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PUBLIC AFFAIRS CENTRE
Committed to good governance

ANNUAL REPORT
2025-2026

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CONTENTS

Chairman's Message 01

Director's Note 02

Organization 05

Panel of Experts 07

Projects & Training 10

Publications 29

Engagement with Stakeholders 31

Administration, Human Resource and Finance 33

Message from the Chairman

The year gone by has been a watershed year for the Public Affairs Centre (PAC), even as the Centre continued to advance its mandate of strengthening governance through evidence-based research and engagement with public institutions.

A significant milestone during the year was the monetisation of PAC's property at Jigani–Bommasandra Link Road. The long-standing proposal, under consideration since 2023, looked at both outright sale and leasing options and eventually opted to lease the property to M. S. Ramaiah University of Applied Sciences (MSRUAS) at a competitive rate. The lease deed was executed on March 20, 2026. This has enabled PAC to unlock the value of its asset while facilitating its planned relocation to a more central and accessible area in Bengaluru. Thus, PAC now has a new address!

The year also saw a transition in the leadership of the Centre. Mr. Sujit Kumar Chowdhury, IPoS (Retd.), assumed charge as Director of PAC on November 1, 2025. His extensive experience in public administration brings valuable knowledge and perspective to the management as PAC continues to deepen its engagement with government and development institutions.

As PAC enters the next phase of its institutional journey, it will build on its experience and partnerships while remaining responsive to the changing demands of governance and public policy. The evolving governance landscape places increasing emphasis on measurable outcomes, data-informed decision-making, and effective implementation. PAC will endeavour to contribute to this process by bringing together analytical expertise, field-based perspectives, and its experience of working with public institutions. While doing so, the Centre will continue to uphold the rigour, independence, and public purpose that have shaped its organisational and professional ethics in the past.

I would like to use this opportunity to place on record my appreciation for the members of the Board, the Director and staff of PAC, and all those who have contributed to the work of the Centre during the year.



Sudhakar Rao
Chairman,
Public Affairs Centre

Director's Note

It is with great pleasure that I present the Annual Report of the Public Affairs Centre (PAC) for 2025–26. I assumed charge as Director of PAC on November 1, 2025, and since then I have had opportunity to engage myself closely with the Centre's ongoing projects and charter a path for its future growth in tune with its mandate and mission. It involved strengthening our relationship with existing partners, exploring the possibility of new collaborations and bringing back into focus the citizen-centric perspective into our research activities for which PAC is known widely.

During the year, PAC undertook an extensive and diverse portfolio of research and training programmes across Karnataka and Meghalaya, covering areas like program evaluation & monitoring, women's empowerment & livelihood, institutional strengthening, decentralised development financing etc. Many fresh proposals were prepared and submitted out of which some were approved subsequently like evaluation study of special schools for children with disability in Karnataka and strengthening Integrated Child Protection Scheme in Karnataka through CSR funding. Southern Voice, a platform for think tanks from Global South, approached PAC to be a partner to represent India in a multi-country case study on Heath Systems Reform and it started a new international collaboration.

One of my first priorities was to strengthen PAC's expertise base through collaboration at institutional as well as at individual level. PAC entered into MOU with Christ University and Ramaiah University of Advanced Studies and also started interacting with many other academic & research institutions for possible collaboration. The Centre approached a large number of experts, professionals, academic and consultants from diverse areas in development sector who can associate actively with our research projects and other related activities. Through this effort, we were able to have a considerable expertise base. This initiative enhanced the quality, credibility, and impact of PAC's research, policy engagement, and capacity-building initiatives.

Another key responsibility was to explore monetisation of PAC's property at Jigani-Bommasandra Link Road and to facilitate the relocation of the Centre's office to central Bengaluru. For a long time the proposed relocation had been felt necessary for better accessibility to government departments, research institutions, development organisations, and other key stakeholders necessary for more effective functioning of the Centre. After a prolonged evaluation of both outright sale and leasing out options, PAC ultimately chose to lease out its property to Ramaiah University of Applied Sciences on a long term basis at competitive terms and conditions. PAC, while simultaneously starting to look for suitable office space in central Bengaluru.

These initiatives represent important steps towards strengthening PAC's institutional capabilities, expanding its professional network, and positioning the Centre for greater engagement and impact in the years ahead.

I would like to place on record my gratitude to the Chairman, and the Board of Directors for their advice and guidance from time to time. I also take this opportunity to express my appreciation for the support received from Government departments and institutions, partners and other stakeholders. I am equally thankful to my colleges at PAC for their sincerity and hardwork.

I look forward to working on these collective efforts in the future!



Sujit Kumar Chowdhury, IPoS (Retd.)
Director,
Public Affairs Centre

ORGANIZATION

ABOUT PUBLIC AFFAIRS CENTRE

PUBLIC AFFAIRS CENTRE
Committed to good governance

Public Affairs Centre (PAC) engages in action research focusing 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

To 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; to secure fair development opportunities for all.

MISSION

To 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.

BOARD OF DIRECTORS



Sudhakar Rao, IAS (Retd.)
Former Chief Secretary,
Government of Karnataka



Uma Mahadevan, IAS
Development Commissioner & ACS,
Government of Karnataka



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



Dr. Sudeshna Mukherjee
Director, Centre for Social Impact,
Chanakya University, Bangalore



L. K. Atheeq, IAS (Retd.)
Financial Adviser to the Chief Minister,
Government of Karnataka,
and Chairman, Bengaluru Business Corridor Ltd.



Prof. S Sadagopan
Former Director, IIIT-Bangalore



Prof. D Rajasekhar
Former Director, Institute for Social and Economic Change (ISEC) and Former Vice-Chancellor, Dr. B.R. Ambedkar School of Economics University (BASE)



Sujit Kumar Chowdhury
Ex officio Member of Board
& Member Secretary, Director, PAC

Note: **N. T. Abroo, IAS (Retd.)** served as Director of the organization until October 2025. **Sujit Kumar Chowdhury** assumed the position of Director effective November 01, 2025 and continues to serve in this capacity.

PANEL OF EXPERTS



Ajay Singh

Sustainability Practitioner and Water Conservation Advocate



Dr. Ambika Prasad Nanda

Development Practitioner and Public Policy Expert



Amukta Mohapatra

Educationist and Policy Practitioner



Dr. Chaya K. Degaonkar

Economist, Academic, and Public Policy Expert



Dr. D. M. Gowda

Statistician, Academic, and Data Analytics Expert



Dr. Debesh Roy

Economist and Development Finance Expert



Prof. K. Gayithri Karnam

Public Finance Economist and Policy Researcher



Dr. Indumathi Rao

Disability Inclusion Specialist, Social Worker, and Community-based Rehabilitation Expert



Dr. Jagmohan Sharma

Environmental Policy Expert, and Climate Researcher



Kaushal Kishore

Expert in Public Finance, Economic Policy, Regulation, and Public Procurement.



Dr. M. Inayathulla

Water Resources Engineer, Academic, and Researcher



Mrinalini Kabbur

Data Science and Public Policy Specialist



Niraj Kumar Verma

Development Finance and Rural Banking Professional



Prabhash Chandra Ray

Expert in Forest Governance, Biodiversity Conservation, and Environmental Policy



Dr. Prashanth N. Srinivas

Physician, Public Health Researcher, and Health Systems Specialist



Dr. Priyanca Mathur

Political Scientist



Prof. Dr. Sivakumar P. T.

Expertise in Geriatric Psychiatry, Dementia, Healthy Ageing, and Community-Based Mental Healthcare for Older Adults.



Dr. Ranjini C. Raghavendra

Public Policy Scholar and Social Scientist



Prof. R. Rangasayee

Audiologist and Speech-Language Pathologist



Sanjoy Patnaik

Policy and Development Practitioner



Prof. Dr. Sarasu Esther Thomas

Legal Scholar and Academic Specializing in Family Law, Gender Justice, Human Rights, and Access to Justice.



Dr. Shekhar Seshadri

Child and Adolescent Psychiatrist



Prof. Dr. Somnath Bandyopadhyay

Environmental Scientist, Development Ecologist, and Policy Researcher



Dr. H. S. Sudhira

Urban Planning Researcher, Geoinformatics Specialist, and Sustainability Expert



Dr. V. Thiruppugazh, IAS (Retd.)

Expert in Disaster Risk Reduction, Disaster Recovery, and Resilience Planning



Ulka Kelkar

Economist and Climate Policy Expert



Venkatesh Raghavendra

Social Entrepreneur, Philanthropy Leader, and Social Impact Strategist



Dr. Vijaylakshmi Brara

Sociologist, Gender Studies Scholar, and Development Researcher

PROJECTS & TRAINING



RESEARCH & TRAINING PROJECTS / PROGRAMMES (2025-26) - AN OVERVIEW

Following are the projects undertaken by PAC during 2025-26.

#	Funding Agency	Project / Programme
01	The Hutti Gold Mines Company Limited	Empowering Women and Enhancing the Culture of Craftsmanship in Raichur District
02	State Institute of Rural Development and Panchayat Raj (ANSSIRD and PR)	Knowledge Partnership focusing on improving the quality of training and research output of ANSSIRD and PR and its constituent entities
03	Programme Implementation and Evaluation Department (PIED), Government of Meghalaya	A Knowledge Partnership for Strengthening Programme Implementation and Evaluation Department for building a system of Impact Evaluation and Data Analytics for Evidence based policy in Meghalaya to improve sustainable development outcomes
04	Rural Development and Panchayat Raj Department, Government of Karnataka	Tied vs. Untied Grants: Grassroots Developmental Initiatives in Karnataka
05	Meghalaya State Rural Livelihoods Society (MSRLS)	Capacity Building Training Programme on Project Planning, Designing, Monitoring, and Evaluation (PPDME)

Though the project activities were less during 2025-26, PAC submitted many proposals to funding organizations and Government. Some of the proposals were accepted after closure of the financial year. Moreover, one main reason for muted project activities during 2025-26 was focus and concerted efforts of the management towards relocation of PAC to suitable premises in Central Bangalore after monetizing its assets at Bommasadra-Jigani Link road.

EMPOWERING WOMEN AND ENHANCING THE CULTURE OF CRAFTSMANSHIP IN RAICHUR DISTRICT

Funding Agency: The Hutti Gold Mines Company Limited

Overview of the Project

With a declining female labour force participation rate in India, this project aimed at enhancing the skills of 100 women artisans engaged in traditional crafts of Kasuti embroidery or women who were interested to learn and initiate their own venture. The primary objective of this initiative was to increase entrepreneurship opportunities among them. The targeted groups were identified from 3 talukas of Raichur district in Karnataka and were provided training on skill development, and financial literacy and assistance. This resulted in creating a sustainable support system.

Objective of the Project

The primary objectives of the project were as follows.

1. Measure the level of awareness among 100 women regarding their knowledge about this traditional craft.
2. Conduct capacity-building workshops and provide training on financial schemes to expand sustainable businesses.

Project Design and Implementation Plan

The project followed the 3-A Approach that is the hallmark of any intervention initiative – Awareness, Advocacy and Action. The project was implemented by undertaking following steps.

Step 1- Conducting Preliminary Research:

The preliminary research included a mapping exercise to identify a few groups of women engaged in traditional craftsmanship or women who are interested in learning this crafts form to generate sustainable income opportunity for themselves. In addition to identifying the participants, the preliminary research included identification of government schemes providing support to the traditional artisans to sell their own products, particularly to women artisans, and private/corporate initiatives whose technical/experiential support can be sought to complete this project. Based on the preliminary research, 3 talukas from Raichur district in Karntaka were identified namely, Lingasugur, Devdurga and Maski. After identifying the talukas, few clusters were identified for project implementation with 100 women participants who expressed their interest to attend the training programme.

Step 2- Administering Need Assessment Survey:

Following the preliminary research, need assessment surveys were carried out with sample groups consisting of women artisans in all three talukas of Raichur district including Lingasugur, Devdurga and Maski. This need assessment survey resulted in understanding the level of awareness among female artisans about entrepreneurship opportunities. The analysis of the data gathered via survey revealed that many women lacked awareness of the broader market and financial support systems, highlighting a need for greater education on these subjects.

Step 3- Developing IEC Materials:

Based on the findings from the need assessment survey, IEC materials were developed including flyers, posters, and brochures. These IEC materials were shared with the participants in the training workshops. Additionally, small videos were also showed to the participants to create a visually appealing impact, that helped them in improving their understanding.

Step 4- Organising Capacity-building Workshops and Conducting Awareness Training Programmes:

The final step for this project included conducting capacity-building workshops and training sessions to increase awareness among the selected female artisans. It was identified that majority of the identified participants lacked knowledge and awareness on entrepreneurial opportunities and potential business models, especially within the context of their craft skills. Hence, these workshops opened up avenues for the women to understand how their craft could translate into entrepreneurial ventures. These training sessions were aimed at improving their craft and entrepreneurial skills, such as product designing and packaging, customer tastes and preferences marketing, and financial management, which were delivered in collaboration with local resource person.

Final Outcome of the Project

The implementation of this project primarily resulted in approximately 100 women participants being mobilised and trained that has proved to be highly beneficial for their increased economic independence and decision making within their households and communities in the future.



Capacity-Building Workshops and Awareness Training Programmes in Lingasugur, Devdurga and Maski Talukas of Raichur District

KNOWLEDGE PARTNERSHIP FOCUSING ON IMPROVING THE QUALITY OF TRAINING AND RESEARCH OUTPUT OF ANSSIRD AND PR AND ITS CONSTITUENT ENTITIES

Funding Agency: State Institute of Rural Development and Panchayat Raj (ANSSIRD and PR)

Overview of the Project

This project primarily aimed at evaluating two training programmes conducted by the SIRD namely, i) Refresher Training Programme for Women Elected Members of Gram Panchayat, ii) Capacity Building Training Programme for Newly Elected Gram Panchayat Members. This study evaluated multiple aspects of the training programmes, including the relevance of the programmes, its pedagogical approach, and learning outcomes at the grassroots level. This assessment provided a detailed insight into the loopholes within the existing programme, which resulted into recommendation of appropriate measures to maximize the impact of the training programmes.

Objectives of the Study

Against the above-mentioned backdrop, the objectives of the evaluation study are as follows.

1. To assess the effectiveness of these training programmes in the functioning of gram panchayats and implementation of governments' development schemes, policies, and programmes.
2. To gain an in-depth understanding of the loopholes in the existing training programmes.
3. To outline recommendations to mitigate such challenges and improve the training programmes that can be translated into practically achievable actionable outcomes.

Methodology

The study adopted a mixed-method approach to analyse the primary data collected in two phases. During the first phase of the data collection process a large-scale survey was conducted, followed by in-depth interviews with trained Gram Panchayat representatives in the second phase of the data collection. For the Capacity Building Training Programme, four districts (districts having maximum number of newly elected Gram Panchayat members) were selected, one district from each administrative or revenue division. In the second stage of sampling, one taluka from

each of the four selected districts was chosen based on its diverse socio-demographic composition, followed by the final stage of sampling, where 10% of the trained newly elected Gram Panchayat members from the selected talukas were included in the survey, resulting in a sample of 237 participants. Additionally, 19 in-depth interviews were conducted with trained GP members to complement the survey findings. On the other hand, for the Refresher Training Programme, four districts (one from each revenue division) were selected based on the number of women GP members who attended the training. Subsequently, one taluka from each selected district was chosen for fieldwork. In the final stage, all women GP members from the selected talukas who had attended all three days of the training were included in the study. Additionally, 19 in-depth interviews were conducted. Additionally, 12 trainers were also interviewed. The evaluation examined participants' experiences of the training content, pedagogy, trainer effectiveness, relevance and learning outcomes, including the extent to which training was translated into practical action.

Key Findings

Following are the some of the key findings from the study.

1. Both training programmes received positive overall feedback, with participants particularly appreciating the relevance of the content, trainers' knowledge and clarity of delivery.
2. Participants demonstrated the practical application of training through improvements in local infrastructure and services, greater participation in Gram Sabha meetings, formation of SHGs and initiatives addressing women and children.
3. Practical and interactive approaches were preferred, while theoretical topics and online learning were comparatively less effective due to limited digital literacy, connectivity and access to devices.
4. The study identified educational and digital literacy gaps among some participants, along with inadequate training infrastructure, as important constraints affecting learning.
5. Women representatives continued to face socio-cultural and gender-related barriers, including restrictions on mobility, dependence on male family members and challenges in independently voicing their opinions and participating in decision-making.

Key Recommendations

Based on the analysis of the data, some of the recommendations for this study is as follows.

1. Training modules should be customised to the diverse educational and socio-cultural backgrounds of GP representatives, with particular focus on the use of simplified Kannada materials, visual aids, practical examples and locally relevant case studies.

2. The duration of both programmes should be extended to provide greater scope for participatory learning, field exposure and reinforcement of key governance concepts through periodic refresher sessions.
3. The training programme should place emphasis on interactive and experiential methods such as group discussions, case studies and field visits, while strengthening trainers' capacity in adult-learning approaches.
4. Digital and infrastructural gaps should be addressed through offline learning resources, improved digital facilities, better training venues and district-level support for accessing learning materials.
5. Gender-responsive measures, including gender sensitisation, transport and accommodation support, post-training mentoring and a dedicated Gender Resource Cell, should be institutionalised to strengthen women representatives' participation and leadership.



Field Enumerators and Field Research Officer Collecting Data from Elected Gram Panchayat Representatives

A KNOWLEDGE PARTNERSHIP FOR STRENGTHENING PROGRAMME IMPLEMENTATION AND EVALUATION DEPARTMENT FOR BUILDING A SYSTEM OF IMPACT EVALUATION AND DATA ANALYTICS FOR EVIDENCE BASED POLICY IN MEGHALAYA TO IMPROVE SUSTAINABLE DEVELOPMENT OUTCOMES

Funding Agency: Programme Implementation and Evaluation Department (PIED), Government of Meghalaya

Overview of the Project

The PIED (Programme Implementation and Evaluation Department) project, was initiated through a Knowledge Partnership with the Government of Meghalaya, aiming at empowering PIED for effective programme evaluation and decision-making, driving sustainable development in Meghalaya through impact evaluation, data analytics, and evidence-based policymaking. The objectives of this project include enhancing PIED's Monitoring & Evaluation (M&E) capabilities, developing a comprehensive evaluation system with standardized procedures and frameworks, and strengthening the evaluation framework by defining KPIs, creating templates, developing toolkits, and establishing SOPs. As part of the knowledge partnership, PAC developed key institutional and policy frameworks, including the PIED Policy, Vision and Mission Statement, Organisational Structure, SOPs and a framework for outsourcing scheme evaluations. The project also reviewed PIED's existing monitoring systems, policy framework and stakeholder engagement mechanisms to identify key competency and institutional gaps. Based on this assessment, a comprehensive Gap Analysis Report was developed to inform areas requiring further strengthening.

In addition to these submitted documents and reports, PAC also initiated a Scheme Evaluation Initiative to strengthen PIED's capacity in undertaking systematic evaluations of government schemes, that is currently undergoing. Two schemes, that have been identified for evaluation are Jal Jeevan Mission (JJM) and Pradhan Mantri Awas Yojana–Gramin (PMAY-G). As a part of this project, PAC is also developing a Handbook on Planning, Monitoring, Implementation & Evaluation Framework.

PIED Policy Framework

The policy framework draft illustrated a comprehensive guideline for strengthening the institutional mandate and functioning of PIED in monitoring, evaluation and evidence-based policymaking. It proposes a clear institutional structure, governance mechanisms and defined roles and responsibilities to improve the effectiveness, transparency and accountability of PIED's M&E functions. The framework emphasised on the establishment of systematic standards and procedures for planning, monitoring and evaluating government programmes and schemes. It recommends strengthening PIED's technical and human-resource capacities, including access to subject experts, independent assessors and empanelled evaluation agencies. The document also proposed for a structured system for commissioning and outsourcing evaluations, supported by transparent selection, quality assurance and performance-review mechanisms. The policy framework highlighted the importance of developing robust monitoring tools, KPIs (Key Performance Indicators) and periodic evaluation cycles to assess programme performance and identify areas requiring course correction. The framework further emphasised on strengthening PIED as a repository of evaluation reports, data, tools and methodologies to promote institutional learning and knowledge management. Overall, the document was outlined to position PIED as a credible, professional and autonomous institutional mechanism capable of supporting the Government of Meghalaya in improving the effectiveness, efficiency, equity and impact of its development programmes.

PIED Gap Analysis Report

The Gap Analysis Report reviewed PIED's existing monitoring and evaluation (M&E) systems, focusing on monitoring functions, policy frameworks, stakeholder engagement and reporting practices. The assessment was based on a review of departmental documents, stakeholder consultations and the Training Needs Assessment (TNA). This gap analysis report illustrated that while PIED has established field-level monitoring and data collection mechanisms, its reliance on manual processes, limited digital tools and absence of standardised KPIs has constrained real-time monitoring and timely reporting. It also identified gaps arising from the absence of a formalised M&E framework, SOPs and standardised evaluation methodologies. Stakeholder engagement was found to be largely unstructured, with limited M&E capacity and no district-level monitoring units. The report further highlighted inconsistencies in report formats and the absence of key sections required for clear and actionable reporting. Based on these findings, the report recommends digitalising monitoring systems, finalising the M&E policy framework, strengthening stakeholder coordination and capacity building, establishing standardised KPIs and methodologies, and improving reporting formats. Overall, the recommendations aim to strengthen PIED's institutional M&E capacity and support more effective evidence-based policymaking in Meghalaya.

Planning, Designing, Monitoring & Evaluation Handbook

The Planning, Designing, Monitoring and Evaluation Handbook is being developed as a practical guide for PIED to strengthen the PIED research team's understanding and application of Planning, Designing, Monitoring and Evaluation processes. It covers key concepts and definitions, types and phases of monitoring and evaluation, and approaches to planning M&E activities. The handbook also covers indicators, data sources, sampling techniques, and primary data collection methods and tools. It further addresses ethical considerations, data analysis and interpretation, report writing, reporting procedures, and dissemination of findings. The handbook is currently under development.

Strengthening PIED's Technical Capacity in Scheme Evaluation

As a part of the knowledge partnership, PAC has been providing training and ongoing handholding support to PIED officials in applying Monitoring and Evaluation (M&E) processes. The process is intended to provide continued guidance to PIED officials as they undertake evaluations and strengthen their application of M&E tools and methodologies. To guide the PIED team in practical aspects of evaluation, 2 schemes have been identified namely, Jal Jeevan Mission (JJM) and Pradhan Mantri Awas Yojana–Gramin (PMAY-G). 3 training programmes have been conducted till date, with an emphasis on learning through practical exercises and application to ongoing evaluation activities. The PIED team will start with primary data collection process, while PAC will continue to guide them during fieldwork and will conduct further training sessions.

Current Status of the Project

The Planning, Designing, Monitoring & Evaluation Handbook is currently under development, covering key aspects of planning, monitoring, implementation and evaluation. Alongside the handbook development, ongoing handholding support is being provided to PIED officials through practical guidance and training on the application of M&E tools and processes





Presentations and Training Sessions Conducted under Projects in Meghalaya

TIED VS. UNTIED GRANTS: GRASSROOTS DEVELOPMENTAL INITIATIVES IN KARNATAKA

Funding Agency: Rural Development and Panchayat Raj Department, Government of Karnataka

Overview of the Project

The project examines the effectiveness of tied and untied grants provided to Gram Panchayats (GPs) in Karnataka, particularly in the context of the 15th Finance Commission's grant framework, which allocates 60% of the grants allocated to Gram Panchayats grants as tied grants and 40% as untied grants. The project explores how these two forms of grants influence the functioning of GPs, particularly their ability to address local development priorities and deliver essential services. The primary aim of this project is to understand how these two types of grants influence grassroots development, service delivery and the financial autonomy of GPs. The study assesses the extent and timeliness of grant utilisation and whether the intended objectives of tied and untied grants are being achieved. The study also examines the extent to which grant design aligns with the diverse needs and priorities of local communities. Further, the study explores beneficiaries' satisfaction with services supported through the two types of grants and the administrative and compliance burden associated with their utilisation.

Objective of the Project

The primary objectives of this project are as follows.

1. The extent and timeliness of utilization of tied versus untied grants recommended and disbursed.
2. An evaluation of whether the objectives of each type of grant are being achieved.
3. The impact of tied and untied grants on the autonomy and local decision making processes of GPs.
4. Perceptions of service satisfaction levels among beneficiaries for services provided through tied and untied grants.

Methodology

The study adopts a mixed-methods approach, employing both quantitative and qualitative data to analyse the research findings. While administrative and financial data serves as the secondary source of data, primary data is being collected from eight selected GPs in Karnataka. Two GPs has been selected from each of Karnataka's four administrative divisions. These GPs have been selected purposively, based on their socio-economic diversity and receipt of both tied and untied grants. Primary

data will be collected via surveys, interviews and FGDs with elected GP representatives and village-level beneficiaries. One or two villages from each selected GP will be identified for household-level interviews, where the households have been selected through systematic random sampling. Secondary data from GP records will be analysed to examine grant disbursement, utilisation, expenditure patterns and, where available, performance audits.

Current Status of the Project

Data collection process is currently underway across the selected Gram Panchayats and villages. The fieldwork involves collecting primary data from elected GP representatives and village-level beneficiaries through surveys, interviews and Focus Group Discussions.

TRAINING CAPACITY BUILDING TRAINING PROGRAMME ON PROJECT PLANNING, DESIGNING, MONITORING, AND EVALUATION (PPDME)

Meghalaya State Rural Livelihoods Society (MSRLS)

During this financial year, only one training programme was conducted titled Capacity Building Training Programme on Project Planning, Designing, Monitoring, and Evaluation (PPDME).

Objective of the Training Programme

PAC conducted a 5-day residential training programme on 'Project Designing, planning Monitoring and Evaluation' for Group A officers of MSRLS, Government of Meghalaya. Broadly, the aim of the training programme is to sensitize, build skills, and provide orientation to Project Implementing Officers from the Meghalaya State Rural Livelihoods Society (MSRLS), Government of Meghalaya.

The objectives of the training programme ae as follows.

1. Developing basic knowledge of project design and formulation: define project, project management, project cycle, budgeting and successful implementation,
2. To enhance the knowledge in project monitoring and evaluation of policies/programmes and developing concepts, processes, and methods in M&E
3. To train participants as to how to determine the expected costs & benefits of the project for arriving at specific conclusions
4. To learn how to appraise social development projects for viability and use of Gantt chart and network techniques to solve project management problems
5. To equip participants to plan and implement for improved outcomes and sustainable use of resources



Overview of the Sessions

Day 1: Project Designing, Idea/Conceptualization & Proposal Writing

Day 1 introduced the fundamentals of project conceptualization, structural frameworks, and proposal writing dynamics. It emphasised on enabling participants to identify the existing gaps, analyse the problem and construct viable project ideas.

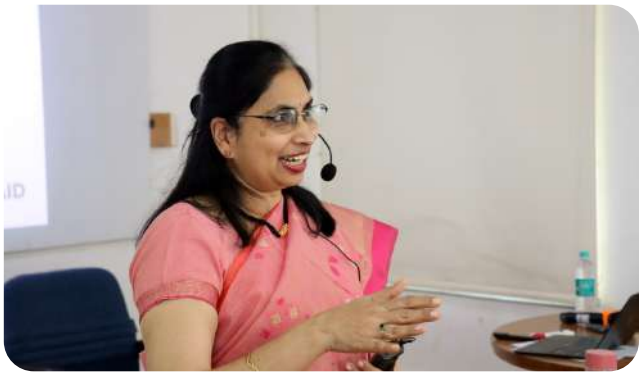
Session 1: Designing projects: Project Idea/Conceptualization

This session focused on identifying development gaps, generating ideas, and understanding project cycles within government and non-government sectors.

Key elements covered include stakeholder analysis, problem framing, target setting, and logical framework construction. Participants learnt to assess project feasibility, anticipate risks, and establish clear performance indicators.

Session 2: Project Proposal Writing: From Basic to Advance

This session provided a step-by-step breakdown of preparing, drafting, submitting, and following up on proposal applications. It illustrated one technical methodology development, alignment with funder Terms of Reference (ToR), and financial planning. Hands-on exercises allowed participants to practice drafting core proposal components in small groups.





Day 2: Project Planning, Governance and Management

Day 2 covered the structural mechanics of project execution, resource mobilisation, and financial control mechanisms. It focused on establishing robust governance structures and optimising project schedules to prevent operational delays. Participants also learnt about analytical models for evaluating project financial feasibility and social value.

Session 1: Project Planning, Governance and Management

This session explored strategies for resource mobilisation, project governance, and long-term operational sustainability. Topics included securing diverse funding channels like CSR, government grants, public contributions, and international funds. This session helped the trainees to learn to leverage partnerships, mitigate project risks, and apply key milestone tracking strategies.

Session 2: Project Budgeting and Timely Execution of Project

This session examined budget cycle preparation, expenditure control, cost estimation, and time management tools. It reviewed common root causes of cost overruns, schedule delays, and the integration of modern AI tools in budgeting. Participants were trained in practical scheduling frameworks using Gantt charts, CPM, and PERT networks.

Session 3: Various Aspects of Cost and Benefit Analysis

This session helped the participants with understanding of financial evaluation methodologies to judge economic and social returns on projects. It contrasted quantifiable factors like cash flow and employment with non-quantifiable societal and environmental impacts. Attendees learnt to apply cost-benefit techniques to determine overall project feasibility and value.





Day 3: Appraisal of Projects: Merits and Demerits

Day 3 shifted the focus to pre-implementation appraisal and post-launch monitoring systems. It emphasized reviewing project plans critically before committing capital and resources. The sessions also covered tracking project progress using standardized indicators and system metrics.

Session 1: Appraisal of Projects: Merits and Demerits

This session covered evaluation methodologies used to assess a project's viability, sustainability, and return metrics prior to funding. Key analytical tools discussed during this session included Net Present Value (NPV), Internal Rate of Return (IRR),

Session 2: Project Programme Monitoring Part

This session introduced the core mechanisms of project monitoring across concurrent, mid-term, and final implementation phases. It explained how to establish Key Performance Indicators (KPIs) to track ongoing inputs, outputs, and outcomes. Practical exercises guided the participants on selecting reliable data sources and making mid-course operational corrections.

Session 3: Evaluation Approaches: Tools and techniques

This session focused on building systematic monitoring frameworks tailored to policy and project execution. It covered data collection methodologies, statistical analysis techniques, and tracking activities through digital or manual systems. Additional topics included utilizing AI for data management, drafting evaluation reports, and organizing social audits.





Day 4: Field Visits: Hemannahalli Gram Panchayat and Maddur Taluk & ANSSIRD

Day 4 provided a hands-on field exposure to evaluate local governance frameworks and institutional implementations. Participants observed ground-level administrative strategies, rural development initiatives, and community engagement models. The visit bridged he gap between theoretical classroom concepts with practical operational realities.









Day 5: Monitoring and Evaluation Framework

Day 5 synthesised the programme by examining advanced evaluation frameworks and technical data analysis. It was designed to help the participants to measure overall programme impact, causality, and resource efficiency. The training concluded with participant group presentations and formal valedictory proceedings.

Session 1: Evaluation Framework

This session covered impact evaluation methodology, focusing on measuring causal effects and establishing counterfactuals. It emphasised on mixed-method approaches, combining qualitative and quantitative baseline, midline, and end-line data. Techniques like Outcome Harvesting, Five Whys, Rubrics, and Value for Money frameworks were examined in detail.

Session 2: Types of Data Sources: Primary & Secondary Data

This session focused on data collection, processing, and analytical software. Trainees explored tools for quantitative analysis (Excel, SPSS, STATA), qualitative coding (Atlas.ti, NVivo), and visual reporting (Power-BI). The session equipped participants to manage secondary data sources and present complex insights visually.

Group Presentation & Valedictory Session

The final session was organised where different groups of participants presented their synthesised project plans and Monitoring & Evaluation designs. Program organisers conducted course evaluations, collected participant feedback, and addressed future learning pathways. The event concluded with certificate distributions, closing remarks, and formal valedictory proceedings.















Project Planning, Designi
Monitoring & Evaluati
(PPDME)
For
By

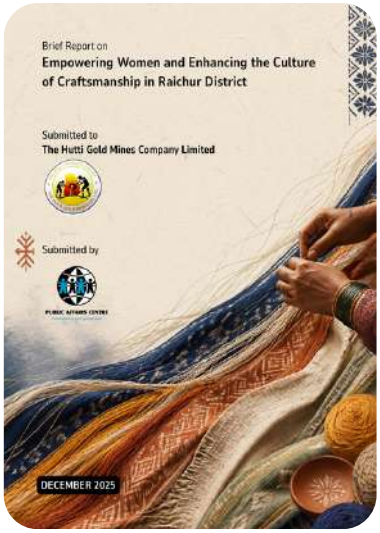







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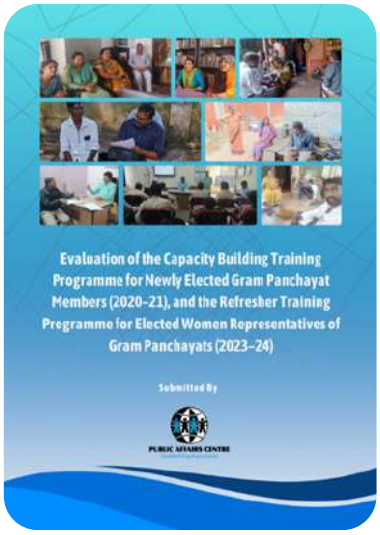
PUBLICATIONS



Brief Report on
Empowering Women and Enhancing the Culture of Craftsmanship in Raichur District

Submitted to: The Hutti Gold Mines Company Limited

The primary aim of this project is to economically empower women engaged in Kasuti by providing them with skill development and enhancement training about contemporary designs, quality maintenance and assurance, usage of sustainable methods, knowledge of loan application process and marketing strategies via capacity-building workshops.



Evaluation of the Capacity Building Training Programme for Newly Elected Gram Panchayat Members (2020–21), and the Refresher Training Programme for Elected Women Representatives of Gram Panchayats (2023–24)

Submitted to: ANSSIRD & PR, Government of Karnataka

This evaluation study assesses the relevance, quality, and effectiveness of ANSSIRD Mysuru's two Gram Panchayat training programmes to identify improvements in their design, delivery, and follow-up mechanisms.



Report On
Five Days Training Programme on Project Planning, Designing, Monitoring & Evaluation (PPDME)

Training for Group A officers of MSRLS, Government of Meghalaya

Broadly, the aim of the training programme is to sensitize, build skills, and provide orientation to the Project Implementing Officers from the Meghalaya State Rural Livelihoods Society (MSRLS), Government of Meghalaya.

ENGAGEMENT WITH STAKEHOLDERS











Introductory meeting between the Dr. Nirmala Murthy, founder of Foundation for Research in Health Systems (FRHS) & Board Member, PAF and Director, PAC

Meeting with Ms. Manjula Dolli, Founder, Akruti Trust for Women & Rural Development, to explore potential collaboration with PAC in skill development and vocational training initiatives.











PAC Signed MoU with Christ University for institutional collaboration

Meeting with Dr. A. Ravindra, Former Chairman and Director of Public Affairs Centre









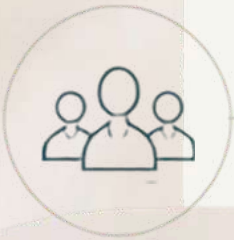


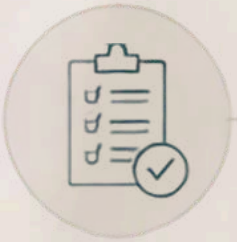
Project review meeting with
Dr. Arundhathi Chandrashekar, IAS,
Commissioner, Karnataka Panchayat
Raj Commissionerate.

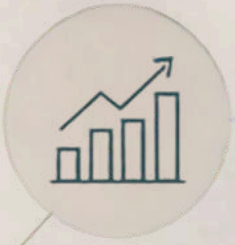


PAC Signed MoU with M. S. Ramaiah
University of Applied Sciences

ADMINISTRATION, HUMAN RESOURCE AND FINANCE







INTERNSHIP PROGRAMME



Nandhakumar R. S.
School of Allied Health Sciences - Vinayaka Mission's Research Foundation Deemed University, Salem



Dr. Sowjeeniya S.
School of Allied Health Sciences - Vinayaka Mission's Research Foundation Deemed University, Salem



Sireesha V. Reddy
Gokhale Institute of Politics and Economics, Pune



Swedasree R.
Jyoti Nivas College Autonomous, Bengaluru



Bhuvan Raj A.
Christ Academy Institute of Law, Bangalore



Simran P. Kanchagar
Christ Academy Institute of Law, Bangalore



Prakruthi Prabhu A.
National Law School of India University, Bengaluru



Duddukuri Chaitanya Lahari
Nitte Institute of Allied Health Sciences, Nitte (Deemed to be University), Mangalore

The PAC Internship Programme provides young scholars with hands-on exposure to real-life projects in governance and public policy. Interns actively contribute to research, stakeholder engagement, and knowledge creation through articles and policy briefs. They are also encouraged to participate in field visits to project sites, gaining valuable on-ground insights. Over the years, PAC has consistently attracted applications from competitive students and leading academic institutions, both from India and abroad, reaffirming its role as a learning hub for the next generation of policy professionals.

PREVENTION OF SEXUAL HARASSMENT

As per the statutory requirement, a prevention of sexual harassment committee has been constituted. The committee consists of 5 members with 3 female members and 2 male members.

No cases were registered during the year.

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 2026

(In Rupees)

Particulars	Schedules	As at 31 March 2026			As at 31 March 2025
		IC	FC	Total	
SOURCES OF FUNDS					
RESTRICTED FUNDS					
Earmarked Fund	1	47,57,753	-	47,57,753	33,00,063
Endowment Fund	2	46,10,000	88,28,167	1,34,38,167	2,14,10,000
UNRESTRICTED FUNDS					
General Fund	3	1,05,76,056	-	1,05,76,056	1,08,02,754
Designated Fund	3A	1,74,78,172	-	1,74,78,172	1,81,92,937
Endowment Fund	4	-	41,78,795	41,78,795	35,17,454
Fixed Assets Reserve Fund	5	1,96,773	8,28,012	10,24,785	15,21,316
Current Liabilities	6	2,14,37,914	80,000	2,15,17,914	1,02,08,868
		5,90,56,668	**1,39,14,974**	**7,29,71,642**	**6,89,53,392**
APPLICATION OF FUNDS					
Fixed Assets	7	1,07,72,828	8,28,012	1,16,00,840	1,23,24,067
Investments	8	1,99,39,639	1,07,94,855	3,07,34,494	3,22,93,467
Cash and Bank Balances	9	2,20,21,617	20,47,227	2,40,68,844	86,92,978
Current Assets	10	34,70,063	2,44,880	37,14,943	1,28,42,880
Earmarked Fund - Receivable	11	28,52,521	-	28,52,521	28,00,000
		5,90,56,668	**1,39,14,974**	**7,29,71,642**	**6,89,53,392**

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
Sujit Kumar Chowdhury

Director

Director

In terms of our report of even date

For J SUDHARSHAN & CO.
Chartered Accountants
FRN : 011332S

BENGALURU, 12 SEPTEMBER 2026

(J SUDHARSHAN)
Proprietor
M.NO.215448

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 2026

(In Rupees)

Particulars	Schedules	During the year ended 31 March 2026										Grand Total	For the year ended 31 March 2025
		Earmarked Fund		Endowment Fund		Designated Fund		General Fund		Total			
		IC	FC	IC	FC	IC	FC	IC	FC	IC	FC		
INCOME													
Programme Revenue	12	36,61,579	-	-	-	-	-	-	-	36,61,579	-	36,61,579	2,09,10,238
Interest on Fixed Deposits		-	-	13,57,291	7,02,145	-	-	-	-	13,57,291	7,02,145	20,59,436	16,47,610
Interest on Savings Bank Account		-	-	-	-	-	-	59,471	41,512	59,471	41,512	1,00,983	1,78,021
Other Income		-	-	-	-	-	-	1,538	-	1,538	-	1,538	9,36,307
Royalties		-	-	-	-	-	-	6,810	-	6,810	-	6,810	8,454
Donations/Other Grants		-	-	-	-	-	-	-	-	-	-	-	-
Rental Income		-	-	-	-	-	-	-	-	-	-	-	-
Training Income		-	-	-	-	-	-	-	-	-	-	-	-
Interest on Income Tax Refund		-	-	-	-	-	-	-	-	-	-	-	1,33,846
Sale of Assets		-	-	-	-	-	-	-	-	-	-	-	-
		36,61,579	-	13,57,291	7,02,145	-	-	67,819	41,512	50,86,689	7,43,657	58,30,346	2,38,14,476
EXPENDITURE													
Administration Expenses	13	2,11,281	-	-	-	-	-	13,44,712	80,177	15,55,993	80,177	16,36,170	11,70,098
Programme Expenses	14	17,77,155	-	-	-	-	-	-	-	17,77,155	-	17,77,155	32,47,310
Personnel Expenses	15	16,73,142	-	-	-	-	-	3,03,556	2,140	19,76,698	2,140	19,78,838	1,12,67,459
Research and Development Cost		-	-	-	-	-	-	4,60,231	-	4,60,231	-	4,60,231	1,89,631
Training Expenditure								-		-	-	-	1,16,340
Purchase of Assets		-	-	-	-	-	-	31,377	-	31,377	-	31,377	75,359
Depreciation	7	-	-	-	-	-	-	2,26,696	-	2,26,696	-	2,26,696	2,51,884
Excess of Income over Expenditure/Excess of Expenditure over Income		-	-	13,57,291	7,02,145	-	-	(22,98,753)	(40,805)	(9,41,461)	6,61,340	(2,80,121)	74,96,395
		36,61,578	-	13,57,291	7,02,145	-	-	67,819	41,512	50,86,689	7,43,657	58,30,346	2,38,14,476
TRANSFER OF SURPLUS / DEFICIT TO													
Earmarked Funds		-	-	-	-	-	-	-	-	-	-	-	-
Unrestricted Endowment Fund		-	-	13,57,291	6,61,340	-	-	-	-	13,57,291	6,61,340	20,18,631	16,47,610
Designated Fund		-	-	-	-	-	-	-	-	-	-	-	-
General Fund		-	-	-	40,805	-	-	(22,98,753)	(40,805)	(22,98,753)	-	(22,98,753)	58,48,785
		-	-	13,57,291	7,02,145	-	-	(22,98,753)	(40,805)	(9,41,462)	6,61,340	(2,80,122)	74,96,395

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
Sujit Kumar Chowdhury

Director

Director

In terms of our report of even date

For J SUDHARSHAN & CO.
Chartered Accountants
FRN : 011332S

BENGALURU, 12 SEPTEMBER 2026

(J SUDHARSHAN)
Proprietor
M.NO.215448

https://in.linkedin.com/company/pacindia

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https://x.com/pacindia

https://www.youtube.com/@publicaffairscentre

PUBLIC AFFAIRS CENTRE
Committed to good governance

WE HAVE MOVED



NEW ADDRESS

Suite 508, 5th Floor
No. 14, HM Geneva House
Cunningham Road
Bengaluru - 560 052

OLD ADDRESS

#15, KIADB Industrial Area,
Bommasandra - Jigani Link Road,
Bengaluru - 560105

CONTACT DETAILS

mail@pacindia.org
+91 80 2783 9920
+91 7899005420
pacindia.org