



Annual Report

April 2020 - March 2021



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 **APRIL 2020 - MARCH 2021**

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Chairman's Message



Dr. A Ravindra, IAS
Chairman

The year 2020-21 has been a truly challenging period with the Covid19 pandemic upsetting the best laid plans of governments, institutions and people across countries. The unexpected resignation of Dr. K. Kasurirangan as chairman of PAC led to my taking over as chairman in August 2020 in the midst of the crisis. In view of my association with PAC as a Director on the Governing Board for nearly two decades, there is a certain degree of familiarity with the work and ethos of this fine institution.

At the outset, I must say that PAC has responded to the COVID-19 crisis with remarkable resilience, the Director and the staff carrying on with their work with undiminished zeal and steadfastness. The fact that they have voluntarily taken a cut in their salaries during the troubled times, when activities had inevitably slackened to some extent, shows their commitment to the cause of the institution. Let me place on record my appreciation for their gesture.

It was only appropriate that PAC should have focussed attention on COVID-19 related matters during the year. It prepared a COVID-19 Contingency Plan and a Lockdown Exit Strategy for the Government of Karnataka. It engaged with the communities through (Field Research Officers (FROs) to create awareness about the facts of the pandemic and communicate through a video carrying the message 'Do not Panic, Be Aware'. With our emphasis on data-based policy making, we assisted the government in the application of data analytics in the area of health care.

It is indeed gratifying that we did not allow the limitations imposed by the pandemic to stand in the way of holding our flagship annual events like the launch of Public Affairs Index (PAI 2020) and the Samuel Paul Memorial Lecture. Although both the events were conducted on virtual mode in view of the restrictions on movement, they evoked very encouraging response. I had the pleasure of inaugurating both the events.

A new feature PAC introduced during the year was the Public Policy Dialogue to advance the discourse on policy issues of current relevance and explore alternative solutions for development and governance challenges. On the advice of a consultative group drawn from diverse fields, it was decided to organise three dialogues a year and the first one on COVID-19 Vaccine Rollout for Karnataka was held in January 2021. I hope the outcome of such dialogues, a set of recommendations to government, will prove useful for policy makers and administrators.

As we are passing through a second wave of the corona virus, more severe than the first, we need to prepare ourselves to face the test with greater fortitude. While I am sure the well-established activities will continue with greater vigour, especially with increasing skills in data research, in my view, two areas in particular call for urgent attention at the present juncture. One pertains to public health which was neglected for long, where both policy and governance issues have assumed critical significance and the other concerns problems relating to migrants. We have set up a Migration Centre to facilitate international migration, particularly of skilled youth; in the present context of the pandemic, the problems of internal migrants so visibly exposed, have become crucial. While they may form part of the larger study on SDGs, I feel they need a special focus.

In these trying times, on behalf of the Board Members, I would like to assure the Director who is providing inspiring leadership and his team of our full support in their efforts to take PAC to greater heights.

From the Director's Desk



Gurucharan G
Director

Remember the times when we complained of having no time at all, when life and work seemed to race at a frenetic pace? For all the precious lives and simple joys that the COVID-19 has taken from us, this pandemic has at once bestowed on us a welcome gift: a calendar uncluttered by meetings, social commitments, or travel. At Public Affairs Centre we looked at it as an opportunity in the face of a severe challenge.

The corona virus compelled us, with scant warning, to shift all our work online, while several of my colleagues also juggled other responsibilities: turning caregivers at home, tending to housemates who tested positive, shopping for elderly relatives, and home-schooling restless children, to say nothing of looking after their own physical and emotional wellbeing.

The marvel that is the human spirit is quick to respond. Whether at the international, national or PAC level, human ingenuity tries to make adjustments, finds solutions, fixes things so that life and work progress and some semblance of normalcy is achieved.

At PAC, we deferred salaries and took wage cuts in order to be lean and fit and respond better to the COVID – 19 challenges. We shifted gears and worked from home and leveraged technology to keep up the pace of work. We stuck to deadlines, and delivered to our knowledge partners and clients, as promised.

Team PAC rose as one to think harder, deeper, and longer about things that matter; engage with each other, and with the world. The domain and data teams worked to create new actionable-insight based intellectual products, through the application of data science, to address the questions relating to responding to the pandemic, and going beyond, issues relating to sustainable development praxis, referred to us by governments and clients.

Even as I write, we are in the midst of the second COVID-19 wave with no clear end in sight, although there are glimmers of hope. Whether or not we have been as productive as we would like to be in these unsettling times, we constantly remind ourselves that we are action researchers and must discover new ways: to be anchored in the present; to create new knowledge; and carve out time to begin the process of healing.

Most of all, we remain resolute and optimistic as we look to the year ahead.

Board of Directors



Dr. A Ravindra, IAS
Chairman

Former Chief Secretary, Government of Karnataka & Chairman, Centre for Sustainable Development.



Dr. KRS Murthy
Board Member

Former Director, Indian Institute of Management, Bangalore



Sudhakar Rao, IAS
Board Member

Former Chief Secretary, Government of Karnataka



Dr. H Sudarshan
Board Member

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



Vivek Kulkarni, IAS
Board Member

Founder Managing Director, BrickworkRatings



Gurucharan G, IAS
Board Member

Ex-Officio Member, Director, PAC

Key Events

2020

May

COVID – 19: A Macroeconomic Management Plan Recommendations to the Government of Karnataka

COVID-19 Contingency Plan and a Phased Lockdown Exit Strategy – Second Report

June

COVID – 19 Plan for Restarting Economic Activities and Guidelines for Social Life Post Lockdown – 4.0 Recommendations to the Government of Karnataka

August

Dr. A Ravindra announced as the New Chairman of PAC on August 20, 2020

Citizen Monitoring of Fair Price Shops in the **Public Distribution System**

October

Launch of **Public Affairs Index** on October 30, 2020

PAC helped the **Ministry of Karnataka State Medical Supplies Corporation** to be registered with the Ministry of Corporate Affairs

2021

January

COVID-19 Vaccine Rollout: Executing an Effective and Equitable Strategy in Karnataka

Developed a Delegation of Authority, Manpower Policy and presented it for approval to the first Board Meeting of the **Karnataka State Medical Supplies Corporation**

December

Inauguration of **IMC-K Office and Pre-Departure Orientation Centre** on 29 December 2020 by Dr. C. N. Ashwath Narayan, Hon'ble Deputy Chief Minister, Government of Karnataka.

"Public Affairs Index 2020 Governance in the States of India" a webinar was co-hosted with the Institute of Public Administration (IIPA), Karnataka Regional Branch on November 21, 2020.

November

Public Affairs Index-2020: Governance in the States of India

Dr Samuel Paul Memorial Lecture was delivered by Dr Vikram Patel on **"Reimagining Mental Health Care in the Shadow of the Pandemic"** on November 28, 2020

Research Overview



Dr. Meena Nair
Head - Research

2019-20 has been an eventful year. COVID-19 guided and influenced much of our research work. Our projects were constrained by the two things that matter the most – freedom of movement and face-to-face interactions with stakeholders on the ground. But we learnt to overcome these constraints and innovate quickly. Though we were at home in the initial quarter of the year, I must say that we took the opportunity to be most productive. Using technology, we carried out virtual meetings every day to conceive and create research frameworks for new projects, data analytics frameworks for secondary and primary data where data had already been collected, and completion of report writing.

Notable Projects: A small but unique project was one that we did with Southern Voice for the United Nations Office for South-South Cooperation (UNOSSC) and the United Nations Development Programme (UNDP) to create an assessment framework for the Indian Technical Economic Cooperation (ITEC) programme, that can be contextualised and replicated for other programmes

We presented our Citizen Report Card (CRC)-based survey findings to 4 Electricity Supply Companies (ESCOMs) in Karnataka that was approved by most senior officials and decision makers from these ESCOMs. We now plan to work towards an Energy Atlas for Karnataka with data that we have gathered through both secondary and primary sources (PAC's own initiative).

Our story of success cannot be complete without mentioning the successful virtual release of the Public Affairs Index (PAI) 2020. We received feedback from all quarters – Bureaucrats, Politicians, Academicians and the Media that were both appreciative and critical. We plan to use them to better our methodology for PAI 2021. Technology came in very handy in the Migration project (IMC-K) for carrying out training and capacity building for eight Migrant Information Centres (MIC) among which four are Migrant Regional Centres (MRC) and housed in the District Employment Exchange Offices. The year also witnessed the successful completion of the 3-year stint of the Research and Analysis Division (RAD) culminating in a five-month intensive training programme for potential Researchers in the Departments of Labour and Skill Development, Entrepreneurship and Livelihood (SDEL) that house the two State Recruitment Agencies of Karnataka. The programme had resource persons from government and academic institutions who shared their experiences on various aspects of international labour migration.

We are now getting ready for fieldwork for two critical action-research projects – impact evaluation of development programmes targeted at Scheduled Caste and Scheduled Tribe populations and gather evidence followed by interventions for the Integrated Child Development Services (ICDS) programme, both funded by the relevant state government departments. These projects remind us of how far we have come; from being treated with wariness to being part of the implementation meetings. The government departments are now willing to partner with us in our quest towards good governance.

On the anvil are two deep-dive projects that aim to bring in administrative reforms among service delivery units at the last mile, along with pilot implementation of newly formed policies (the National Education Policy).

In these unprecedented times, when the second wave of COVID-19 is upon us, we move in partnership with our data scientist colleagues and our district level partners to enhance research designs that will suit the 'new normal'.

Action Research

All the action research conducted by PAC addresses the Sustainable Development Goals Agenda 2030 in the context of human development in India.

Projects

- **Improving Service Delivery for the Welfare and Development of Children in Karnataka**
- **International Migration Centre - Karnataka (IMC-K)**
- **Social Audit of the Board of Construction Workers**
- **The Application of Data Analytics in Healthcare and Health Personnel Deployment Optimisation**
- **A System Optimization Solution for Procurement of Medical Supplies for the Government Health Care System in Karnataka and Corporatization of KSDLWS**
- **Evaluation Study on Impact Assessment of Selected Schemes Being Implemented by Social Welfare Department (SWD)**
- **An Assessment of Basis Services Provided by Electricity Supply Companies Limited in Karnataka**
- **South-South Cooperation: Advancing Alternative Development Paradigms – Case Study on the Indian Technical and Economic Cooperation Programme**

SDGs





November 2019 - September 2022

Supported By

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 Use of the Integrated Child Development Scheme (ICDS)



PAC aims to empower and build capacities among the communities in Karnataka to enable them to take ownership of the services provided under the umbrella of ICDS. This will then further leads towards:

- Mitigating levels of malnourishment, stunted and wasting levels among children leading to better health and quality of life
- Reducing levels of preventable infant and maternal mortality



Findings

A Scoping visit was made to Dharwad in February, 2021 to pilot test the questionnaires.

- Supplementary nutrition for pregnant and lactating mothers is being provided in the form of take-home ration
- Children in the age groups 0-6 are going to anganwadi centres in batches of 5 children per day
- Pregnant women prefer private hospitals for childbirth in comparison to a government hospital
- Despite sending their children to anganwadis, people expressed their preferences for private schools over government schools



Highlights

Considering the fact that the ICDS scheme is a well-researched theme, PAC completed preparatory activities to create actionable knowledge through the first step of carrying out a CRC survey –

- A data-based framework that encompassed constructs and indicators covering not only ICDS related programmes but also community participation and household dynamics that can influence the three measures of malnutrition – stunting, wasting and underweight
- Data collection instruments for observation, survey, FGDs and KIIs among all stakeholders – beneficiaries and their families, providers, community members and others (e.g. elected representatives and community leaders)
- Pilot testing of questionnaires that led to further enhancement of the same

- Ground truthing the gaps that are barriers to meeting the requirements of the beneficiaries and challenges to the service providers
- Providing a platform to both the beneficiaries and service providers to have a mutual dialogue on achieving the scheme implementation goals

Community

- Ownership and increased awareness to their entitlements
- Improving levels of malnourishment, stunted and wasting levels among children leading to better health and quality of life

Government

Understanding of gaps and improving scheme implementation.

Network Partners

PAC plans to work with its network of District Level Partner Organisations (DPLD) especially for quality monitoring during the survey, conduct of the CSCs, training and capacity-building leading to creation of toolkits for the government to replicate.



Challenges

The ICDS scheme in Karnataka has been tagged with many state-level schemes as well which will also need to be studied to understand the impact of the scheme in its entirety. It therefore becomes imperative to ensure complete mapping of all relevant stakeholders and institutions and collect information to be able to plan appropriate interventions.

The project is in the stage of pre data collection. While the impact will be seen post the Community Score Card (CSC) exercises to be carried out in the next year, the mission of the project is to improve the efficiency of the ICDS services through better community participation and ownership.



Client Testimonial

In its presentation to senior officials of the WCD Department, GoK that included the Commissioner, the study team received appreciation on the comprehensiveness of the data collection instruments and coverage among all stakeholders.

"Integrated Child Development Services (ICDS) scheme is the world's largest community-based programme to improve the nutritional & health status of children (0-6 years). Though Karnataka is a progressive state in India, proactive in the implementation of ICDS, the benefits of the programme are not distributed as per the need, thereby resulting in varied malnutrition levels throughout the state. We aim to work at enabling community ownership of ICDS centres and understand the root cause of the gaps between the guidelines & ground reality."

Sangeetha Nikkam

Programme Manager - Finance





April 2018 to March 2023

Supported By



Skill Development Entrepreneurship and Livelihood
Department
Government of Karnataka

International Migration Centre - Karnataka (IMC-K)

- IMC-K is a first of its kind state run institutional architecture that facilitates international labour migration
- Provide strategic guidance, technical and research insights and operational handholding services
- Develop the institutional framework, capacities and standard operating practices with effective oversight mechanism to support Overseas Employment Pathway (OEP) in the State.
- Establish and operate a Research Analysis Division (RAD) to facilitate research, evidence - building, advocacy and action related to IMC-K's mandate.
- Establish in Karnataka Skill Development Corporation, a Recruitment Agency for Karnataka to facilitate recruitment of persons resident in Karnataka.
- Handle end-to-end operations of the IMCK as the Project Monitoring Unit (PMU) for the project's full implementation.



Highlights

- Capacity building of the staff of the two Recruitment Agencies- Karnataka Skill Development Corporation and Karnataka State Unorganised Workers Social Security Board (KSUWSSB)
- Pilot testing of 8 Migrant Information Centres (among which 4 MICs will act as Migrant Regional Centres)
- Pre Departure Orientation Training conducted for potential migrants
- Information, Education and Communication (IEC) material for potential emigrants are finalised at the district and the taluka levels.
- Visit by the delegation team to the 4 State Government-run recruiting agencies
- Pilot testing of Management Information System (MIS)
- Research and Analysis Division's training programme titled 'International Migration Familiarisation Programme (IMFP)' to train the nominated officers from the Directorate of Employment and Training (DET) and the two government-run recruitment agencies- Karnataka Vocational Training & Skill Development Corporation (KVTSDC) and Karnataka State Unorganised Workers Social Security Board (KSUWSSB)

Community

The IMCK framework provides citizens with complete information that will allow them to make an informed decision about migration. The framework is also designed to provide complete support to migrants at all stages of the migration lifecycle

Government

The IMCK framework provides the government with the architecture to support migration at all stages and ensure that the state becomes a preferred country of origin for migrant workers



Challenges

- 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.
- Organise appropriate skilling and destination-specific PDO (pre-departure orientation) for selected candidates on a continuing basis
- 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
- Network with Private Recruitment Agencies in Karnataka



Client Testimonial

International Migration Centre-Karnataka (IMC-K) will play the role of an apex institution through its distinctive framework to make the process of overseas migration from Karnataka safe, orderly, and humane. IMC-K's unique framework pillars on the bottom-up approach known as the three-tier Migration Facilitation Architecture (MFA) complemented by two government-run RAs – the Karnataka Vocational Training Skill Development Corporation (KVTSDC) and Karnataka State Unorganised Workers Social Security Board (KSUWSSB). With its one of a kind framework, IMC-K will serve as an institutional lighthouse to position Karnataka as a preferred state for overseas migration.

Mr. Ashwin D. Gowda, I.R.S,
MD, Karnataka Skill Development Corporation (KSDC)

“Migration for employment continues to be a sustainable livelihood strategy. Providing a positive migration experience thus becomes a challenge. The IMC-K Framework by the Department of Skill Development, Entrepreneurship & Livelihood (SDEL), Government of Karnataka, and the Public Affairs Centre (PAC) attempts to enhance the development impact of migration by establishing Overseas Employment Pathways (OEPs) for the youth from the State. A unique three-tier Migration Facilitation Architecture (MFA) driven by a Management Information System (MIS) provides the requisite guidance and counseling, thus facilitating their overseas employment.”

Dr. T. L. S. Bhaskar
Programme Manager





**October 2020 -
October 2021**

Social Audit of the Board of Construction Workers



Purpose

Through the audit, PAC will be able to identify the following in 69 Urban Local Bodies:

- Gaps in implementation of BOCW acts at workplace
- Gaps in IEC regarding activities under BOCW acts
- Difficulties and challenges faced by beneficiaries when registering with the KBOCWBB and applying for schemes
- Assessing effectiveness of existing KBOCWBB schemes
- Needs of the beneficiaries which can be addressed by the KBOCWBB

- Inform people of their entitlements and norms of implementation
- Verify official record with citizen testimony and visual observation
- Identify citizens eligible for benefits but not registered
- To set Social Audit procedure and facilitate workers in filing grievances

Supported By



Karnataka Building And Other Construction
Workers Welfare Board



Highlights

Community

- Informs and educates construction workers and related stakeholders about their rights and entitlements under the Board of Construction Workers Acts and Rules in the course of the audit
- Promotes people's participation at all stages in the audit

Government

The Social Audit exercise promotes transparency and accountability in the implementation of the welfare programmes and schemes for construction workers

Funding Agencies & Donors

Since this will be a study in the forte of construction workers, funders/ donors will be able to identify areas of concern for construction workers in which they would like to invest for the betterment of their welfare

Network Partners

- Introducing them to the laws and policies related to construction workers and their welfare
- Strengthening their capacity to carry out audits and public hearings

"PA very important exercise to understand the impact of the welfare funds on the actual beneficiaries (construction workers) on the ground. This Social Audit that PAC will be carrying out will also be a pioneering exercise and will set an example for other Indian States as this has not been carried out in full fledge before."

Bhargavi Nagendra
Senior Programme Officer





November 2019 - November 2022

Supported By



The Application of Data Analytics in Healthcare and Health Personnel Deployment Optimisation

Undertake data-analytics and machine learning based initiatives to support evidence-based policy and programme interventions to improve health care outcomes in Karnataka, and enable health care personnel deployment optimisation. Collaborate to bring efficiency, economy & equity in to the Public Health System of the State



Findings

The Gravity based optimisation model was able to provide outputs in-line with the events and demands noted during the field visits. The model output can further be fine-tuned, with inputs from the Department, Experts from the field and subjected to availability of data. The final stage in confirmation of the model will depend on its ability to replicate the results across 3 other districts in the state. The same will be undertaken and presented in next report.



Highlights

PAC has been able to develop “Unit Optimisation” toolkit which can provide demand and supply based optimal solutions to setup new infrastructure, upgrade existing infrastructure based on priority

- The “Unit Optimisation” toolkit is first of its kind toolkit that encompasses factors on demography, demand, supply for health care units at District level, the scale and scope of the work will be first in India and across developing world
- The developed tools can be easily scale up and developed into a standalone software for open source use across various healthcare setup

Community

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

Government

Improved health outcomes and reduced out of pocket expenditure



Challenges

Establishing the synergy between the department and the creating a common vision across all the stakeholder



July 2019 - July 2022

Supported By



A System Optimization Solution for Procurement of Medical Supplies for the Government Health Care System in Karnataka and Corporatization of KSDLWS

PAC was appointed as Nodal agency to handhold the Department for conversion of Karnataka State Drugs Logistics and Warehousing Society (KSDLWS) into the Karnataka State Medical Supplies Corporation (KSMSCSCL). PAC also provided Department with detailed Human Resource Policy, Delegation of Authority, Inputs on formation of committees for tender processing.

PAC has extensively worked to understand and document the current practices and process at KSDLWS related to drug procurement, drug indenting, warehousing and supply, quality control, destruction of expired drugs, local purchases as the guidelines were not available with the society



Findings

The current warehousing and logistic infrastructure of KSDLWS is capable of serving the existing clients and additional clients across Karnataka; however, this strong logistics infrastructure is limited by weak procurement policies and insufficient staff



Highlights

- PAC completed the registration of Karnataka State Medical Supplies Corporation (KSMSCSCL) in record time and complied with the statutory guidelines, establish rapport with multiple stakeholders and

board members. PAC assisted for the first board meetings, drafted manpower policy which was appreciated by the Department.

- PAC took an overview of entire operations of KSDLWS and identified gaps, recommended solutions to fill in the gaps
- The registered Corporation “KSM-SCL” held its two board meetings within 6 months of incorporation, the society’s gaps were highlighted and a comprehensive study of all the state corporations was undertaken to identify best practices and recommend the same for KSMSCSCL operations

Community

Enhanced adequacy and quality of health services of the state’s healthcare network, especially the primary and secondary health-care levels

Government

Improved health outcomes and reduced out of pocket expenditure

This project is one of its kind efforts to automate, digitalise and optimise the operations of state drug procurement and supplies corporation.

The technology developed will be one of its kind at the scale and reach which can be replicated across any Indian state



Challenges

Establishing the synergy between the department and the creating a common vision across all the stakeholder.



Client Testimonial

The Manpower Policy of KSMSCL prepared by Public Affairs Centre is quite extensive and can be adopted as standard document for HR policy drafting of the corporation."

Shri. Jawaid Akhtar, IAS

Additional Chief Secretary
Government of Karnataka,
Department of Health and Family Welfare

Public Affairs Centre has been nodal agency for Department of Health and Family Welfare for establishing Karnataka State Medical Supplies Corporation. The team has worked in tandem with the department to achieve the registration within record time"

Smt. Manjushree N., IAS

Managing Director, KSMSCL, and Commissioner FSSAI,
Government of Karnataka

"The Health Project is an unique project for PAC and Government as, its first of a kind effort to improve the health care delivery, define long term objectives for department and for first time develop a comprehensive mechanism for data backed evidence for informed decision making"

Dr. Akash Gajanan Prabhune

Consultant





September 2019 - June 2021

Supported By

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



ಸಮಾಜಕಲ್ಯಾಣ ಇಲಾಖೆ
Social Welfare Department



PAC is responsible for the development of an evaluation framework that will study the multi-dimensional impact of selected schemes on the community



Findings

An analysis of the budget data on allocation and utilisation for each of the schemes revealed gaps in utilisation (both over and under utilisation) that must be verified on ground using primary data.



Highlights

- PAC has developed questionnaires based on our accredited CRC approach for both beneficiaries and service providers for each of the schemes being evaluated
- PAC has applied the CRC and CSC methodology to not just evaluate but also provide training to the service providers and beneficiaries on improving the efficiency of the schemes.
- The impact assessment being done by PAC provides a more nuanced understanding of how the benefits of the scheme translate into changing the lives of the community from a more holistic perspective.
- It is expected that the evaluation will provide inputs to the department on the current lacunae in scheme implementation and the impact on the beneficiaries and actionable recommendations for corrective action.

Community

The project will allow the community who are the beneficiaries an opportunity to reflect on their experience in scheme usage and suggest ways to improve access and usage

Government

The project will provide the government with an understanding of how the scheme translates into the impact of beneficiaries and how service delivery can be improved to maximise the effects of the schemes

Network Partners

The project will create maximum impact with the government since the recommendations made can be used to improve service delivery



Challenges

Once the evaluation for the selected schemes in the 10 districts is completed, the same exercise can be rolled out to other districts and schemes to understand regional differences in scheme implementation.



Client Testimonial

“The impact evaluation being undertaken by PAC of the 10 schemes for SC and ST welfare will be extremely useful in understanding how the allocated funding has been utilised for the welfare of the community.”

Dr E Venkataiah, IAS (Retd)

Chief Advisor,
SCSP/TSP Cell, SWD

Smt. B Urmila,

Director,
SCSP/TSP section, SWD
(Interview with DD Chandana)

“The impact evaluation of selected schemes of the Social Welfare Department is an important exercise to ensure that the money and effort of the state translates into bringing transformative change in the lives of the community”

Aparna Sivaraman
Programme Officer





January 2019 - March 2021

Supported By



An Assessment of Basis Services Provided by Electricity Supply Companies Limited in Karnataka

To generate an assessment report with clearly mapped out gaps in service delivery from the perspective of both consumers and service providers and provide actionable recommendations for the same.



Findings

The common findings for ESCOM – GESCOM, HESCOM, MESCOM and CESC were:

- Consumers prefer a contractor over availing the services of Getting a New Connection themselves, due to lack of awareness about the procedures and time consumption in availing the services themselves
- On Power outages, consumers facing issues of power outages on a regular basis, with some having power cuts on an average day ranging between 120 – 240 minutes
- 1912 – helpline customer care centre number, is unpopular medium of registering grievances. Consumers still prefer going down to the O&M centres and sub-divisions or informal means such as calling the GVPs, line man and mechanic to raise any grievances
- Training provision to Grade C and D staff should be based on training needs assessment rather than a general training program that would not reap benefits as intended



Highlights

- The main findings were presented through a dissemination workshop and 98 percent of the findings were well accepted by each ESCOM and they are willing to work towards the actionable recommendations suggested by PAC.
- The gap analysis study indirectly provided awareness in terms of grievance redressal to about 11,800 beneficiaries across 4 ESCOMs.
- Under the three main constructs of Ease of Doing Business, Operational Performance and Consumer Satisfaction the performance of each sub division, division and district under ESCOM was analysed and ranked accordingly. Under the three main constructs of Ease of Doing Business, Operational Performance and Consumer Satisfaction the performance of each sub division, division and district under ESCOM was analysed and ranked accordingly.
- Even as a gap analysis study on the basic services the project has been able to shed light on the aspects on mandate service provision but also aspects that will enhance service provision and will hence results in better collection efficiency.

Community

- Medium to raise their concerns, share their experiences and rate the service provision
- Get awareness about various services available in public domain

Government

An understanding about the implementation of services on grounds and areas that need improvements .



Challenges

Delay in response time from the client on the submitted deliverables.



Client Testimonial

To achieve the goals of access and availability of quality energy to all, the ESCOMs project findings will help shape in better provision of improved services to the consumers.

“Ease of Doing Business, Open Access, Digitisation and Social Media Platforms all different measures of making services more accessible to consumers, the important thing to realise is, these measures need better implementation on ground to meet the goals for which they were implemented in the first place.”

Sukriti Bhardwaj
Programme Officer





November 2019 & November 2020

Supported By



South-South Cooperation: Advancing Alternative Development Paradigms – Case Study on the Indian Technical and Economic Cooperation Programme

- Analyse the Indian Technical and Economic Cooperation (ITEC) programme
- Suggest possible template for assessing similar South-South Cooperation (SSC) development initiatives



Findings

The study showed that overall ITEC fulfils all the principles of South-South Cooperation to a high degree, however, several aspects that reduce its effectiveness as a development cooperation programme is due to the lack of:

- Well documented feedback and follow up procedures
- Contextualisation to the needs of recipient countries
- Alignment with SDGs, Climate Change, and Gender
- Transparency in the selection of courses or participants
- Active involvement of recipient countries in designing courses



Highlights

- The project will result in the creation of an independent assessment framework for Technical Cooperation in South-South Development cooperation.
- It will allow India and other Southern countries to improve the effectiveness of their Technical Cooperation initiatives
- Purely qualitative research conducted
- Takes in both India's perspective and that of receiving countries (Nepal and Bangladesh) as well
- Assessed the programme by an independent third party
- Applied a mix of critical enquiry methods and liberalism theory to create an assessment framework
- Reached out to relevant stakeholders

(government officials, CSOs and academicians) in Nepal and Bangladesh

Government

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

Funders/Donors

Multilateral and Bilateral funding agencies will get a new tool for assessing South-South Cooperation

Network partners

PAC was awarded this project as a member of the Southern Voice think-tank network, and the Southern Voice secretariat has taken an active role in this project.



Challenges

The pandemic and the consequent lockdowns combined with restrictions on travel constrained field work



Client Testimonial

"It was a pleasure for UNDP conducting the peer-review as well on this very rich and important study."

Jiangting Hao
UNDP

"The Government of India should be able to use this assessment framework for other similar programmes to ensure more effective programmes with its partner countries."

Karthik Poondla
Programme Officer



November 2019 - October 2020

Public Affairs Index: Governance in the States of India



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: equity, growth and sustainability.



Findings

- A cluster analysis of the states on the basis of the PAI 2020 scores revealed that states including Uttar Pradesh, Bihar, Jharkhand, Odisha and West Bengal formed a cluster. This cluster was characterised by poor performance in equity, growth and sustainability. Most of the
- Aspirational districts that have been identified by the NITI Aayog fall within this particular cluster, similar to PAI 2020
- Performance in equity parameters has increased positively across all states and UTs in India. In the case of small states, equity scores are not a driving factor in influencing the overall ranking. In the Union Territories as well, overall performance is not influenced by equity parameters
- All the states in the top 5 positions in the growth index are South Indian states
- The parameters of sustainability significantly influence overall performance in large and small states and Union Territories
- The State of the States measures inter-state disparities and shows that some of the states are not in a position to participate in competitive federalism, quite simply, because they are hobbled by resource constraints - of capital and human resources - rooted in endemic poverty and chronic backwardness



Highlights

- For the first time, PAI 2020 included 7 Union Territories in the analysis to understand how governance differs across both states and UTs. PAI 2020 included two new chapters - one on a Delta analysis and the other on interstate disparities. The Delta analysis aimed to compare the performance of states between 2015 and 2020 and understand how rankings in Equity, Growth and Sustainability have changed over time. The chapter on inter state disparities analysed the differences between high and low performing states and the rate at which states are moving towards a steady state of growth.
- The use of statistically rigorous techniques like the Principal Component Analysis in the development of the index. The PAI model incorporates the themes from the World-wide Governance Indicators as well as the SDGs into the model making it relevant from the global perspective.
- The PAI launch video has received wide attention on

- various social media platforms and has been quoted in various regional and national news media outlets
- The PAI team has also made presentations on the findings of PAI to various government and non-government organisations
- PAC has developed a scientifically rigorous model that removes the subjectivity in the ranking of the states. The PAI 2020 report also provides individual state factsheets that highlights the specific indicators where the state performs well and poorly and the kind of interventions possible based on the schemes being implemented.
- PAI has gained wide media traction and has made state governments look into their performance in various facets of governance. Several state governments have reached out PAC based on the PAI ranking for further partnerships on improving the performance of their state.

Community

PAI provides the community a simple measure of understanding the performance of their respective states in terms of governance and how they fare in comparison to other states.

Government

PAI holds up a mirror to state governments on their performance in various parameters of governance and how these are interconnected.

Funding Agencies & Donors

PAI created a large impact on the state governments as it provided an objective assessment of their performance based on publicly available data. State governments were able to understand which indicators or themes were impacting performance and its comparison to other similarly placed states.



Challenges

The availability of credible and timely data has been the biggest challenge in developing a data driven index such as PAI. Since PAI uses only data from the central government that is publicly available, the selection of indicators is in some cases dependent on the nature of data that is published.

“PAI provides a unique and simple solution for citizens and governments to understand and compare the performance of states in terms of governance. We hope that state governments use PAI as a tool to make policy decisions that are evidence based and data driven”

Aparna Sivaraman
Programme Officer



Project Implementation



Sanjaya Krishnamurti
Head - Projects
& Senior Fellow

The focus was on the seamless integration of Research, Data application and Project implementation in all our projects with providing significant insights and recommendation in the reports submitted. Adherence to MOU deliverables on timelines and budget, managing human resources with monitoring and review became important KRAs. It was also important for each team member to know and understand to why a project is implemented.

During the year among the many projects underway the Corporatisation of the Karnataka Drugs Procurement Society, the completion of the PDS project, closure of the RAD function in the IMC-K project and the IMC-K pilot roll outs were some of the major highlights. A notable feature was the involvement of the entire team, focus by the Project Head and the continuous engagement with the Stakeholders concerned.

Challenges were overcome with the simple mantra *“Stay true to the objectives of the project and do not change your line of sight.”*

New initiatives included :

- Implementing quarterly appraisals both quantitative and qualitative
- Conducting an induction programme for greater understanding of PAC and action projects
- Developing training manuals and tool kits for the PDS and the IMC-K – RAD projects

Centre for Open Data Research (CODR)



Thomas J
Head - CODR

Currently, the CODR team is addressing the slowing down of activities due to the pandemic and had to overcome the COVID-19 related lockdown and other logistic challenges. We addressed the challenges by having clarity at all times and at all levels.

We continue to seek new challenges and projects and in this endeavor have started approaching and working with other central and state government agencies in the areas of data science and analytics.

The Centre for Open-Data Research (CODR) was established in 2018 as a data research and analytical arm of the Public Affairs Center (PAC). It is aimed at promoting open-data utilisation through data science research outputs, tools and techniques with an objective to apply the results towards progressing human development or enhancing customer consumption experience. Open-Data is defined as data that is freely available for access, reuse, redistribution for everyone without any restrictions

PAC/CODR partners the Government of Karnataka in the Application of Data Science in Governance. This Knowledge partnership focusses on helping the government to effectively implement Sustainable Development Goals (SDGs) by using data science application driven evidence-based policy formulation and outcome-based programme design on a government wide basis. To address this PAC has formed teams to include domain experts and data analysts where each team conducts research, analyses data and develops a report with actionable recommendation. The SDGs include 1, 8, 10, 2, 3, 4 and 5.

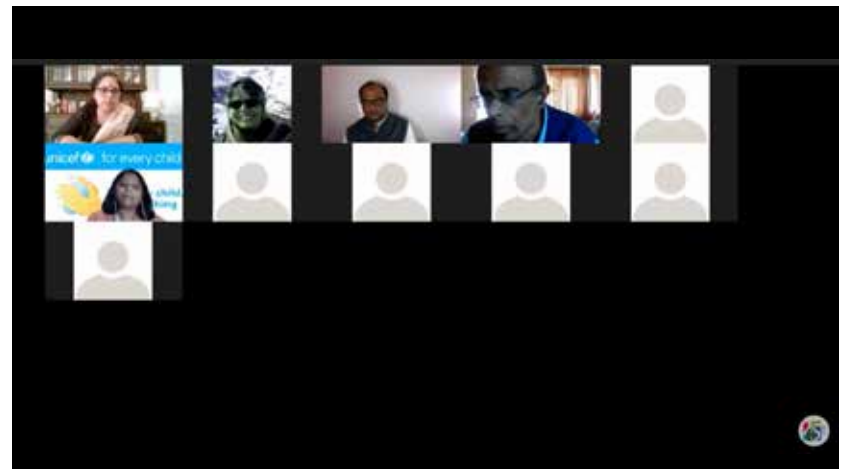
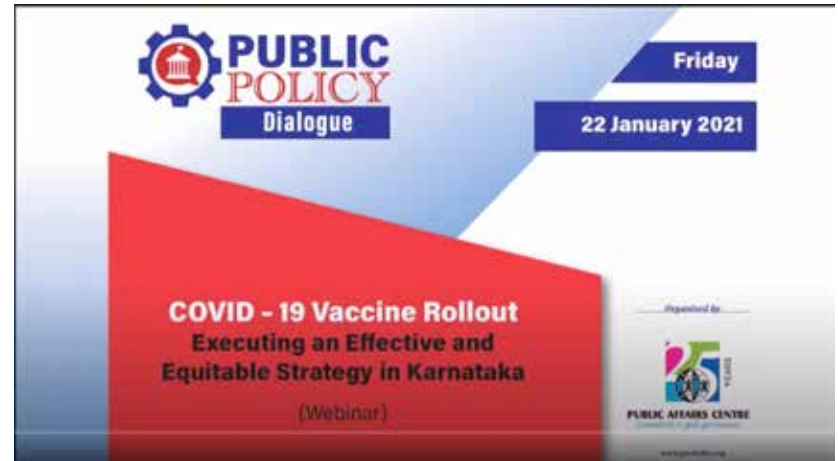
New Initiatives

The Public Policy Dialogue (PPD) is an initiative to advance the discourse on human development praxis. Specifically, PPD will generate actionable knowledge that can inform policy and practice in niche public governance challenges extant in Karnataka. The purpose of PPD is to broadly:

- Engage people from different interest groups in a reflective process
- Debate policy and governance issues of concern
- Bring together different perspectives and consider a unified response
- Ponder alternative solutions to urgent development challenges

The 1st webinar was held on January 22, 2021 and the topic was **Policy Dialogue - COVID-19 Vaccine Rollout Executing an Effective and Equitable Strategy in Karnataka**. Broadly the webinar focused on drawing attention and giving momentum to the humungous task of vaccination rollout that needs to be achieved in the ensuing months in Karnataka. The Webinar helped translate optimism to transformative action on the ground. A key output from this webinar will be a Policy Brief which will include some of the key discussions from the webinar.

The webinar had distinguished panelists to include **Shri Jawaid Akhtar, IAS (Additional Chief Secretary, Health and Family Welfare Department, Government of Karnataka)**, **Dr. Anupama Shetty (Mission Director, Biocon)**, **Seema Kumar (Communications for Development Specialist, UNICEF)** and **Dr. Giridhar Babu (Professor and Head Life-course Epidemiology, PHFI)**. **Dr. A. Ravindra (Chairperson PAC)** moderated the session. The webinar was attended by around 40 participants.



Policy Engagement and Communication (PEC)

"The Policy Engagement and Communication activities continued its various activities despite the pandemic. All the events, Dr. Samul Paul Lecture, Launch of Public Affairs Index 2020 (PAI 2020) were conducted virtually. Both were well received. Dr. Samuel Lecture and had around 300 viewers when it was launched. PAI 2020 was well received and around 3500 viewers, in addition to this it was not well received by the media but also some of the state governments reacted and welcomed the report and the analyses."

Dr. Annapoorna Ravichander

Head - Policy Engagement and Communication



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Reports

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Opinion Articles and
Commentaries

22



Project Bulletins

44



Domain Bulletins

3



Public Eye (Newsletter)

3



Policy Brief

Social Media Analysis



Yearly

Tweets	306
Tweet Impressions	1,82,010
Mentions	515
Profile Visits	9,628
New Followers	233



Yearly

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



Views

3,308



New
Followers

151



Reach

50,741

Outreach



Team PAC met with Smt. A.M. Laloo, Director, Planning Department, Government of Meghalaya, for Networking and project ideation process



Gurucharan G, Director had a very useful discussion with Conrad Sangma, Chief Minister of Meghalaya



Sangeetha E. Nikkam, Programme Manager visited Chikkaballapur as part of the Social Welfare Development community engagement to evaluate the Land Purchase Scheme



The Administrative Reforms Commission, Karnataka had a consultation meeting with PAC team on using data science and evidence based research in addressing the governance challenges and the future reform path



Team IMCK with Shri. Shubham Singh, IFS, Ministry of External Affairs, Government of India during the International Migration Familiarisation Programme



Sangeetha E. Nikkam, Programme Manager, attended a Capacity Building Workshop on Project Monitoring and Evaluation (PME) organised by CUTS International



Dr. Meena Nair, Head of Research, was a Panellist in an online Policy Dialogue: Infrastructure, Technology, and Finance for Sustainable and Inclusive Development in Asia beyond the Pandemic



PAC team made a presentation to the Women & Child Development Department chaired by Shri Peddappaiah R S, Commissioner



The Health team handing over the registration certificate to Shri. Jawaid Akhtar, IAS, Additional Chief Secretary to Govt. of Karnataka, Health & Family Welfare Services and Manjushree, Managing Director, KSMSCS

Events



PAC team with Dr. S B Ravi Kumar, Joint Labour Commissioner, KSUWSSB.



A webinar on "Public Affairs Index 2020 Governance in the States of India" was co-hosted with the Institute of Public Administration (IIPA), Karnataka Regional Branch.



Review meeting of IMC-K. Chaired by Sri Ashwin Dannappa, Managing Director, Karnataka Skill Development Corporation



A team from PAC met Mrs Bharati Shetty, Deputy Director of Women and Child Development Department Dharwad, Mrs Deepa Javoor, CDPO and Mrs Geeta Redder, Anganwadi supervisor and beneficiaries during their visit to Shiruguppi and Halyal Talukas.



Sukriti Bharadwaj, Programme Officer, presenting to Managing Director of Chamundeshwari Electricity Supply Corporation Limited Mysore (CESC)



G. Gurucharan, Director, Public Affairs Centre and Dr Annapoorna Ravichander, ED, Public Affairs Foundation had a discussion with Joanna Brooks, Consultant and Bikash Ranjan Dash, Project Manager, United Nations Development Programme, Afghanistan



3rd Dr Samuel Paul Memorial Lecture with Dr. Vikram Patel, Professor, Department of Global Health and Population, Harvard TH Chan School of Public Health and Co-Founder and Member of Managing Committee, Sangath



PAC Interview Series with Dr Vikram Patel



PAC Interview Series with Monica Kshir, BDO, Mawpat, Meghalaya

Training

"Training took a backseat due to the pandemic but we managed to conduct some training programmes, and webinars for colleges. We have also worked on a Training Calendar to launch training programmes and workshops. The training vertical is now jointly handled with the Public Affairs Centre (PAF)."

Dr. Annapoorna Ravichander

Head - Training



Gurucharan G, Director, conducting a training for participants from Department of Public Enterprises, GoK

External Training



The first session for 2021 post-COVID lockdown was conducted on 7 January, 2021 for a candidate named Nimitha who is scheduled to travel to KSA as a staff nurse



Anjana Kizhpadathil, Programme Officer, delivering a session on Origin and Legislative Framework of CSR in India for participants from Department of Public Enterprises, GoK



Aparna Sivaraman and Divya Alex conducted a session on Importance of conducting Labour Market Assessments and their contribution to informed policy making during International Migration Familiarisation Programme.



Divya Alex, Programme Officer, conducted a training on Ethical Recruitment as part of the IMC-K's International Migration Familiarisation Programme (IMFP)

Committees

To ensure research quality the following committees oversee all projects:

Research Quality Committee (RQC)

The committee oversees and ensures:

- Development and implementation of the research agenda in collaboration with senior researchers/other team members
- Review the progress of action research periodically with reference to time lines, deliverables, submission of deliverables (based on the proposal)
- Discuss and finalise new areas of research, qualitative and quantitative analytical tools and strategies to ensure constant updation with the latest trends in research methodology
- Training and capacity building of young researchers in the above areas

Editorial Committee

The committee oversees and ensures that:

- All outputs are of high quality, original and strongly based with evidence
- Adhere to Standards and Guidelines
- Use templates where applicable

Research Ethics Committee (REC)

As part of intervention and advocacy the Committee ensures that:

- Zero tolerance policy violation of financial integrity and moral turpitude in PAC's relationship with beneficiaries, stakeholders, community and staff
- Informants have the right to withdraw from participating in a research project at any time, without entailing any negative consequences for them
- Researchers should consider and prevent unintended effects on third parties that are not directly included in the research
- Researchers and research institutions comply with and promote generally acceptable standards for scientific integrity
- Plagiarism of others' text, material, ideas and research results is unacceptable, unless proper acknowledgement of the source is provided, and constitutes a serious breach of ethical standards

Finance and Administration



SS Iyer
Administrator

Highlights

During the year 2019-20, with the emergence of COVID-19 pandemic and the lockdown ordered by the Government to control the spread thereof, PAC faced three major problems - ensuring health and safety of our staff, effective management of finance and ensuring deliverables under various projects being implemented.

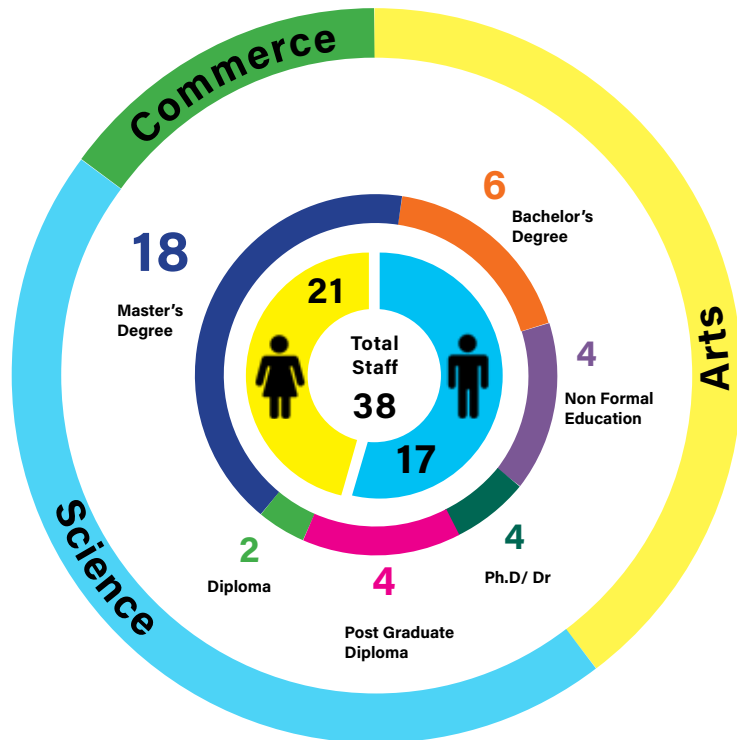
The first step we took was to ensure that all staff could work from home since the first lockdown was announced on March 23, 2020. Circulars indicating detailed procedures to be followed for staff testing positive for COVID-19, preventive measures and other instructions were issued. We also ensured regular sanitation of the office premises, once work resumed.

The second obstacle was that due to the redirection of funds towards COVID-19, fund release was interrupted for the governmental projects that we had undertaken. In order to deal with this situation, all senior staff decided to not draw salaries for two months after which they volunteered to bear pay cuts of 20-30% which continued throughout the year 2019-20. Junior and mid-level employees also volunteered for pay cuts between 10 and 15%, the annual increments were deferred during the year. Besides, there was a strict control on administrative expenses. These initiatives helped in maintenance of a reasonable cash flow.

The third obstacle we had to face was with reference to ensuing project deliverables in view of the inability to conduct fieldwork and surveys. However, we followed a very imaginative and intelligent plan where during the lockdown, we focused entirely on desk-based research in terms of literature review, secondary data collection, data analysis, etc. Thus, we tried to ensure that work did not come to a halt entirely due to the pandemic.

Human Resource Management

On the human resources front, the newly recruited officers were provided with an induction programme of 6 weeks in each of the four verticals of the Centre viz. Research, Project Management, CODR and Policy Engagement and Communication which enabled them to have a good knowledge of the working of all the verticals in PAC.



The process of recruiting interns was also streamlined and interns from reputed Colleges and Universities interned with PAC during the year.

With our 'Zero Tolerance' approach towards Sexual Harassment at work place a Workshop on Prevention of Sexual Harassment (POSH) was conducted for the new staff with the help of an external agency. Also, the Anti Sexual Harassment Committee (ASH) was reconstituted during the year.

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 25 February 2021. The workshop was facilitated by **Nandita Pradhan Bhatt, Director** and **Nitya Sriram, Senior Program Officer, Martha Farrell Foundation**, and was attended by 39 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 2020-2021.

"Members of the POSH committee can recuse themselves if there is a conflict of interest."

A "no" is not necessarily be loud and clear. A no can be conveyed via the body language of the person showing discomfort, rejecting the action, or anything that is not a clear "yes" is a "no".

Definition of workplace extends beyond the company infrastructure and includes social gathering with colleagues, parking lot as well as the company transportation

The impact matters more than the intent in the case of sexual harassment. It depends on how the individual feels rather than the intention of the perpetrator.

Mutual respect = POSH



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.



"Created awareness on COVID-19 Do's and Don'ts to the community and with the distribution of circulars related to travel restrictions in the district. We associated with different agencies in the society for food distribution to the needy."

Naveen Alwayne Dsouza
Field Research Officer



"The year made to learn more on using technologies to reach and have intervention with stakeholders. Improved skills in desk research and desk work. The opportunities of representing PAC to senior and district officials of various department was indeed challenging and learning one."

Muthu Krishna
Field Research Officer



"CRC is very effective in CSC action research activities and helps to get quality inputs from beneficiaries and service providers. It is able to create impact at the policy level to make the necessary amendments. Functional research activities are playing a key role in making project implementation work more successful at the field level with the participation of the community and the government administration. Good examples of this are the PDS & SDMC projects. Engaging in action research activities, with the community ownership helps to improve the quality of the expected results."

Kumar V
Field Research Officer



"We completely relied on Digital Communications as travel was banned, this way we stayed connected to our stakeholders, District level partners & Government officials."

"Since we were associated with Public Distribution Project, we had to motivate the Citizen Monitors to help during the ration distribution time and ensure the timely distribution of food to avoid any lag."

Prakash KN
Field Research Officer

Interns Speak

PAC believes in encouraging the interns to work on live projects, interact with stakeholders, write Policy briefs and Articles and exposing them to real life experience.



"The BOCW project gave me a great amount of knowledge on real life issues faced by construction workers and the negative impact of underutilisation of the cess collected. Working as an intern at PAC gave me an amazing new perspective and helped me enhance my research skills."

Gayathri Naik

Symbiosis School of Economics, Pune



"My internship at Public Affairs Centre turned out to be an insightful experience. It helped me in gaining and widening my knowledge on the conditions of construction workers and other labourers. I am thankful for the opportunity that was given to me to work with amazing people."

Shruti Chaturvedi

Symbiosis School of Economics, Pune



"Working on live projects where I could apply my academic coursework was the most interesting part of the internship. My work involved performing literature reviews, data analysis and being part of writing a research paper with health lead. Overall it was a satisfying experience despite the fact that I interned with PAC remotely."

Sai Sidharth Manikandan

International Institute for Population Sciences, Mumbai



"My internship with PAC was a wonderful learning experience. Working on the project was very insightful on the problems faced by construction workers in availing benefits provided by the government under the Building and Other Construction Workers (BOCW) Act."

Yatika Agrawal

Symbiosis School of Economics, Pune

Voices from the Community

PAC works with the communities in all its action research projects. Hear the voices of the community in their own words, on their interaction with PAC



"PACs survey questionnaire covers all aspect of WCD in its survey, it will give us comprehensive feedback. Personally I felt the infrastructure of Anganawadi center built under Kalyanaka Karnataka indeed a best one, it has all the necessary rooms required for early child education"

Prabhakar

Deputy Director WCD Yadgir



"We will work on the recommendation made by you with action research in Bidar district. Will immediately act in coordination with PRAWARDA DLPO to provide PDS entitlements to people who, migrated to Bidar from other places"

Babu Reddy

Deputy director PDS Bidar



"With only short-term actionable research projects, responsible leaders in the community, especially women, have come to the mainstream to fulfil social responsibilities. If communities get long term support by the Government and NGOs like PAC, there is no doubt about that we can be done to uphold good humanitarian values."

Ms. Krishnabai M Momin

Citizen Monitor,

FPS - Mudhol town

Bagalkot district Officer



"Our judicial Fare Price shop has improved so much that no one will deny the public and listen to us. If the quality of food grains is not good, the shop management will return it back to government. Shop owners are taking the necessary steps to safeguard social distance and safety during the COVID-19 situation. We are very happy to see the progress in short term"

Kavita Bhajantri

Citizen Monitor of Lingapura village

Bagalkot ,Worked for PDS project

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 2021

(In Rupees)

Particulars	SCHEDULES	AS AT 31 MARCH 2021			AS AT
		IC *	FC *	Total	31 MARCH 2020
SOURCES OF FUNDS					
RESTRICTED FUNDS					
Earmarked Fund	1	1,63,42,072	-	1,63,42,072	2,14,27,766
Endowment Fund	2	1,83,00,000	1,18,00,000	3,01,00,000	3,00,00,000
UNRESTRICTED FUNDS					
General Fund	3	1,19,90,998	-	1,19,90,998	1,23,74,907
Designated Fund	3A	4,697	-	4,697	4,697
Endowment Fund	4	3,83,911	55,39,985	59,23,896	48,36,632
Fixed Assets Reserve Fund	5	9,80,876	23,99,674	33,80,550	36,05,700
Current Liabilities	6	75,33,920	17,201	75,51,121	25,65,767
		5,55,36,474	1,97,56,860	7,52,93,334	7,48,15,469
APPLICATION OF FUNDS					
Fixed Assets	7	1,29,71,871	23,99,673	1,53,71,544	1,59,80,608
Investments	8	2,40,90,198	1,55,44,149	3,96,34,347	3,89,18,963
Cash and Bank Balances	9	28,72,314	5,37,488	34,09,802	40,68,467
Current Assets	10	60,26,888	12,75,550	73,02,438	48,48,079
Earmarked Fund - Receivable	11	95,75,203	-	95,75,203	1,09,99,352
		5,55,36,474	1,97,56,860	7,52,93,334	7,48,15,469

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)

BENGALURU, 30 JULY 2021

Director and The Chief Functionary
G. Gurucharan

Director
Dr. K R S Murthy

Director
Sudhakar Rao

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 2021

(In Rupees)

Particulars	Schedules	During the year ended 31 March 2021										Grand Total	For the year ended 31 March 2020
		Earmarked Fund		Endowment Fund		Designated Fund		General Fund		Total			
		IC	FC	IC	FC	IC	FC	IC	FC	IC	FC		
INCOME	12	4,20,95,294	3,57,885	-	-	-	-	-	-	4,20,95,294	3,57,885	4,24,53,179	5,43,51,257
Programme Revenue		6,07,488	-	5,94,242	10,20,641	-	-	-	-	12,01,730	10,20,641	22,22,371	20,78,416
Interest on Fixed Deposit		38,088	-	-	-	-	-	71,239	8,542	1,09,327	8,542	1,17,869	1,76,184
Interest on Saving Bank Account		-	-	-	-	-	-	14,285	-	14,285	-	14,285	1,84,684
Other Income		-	-	-	-	-	-	6,723	-	6,723	-	6,723	11,846
Royalties		-	-	-	-	-	-	-	-	-	-	-	12,00,000
Donations/Other Grants		-	-	-	-	-	-	60,000	-	60,000	-	60,000	20,000
Rental Income		-	-	-	-	-	-	2,74,332	-	2,74,332	-	2,74,332	7,05,907
Training Income		4,27,40,870	3,57,885	5,94,242	10,20,641	-	-	4,26,579	8,542	4,37,61,691	13,87,068	4,51,48,759	5,87,28,294
EXPENDITURE	13	21,55,763	-	-	-	-	-	21,899	1,74,963	21,77,662	1,74,963	23,52,625	32,24,232
Administration Expenses	14	63,20,356	-	-	-	-	-	-	-	63,20,356	-	63,20,356	1,54,11,488
Programme Expenses	15	3,17,60,940	3,57,885	-	-	-	-	-	17,689	3,17,60,940	3,75,574	3,21,36,514	3,64,78,221
Personnel Expenses		10,54,353	-	-	-	-	-	16,967	2,939	10,71,320	2,939	10,74,259	28,73,214
Research and Development Cost		-	-	-	-	-	-	-	-	-	-	-	2,72,721
Training Expenditure	7	8,03,882	-	-	-	-	-	-	-	8,03,882	-	8,03,882	5,41,310
Purchase of Assets	7	-	-	-	-	-	-	3,83,911	-	3,83,911	-	3,83,911	4,26,568
Depreciation		6,45,576	-	5,94,242	10,20,641	-	-	3,802	(1,87,049)	12,43,620	8,33,592	20,77,212	(4,99,460)
Excess of Income over Expenditure		4,27,40,870	3,57,885	5,94,242	10,20,641	-	-	4,26,579	8,542	4,37,61,691	13,87,068	4,51,48,759	5,87,28,294
TRANSFER OF SURPLUS / DEFICIT TO		6,45,576	-	-	-	-	-	-	-	6,45,576	-	6,45,576	1,75,224
Earmarked Fund		-	-	5,94,242	10,20,641	-	-	-	-	5,94,242	10,20,641	16,14,883	19,66,852
Unrestricted Endowment Fund		-	-	-	-	-	-	-	-	-	-	-	-
Designated Fund		-	-	-	-	-	-	3,802	(1,87,049)	3,802	(1,87,049)	(1,83,247)	(26,41,536)
General Fund		6,45,576	-	5,94,242	10,20,641	-	-	3,802	(1,87,049)	12,43,620	8,33,592	20,77,212	(4,99,460)

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, 30 JULY 2021


Director and The Chief Functionary


Director


Director







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