



**PUBLIC AFFAIRS CENTRE**  
*Committed to good governance*

# Annual Report

**April 2022-March 2023**



# Top 20 Best Public Policy Companies In India 2023

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## Chairman's Message



**Dr. A Ravindra, IAS (Retd.)**  
Chairman

“ Another important milestone was signing an MoU with the Government of Meghalaya to help them achieve the Sustainable Development Goals in key areas-health and nutrition, education, social welfare to name a few. PAC is aiming to approach the other North Eastern States to work with them in areas of mutual interests.

Over the past 29 years, since it was established in 1994, the Public Affairs Centre has metamorphosed from developing and using the Citizen Report Card (CRC) and Social Audit organisation into one that deals with the human development issues based on the Sustainable Development Goals (SDGs). The year 2022-2023 saw learnings and challenges. Despite this, work continued and most of the projects are at a significant point of completion. The International Migrations Centre-Karnataka (IMC-K) project that began five years back has completed all its tasks. In its 5-year tenure it left some landmark milestones with the State Government-setting processes and SOPs, establishing Migration Centres in some districts in Karnataka to name a few. This project has provided new vistas to replicate the ideas and outcomes in other States in India.

PAC's initiative to work with international agencies was fulfilled by being awarded a prestigious project from the UNDP. PAC is partnering with MgtWell Consultancy Services, an international development management consulting firm based in Afghanistan. The project is titled Mapping and Capacity Strengthening of 400 NGOs and CSOs in Afghanistan. The primary objective of the programme is to conduct mapping/analysis of the selected NGOS/CSOs including implementing a comprehensive capacity development programme. It is hoped that this project will help PAC to come onto a global radar and work with reputed international agencies.

In order to look at the practical side of running the organisation, PAC had to take a decision on downsizing the staff, especially since many projects have come to an end. In the future PAC will aim to look at engaging with staff on a Consultancy-base (depending on the projects).

It is on a sad note that we had to accept Mr. Gurucharan's resignation as the Director of PAC. He left some trailblazers which are captured in this Annual Report. But nevertheless, I am sure that under the leadership of Dr. Chaya Degaonkar, the new Director, PAC will grow from strength to strength, especially keeping in mind her vast experience and background of working in a University, Government sector and as a Consultant for turnkey projects. She brings to the table a vast experience for over four decades in teaching, research and consultancy.

I wish PAC all the very best in the coming years and for the future projects it undertakes.



## From the Director's Desk

After a little over six years as the Director and Chief Executive of the Public Affairs Centre (PAC), I will be stepping down effective end of the financial year 2022-23. These past six years have been fulfilling and there have been many work situations in which I thought to myself 'It is really special that I have had the opportunity to experience this'. These were situations that represented what I truly appreciated about serving as the director of an independent and credible action research organisation. I will mention just two of them.

One is when I had the opportunity of doing fascinating action research work that spans every sector of society, bringing together science, social science and people science overlaid with the transformative power of data analytics. In particular, the work of the data analytics vertical that we established five years ago and the success we have had in developing use cases in public health care and multi-dimensional poverty analysis. Data analytics in public governance will remain in the vanguard of the future action research of the PAC.

A second aspect has been of working with teams of young professionals dedicated to serve the discipline and the public to help improve development outcomes. I have had the privilege of working under three different Chairs of the Board (to whom I have reported), with a talented group of young researchers, and a number of staff members. No leader accomplishes anything alone and so many people are involved in what we achieved. If I should list PAC's accomplishments during my time as CEO of which I am most proud, here are four that come to mind, picked to represent a variety of points of pride:

1. Developing the first PAC Strategic Framework that shaped the pace and direction of the PAC's activities during 2017-2022. It helped us cope with the difficult COVID years, provided the basis to become resilient and make wise decisions on resource allocation and project delivery
2. Establishing robust standards, processes and templates and institutionalising the quality assurance protocol.

This has helped enhance research quality. The Research Quality Committee has since become a platform for collaborative generation of knowledge

3. Developing a variety of data science use-case applications to enhance human development outcomes deploying AI-ML techniques. This enabled us to demonstrate Proof of Concept (PoC) that PAC is now scaling up in more than one State
4. Moving from a project-based to a programme-based approach to action research, anchored by multi-year knowledge partnerships with State governments. This has in its best sense helped shape public praxis based on ongoing feedback from the ground.

I leave with fond memories and satisfaction at some remarkable milestones achieved this past year, the exciting stories of which unfold in this annual report!

Au Revoir.

“ These past six years have been fulfilling and there have been many work situations in which I thought to myself ‘It is really special that I have had the opportunity to experience this’.”



**Gurucharan G, IAS (Retd.)**  
Director

## Board of Directors

The PAC board comprises of retired and serving civil servants, industrialist, health practitioner and public relations expert.



Dr. A Ravindra, IAS (Retd.)



Uma Mahadevan, IAS



Dr. H Sudarshan



Sudhakar Rao, IAS (Retd.)



Vivek Kulkarni



Archana Muthappa



G. Gurucharan, IAS (Retd.)

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.

**Integrity:** Committing ourselves to our Vision

**Credibility:** Practicing transparency and accountability consistently



## VALUES

**Non Partisanship:** Maintaining an independent stand on governance issues

**Constructive Engagement:** Reducing conflict and ensure constant dialogue for coalition building

**Knowledge Driven Action Support:** Encouraging/promoting informed advocacy

# Milestones



MoU signed with M. S. Ramaiah University of Applied Sciences





**November  
2022**

MoU Signed with Abdul Nazir Sab State Institute of Rural Development and Panchayat Raj



**ne  
22**

MoU Singned with Rural Development and Panchayat Raj Department, Govt of Karnataka



## MOUs Signed



Ramaiah University of Applied Sciences, April 28, 2022



Govt. of Meghalaya, March 22, 2022



**NABARD Consultancy Services Pvt Ltd, August 30, 2022**

**ANSSIRD, Mysuru, November 23, 2022**

## Overview of Domains



*One of the basic agenda of 2022-23 was to provide evidence based policy support to Govt. of Karnataka to prepare Action Plans for attaining the targets in SDG-2030.”*



**Dr. Chaya Degaonkar**

Senior Adviser - Research & Programmes

The Annual Report 2022-23 presents a strong come back of research, analytics and capacity building activities at PAC after the pandemic. This is evident from the list of projects, Action Research, training programmes, data analytics for supporting evidence based policy and new Knowledge Partnerships that up surged during the year.

The PAI assesses the quality of governance in the Indian States in a competitive framework. PAI 2022 made a departure from the earlier themes and adopted an assessment of the accomplishment of Constitutional Mandate of Justice-Social, Economic and Political-based on scientific indicators across the States in India. The theme was thus aligned with the 'Amrut Kal' -75 years of independent governance in the country. The main aim was to capture the achievements in social, economic and political justice in India via 5 sub-themes and 22 indicators. PAI 2022 also launched a qualitative enquiry into the citizen-centricity of States, their policies and politics. Policy objects mapped to the Constitution of India were placed in a Narrative Policy Framework. The social construction of policies was abstracted through a mining and processing of messages -colloquially called 'tweets'- on the microblogging social platform. PAI 2022 provided State-level factsheets highlighting areas of accomplishments and aspirations. The factsheets also offered a broad set of recommendations to help the States to steer their development policies towards accomplishing the Justice Agenda.

The Centre for Open Data Research (CODR) team at PAC assessed the efficiency of service delivery for 600 plus services and submitted a report to the Karnataka Administrative Reforms Commission 2.

# Project Implementation and Strategies

**“Constant quality consciousness, continuous upgradation of skills, updating domain knowledge, meticulous planning and strict adherence to timelines would ensure even better project implementation by PAC. I am sure every effort will be made to achieve this in the coming days.”**



**G. M. P. Reddy (Retd. IPS)**

Senior Fellow

PAC has been taking projects from different state Governments and successfully implementing them for the last several years. Most of these projects cover vital areas of policy formulation and implementation affecting the citizen at large. Issues such as Malnutrition, Minority development, Education, Health, Migration, functioning of last mile institutions such as Gram Panchayats, Anganwadis, Ryot Samparka Kendras just to name a few, are central to the projects taken up by the PAC. By way of rigorous research utilising indigenously developed tools and methodology, extensive field work and an in-depth analysis using data Analytics, PAC has been delivering the results thereby assisting the respective state Government departments in taking informed decisions, formulating appropriate policies and in effective implementation of the same. Thus, PAC has been fulfilling its mandate of facilitating good governance.

Considering the vital issues involved in the projects taken up by the PAC, it is essential that there is absolute clarity regarding the exact deliverables and the required research methodology to be adapted for successful delivery of intended outcomes. To do this the PAC ensures that the findings are insightful, adequately backed by field research as well as supporting data Analytics and statistics. Recommendations are carefully crafted to be precise and implementable, since vague, generalised and grandiose recommendations without consideration of the budget constraints are likely to be summarily rejected. Timely delivery of project is as important as ensuring the quality of output. This requires Meticulous planning on each step of the process of implementation, provision of adequate resources and assigning qualified domain experts are followed to ensure quality outputs are delivered. Periodic and effective monitoring of the project implementation is followed rigorously.

To ensure quality of research, optimal utilisation of resources and personnel and adhering to agree on timelines, PAC administration

has devised several internal mechanisms. The Research Quality Committee(RQC) headed by the Director himself and comprising Senior staff from PAC is involved at each stage of implementation of any given project right from its inception till the final stages of project delivery. The RQC meets every week and guides the project team at each stage including the research methodology to be adapted and constantly monitors the progress. Besides this, Senior Officers Group (SOG) also chaired by the Director, meets every week and discusses thread bare various projects and monitors their progress among other things. In both these meetings, the present Director reviews the projects minutely and gives detailed instructions and guidelines. With vast experience in Governance, his inputs have been invaluable.

Thus every effort is made in PAC to ensure quality of output and timely delivery of all the projects taken up. However, exceptions are always there and to avoid these, the systems put in place have to work efficiently.



# Research Overview



*The Research team is backed by a strong team of data scientists from PAC's CODR vertical who provide robust and credible data analytics to back findings from its projects."*



**Dr. Meena Nair**

Head of Research

Following the pattern of the previous year, PAC worked on 15 projects in the FY 2022-23. While some of the projects involved application of PAC's traditional social accountability tools, thus highlighting their constant importance in the governance sector, there were new projects that experimented with tools hitherto not used in human development praxis. Needless to say, each of the projects were backed by sound data analytics and data science-based models.

The year saw the successful completion of the CRC Survey-based assessment of services provided by Electricity Supply Companies (ESCOM) in Karnataka with final reports presented and submitted to all the five ESCOMs covering the State. A unique study on health-seeking behaviour among TB survivors and patients in Tamil Nadu used the Rao Kelleher Gender framework to identify factors that help or hinder people from seeking treatment and completing the same; the findings were in sync with the national-level statistics on TB and reiterated the robustness of PAC's research methods.

The team prepared a Report on Gender Budget and Women Empowerment comprising a detailed analysis of resource flow, outcomes and evidence from the field in Karnataka and presented it to the Department of Women and Child Development. Another project team completed a report on localising governance to strengthen the role of last mile institutions in Karnataka that was successfully submitted to the Karnataka Administrative Reforms Commission 2.

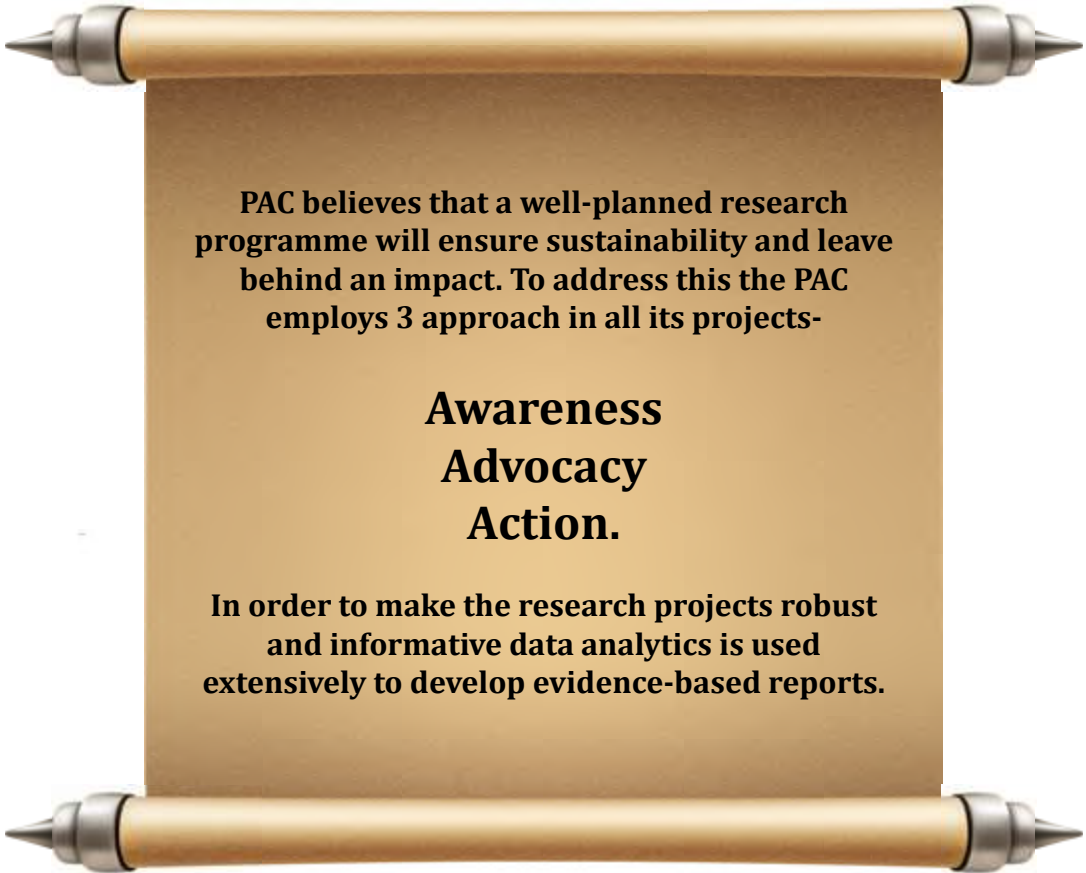
One of the biggest achievements from PAC has been the successful completion of the 5-year International Migration Centre-Karnataka (IMC-K) project carried out in partnership with the Government of Karnataka. PAC helped set up two

State Recruitment Agencies, carried out extensive IEC activities through a 3-tier Migration Facilitation Architecture to open avenues for overseas employment for citizens at the first mile on the ground, and facilitated sending more than 500 people through safe, efficient and humane overseas employment pathways.

The team now looks forward to completing the two health projects on creating optimisation models that will ensure availability and access to health units, personnel and medicines by citizens who avail public health services in Karnataka for the Commissionerate of Health and the Karnataka State Medical Supplies, early next financial year. The other path breaking projects that the Research team plans to complete by the first quarter of next year include an effectiveness evaluation of Raitha Samparka Kendras in Karnataka to strengthen service delivery funded by NABARD and an Activity analysis and time utilisation of Panchayat Development Officers (PDO) in Karnataka supported by the Commissionerate of Panchayat Raj, Government of Karnataka.

Other landmarks and long-term projects running currently include training and capacity building of faculty members of the Administrative Training Institute in Karnataka that hosts Officers of Administrative Services, building easy-to-use systems for the State Institute of Rural Development, GoK, helping departments of the Government of Meghalaya to perform better in terms of public service delivery.





**PAC believes that a well-planned research programme will ensure sustainability and leave behind an impact. To address this the PAC employs 3 approach in all its projects-**

**Awareness  
Advocacy  
Action.**

**In order to make the research projects robust and informative data analytics is used extensively to develop evidence-based reports.**

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

## Time period

April 1, 2018 to March 31, 2023

## Funder

Department of Skill Development, Entrepreneurship & Livelihoods (SDEL), Government of Karnataka



## Key Activities:

- Completed Capacity Building & Training of 255 personnel from Karnataka Skill Development Corporation (KSDC), District Skill Development Offices (DSDOs) and the Labour Department
- Assisted the department in operationalising four Migrant Information Centres (MICs) at Davanagere, Udupi, Vijayapura and Yadagir under the aegis of the Karnataka State Unorganised Workers Social Security Board (KSU-WSSB); an additional MIC was started at Mysuru District under KSDC apart from existing 8 Centres
- Reviewed the performance of all MICs and Migrant Regional Centre (MRC) under KSDC
- Conducted Pre-Departure Orientation of 447 emigrants at the IMC-K Pre Departure Orientation Training before (PDOT) Centre, Bengaluru
- Overseas Consultant facilitated placement of 620 candidates by the Karnataka Vocational Training and Skill Development Corporation Recruitment Agency before (KVTSDC RA)
- Facilitated meetings with the Protector of Emigrants (PoE), Bengaluru and Senior Officials from the KSUWSSB
- Presented the End-of-year V and Project Closure presentation to the Commissioner, Department of Industrial Training and Employment (DITE).



*The successful implementation of the IMC-K in Karnataka by the PAC Team reflects the commitment of the State Government and its institutions such as the SDEL, KSDC & KSUWSSB in establishing the Overseas Employment Pathways (OEPs) and promoting ethical recruitment of skilled, trained and certified manpower. PAC successfully built the State's capacity to handle migration matters and, in the process, enabled a robust stakeholder connect for both State Government-Recruitment Agencies (RAs-K)-KVTSDC and KSUWSSB. The participation of various government and private institutions in the effort also paved way to establish an inter-institutional framework in the State that ensure the overall welfare and protection of the migrants sent abroad."*

**- Dr. TLS Bhaskar**  
Team Lead



*The KSUWSSB as a State Government-run Recruitment Agency in Karnataka is authorised to recruit youth from Karnataka. It functions under the aegis of the Department of Labour, Government of Karnataka, and has a full-fledged office infrastructure at Kalyana Suraksha Bhavan, Bengaluru and experienced and fully trained staff to render recruitment services to the aspirant candidates. During 2022-2023, the KSUWSSB successfully operationalised four Migrant Information Centres (MICs) in Davangere, Udupi, Yadagiri and Vijayapura districts at the Labour Offices. All the Labour Officers, Senior Labour Inspectors/Labour Inspectors and the staffs in all the districts received extensive training by the PAC Team (PMU) on various aspects of IMC-K& its implementation on ground. Through the MICs, the KSUWSSB established networks with various stakeholders, creating sustained Overseas Employment Pathways (OEPs) for providing authentic information and support to the unorganised category of workers at the last mile. KSUWSSB will initiate recruitment and is confident of its accelerated growth in recruitment business in the near future."*

**- Dr. S. B. Ravi Kumar**  
Joint Labour Commissioner, KSUWSSB



“Implementation of various strategic methods undertaken by PAC to reach out to foreign job aspirants, along with various self-trainings undertaken for capacity building of the International Migration Center’s counsellors, has provided new learning.”

**- Hareesha A**  
Field Research Officer



## Stakeholder Engagements



OEK Organising team in IMC-K Headquarters



Dr. S. B. Ravikumar, JLC, KSUWSSB giving Keynote address on Day 2 of the Overseas Employers' Conference

# Assessment of Services Provided by Electricity Supply Companies (ESCOs) in Karnataka: Bangalore ESCOM

## Time period

December 2018 to December 2022

## Funder

Bangalore Electricity Supply Company



## Key Activities:

- Revised and submitted the draft report to BESCOM; further revisions based on special request to document best practices of BESCOM carried out in the year
- Report accepted by BESCOM on December 3, 2022 and final payment released subsequently on December 27, 2022.



*The BESCOM study was very fulfilling as not only the Core Committee members but many of the senior officers took interest in the findings. They wanted a detailed documentation of their initiatives which they collected from their verticals and handed over to the PAC study team to present in the report. Their active participation in the completion of the project is really appreciated."*

**- Dr. Meena Nair**  
Team Lead



“ Power supply is an essential service which is supplied by BESCO and domestic consumers are very happy with their service but domestic consumers have concerns during summertime because of power outages and suggest that more electricity supply is required.”

- **Prakash K N**  
Field Research Officer



“ A gap analysis was performed to assess ease of doing business, consumer satisfaction and grievance redress mechanisms in the 5 ESCOMs of Karnataka. An exploratory data analysis was then performed to understand the underlying factors impacting these parameters.”

- **Mrinalini Kabbur**  
Consultant



## Stakeholder Engagements



Presentation of study findings and recommendations by the PAC study team to the Core Committee and senior officers of BESCO

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

## Time period

April, 2019 to December, 2022

## Funder

Department of Health & Family Welfare, Government of Karnataka



## Key Activities:

- Developed Essential Drug list for Karnataka State Medical Supplies Corporation Limited (KSMSCL) based on ABC (Always Better Control) and VED (Vital Essential Desirable) classification
- Developed data pipeline to forecast the drug requirement at each public health unit for essential drugs
- Developed Stochastic Optimisation data pipeline to determine the reorder points at each public health unit for essential drugs.



*A forecasting data pipeline is built to prevent stockout and expiry of drugs at the public health units using data science technologies involving Airflow, AWS and Kubernetes.”*

**- Vinay R Srihari**  
Team Lead



“The efforts and cooperation in understanding the supply chain management system at KSMSCL is well appreciated. The team have documented the practices and given suggestions which are already implemented. Your ongoing support to develop and install the automated decision-making tools on our software is required to support and make our supply chain management system efficient and best in the country.”

**-Sumitha**  
GM, SCM, KSMSCL

## Stakeholder Engagements



Presentation to Commissioner and MD KSMSCL

# Application of Data Analytics in Health Care & Health Personnel Deployment Optimisation

## Time period

November, 2019 to November, 2022

## Funder

Department of Health & Family Welfare,  
Government of Karnataka



## Key Activities:

- Developed data pipeline to compute the vacancy of staff across Health Units of Karnataka based on Indian Public Health Standards (IPHS) guidelines
- Developed units optimisation data pipeline for Primary Health Centres of Karnataka to identify optimal location for starting new health units
- Developed manpower optimisation data pipeline for re-allocation of medical staff at Primary Health Centres of Karnataka based on multiple constraints.



*Optimising the human resource and physical infrastructure is to ensure the right resources are there in the right place at the right time using data science technologies involving Airflow, AWS and Cvxpy."*

**- Dr. Surya Srinivasan**  
Team Lead



“ Built data pipeline architecture to automate the optimisation of health institutions and manpower in Karnataka.”

- Ashitha Reddy  
Data Scientist



## Stakeholder Engagements



Meeting of PAC team with Department of HFWS



Meeting of PAC team with KSHRSC for Designation Mapping for Vacancy Analysis



# Scientific Praxis Framework for Early Childhood Education Pilot Project in Karnataka

## Time period

April 2021 to March 2023

## Funder

AdvantEdge Healthcare Solutions Private Limited

AdvantEdge

## Key Activities:

- Conducted literature review to develop an exhaustive checklist to identify the requirements at an Anganwadi centre
- Visited and created a blueprint/ plan for the proposed infrastructural changes required at the selected Anganwadi centres in Bengaluru Urban and Rural
- Identified resource persons from the community for remodelling the selected Anganwadi centres
- Conducted key informant interviews to measure the outcomes of the project.

“The ‘Love to Learn’ initiative is PAC-AdvantEdge’s spirited attempt to make a lasting impact on the status of holistic development of a child’s social, emotional, cognitive and physical needs in selected geographies. The success of this initiative is dependent on developing a sustainable and effective model by collaborating with communities and stakeholders to establish an Anganwadi ecosystem and foster a learning atmosphere that enables children to reach their full potential.”

- Akhila R Nair  
Team Lead





*The CSR initiative of the Public Affairs Centre and AdvantEdge Health Care Solution to remodel an Anganwadi Centre in Bengaluru Urban using a scientific framework has been very helpful in creating a progressive learning environment and making a positive impact on the lives of many young children. Through this CSR activity, we are not only investing in their health and well-being, but also in their bright future, by providing them with an interactive, safe and hygienic environment. We are proud to support such CSR initiatives that have the potential to make a significant difference in society."*

**- B H Nischal**

Deputy Director, Department of Women & Child Development



*I was part of the AdvanEdge CSR project where support for early childhood education was provided by creating an excellent love-to-learn atmosphere by renovating infrastructure at the Kodihalli Anganwadi Centre. The biggest challenge was involving the community to take ownership and parents of the children who studied there took ownership of supporting the Anganwadi Centre and some of the youth are voluntarily providing support in teaching activities along with the Anganwadi teacher.*

**- Prakash K N**

Field Research Officer



## Stakeholder Engagements



PAC project member and Managing Director,  
AdvantEdge finalising Angwandi centre



Participants for the meeting in Anganwadi  
Centre Kodihalli



PAC project member conducting needs assessment

# Activity Analysis and Time Utilisation of Panchayat Development Officers (PDO) in Karnataka

## Time period

June 21, 2022-April 30, 2023

## Funder

Department of Rural Development and Panchayat Raj,  
Government of Karnataka



## Key Activities:

- Inception report (Project Progress report) underlining Final Questionnaires, Sampling Design and Survey Work-plan was submitted to the department.

*“This is a fascinating project aimed at understanding the key activities performed by Panchayat Development Officers (PDOs) over the course of six days. The project is unique in that it seeks to gain insights into the various bottlenecks, time management skills, and overall efficiency of PDOs across 10 districts and 30 Gram Panchayats (GPs) in Karnataka. By examining the activities of PDOs over a six-day period, this project has the potential to uncover important trends and patterns that can shed light on how these officers are managing their time and resources. Furthermore, by studying PDOs across multiple districts and GPs, the project can provide valuable insights into regional variations in performance and help identify best practices that can be adopted more widely.”*



**- Aishwarya**  
Team Lead

“

*I believe that the Panchayat Development Officers (PDOs) Activity Analysis and Time Utilisation Study by PAC is one of its kind in the country. The PAC project team involved me and my colleagues right from the beginning of the project which has helped us to finetune all the instruments so that they are more grounded. I look forward to the findings that will help me streamline the work that PDOs do so that they can serve their Panchayats more efficiently. It will also be very useful to understand the allocation and utilisation of PDO's work across North and South Karnataka regions and the distinction between the same and to make the necessary action plans for PDOs the Karnataka State."*

**- Priyanka Mary Francis (IAS)**

Commissioner, Commissionerate of Panchayat Raj, Department of RDPR, Gov of Karnataka



“

*Are institutions ignoring the importance of quality while depending on technologies? My field experience says, yes. The institution which orients people at multiple locations with large numbers of participants have zero control over the etiquette of the process in capacity building. While working on the PDO Time and Motion Projection, I interacted with Panchayat Development Officers, Data Entry Operators and Panchayat secretaries who expressed complete dissatisfaction with the online capacity building process. For these institutions, it is a call between resources versus quality compromise."*

**- Muthukrishna**

Senior Field Research Officer



“ A gap analysis is performed to assess the productivity of Panchayat Development Officers (PDOs) across 30 Districts of Karnataka.”

**- Harshitha K Reddy**  
Associate Data Scientist



## Stakeholder Engagements



Team lead providing information related to the project in a Gram Panchayat



PAC Team members interacting with a PDO in a Gram Panchayat

# Knowledge Partnership with Administrative Training Institute Mysore

## Time period

August 10, 2021 to August 9, 2024

## Funder

Administrative Training Institute Mysore



## Key Activities:

- Revised curriculum and developed and designed the 'Trainees' and Trainer's Handbook for Common Foundation Course (CFC) which is attended by entry-level officers working in various departments in Government of Karnataka Institutional and Language Training Programme (ILTP) which is attended by Indian Administrative Service Probationers of the Karnataka Cadre
- Recruited Senior Faculty, Faculty, Data Analysts, Documentation Officers and Multi-Tasking Staff (MTS) by conducting:
  - Written examinations
  - Group discussions
  - Face-to-face interviews
- Conducted Capacity Building Training Programmes for the recruited staff.

“The PAC aims to improve the quality of training programmes conducted in the ATI Mysore and District Training Institutes (DTIs) by providing support to the faculty and staff. Further, the PAC also aims to provide assistance to the faculty of the ATI Centres and Verticals to improve their research and publishing capabilities.”

**Tamanna Naseer**  
Project Coordinator



“Public Affairs Centre has been supporting the Administrative Training Institute (ATI) in restructuring its training programmes, faculty recruitment process, designing and implementing Faculty Development Programmes etc for the last couple of years. The experts from PAC are highly proficient and committed towards their task, and it has been a pleasure interacting with them. To my mind, ATI and its staff and faculty have gained a lot from this collaboration.”

**V. Manjula (IAS)**  
Director General, Administrative Training Institute (ATI), Mysuru



## Stakeholder Engagements



Training session on Policy Brief



Group Photo with DTI Principles & Vice Principles

# Knowledge Partnership with Department of Minority Welfare (DMW), Karnataka

**Time period**

August 2021 to July 2024

**Funder**

Department of Minority Welfare,  
Government of Karnataka

**Key Activities:**

- Conducted review of selected existing programmes and schemes to identify gaps in design and delivery
- Developed a roadmap for improvement of the selected programme and scheme design and delivery
- Redesigned standards, processes and templates of the service delivery framework
- Provided a framework for citizen relationship management through evaluation of grievance redressal.



*Our aim is to foster a culture of learning and continuous improvement within the Department of Minority Welfare, Government of Karnataka. Through collaboration, we identify opportunities for growth and development, share knowledge, encourage creative thinking and open communication, and ultimately, enhance the quality of services provided to minority communities.”*

**- Akhila R Nair**  
Team Lead



*The Knowledge Partnership is a testament to the Department’s commitment to improve service delivery and is required to overcome inertia and get things done. We recognise that in today’s world, innovation and collaboration are essential ingredients for success. Collaborating with a non-partisan organisation like PAC enriches our development goals and advances good governance.”*

**- P Manivannan, IAS**  
Principal Secretary, Department of Minority Welfare,  
Government of Karnataka



“ Performed analysis to determine the profile of beneficiaries in Bidai and Phd scholarship schemes of Minority Welfare department. The analysis also identified the ineligible beneficiaries as per the guidelines. The analysis was performed to assess the utilisation of funds across various programs of the department.”

**- Mahesh Talakera Lakshmi Phani**  
Data Analyst



## Stakeholder Engagements



Field Research officer's engagement with teachers and other senior officers of the schools



Field Research officer's engagement with students



PAC Project team members with the Waqf Council Chairman, Executive Officer and Special Officer

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

## Time period

February 2022 to April 2023

## Funder

National Bank of Agriculture and Rural Development (NABARD)



## Key Activities:

- Completed literature review of RSK institutional guidelines along with comparative analysis of eight states with respect to the state specific initiatives on agriculture support institutions
- Had an inception meeting with department officials to bring all the stakeholders on board
- Undertook scoping exercises/orientation visits to RSK, Focussed Group Discussion (FGD) and Direct Observations were carried out to understand the scope of RSK functions and farmers' perspectives
- Mapped indicators for data collection and evaluation framework for preparation of survey questionnaires
- Finalised research design and prepared questionnaires
- Conducted field survey (Citizen Report Card) with selected samples with quality monitoring from PAC study team in all the 30 districts
- Conducted Community Score Card (CSC) exercise in each administrative division of Karnataka.

“ *Leading the PAC project on evaluating the effectiveness of Raitha Samparka Kendras (RSKs) is a challenging but rewarding opportunity to make a positive impact on the lives of farmers in Karnataka. By assessing the availability, accessibility and quality of services, we can identify areas for improvement and develop actionable solutions to enhance the effectiveness of the RSKs. Let us work together to ensure the system is responsive, efficient and delivers the services that farmers need and deserve.*”

**- Srathicksha M**  
Team Lead



“ *During the field exercise for RSK Project, we assessed the awareness level of farmers about RSKs, noted the lack of staff in RSKs, and realised that the emphasis was on food crops. Overall, the poor relationship between farmers and RSK staff, lack of awareness, lack of information and negligence in registering farmers impact the effective delivery of RSKs.*”

**- Hareesha A**  
Field Research Officer



“ *Analysis was performed to determine the profile of RSK beneficiaries, the gaps in processes in enrolling and getting benefits and finally impact analysis to measure the effectiveness of the scheme.*”

**- Mahesh Talakera Lakshmi Phani**  
Data Analyst



## Stakeholder Engagements



PAC project member and Managing Director,  
AdvantEdge finalising Angwandi centre



Participants for the meeting in Anganwadi  
Centre Kodihalli



PAC project member conducting need assessment

# The Civil Coalition for TB Advocacy and Treatment Adherence

## Time period

February 2022 to December 2022

## Funder

Blossom Trust and Stop TB Partnership



## Key Activities:

- Carried out literature review to understand health seeking behaviour and barriers to early diagnosis and initiation of treatment among TB survivors and patients in southern districts of Tamil Nadu (Madurai, Virudhunagar and Ramnathapuram)
- Prepared questionnaire based on the literature review and visited the field to pilot test the questionnaire
- Finalised tool kit was built in the Kobo TOOL KIT (data collection tool) and tested the tool kit in the field
- Collected data was analysed by the PAC team and the final report was prepared and submitted to Blossom Trust.



*Extensive field visit and interaction with various stakeholders during the study period provided necessary information to develop the questionnaire and conduct the survey in a timely manner."*

**- Dr Surya Srinivasan**

Team Lead



“ Extra burden, low salary, lack of equipment (Tab) and incentives were the major concerns raised by the health staff for their inefficiency and low contribution in TB related activities”

- **Praveen Kumar**  
STS Supervisor Madurai District, Tamil Nadu

“ Analysis was performed to determine the profile of TB patients with focus on gender disparities. A linear regression was performed to identify the knowledge gaps and delays in adhering to TB treatment guidelines.”

- **Mahesh Talakera Lakshmi Phani**  
Data Analyst



## Stakeholder Engagements



Interaction of PAC team with WHO consultant at TB unit Madurai



PAC team in Blossom Trust head office at Virudhunagar

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

## Time period

March 23, 2022-March 22, 2025

## Funder

Planning Department, Government of Meghalaya



## Key Activities:

- Identified key points of contact in the Social Welfare Department, Department of Health & Family Welfare, Department of Education, Community & Rural Development Department and Directorate of Economics & Statistics, Planning Department & Established communication channels with the departments to exhaustively understand the schemes, services and activities
- Identified data sources, points of data generation, modalities of data collection and modes of data management
- Conducted empirical research to better understand the geography of the state and its relationship with the local population & Developed research designs for small proof-of-concept studies
- Conducted exploratory data analysis that would fortify activities in the subsequent project years and rationalise future interventions
- Facilitated implementation of quick win interventions.

“ A positive aspect of this initiative is its focus on aligning development concerns in the State with the United Nations Sustainable Development Goals (UN-SDGs). By aligning with the UN-SDGs, the project is also contributing to global efforts towards sustainable development which is important for achieving a more equitable and prosperous future for all. Additionally, the project’s emphasis on evidence-based research and data science is a promising approach for addressing development challenges and ensuring more efficient and effective delivery of public services in Meghalaya.”

**Nidhi Sharma**  
Team Lead



“ Governments produce a large amount of data by way of monitoring of schemes and through everyday operations. There is extensive-if untapped-potential to utilise such data to inform governance that improves citizen experience. Through its Knowledge Partnership with the Public Affairs Centre, the Government of Meghalaya is working together to mobilise available data for evidence-based policy craftsmanship.”

**Cyril Darlong Diengdoh (IAS)**  
Secretary, Planning, Investment Promotion and Sustainable Development  
Department, Government of Meghalaya



“ The project is exciting as it represents *terra incognita* for PAC. Not only a new office in a new State, the statistics are new too, marking a sharp departure from the Karnataka-related figures we are used to. As we close year 1 of the Knowledge Partnership with the Government of Meghalaya, we look forward to continuing our efforts eliciting better development and governance outcomes through the use of data.”

- **Ramana H. M.**  
Associate Data Scientist



## Stakeholder Engagements



First report presentation to the Directorate of Health Services (DHS)



Team Meghalaya with the Department of C&RD



Meghalaya Team with the Chief Minister P.A. Sangma

# Knowledge Partnership with Abdul Nazir Sab State Institute of Rural Development, Karnataka

## Time period

March 1, 2023 to April 30, 2026

## Funder

SIRD



## Key Activities:

The project has just kick started and will primarily focus on three key aspects. The first activity will be studying the current Learning Matter System (LMS) where the emphasis will be on making it user friendly.



*I am happy to be a part of this project where I believe that not only will I learn a lot of new things but also contribute by using my experience and expertise for the various activities."*

**Dr. Annapoorna Ravichander**  
Team Lead





*The Public Affairs Centre (PAC) signed an MoU (for three years) with the Abdul Nazir Sab State Institute of Rural Development and Panchayat Raj (ANSSIRD & PR), Mysuru, on November 16, 2022. The primary objectives of the Knowledge Partnership for Year 1 include:*

- 1. Conduct Impact Assessment to evaluate ANSSIRD and PR training programmes*
- 2. Improve quality of research proposals, collect, edit and publish peer-reviewed bilingual journal articles on rural development and develop a Compendium of Circulars of Rural Development and Panchayat Raj (RDPR) department and develop appropriate Case Studies for training purposes*
- 3. Develop a Learning Management System (LMS) as a repository for all administrative, academic, training and research materials.*

*We look forward to the insights that this unique partnership will provide to improve the reach and impact of our work in strengthening decentralised local governance and participatory local planning."*



**Uma Mahadevan (IAS)**

Additional Chief Secretary, Panchayat Raj, Government of Karnataka

# Mapping and Capacity Development Program of NGOS/CSOS

## Time period

March 20, 2023 to March 19, 2024

## Funder

UNDP



## Key Activities:

Besides being the Team Lead, PAC will provide the following support to the MgtWell in the following areas:

- Develop the overall Methodology
- Map NGOs/ CSOs
- Conduct capacity development needs assessments and develop tailored capacity development plans.

“ This project brings in a new where the PAC team will work closely with a team from Afghanistan. We look forward to a lot of interaction and learnings from this project”

**Dr. Annapoorna Ravichander**

Team Lead



## Centre for Open Data Research (CODR)



*The CODR continues to support the Action Research work of PAC by providing robust and credible data analytics to back findings from its projects.”*



**Mrinalini Kabbur**

Consultant

The Centre for Open Data Research (CODR) the data science and analytics vertical of PAC that has been working with the Government of Karnataka had a very productive year due to the release of the raw data of the fifth round of the National Family Health Survey (NFHS) in April-May 2022. The application of relevant computer-based mathematical models using AI and ML led to the generation of the following outputs -

**Revision of criteria for identification of Backward Talukas based on NITI Aayog’s 49 indicators of Aspirational districts:** The earlier model and methodology of the Special Development Plan (SDP) for the State was based on the 35 indicators developed by the Nanjudappa Committee and had been used for almost two decades to take policy decision for identifying and improving Most Backward, More Backward and Backward Talukas for speeding up their development trajectory. However, it was decided to identify the set of Backward Talukas by adapting NITI Aayog’s method of identifying Aspirational Districts for the country. CODR adapted the methodology and added new and currently relevant variables to compute and identify Karnataka’s Talukas that need immediate attention.



**Final set of Reports on SDGs 1-5 and 10:** Using the raw data that was made publicly available, CODR carried out two major analyses - firstly, carried out a gap analysis between NFHS 4 and NFHS 5 to identify indicators and geographies where there have been improvements or setbacks on various critical themes covering both medical and social determinants of health; secondly, all the major indices were recomputed and updated for concurrent decision making. The indices generated included - the Multi-Dimensional Poverty Index (MPI), the Human Development Index (HDI), the Gender Equality Index (GEI), the Malnutrition Index (MNI) and the updated Health Index, which were included in the relevant SDG reports. In the SDG 10 report, the CODR team estimated the HDI for Scheduled Caste (SC) / Scheduled Tribe (ST) and Minorities with a gap analysis against the HDI of the General population, and along with the domain team developed a strategy for increasing HDI with focus on critical talukas.

**Detailed concurrent analyses of 24000 plus RO Plants** was carried out at regular intervals by the CODR team for preparing the report by the PPMS Department for the Joint Session Committee. The report was required by the Joint session Committee for assessment of capacity, structures and functional status of the RO plants as per guidelines issued.

**Application of eJanMa data in indices** - While comprehensive reports based on eJanMa and SECC had already been submitted in the previous FY, the eJanMa for the last 4 years was used to compute and identify the five most prevalent Non Communicable Diseases (NCD) causing mortality in Karnataka, which was added to the SDG 3 report as well.

The CODR continues to support the Action Research work of PAC by providing robust and credible data analytics to back findings from its projects.

Other landmark and long term projects running currently include training and capacity building of faculty members of the Administrative Training Institute in Karnataka that hosts Officers of Administrative Services, building easy-to-use systems for the State Institute of Rural Development, GoK, helping departments of the Government of Meghalaya to perform better in terms of public service delivery.

## Policy Engagement and Communication (PEC)



*Wearing a dual hat (Head-PEC and Executive Director, Public Affairs Foundation (PAF) our sister organisation often brought in challenges for me, but I made it a point to take the challenges as opportunities.”*



### Dr. Annapoorna Ravichander

Head - Policy Engagement and Communication

When I joined the organisation five years back it was important for me and for the PAC to ensure that the Policy Engagement and Communication Vertical becomes a key activity. continued to focus on activities that it had defined for itself at the beginning of the year. Building on some strategies and activities it is great to know that the staff and the organisation understands the need for institutionalising activities, setting standards, ensuring that all projects not only meet the expectations of the stakeholder/s, but also it is disseminated to the various audience.

The team continued to leverage the use of social media platforms and this helped in networking with new audience. Our constant engagement with academic institutions, brought in some brilliant interns across India. I believe that they not only learnt a lot of things, but went away with a smile on their face, knowing that they gained valuable experience.

In the forthcoming year we have to set higher goals to ensure we bring in visibility, conduct more topical outreach programmes.

I would like to thank my team for helping us achieve our goals.

# Social Media Analysis



# Launch of Public Affairs Index 2022

PAI 2022 underwent a paradigmatic shift in its approach on multiple fronts. PAI 2022 undertakes a methodological shift from Principal Component Analysis (PCA) adopted in PAI 2021 to a Multi Criteria Decision Making (MCDM) based approach. The framework of analysis in the PAI 2022 also underwent a transition from the Sustainable Development Goals (SDGs) based model to a Constitutionally enshrined conception of Justice – Social, Economic and Political. **Date:** October 14, 2022

This conceptual framework is operationalised through three Themes, five Sub-themes and 22 indicators.



**Download the Summary Report [HERE](#)**

**Download the Press Release [HERE](#)**

**Watch Full Event [HERE](#)**

*"The Public Affairs Index (PAI) is the annual flagship product of the PAC that devises novel, data-driven schema for assessing subnational governance. In light of the 75th year of India's independence, the seventh edition of PAI 2022 honoured Azadi Ka Amrit Mahotsav by grounding itself in the Constitution of India. The pivotal shift in methodology and themes- drawing from the Preamble's 'justice- social, economic and political'- were supplemented by a Natural Language Processing-inspired qualitative appraisal of Tweets on policy objects sparking public debate. These compelling analyses attested to the need for the convergence of social, economic and political justice across the States of India."*



**Nidhi Sharma**  
Senior Programme Officer



Get a Copy of the PAI 2022 Full Report

www.pacindia.org

# Publications



## Reports

**10**



## Bulletins

Project **12**

Domain **03**

Public Eye **03**



## Interviews

**3**



## Policy Briefs

**3**

# Publications



# Events

## Webinar

- ▶ Sachin Bhatt, Programme Officer spoke on Pharmaceutical Technological Innovations in a webinar hosted by International Institute of Health Management Research before (IIHMR), Bengaluru



- ▶ PAC and Indian Institute of Public Administration (IIPA), Delhi co-hosted a webinar on Public Affairs Index - 2021, Governance in the States of India



- ▶ PAC organised a Virtual Webinar on “Reducing Development Inequalities through South-South Cooperation for a Sustainable Future in the post-COVID Arena”



## Meeting

The PAC staff had an informal session with Dr. A Ravindra, Chairman on January 6, 2023.



## Conference

- Dr Annapoorna Ravichander, Head Policy and Communication and Tamanna Naseer, Project Co-ordinator made a presentation in the Fringe Event organised by On Think Tank (OTT) “Becoming a Changemaker: Lessons from a Think Tank-Government Partnership in India”.

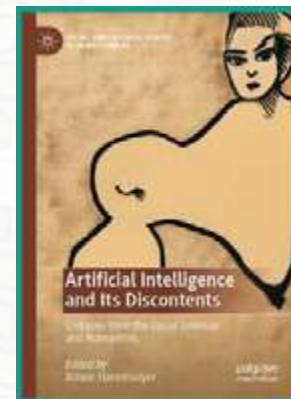
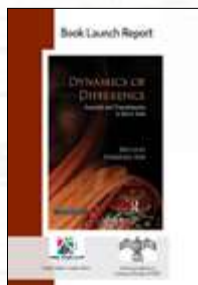


Sri. K. Jairaj, Dr Shailesh Nayak, G. Gurucharan, Dr. D Rajasekhar with Dr. Narendar Pani at the book launch

- Dr. Ranjini C. R, Lead - Open-data Research, contributed a chapter titled: Controversial Covid-19 Contact-Tracing App in India: Digital Self-Defence, Governance and Surveillance in the book Artificial Intelligence and its Discontents published by Cambridge University, UK.

## Book Launch

- PAC and National Institute of Advanced Studies(NIAS) co-organised a book launch “Dynamics of Difference: Inequality and Transformation in Rural India” edited by Dr. Narendar Pani.



## HR, Finance and Administration



*The finalisation of the Strategic framework for 2022-27 has identified strategies to make PAC a credible and unique Think Tank on matters of Public Policy and Governance.”*



**SS Iyer**

Administrator

During the year 2022-23, receipt of project funds from the various clients had been reduced seriously impacting the cash flow for operational expenses.

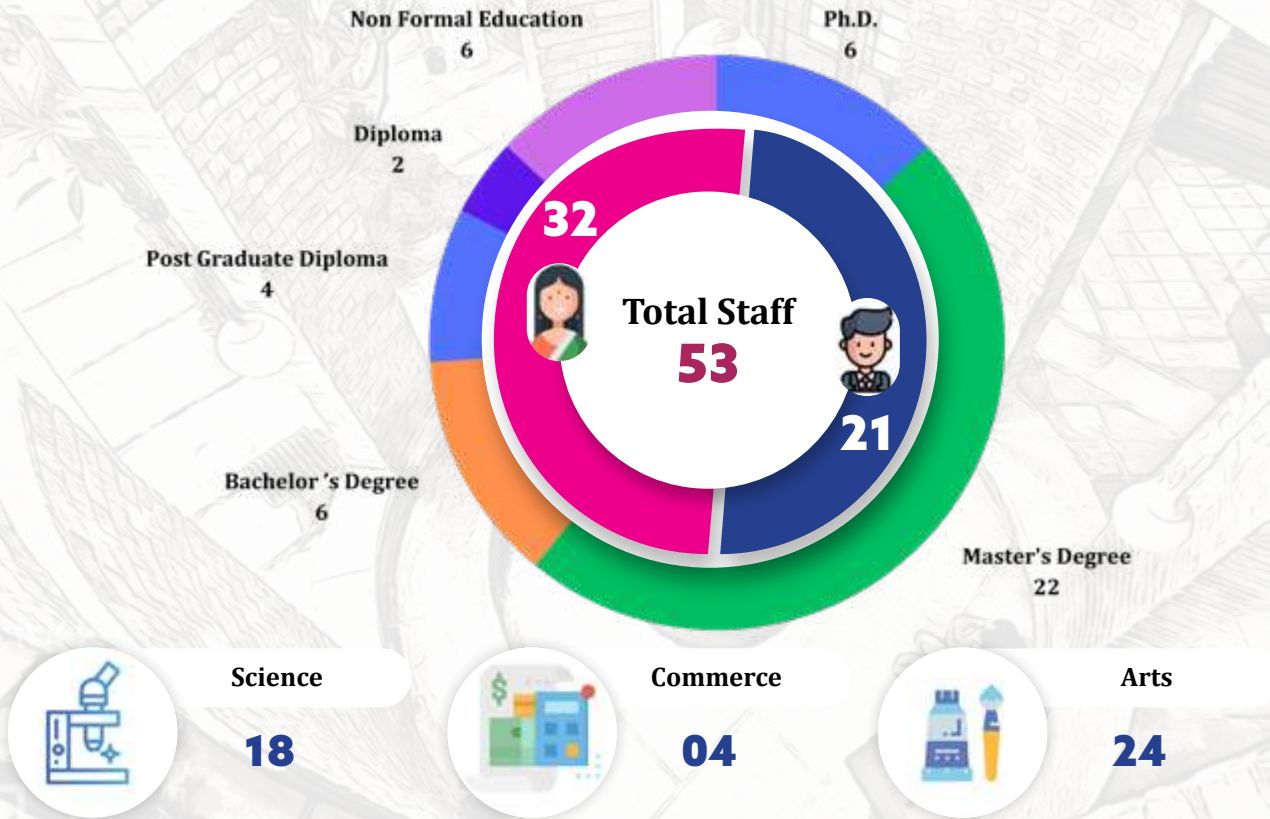
Despite this drawback implementation of a deferred salary payments for Senior Management team and strict control over administrative expenses enabled the Centre to manage the reduced fund flow and ensure that all important operational and project related activities were completed.

Another distressing fact was the non-receipt of funds from the Planning, Programme Monitoring and Statistics Department of the Government of Karnataka towards the Knowledge Partnership agreement on Centre for Open Data Research (CODR) during the entire FY 2022-23 which had a very great impact on the Centre's cash flow.

I believe that timely and complete receipt of project receivables from the clients, mainly Government departments, would have enabled us to take up some more activities which were not funded by donors.

The year 2022-23 provided an opportunity to reflect into better and innovative ideas of cash and fund management, strict control over administrative expenses as also using tools like 'Clockify' and 'Keka' to effectively measure staff attendance and productivity.

# Human Resource Management



## Prevention of Sexual Harassment

### Presiding Officer

**Mrinalini Kabbur**

Mob: 7406655277,  
Email: mrinalini@pacindia.org

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### Advisors

**Dr Meena Nair**

Mob: 9845627805, Email: meena@pacindia.org

**Dr Annapoorna Ravichander**

Mob: 9880844862, Email: director@paglobal.org

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### Members

**Thomas Jacob**

Mob: 9900901197, Email: thomasjacob@pacindia.org

**Aishwarya Mallavaram**

Mob: 9535445104, Email: aishwarya@pacindia.org

**Sheeba Das**

Mob: 8123335383, Email: sheeba@pacindia.org

**Grace B. Shylla**

Mob: 8861109352, Email: graceshylla@pacindia.org

**Janeesh Kumar**

Mob: 9035837139, Email: janeeshkumar@pacindia.org

**Muthu Krishna**

Mob: 9945367894, Email: muthukrishna@pacindia.org

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**



# Engagement with Stakeholders

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



Meeting chaired by Deputy Commissioner District Magistrate, Belagavi



Meeting with Dr Avinash Naik, ALC and Labour Officer in Kalaburagi



IMC-K team with KGTI, Kalaburagi team



Meeting with KGTI Team, Kalaburagi



Meeting with Dr Avinash Naik, ALC and Labour Officer at Kalaburagi



Counselling and registration of youth at Job Fair conducted by PAC in Bengaluru Urban



IMC-K team participated in District Skill Committee Meeting in Chitradurga District



PMU team and PoE, Bengaluru interacting with candidates being sent by KVTSDC RAK



Joint Meeting of IMC-K team with PoE



Meeting with KGTI Team, Kalaburagi



Meeting with Deputy Commissioner, Kalaburagi



Meeting with KLS, Labour Officer, Yadgir



PAC Team with Meghalaya Government officials



Ms Anjana Kizhpadathil and Dr Annapoorna Ravichander  
with Ms. Ruchika Rishi, IPS, IGP, CID, Sikkim



Group Photo with Hon'ble CM Meghalaya



Anganwadi workers and Gram Panchayat members in Kodihalli Anganwadi Centre  
in Bengaluru



Focus Group Discussion in Chamarajanagar District



Focus Group Discussion Chikkamagaluru



Focus Group Discussion in Koppal District

Distribution of Saplings as a token of appreciation for participating in the FGD's

# Experiences from Field Research Officers

The Field Research Officers (FROs) conduct surveys and grassroots studies for the various project undertaken by PAC. They are an integral part of the PAC and act as a bridge between the organisation and the society, in general.

The year included a lot of thought processing and frequent field visits for me. I was part of these projects—International Migration Centre Karnataka, Panchayat Development Officer Time and Motion, Impact Evaluation Raitha Samparka Kendras services, Knowledge Partnership with the Minority Welfare Department, and various activities under Rural Development and Panchayat Raj projects. With these experiences from the past year, I am expecting a fruitful year ahead through field exposure”.



- Muthu Krishna

I was provided an excellent opportunity to work with the community and youth and ensure employment (Techsure Training) apart from work on regular projects. As a Field Research Officer, I was also a part of a CSR project where we supported Early Childhood Education by creating an excellent love-to-learn atmosphere by ensuring infrastructure renovations at the Kodihalli Anganwadi Centre.



- Prakash K

I would like to say that our research tools are very effective for the community as well as for the concerned departments. The government departments should decide for themselves how they can effectively utilise our research findings at the various levels of governance.



- Kumar V

The project evaluation field visit revealed a lot about the gap between the expectations of the actual beneficiaries of a project and what they end up getting.



- Hareesha A

# 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.



*"Interning at PAC was solely a remote experience. Working on gathering reading materials from different sources ranging from videos, podcasts, research articles, blogs, Policy documents, and various authentic websites has developed my skills in literature-*

*review. The entire internship experience was stress free and led to a lot of learning."*

**- Krutika Reddy**

Ramaiah University of Applied Sciences -Bengaluru



*"During the period of my internship in PAC, I worked on various projects such as child monitoring system, Department of minority welfare, SDG-2, WCD, and Health. As a part of these projects, I have learnt process-reengineering, data visualisation using tools such*

*as tableau, data analysis using supervised and unsuper-*

*vised learning algorithms. I also got the opportunity to conduct field research which helped me understand the ground realities. Interning at PAC was an enriching experience."*

**- Subramanya R**

Applied AI Institute GITHUB



*"As this internship with PAC comes to a close and I reflect on all I have learnt, I realise that this experience is invaluable. I love how systematically knowledge is offered to us in classrooms but the preparations and efforts involved to bring it to the classrooms are*

*undervalued. As a part of this internship, I was expected to make manuals for experts and the process made me realise that it is a task to bring in relevant inputs and address the audience and be more prepared."*

**- Ranjini Nadig**

Ramaiah University of Applied Sciences -Bengaluru



*"The internship was a good learning experience with PAC. The process of surveying for suitable material was challenging and interesting process. I particularly enjoyed understanding the various levels of information available and choosing the best one for the internship requirement."*

*the internship requirement."*

**- Gowri Dixit**

Ramaiah University of Applied Sciences -Bengaluru



*"My internship experience here at PAC". So far, I have had an interesting experience, and a great way to build knowledge and experience. Prior to this internship, I have not had the chance to work in the field of agriculture and this internship provides me a great*

*opportunity to learn about Raitha Samparka Kendras and agricultural extension programmes and schemes across the country."*

**- Ketaki Varikheti Nagaraju**

Azim Premji University



*"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



*"My Internship with public affairs centre has turned out to be a whole new adventure for me, it was a wonderful and enriching experience for me. I was able to gain both new skills and knowledge regarding my public policy course through this opportunity*

*of me working as a desk researcher at PAC for the span of 8 weeks."*

**- Nishant Kumar**

Christ University, Bengaluru



*"Interned with PAC for 6 weeks and I could learn a lot during my tenure of internship when it came to time management skills, organisational skills and lot more. I understood that completing each assigned tasks required in-depth research pertaining to the topics. It was an enriching experience.*

*interned with pac for 6 weeks and I could learn a lot during my tenure of internship when it came to time management skills, organisational skills and lot more. I understood that completing each assigned tasks required in-depth research pertaining to the topics. It was an enriching experience.*

**- Jayamani Yadav**  
Azim Premji University



*"I would like to tell you that this internship was a wonderful experience working with you and learning new intricacies of the research field and vital skills. Many thanks for pushing me to do better and guide me through the course in the best possible ways."*

**- Jayamani Yadav**  
Azim Premji University



*"Working with PAC has allowed me to gain valuable networking contacts, improve my research abilities, and further my career in non-profit organisations. Being a part of an organisation like PAC that has clear aims and works relentlessly to achieve a vision to improve people's lives inspires me to offer my best."*

**- Arya Jaiswal**  
Azim Premji University



*"Working and interning at PAC as a Research analyst was a wonderful experience for me. I was able to discover opportunities in the field of research and also gained working knowledge about doing research work."*

**- Kaushiki Gohil**  
Christ deemed to be University  
Bengaluru



memorable at PAC.”

*“The internship was a great learning experience only because she enthusiastically answered all my queries and taught me necessary skills wherever required. I am thankful to my fellow interns and supporting staff at the DC office for making my internship period*

**- Madhvi Patel**  
Azim Premji University



*ing. I would like to thank her for answering all my questions enthusiastically, for making me feel extremely welcome at PAC.”*

*“The internship was a very enriching experience as it helped me in seeing the real life applications of what I had learnt in the first year of my Public Policy and Governance. I am immensely grateful to my supervisor for making my internship experience so enriching.*

**- Aishwarya Jain**  
Azim Premji University



*to interact with the professionals who led me through this internship period.”*

*“The internship opportunity I had with Public Affairs Centre was a great chance for professional development and learning. I consider myself as a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance*

**- Kushagri Kandpal**  
Christ University

# Visitor's Comments



*"Many thanks to Gurucharan and his teams for their excellent hospitality and wonderful and productive discussion. Looking forward to doing this again and carrying our ideas forward"*

**- Mr. Julius Sen, IAS (Rtd.)**

*"PAC has added enormous value and insight to governance and administration in Karnataka. My visit has been so fulfilling. Having Gurucharan Sir here is the king on the cake! Hope to work more closely with PAC in the coming years !!"*

**- Shri. Manivannan.P, IAS**



*"Thanks for your warm welcome, excited to continue working together."*

**- Dr Aoife Healy**



*"It's our pleasure to visit PAC to see and discuss all the work that colleagues at PAC do. We look forward to extending our collaboration to start projects."*

**- Prof. Nachi Chockalingam**



*"Thank you so much for the hospitality. Looking forward to working together."*

**- Dr Panagiotis Chatzistergos**

*"It was a privilege to visit the PAC with great warmth and affection. Director's interview with me on the work done by me in the posts that I held both in the Gol & GoK and the difficult working environment in which the civil servants are now functioning was simulating."*

**- S. Ramanathan, IAS (Rtd.)**





*"PAC has done yeoman service in bringing citizen focus to the core of governance delivery through its surveys and studies. I was happy to visit PAC and see the calm and invigorating campus. The KARC 2 is working with PAC and CODR in its study of administrative reforms. These have been most useful. Wishing that PAC and GoK work together in more areas towards the goal of citizen satisfaction"*

**- Shri. G.M.P. Reddy, IPS (Retd.)**



*"It was an absolutely uplifting experience interacting with Shri. Gurucharan Ji and Smt. Annapoor- na Ji and others here. I go back in much richer."*

**- N. Ramchandrran, IPS (Retd.)**

*"Great to be here in PAC Campus. The Support PAC provides to Dept. of W&C in particular and to various social sector departments is quite important."*

**- MT Reju, IAS**





# Financial Summary

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

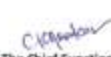
Consolidated Balance Sheet as at 31 March 2023

(In Rupees)

| Particulars                 | Schedules | As at 31 March 2023 |                    |                    | As at              |
|-----------------------------|-----------|---------------------|--------------------|--------------------|--------------------|
|                             |           | IC                  | FC                 | Total              | 31 March 2022      |
| <b>SOURCES OF FUNDS</b>     |           |                     |                    |                    |                    |
| <b>RESTRICTED FUNDS</b>     |           |                     |                    |                    |                    |
| Earmarked Fund              | 1         | 1,59,42,858         | -                  | 1,59,42,858        | 2,26,12,808        |
| Endowment Fund              | 2         | 1,83,00,000         | 1,68,00,000        | 3,51,00,000        | 3,51,00,000        |
| <b>UNRESTRICTED FUNDS</b>   |           |                     |                    |                    |                    |
| General Fund                | 3         | 1,41,63,257         | -                  | 1,41,63,257        | 1,16,45,479        |
| Designated Fund             | 3A        | 4,697               | -                  | 4,697              | 4,697              |
| Endowment Fund              | 4         | 12,40,886           | 20,32,898          | 32,73,784          | 19,15,268          |
| Fixed Assets Reserve Fund   | 5         | 7,25,321            | 16,63,024          | 23,88,345          | 30,11,090          |
| Current Liabilities         | 6         | 91,08,389           | -                  | 91,08,389          | 79,67,014          |
|                             |           | <b>5,94,85,408</b>  | <b>2,04,95,922</b> | <b>7,99,81,330</b> | <b>8,22,56,356</b> |
| <b>APPLICATION OF FUNDS</b> |           |                     |                    |                    |                    |
| Fixed Assets                | 7         | 1,20,59,827         | 16,63,024          | 1,37,22,851        | 1,46,56,566        |
| Investments                 | 8         | 17,99,768           | 1,16,86,286        | 1,34,86,054        | 3,58,12,780        |
| Cash and Bank Balances      | 9         | 17,67,426           | 90,566             | 18,57,992          | 1,14,02,241        |
| Current Assets              | 10        | 38,76,161           | 70,56,046          | 1,09,32,207        | 31,81,101          |
| Earmarked Fund - Receivable | 11        | 3,99,82,226         | -                  | 3,99,82,226        | 1,72,03,668        |
|                             |           | <b>5,94,85,408</b>  | <b>2,04,95,922</b> | <b>7,99,81,330</b> | <b>8,22,56,356</b> |

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

For and on behalf of the Board

  
Director and The Chief Functionary  
Dr. Chaya Degaonkar

UDKJ: 23207600B67XJX3999

  
Director

In terms of our report of even date

  
Director

  
BENGALURU, 29 JULY 2023

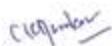
PUBLIC AFFAIRS CENTRE  
No.15, KIADB Industrial Area, Jigani Post, Anekal Taluk  
Jigani-Bommasandra Link Road, Bengaluru - 560 105

Consolidated Income and Expenditure Account for the year ended 31 March 2023

| Consolidated Income and Expenditure Account for the year ended 31 March 2023 |           |                                     |        |                |          |                 |    |              |            |             |          |             | (In Rupees)                      |
|------------------------------------------------------------------------------|-----------|-------------------------------------|--------|----------------|----------|-----------------|----|--------------|------------|-------------|----------|-------------|----------------------------------|
| Particulars                                                                  | Schedules | During the year ended 31 March 2023 |        |                |          |                 |    |              |            |             |          | Grand Total | For the year ended 31 March 2022 |
|                                                                              |           | Earmarked Fund                      |        | Endowment Fund |          | Designated Fund |    | General Fund |            | Total       |          |             |                                  |
|                                                                              |           | IC                                  | FC     | IC             | FC       | IC              | FC | IC           | FC         | IC          | FC       |             |                                  |
| INCOME                                                                       |           |                                     |        |                |          |                 |    |              |            |             |          |             |                                  |
| Programme Revenue                                                            | 12        | 5,17,93,332                         | -      | -              | -        | -               | -  | -            | -          | 5,17,93,332 | -        | 5,17,93,332 | 4,80,46,160                      |
| Interest on Fixed Deposits                                                   |           | 16,372                              | -      | 4,49,659       | 8,96,066 | -               | -  | -            | -          | 4,66,031    | 8,96,066 | 13,62,097   | 17,06,889                        |
| Interest on Savings Bank Account                                             |           | 8,389                               | -      | -              | -        | -               | -  | 32,154       | 13,439     | 40,543      | -        | 53,982      | 1,28,078                         |
| Other Income                                                                 |           | -                                   | -      | -              | -        | -               | -  | 56,205       | -          | 56,205      | -        | 56,205      | 23,892                           |
| Royalties                                                                    |           | -                                   | -      | -              | -        | -               | -  | 5,110        | -          | 5,110       | -        | 5,110       | 6,450                            |
| Donations/Other Grants                                                       |           | -                                   | -      | -              | -        | -               | -  | 88,000       | -          | 88,000      | -        | 88,000      | -                                |
| Rental Income                                                                |           | -                                   | -      | -              | -        | -               | -  | 60,000       | -          | 60,000      | -        | 60,000      | 60,000                           |
| Training Income                                                              |           | -                                   | -      | -              | -        | -               | -  | 8,593        | -          | 8,593       | -        | 8,593       | 84,295                           |
|                                                                              |           | 5,18,18,093                         | -      | 4,49,659       | 8,96,066 | -               | -  | 2,50,062     | 13,439     | 5,25,17,814 | 9,09,505 | 5,34,27,319 | 5,00,53,764                      |
| EXPENDITURE                                                                  |           |                                     |        |                |          |                 |    |              |            |             |          |             |                                  |
| Administration Expenses                                                      | 13        | 1,92,614                            | -      | -              | -        | -               | -  | 15,97,783    | 649        | 17,90,397   | 649      | 17,91,046   | 26,70,767                        |
| Programme Expenses                                                           | 14        | 68,70,590                           | -      | -              | -        | -               | -  | -            | -          | 68,70,590   | -        | 68,70,590   | 1,06,06,798                      |
| Personnel Expenses                                                           | 15        | 3,99,55,910                         | -      | -              | -        | -               | -  | 16,30,779    | -          | 4,15,76,189 | -        | 4,15,76,189 | 3,24,66,607                      |
| Research and Development Cost                                                |           | 5,50,000                            | -      | -              | -        | -               | -  | 14,57,591    | -          | 20,07,591   | -        | 20,07,591   | 18,97,423                        |
| Purchase of Assets                                                           |           | -                                   | -      | -              | -        | -               | -  | 2,25,528     | -          | 2,25,528    | -        | 2,25,528    | 7,25,499                         |
| Training Expenses                                                            |           | -                                   | -      | -              | -        | -               | -  | -            | -          | -           | -        | -           | -                                |
| Depreciation                                                                 | 7         | -                                   | -      | -              | -        | -               | -  | 3,10,968     | -          | 3,10,968    | -        | 3,10,968    | 3,43,520                         |
|                                                                              |           | -                                   | -      | -              | -        | -               | -  | -            | -          | -           | -        | -           | -                                |
| Excess of Income over Expenditure/Excess of Expenditure over Income          |           | 42,48,979                           | -      | 4,49,659       | 8,96,066 | -               | -  | (49,62,087)  | 12,790     | (2,63,449)  | 9,08,856 | 6,45,407    | 13,41,150                        |
|                                                                              |           | 5,18,18,093                         | -      | 4,49,659       | 8,96,066 | -               | -  | 2,50,062     | 13,439     | 5,25,17,814 | 9,09,505 | 5,34,27,319 | 5,00,53,764                      |
| TRANSFER OF SURPLUS / DEFICIT TO                                             |           |                                     |        |                |          |                 |    |              |            |             |          |             |                                  |
| Earmarked Funds                                                              |           | 24,761                              | -      | -              | -        | -               | -  | -            | -          | 24,761      | -        | 24,761      | 1,84,041                         |
| Unrestricted Endowment Fund                                                  |           | -                                   | -      | 4,49,659       | 7,22,367 | -               | -  | -            | -          | 4,49,659    | 8,96,066 | 13,45,725   | 15,84,816                        |
| Designated Fund                                                              |           | -                                   | -      | -              | -        | -               | -  | -            | -          | -           | -        | -           | -                                |
| General Fund                                                                 |           | 42,24,218                           | 23,410 | -              | -        | -               | -  | (49,62,087)  | (1,61,721) | (7,37,869)  | 12,790   | (7,25,079)  | (4,27,705)                       |
|                                                                              |           | 42,48,979                           | 23,410 | 4,49,659       | 7,22,367 | -               | -  | (49,62,087)  | (1,61,721) | (2,63,449)  | 9,08,856 | 6,45,407    | 13,41,150                        |

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

For and on behalf of the Board

  
Director and The Chief Functionary  
Dr. Chaya Dagaonkar

UBXN: 23R0760069YZMZ3993

  
Director

  
Director

In terms of our report of even date

  
BENGALURU, 29 JULY 2023  
BENGALURU, 29 JULY 2023



**PUBLIC AFFAIRS CENTRE**  
*Committed to good governance*

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