



ANNUAL REPORT

April 2021 - March 2022



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.



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APRIL 2021 -
MARCH 2022

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Chairman's Message



Dr. A Ravindra, IAS (Retd.)
Chairman

First, it is my duty, on behalf of the Board of Directors, to congratulate the Director and the staff of PAC, for having commendably managed the year 2021-22, in spite of the travails of the COVID-19 pandemic. The activities of the Centre continued without much disruption; in fact, we have been able to substantially support the government in the health care services during the pandemic.

We are delighted that two women members have joined the PAC Board. I would like to welcome them and look forward to their contributions which, I have no doubt, will add great value.

I am happy to say that we launched a new programme-the Distinguished Lecture Series (DLS) and the first lecture was delivered by Dr Sujatha Rao, former Secretary to Government of India, Health and Family Welfare in November, 2021 on a topic of current relevance-Reforming the Health System in Indian States in the background of the pandemic, which was highly educative and well received.

Another breakthrough achievement pertains to establishing partnerships with other state governments-two states, very different from each other; one a backward state, Meghalaya in the north-east and another, a progressive state in the south, Tamil Nadu. PAC will work with them on data science applications to improve their governance systems. Our engagement with the governments on SDGs with focus on goals relating to education, primary health care and livelihoods, matters that touch the lives of the poor and the vulnerable, continues with commitment.

With the adverse impact of the pandemic hopefully receding, I am sure in the coming year, we'll be able to move forward with greater speed in our efforts towards achieving good governance.

From the Director's Desk



Gurucharan G, IAS (Retd.)
Director

Back to the Future

As I look back at the past financial year, the one thing that stands out is that the pandemic left behind a significantly altered world. Despite some clouds of uncertainty that still hover; there is cause for optimism at the sunny and clear blue patches appearing on the horizon. Glimpses of a post-COVID world can be gleaned. This is a good time to reflect on the public policy challenges - in primary healthcare, school education and livelihoods - that we encountered in the year past and how team Public Affairs Centre (PAC) meticulously marshalled evidence and data to push '**Back to the Future**'; to achieve, if not in full, in substantial measure the pre-COVID momentum in development governance.

The focus of the Public Affairs Centre - across teams and projects - was two-fold: First, partnering with governments to help bring children back to schools and bridge the learning deficits that emerged, with the work done on SDG 4; providing evidence-based support to restore essential health care services that had been disrupted, especially ante-natal care and immunisation through the two health services optimisation projects and extending hand-holding support to reconstruct livelihood avenues in both the informal and formal sectors for migrant workers through the International Migration Centre - Karnataka project.

Second, to refocus on those most in need of help, addressing the deprivations of the disadvantaged and vulnerable populations, to ensure that public policy interventions '**leave no one behind**'. Developing a medium to long term SDG implementation plan for Karnataka state and helping prioritise budget allocation using data analytics was a unique and at once satisfying task delivered successfully.

For all of us at the PAC, and its analytics arm, the Centre for Open Data Research (CODR), these imperatives translated into more rigorous evidence-based analysis, deploying the transformative power of data analytics to draw insights, and partner governments to help them make socially accountable interventions. Advancing 'Social Accountability' is important because in a modern democracy, the fundamental political relationship that influences socio-economic development is that between the citizen and the state. The stakeholders in the development process - the government, the market, and civil society - have an important role in this process if we are to progress towards a just and humane society.

Much of our work at the PAC is aimed to catalyse such development praxis. This then was the '**Sine Qua Non**' for all of us at the PAC. I congratulate the team on a satisfying year 2021-2022. Let us strive to build back even better in the year ahead.

Board of Directors



Dr. A Ravindra, IAS
Chairman

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



Uma Mahadevan, IAS
Board Member

Principal Secretary, Women & Child Development and Empowerment of Differently Abled and Senior Citizens Department, GoK



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, Brickwork Ratings



Archana Muthappa
Board Member

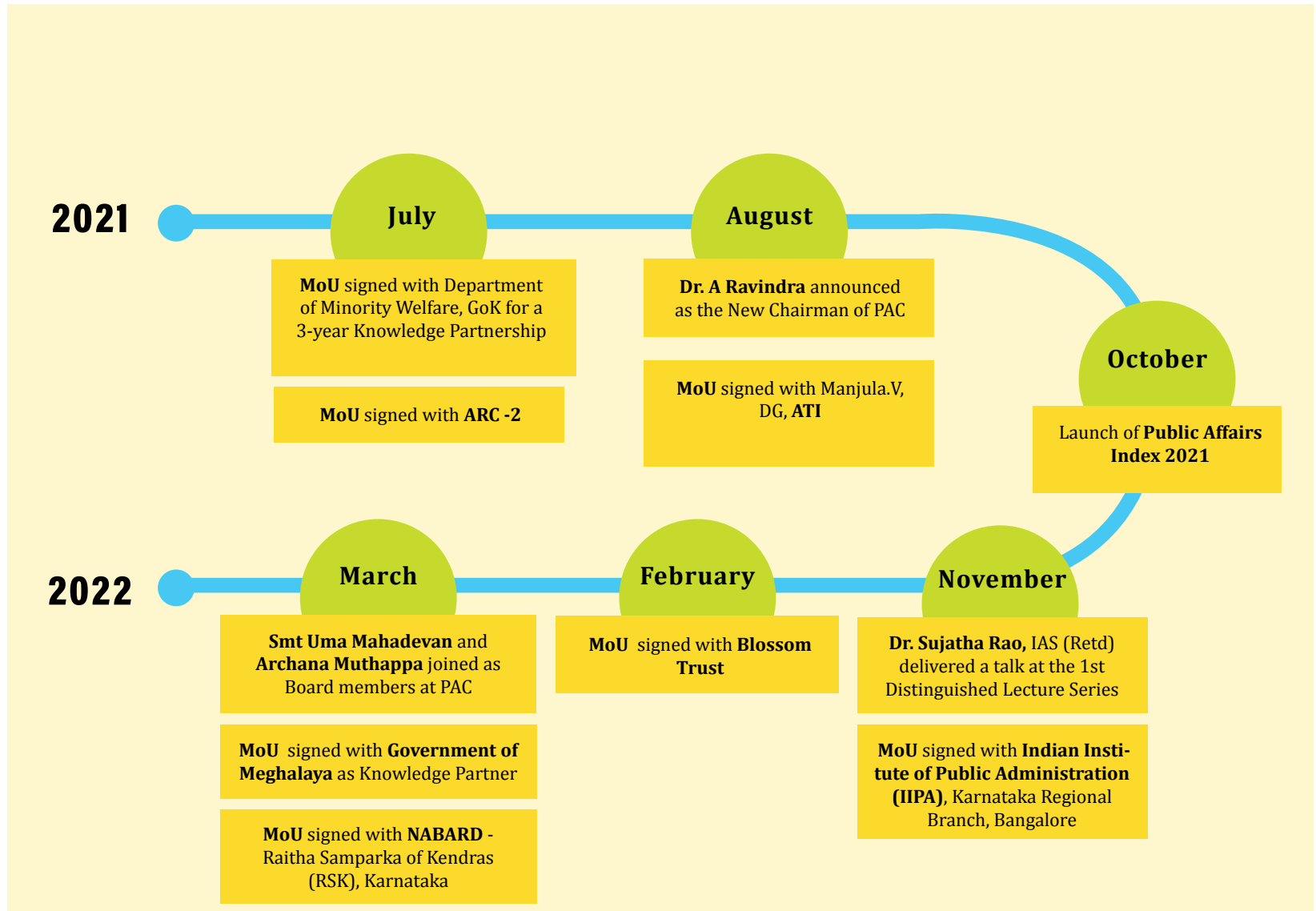
Corporate Communications Specialist & Mental Health Professional



Gurucharan G, IAS
Board Member

Ex-Officio Member, Director, PAC

Key Events



Research Overview



Dr. Meena Nair
Head - Research

In 2020-21, PAC witnessed the implementation of 14 projects that included both big (multiple years/state-wide) and small (few months/focused). We successfully completed 4 and the outputs were presented in various fora and appreciated. Among the small projects, an assessment of the ITEC programme of the Ministry of External Affairs, GoI resulted in a peer-reviewed paper for the United Nations Office for South-South Cooperation (UNOSSC). Another project successfully completed was an article that presented the data analytics carried out in Public Affairs Index 2021 (PAI 2021). Among the big projects, PAC successfully presented a Proof of Concept on how women from SHGs can ensure better compliance by Fair Price Shops, leading to better food security, and how a government-run drug procurement and distribution Society can be corporatised to bring in efficiency and effectiveness in drug and equipment supply chain management.

Despite the onslaught of the second wave of the pandemic in India that took away a good two working months from PAC, the Centre received invitations from various funders to submit proposals. Among the successful proposals that will transform into action research projects in the coming Financial Year include a Knowledge Partnership with Blossom Trust to carry out community participation and monitoring processes to improve adherence to TB treatment protocols under Stop TB Partnership. PAC will also embark on a new partnership with NABARD in another action research project that will help improve service delivery of Karnataka's Raitha Samparka Kendras (RSK). Two state governments have invited PAC to work with them on data science applications to improve governance – Meghalaya and Tamil Nadu to find ways to improve their performance and rankings in PAC's annual Public Affairs Index. Work with both governments should start early in the next Financial Year.

PAC's partnership on a CSR project with AdvantEdge Healthcare Solutions Pvt Ltd to renovate a rural Anganwadi Centre into a child-friendly ecosystem that will develop among children the '**love to learn**' has successfully moved into its second year. Thus, for the coming Financial Year, we plan to continue to focus on using action research approaches, leveraging data science applications, and including training and capacity building among stakeholders and institutions at the '**first mile**' for citizens.

Action Research

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

Projects

- ◀ **Localising Governance: Strengthening the Role of Last Mile Institutions in Karnataka**
- ◀ **PAC-AdvantEdge Corporate Social Responsibility Project on Early Childhood Care and Education in Bangalore**
- ◀ **Evaluation Study on Impact Assessment of selected schemes being implemented by the Social Welfare Department (SWD), GoK**
- ◀ **Improving Service Delivery for the Welfare and Development of Children in Karnataka**
- ◀ **Strengthen the Civil Coalition for TB Advocacy to improve Treatment Adherence among TB Communities in Tamil Nadu**
- ◀ **The Application of Data Analytics in Health Care And Health Personnel Deployment Optimisation**
- ◀ **A System Optimisation Solution for Procurement of Medical Supplies for the Government Health Care System in Karnataka and Corporatisation of KSDLWS**
- ◀ **International Migration Centre - Karnataka (IMC-K)**
- ◀ **Working towards Social and Economic Empowerment of Women through the Stree Shakti Programme**
- ◀ **An Assessment of Basic Services Provided by Electricity Supply Companies Limited in Karnataka**
- ◀ **A Social Audit of Implementation of the BOCW Act in Karnataka**
- ◀ **Knowledge Partnership Between Department of Minority Welfare and Public Affairs Centre**
- ◀ **Public Affairs Index: Governance in the States of India**
- ◀ **Centre for Open Data Research (CODR)**

SDGs





July 2021 - June 2022

Supported By

Localising Governance: Strengthening the Role of Last Mile Institutions in Karnataka



Aims

- Evidence-based recommendations for administrative reforms in government and its agencies to restructure existing institutions and make them more effective, efficient and accountable
- Effective utilisation of resources being allocated by various line departments by the last mile institutions in Karnataka.



Future Plans

- Carry out Key Informant Interviews(KIIs) and Community Score Cards(CSC) in identified Gram Panchayats and last mile Institutions like PHCs, Primary and Secondary Schools, Anganwadi Centres, Fair Price Shops
- Analyse the results obtained from the field vis-a-vis the standard norms or guidelines to recommend appropriate reforms in the Administration and Service Delivery.

"This project was a new exposure for the team in understanding the Administration in last mile Institutions. It involves the study of Gram Panchayat governance and its associated service delivery institutions that work towards Healthcare, Women and Child Development, Education and Food Security. This project is very interesting and exciting due to its nature and involves studying each institutions administration and its service delivery processes to make it more effective and efficient and ensuring autonomous functioning of Gram Panchayat under its given power and authority."

Sachin S. Bhat
Programme Officer





March 2021 - March 2023

Supported By



PAC-AdvantEdge Corporate Social Responsibility Project on Early Childhood Care and Education in Bengaluru Rural District



Aims

- Enhance the quality of ECCE by improving the adequacy and quality of the Anganwadi ecosystem
- Foster a learning environment at home and in the community by strengthening protective measures. The community led model will contribute to Sustainable Development Goal- 4 '**Education for all**'.



Outcomes

- The project will be a torch bearer by leveraging the existing Integrated Child Development Services infrastructure to address the multiple components of the ECCE which includes renovating Anganwadi centres, engaging children, mothers, caregivers and community, introducing bridge teachers, mentoring Anganwadi workers and providing contextual Teaching and Learning Materials.

"It's very important for every Anganwadi to have a good infrastructure in order to create a child friendly environment so that it helps children to learn better."

Prakash K.N.
Field Research Officer





August 2019 - June 2022

Supported By

Planning, Programme Monitoring and Statistics Department
Government of Karnataka

Evaluation Study on Impact Assessment of selected schemes being implemented by the Social Welfare Department (SWD), GoK



Aims

- Evaluate if the schemes are really reaching the targeted groups and resulting in the improvement of targeted groups and their habitation
- Find the exact economic and social development status including habitation improvement
- Study the nature of investments in human development of SC population in Karnataka from 2014-15 to 2018-19 (last five years)
- Develop a framework for the analysis of impact assessment of social welfare action (programmes and schemes targeting SC population) through micro-level research and advocacy.



Outcomes

- **Evidence based Policy Formulation in the future:** The current analysis is expected to generate enough evidence that can be provided as policy recommendations to GoK
- **Suggestion of a Data Repository:** One of the key recommendations of the study will be the maintenance and storage of data for schemes, which can help streamline budgets and investments in a systematic and data driven manner
- **Data based Investment:** This study will generate substantial information to enable the government (SWD) to use special tools, and investment methods which are justified and have better indicators for selection and budget allocation
- **Joint Ownership of Schemes:** Community Score Cards enables the communities and service providers to interact openly with each other, and demand and expand their entitlements for specific schemes, respectively.



Challenges

The study team faced several challenges during the project period:

- **Data Collection:** Identifying and interviewing beneficiaries in the field
- **Service Providers:** Service Providers at certain locations indicated reluctance during the interview process and extended limited support
- **Guidelines:** Lack of guidelines for certain schemes which are otherwise being extensively used to implement the social welfare schemes, leads to poor monitoring and surveillance, as well as maintenance post the actual implementation of the project. For the project team this is a huge challenge during our gap analysis exercise between norms and practices
- **Data Storage System by the SWD:** It was difficult to track beneficiaries as the data storage systems with the SWD department across all the schemes being implemented by them does not capture several critical information including contact details.

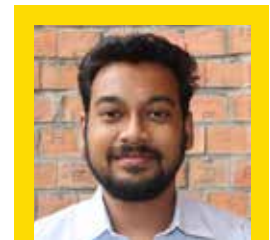


Future Plans

The project aims to lead to a 3-Year Knowledge Partnership with the Social Welfare Department which will be extended to several other schemes.

- **Social Inclusion and Development Index:** This is based on selected outcome indicators that will form the basis to access the performance of districts of Karnataka and rank them. This will comprise a district-wise ranking based on progress made through implementation of programmes. There will be comparison between Districts, as well as between Departments involved in the welfare of SC/ ST Communities
- **Social Audit and Effectiveness Evaluation:** Using PAC's Social Accountability Tools, such as Citizen Report Card(CRC), Community Score Card(CSC), Key informant Interviews, Focus Group Discussions (FGDs), etc. Effectiveness Evaluation of specific human development Indicators will be evaluated
- **Process Re-engineering:** Support Data Analytics in the Departments and assist/create a structural framework for data collection, cleaning, collation, analytics and presentation. Relatable issues as seen in the current project - district level data is well segregated (MIS); however, there are severe data maintenance issues at the Gram Panchayat and Taluk levels.

"Education as a domain is of extreme magnitude; extending across a wide gamut of social sectors. It spreads across all other SDGs and is in a way indirectly or directly related to them. In the words of Malala Yousafzai, "All the SDGs come down to Education." Education is often also indicated as a force-multiplier that enables self-reliance, instils a sense of empowerment, and leads to the economic and social growth of communities by enhancing skills, and capabilities to have a better living opportunity for all future generations. With this idea, the SDG 4 analysis conducted by the study team on Out of School Children(OOSC), gives us a unique opportunity to understand the root causes, and identify actionable recommendations for the same."



Rahul Das
Programme Officer



Karnataka Building And Other Construction
Workers Welfare Board
Government of Karnataka

Conducting Social Audit of Building and Other Construction Workers' (RECS) Act, 1996 and Building and Other Construction Workers (BOCW) Welfare Cess Act, 1996



Aims

Through this social audit, PAC will identify gaps in the implementation of the BOCW Act at workplaces and IEC activities reaching out to construction workers, assess challenges faced by beneficiaries when registering with the KBOCWBB and applying for schemes and then find ways of improving effectiveness through public hearings as mandated by the Act. Aim of the Public Hearings would be to -

- Inform people of their entitlements and norms of implementation
- Verify official records with citizen testimony and visual observation
- Identify citizens eligible for benefits but not registered
- Facilitate workers in filing grievances
- Ensuring a smooth completion of the social audit procedure.

The social audit will thus implement the six core principles of Jankari, Bhagidari, Suraksha, Sunwai, Janta ka Manch and Prasaar as enshrined in the CAG guidelines.



Future Plans

- The PAC study team plans to actively pursue the establishment of the Social Audit Unit and then work with the SAU to plan and implement the social audit exercise across urban Karnataka.

"The fact that we were able to convince the Board that we would be setting a precedent if the BOCW of Karnataka is able to set up a Social Audit Unit to fulfil the overall mandate of the CAG Guideline, helped them push their case to their higher authorities in the Labour Department."

Sangeetha E. Nikkam
Programme Manager - Finance





2022-2025

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 Usage of the Integrated Child Development Scheme (ICDS)



Aims

- Finetune schemes at ICDS centres to improve welfare of children aged 0-6 along with other beneficiaries
- Enhance quality of service delivery through community ownership
- Strengthen existing institutional structures through awareness, advocacy and capacity-building programmes.



Challenges

- The major challenge faced by the project till date has been institutional delays in providing clearance by the department to carry out further activities.



Future Plans

- In the coming Financial Year, the project will entail implementation of the next step in the project cycle which will be to conduct primary surveys in 31 districts of Karnataka among the stakeholders of 600 AWCs.

"The questionnaires for the project have been peer reviewed by UNICEF with valuable inputs provided by them in improving the primary survey tool, the most notable being recording nutrition intake in the household as well."

Sukriti Bhardwaj
Programme Officer





October 2019-December 2022

Supported By



The Application of Data Analytics in Health Care And Health Personnel Deployment Optimisation



Aims

- Optimise the deployment of health care personnel and the staff available in various health institutions in the state of Karnataka.
- Enhance community participation and the use of appropriate local institutional interventions to improve social accountability standards on the demand side of health services delivery;
- Review the policies, programmes and institutions for the development and the delivery of health services in Karnataka with a view to establish quality health services in government run health institutions on the basis of big data analytics and using machine learning techniques.



Future Plans

- Create a dashboard on the optimised health unit infrastructure and personnel (Grade A, B, C & D) with emphasis on the front-line workers- medical officers, staff nurse, pharmacists & lab technicians.



Outcomes

- Optimisation of the health units - 2500 PHCs and 200 CHCs in the state of Karnataka
- A Gravity-based model for health unit optimisation through data science application
- Assessment instruments to measure social accountability standards of health units.

"The main aim of the project is to enable the rational distribution of health care personnel and health infrastructure for improving accessibility and availability of health services at the health institutions. The various analysis conducted in the project include health staff vacancy analysis, health unit optimisation (Gravity based model) and health manpower optimisation."

Ashita Reddy
Data Scientist





September 2019 - December 2022

Supported By



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



Aims

- Support supply chain management that enhances the rational procurement, supply and use of essential medicines, consumables and equipments, in a wide variety of decision-making situations
- Develop a roadmap to enable skills required to manage the implementation of an optimisation-based decision support tool
- Provide on-going advisory support to develop procurement and supply standards and processes that support 'best practice' health care supply chain management
- Provide hand-holding support for the corporatisation of the Karnataka State Drug Logistics and Warehousing Society (KSDLWS).



Challenges

- Obtaining data on Drugs and Equipment, especially dynamic data
- Presenting the project updates to the Department officials.



Outcomes

- Comparative Study of policies and processes of Tamil Nadu, Odisha, Gujarat, Madhya Pradesh and Rajasthan to identify best practices
- Rationalisation of Essential Drug List using a combination of ABC analysis on quantity and Value, FSN analysis on Quantity and HML analysis on pricing
- A Stochastic Programming Optimisation Model.



Future Plans

- Optimise drugs and equipment procurement and their use, by developing robust stochastic AI/ML models
- Develop Proof of Concept on automation of need estimation, safety stock estimation at a district level, Model Testing in one District and Deployment
- Provide Training and Capacity Building on how to use the Model and closure of the project

"The main aim of the project is to enable the rational distribution of health supplies (drugs, consumables and equipment's) for improving availability of supplies at the health institutions. The various analysis conducted in the project includes Essential Drug List Classification (ABC, FSN and HML), Reasons for stockout analysis and Drug Consumption Forecasting."

Vinay R Srihari
Associate Data Scientist





January 2022 - December 2022

Supported By



Stop TB
Partnership

Strengthen the Civil Coalition for TB Advocacy to improve Treatment Adherence among TB Communities in Tamil Nadu



Aims

- Mitigate the effects of COVID-19 on the national TB response through increased treatment adherence and advocacy within the community.
- Mobilise TB advocates promoting a gender transformative approach through community-led monitoring and advocacy to overcome barriers to services and stigma.

“Civil Coalition for TB Advocacy and Treatment Adherence is a project designed to bridge the gap between the TB community response and national level policy. The project aims to ensure a person-centred delivery of TB programs promoting a gender-responsive TB approach, driven by meaningful community engagement.

The program has been designed to systematically address issues like the health-seeking behaviour of TB patients, human rights concerns and gender barriers within highly prevalent TB communities, and the factors affecting treatment adherence through training and building upon the pre-established Rainbow TB Forum, the project will create a thriving patient network offering peer-to-peer counselling to support individuals during treatment to enhance treatment adherence. This will be supported by a dedicated digital support system for monitoring.”

Dr. Surya Srinivasan
Programme Officer





April 2022 - March 2025

Supported By



Working towards Social and Economic Empowerment of Women through the Stree Shakti Programme



Aims

- Improve the capacities of SHGs involved in income generating activities and those involved in maintaining savings
- Creation of mechanisms with relevant departments and missions to empower SHGs in activities related to social development



Challenges

- The major challenge face by the project till date is institutional delay (i.e.) procuring clearance from the department to carry out further steps.



Outcomes

- Future outcome of the project will include identifying enterprises that women would want to venture into.



Future Plans

- The future plan for the project will entail implementation of the next step in the project cycle which will be to conduct Focus Group Discussions among 180 self-help groups of Karnataka.

"The project has a very transformative tenor. It lies at a unique intersection of gender, livelihoods, skill development and financial inclusion. If the vision materialises and is upscaled, it would redefine how Self-Help Groups are perceived in policy discourse."

Nidhi Sharma
Programme Officer





April 2018 to March 2023

Supported By



Skill Development Entrepreneurship and Livelihood
Department
Government of Karnataka

International Migration Centre - Karnataka (IMC-K)



Aims

- Enable IMC-K to achieve their targets by aiding them in developing a framework of standard operating practices and oversight mechanisms
- Create a Research and Analysis Department to undertake relevant research along with Project Monitoring Unit to enable the implementation of all aspects of IMC-K roll out
- Create Recruitment Agency of Karnataka in the Karnataka Skill Development Corporation to ensure the recruitment of residents of Karnataka seeking overseas employment
- Build the confidence of potential migrants in the form of counselling, guidance towards creating meaningful employment



Future Plans

The project plans to operationalise 30 Migrant Information Centres at the district level and out of this create eight priority centres along with four Migrant Regional Centres.

To keep the momentum going it is necessary to maintain effective coordination between district based government institutions and migration service providers. The project aims to strengthen these ties in the future, which will require the creation of standards and protocols in all IMC-K operations.



Outcomes

We were able to achieve the targets we set out to initially as stated in our aims.

- Trained around 80 Government staff including 20 District Employment Officers on the various aspects of IMC-K
- Created a strong networking system with Protector General of Emigrants as well as Protector of Emigrants and other organisations like IMPACT Skill Training Academy, KGTTI Centres, Orbits Quality and Management Solutions during Implementing Phase; and TuV India during the Certification Phase.
- Mobilised candidates for the demand for personnel received by KVTSDC.



Challenges

Few of the challenges the project faced along the way includes:

- Delay in execution of activities due to prolonged response time from the government from the time of submitting the proposal
- Change in ownership of Migration Information Centres and Migration Resource Centres hindered candidate mobilisation
- Vendors selected by the government to design and launch the Management Information System were not always in alignment with the needs of the PMU.



Client Testimonial



Ashwin D. Gowda, IRS
Managing Director
Karnataka Skill Development Corporation (KSDC)

"IMC-K initiative by the Skill Development, Entrepreneurship and Livelihoods Department, Government of Karnataka strives to build a coherent policy framework to provide strategic direction, inter- institutional arrangement and enable coordinated action amongst various government and private stakeholders involved with skilling, assessment, certification and employment. The IMC-K group of institutions have particularly focused on creating overseas employment pathways which further have potential to contribute to effective migration management by the State, and in turn best meet the needs of potential migrants from Karnataka during the entirety of their migration life-cycle. This year, the IMC-K has been effective in terms of procuring demand for overseas manpower from Karnataka and in fact the KVTSDC has already begun recruiting manpower from Karnataka based on the requirements of the Foreign Employers (FEs). I am confident the recruitment by the State Government-run RAs will increase in the coming years and would establish themselves in the recruitment market."

"The IMC-K Project has entered its last and 5th year of implementation. In the last four years, PAC's efforts focused on creating an ecosystem that can provide end-to-end migration services to both internal and international migrants. In the process, PAC's efforts aimed at fostering normative standards and establish standards and protocols to facilitate inter-institutional coordination within the Government of Karnataka. Going forward, attention will be on (a) stabilisation of the MICs and MRCs in their operations, and (b) targeted mobilisation of candidates, and (c) sustained linkages between the Migration Facilitation Architecture (MFA) and the State Govt- run RAs- KVTSDC and KSUWSSB."

Dr. T. L. S. Bhaskar
Senior Programme Manager





2019 - 2022

Supported By


Energy Department
 Government of Karnataka

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



Aims

- Assess the quality, responsiveness and outcomes of basic services provided by ESCOMs systematically
- Generate a better understanding of the problems and constraints being faced by the ESCOM staff in their role as service providers to the community
- Assist ESCOMs to use the information and knowledge generated through the study so that actionable policies and remedies be formulated.



Challenges

- Delay in response from ESCOMs on choice of date of users



Outcomes

Findings from the study show that -

- Most of the consumers apply for a new connection through a contractor
- The reliability of Power is poor as reported by domestic consumers
- Grade C and D employees are not provided with good quality safety gadgets especially hand gloves, that lead to injuries
- Lack of awareness on 1912, Consumer Grievance Redressal (CGR) forum, citizen charter and public hearings among consumers. The most preferred way of resolution is visiting the O&M office
- Training needs assessment had not been carried out in the last two years.



Future Plans

- Based on secondary data develop an Energy Atlas for the state of Karnataka

The best performing district as per the domestic consumers is Bangalore Rural and the poorest performing district is Chikkaballapura."

Varsha RK
 Associate Data Scientist





July 2022 - July 2025



MINORITY WELFARE DEPARTMENT
Government of Karnataka

Knowledge Partnership Between Department of Minority Welfare and Public Affairs Centre



Aims

- Conduct social audit and impact evaluation of the programmes and schemes of DMW for developing a roadmap to improve the design and delivery of the programmes to enhance development outcomes for minorities
- Enhance economy, efficiency and equity by re-designing standards, processes and templates of the programme service delivery framework and also create a grievance redressal system
- Enhancing capabilities to undertake effective research including reviewing and improving the quality of data mining, validation and analytics, and development of a structured concurrent evaluation and monitoring process for sustained performance.



Challenges

- Procurement of secondary data from the Department

"Looking at the challenges faced by the Department of Minority Welfare through a data analytics perspective offers unique insights. In addition, it enables the development of targeted solutions for the most marginalised communities."

Isha Bajekal
Senior Data Scientist



Outcomes

- The recommendations that the team made during the scoping visits by engaging with educational institutes in Bangalore Rural and Gulbarga have been well received by the department and are under the process of implementation
- The PAC project team has been made part of the advisory team of the department and meetings are held twice a month to review progress on outreach from the department.



Future Plans

- To analyse key schemes under the theme of education, employment and economic activity and in turn provide actionable recommendations to the department by triangulation of findings based on primary, secondary and best practices followed.

November 2020 - October 2021

Public Affairs Index: Governance in the States of India



Aims

- The objective of PAI is to measure and rank the sub-national governance in India using open data sourced from central government sources.



Challenges

- Sourcing data was one of the primary challenges
- Lack of recent, reliable and regular data cataloguing at the Sub-national level, furthered by COVID-19 related slowdown, posed a significant challenge.



Future Plans

- In order to further improve the reach of PAI, the team is now working to include a qualitative and ground truth perspective to the current format of analysis.



Outcomes

- 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 to PAC based on the PAI ranking for further partnerships on improving the performance of their state
- PAI provides the community a simple measure to understand the performance of their respective states in terms of governance and how they fare in comparison to other states
- In addition to the Governance Model based on pillars of Equity, Growth and Sustainability, PAI 2021 included innovative sections on Scheme Analysis of five Centrally Sponsored schemes and a COVID-19 Response Index that evaluated the performance of States in preparation and containment the pandemic. These section gained additional attention from stakeholders - both government and citizens.

"The Public Affairs Index 2021, is a data driven analysis which ranks the states and union territories on their performance in the sub-national governance. It assesses the state's performance on the basis of three pillars- Equity, Growth and Sustainability branching out to 43 outcome indicators. This year's report had several new components such as Scheme Analysis, The COVID-19 Response Index and also Delta Analysis to help states devise targeted interventions.

Samridhi Pandey
Programme Officer



Centre for Open Data Research (CODR)



Thomas Jacob
Head - CODR

"As part of the Knowledge Partnership agreement, the Centre for Open Data Research (CODR) has made significant contributions to the Government of Karnataka during the FY 2021-22. Apart from submitting three analysis reports on SDGs 1, 2, 3, 4 & 5, we have created a Poverty Profile of Karnataka, which is at village level, using data from departments and national agencies like NFHS4, NFHS5 and SECC. These reports were appreciated by NITI Aayog, who in turn wanted us to come out with a document on the best practices followed, to be shared with other states.

Based on the findings and recommendations of the analysis reports submitted on SDGs, the CODR has proposed a district level budget allocation; scheme-wise and department-wise, and submitted the same to the Government, to incorporate in the budget for FY22-23. Towards operationalising this, CODR has also submitted an Implementation Plan for 2022 to 2030, in a phased manner, which will be rolled out after proper due diligence.

Signing a Knowledge Partnership agreement with the Government of Meghalaya is one of the major accomplishments this year. We are also planning to get connected with other states along similar lines."



Dr. Ranjini C.R.
Lead- CODR

"Following months of brainstorming, ideation and analytics by the team, the CODR submitted three reports on each of the SDGs— SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-Being), SDG4 (Quality Education) and SDG5 (Gender Equality) which was well received by the SDG Coordination Centre (SDGCC), Department of Planning, Programme Monitoring and Statistics (PPMS). Building on these three reports and months of rigorous research, an Implementation Plan has been developed and submitted to the department to move forward analytics to action. The shift now is to advance analytics from the state level to districts and further drill it down to the Gram Panchayat level. It was exciting for the team this year to venture into a new territory and contribute to the budget analysis exercise of PPMS.

The focus in the forthcoming year will be on localising SDGs through community based institutions such as Anganwadi Centres, Primary and Secondary Schools, Health Sub Centres and Primary Health and Wellness Centres, Ration Shops and Panchayat Offices. We have already completed the preliminary desk and data research for which Haveri has been selected as pilot."



Sustainable Development Goal 1: No Poverty

"Poverty is a call to change the world so that many more have enough to eat, adequate shelter, access to education, health and basic standards of living. The Multidimensional Poverty Index (MPI) has been recommended to assess the poverty levels across the country by NITI Aayog. The analysis carried out by the SDG 1 team has helped identify the backward geographies and has suggested corrective actions that State has to make to achieve the SDG 1 Goal of No Poverty - Ending Poverty in all forms everywhere."

Sai Sidharth Manikandan
Programme Officer

Special Development Plan - Karnataka

"Karnataka is one of the most dynamic states in the country with economic growth above that of the country. However, there is a sharp North-South divide existing within the State bringing down the State's performance in Human Development Indicators. The PAC-CODR team analysed the 49 Key Performance Indicators (KPIs) under 5 broad socio-economic themes - Health and Nutrition, Education, Agriculture and Water Resources, Financial Inclusion & Skill Development and Infrastructure recommended by NITI Aayog. The analysis has identified the backward geographies across each thematic area and estimated suitable financial resources required to promote development"

Sai Sidharth Manikandan
Programme Officer





Sustainable Development Goal 2: Zero Hunger

Supported By



Planning, Programme Monitoring and Statistics Department
Government of Karnataka

The PAC-SDG 2 team aims to improve crop productivity levels and double the income for small and marginal farmers for Karnataka state. As part of the machine learning and AI models- SDG 2 team has identified and ring-fenced 398 critical GPs that require immediate improvement across 30 districts in Karnataka. The priority agro-climatic zones are-North Eastern dry zone, Northern dry zone & Southern transition zone. The main crops which require immediate focus are-maize, ragi, jowar, paddy and wheat."

Aishwarya Mallavaram
Senior Programme Officer



Decoding Malnutrition- Prevalence in Children across Karnataka

"More than 40 years have passed since the implementation of the ICDS program. The Malnutrition and Early Childhood outcomes in India and Karnataka continue to remain poor. Unearthing the reasons for poor outcomes through quantitative and qualitative analysis will be a challenge."

Dr Mrinali Kabbur
Consultant





Sustainable Development Goal 3: Good Health and Well Being

"The analysis of the performance of Karnataka under SDG 3 aimed to identify the outcome indicators and corresponding geographies that are responsible for lowering Karnataka's score in SDG 3. The PAC CODR team tried to bring in indicators specific and computed health Index. The Health Index identified Districts and Talukas which are below state average and recommended actionable interventions to improve the health performance in the state of Karnataka."

Dr. Surya Srinivasan
Programme Officer



An Exploratory Analysis of the Mortality Profile of Karnataka using eJanMa Data

"The project will potentially create a comprehensive health profile for the state of Karnataka, integrating it conceptually with the Sustainable Development Goals. It will also create a predictive tool, identifying at-risk geographies and demographics that require immediate epidemiological and policy attention."

Nidhi Sharma
Programme Officer





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Planning, Programme Monitoring and Statistics Department
Government of Karnataka

Sustainable Development Goal 4:

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

"Education is the most vital multidimensional component for achieving most of the SDGs, because of its inter-linkages with all other SDGs. In order to achieve SDG 4 goals data analysis has been conducted to find valuable insights"

Harshitha K Reddy
Associate Data Scientist



Supported By



Planning, Programme Monitoring and Statistics Department
Government of Karnataka

Sustainable Development Goal 5:

Gender Equality

"The analysis of the performance of Karnataka under SDG 5 used a multidimensional approach to understand the concept of Gender Equality. Though loosely based on the UNDP framework of Gender Inequality Index, the team tried to bring in indicators specific to the Indian context into the analysis, predict various scenarios and recommend interventions to improve the State's performance."

Anjana Kizhpadathil
Programme Officer

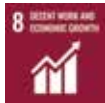




Sustainable Development Goal 10- Reduced Inequality

“The SDG-10 goal calls for systematically reducing inequalities by providing equitable opportunities and fostering social, economic, and political inclusion of all people, regardless of ethnicity, religion, origin, or any other relevant status within a society. Assessing Karnataka’s performance at the granular level offers a unique chance to highlight the plight of socially backward and minority populations and develop strategies for paving the path for ‘Nava Karnataka’ by strengthening inclusive social justice programmes.”

Akhila R. Nair
Programme Officer



Development of a Multidimensional Poverty Profile for the State of Karnataka using Socio Economic and Caste Census (SECC), 2011

“The SECC Analysis undertaken by PAC-CODR went beyond the conventional parameters set forth in Alkire-Foster’s framework. Indicators were creatively customised to fit into the context of Karnataka and match data availability. A merit of the analysis over other similar analysis is its computation of local level insights for MPI, promising greater granularity than the district-level insights indicated in NITI Aayog’s National Multidimensional Poverty Index Baseline Report released recently in 2021. Upon availability of updated Census data, the analysis will be revised to yield contemporaneous, relevant insights.”

Nidhi Sharma
Programme Officer



Policy Engagement and Communication (PEC)

"The year saw ups and downs thanks to the pandemic. However, without feeling left out we managed to get repeat customers for the training programmes (which is now being handled by the Public Affairs Foundation (PAF), our sister organisation. The Department of Public Enterprises invited us to deliver 3 training programmes. An important project personally was taking up the leadership in the Knowledge Partnership engagement with the Administrative Training Institute (ATI), Mysuru. This project has increased my knowledge on the importance of understanding the need of an audience and delivering tasks accordingly. Several interactions with the team from ATI and internal meetings helped in kick starting this project in an appropriate manner.

It is good to know that more and more organisations, governments have begun to believe in the importance of action knowledge and building the capacity of staff through training programmes and interactive sessions. The products we have developed from the research conducted have been received well by the stakeholders.

We firmly hope that in the coming year we move to newer areas for both training programmes and capacity building activities and also increase our clientele in helping them bringing out good outputs".

Dr. Annapoorna Ravichander

Head - Policy Engagement and Communication



Social Media Analysis

7		Reports
12		Project Bulletins
23		Domain Bulletins
2		Public Eye (Newsletter)
3		Policy Briefs



Views
3166



New Followers
3247



Reach
2348



Yearly

Tweets	237
Tweet Impressions	64,743
Mentions	290
Profile Visits	15,775
New Followers	63



Yearly

Unique Page Visitors	1455
Page Views	4457
Clicks	498

Special Events

Distinguished Lecture Series 1

The Public Affairs Centre launched the Distinguished Lecture Series (DLS), an annual event. The DLS primarily engages with retired government officials by inviting them to speak on niche and relevant topics. The 1st event was launched on Wednesday, November 10, 2021 in Bengaluru, by inviting Dr. Sujatha Rao IAS (Retd), former Secretary of Health and Family Welfare, Government of India. The topic of discussion was Reforming the Health Systems in States in the Background of the Pandemic.

[Watch](#) the Distinguished Lecture Series (DLS)

[Read](#) the Report



Gurucharan G, Dr. Sujatha Rao and Shri Anil Kumar T.K., Principal Secretary, Health and Family Welfare Department, GoK



Dr. Sujatha Rao with PAC Board members and other dignitaries



Dr. Sujatha Rao, speaking on the Health systems in state



Dr. A. Ravindra, Chairman, PAC giving the Presidential Address

Distinguished Fellows

PAC has invited renowned domain experts to be Distinguished Fellows to primarily advise, work in partnership with senior leadership and research team to ensure that we deliver high quality, relevant evidence-based research which will impact human developmental issues.



Prof. Supriya Chowdhury



K. Jairaj (Retd. IAS)



Dr. Lalith Achoth



Dr. Sreekantaiah Pruthvish



Gopal B. Hosur (Retd. IPS)

Advisors

PAC has invited leading academicians, practitioners to be on board as Advisor to advise on research projects, proposals and any outputs that will require their guidance, periodically.



Dr. Anitha Kurup



Dr. Priyanka Mathur



Prof. Narendar Pani



Sanjay Sahay (Retd. IPS)

Visitors to PAC



"PAC is an active partner with the Govt. of Karnataka providing intellectual inputs for improving services and the quality of life of the citizens. GoK will wish to continue its association to take the engagement to higher levels. Hope you have the photos."

Shri Ravi Kumar,
Chief Secretary to GoK visits PAC Jigani campus on
April 7, 2021



"It's been a wonderful experience to spend the day at PAC! Very exciting discussions!"

Smt Uma Mahadevan,
Principal Secretary (Panchayat Raj)
in Rural Development & Panchayat
Raj Department, GoK



"It was wonderful to visit PAC and get an insight into the work being done here. The campus is beautiful"

Archana Muthappa,
Corporate Communications Specialist & Mental Health
Professional and Board Member PAC



"I am really happy and feel proud to visit PAC. I want guidance and help from PAC. I wish all the success to PAC."

Babar Ali,
Youngest Headmaster in the World
November 15, 2021
Watch Interview



"Located amidst serene setting, PAC is a unique place to visit and return enlightened. The team is extremely committed. My best wishes."

Shri Gopal B Hosur,
CEO of Chinmaya Mission Hospital
March 15, 2022



"Public Affairs Centre with the already developed expertise and positioning is poised to be the proactive game changer of Governance in this country and beyond"

Sanjay Sahay,
Founder & Director, TechConPro Pvt Ltd,
Ex. IPS (former ADGP, Karnataka)

Launch of Public Affairs Index 2021

The Public Affairs Index (PAI 2021) is a flagship product of PAC and is a scientifically rigorous, data-based framework that measures the quality of governance at the Sub-national level and ranks the States and Union Territories (UTs) of India on a Composite Index (CI). States are classified into two categories – Large and Small – using population as the criteria. PAI 2021 is an amalgamation of 3 Pillars, 5 Themes, 14 SDGs and 43 indicators.

PAI 2021 was launched (virtually) on Friday, September 29, 2021

Watch the Launch of Public Affairs Index 2021

Read the Report



Signing of MoUs



Gurucharan G, Director, PAC and V. Manjula, Director General, ATI signed an MoU on August 10, 2021



Signed an MoU with the Department of Minority Welfare GoK for a 3-year Knowledge Partnership on July 16, 2021

Outreach



Aparna Sivaraman, Samridhi Pandey and Dr Annapoorna Ravichander speaking in a Webinar organised by National Centre for Good Governance(NCGG)



The On Think Tanks (OTT) South Asian Local Conference held on June 15, 2021 was hosted by PAC and PAF. This conference sought to address the "Challenges and Lessons from The Pandemic: What Has to Change?"



An Interactive Webinar on "Reclaiming the pre-eminence of Bengaluru: Considering Interventions of Focus", organised by PAC



Release of IEC materials developed by IMCK on World Youth Skills Day by B. S. Yediyurappa, Honourable Chief Minister and Honourable Deputy Chief Minister Dr Ashwath Narayan, Government of Karnataka



Orientation on IMC-K project provided to all the department officials, labour inspectors and officers of the Labour Department - Bengaluru Division



The PMU Team met Labour Officers and Inspectors of all the Districts to introduce the IMC-K Project, and request support from them in mobilisation of candidates

- Visit to District Education Office at Haveri to update the base document on the infrastructure and facilities available at MIC, Haveri and to introduce implementation of IMC-K framework
- Visit to Data Storage and Dissemination Office at Belagavi for introductory meeting with the DSDO (Mr. Basavaprabhu Hiremath) and staff at DSDO office in Suvarna Vidhana Soudha, Belagavi
- PMU team participated in the release of EU PDOT handbook, for Indians migrating to EU, by ICM, MEA
- Meeting held with the Labour Officers and Labour Inspectors under Bengaluru Division for introducing implementation of IMC-K framework and MFA



Visits made to KGTI, Bengaluru, DSDA in Mysore, Mandya, Chitradurga, Kolar, Raichur, Hassan, Kalaburagi, Madikeri, Rayapur, Nalatwa, Gauribidanur, Aminabhavi, Udyambhag and Mangaluru to conduct IEC campaign sessions



Conducted Community Score Card exercise for SC Colony Habitation Development scheme at Gauribadnur, Chikkaballapur



Job Mela conducted by KSDC for IMCK. The DC, the SP, the CEO, MD, KSDC, MD, GTTC and the DSDO participated



Conducted Community Score Card exercise for SC Colony Habitation Development scheme at Gauribadnur, Chikkaballapur



Conducted Community Score Card exercise for Rural Water Supply scheme at Arsikere, Hassan



Conducted Community Score Card exercise for Devadasi Rehabilitation scheme at Vijayapura by Kumar V. and Hareesha A



Conducted Community Score Card exercise for Rural Water Supply scheme at Arsikere, Hassan



MCK stall at Yadgir Job Mela



Visited select Anganwadi Centre at Kodihalli Village, Dodabalapur Taluk, Bangalore Rural district along with Mr Sunil Christopher, MD, AdvantEdge company

Engagement with Stakeholders

Several meetings were held with key stakeholders based on the project requirements



IMC-K project Third Year end review meeting by MD, KSDC



Sangeetha Nikkam, Programme Manager – Finance, PAC and K. Srinivas, District Employment Officer, Bengaluru Urban met Shri J. Manjunath, IAS, Deputy Commissioner & District Magistrate of Bengaluru Urban to present the International Migration Centre-Karnataka Framework



Virtual meeting with Norka Roots, Kerala to explore possibilities of potential collaboration with RAs-K



Meeting with Dr. S.B.Ravi Kumar, Joint Labour Commissioner, KSUWSSB and Labour Officers and Labour Inspectors



IMC-K project review meeting by Dr. Harish Kumar, IAS, Commissioner, DITE



Meeting with Private registered RAs to explore possibilities of potential collaboration with KVTSDC RAK



Shri Akram Pasha, I.A.S, Commissioner, Labour and Dr S B Ravi Kumar, Joint Labour Commissioner participated in a presentation on Domestic Workers Migration Abroad and the Role of the IMC-K in Karnataka to representatives from seven Domestic Workers Unions



A team from PAC met Niraj Kumar Verma, Chief General Manager, NABARD Karnataka Regional Office, Bengaluru



Dr SB Ravi Kumar Sir, Dr Swamy, Dr Bhaskar and Ms Kanthi met the JLC and the RA- K team on recruitment matters



Meeting with NAVIS Human Resources Pvt. Ltd. to understand about Japan MoU and modalities for Japanese language training



Virtual meeting with Senior General Manager for possible business development, NTTF



Bi-annual review meeting of Karnataka State Unorganised Workers Social Security Board (KSU-WSSB) (RA-K)



A team from PAC met the Vice Chancellor and Board members at the Ramaiah University of Applied Sciences



Meeting with Avaneesh Shukla, Protector of Emigrants (PoE), Bengaluru and shared a copy of Handbook (English and Kannada) for migrants



Addressing the Heads of different government departments and labor union representatives. The session was Chaired by District Deputy Commissioner, CEO and Corporation Commissioner, Tumkur District



Meeting with Private registered RAs to explore possibilities of potential collaboration with KVTSDC RAK



Meeting of IMC-K's PMU team, KVTSDC & KSUWSSB RAs-K with Commissioner



Review of activities of RAs-K by Overseas Consultant



Virtual meeting with DSDOs of 30 Districts, Chaired by MD, KSDC

- IMC-K project review meeting by Managing Director, KSDC
- Virtual meeting with Overseas Development and Employment Promotion Consultants (ODEPC), Kerala to explore possibilities of potential collaboration with RAs-K
- Meeting with Sunil Nair, Director, KGTTI, Bengaluru
- Virtual meeting with Government-run RA - OMCL to explore the possibilities of potential collaboration with RAs-K
- Meeting with delegation team comprising Director-PAC, MD-KSDC and Special Resident Commissioner Karnataka to the MEA.
- Bi-annual review meeting of KVTSDC (RA-K)
- Meeting with Dr Kalpana, Additional Chief Secretary, Labour Department - on the concept note for the formation of a social audit unit (SAU) as per CAG guidelines.
- Meeting with Shri Baburao, Joint Secretary, BOCW Department to submit concept note for constitution of social audit unit in Karnataka Building and Other Construction Workers Welfare Board (KBOCWFB)



PoE, Bengaluru Shri Avaneesh Shukla called on the JLC, Dr SB Ravi Kumar, KSUWSSB to discuss ways to operationalise the activities of the RA-K



PoE, Shri Avaneesh Shukla visited the IMC-K and met team PAC and the State RAS- KVTSDC and KSUWSSB to discuss various aspects of recruitment



PMU Team had discussions with DSDO about the MFA, IEC campaign plan of DSC and visited SIT College Incubator centre and interacted with SIT Director and Principal



RDPR meeting held in Madhugiri taluk with IMCK



IMC-K and RDPR meeting comprising of EOs, ADs and PDOs of Tumakuru, Gubbi, Koratagere and Kunigal Talukas was held in Tumakuru ZP taluk



Submission of IEC materials developed by PAC, IMC-K to Shri. Shubam Singh, IFS, Protector of Emigrants, Bengaluru



PMU Team members participated in the meeting of the District Skill committee of Tumkuru and presented the IMC-K project to the DSC. This meeting was Chaired by Shri. Patil Yalagouda Shivangouda, IAS Deputy Commissioner & District Magistrate of Tumakuru district and also by Dr Vidya Kumari, IAS Chief Executive Officer(CEO), Tumakuru district



IMCK team at the office of Smt Uma, Labour Officer, Yadgir District



Hareesha A and Taj, KSUWWB addressing DSC meeting on IMC-K, in presence of Mr. NR Venugopal DSDO, Mandya



IMC-K participated in DSC meeting at Mandya DC Office. Ms. Ashwathi IAS District Commissioner Mandya, chaired the DSC meeting



Detailed Meeting with Uma Madam, KLS, with regard to next steps to be taken for KSUWSSB. Yadgir



Meeting the Tamil Nadu Planning Department Members

Building and Other Construction Workers Welfare Board (BOCW) Social Audit

Meetings held with -

- Shri Rajashekar, Joint Secretary, BOCW department on inclusion of NREGA's Social Audit Unit for the social audit to be conducted by PAC for urban local bodies (ULBs)
- Shri Akram Pasha, Secretary, BOCW department on the Governing body of Social Audit Unit (SAU),
- Shri Baburao, Joint Secretary, BOCW department an introductory meeting to discuss the project particulars and Social Audit Unit (SAU) to be formed.

Health Manpower and Supply Chain Management

Meetings held with -

Presented the findings on Health Care and Health Personnel Deployment optimisation to the Health Commissioner at Arogya Soudha -

- Had discussions with Dr. Pruthvish, SME (PAC-Health) and got his inputs on Manpower and Supply chain optimisation and recommendations for reports

Training & Capacity Building

PAC has a strong background in Training & Capacity building.

Pre-Departure Orientation Training Programme

The PDOT enables potential labour migrants such as Labourer, AC Technicians, Mechanics, Waiters, Nurses, Housemaids, etc. to travel and work in destination countries safely.



Santhosh Chikkalbetu Pai to the Kingdom of Saudi Arabia (KSA)



Mohammed Razzaque, Mohammed Ali to Kingdom of Saudi Arabia



Shrinidhi Palthaje to Saudi Arabia



Sowmya Joseph to the Kingdom of Saudi Arabia (KSA)



Lalsab Mohammad Hussain to Kingdom of Saudi Arabia



Prashant Madev and Mesta Sultanate to Oman



Remya Poovathinkal Kunjumon to Oman



Shaheen Taj, Qatar and Umme H Ani to Kuwait



8 Women Domestic Service Workers/ Housemaids scheduled to leave to Kuwait

Orientation Programme



Orientation on services available in the Migration Information Centre IMC-K was imparted to students. This was done to mobilise aspirants for MIC registration for the IEC.

Delegation from United Nations Development Programme in Afghanistan interacting with team PAC



Faculty Development Programme

A team from PAC conducted a Faculty Development Programme for the staff at the Administrative Training Institute, Mysuru



Workshops Attended and Organised

- Staff from Project Monitoring Unit (PMU) and Karnataka Vocational Training and Skill Development Corporation (KVTSDC) (RA-K) attended online "Training of Trainers' (ToT) workshop for the Specified Skilled Workers (SSW) Scheme for Japan
- Dr. Meena Nair, Head Research coordinated a webinar on a "A win-win-win for Countries of Origin, Destination and Migrant", supported by Southern Voice



- Dr Bhaskar TLS, Dr Swamy and Kanthi attended the online conference on Employment Opportunities in Romania

Finance and Administration



SS Iyer
Administrator

“During the year 2021-22, with the continuance of the third wave of COVID-19 and consequent restrictions on field travel, the programme activities were considerably reduced. Also receipt of project funds from the various clients had been reduced seriously impacting the cash flow for operational expenses.

However, implementation of deferred salary payments and calibrated system of wage cuts especially for the Senior Management team and strict control over administrative expenses enabled the Centre to manage the reduced fund flow and ensure that all important operational and project related activities were completed. Timely receipt of project receivables from the clients would have enabled us to take up some more activities which were not funded by donors

It will be worth mentioning that despite the stress on cash flows, services of not even a single staff were terminated.

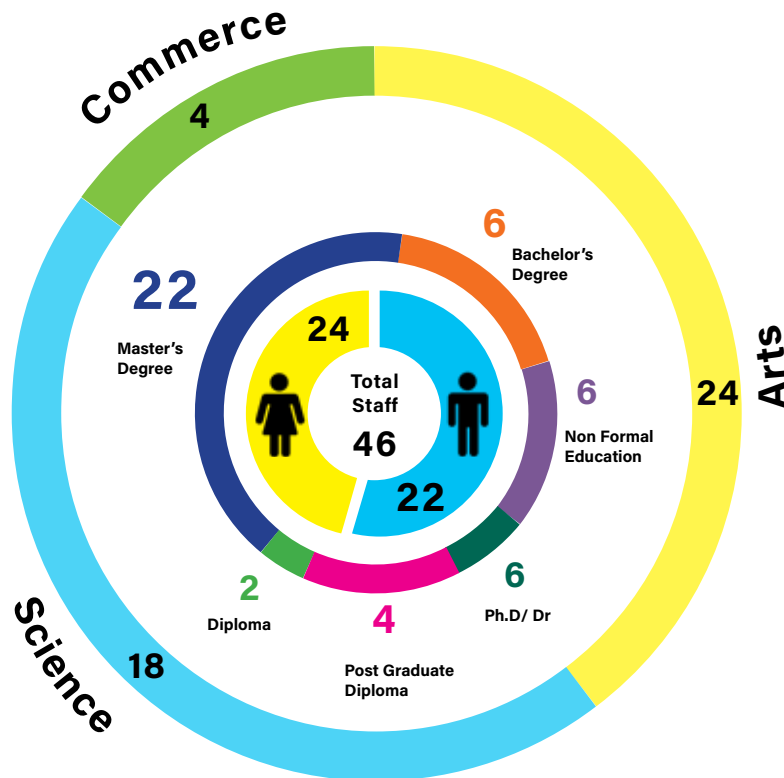
The year 2021-22 provided an opportunity to introspect into better cash and fund management, as also using tools like ‘Clockify’ and ‘Keka’ to effectively measure staff attendance and productivity.

I believe that the year 2022-23 promises to be a better year with the economy showing signs of recovery after the pandemic. With quite a few new projects expected to be approved during the year an increased cash flow is envisaged.

Also the PAC’s Strategic framework for 2022-27 will be finalised which will facilitate directing our efforts into strategies designed to make PAC a credible and unique Think Tank on matters of Public Policy and Governance”.

Human Resource Management

During the year 2021-22, the human resources of the Centre were engaged effectively to carry out the back end activities of the various projects as the travel to the project areas was restricted due to preventive measures implemented as a result of the second and third wave of COVID-19.



The staff strength of the Centre for Open data Research was increased with the induction of 6 Associate Data Scientists.

It was decided that future recruitments would be only project based and focus on specific domain expertise as per the needs of the project.

The internship programme continued with interns from different Universities and educational institutions working on different projects implemented by the Centre.

Prevention of Sexual Harassment

No cases were registered

Experiences from 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.



Due to COVID 19, almost all countries globally have lost about 52 million people. About 4.5 million people have died in our country.

As a field researcher, as we have seen, COVID 19 has had the largest impact on urban and rural areas. Malnutrition had a serious effect on the nutritional

level of the children availing services at schools and Anganwadi Centres. Farmers in rural areas have been deprived of transporting vegetables to urban areas / markets due to lack of transport and lockdown. General patients are forced to go to private hospitals without proper treatment due to the lack of medical staff.

Since students have been deprived of education for two consecutive years and are now working with fathers and mothers in urban areas, we can see there is a significant decline in the attendance of children at schools, the cases reported in the highest numbers of child marriages for minors / girls are alarming.

However, since last August 2021, there has been a concerted effort by the government to return to normalcy, making the most commendable and most successful vaccine in our country, a model for the world.

Working as a field researcher, we had to face difficult conditions to reach the community and perform project work. But since August 2021 we have gradually started rebuilding and reaching the targeted community.

Kumar V.
Field Research Officer



The COVID-19 experience opened new opportunities to explore and we were able to browse new apps and connect with all the stakeholders. My ability to use the online system improved. The communication for specific tasks with a timeline were more focused, due to research/policy level meetings of the organisation.

With all the advantages quoted above, I missed the hands-on experience of communicating with people in person and understanding the ground realities.

Muthu Krishna
Senior Field Research Officer



As a field research officer, field visits are important in working with PAC's projects, in partnership with the community, local government officials and district level partners. Over the last two years, due to Covid-19, physical field visits and data collection from the communities directly have become a tedious task.

Because of Covid-19, it was difficult to work directly with the community, meet with government officials and district level partner organizations to participate in the training and other field related work. But as a field research officer, I had to follow the government's Covid-19 rules and guidelines, and work on projects maintaining social distance, limiting travel.

I have learnt more about how to use technology effectively through zoom meetings, google meets and I have conducted training and collected project insights using the online platforms.

Prakash K.N.
Field Research Officer



As a Field Research Officer, I have noticed both positive and negative aspects of working with communities during and post the COVID-19 pandemic. Few areas of changes that I have witnessed include, increased health concerns among people in the community; young people's interest in agriculture at the community level etc.

Learning about the use of the internet at the community level has led to the effective use of technology by them in accessing various online video calling platforms like zoom etc. Communities have also been exposed to the benefits of folk medicines which are made from herbs found in nature.

The lessons learned from COVID -19 while working in the community are as follows.

- **Unity:** This has increased the interdependence of people within communities. People have become interdependent for their day-to-day activities.
- **Religion:** I have witnessed a reduction in religious differences and conflicts.
- **Nature:** Covid-19 has taught people of the community to live in harmony with nature and has promoted cleaner organic farming.
- **Environment:** Due to Covid-19 reductions in vehicular traffic in urban areas and the shutdown of factories, there has been reduced pollution.
- **Gender Inequality:** Gender Inequality, I believe, has reduced to an extent. Covid-19 has increased interdependence in family life and allowed people to understand each other. The inevitability of sharing their feelings and opinions with family members may be helping the household activities of men and women.
- **Interested in farming:** People from the city have developed a passion for working in the fields in the villages.

Hareesha A.
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.



"While working with PAC I had a chance to work on policy-based projects, and measured the quality and adequacy of public services provided. The organisation gave me an opportunity to widen my horizon in the field of governance and policy. It was really interesting while mapping out the major stakeholders and learning how or what their influence is, in policy making."

Dr. Athira Krishnan
Achutha Menon Centre for Health Science
Studies, SCTIMST, Trivandrum, Kerala



"I worked on the Sustainable Development Goals (SDGs), Public Affairs Index (PAI) and NSDC Project. All the projects I've worked on and PAC culture has taught me a lot. Working with real-time data has been fascinating."

Amala Ann K. A
Christ (Deemed-to-be) University,
Bengaluru



"I'm so thankful to the Organization for having me here, each day in the Office is overwhelming and learning new things, Working with PAC and IMCK is making myself better, I started as an Intern here from 21st of February, from that day till here I've been so Committed to the work that has allotted to me and completing it each day, Looking forward to better opportunities and it's a Great Learning."

Sumanth SY,
Christ (Deemed-to-be)University,
Bengaluru



"In the 5 months of internship, I have worked on multiple projects like ARC, Public Affairs Index and SDGs. During these days, I had great exposure to different domains and projects."

Mohammed Fairos Mirza
Christ (Deemed-to-be) University,
Bengaluru



"Being an intern and working on live projects is very important which PAC provides. It is the best opportunity to implement what we've learnt. I've worked on Health and NSDC projects where I got more knowledge about data."

T. L. P. Mahesh
M. S. Ramaiah University of Applied
Sciences, Bengaluru.



"During my 5 months internship at PAC I got to work in multiple real-life projects including Public Affairs Index, ARC, NSD, as well as SDG. From data collection, data processing and finally analysing it, I got to learn all this from PAC."

Varsha R. K
Christ (Deemed-to-be) University,
Bengaluru



"Being an intern it is a great experience working with PAC, where I got an opportunity to work on health projects which will benefit the public."

Deepika. R
M. S. Ramaiah University of Applied
Sciences, Bengaluru.



"Being an intern, I got a chance to work on live projects which PAC provides. It is the best opportunity to implement what we have learnt. I am working on a health project where I get more knowledge about data collection, data processing and analysis.."

Akarsh MS
Ramaiah University of Technology,
Bengaluru.



I was recruited as a Research Intern by PAC. My overall experience has been commendable. As a law student, the work has helped me enhance my researching skills, made me aware about multiple laws and rules that would help me in my law career too. I am always given sufficient work and ample amount of time to deliver my work so

that I am never overloaded and can balance it out with my college assessments. The assigned tasks are thoroughly explained by the senior members of the team I work with under IMC-K. They let me know my shortcomings so that I can improve and learn from them.

Iva Mehta
Narsee Monjee Institute of
Management Studies, Bengaluru



Being an intern with the PAC, it was a great experience for me where I got to many projects such as Gender Equality, Social Justice and localising SDGs, which was of the most benefit to me as I learnt about the SDG's work, how they can be implemented on a local level and the benefit they can give to the people.

Anuj Dhyani,
Dyal Singh College, University of Delhi

Visitors' Comments

There were several distinguished visitors that came to PAC and this is what they had to say:

"A wonderful meeting, a productive session, My best wishes"

A N Mohapatra

Ex IG CISF Bhubaneswar
Techsure management services.
September 14, 2021

"PAC is a very nice wonderful place to gather knowledge, very nice place to experience, Thank you so much"

Yashasvini, DD

ATI, Mysore
September 16, 2021

"Good Campus, Good Environment, Happy to visit the place. Great interacting with the Director and staff. Best wishes to the team."

Ashwin Gowda, MD

KSDC, Bangalore
September 22, 2021

"It was a pleasure to visit PAC and learn about its activities. Thank you for the great lunch as well as the thought provoking discussion, Look forward to working with you!"

Ratna Mukherjee

Programs and Exchanges Specialist

Bijukumar K.S.

U.S. Consulate General, Chennai
September 27, 2021

"Very Productive meeting with Gurucharan & Iyer"

Ravi Trivedi

Fellow Designate, Indian Administrative Fellowship

Gokul Deep Girish

(IAF Analyst)
The Nudge Foundation & Dept. of Agriculture
October 05, 2021

"It has been great to be part of a PAC meeting today. It is an eco-friendly, highly inspiring set up for the Health/Dept. sector and people in India/elsewhere. I wish the very best for Mr. Gurucharan, Sri Sanjaya, Madam Annapoorna, Madam Meena & the cheerful, dedicated and highly motivated team."

Dr. S. Pruthvish

President
Sochara, Bangalore
October 12, 2021

I am really happy and feel proud to visit PAC for this opportunity. I want guidance and help from PAC. I wish all the success of PAC. Ananada Siksha Niketan, Murshidabad

Babar Ali,

Founder and Headmaster
October 15, 2021

"The material and contents of the training were interesting, updated and research based. Informative and useful contents about the corruption, CSM and role of Gov, CSOs, market and citizens highly friendly and attractive. Received wonderful ideas and approach to further pursue our anti-corruption activities at community level. The training promoted active learning and all the participants' were encouraged to share their view points and experiences. All sessions were clear and concise and over the 2-day workshop and field visit were excellent and outstanding."

Naqibullah Muslin

National Grants Management Officer,
UNDP Afghanistan

Stakeholders' Excerpts



Dr S Pruthvish
MD, FAMS, Public Health Consultant,
President- SOCHARA

"More contact, education, counseling is needed. Myths, false beliefs should be discouraged. Community to be involved. Uptake by health staff and people need to be increased. Uptake by Health staff and community should be enhanced. Then only positive effects on herd immunity will be noted."



Venugopal N.R.
District Employer Officer (DEO)
Hassan and Mandya Districts,
Mysore Division

"The role of various Governments-National and State and Indian Embassies abroad, in addressing the problems of workers was very well explained. The interactive nature of the sessions, dialogue amongst the participants and the clarifications provided by the trainers is well appreciated."



Geeta Menon
Stree Jagruti Samiti
Domestic Workers Rights Union
(DWRU) Bengaluru

"The possibility to create training opportunities in Karnataka, for jobs based within a state as well as in foreign nations is a great initiative of the IMC-K project."



Shri Sunil Nair
Director KGTTI
Bengaluru

The International Migration Centre-Karnataka (IMC-K) is a unique initiative of the government of Karnataka. Hundreds of students are trained across a wide spectrum of job roles every year at the KGTIs across Karnataka, and can benefit from the overseas employment opportunities indicated by the State Government Recruitment Agencies (RAs).



Dr. Prabhudev,
Executive Director,
Karnataka Skill Development Corporation

"The IMC-K framework and its network of institutions will focus on upskilling based on the requirements of the foreign employers, and ensure that Karnataka becomes a major source region for skilled & certified manpower."



Shri. Shubham Singh I.F.S,
Protector of Emigrants (POE)
Ministry of External Affairs (MEA),
Government of India

"The IEC materials are very informative and useful. They cover all the major aspects of safe and secure migration. I am confident the IEC materials will help in ensuring that the migrant is fully aware of her/his rights as an employee outside India. I congratulate the IMC-K for coming out with an excellent Hand-book and Tool Kit with Informative Cards"



Dr S. B Ravi Kumar
Joint Secretary & Joint Labour
Commissioner, KSUWSSB
Departemnt of Labour, GoK

On behalf of the Karnataka State Unorganised Workers Social Security Board, one of the State Government-run Overseas Recruitment Agencies (RAs), I would like to congratulate the International Migration Centre-Karnataka (IMC-K) team for having come up with this excellent set of IEC materials.



Mukhunda
Labour Officer,
Bengaluru Sub-Division -2

"The role of various Governments-National and State and Indian Embassies abroad, in addressing the problems of workers was very well explained. The interactive nature of the sessions, dialogue amongst the participants and the clarifications provided by the trainers is well appreciated."



Dr. Abhinav Guleria,
BAMS, PGDPHM,
Public Health Consultant

"Government policies should work for integration of AYUSH and modern medicine at the grassroots level and should be monitored by AYUSH and modern medicine at a higher level. There will be evidence-based options for the patients to choose, which will further generate demand for AYUSH medicines."

Financial Summary

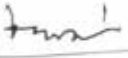
PUBLIC AFFAIRS CENTRE
No.15, KIADB Industrial Area, Jigani-Bommasandra Link Road
Jigani Post, Anekal Taluk, Bengaluru - 560 105

Consolidated Balance Sheet as at 31 March 2022

Particulars	Schedules	As at 31 March 2022			(In Rupees)
		IC	FC	Total	As at 31 March 2021
SOURCES OF FUNDS					
RESTRICTED FUNDS					
Earmarked Fund	1	2,26,12,808	-	2,26,12,808	1,63,42,072
Endowment Fund	2	1,83,00,000	1,68,00,000	3,51,00,000	3,01,00,000
UNRESTRICTED FUNDS					
General Fund	3	1,16,45,479	-	1,16,45,479	1,19,90,998
Designated Fund	3A	4,697	-	4,697	4,697
Endowment Fund	4	7,91,227	11,24,041	19,15,268	59,23,896
Fixed Assets Reserve Fund	5	10,18,865	19,92,225	30,11,090	33,80,550
Current Liabilities	6	79,67,014	-	79,67,014	75,51,121
		6,23,40,090	1,99,16,266	8,22,56,356	7,52,93,334
APPLICATION OF FUNDS					
Fixed Assets	7	1,26,64,341	19,92,225	1,46,56,566	1,53,71,544
Investments	8	1,85,37,485	1,72,75,295	3,58,12,780	3,96,34,347
Cash and Bank Balances	9	1,11,22,724	2,79,517	1,14,02,241	34,09,802
Current Assets	10	28,11,872	3,69,229	31,81,101	73,02,438
Earmarked Fund - Receivable	11	1,72,03,668	-	1,72,03,668	95,75,203
		6,23,40,090	1,99,16,266	8,22,56,356	7,52,93,334

Note: Schedules 1 to 11 and 21 form an integral part of the Balance Sheet

For and on behalf of the Board


Director and The Chief functionary
G. Gurucharan


Director

Dr A Ravindra

In terms of our report of even date


Director

Ms. Archana Muthappa


BANGALURU, 27 JULY 2022

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

Consolidated Income and Expenditure Account for the year ended 31 March 2022

Particulars		Schedules	During the year ended 31 March 2022										Grand Total	(In Rupees)
			B earmarked Fund		Endowment Fund		Designated Fund		General Fund		Total			
			K	FC	K	FC	K	FC	K	FC	K	FC		
INCOME		12	4,78,57,440	1,88,720	-	-	-	-	-	-	4,78,57,440	1,88,720	4,80,46,160	4,24,53,179
Programme Revenue			122,672	-	8,62,449	7,22,367	-	-	-	-	9,84,521	7,22,367	17,06,889	22,22,371
Interest on Fixed Deposits			61,968	-	-	-	-	-	81,831	22,279	1,03,799	22,279	1,26,378	1,17,809
Interest on Savings Bank Account			-	-	-	-	-	-	23,892	-	23,892	-	23,892	14,285
Other Income			-	-	-	-	-	-	8,450	-	8,450	-	8,450	6,723
Royalties			-	-	-	-	-	-	-	-	-	-	-	-
Donations/Other Grants			-	-	-	-	-	-	60,900	-	60,900	-	60,900	60,000
Rental Income			-	-	-	-	-	-	84,295	-	84,295	-	84,295	2,74,332
Training Income			4,80,11,481	1,88,720	8,62,449	7,22,367	-	-	2,16,468	22,279	4,91,20,398	9,33,366	5,80,53,764	4,51,48,759
EXPENDITURE			13	26,69,272	1,495	-	-	-	-	-	26,69,272	1,495	26,70,767	23,52,825
Administration Expenses		1,06,06,798		-	-	-	-	-	-	1,06,06,798	-	1,06,06,798	63,20,356	
Programme Expenses		3,23,02,792		1,63,815	-	-	-	-	-	3,23,02,792	1,63,815	3,24,66,607	3,21,36,514	
Personnel Expenses		1,09,548		-	-	-	1,04,600	7,33,875	-	-	17,13,423	1,84,903	18,97,423	19,74,259
Research and Development Cost		7,11,985		-	-	-	-	3,814	-	-	7,25,499	-	7,25,499	8,83,882
Purchase of Assets		-		-	-	-	-	-	-	-	-	-	-	-
Training Expenses		-		-	-	-	-	-	3,45,520	-	3,45,520	-	3,45,520	3,83,311
Depreciation		7	-	-	-	-	-	-	-	-	-	-	-	
Excess of Income over Expenditure			7,11,306	23,410	8,62,449	7,22,367	-	(1,88,090)	(8,36,741)	22,279	7,57,894	5,84,856	13,41,350	20,77,212
			4,80,11,481	1,88,720	8,62,449	7,22,367	-	-	2,16,468	22,279	4,91,20,398	9,33,366	5,80,53,764	4,51,48,759
TRANSFER OF SURPLUS / DEFICIT TO														
B earmarked Funds			1,84,841	-	-	-	-	-	-	1,84,841	-	1,84,841	-	6,45,570
Restricted Endowment Fund			-	-	8,62,449	7,22,367	-	-	-	8,62,449	7,22,367	15,84,816	-	16,14,893
Designated Fund			-	-	-	-	-	-	-	-	-	-	-	-
General Fund			5,47,347	23,410	-	-	-	(8,36,741)	(1,51,721)	(2,89,394)	(1,18,311)	(4,27,705)	-	(1,83,247)
			7,11,306	23,410	8,62,449	7,22,367	-	-	(8,36,741)	(1,51,721)	7,57,894	5,84,856	13,41,350	20,77,212

Note: Schedules 7, 12 to 15 and 21 form an integral part of the Income and Expenditure Account

For and on behalf of the Board


Director and The Chief Functionary
C. Gurucharan


Director

Dr A Ravindra


Director

Ms. Archana Muthappa

In terms of our report of even date


BANGALORE
BENGALURU, 27 JULY 2022







Public Affairs Centre

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