active participation and knowledge retention among NGOs staff and leadership.

Activity 4 - Providing Training for Capacity-building

The fourth phase of the project included, on the job training of the selected 105 NGOs/CSOs in their work locations by Mgtwell through identified experts. An all-inclusive action plan was developed and approved by UNDP management. This was followed by organising interactive and participatory training sessions based on the modules that were developed. These training sessions were conducted either in-person or through virtual platforms, tailored to the specific needs and learning preferences of participating Non-Governmental Organisations. The training sessions were provided using multiple methods, including workshops, seminars, role-plays, group discussions, and simulations. These methods aimed to enhance skills, promote knowledge sharing, and encourage collaboration among NGOs working towards common goals.

Activity 5 - Providing On-the-Job Training

The final activity related to this project offered practical, hands-on training experiences to reinforce learning and skills application in real-world settings. On-the-Job training was aimed at bridging the gap between theoretical knowledge gained in workshops and practical implementation within Non-Governmental Organisation. This step involved mentorship by experienced trainers or consultants who provided guidance, feedback, and support to NGOs staff. This approach facilitated the adoption of new practices and strategies, improving organisational efficiency and effectiveness over time.

Final Outcome of the Project

The project effectively addressed capacity gaps through strategic mapping, comprehensive training needs assessments, and tailored training initiatives. By improving organisational skills in areas such as strategic planning, financial management, and advocacy, the project has strengthened the effectiveness and sustainability of these organizations. Key findings highlighted that the project has led to better performance and resilience among participating NGOs/CSOs, increased their confidence in managing

projects, and improved their ability to serve vulnerable populations. Targeted interventions and stakeholder engagement has led to enhancing internal capacity within the organisations, thus, creating a sustainable development sector.

Recommendations

To strengthen the organizational capacities of NGOs/CSOs in Afghanistan, the following actionable recommendations were proposed in the final report.

1. Develop comprehensive strategic plans and sustainability frameworks that align with evolving goals and external dynamics.
2. Enhance communication and engagement within organisations by conducting regular meetings and targeted training sessions to address challenges collaboratively.
3. Develop robust compliance and financial management practices by conducting regular audits.
4. Improve human resource management practices by emphasising on Equal Employment Opportunity (EEO) principles and maintaining workplace safety standards, codes of conduct, and anti-fraud policies that foster a productive and ethical organisational culture.
5. Strengthen Monitoring and Evaluation (M&E) frameworks to track progress, measure impact, and identify areas for improvement.
6. Integrate technological interventions to enhance operational efficiency.

Support for development and dissemination of capacity building measures on data analytics and visualization for risk-informed decision-making



Implemented by

giz

Funding Agency

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Overview of the Project

As part of the consortium between Public Affairs Centre (PAC) and Swastik Harish and Associates, this project was part of a larger collaboration between of the German Federal Ministry of Economic Cooperation and Development (BMZ), Ministry of Housing and Urban Affairs (MoHUA) and the State Governments of Karnataka, Kerala, Odisha, Tamil Nadu and Telangana. On behalf of the German Federal Ministry of Economic Cooperation and Development (BMZ), the organisation Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH implemented a project- "Sustainable Urban Development - Smart Cities II" (SUDSC II). The primary aim of this project was to support the MoHUA and the State Governments of Karnataka, Kerala, Odisha, Tamil Nadu and Telangana to develop sustainable approaches and solutions for urban development including infrastructure that consider disaster risk management and the leave-no-one-behind (LNOB) principle. To implement these approaches and solutions, five Smart Cities- Mangaluru, Kochi, Bhubaneswar, Coimbatore and one city in the State of Telangana were selected. The project aiming to promote sustainable urban development approaches and solutions, consisted of four components consisting of Policy Advice, Capacity Development, Innovative Projects and Knowledge Exchange.

One of the critical components of this project was to develop and disseminate capacity-building training programmes to the partner states and cities, on Data Analytics and Visualization (DAV) for risk-informed decision-making. PAC in consortium with SHA engaged in the task of implementing this initiative.

PAC's Role in the Project

The consortium was entrusted with the following task:

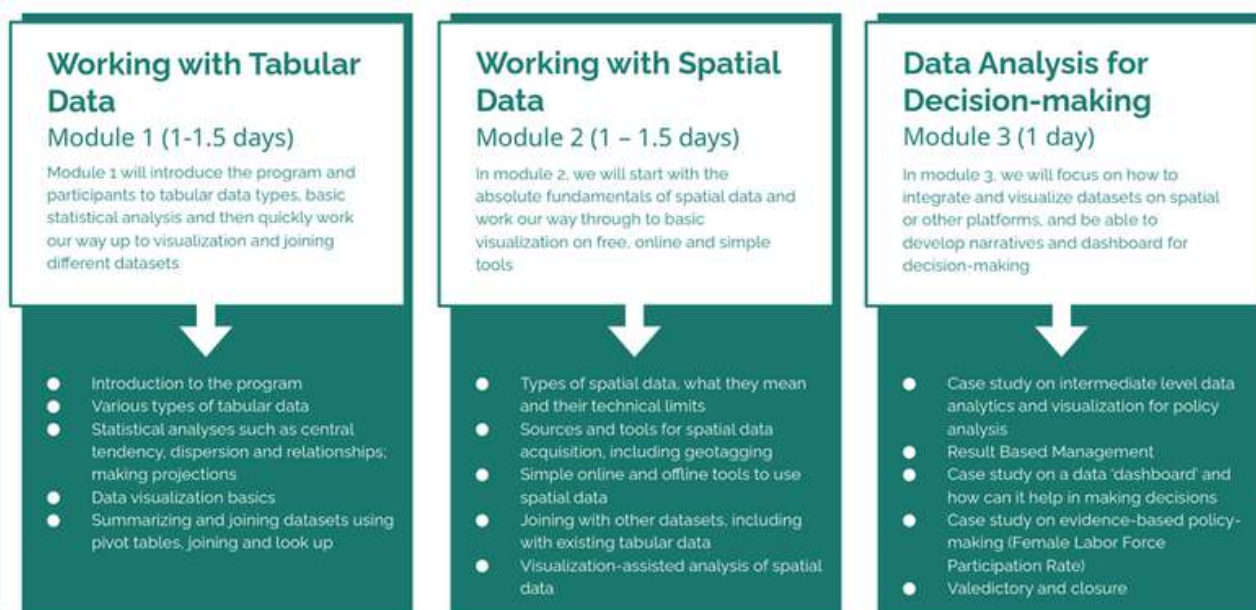
1. To conduct Training Need Analysis for the partner states Kerala, Tamil Nadu and Telangana.

2. To develop training modules for a three-day workshop covering the topics such as tabular data analysis, spatial data analysis, data visualisation and decision-making.
3. To conduct a three-day capacity-building programmes in the partner states including Kerala, Tamil Nadu, Assam and Telangana.

Implementation of the Project

Activity 1: The first task of the project was to conduct a training need analysis in the partner states- Kerala, Tamil Nadu and Telangana. The consortium, along with GIZ India collaborated with the National Institute of Urban Affairs (NIUA) to develop and disseminate a Training of Trainers programme for faculty from various institutions from the above-mentioned states and other states. Based on the Training Need Assessment report, a training manual- 'Data Analytics and Visualisation for Urban Practitioners' was developed for National Urban Learning Platform (NULP) of National Institute of Urban Affairs (NIUA) as a means of institutionalising the programme within state level institutions.

Activity 2: The second task was to develop the capacity-building training modules with a focus on gender and climate change risk in urban areas, using appropriate datasets and policy case studies. Based on the understanding of the needs of each state (Kerala, Tamil Nadu, Telangana, and Assam) three modules were developed, corresponding to the image below.



Activity 3: The final task was to disseminate the knowledge in four partner states, Kerala, Tamil Nadu, Assam and Telangana. The course and its modules were first piloted in the state of Kerala, for city and state level officials working in the urban sector. It was well received by the participants and the local institutions that were involved in the dissemination. Thereafter, the training was also conducted in Tamil Nadu, Assam and Telangana states for officials of the urban departments.

Final Outcome of the Project Implementation by PAC

As PAC was one of the consortium partners in this project, the final outcome of PAC's implementation programme is limited. Following are the three main outcomes.

1. The course module has been developed by NIUA into a full-fledged training program on the NULP.
2. A training of trainers (ToT) was also conducted at the Tamil Nadu Institute of Urban Studies (TNIUS), Coimbatore.
3. Several State level officials have been trained across four states.

Fulbright Project: Enhancing the Culture of Entrepreneurship among Women Engaged in Crafts in India



Funding Agency

A 2023 Alumni Engagement Innovation Fund Project by U.S. Department of State's Bureau of Educational and Cultural Affairs (ECA)

Overview of the Project

With a declining female labour force participation rate in India, this project aimed at enhancing the skills of 60 women artisans engaged in traditional crafts to increase entrepreneurship opportunities among them. The targeted groups were identified from Karnataka and Rajasthan and were provided training on skill development, and financial literacy and assistance. This resulted in creating a sustainable support system.

Objectives of the Project

The primary objectives of the project are as follows.

1. Measure the level of awareness among 60 women.
2. Conduct capacity-building workshops and provide training on financial schemes to expand their businesses.
3. Create linkages between women artisans and financial institutions to ensure sustainable support systems.

Project Design and Implementation Plan

The project followed the 3-A Approach that is the hallmark of any intervention initiative – Awareness, Advocacy and Action. The project was implemented by undertaking following steps.

Step 1 - Conducting Preliminary Research:

The preliminary research included a mapping exercise to identify a few groups of women engaged in traditional craftsmanship. In addition to identifying the participants, the preliminary research included identification of government schemes that foster and support traditional artisans to sell their own wares, particularly to women artisans, and

private/corporate initiatives whose technical/experiential support could be sought to complete this project. Based on the preliminary research, three districts were identified- Kalaburagi and Gadag in Karnataka, and Jaisalmer in Rajasthan. After identifying the districts, clusters were identified for project implementation with 200 women participants attending the training programme.

Step 2 - Administering Need Assessment Survey:

Following the preliminary research need assessment survey was carried out with sample groups consisting of women artisans in all three districts- Gadag, Kalaburagi and Jaisalmer. This need assessment survey resulted in understanding the level of awareness among female artisans regarding existing entrepreneurship opportunities. The analysis of the data gathered via survey revealed that many women lacked awareness of the broader market and financial support systems, highlighting a need for greater education on these subjects.

Step 3 - Developing IEC Materials:

Based on the findings from the need assessment survey, IEC materials were developed including flyers, posters, and brochures. These IEC materials were shared with the participants in the training workshops. Additionally, small videos were also shown to the participants to create a visually appealing impact that helped them in improving their understanding.

Step 4 - Organising Capacity-building Workshops and Conducting Awareness Training Programmes:

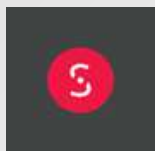
The final step for this project included conducting capacity-building workshops and training sessions to increase awareness among the selected female artisans. A majority of the participants lacked knowledge and awareness on entrepreneurial opportunities and potential business models, especially within the context of their craft skills. These workshops opened up avenues for the women to understand how their craft could translate into entrepreneurial ventures. These training sessions were aimed at improving their craft and entrepreneurial skills, such as product designing and packaging, customer tastes and preferences marketing, and financial management, which were delivered in collaboration with local NGOs and financial institutions. In addition to the training sessions and capacity-building workshops, the female artisans were also linked with the financial institutions that could provide microloans or grants for business expansion to create a sustainable business model. The website development initiative in Gadag is a key example of post-training support, as it provided an online platform for the women to market their products.

Final Outcome of the Project

The implementation of this project resulted in two major outcomes. These outcomes are as follows.

1. Approximately 200 women participants were mobilised and were trained that can prove to be highly beneficial for their increased economic independence and decision making within their households and communities in the future.
2. A new self-help group (SHG) was formed with the women of Aland Cluster and Mokka Tanda from Kalaburagi district.

Southern Voice: A cutting edge article for the “Global South Perspectives” Journal of Southern Voice



Funding Agency

The Group for the Analysis of Development (GRADE), the current host organisation of Southern Voice

Overview of the Project

This project was received from the Southern Voice to produce a research article for the Global South Perspectives Journal of Southern Voice.

Title of the Research Paper

Safeguarding Information Integrity in the Age of AI: Perspectives from India for the Global South

Background of the Research Issue

An alarming rise in misleading information and messages on social media and messaging platforms is witnessed since a few years with the almost universalization of users of these platforms. Such unverified and largely anonymous sources of information can lead to a damage of the foundations of human development and directly hinder the achievement of the 2030 Agenda. Against this backdrop this research paper aims at analyzing the drivers and consequences of information pollution in India and to propose strategies to safeguard information integrity.

Research Methods

This research employed a mixed-methods approach, conducted in five phases, to understand the factors contributing to information pollution in India and its consequences and explored strategies to safeguard information integrity in the Global South. The first phase included the analysis of systematic reviews on countering information pollution. In the second phase, drawing on the UNDP’s strategic guidance conceptual framework (UNDP 2023), a questionnaire was developed to determine drivers and purveyors of information

pollution in India in the following three areas: i) socio-political; ii) media and information; and iii) health communication. In the third phase, 50 instances of misinformation collected from WhatsApp, Boom Live, and the Alt News website. Additionally, 12 monthly and two annual reports from Boom were analysed to gain a deeper understanding of the range of misinformation and the responses of fact-checkers. In the fourth phase, key informant interviews were conducted with technology experts and people actively involved in combating information pollution through fact-checking and advocacy. Twenty organizations in India were identified, and from 18 responses, six informants were selected for semi-structured interviews based on their expertise, research, and advocacy work. Finally, in the fifth phase, analysis was further narrowed to focus on emerging regulatory frameworks in India relating specifically to information on politics and health and the measures adopted by governments to enhance information integrity.

Key Findings

Following five key themes emerged from the findings of the study.

1. Key informant interviews found political polarization to be one of the main drivers of information pollution in India, propagated by political parties.
2. Infodemics cause confusion and risk-taking behaviours intensifying or lengthening outbreaks causing problems to mitigate challenges posed to public health.
3. GAI can deliberately generate factually incorrect content and spread it at a scale resulting in dangerously unrestrained information pollution.
4. By providing accessible, culturally sensitive education and resources, the gap between medical information and public understanding can be bridged.
5. The Government should guarantee equitable access to AI technologies while addressing disparities in digital access; encourage open, ethical AI systems that are secure, reliable, and accountable and enhance global collaboration and establish comprehensive governance frameworks for AI.

Recommendations from the Study

Following are the few recommendations from the study.

1. Convene a high-level group to strengthen the capacity of various institutions to counter threats to information integrity.
2. Fund fact-checkers, which are organizations dedicated to debunking misinformation across media platforms and verifying claims from political figures and authorities.
3. Compel social media platforms (e.g., Facebook, X (previously Twitter), YouTube, WhatsApp) to address issues such as fake news, fake user accounts, originator of messages, and monitor illegal content, specifically to modify interfaces and algorithms to limit misinformation spread.

A Knowledge Partnership for Evidence-based Research Support and the Application of Data Science in Governance, to help Enhance Development Outcomes



Funding Agency

Planning Department, Government of Meghalaya

Under the knowledge partnership with the Planning Department, Government of Meghalaya, PAC has undertaken 3 projects. The details of the projects are as follows.

Project 1: Economic Survey Report

Overview of the Project

Public Affairs Centre team located in Meghalaya has authored two chapters in the Economic Survey Report of the Government of Meghalaya, relating to State Income, Prices and Fiscal Management (Chapter 2), and Health and Wellbeing (Chapter 9).

Analysis of the Chapters

Chapter 2 of the report analyses the economic growth of the state of Meghalaya in terms of changes in aggregate and per capita state income, including the stability of prices in the wholesale and retail price indices. Additionally, it discusses the general public finance and budgets related to gender, youth, and SDGs. Based on the analysis of secondary data, this chapter presents an analysis of the multidimensional poverty index of the state, as well as of the districts. According to the analysis of the data, the growth rate of per capita income, as indicated by the GSDP at current prices, has increased to ₹1,24,237 for the fiscal year 2023-24 (Advance Estimate), as compared with ₹1,12,680 for the fiscal year 2022-23 (Quick Estimate). However, the annual growth rate of per capita income for 2023-24, which stands at 12.94%, is lower than 15.28% in 2022-23. Additionally, the primary sector of the economy continues to account for 24.63% of the total contribution, which is significantly higher than 17.14% contribution from the secondary sector. There exists considerable potential for the development and modernization of the agricultural sector. Furthermore, the growth of the Micro, Small, and Medium Enterprises (MSME) sector can be fostered through the promotion of Agri-preneurship and entrepreneurship, with the PRIME initiative presenting a valuable opportunity in this regard. The State also possesses

significant potential in the tourism sector, and infrastructure development will be instrumental in attracting foreign tourists. It is imperative for the State to establish both mid-term and long-term fiscal policies to ensure effective fiscal management.

Chapter 9 of the report emphasizes on the public healthcare system, health outcomes as a result of human-capital investment of the state of Meghalaya. In Meghalaya, the Department of Health and Family Welfare plays a pivotal role in maintaining and improving the healthcare system. Its responsibilities include establishing and managing medical institutions with the requisite infrastructure, implementing National Disease Control and Eradication Programmes, and addressing both communicable and non-communicable diseases.

Current Status of the Project

Both the chapters have been fully developed and these chapters have been incorporated in the Economic Survey Report.

Project 2: Evaluation of PM Poshan Scheme in Meghalaya: A Sample Check Study

Overview of the Project

The second project is an evaluation project that primarily attempted to assess the PM POSHAN Scheme in Meghalaya, focussing on its implementation and impact on educational and nutritional outcomes of children. Despite notable progress in school enrolment, the State faces significant educational challenges including high dropout rates in primary and upper primary schools, low performance on Sustainable Development Goal (SDG) 4 indicators (Quality Education), under-scoring the need for effective interventions. Against this backdrop, a sample check of the PM POSHAN scheme was conducted to determine whether the scheme effectively addresses the educational and nutritional needs of children in Meghalaya. Additionally, it attempts to identify areas for improvement in order to maximise its potential in giving a fillip to quality education and child development. PAC was assigned with the task of analysing the field data and presenting a comprehensive report.

Objectives of the Evaluation Study

Against the above-mentioned backdrop, the objectives of the evaluation study are as follows.

- 1.To understand the implementation, coverage and performance of the programme.
- 2.To analyze the educational performance of the children.
- 3.To assess if there was improvement in learning outcomes among the children as a result of MDM.
- 4.To examine the monitoring mechanism and the role of various stakeholders.

Methodology

The methodology used in the study was a mixed-methods approach, combining quantitative and qualitative data collected from five sample districts in Meghalaya. The sampling framework is based on the performance indicators derived from UDISE 2021-22 and District SDG Index 2020- 21. Two better-performing districts (East Khasi Hills and West Jaintia Hills), one average-performing district (Ri Bhoi), and two low-performing districts (South West Garo Hills and South Garo Hills) were selected. Stratified random sampling was used for quantitative data collection of 968 students, from 5 sample districts. Qualitative data included in depth interviews with district officers, focus group discussions and case studies.

Key Findings

The following are some of the key findings from the study:

- 1.PM POSHAN scheme has been observed to positively impact the learning outcomes among the students.
- 2.Approximately 30% of the schools did not receive consistent delivery of rations; with many schools reporting average quality that created a hindrance to properly implement the scheme.
- 3.The primary challenges that have been identified from this study is lack of proper infrastructure to implement the scheme in a proper manner.
- 4.Almost 30% of schools lacked clean drinking water.
- 5.Other significant challenges included lack of human resources, poor road infrastructure, and delayed disbursement of funds.

Recommendations

Based on the analysis of the data, some of the recommendations made are as under:

1. Given the widespread prevalence of poorly ventilated school kitchens, a significant risk to the health of cooking staff is present. It has been recommended that existing kitchens should be upgraded with good ventilation.
2. While rations are received on time by a majority of schools, inconsistencies persist. A comprehensive review and strengthening of the supply chain to ensure all schools consistently receive timely and high-quality ration has been recommended.
3. Due to the reliance on jute sacks for food grain storage, potential risks of spoilage and contamination exist. It has been recommended that airtight storage containers be provided across all schools.
4. Inconsistencies in MDM register maintenance, point out to the requirement of capacity building. It has been recommended that school staff should be provided targeted training Programmes to maintain proper records.
5. As a significant proportion of schools lack adequate drinking water facilities, urgent action is necessary. A comprehensive Programme to ensure access to safe and reliable drinking water in all schools, with focus on underserved areas, has been recommended.
6. Absence of a minimal social audit programme implementation undermines transparency and accountability. Regular social audit of the scheme has been recommended.
7. Schools should make all out efforts to ensure that all students consume tablets for deworming and Iron and Folic Acid (IFA) and create awareness as well.

Current Status of the Project

This study is part of an ongoing project that is spread over three years beginning 2022-23. Primary data collection and Data analysis was completed in the FY 2024-25.

Project 3: Proposed Framework for the Creation / Establishment of Directorate of Prosecution and Government Litigation (DPGL), Shillong, Meghalaya

Current Status of the Project

The primary aim of the establishing an independent Directorate of Prosecution and Government Litigations (DPGL) by the State Government of Meghalaya to ensure speedy disposal of cases and to promote justice in the State. The DPGL aims at ensuring fair, transparent and quality prosecution service in the state of Meghalaya that discharges its duties through fairness, cooperation and responsibility. In this regard PAC was entrusted with the task of developing a framework for establishing the DPGL in Meghalaya.

Proposed Framework

PAC has developed a proper framework outlining few essential components to establish DPGL in the state. PAC has listed out multiple guidelines in the following areas.

1. Vision and Mission of establishing DPGL
2. Role and Responsibility of DoP
3. Major Regulatory Functions of DOP
4. Organisational set-up

Current Status of the Project

The proposed draft outlining the framework has been submitted to the Planning Department, GoM.

Project 4: Evaluation of CPGRAMS Grievance Redressal in Meghalaya (June 2023 – February 2025)

The Public Affairs Centre (PAC) undertook evaluation of the Centralised Public Grievance Redress and Monitoring System (CPGRAMS) in Meghalaya. The study reviewed grievance inflows, disposal performance, pendency trends, departmental engagement, and citizen feedback. While some progress was observed in reducing pendency during specific months, systemic challenges persisted, particularly at the subordinate level. The findings highlight the need for stronger accountability and process improvements to align grievance redressal with Sustainable Development Goal (SDG) 16 on building effective, accountable, and transparent institutions.

Objectives of the Study

1. To assess the implementation, coverage, and performance of CPGRAMS in Meghalaya.
2. To analyse grievance pendency, disposal rates, and departmental efficiency.
3. To examine citizen satisfaction with grievance redressal processes.
4. To provide recommendations for strengthening accountability and responsiveness.

Methodology

The study used a data-driven evaluation approach, based on monthly CPGRAMS reports prepared by PAC between June 2023 and February 2025. The analysis covered grievance

inflows, disposals, pendency by age, departmental engagement, and citizen feedback, with particular attention to chronic long-pending cases.

Key Findings

1. Pendency remained high, peaking in late 2024 before declining to 444 cases in February 2025.
2. Chronic pendency worsened, with 65% of pending grievances unresolved for over one year by February 2025.
3. Most pendency (75–86%) was concentrated at subordinate offices, with North Garo Hills DC consistently accounting for the largest backlog.
4. Disposal performance was inconsistent, marked by occasional spikes but generally weak monthly activity.
5. Citizen satisfaction through the CPGRAMS portal remained low (often below 40%), though call centre feedback was comparatively better.
6. Departmental engagement varied: some offices maintained regular logins, while others showed little or no participation.

Recommendations

1. Launch a zero-pendency drive to clear long-pending cases, particularly in North Garo Hills.
2. Enforce time-bound disposal protocols and establish escalation mechanisms.
3. Strengthen subordinate-level accountability through mandatory logins, training, and monitoring.
4. Improve citizen-facing systems, including CPGRAMS portal responsiveness and integration with state grievance systems.
5. Institutionalise regular social audits and feedback surveys to improve transparency and trust.

Conclusion

The evaluation highlights that while Meghalaya has made limited progress in grievance redressal, chronic pendency, weak subordinate performance, and low citizen satisfaction continue to undermine system effectiveness. Strengthening accountability, enhancing digital infrastructure, and prioritising long-pending cases are critical for transforming CPGRAMS into a more responsive governance mechanism for the state.

A Knowledge Partnership for Strengthening Programme Implementation and Evaluation Department for building a system of Impact Evaluation and Data Analytics for Evidence based policy in Meghalaya to improve sustainable development outcomes



Funding Agency

**Programme Implementation and Evaluation Department (PIED),
Government of Meghalaya**

Overview of the Project

The PIED (Programme Implementation and Evaluation Department) project, was initiated through a Knowledge Partnership with the Government of Meghalaya, aiming at empowering PIED for effective programme evaluation and decision-making, driving sustainable development in Meghalaya through impact evaluation, data analytics, and evidence-based policymaking. PIED is for a period of three years from August 2024 to July 2027.

The objectives include enhancing PIED's Monitoring & Evaluation (M&E) capabilities, developing a comprehensive evaluation system with standardized procedures and frameworks, and strengthening the evaluation framework by defining KPIs, creating templates, developing toolkits, and establishing SOPs.

Key Activities Undertaken and Current Status of the Projects

The FY 2024-25 being the first year of the programme that kick started in August 2024, the activities that were approved in the action plan for the year and the status are detailed in the table below.

No.	Task	Description	Output/s	Status
1	Structuring and Strengthening PIED	Established PIED as an apex agency for monitoring and evaluation by drafting key policy documents (PIED Policy, Vision and Mission Statement, Organizational Structure, M&E Framework, SOPs) and developing a framework for outsourcing scheme evaluations, referencing Karnataka Evaluation Authority (KEA).	PIED Policy Draft, Vision and Mission Statement, Organizational Structure Document, M&E Framework Draft, Outsourcing Framework Concept Note	In progress

No.	Task	Description	Output/s	Status
2	Reviewing PIED's System	Assessed PIED's monitoring functions, policy framework, and stakeholder engagement to identify competency gaps.	Gap Analysis Report	In progress
3	Capacity Building through TNA	Conducted a Training Needs Assessment (TNA) Workshop with PIED staff, Meghalaya Society for Social Audit and Transparency (MSSAT), and stakeholders to identify capacity enhancement areas.	TNA Workshop Report, Gap Analysis Report	Completed February 2025
4	Scheme Evaluation Initiative	Initiated evaluation of two schemes (one central, one state) to demonstrate impact assessment methodologies. Schemes under consideration include MGNREGA, JJM, ICDS, NFSM, and DDU-GKY, but final selection is pending.	Preliminary Evaluation Framework	In progress
5	Human Development Leadership Program (HDLP) Monitoring System	Collaborated with the SCEP team to develop a monitoring system using KoboToolbox for data collection in Meghalaya. Presented preliminary findings to Sir Sampath Kumar, who requested enhancements for individual-level data collection.	Kobo Toolbox Monitoring System (initial version), Preliminary Findings Report	Initial system completed December 2024; enhancements in progress

Knowledge Partnership focusing on improving the quality of training and research output of ANSSIRD and PR and its constituent entities



Funding Agency

**State Institute of Rural Development and Panchayat Raj
(ANSSIRD and PR)**

Overview of the Project

This project primarily aims at evaluating two training programmes conducted by the SIRD. This involves identification of the training programmes, developing data collection tools to collect data for the evaluation study, analyse the data and to present a report. The training programmes that are to be evaluated are- i) Refresher Training Programme for Women Elected Members of Gram Panchayat, ii) Capacity Building Training Programme for Newly Elected Gram Panchayat Members.

Status of the Project

Based on the list of participants provided by the SIRD, 4 districts were selected among the 4 administrative divisions of the state, for the purpose of collecting primary data. Additionally, a structured interview-schedule was developed for data collection.

The activities involved were arriving at the sample size, training the field enumerators and data collection process. After the data is collected, it will be analysed and the final report will be presented to the SIRD.

TRAINING



TRAINING PROGRAMME

Training and capacity building is an important aspect that helps in achieving the Vision and Mission of PAC. Therefore, it was decided to focus on this vertical. Consequently, a beginning was made by conducting a 5-Day free residential training course on '**CAPACITY BUILDING OF NGOs/CSOs/INDIVIDUALS**'.



Objective of the Training Programme

The primary objective of this training program was to equip NGO/CBO representatives with the essential knowledge, skills, and tools needed for effective project management on the following areas:

1. **Proposal Writing**
2. **Financial Management**
3. **Resource Mobilization**
4. **Project Monitoring and Evaluation**
5. **Leadership and Communication Skills**

Day 1 - Proposal Writing:

The first day of the training programme focused on writing proposals to receive grants.

Session 1: Proposal Writing

- What is a proposal?
- Identifying the gaps in developmental issues at the grassroots level and defining the problem statement based on the gaps
- Developing research questions and objectives keeping in mind the criteria of the funding agency
- Outline the budgeting, including unexpected expenditure.

Session 2: Research Methodology

- Research design
- Probability and non-probability sampling methods
- Tools for data collection
- Qualitative and quantitative data analysis.

Day 2 - Strategic Resource (Finance) Mobilization:

The second day of the training programme emphasized on resource mobilization with special reference to financial resources. The session also focused on the Ministry of Corporate Affairs (MCA), guidelines pertaining to Foreign Contribution (Regulation) Act (FCRA).

Session 1: Resource Mobilization

- What are the different types of resources?
- How to mobilize resources including identifying the resources, securing and managing those resources to achieve the objectives of an organization, project, or initiative
- Understanding different elements of resource mobilization
- Importance and need for diverse funding sources
- Step by step guidelines for resource mobilization
- Strategies for fundraising and challenges for resource mobilization and different strategies to overcome the challenges of resource mobilization
- Analyzing in detail FCRA, 2020 guidelines, its impact on international partnerships, advantages and disadvantages.

Session 2: Financial Resource Mobilization:

The session focused on strategies for mobilizing financial resources to sustain and expand the operations of NGOs and CSOs. Participants were introduced to both domestic and international funding sources, including Corporate Social Responsibility (CSR) contributions, government grants, public donations, and foreign grants. Key strategies for effective resource mobilization, such as diversifying funding streams, building strategic partnerships, and leveraging technology for outreach, were discussed in detail.

The session also emphasized the importance of compliance with regulatory frameworks, such as CSR, Income Tax (80G and 12A), FCRA, and GST, to build trust and credibility among donors. Practical approaches, including proposal writing, grant applications, and donor engagement, were highlighted as critical tools for sustainable fundraising.

Day 3 - Financial Management and Accounts Maintenance, Office Record Management:

Session 1: Financial Management and Accounts Maintenance, Office Record Management

A comprehensive session on Financial Management and Accounts Maintenance was conducted to empower NGO professionals with essential financial skills. The session emphasized the importance of transparent financial practices to build trust and accountability among donors and stakeholders. Participants were introduced to office record management basics, the role of financial policies, and the benefits of legal registration under Sections 12A and 80G of the Income Tax Act that are pivotal for tax exemptions and attracting donations.

The second session focused on practical aspects, including the use of Tally software for bookkeeping, preparation of financial reports, and compiling statutory financial statements like the Income & Expenditure Statement and Balance Sheet. Participants also gained insights into audit readiness and the significance of maintaining compliance. The final session covered bookkeeping essentials, including the maintenance of primary books of accounts such as Cash Books, Ledgers, and Journals, as well as best practices for document organization. Emphasis was laid on safeguarding records for legal compliance and enhancing the credibility of NGOs. The sessions were interactive and well-received, equipping participants with the tools to ensure financial transparency and efficiency in their organizations.

Session 2: MCA Compliance, Corporate CSR Funding, FCRA

- Explaining what constitute Corporate Social Responsibility (CSR)
- Defining the legal framework for CSR

- Describing the importance of CSR
- Explain the strategies and best practices in CSR
- Analyzing the guidelines for CSR in India with an emphasis on the CSR Under Companies Act, 2013
- Provided basic guidelines related to the documents needed for FCRA registration.

Day 4 - Project Monitoring and Evaluation:

Session 1: Introduction, Framework, Indicators to Monitoring and Evaluation

- Introduction to Monitoring and Evaluation
- Why monitoring and evaluation of projects is required?
- Monitoring and Evaluation Framework
- Stakeholders in Monitoring and Evaluation
- Concurrent, Mid-term and End-Evaluation
- Tools for Monitoring and Evaluation
- Developing Indicators for Monitoring and Evaluation. Importance of Key Performance Indicators (KPIs) in projects implementation.

Session 2: The focus of this session was on qualitative and quantitative data collection and analysis, stakeholder engagement, social audit, social cost-benefit analysis

- Data collection—Secondary and Primary
- Analysis of Data
- Use of statistical techniques in analysing the data
- Preparing Monitoring and Evaluation Report
- Conducting Social Audit

Day 5 - Leadership and Communication Skills:

Session 1: Leadership and Team Building

- Describe the leadership qualities and how it distinguishes from the managerial roles
- Analyze the roles of a leader
- Explain how to build a team and effective methods to build and sustain a team.

The training programme concluded with hand-on experience with 24 participants engaging in group activity.



STAKEHOLDER ENGAGEMENTS & EVENTS





Project coordination meeting with the Deputy Director of Training, ANSSIRD.

Ideation meeting with AI experts for the AI workshop.



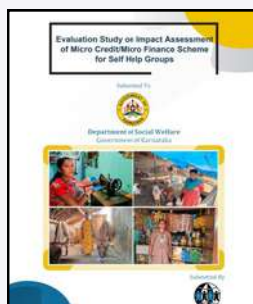
Opportunity meeting with Venkatesh Raghavendra to explore initiatives in global philanthropy, social impact strategy, CSR, and cross-sector leadership.

PAC encourages cohesiveness through celebrations.



PUBLICATIONS

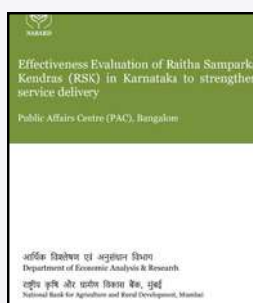




Evaluation study on impact assessment of Micro Credit/Mice Finance Scheme for Self Help Groups

Department of Social Welfare, Government of Karnataka

The Micro Credit/ Micro Finance Scheme for SHGs is one such focused intervention under the SCSP/ TSP Act, spearheaded and implemented by the Social Welfare Department, Government of Karnataka



Effectiveness Evaluation of Raitha Samparka Kendras (RSK) in Karnataka to Strengthen Service Delivery

Department of Economic Analysis & Research, NABARD

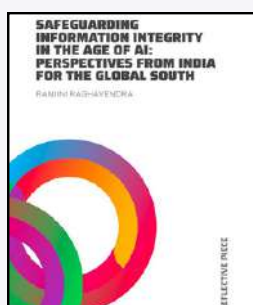
This study aims to evaluate the services available and delivered through the RSKs in Karnataka, stressing on their relevance & efficiency to deliver them to the farmers and their impact on production and productivity levels.



Support for Development and Dissemination of Capacity Building Measure on Data Analytics and Visualization for Risk-informed Decision-making

Report by Public Affairs Center and Swastik Harish and Associates

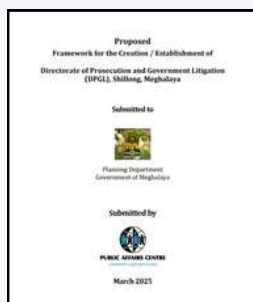
In close coordination with the GIZ India team at the national and state levels, the consortium of PAC-SHA developed the course as a 3-module capacity building measure, covering working with quantitative and spatial data, along with integration and data management.



Safeguarding Information Integrity in The Age of AI: Perspectives from India for The Global South

Reflective Piece by Dr. Ranjini Raghavendra

This reflective piece analyses the consequences of information pollution in the spheres of politics and health in India and discusses key lessons for the Global South.



Proposed Framework for the Creation / Establishment of Directorate of Prosecution and Government Litigation (DPGL), Shillong, Meghalaya

Planning Department, Government of Meghalaya

Establishing an independent Directorate of Prosecution and Government Litigations (DPGL) to ensure speedy disposal of cases and to promote justice in the State.



Enhancing the Culture of Entrepreneurship among Women Engaged in Crafts in India

Alumni Engagement Innovation Fund

This project is taken up under Alumni Engagement Innovation Fund (AEIF) - To train 60 women entrepreneurs from tier 2 & 3 towns, resulting in their economic independence and livelihood improvement and in turn cascading to their communities.



Final Assignment Report of MgtWell and Public Affairs Centre for NCCSP

Mapping and Capacity Strengthening of Selected 400 NGOs and CSOs in Afghanistan

Implemented from March 2023 to July 2024, NCCSP focused on providing tailored capacity-building training, fostering financial and resource management skills, and promoting gender inclusivity to empower these organizations in delivering effective services and driving sustainable development in their communities.

ADMINISTRATION, HR & FINANCE



PREVENTION OF SEXUAL HARASSMENT

As per the statutory requirement, a prevention of sexual harassment committee is constituted. The committee consists of 5 members with 3 female members and 2 male members.

No cases were registered during the year.

INTERNSHIP PROGRAMME



S. Maithre

MA in Public Policy, Manipal Academy of Higher Education, Bengaluru



Durgashree Vivekanand

MA in Public Policy, Manipal Academy of Higher Education, Bengaluru



Juhi Todi

MA in Public Policy, Manipal Academy of Higher Education, Bengaluru



S. Raveen Jegatheesan

MA in Public Policy, Manipal Academy of Higher Education, Bengaluru



Harshita Singh

BA LLB, OP Jindal Global University, Sonapat, Haryana



Pallepati Sai Abhijeet Rao

MA in Public Policy, National Law School of India University, Bengaluru



Mihir Singh

BA LLB, National Law School of India University, Bengaluru



Ritik Kumar

BA LLB, National Law School of India University, Bengaluru



Ashish Kumar

BA LLB, National Law School of India University, Bengaluru



Bindushree M

BA LLB, National Law School of India University, Bengaluru



Nishant Kumar

BA LLB, National Law School of India University, Bengaluru

The PAC Internship Programme provides young scholars with hands-on exposure to real-life projects in governance and public policy. Interns actively contribute to research, stakeholder engagement, and knowledge creation through articles and policy briefs. They are also encouraged to participate in field visits to project sites, gaining valuable on-ground insights. Over the years, PAC has consistently attracted applications from competitive students and leading academic institutions, both from India and abroad, reaffirming its role as a learning hub for the next generation of policy professionals.



FINANCIAL SUMMARY

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

Consolidated Balance Sheet as at 31 March 2025

Particulars	Schedules	As at 31 March 2025			As at 31 March 2024
		IC	FC	Total	
SOURCES OF FUNDS					
RESTRICTED FUNDS					
Earmarked Fund	1	33,00,063	-	33,00,063	24,03,344
Endowment Fund	2	46,10,000	1,68,00,000	2,14,10,000	2,14,10,000
UNRESTRICTED FUNDS					
General Fund	3	1,08,02,754	-	1,08,02,754	1,10,54,636
Designated Fund	3A	1,81,92,937	-	1,81,92,937	1,15,80,608
Endowment Fund	4	-	35,17,454	35,17,454	28,15,626
Fixed Assets Reserve Fund	5	3,03,496	12,17,820	15,21,316	17,82,143
Current Liabilities	6	1,01,09,817	99,051	1,02,08,868	89,56,536
		4,73,19,067	2,16,34,325	6,89,53,392	6,00,02,893
APPLICATION OF FUNDS					
Fixed Assets	7	1,11,06,248	12,17,819	1,23,24,067	1,28,36,778
Investments	8	2,15,39,578	1,07,53,889	3,22,93,467	1,75,94,995
Cash and Bank Balances	9	75,79,413	11,13,565	86,92,978	1,18,15,066
Current Assets	10	42,93,828	85,49,052	1,28,42,880	1,12,21,871
Earmarked Fund - Receivable	11	28,00,000	-	28,00,000	65,34,183
		4,73,19,067	2,16,34,325	6,89,53,392	6,00,02,893

Note: Schedules 1 to 11 and 22 form an integral part of the Balance Sheet

For and on behalf of the Board

Director and The Chief Functionary
N T Abroo

Director

Director

Sudharshan Mulhargya

For I SUDHARSHAN & CO.,
In terms of our report of even date
BENGALURU, 05 OCTOBER 2025
SUDHARSHAN

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

Consolidated Income and Expenditure Account for the year ended 31 March 2025

Particulars	Schedules	During the year ended 31 March, 2025										Grand Total	(In Rupee) For the year ended 31 March 2024
		Earmarked Fund		Endowment Fund		Designated Fund		General Fund		Total			
		IC	FC	IC	FC	IC	FC	IC	FC	IC	FC		
INCOME	12	1,37,14,605	71,95,633	-	7,25,645	-	-	-	-	1,37,14,605	71,95,633	2,09,10,238	3,09,15,666
Programme Revenue		-	-	9,21,965	-	-	-	-	-	9,21,965	7,25,645	16,47,610	9,10,097
Interest on Fixed Deposits		-	-	-	-	-	-	-	-	68,845	1,09,176	1,78,021	2,15,557
Interest on Savings Bank Account		-	-	-	-	-	-	-	-	9,36,307	1,09,176	9,36,307	1,37,322
Other Income		-	-	-	-	-	-	-	-	8,454	-	8,454	6,293
Royalties		-	-	-	-	-	-	-	-	-	-	-	-
Donations/Other Grants		-	-	-	-	-	-	-	-	-	-	-	-
Rental Income		-	-	-	-	-	-	-	-	-	-	-	60,000
Training Income		-	-	-	-	-	-	-	-	-	-	-	-
Interest on Income Tax Refund		-	-	-	-	-	-	1,33,846	-	1,33,846	-	1,33,846	3,24,958
Sale of Assets		-	-	-	-	-	-	-	-	-	-	-	46,313
		1,37,14,605	71,95,633	9,21,965	7,25,645	-	-	11,47,452	1,09,176	1,57,84,022	80,30,454	2,38,14,475	3,26,16,206
EXPENDITURE													
Administration Expenses	13	11,64,152	-	-	-	-	-	950	4,996	11,65,102	4,996	11,70,098	28,17,836
Programme Expenses	14	19,94,793	12,52,517	-	-	-	-	-	-	19,94,793	12,52,517	32,47,310	29,25,573
Personal Expenses	15	51,96,346	59,43,116	-	-	-	-	-	1,27,997	51,96,346	60,71,113	1,12,67,459	1,47,88,770
Research and Development Cost		42,112	-	-	-	-	-	1,47,519	-	1,89,631	-	1,89,631	4,58,342
Training Expenditure		31,827	-	-	-	-	-	1,16,340	-	1,16,340	-	1,16,340	-
Purchase of Assets		-	-	-	-	-	-	43,532	-	75,359	-	75,359	-
Depreciation	7	-	-	-	-	-	-	2,51,884	-	2,51,884	-	2,51,884	2,79,871
		52,85,375	-	9,21,965	7,25,645	-	-	5,87,227	(23,817)	67,94,567	7,01,828	74,96,395	1,13,45,814
Excess of Income over Expenditure/Excess of Expenditure over Income		1,37,14,605	71,95,633	9,21,965	7,25,645	-	-	11,47,452	1,09,176	1,57,84,022	80,30,454	2,38,14,475	3,26,16,206
TRANSFER OF SURPLUS / DEFICIT TO													
Earmarked Funds		-	-	-	-	-	-	-	-	-	-	-	-
Unrestricted Endowment Fund		-	-	9,21,965	7,25,645	-	-	-	-	9,21,965	7,25,645	16,47,610	9,10,097
Designated Fund		52,85,375	-	-	-	-	-	5,87,227	(23,817)	58,72,602	(23,817)	58,48,785	1,29,97,231
General Fund		52,85,375	-	9,21,965	7,25,645	-	-	5,87,227	(23,817)	67,94,567	7,01,828	74,96,395	1,39,07,328

Note: Schedules 7, 12 to 15 and 22 form an integral part of the Income and Expenditure Account

For and on behalf of the Board

Director and The Chief Functionary
N T Abroo

D. Rajan
Director

Sudashan Mullegge
Director

For J. SUDHARSHAN & CO., In terms of our report of even date
Chartered Accountants
FRN 0113325

J. Sudharshan
Proprietor
M NO. 215448

BENGALURU, 09 OCTOBER 2025



PUBLIC AFFAIRS CENTRE
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