



PUBLIC AFFAIRS CENTRE
Committed to good governance

Annual Report

April 2019- March 2020



WELCOME TO OUR ANNUAL REPORT

Public Affairs Centre (PAC) engages in action research focussing 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; and 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.



ANNUAL REPORT 2019-2020

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Chairman's Message

The year 2019-20 has been important for the Public Affairs Centre (PAC). It is with a great sense of pride that I look back at the extraordinary evolution and development of an institution, PAC, one and only one of its kind. The unique processes adopted by the scholarly professionals of this Centre encompassing innovative research approaches to address sustainable development goals framework with particular focus on human development sectors is certainly expected to make a major impact in the coming years. In particular, two key sectors relating to human development i.e. elementary education and public healthcare find a central place in the strategy for a holistic national development.

The original idea of its legendary Founder, Dr. Samuel Paul, to develop several social accountability tools, to me, is still a powerful approach for giving voice to communities to enable them to demand their rights and entitlement. Several innovative derivatives of this fundamental concept such as the Citizen Report Card™ (CRC), CRC+, Community Score Card (CSC), Climate Change Score Card (CCSC) and Citizen Monitoring of rural roads certainly have found their rightful response from the concerned communities and the Government.

I would like to emphasise that the Public Affairs Index (PAI) 2019 marks an important departure from the past. It constitutes a landmark symbolising a paradigm shift to a data driven and scientifically rigorous approach to assessing the quality and adequacy of public governance at the subnational level in India. It is my conviction that it can help states to make evidence-based interventions to make substantive improvements in development outcomes.

In the next 25 years, I would like to see PAC to strengthen its significant community engagement component and improve citizen participation in governance. In this endeavour, I would like to see PAC enhance its capability in developing quantitative analytical tools including introduction of extensive application of data science encompassing artificial intelligence and big data analytics. PAC has rightly identified within the framework of its plans and policies, areas that are well articulated in its mission statement- "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."

I use this opportunity to also to wish Gurucharan Gollerkeri, a leader with an extraordinary vision and all the Members of the Governing Board. Each one of them have established their credentials in their own profession to lead this great institution founded by Dr. Samuel Paul and nurtured by such extraordinary individuals like Hon'ble Justice Shri M N Venkatachaliah to enable it to scale higher levels of achievements and global recognition.

Board of Directors



Dr. K Kasturirangan
Chairman



Dr. KRS Murthy
Board Member



Dr. A Ravindra, IAS
Board Member



Dr. H Sudarshan
Board Member

From the Director's Desk

Public Affairs Centre (PAC) turned 25 this year, and our Silver Jubilee year has been memorable as we charted new directions and gained pace in our commitment to help improve public governance in India.

Milestones are important in life. They represent the culmination of hard work - a sense of fulfilment for investing a part of ourselves into a cause that is larger than oneself. It also symbolises change and progress. But perhaps more than everything else, milestones compel us to reflect on the future - the challenges, the possibilities and the adventure. It is important to celebrate milestones. As the Director of PAC, I realised I was in a unique position to create space to celebrate this milestone: to pause the day-to-day responsibilities and recognise those that have put their shoulder to the wheel and helped achieve something noteworthy. PAC is today a leader in its own right. People listen when we speak. Therefore, it is important, to remember and acknowledge those important people and events, in a manner that validates the remarkable contributions and accomplishments, in the 25-year journey of PAC.

There are many who have travelled with Public Affairs Centre in the last 25 years, but time constrains me from dwelling on all them. Suffice to say, they are all people who believed, to paraphrase the Dalai Lama, "It is not enough to be compassionate. We must act", and act, we together did. In this Annual Report we have presented, in brief, the major milestones achieved in the last 25 years, besides the highlights of the work PAC undertook this past year.

One significant development of the year 2019-20 stands out: the five-year Knowledge Partnership initiated between the Government of Karnataka and the analytics vertical of the PAC - the Centre for Open Data Research (CODR). This partnership aims to develop use-case applications in AI-ML in the key human development sectors in government. PAC is excited about this new initiative and we believe that this will help transform development outcomes especially for the vulnerable and disadvantaged populations and geographies in the state.

So what does the future look like?

Since 2017, the effort has been to propel PAC to a more scientific and data-analytics based trajectory. I want to acknowledge the remarkable guidance and support that I receive from and the transformative influence the Chairman of the Board, Dr. K. Kasturirangan exerts in providing the strategic direction to the PAC for the future. He has emphasised the importance of scientific rigour in our research, urged us to go beyond regression analysis and adapt diverse modes of predictive analysis, and opened our eyes to the immense power of data science and simulation models, for the public good.

These will be the future directions of the Public Affairs Centre.



Sudhakar Rao, IAS
Board Member



Vivek Kulkarni, IAS
Board Member



Gurucharan Gollerkeri
Ex-Officio Member, Director
PAC

Commemorative Volume



Celebrating its Silver Jubilee PAC brought out a Commemorative Volume to to chronicle the myriad collaborations and exciting intellectual exchanges that laid the foundation for every advance the PAC had made in the last 25 years. The volume focused on remembering the life and times of its founder Dr Samuel Paul, it had 29 contributors remembering the journey of both the institution and the founders. An event was organised on Saturday, August 17, 2019 in Bengaluru to release the Commemorative Volume.



Commemorative Volume "Citizen at Heart"



Commemorative Volume released on August 17, 2019
by Dr. K Kasturirangan



Research Overview

The 25th year of Public Affairs Centre witnessed the culmination of a few eye-opening projects and the initiation of some exciting ones. The completed projects included a study carried out for the [Southern Voice](#) on the State of the SDGs. The research question we sought to answer was - why are women falling off the spectrum of the Indian workforce at a rapid pace? We used the Rao-Kelleher gender framework for the analysis and undertook a field survey in three districts in India representing varying participation rates of women in the workforce. What came out was clear – traditional family structures, gender-biased beliefs and practical mobility difficulties constrained women from utilising their full capacities in the work force. The findings were presented in many national and international fora and were well received. We plan to delve deeper on this important issue in the year ahead.

Another important action research project carried out was for the [Samagra Shikshana Karnataka, Department of Public Instruction, GoK](#). The objective was to enhance community ownership of schools in Karnataka through the School Development and Monitoring Committees (SDMCs) using social accountability tools that helped the team to identify the issues constraining SDMCs for carrying out their roles and responsibilities. These were addressed through focused capacity building activities targeting not only SDMC members but also other related stakeholders as well. A second round of Citizen Report Card (**CRC**) survey among schools sought to measure the delta. The unplanned visit by a respected third-party evaluator to a school and witnessing the SMDC members demanding rights-based entitlements, was an endorsement of our belief that enhancing community agency and enforcing the principle of subsidiarity is the only way that the state can be held accountable.

We see exciting times ahead with some of our current projects geared to take-off – data frameworks and data collection instruments ready for our team to hit the field and reach out to communities. We are taking on new sectors – social welfare, South-South Cooperation; new opportunities – restructuring of institutions and impact evaluation of programmes at the last mile, to meet the challenge of ‘transformational’ action research. The Centre for Open Data Research ([CODR](#)), the latest vertical of PAC that deals with data including engineering, modelling and analytics, is growing stronger. Amongst all these initiatives, the looming COVID-19 scenario will only help PAC to cope better through enhanced use of our current strengths – technology and ground-level partners.

Our quest to use social accountability tools to advocate transparency, accountability and participation, now strengthened with data analytics, to help foster good governance continues...!

Dr. Meena Nair
Head - Research





Southern Voice State of the SDGs (SVSS)

Will Women be a Part of India's Future Workforce?

The Quest for Inclusive and Sustainable Growth in India

Approach (Country Case Study: India)

July 2018 to March 2019



The key aim was to:

- Understand barriers to women's labour force participation
- Identify enablers for women's labour force participation
- Understand the progress made in SDG 4 (Skilling) and SDG 8 (Decent Work and Economic Growth) in this context.



Our Innovative Approach

- Used statistical techniques like Factor Analysis and Structural Equation Modelling to study causes of declining female labour force participation in India
- Linked quantitative analysis findings with anecdotal evidence from the field
- Highlighted importance of structure and agency in women's participation in the workforce

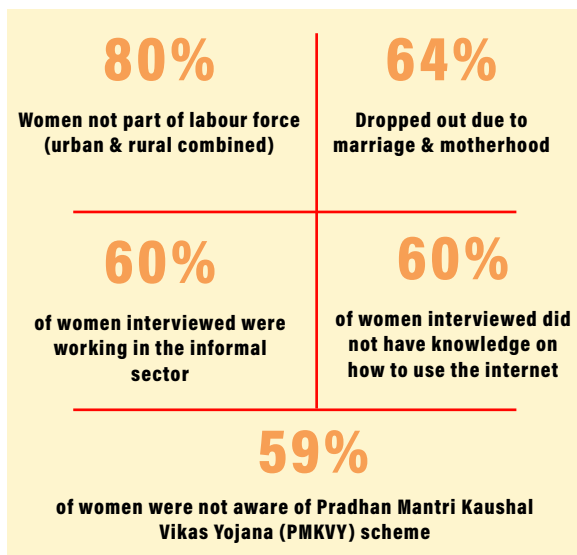


How We Impacted

- Evaluated PMKVY specifically in the context of female labour force participation to identify gaps in the scheme
- Established that causes for FLFPR were not just lack of infrastructure and institutional support, but issues of patriarchal mindset
- Established that education has a bigger bearing on marriage prospects of women than their participation in the labour force
- Analysed synergies & trade-offs between SDGs 4, 5 & 8 and established that SDGs 4 & 8 synergies remain unrealised
- Provided empirical evidence on the progress made and aligned to the goals of SDGs 4 and 8
- Created maximum impact with the partner network, Southern Voice
- Stipulated evidence to understand the synergies and trade-offs in achieving SDG 4 and 8, and defining circumstances of the women most likely to be left behind in the current development trajectory



Key Findings



Our Uniqueness

- Established absence of correlation between women's education & women's employment
- Identified existing socio-cultural norms had a bigger play in making women drop out of the labour force than the factor of education

"This country case study on the rapidly declining female labour force participation in India highlights the need to challenge existing social norms that serve as barriers to women's employment"

Aparna Sivaraman
Programme Officer



Takeaways for Audience

Community

There is a need to build awareness within the community on the reasons why women's participation in the labour force is important. The social norms that govern society serve as barriers since women's employment is seen as secondary. Projects like these provide an opportunity to question the community's mindset and attempt to change it, particularly in the reducing the burden of unpaid care work on women.

Funding Agencies & Donors

The project provides an opportunity for further research to dig deep into the causes for India's declining female labour force participation. Initiatives can be undertaken to address the social norms that serve as barriers for women. Findings of this study can be the starting point of action research projects, such as: Women's access to maternity benefits; Conversion of women from informal to formal employment sector. How to solve it gender wage gaps.

Corporate

As direct employers of women, corporates can develop policies that support women to pursue their careers as well as those who wish to enter the workforce. Gender sensitive recruitment policies and working conditions will enable women to stay in the workforce. CSR activities of corporates can also focus on increasing the participation of women in India's labour force.

Government

The project provided an assessment of the [PMKVY](#) from a gender perspective and suggested recommendations for the government to enable women to become a part of the workforce.

Network Partners

The project provided the network partners with empirical evidence of the progress made in SDGs 4 and 8 through the lens of gender equality (SDG 5). It also provided evidence for negotiations at a global level



What We Did Well

Taking a lifecycle approach helped in looking at demand side (skill centre audits) and supply side (gauged socio-economic status of women and correlated that with their participation in the labour force).



Next Level

Based on the research, the project can be taken up with the [Ministry of Labour](#) as well as the [Ministry of Skill Development and Entrepreneurship](#) to showcase the findings on PMKVY for them to adapt the recommendations.



Outreach

2



Publications

2



Presentations at other Events

1



Event

Organised ["The National Workshop on India's Declining Female Labour Force Participation"](#) that included key participants such as UNICEF, Bangalore University, Government of Karnataka.

Leadership, Management and Governance

Support for Think Tanks - Strengthening Organizational Leadership, Management and Governance



- Improve second line leadership – team head level to take on leadership roles
- Ensure seamless movement into Executive Director's role in future
- Focus on human development activities related to SDGs as part of the role of senior management

September 2018 - May 2019



Key Findings

- Launch and develop data analysis use cases as might be applicable to public governance, with a focus on the human development sector
- Ensure that the leaders in the organisation understand the nuances of roles at both organisational and professional levels to execute efficiently the tasks of a non-profit leaders.

To achieve this the following programmes were identified

International Open Data Conference (IODC) 2018 in Buenos Aires, Argentina September 27 and 28, 2018



"PAC was invited to contribute to the State of Open Data Chapter from India perspective which needs to include the open data landscape in India covering civil societies, government and private sector and also facilitate the open data chapter in India"

Hari Dilip Kumar
Programme Manager

Artificial Conference and Think Tank Conference in Palo Alto, California, February 20-29, 2019

Attended by Dr. Asha Subramanian, Head - Centre for Open Data Research

"I was able to explore opportunities to network with like-minded institutes and organisations"



Dr. Asha Subramanian
Head - Centre for Open Data Research

Geospatial World Conference Amsterdam, Netherlands April 02 - 04, 2019

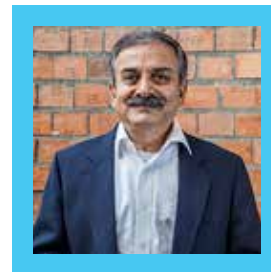
"During one of the sessions at GWF 2019, I had discussed the approach of spatial integration in SIDDHI using the global geonames ontology and whether this approach was as per international standards for geospatial integration. The key inputs I received from experts in the field suggested that the approach is very much in the right direction".



Dr. Asha Subramanian
Head - Centre for Open Data Research

Two-day Professional Development Programme at the Harvard University Extension School, Cambridge, MA May 22-23, 2019

"The immediate utility of this training is manifest in two ambitious projects that PAC has now embarked upon: to apply data analytics in health care; and disruptive digital governance initiatives for social inclusion in chronically backward regions of Karnataka".



Gurucharan G
Director

Executive Program for Nonprofit Leaders at Stanford Business School of Executive Education, San Francisco March 26-31, 2019

"I understood what a Mission statement does- Empower the underprivileged-strong financial foundation. In addition I learnt that 2 things to keep in mind while measuring process-(1) Focus attention on external competitive threats and challenges and (2) hire team players and fire people who do not work collaboratively with others."



Dr. Annapoorna Ravichander
Head - Policy Engagement and Communication & Training

National Human Rights Index (NHRI)

A data-based relative performance assessment of the states on human rights in India.



May 2017 to March 2020



The key aim of this NHRC-commissioned study was to create a robust data-driven statistical index to rank all states of India from of human rights



Our Innovative Approach

- Developed first of-its-kind human rights' Index in India
- Studied community perceptions via media and Social Media platforms like Twitter

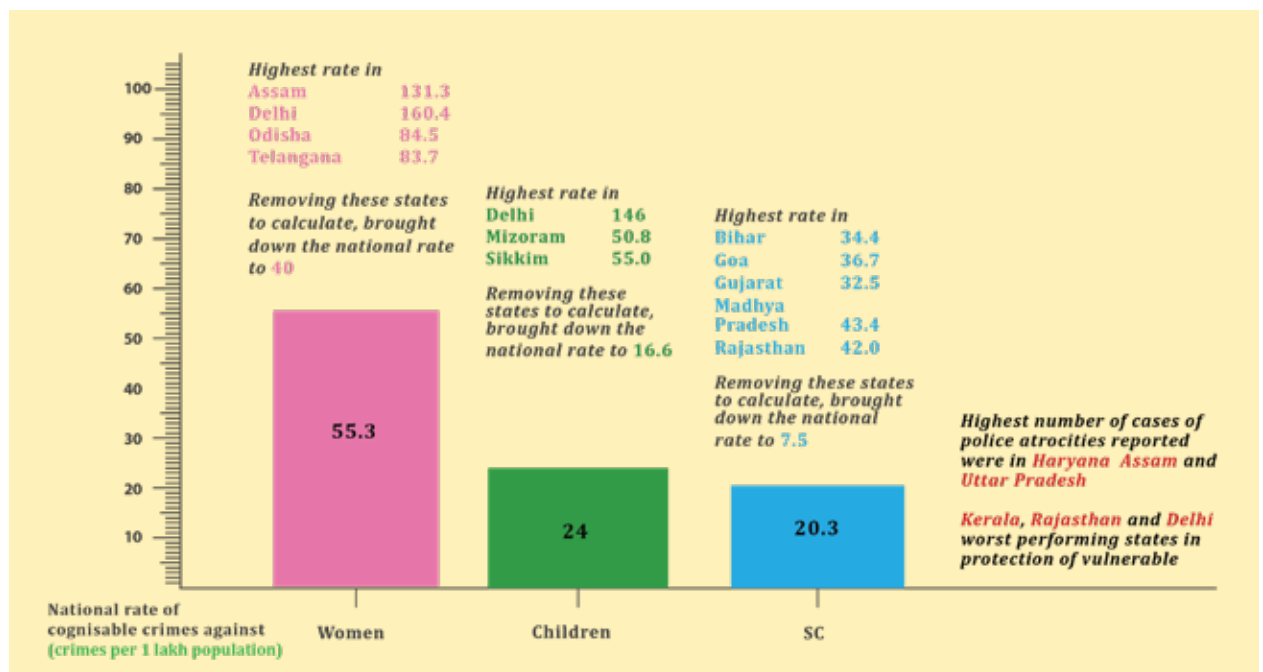


How We Impacted

- Made region-specific, customised recommendations
- Triggered by data challenges that the project faced, PAC recommended creation of database and data analytics cells at the national and sub-national levels



Key Findings



"Based on our evidence-driven research, we have come up with a set of recommendations that serve as actionable knowledge for policymakers. This study helps identify gaps and areas of intervention to curb human rights violations"

Udita Dutta

Senior Programme Officer



Takeaways for Audience

Community

As an evidence-based approach, it can help change perceptions of the community towards human rights violations, especially with respect to a state

Funding Agencies & Donors

Can look at state-level gaps and identify areas of potential investments

Government

Can look at gaps in programme and policy implementation; Look at gaps at the state level, in terms of implementation and come up with better-constructed policies

Network Partners

Can create more such indices in Global South



What We Did Well

On a sensitive subject like human rights, PAC managed to circumvent data challenges to come up with a composite index.



Next Level

- Ground truthing can be done of a cohort of select few indicators to validate the secondary data
- Has potential for creating case studies
- Opens up opportunities for state-specific recommendations



Our Uniqueness

The study created new literature for measurement of human rights in India.



PAI team met with Shri. Justice H.L. Dattu Chairperson of NHRC and Senior Officers to discuss the NHRC draft report

Assessment of the Karnataka German Technical Training Institute (KGTTI) as Model Multi Skills Development Centres (MSDCs)



February 2019 to May 2019



Conduct an interim evaluation of Karnataka German Multi Skill Development Centre (KGMSDC) project and under that an assessment of Karnataka German Technical Training Institute (KGTTI) as a model of multi-skill development centre.

PAC studied all 5 KGTTI centres in Karnataka, Kalaburagi, Mangaluru, Hubballi, Belgami. The study was to understand, the technical part, curriculum, faculty capabilities, infrastructure, industrial tie-ups, post-training students' status and the overall capacity building prowess of the training.



Our Innovative Approach

- Took a 360-degree approach - training, placement and longevity in the jobs
- Involved the community/major stakeholders – by roping in the parents as well
- Proposed gender parity



Key Findings

Of the 355 students who had passed out (over 3 years - 2016-2017, 2017-2018, 2018-2019), 33% were found to be employed

Most of them were placed in IT/ITeS, manufacturing and service industries

Of the 355 students who passed out, 37% were SC/STs, 30% were OBC

Of those trained, only 15% were women



Our Uniqueness

The fact that it is being integrated with other projects such as IMC-K (the International Migration Centre for the state of Karnataka), to help talent migration in a safe manner while also encouraging circular migration. PAC's assessment and evaluation study proposed a migration familiarisation workshop of the students.



How We Impacted

The study, while proposing enhancement of infrastructure and curriculum, aligned the training to future of work.

“So far, the training is only output driven. PAC proposed an outcome-driven approach, i.e., focus on how many people are getting employed as a result of the training”

Basil Liongs

Senior Programme Manager



Next Level

The following can be done by way of next steps:

- More attention should be on student placements. There is a need for placement cells as well.
- There is need for recruitment drives.
- Need for a dedicated portal to:
 - Track training, placement and longevity in the jobs
 - Bridge demand-supply gaps, i.e., demand for people with the technical skills and the supply of such labour for industries

Both these factors will ensure long-term success of the centres by enabling:

- Inclusion of soft (employability) skills as part of the training component



What We Did Well

PAC looked at it both from the student expectation side and also from the side of the benefits the training delivered.

- Helped KGMSDC/KGTTI convert it into a tangible, impact-driven initiative (in terms of number of students getting placed)
- Brought back industry expectations to them, by talking to both students and the industries with which the training centres had tie-up



Takeaways for Audience

Community

Opens up scope of employment and livelihood

Funding Agencies & Donors

In rural areas they can fund similar projects to understand the demand

Corporate

Can use the views, perceptions and expectations on the skills shortfall from the study to ensure that the training is better tailored to suit the students' needs

Government

Scale it up beyond the 5 centres, basis the recommendation

The project can resonate most with government because the impact assessment and recommendations will help them improve training that is being offered to the students and also scale up the model.

Study of Welfare Impact of Usage of the Construction Workers Welfare Board Cess in Karnataka



March 2019 to February 2020



The key aim of the study was to conduct an impact assessment of Construction Workers' Welfare Board (CWWB) cess utilisation in Karnataka. The study covered process of registration, renewal of memberships, identification of beneficiaries, distribution of benefits, etc. It evaluated processes and functioning of different CWWB schemes and also monitored their progress.



Our Innovative Approach

- Integrated with other existing government schemes, such as health insurance schemes like Employees' State Insurance (ESI)
- Identified and plugged secondary data gaps



Key Findings

- 6 months to 3-year delays in benefit disbursements
- No IEC campaigns
- Availing of housing loans not encouraged
- More focus required on pension schemes
- Need for studies on migrant construction workers



Next Level

Facilitate evidence-based policymaking related to the state's industrial development.



How We Impacted

The study was useful for improvement and simplification of processes and proposed ease of access for beneficiaries.



What We Did Well

PAC looked at some key variables and could find even those secondary data that were not easily available but were pertinent for the study.

"The study brought to the fore process glitches and the issue of tardy benefit disbursements for construction workers. The actionable interventions proposed will help the government improve the process of fund collection and management"

Basil Liongs

Senior Programme Manager



Takeaways for Audience

Funding Agencies & Donors

Opens up opportunities to work in areas of training

Government

Other state governments can do similar assessments

Corporate

Projects can be taken up on education of children of migrants



Visitor's Comments

"Grateful for the opportunity to learn about your work. You are focused on so many areas"

Gautam John

Nilekani Philanthropies

January 23, 2019

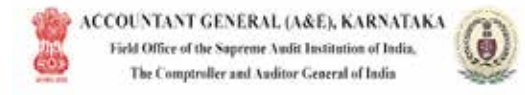
"We had a great time, with informed and thoughtful discussions and keen to take this forward in different way"

Sruthi Krishnan

FOV

September 13, 2019

Project DIA - Data Integration and Analytics



April 2019 to October 2019



Project DIA presented a potential framework to accomplish a data-enabled audit process with an ability to store, retrieve and analyse past audit data. A spatial (department, location, agency etc.), temporal (year, time period) and contextual (audit vocabulary) grounding was provided to all digitised audit resources.



Our Innovative Approach

Developed Semantic Web Application. Designed and developed TF-IDF model for Predictive Text Classification. Process automation was done for bulk data upload.



Our Uniqueness

Used a non-conventional Database Management System. Automated the First Phase in an audit process, that is, risk assessment.



What We did well

The software development lifecycle was ardently followed throughout the project. Each phase of the project was well documented. End-to-end project deployment knowledge transfer was given to the AG's engineering team.



How We Impacted

The proposed system comes with a dashboard that delivers a variety of reports, including a summarised information for the department and its audited units. This summarised information allows the auditors from the AG (G&SSA) to prepare themselves for future compliance audits.

"It is perhaps the first semantic web-application in government. The project was well received by the client. The success of the application was built on impeccable project management and highly competent developers."

Mrinalini Kabbur
Consultant



Takeaways for Audience

Community

Opens up more localised, livelihood opportunities

Funding agencies & Donors

Can fund projects to study imbalances across districts

Network Partners

Develop similar indices in Global South

Government

The data provided will help the government draw up a roadmap to bring in policies that are region and context specific

The study is likely to get maximum traction at government levels because the Index can help government identify district-level gaps and implement policies tailored to address the imbalances.

"It was really a pleasure working with PAC on Project DIA. The PAC team's professionalism and hard work is worthy of mention. The team deserves a huge applause for timely completion of the project. We wish you success in all your ongoing as well as upcoming projects"

Beena Thomas
Domain Expert, DIA Project,
O/O Pr. AG (G&SSA)



Next Level

Developing a similar data-framework for Audit to other Principle Accountant General office in other states.



Visitor's Comments

"Yes it's true that the PAC Institution has an eco- friendly green campus with beautiful interior decorations, paintings and wall-hanging. Everything is very beautiful and very impressive. Best practices for us to learn."

Bhagyalakshmi V
Joint Director, ATI Mysore
January 1, 2020

Evaluation Study on Impact Assessment of Selected Schemes Being Implemented by Social Welfare Department (SWD)



ಸಮಾಜಕಲ್ಯಾಣ ಇಲಾಖೆ
Social Welfare Department



September 2019 to November 2020



The primary aim of this social welfare project is to conduct an impact assessment of 10 select schemes for Schedule Caste (SC) and Schedule Tribes (ST) beneficiaries. The assessment will be done for schemes under five departments of GoK, implemented between 2014 and 2019, in terms of overall welfare of SCs and STs.



Our Innovative Approach

The key innovation is essentially in methodology:

Big-push training – PAC is carrying out a need assessment of skills gap of officials at the taluka and district levels. The training, if/when designed following the need assessment, has the potential to elevate the performance of these officials. This is being done in the 10 select districts



Next Level

The following can be done:

- Focus on delivery issues, i.e., implementation of project at the taluka level and issues related to utilisation of services
- Proper utilisation of all schemes by SC and ST beneficiaries



Likely Impact

Performance of officials at the grassroots/ implementation level is likely to improve, should there be a training based on the need assessment.



What We Did Well

Conducted scoping visits in 10 districts of Karnataka (essentially North and Kalyana-Karnataka) to understand the ground reality and implementation status of select welfare schemes.

“Service provision and utilisation are integrally intertwined. Therefore, proper diagnosis of the root cause of problems in service provision and utilisation can lead to better impact evaluation”

Dr. Satyajeet J Nanda,
Programme Manager



Takeaways for Audience

Funding Agencies & Donors

It will help them understand how much the schemes have impacted the lives of beneficiaries, mainly in terms of socio-economic improvements over time

Government

Will help the government gauge what processes and SAT tools can be better utilised to bring SCs and STs into mainstream development areas

Corporate

The impact assessment will help them understand which specific components of activities (standards and protocols, training and capacity building, community participation, etc.) had how much effect

The project is likely to create the maximum impact on the government. PAC's recommendations can help government create a blueprint for better service delivery.



PAC team in a discussion with Taluk officers in Dharwad District on the utility of the Citizen's Report Card + (CRC+) for the Days Scholarship Scheme brought out by the Government of Karnataka



Our Uniqueness

In addition to routine assessments, this study provides an understanding of participatory governance aspects in implementing the services under the 10 schemes.



PAC team in a discussion with PIOs of Vijayapura district

Improving Service Delivery for the Welfare and Development of Children in Karnataka:

Addressing Concerns of Children in the 0-6 Age Group and other Beneficiaries in Karnataka through Access to and Usage of the Integrated Child Development Scheme (ICDS)



October 2019 to September 2022



The study aims to improve quality of services under WCD's Integrated Child Development Services Scheme (ICDS). The two key components of the study are:

- Child Nutrition: Malnutrition of children under the age of 5, with the focus being on stunting, wasting and underweight
- Early Child Care and Education (ECCE): Pre-school education services provided by Anganwadi centres under ICDS



Our Innovative Approach

- Application of data science: PAC has developed a data framework that would have non-binary, raw data from the ground, to zero in on SMART (Specific, Measurable, Achievable, Relevant and Time-bound) indicators
- Inclusion of both demand and supply sides of ICDS schemes



Our Uniqueness

In most studies so far it is the malnutrition aspect that has been studied for children under 5. This study focuses on ECCE as well.



What We Did Well

PAC has undertaken an approach that involves clustered Randomised Controlled Trial (RCT).



Likely Impact

- Provide replicable and scalable intervention strategies
- Decrease the burden of malnutrition with improved ICDS delivery, enabled by improved community participation

"The mother is at the heart of this study. Our recommendations aim to empower the mother in a way that she has a better grip on the nutritional status of her child"

Dr. Sanjeev D Kenchaigol
Programme Officer



Takeaways for Audience

Community

Increased participation, ownership of the ICDS programme

Funding Agencies & Donors

Key interventions can be tested in other states of India with similar burden of malnutrition

Corporate

Can strengthen the infrastructure part of ICDS in Anganwadis

Government

Will get key evidence-based solutions that can be scaled up across Karnataka to reduce burden of child malnutrition



Next Level

Interventions suggested by the study can become part of regular practices of ICDS programmes.



Visitor's Comments

"Absolutely awesome office, just as awesome as the team! Love the greenery and natural light and of course, the beautiful painting, way to go PAC"

Gowri Mahesh
Co-Founder and CEO,
Learning Matters Pvt Ltd
September 4, 2019

"Lucky to meet good people and with capabilities that are very helpful for our CSR and our company"

F. R. Singhvi
Joint Managing Director of Sansera
Engineering Limited
August 23, 2019

Kerala District Industrial Friendliness Index

Supported By



*an autonomous institution
sponsored by the Government of
Kerala*

July 2018 to April 2019



The aim was to rank the districts of Kerala on parameters of industrial friendliness, identify regional imbalances and outliers.



Our Innovative Approach

This was the first-of-its kind index to gauge industrial friendliness at the district levels in any state in India.



Our Uniqueness

Facilitate evidence-based policy-making related to the state's industrial development.



What We Did Well

PAC held a stakeholder workshop to facilitate structured data collection by:

- Running identified indicators past the stakeholders
- Informing them of areas of data gaps that needed to be plugged
- Getting their validation on use of the indicators

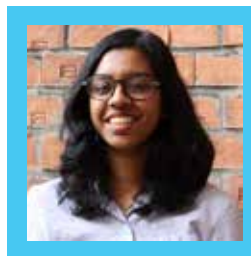


How We Impacted

The Index is likely to provide actionable recommendations to improve industrial friendliness of Kerala as a whole.

"The study highlights the importance of data in evidence-based policymaking and has the potential to bridge regional gaps in development"

Aparna Sivaraman
Programme Officer



Takeaways for Audience

Community

Opens up more localised, livelihood opportunities

Funding Agencies & Donors

Can fund projects to study imbalances across districts

Network Partners

Develop similar indices in Global South

Government

The data provided will help the government develop a roadmap to bring in policies that are region and context specific

The study is likely to get maximum traction at government levels because the Index can help the government identify district-level gaps and implement policies tailored to address the imbalances.



Next Level

- A bottom-up approach can be adopted by replicating this index at the Block and Gram Panchayat levels, not only in Kerala but also in any other state of India
- The study opens up opportunities for further research on the causes for imbalances across districts



Stakeholder meeting with representatives from departments of the government of Kerala to discuss the data collection and availability



Visitor's Comments

*"Lovely visiting PAC. Great Team.
All the Best."*

Dr. Srinivas R
Director, CSD Bangalore
January 7, 2019

Roll-Out and Implementation Support to Establish and Institutionalise the International Migration Centre - Karnataka (IMC-K)



April 2018 to March 2023

- • Make international migration from Karnataka safe, orderly, humane and efficient
- Institutionalise a three-tier architecture comprising 30 district Migrant Information Centres (MICs), 4 divisional Migrant Regional Centres (MRCs) and 1 state-level Migrant State Centre (MSC) for overall monitoring, with the primary responsibility of MIC to register potential migrants
- Establish a Research and Analysis Division (RAD), including members of KVTSDC and Recruitment Agencies for Karnataka (RAKs), to drive research for evidence-based decision making and development of a coherent policy framework
- Build Standard Operating Protocols (SOP), training and capacity building, and Management Information Systems (MIS) for all four institutions

PAC will provide strategic guidance and continued support to (Skill Development and Entrepreneurship and Livelihood) **SDEL/DET** (Department of Employment & Training) to oversee the set-up and institutionalisation of IMC-K.



Our Innovative Approach

- Set up a Research and Analysis Division (RAD) to undertake research that would benefit the entire overseas employment sector
- The Project Management Unit (PMU) at PAC has developed a Management Information System (MIS). The information collected at the district and taluka levels will be stored in the MIS that will help policymakers take appropriate decisions, help foreign employers match demand requirements with candidates (potential migrant) profiles



Our Uniqueness

A unique three-tier structure, each with a specific mandate and complementary in nature.

- IMC-K office – where functions will be handled by the PMU
- RAD to function as the research arm
- RAK to function as the employment arm



How We Impacted

To position Karnataka as the preferred state of origin in India for knowledge and skilled workers.

“The IMCK framework enables the Government of Karnataka to institutionalise a lifecycle approach to safe, orderly and humane international migration and establish sustained pathways to overseas employment for people of Karnataka. PAC, as the knowledge and implementation partner, provides the requisite hand-holding in making Karnataka the preferred source of trained and certified manpower through evidence-based research and multi-stakeholder engagement “

Dr. T.L.S. Bhaskar
Programme Manager



Next Level

- Aim at recruiting skilled and certified youth from Karnataka in line with the requirements of the foreign employers for requisite job roles in specific sectors. This would require seamless implementation of MIS across the 3-tier architecture
- Organise appropriate skilling and destination-specific PDO (pre-departure orientation) for selected candidates on a continuing basis
- RAK to have an identity of its own. The process to rename it as an independent agency is being discussed with the Director, KVTSDC
- Recruiting full-fledged staff for both RAKs
- Focus on serious migrant applicants – either directing them to the skilling TPs or include in the database for potential recruitment
- Develop network information pertaining to foreign employers, foreign missions, service providers, skill testing and certification bodies, etc
- Organise a recruiters' conference to ensure ethical recruitment standards for mobility of workers



What We Did Well

- Set up two RAKs in Bengaluru
- Set up 8 MICs two per division for 4 divisions of Karnataka
- Organise orientation workshop (delivered by Director, PAC) for the staff from all 8 MICs
- Designed and published:
 - A handbook on Pre-Departure Orientation Training for migrants
 - Brochures for foreign employers and migrants
- Creating an Information, Education and Communication (IEC) material for potential emigrants at the district and the taluka levels
- A two-day Training of Trainers (ToT) workshop to certify trainers for Pre-Departure Orientation Training (PDOT)
- Pre-Departure Orientation Training given to 17 workers migrating to Saudi Arabia, Qatar and Dubai from Karnataka
- Created an IEC overview document and submitted to KVTSDC



Takeaways for Audience

Community

Will help create safe, orderly, humane and efficient migration pathway

Government

Create policies to ensure safe, orderly and humane talent mobility and migration

IDRC Data Management Plan



November 2019 to March 2020



The aim was to develop a Data Management Plan (DMP) for Public Affairs Index (PAI), PAC's marquee quality of governance initiative, that included a very large pool of data. IDRC assisted PAC to develop a data article manuscript that described the research data and dataset. The data article will be presented at a data management sharing workshop.



How We Impacted

The project will provide actionable knowledge to think tanks, researchers and academia on data management and documentation.



What We Did Well

Data management and documentation for a project that had huge sets of data.



Our Uniqueness

Often data is an integral part of a project. However, in most cases, issues such as how the data is saved, managed or who has access to the data are not given due importance. This project specifically focuses on data management, documentation, storage and privacy.



Next Level

The DMP developed for PAI can be replicated to other data-based projects as well.

"This project can help build capacity of researchers in terms of data documentation, storage and accessibility"

Udita Dutta

Senior Programme Officer



An Assessment of Services Provided by Electricity Supply Companies (ESCOMS) in Karnataka

January 2019 to December 2019



The project aims to address key issues:

- Identify gaps and systematically assess the quality, responsiveness and outcomes of basic services provided by the five ESCOMs in Karnataka
- Generate a better understanding of the problems and constraints ESCOM staff are facing as service providers



How We Impacted

The study recommends steps for ESCOMs to improve last mile delivery and make process of service more transparent



Takeaways for Audience

Funding Agencies & Donors

Similar studies can be commissioned in other states

Government

The gap analysis will help the government address issues of delays in service delivery and grievance redressal



Our Innovative Approach

Conceptualised an Electricity Atlas for Karnataka to depict the energy consumption patterns across sectors (domestic, industrial, commercial and agriculture)

“Efficient supply of power improves the standard and quality of life of common people. Despite electricity being classified as an essential service, access to it continues to be a challenge for many. The study will help ground truth the quality of electricity services being provided”

Sukriti Bhardwaj
Programme Officer





Application of Data Analytics in Health Care and Health Personnel Deployment Optimisation

October 2019 to August 2022



The project aims to:

- Optimise deployment of healthcare personnel and staff in various health institutions in the state of Karnataka
- Enhance community participation and use of appropriate local institutional interventions to improve social accountability standards on the demand side of health service delivery
- Use Machine Learning (ML) techniques and Big Data Analytics to review policies, programmes and institutions for development and delivery of health services in Karnataka



Our Innovative Approach

Created a dashboard for advanced data analytics with visuals.



Takeaways for Audience

Community

Improved community participation and use of appropriate local institutional interventions can improve social accountability standards on the demand side of health service delivery



Key Findings

Based on analysis of secondary data from the Health Resource Management System of the GoK and National Health Mission (NHM), Karnataka, it was found that the shortage of health staff was more acute in Belgaum (Belagavi), Bengaluru Urban and Gulbarga (Kalaburagi) than in the other rural areas of the state.

“Health is a basic human right and accessibility, availability to healthcare services play a key role in developing healthy populations. With this project we aim to resolve the issues with availability to health personnel and essential drugs will improve the accessibility to health care institutions in the public health sector of Karnataka.”

Dr. Akash Gajanan Prabhune
Consultant



Developing System Optimization Solutions for Procurement of Medical Supplies for the Government Health Care System in Karnataka



July 2019 to June 2022



The key objectives are:

- Support supply chain management that enhances rational procurement, supply and use of essential medicines, consumables and equipment, in a wide variety of decision-making situations
- Prepare a roadmap to foster skills required to manage implementation of an optimisation-based decision support tool, for replication throughout Karnataka on a sustainable basis
- Provide ongoing advisory support to develop procurement, supply standards and processes that support best practices in healthcare supply chain management
- Provide hand-holding support for corporatisation of the Karnataka State Drugs Logistics and Warehousing Society (KDLWS)
- Undertake data analytics-based initiatives to support better healthcare procurement and supply chain management. The aim here is to improve health service delivery and health outcomes in Karnataka



Takeaways for Audience

Government

Enhanced quality of health services for the state's healthcare network, especially at the primary and the secondary levels

"Health systems rely heavily on availability of quality drugs and equipment to aid in diagnosis and treatment. Current system is quite functional and proactive however there is no dialogue between the drugs procurement agency and healthcare institutions. With our project we intend to link supply and demand side using data and ensure sustainability in dialogues between the two agencies."

Dr. Akash Gajanan Prabhune
Consultant



Public Affairs Index: Governance in the States of India

2019



The Public Affairs Index (PAI) is the annual assessment of adequacy and quality of governance in the states of India. On the basis of a composite index, the states are ranked on governance performance. PAI 2019 looked at governance performance in the context of sustainable development, defined by the three pillars of: equity, growth and sustainability.



Key Findings

- There exist varying degrees of equity between the states of India
- Cluster analysis revealed **96** of the **100** aspirational districts, as identified by the NITI Aayog, fall in one particular cluster where the states are moderately performing in the equity pillar but performing below average in both the pillars of growth and sustainability



Our Uniqueness

The model of PAI 2019 was one of a kind. PAC integrated the World Governance Indicators from the World Bank and the Sustainable Development Goals (SDGs). Only the SDGs where the state has a role to play were strategically chosen.



Takeaways for Audience

The humungous pool of data generated from this project will be beneficial to researchers and will help them analyse the data as per their areas of interest.



Our Innovative Approach

The methodology of PAI 2019 was unique. For the development of a composite index, PAC used a variation of the Manhattan Distance which other indices have not considered.

Government

The Public Affairs Index helps state governments identify gaps in policy implementation and aids them to take action accordingly.

"PAI is one of our flagship projects and we have ensured that the measurement of governance is scientific. This project can help policymakers frame informed, context and region-specific as well as resource-sensitive policies"

Udita Dutta

Senior Programme Officer



Next Level

A similar index can be developed at the state level and all the districts of that state can be ranked to compare performance. This exercise will help analyse intra-state patterns. A District Good Governance Index (DGGI) was developed for Himachal Pradesh and an Industry Friendliness Index for Kerala.



What We Did Well

- Developed an improved methodology that was more scientific, rigorous and objective in nature
- Used statistical techniques such as Factor Analysis and Principal Component Analysis to generate the index
- Apart from ranking the states, PAI 2019 also included an analysis of certain indicators over a period of time to recognise the progress made by states that may not be at the top of the rankings
- Included a cluster analysis that revealed patterns in performance of the states
- Individual state fact sheets developed included where the featured in the top or bottom three and provided recommendations for the state to improve performance



Visitor's Comments

"We are very excited and honoured to have met with all of you. Look forward to the near + long term future"

Amira Shah

Director, HBS Foundation

November 29, 2019

Citizen Monitoring of Fair Price Shops in Public Distribution System



May 2017 to March 2020



The core objective was to find a model of citizen monitoring for Fair Price Shops (FPS) in Karnataka that are effective in bringing in more compliance and transparency in rules and regulations. The aim was also to ensure that the citizen monitoring groups are able to identify and resolve challenges faced by the community.



Our Innovative Approach

After testing 3 different models for citizen monitoring in the second year, the Self-Help Group (SHG) model was found to be the best and the most effective in terms of improving compliance of FPS. In Year 3, the enablers and barriers to the success of the SHG model will be tested in worst case conditions (i.e., shops assumed to high levels of malpractices).



What We Did Well

The project team worked in a cohesive manner with the government, funders and partners to identify the root cause of the challenges the community as well as the supply chain was facing.



How We Impacted

- Elected and trained 240 citizen monitors
- Reached out to a total of 1,01,826 beneficiaries in 3 years
- In Year 2, mobilised 7,072 men and 14,784 women across 15 districts to participate in gram sabhas to discuss the challenges and work out a roadmap for challenge resolution
- In Year 3, so far mobilised 3,588 men and 4,769 women across 10 districts for the gram sabhas to nominate citizen monitors, discuss functioning of FPS and related to the food basket



Our Uniqueness

- Identified an evidence-based model for citizen monitoring of the FPS
- Steered a women-led initiative, resulting in measurably greater impact in terms of adherence to transparency
- Focused on a bottom-up approach for capacity building of partners and communities to build scalable and sustainable impact
- Adopted a community-centric approach that allowed for open sharing of challenges and joint problem solving
- Advocated 'learning by doing', including a process of constant improvement with provisions for feedback from all participants in the project

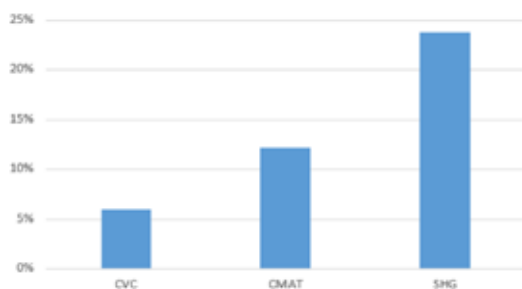
“The 3 years of the project have been a very enriching experience for PAC. This project can be a good starting point to work on more food security projects and the governance systems around them. We would like to thank our funders APPI, Dasra and everyone who has worked with us, directly or indirectly, to make this project a success”

Bhargavi Nagendra
Senior Programme Officer



Key Findings

- The community-elected group of citizen monitors, where each member was a part of at least one women's SHG, was found to be measurably more effective than the government-appointed Vigilance Committee in ensuring compliance to regulations and higher transparency
- Identified top challenges as – lack of awareness among beneficiaries in terms of entitlements, poor grievance redressal system, server issues impacting access to entitlements, reduced offtake of food grains
- The 3 citizen monitoring models tested were Citizen Vigilance Committee (CVC), the Citizen Monitoring Action Team (CMAT) and the SHGs. The graph shows the SHGs outperformed the other two by a huge margin in compliance score across 15 districts in Karnataka



Takeaways for Audience

Community

Ensures more transparency and accountability of the FPS, appointment of effective and responsible local-level monitoring team (from women's SHGs) and identification and resolution of issues regarding ration. The project also ensures involvement of taluka level officials (including the food inspector) as well as engagement of the gram panchayat.

The project created maximum impact for the community and district-level partner organisations by providing the required awareness and training to identify and flag issues, discuss those in the community and arrive at a resolution.



Next Level

The possible areas of action research are:

- Shift from calorific to nutritional security to address the bigger issues of malnutrition and hidden hunger in India
- Advocate independent ombudsman to monitor functioning of the PDS
- Develop better technology and design for beneficiaries and the Food and Civil Supplies department
- Take it to scale in specific districts by leveraging the learnings from the project in terms of community participation
- Addressing systemic challenges in terms of procurement, staff allocation and disbursements

South-South Global Thinkers - A Global Coalition of Think Tank Networks for SSC



November 2019 to June 2020



The project focused on creating an assessment framework for capacity building in South-South Cooperation, taking the Indian Technical and Economic Cooperation (ITEC) programme as a case study.



Our Innovative Approach

- Assessed a programme that did not have an external assessment earlier. When published, this will be the first openly available assessment of the ITEC project
- PAC used a combination of critical enquiry methods and liberalism theory to create the assessment framework
- Cross-border interactions with government officials, CSOs and academicians in Nepal and Bangladesh



Our Uniqueness

- Conducted a purely qualitative research
- Took into account not just India's perspective, but also Nepal and Bangladesh's perspectives on India's development cooperation



What We Did Well

PAC was able to find external resource persons with expertise in International Relations and geopolitics.



How We Impacted

- The project will result in creation of an assessment framework for technical cooperation in South-South development cooperation
- Will allow India and other southern countries to improve effectiveness of their technical cooperation initiatives

"The project aimed to create a new way of looking at South-South cooperation, in line with the Sustainable Development Goals and the geopolitical realities of the 21st century"

Poondla Karthik
Programme Officer



Next Level

The project will open up opportunities for more collaboration with the United Nations Office for South-South Cooperation (UNOSSC)



Takeaways for Audience

Government

The Government of India will get insights into the effectiveness of the ITEC programme and how it can be improved

Funders and Donors

Multilateral and bilateral funding agencies will get a new tool for assessing South-South cooperation



Visitor's Comments

"I loved interacting with the senior management and was impressed by the impressive work done by my students. Lots of learnings"

Hemlata Sharma
OP Jindal University
November 3, 2019

"Absolutely wonderful visit. Great synergies and tremendous opportunities for collaboration. Thank You for such a delightfully warm welcome!"

Prof. Milind Tambe
CAIS Centre for Artificial
Intelligence in Society
July 7, 2019

Enhancing Community Ownership of Schools to Improve Outcomes: Social Accountability and Capacity Building



March 2018 to August 2019



The aim was to empower the School Development and Monitoring Committees (SDMC) by identifying gaps in implementation of the SDMC system, providing capacity building exercises and strengthening the grievance redressal process.



Our Innovative Approach

Motivation training



How We Impacted

- SSA routine training for SDMC members would be revamped based on the recommendations
- Guidelines to be revised



Our Uniqueness

Motivation training



Next Level

The learnings from this project can be shared at district and state levels, not only in Karnataka but also pan India, making way for contextual scaling.



What We Did Well

Diagnosis of factors behind community participation, grievance redressal and school management outcomes.



Takeaways for Audience

Government

Will be equipped with better direction in terms of policy (guidelines), training and community acceptance

Community

Better awareness, training initiatives and participation mechanisms will help the community achieve improved school management outcomes, both mandatory and desired

"All government programmes can largely achieve their goal of social transformation by focusing on 'willingness' and 'agency' aspects of the users"

Dr. Satyajeet J Nanda,
Programme Manager



Key Findings

- Willingness and agency factors influence largely the mandatory school management outcome, while structure - related factors influence only the desired school management outcomes
- The redressal component of grievance redressal can influence desired school management outcomes



Visitor's Comments

"Very enriching and super eco-friendly campus."

Shruti Misra
HCL foundation
July 30, 2019

"It was an enriching experience meeting the team. All the best."

NM Prusty
President HAI
(Humanitarian Aid International)
July 30, 2019

"Absolutely lovely atmosphere to work in. Looking forward to more meetings!"

Bharat H Palavalli
FOV
September 13, 2019

Centre for Open Data Research (CODR)

Collaborations on PAC Projects



The Centre for Open Data Research (CODR), the exclusive data research and analytics unit that is symbiotically intertwined with the action research PAC engages in, focuses on data science applications for good governance. Apart from working with the government, CODR interfaces with PAC's project teams to apply data science tools and techniques. In the past one year, it has worked closely with 3 key PAC project teams and left an indelible mark on their research frameworks and methodologies.

Southern Voice State of the SDGs (SVSS)

Will Women be a Part of India's Future Workforce?

The Quest for Inclusive and Sustainable Growth in India (Country Case Study: India)

For the SVSS project, CODR provided data analytics support to understand the potential factors that differentiated the profile of working and non-working women in India.

Data Analytics :

- Applied Exploratory Factor Analysis (EFA) to reduce large number of demand and supply-side parameters to represent a smaller combination of latent factors. This helped deduce patterns emerging from large data set
- Applied Confirmatory Factor Analysis (CFA) on data related to working and non-working women to understand similarities and differences in factor structures
- Applied Structural Equation Modelling (SEM) to analyse structural relationship between measured variables and latent constructs. This provided valuable information on factors influencing women's decision to work

Public Affairs Index (PAI) (2019)

Governance in the States of India

For PAI 2019 – which comprised three pillars, five themes, 13 SDGs and 49 individual indicators

Data Analytics :

- Helped eliminate subjectivity of weights and used a scientific mechanism to arrive at the PAI 2019 composite index (CI). The CI was calculated at each level of the PAI model, using a popular scientific routine called Principal Component Analysis (PCA) to determine the optimal components. These optimal components were aggregated using 'Manhattan distance' to arrive at the CI
- Applied Cluster Analysis to group states with similar characteristics. Agglomerative Hierarchical Clustering technique was applied to the 49 PAI indicators that helped identify 3 clusters among the states

Enhancing Community Ownership of Schools to Improve Outcomes

Social Accountability and Capacity Building

For the community ownership of schools' projects, that aims to empower the School Development and Monitoring Committees (SDMC)

Data Analytics :

- Developed a composite index for each of the 17 districts on school management outcomes, community participation and grievance redress system, using Principal Component Analysis (PCA)
- Applied spatial gap analysis for CRC I and CRC II to identify differences between the two
- Applied Correlation Analysis to establish association among school management outcomes, community participation and grievance redress system
- Performed an Outlier Analysis on all 88 indicators

"The Centre for Open Data Research (CODR) used data-driven frameworks to bring in scientific rigour to projects. CODR plans to apply concepts of data science to solve social issues and issues related to equitable distribution of resources for the marginalised. It will use descriptive and predictive analytics as well as data visualisation to work at the intersection of UN SDGs"

Dr. Sundar Raj Vijayanagar,
Head - Centre for Open Data Research



Policy Engagement and Communication (PEC)



"The Policy Engagement and Communication activities has constantly been leveraging the social media platforms to share the spectrum of research work, activities and insights that have been accomplished. Engaging with the communities has been one of the key focus where we believe that we have attempted to amplify the voice of the community". The engagement with stakeholders is also defined and slowly being implemented in all research projects.

Dr. Annapoorna Ravichander,
Head - Policy Engagement and Communication

3



Reports

38



Blog Articles

7



Newspaper Articles

2



Research Paper

1



Book / Chapter

1



Policy Brief

Social Media Analysis



Views



Followers

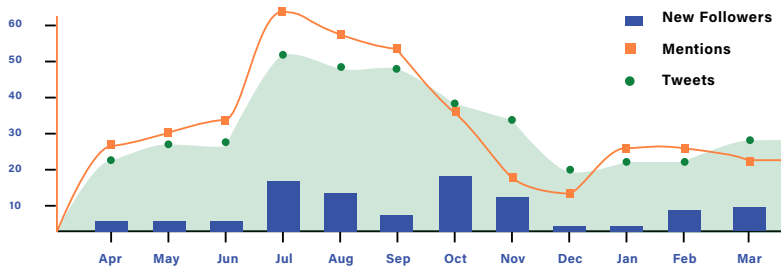


Reach

2243

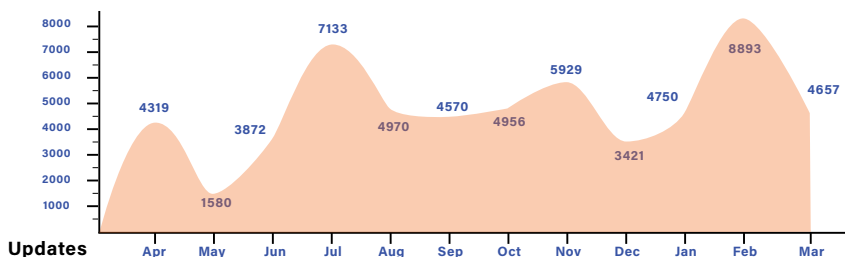
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Yearly

Tweets	391
Tweet Impressions	223,700
Mentions	407
Profile Visits	2,619
New Followers	94



Yearly

Total visitors	14.38%
Updates	59004
Engagement rate	10.25%
New followers	1302

Outreach



Dr. Annapoorna Ravichander presented a paper in **Nepal**



Dr. Meena Nair and **Dr. Annapoorna Ravichander** presented at **GPSA Conference** held in **Washington**



Gurucharan, Panelist at the **AVPN Event**



Dr. Asha Subramanian presented at the **Project Management Practitioner's Meet**



Dr. Asha Subramanian at the **GeoSpatial Meet**



Dr. Meena Nair presenting at the **International Conference on Asian Studies** organised by **IDRC**



Gurucharan G attended a meeting on **Videsh Sampark**



Udita Dutta and **Aparna Sivaraman** at the **Public Policy Research Ideas Habba** at the **National Law School of India University**

Training



"The training vertical has slowly taken baby steps to expand and conduct the number of trainings and workshops. The trainings were customised and received positive feedback. In the coming year, it is hoped that the no. of training modules will be expanded and we hope to reach a wider audience."

Dr. Annapoorna Ravichander,
Head - Training

External Training



Dr. Satyajeet N conducted a Workshop at *Save the Children CRC* in **Kolkatta**



Dr. Annapoorna Ravichander conducted a Workshop on *Fundraising for Balavikasa* in **Warrangal**



Bhargavi N conducted a Workshop on *Climate Change* at **ATI Mysore**



Dr. Asha S and Mrinalini K conducted a Workshop on *Data Analytics for Good Governance* at **ATI Mysore**



Data Analytics for Good Governance-CFC at ATI Mysore



Gurucharan G and Dr. Meena Nair conducted a training at LBSNAA



Gurucharan G conducted a Workshop at ISEC on *Process of Policy Making*



Training conducted at ATI, Mysore



***Inclusive Development - Issues, Challenges, Responses* for the The Indian Skill Development Service(ISDS) at ATI Mysore**



Gurucharan G and Dr. Annapoorna Ravichander conducted a workshop on *Enhancing Social Accountability in Governance*



Dr. Annapoorna Ravichander, Dr. Sundar Raj Vijayanagar and Mrinalini K conducted a workshop on *Policy Making Process in GOI* at Institute for Social and Economic Change (ISEC), Bengaluru.

Other Workshops conducted

Workshop on '*Fund-raising*' for representatives of NGOs working with communities in the State at Sopar Balavikasa, Telangana

Data Analytics for Better Governance for The Common Foundation Course (CFC No. 185), Mid-career Refresher Training for Class A & B Officers- Govt. of Karnataka at ATI Mysore

Workshop for The Common Foundation Courses (CFC) for Class A & B Officers of the Govt. of Karnataka

- *Social Accountability Tools for Better Governance*
- *Climate Change and the Development Paradigm*
- *Policy Engagement & Communication*

In-House Capacity Building Workshop

Young Thinker's Group

PAC strongly believes in developing critical thinking skills and consciousness on social and development issues in India among its young researchers. In this endeavor the Young Thinkers Group was created to discuss and debate topics of interest. Some of the topics discussed were idea of equality, value of truth and the need for justice. Going forward this group will be spearheaded by the young researchers.

August - November 2019

"Good to Great" Workshop Series

Another initiative was a series of workshop on Good to Great spearheaded by Sanjaya Krishnamurti, Senior Fellow along with some colleagues. The series included Appreciative Enquiry to encourage the staff to take PAC from a "Good" to "Great" organisation.

June 2019



Photography Workshop

PACs engagement with stakeholders is an important activity for all the staff from the Field Research Officers to Researchers and Heads of Projects. Documentation is part of this engagement and all the staff are required to send photographs along with a small write-up/caption which is shared on the social media platforms and also used in other communication materials. To enhance the skills in photography/capture efficient photographs a workshop was conducted to learn the basics in using the mobile phone to capture photos efficiently.

December 2019



Finance and Administration



2019-20 saw a predominance of project funds as a source of funds. A Knowledge Partnership agreement was signed with the Government of Karnataka to gear towards research on focused SDGs, in addition to using data science and data analytics to facilitate data based evidentiary research on public policy and human development aspects. In addition to this, the Government of Tamil Nadu has also evinced interest in engaging with us as a Knowledge Partner.

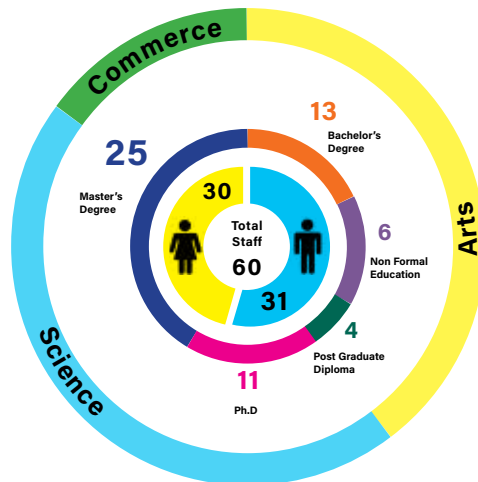
Highlights

All avenues to keep PAC going is explored to ensure a viable, clean and green environment.

- A Green Audit was conducted by an external agency
- A workshop on Prevention of Sexual Harassment was conducted
- Processes and nominations are made constantly to ensure that the capacity of staff is enhanced by encouraging them to represent PAC in national and international platforms.

Human Resource Management

- To ensure quality of research a focus is made on engaging with Subject Matter Experts to support and guide the various project with their expertise
- An objective based staff performance appraisal was conducted
- Interns from diverse backgrounds, geography, domains continue to be a part of the research projects with specified tasks and responsibilities. Many reputed academic institutions like National Law School University, India, Azim Premji University, Symbiosis School of Economics requested internship opportunities for their students at PAC.



"To ensure quality of research a focus is made on engaging with Subject Matter Experts to support and guide the various project with their expertise"

Sunderrajan Shankar Iyer
Administrator



Experiences from the Field Research Officers



The Field Research Officers (FROs) are the critical bridge between PAC and the community. They bring back voices from the community and add significant 'qualitative data' to key action research projects.

"At PAC, we believe in leaving no one behind. Be it our projects in Chikmagalur or in Mysure, PAC took a 360-degree approach, took the community along as a partner. The different training sessions organised by PAC, as part of the project plans, resonated with the community"

Naveen Alwayne Dsouza
Field Research Officer



"PAC's research and implementation projects are community friendly and collaborative in nature. The Centre follows a participatory approach, especially encouraging women of the community to participate"

Kumar V
Field Research Officer



"PAC provides handholding support to community members for projects that entail monitoring visits, community interventions. The Centre not only provides assistance to take the community's concerns to the stakeholders, but also creates opportunities for them to interact with district officials. PAC's regular interactions with district and taluka level officers as well as beneficiaries made the year a very fruitful one in lending voice to end users"

Muthu Krishna
Field Research Officer



"It is gratifying to know PAC could make some significant impact in stemming corruption, especially at the last mile. PAC's awareness initiatives empowered members of the community, especially the Self-Help Groups (SHG) for women"

Prakash KN
Field Research Officer



Interns Speak >>

"Public Affairs Centre's internship programme is rich in structure, providing a great opportunity for the interns to work on real-time projects. The Centre welcomes interns from various education streams and universities, both from India and abroad, and grooms them for research and advocacy roles."

"One of the things that stood out for me was the Theory of Change that PAC adhered to. This Theory of Change focuses on community ownership and participation. That there is so much emphasis given to restoring the locus of control in the community is something that I really appreciated"

Akarshitha Yaji
Christ University, Bengaluru



"At PAC, I was part of the International Migration Centre Karnataka (IMCK) project. As part of that, I learnt what a typical research and advocacy organisation does in its day-to-day activities. Also learnt about how an organisation functions, the principles that come into play. I look forward to applying all these learning in the future course of my career"

Akshay More
National Law School of Indian University, Bengaluru



"PAC gave me an opportunity to be part of field visits. This helped me understand the ground realities, the perspectives of the beneficiaries and how the schemes were being implemented"

Gowri Prasad
National Law School of Indian University, Bengaluru



"PAC has a wonderful track record of evaluating governance for 25 years. The Centre has a great working environment and I hope to associate with PAC in future"

Raghavi Purimetla
Azim Premji University, Bengaluru



"My work at PAC included literature reviews, scoping visits, preparation of reports and financial analysis. All this, together with an in-depth understanding of the evaluation of the project, made my internship at PAC really insightful and enriching"

Roopsha Rakshit
Azim Premji University, Bengaluru



"The whole internship experience was very enriching. Being put of live projects was the most exciting part of the internship journey and I am very thankful to PAC for that"

Sagar Joshi
Azim Premji University, Bengaluru



"Being part of live projects, being taken for field visits, getting a feel of what was happening at ground zero were what made it a holistic experience"

Sindhu K
Azim Premji University, Bengaluru



"PAC has a truly flat structure. Interns have access to any employee, right from the Director to the Head of Research. The Centre gives interns exposure to multiple projects and, therefore, many opportunities for cross-learning. My internship at PAC was a great value add to my journey as a student of Public Policy"

Varun B.R.
National Law School of Indian University, Bengaluru



Green Audit



Public Affairs Centre (PAC) is leading the way with institutional carbon neutrality. The Centre, which aspires to be a zero-waste campus, is committed to making **sustainability** the kernel of its existence. PAC optimises water and energy use and has made renewable energy and rain water harvesting its key initiatives. It maintains a biodiverse campus, that includes a rich flora and fauna, and avoids sending any waste to landfills.



PAC has undertaken initiatives for energy and water conservation, taking climate action through initiatives such as rooftop solar installations.



SAGE Sustainability, a Bengaluru-based B Corp certified sustainability firm, conducted an in-depth Green audit at PAC to evaluate complete usage and consumption patterns of energy, water and waste. PAC's score was high on biodiversity and campus emissions followed by energy and water.

PAC can aim to become the benchmark for **organisational carbon neutrality** as well as a **zero-waste organisation**.



"PAC plans to plant more trees to increase its Green cover and set up a water treatment unit for watering the plants in the campus. This will help us save precious ground water"

Janeesh Kumar KM,
Accounts Officer



Prevention of Sexual Harassment



As part of the ongoing effort to create and foster a conducive working environment, **Public Affairs Centre (PAC)** conducted a refresher workshop for its staff on **Prevention of Sexual Harassment** at the Workplace on 9 March 2020. The workshop was facilitated by **Nandita Pradhan Bhatt, Director, Martha Farrell Foundation**, and was attended by 25 PAC staff members. The full-day session included discussions and activities on the meaning, nuances and potential solutions to deal with sexual harassment at the workplace. The Internal Complaints Committee's roles and responsibilities were also explained.



No complaints of sexual harassment were recorded for the financial year 2019-2020.



Recognitions

Public Affairs Centre (PAC), an organisation committed to ethical norms and transparency, received two key recognitions.



It was awarded the GuideStar India Transparency Key award for 2019, a Foundation Level certification that indicates the organisation has filed annual income tax returns as a tax-exempt entity and has shared the same in the public domain. The key is valid till 31 December 2020.



GuideStar India is India's largest and most reliable online information repository with 9,000-plus NGOs.

PAC has also received a Certificate of Accreditation from Credibility Alliance. PAC adheres to the 'Desirable Norms' prescribed for Good Governance of Voluntary Organisations. The certificate has been renewed for a further period of five years, up to October 2023.



Voices from the Community

"After the peer to peer meeting, I found that many shops in the district are not opening the shops on all 25 days and are charging extra money. I am of the opinion that as a representative of the community, we should address this and ensure all shops are compliant."

Savitha Chandrashekar
Citizen Monitor, Indi, Vijapura



"The PAC team and DLPO team have strengthened us with knowledge on PDS and empowered us. At present, we know our rights and entitlements, we have also learnt how to transfer knowledge from us (CMS) to other beneficiaries of Vibhutikere FPS. We have visited our FPS many times to inspect if the display boards are present, why there is a need to keep the complaint box in the FPS and we've been checking the records every month and we ensure it is updated by the FPS owner. At present, we are also aware that the food grains which

are adulterated/unhygienic for consumers can be returned to the FCI godown. We are respected by the community as well as the FPS owners for our efforts to make a change."

Asha
Citizen Monitor of Vibhutikere FPS,
Ramanagara Taluk, Ramanagara District

"I was elected as Citizen Monitor in the first Special Grama Sabha held. Along with other three citizen monitors, we were given training on- rules, regulations, roles, responsibilities and functioning of the ration shop. In the first meeting itself I was able to observe that cleanliness, display boards and registers (inspection book, complaint register) were not maintained. I requested the ration shop owner to rectify the above. At the end of three monitoring visits due to continuous persuasion, the ration shop was maintained with respective registers, display boards, cleanliness and complaint box. At present, only rice is being provided and the community requests for an expansion in the food basket- wheat, sugar and oil. They also wrote a letter to the commissioner stating the same."



Saumya Venkatesh
Citizen Monitor of Ilkal
FPS, Bagalkot District

"I am very happy being a member of CMAT. I learned about my rights on food security and I educated and guided my village people to get their right entitlements."

Hemavati
Citizen Monitoring and Action Team (CMAT) member,
Chickballapur

"I am regularly visiting FPS to check hygiene condition, quality of grains and to address any problems raised in the community."

Mangala
Citizen Monitoring and Action Team (CMAT) member (also GP member),
Mandya

Financial Statements

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 2020

(In Rupees)

Particulars	Schedules	AS AT 31 MARCH 2020			AS AT
		IC *	FC *	Total	31 MARCH 2019
SOURCES OF FUNDS					
RESTRICTED FUNDS					
Earmarked Fund	1	2,25,03,374	5,58,064	2,30,61,438	70,28,752
Endowment Fund	2 *	1,82,00,000	1,18,00,000	3,00,00,000	3,00,00,000
UNRESTRICTED FUNDS					
General Fund	3	1,23,74,907	-	1,23,74,907	1,50,10,107
Designated Fund	3A	4,697	-	4,697	4,697
Endowment Fund	4	-	48,36,632	48,36,632	52,24,303
Fixed Assets Reserve Fund	5	6,21,561	29,84,139	36,05,700	39,74,967
Current Liabilities	6	25,61,582	4,185	25,65,767	17,12,851
		5,62,66,121	2,01,83,020	7,64,49,141	6,29,55,477
APPLICATION OF FUNDS					
Fixed Assets	7	1,29,96,468	29,84,139	1,59,80,607	1,67,76,442
Investments	8	2,34,37,317	1,54,81,846	3,89,18,963	3,10,04,778
Cash and Bank Balances	9	37,39,804	3,28,863	40,68,467	57,63,359
Current Assets	10	40,79,902	7,68,177	48,48,079	44,94,070
Earmarked Fund - Receivable	11	1,20,12,630	6,20,395	1,26,33,025	49,16,828
		5,62,66,121	2,01,83,020	7,64,49,141	6,29,55,477

Note : 1. Schedules 1 to 11 and 21 forms an integral part of Consolidated Balance Sheet

2. * IC - Indian Contribution, FC - Foreign Contribution

For and on behalf of the Board

In terms of our report of even date
FOR K.B. NAMBIAR & ASSOCIATES
Chartered Accountants
FIRM REGN. No. 0023135

CA. RAJ KUMAR K
PARTNER (M. No. 208039)

Director and The Chief Functionary
G. Gurucharan

Director
Dr. A. Ravindra

Director
Dr. K. R. S. Murthy

BENGALURU, 20 August 2020

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

CONSOLIDATED INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2020

(In Rupees)

Particulars	Schedules	During the year ended 31 March 2020										Grand Total	For the year ended 31 March 2019
		Earmarked Fund		Endowment Fund		Designated Fund		General Fund		Total			
		IC	FC	IC	FC	IC	FC	IC	FC	IC	FC		
INCOME													
Programme Revenue	12	5,25,33,401	18,17,856	-	-	-	-	-	-	5,25,33,401	18,17,856	5,43,51,257	4,22,92,706
Interest on Fixed Deposit		1,11,564	-	8,17,859	11,48,993	-	-	-	-	9,29,423	11,48,993	20,78,416	18,68,748
Interest on Saving Bank Account		63,662	-	-	-	-	-	68,713	43,809	1,32,375	43,809	1,76,184	2,54,258
Other Income		-	-	-	-	-	-	1,22,892	61,792	1,22,892	61,792	1,84,684	4,69,837
Royalties		-	-	-	-	-	-	11,846	-	11,846	-	11,846	8,227
Donations/Other Grants		-	-	-	-	-	-	12,00,000	-	12,00,000	-	12,00,000	-
Rental Income		-	-	-	-	-	-	20,000	-	20,000	-	20,000	2,60,296
Training Income		-	-	-	-	-	-	7,05,907	-	7,05,907	-	7,05,907	31,760
		5,27,08,627	18,17,856	8,17,859	11,48,993	-	-	21,29,358	1,05,601	5,56,55,844	30,72,450	5,87,28,294	4,52,05,852
EXPENDITURE													
Administration Expenses	13	21,51,774	38,262	-	-	-	-	96,263	9,37,933	22,48,037	9,76,195	32,24,232	32,90,623
Programme Expenses	14	1,44,69,907	9,42,521	-	-	-	-	-	-	1,44,68,967	9,42,521	1,54,11,488	1,20,15,059
Personnel Expenses	15	3,50,05,162	8,37,073	-	-	-	-	1,783	6,34,203	3,50,06,945	14,71,276	3,64,78,221	3,24,61,522
Research and Development Cost		9,50,297	-	-	-	-	-	4,85,903	14,37,014	14,36,200	14,37,014	28,73,214	22,14,576
Training Expenditure		-	-	-	-	-	-	2,72,721	-	2,72,721	-	2,72,721	41,186
Purchase of Assets	7	46,903	-	-	-	-	-	1,85,167	3,09,240	2,32,070	3,09,240	5,41,310	4,71,655
Depreciation	7	-	-	-	-	-	-	4,26,568	-	4,26,568	-	4,26,568	4,73,965
		85,524	-	8,17,859	11,48,993	-	-	6,60,953	(32,12,789)	15,64,336	(20,63,796)	(4,99,460)	(57,62,733)
Excess of Income over Expenditure		5,27,08,627	18,17,856	8,17,859	11,48,993	-	-	21,29,358	1,05,601	5,56,55,844	30,72,450	5,87,28,294	4,52,05,852
TRANSFER OF SURPLUS / DEFICIT TO													
Earmarked Fund		1,75,224	-	-	-	-	-	-	-	1,75,224	-	1,75,224	90,234
Unrestricted Endowment Fund		-	-	8,17,859	11,48,993	-	-	-	-	8,17,859	11,48,993	19,66,852	(18,31,276)
Designated Fund		-	-	-	-	-	-	-	-	-	-	-	-
General Fund		(89,700)	-	-	-	-	-	6,60,953	(32,12,789)	5,71,253	(32,12,789)	(20,41,536)	(60,21,691)
		85,524	-	8,17,859	11,48,993	-	-	6,60,953	(32,12,789)	15,64,336	(20,63,796)	(4,99,460)	(57,62,733)

Note : Schedules 12 to 15 and 21 forms an integral part of Consolidated Income and Expenditure Account
For and on behalf of the Board

In terms of our report of even date

For K.B. NAMBIAR & ASSOCIATES
Chartered Accountants
FIRM REGN. No. 0023135

CA. RAJ KUMAR K
PARTNER (M. No. 208039)

BENGALURU, 20 August 2020

Director and The Chief Functionary
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