



Editorial

Shri. Sudhakar Rao (IAS Retd)

*Chairman
Public Affairs Centre*



Public Affairs Centre (PAC) which was established in 1994 by Dr. Samuel Paul has had a journey of nearly three decades, during the course of which it has faced several challenges and registered many accomplishments. The visionary leadership of Dr. Paul, the innovative Social Accountability tools developed by PAC and the global reach of these tools established it as a global Think Tank from its initial years.

With time and the changing national development agenda, PAC has entered into a new phase of research and work on evidence-based policy, in particular policy relating to basic Sustainable Development Goals. The organisation has, in the recent years, gained credibility for its commitment to and work on 'good governance' and for successfully demonstrating 'proofs of concept' and helping scale up their implementation in the

human development sectors of health, education and livelihoods. The Centre has integrated the application of three key elements of development praxis - data science, social accountability and action research - for its work on evidence based policy

I assumed charge as Chairman of PAC in July 2023; it is undoubtedly an extraordinary honour considering the luminaries who have occupied the chair in the past. The position also comes with huge responsibilities and expectations given that during the COVID pandemic years the organisation was badly debilitated. For PAC to re-emerge as a premium Think Tank it will have to focus in the coming days on a few key areas of public policy and design and raise funds for projects in new areas and seek active collaboration from and Knowledge Partnership with other players in the field. Capacity building of stakeholders involved in the implementation of development programmes and policies is another area we need to work in. Work is thus cut out for the Board which is being reconstituted and the faculty and staff as we make a new, post pandemic beginning! The Board, the faculty, and the staff need to work together to strengthen and enhance the sustainability of the organisation and enrich its capacities, enabling it to serve the society better.

Let me also make use of the opportunity to wish all readers a very happy, healthy and fruitful New Year.



Stakeholder Interview

Smt. K Lakshmi Priya, IAS

*Director,
ANSSIRD&PR, Mysuru*



Q: Please introduce yourself

A: I am a civil servant from the 2015 batch of Indian Administrative Service (IAS), currently serving as Director of Abdul Nazir Sab State Institute of Rural Development and Panchayat Raj. I have prior experience of working in diverse fields including rural development, disaster management, revenue and environment.

Q: What are the initiatives that ANSSIRDPR has taken to improve quality of people in communities?

A: ANSSIRDPR, a distinguished institution, is committed to enhancing grass-root level governance through

systematic training for officials and elected representatives from Panchayat Raj Institutions. The institute has effectively organised a 5-day induction training programme, impacting a significant cohort of 89,000 Gram Panchayat members immediately following their elections.

Another noteworthy initiative is the training on perspective planning. All Gram Panchayats in Karnataka prepare a comprehensive 5 year Vision Plan referred as the Perspective Plan. This Plan encompasses diverse needs across 8 key sectors to include education, health, women and child, environment, livelihood, social justice, infrastructure and good governance. The Perspective Plan forms the basis for preparation of annual action plans of the Panchayats. This training is particularly vital as it addresses the intricacies of decentralised planning.

In the current year, the institute has embarked on a significant initiative of conducting Leadership Training for 49,000 elected women representatives from Gram Panchayat. This activity-based training emphasises essential skills such as communication, leadership, team building, consensus building, and decision-making. The overarching goal of the training is to empower women elected representatives, enabling

them to assume leadership roles and actively participate in the governance process.

ANSSIRDPR has also initiated a Functional Kannada Literacy training program tailored for illiterate gram panchayat members. On completion of the 100-hour course, participants become well versed in reading and writing Kannada. This initiative reflects a commitment to foster broader engagement and effective communication within the gram panchayat framework.

On the technology front, the institute has a dedicated Learning Management System (LMS) named "e-SAT" where all major trainings are available as online certificate courses. In addition, ANSSIRDPR has recently launched its own Podcast named "Gramadani." This Podcast serves as a platform to disseminate crucial circulars, guidelines, and best practices throughout the state, showcasing a commitment to leveraging technology for effective knowledge dissemination.

Q: Can you share a significant experience that you encountered as Director?

A: In my role as the director of a training institute, I've had the unique privilege of collaborating not only with government officials but also with faculty, academicians, field experts, and researchers. This diverse interaction enriches my professional experience by blending practical insights from officials with ex-

pertise and knowledge from various academic and research backgrounds.

Our work yields an immediate impact, evidenced by visible changes in participants at the conclusion of each training. For instance, following our leadership training for women elected representatives, debriefing sessions revealed that many participants gained confidence to voice out their opinions in discussions and meetings. Furthermore, they were motivated to spearhead women-centric reforms in their respective gram panchayats. Such experiences are genuinely gratifying, underscoring the positive influence our work has on individuals and communities.

Q: What are the benefits of Government organisations like yours and Think Tanks like PAC working together to achieve common goals?

A: The partnership between government organisations and think tanks, such as PAC, offers synergistic advantages. PAC's expertise in enhancing training content, conducting impact analyses and providing technology support complements the institute's objectives. The research driven insights from PAC helps in enriching policy formulation, promotes innovation, and facilitates well-informed decision-making thereby effectively working together to achieve shared objectives.



Project Updates

We continue to engage with key stakeholders through the projects we undertake. Our approach to Research includes the 3 As-Action, Advocacy and Awareness. Using data analytics is another strong factor to develop recommendations. In the last quarter the following activities were conducted:



Administrative Training Institute

As a Knowledge Partner to ATI PAC conducted the following Functional Training Programmes for the Faculty at ATI Faculty and the Principals and Vice Principals from the District Training Institutes (DTIs).

ATI Faculty

- Thursday, November 2, 2023: Presentation Skills
- Friday, November 3, 2023: Problem Solving and Decision Making
- Saturday, November 4, 2023: Leadership Skills

DTI Principals and Vice Principals

- Thursday, November 2, 2023: Problem Solving and Decision Making
- Friday, November 3, 2023: Office Management and Organisation Management



Dr Benni Training at ATI Mysore



Dr Annapoorna Training at ATI Mysore



Dr Ranjini Training at ATI Mysore



Mr G Gurucharan Training at ATI Mysore



Dr Ranjini Training at ATI Mysore



Ms Gayathri Training at ATI Mysore

Field Visits

A team from PAC visited the following DTIs in Musyru to gather data to develop and suggest an ideal model DTI. This broadly involved in developing an exhaustive questionnaire and visiting four DTIS in Mangaluru, Mysuru, Kolar and Belagavi. The team met the Principals, Vice Principals and staff and trainees (in some STIs) and had a good interaction with them. The following DTIs were visited:

- October 16 and 17, 2023: Belagavi District Training Centre (DTI)
- October 31, 2023: Bidar District Training Centre (DTI)
- November 17, 2023: Kolar District Training Institute (DTI)



Belagavi Principal - Mr Uppin and PAC Team at the DTI Belagavi



Bidar District Training Centre and PAC Team visit at DTI Bidar



PAC Team at Kolar DTI

Feedback of Training

ATI

What aspects of the training content did you find most valuable or informative?

- Leadership qualities
- Exercises
- Leadership style
- Relevant ice breakers
- Content
- Training skills for trainers
- Vision for the organisation
- Identification of skill in us
- Group activities
- Self-introspection of our strengths and experiences was useful
- Activities of leadership

DTI

What did you like the most about this training session?

- Interaction and activities with participants
- Very useful training this session
- How to make decision and solving problems?
- Group activity
- Problem assessment and management
- Problems identification and its solution exercise
- Problem solving methods
- Motivation for problem solving
- Experiential learning
- Algorithm of problem solving
- Skills of problem solving



Knowledge Partnership with Abdul Nazir Sab Institute of Rural Development and Panchayat Raj (SIRD)

As part of the Knowledge Partnership with the Abdul Nazir Sab Institute of Rural Development and Panchayat Raj (SIRD) PAC is in the process of developing and designing a Compendium to include and capture all the Government Orders and Circulars issued by RDPR. The Compendium will act as a reference manual and be in two Parts-Part I: for the Gram Panchayat (GP) and Part II: Other 29 departments.

November 29, 2023: To showcase the importance and usefulness of Rural Libraries a video is being developed. A team from PAC and students from Pearl Academy, Bengaluru visited the Neelasanra Grama Panchayathi to capture clips and interview some of the stakeholders. The video is in the making.



Video shoot at the Neelasanra GP, Ms Kalavathi PDO



Knowledge Partnership with Government of Meghalaya

The PAC team is working with Meghalaya Government on District Good Governance Index (DGGI), Grievance Redress Report and Economic Survey.

The data collection for DGGI was conducted during the months of August, September, October, and November. This was followed by the completion of data entry, cleaning, and analysis.

A detailed report of DGGI prepared under the supervision of the Director and draft report has been finalized. The discussions have begun with the departments of education, health, commerce and industries, community and rural development, and so on, to review the initial findings and recommendations.

Further, the team is preparing the monthly grievance report for Meghalaya. The reports for the months of August, September, October, and November have already been submitted to Mr. Cyril (IAS), Secretary, Planning. The data is collected from the CPGRAM portal using multiple department logins. The data collection will take place at the end of the month (after the 30th), and the report will be submitted during the first week of the following month. In order to understand the grievance disposal mechanism, the team also visited various departments based on the performance of grievance redressal. Additionally, the team attended a two-day workshop on Grievance Redressal on CPGRAMS and megPGRAM, which was conducted by The Meghalaya Administrative Training Institute (MATI) on October 31 and November 1, 2023. A total of 430 officials attended on the first day, and 233 officials attended on the second day, including Public Grievance Redressal Officers (PGROs) and dealing Assistants from various departments of the Government of Meghalaya.

The team is working in collaboration with the Directorate of Economics and Statistics Department for the preparation of the economic survey. Chapter-wise templates and table samples have been completed. The team has visited and met with the assigned Nodal Officers of various government departments and discussed the required data and information for the economic survey. Currently, data collection has started from concerned departments and data has been received from a few departments. Simultaneously, data entry and analysis have also begun for some sec-

tions of the chapters based on available secondary data and information.



Meeting with the Director and Joint Director, Directorate of Economic and Statistics, Government of Meghalaya



Dr. Chaya, Director, PAC and team meeting with Shri. Sampath Kumar, IAS, Principal Secretary, Government of Meghalaya



Dr. Chaya, Director, PAC, presented the draft outline and chapter scheme of the Economic Survey report at the Directorate of Economics and Statistics, Government of Meghalaya



Dr. Chaya, Director, PAC and Mahesh TLP with Shri. Cyril V. Darlong Diengdoh, IAS, Secretary, Planning Department, Government of Meghalaya



Dr. Chaya, Director, PAC & Team PAC meeting with Shri. K. Hynniewta, Joint Secretary, Planning Department, Government of Meghalaya



Dr. Chaya, Director, PAC interacting with participants

PAC-GIZ Project

GIZ India has approved a consortium between the Public Affairs Centre (PAC) and Swastik Harish and Associates (SHA) to support their SUD-SC II project to deliver a series of Capacity Building initiatives on working with data. Support for development and dissemination of capacity building measure on data analytics and visualisation for risk-informed decision-making Consortium between Public Affairs Centre and Swastik Harish and Associates 29 September 2023.

Fulbright's Project

PAC in partnership with Fulbright's fellows from India is working on a project titled "Enhancing the Culture of Entrepreneurship among Women Engaged in Crafts". Broadly the project entails in identifying women craftsmen and help them enhance their knowledge in using technology to include marketing options.

Nutrition Atlas Project

Nutrition Atlas is an in-house project. (There were no events or stakeholder engagement). The nutrition atlas gives an overview of the status of malnutrition in India. It depicts at a glance India's performance on key malnutrition indicators in specific regions and across the country. The current pattern of Malnutrition is deliberated based on seven key outcome indicators, namely stunting, underweight, wasting, child anaemia, woman BMI [$<18.5 \text{ kg/m}^2$], pregnant woman anaemia and adolescent girl anaemia.

The following analysis is carried to understand the spatial and social patterns of exclusion.

1. The cluster analysis is made to identify the malnutrition patterns in anthropometry and levels of anaemia among the states. It groups the states based on similarity depicted in the indicator performance.
2. The district level patterns by calculating the progress towards achieving the target using min-max scaling
3. The social group analysis by calculating the gap in caste, gender and rural/urban rates to the overall performance
4. The gap Analysis of immediate and underlying factors impacting malnutrition in states.



Social Media Analysis



Facebook



Views

381



New Followers

2457



Likes

23



Yearly

Tweets

66

Tweet Impressions

20451

Mentions

124

Profile Visits

10035

New Followers

26



LinkedIn

Yearly

Unique Visitors

92

Page Views

308

Clicks

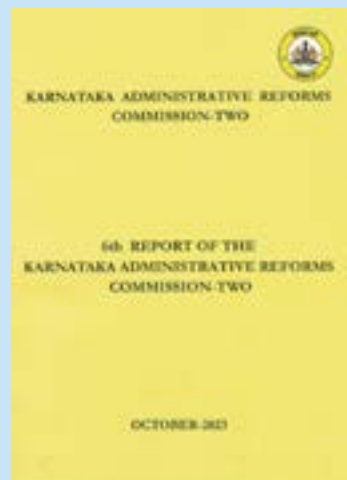
15



Publications

Reports

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Recognition

Public Affairs Centre was commissioned by the Karnataka Administrative Reforms Commission-2 to conduct a study on "Rejuvenating District, Taluk & Sub-Taluk Level Training Institutes". The report was submitted to Hon'ble CM Siddaramaiah on 25.11.2023. The report has suggested some recommendations.



News from Public Affairs Foundation

The Public Affairs Foundation (PAF) is the sister organisation of PAC. This section captures a brief of the activities that was undertaken by PAF.



Projects



Stakeholder Consultation for Policy Advocacy in Road Safety



Public Affairs Foundation (PAF) and Consumer Unity and Trust Society (CUTS) is organising in November 2023. The title of the Consultation is "Stakeholder Consultation for Policy Advocacy in Road Safety: Issues, Challenges and Next Steps for Karnataka".



On Dias H D Manjunath, Shri J Ganendrakumar, Dr. Annapoorna Ravichander and Madhu Sudan Sharma



Speakers at the event



Students from MAHE & MSRUAAS



Group Photo

SAMAH 2023

Public Affairs Foundation conducted training programmes for the students from the Department of Public Policy, MAHE. The module on Social Accountability Tools was delivered. The students along with the faculty visited PAC/ PAF to make their presentations as part of the the Walking Conference

- Discuss future engagements with PAC
- Presentations by students



Welcome by Dr. Annapoorna Ravichander



Dr. Harini, MAHE



PAC Director issuing the Certificate to MAHE students



Panelists giving the grading for the presentation



Group Photo Dr. Prashanth, Mrinalini, Dr. Chaya, Dr. Harini, Dr. Annapoorna Ravichander, Ashwini



Group Photos

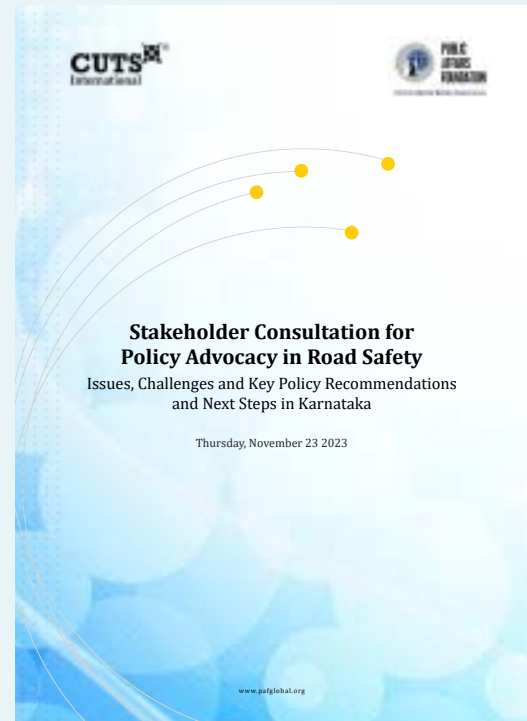


MAHE Students



Publications

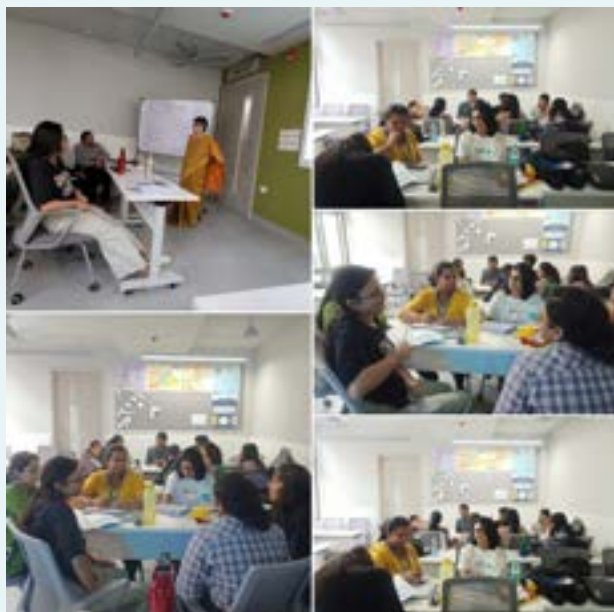
Reports



Events



Dr. Annapoorna Ravichander, Head-Training, Resource Mobilisation, Policy Engagement & Communication at PAC and ED, PAF, shared her inspiring journey at a TEDx. She spoke on the chances she made in her life and how she capitalised on them to shape the future she desired.



Dr. Annapoorna Ravichander ED, Public Affairs Foundation delivering a training for Public Policy Master's students of Manipal Academy of Higher Education



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Blogs & Articles

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ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

Virtual Newsletter
ವಿಶ್ವವ್ಯಾಪ್ತ ಸುದ್ದಿಪತ್ರ

Vol. 4, No. 38, September 2023
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By Annapoorna Ravichander 10 August 2023

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Decoding front of pack labelling

The use of labelling is vital and hence needs to be clear, precise, and meaningful.

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Vol. 4, No. 39, October 2023
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In conversation with Santha Sheela Nair: 50 years shaping public policy in India

By Annapoorna Ravichander 10 October 2023

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