



PUBLIC AFFAIRS CENTRE

Committed to good governance

ANNUAL REPORT

FY 2023-2024

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Message from the CHAIRMAN



The Public Affairs Centre (PAC) was in a transition phase when I assumed office as Chairman in August 2024, with a new director having been appointed in April 2024 and the organisation facing serious challenges in finance and management, challenges that inevitably followed the pandemic years. Happily, despite these challenges it has been a fruitful year for PAC.

The first steps taken during the transition period were to consolidate and reinforce the inherent strength of PAC. The Board was restructured with Prof. D Rajasekhar (Director ISEC) and Prof. S Sadagopan (Former Director IITB) invited to join as directors in order to, inter-alia, seek guidance in strengthening the capability of PAC in different emerging fields of knowledge. Through out the year the management worked tirelessly to achieve financial stability, successfully completing several long-pending projects and preparing the ground for new projects. Also, 'knowledge partnership' projects with the Administrative Training Institute (ATI) Mysuru, the Government of Meghalaya and the UNDP in Afghanistan helped promote and widen the recognition of PAC on the national and international map.

I look forward to the activities of PAC going beyond research and evaluation and data analytics, to training and capacity building and exploring opportunities in the CSR field in the coming years. I am confident that in time the innovative steps that we have already taken will lead to a significant increase the role of the organisation in the area of Public Policy.

I congratulate the Director and her team for their excellent work during the year. The PAC Board and I look forward to the coming year being a year of further consolidation and innovation.

Sudhakar Rao, I.A.S
Chairman

Message from the DIRECTOR



The year 2023-24 was a great fulfilling year for Public Affairs Centre (PAC) and this happened despite of the significant transformations in governance, with the change in Directorship from Shri Gurucharan to me; and shri Sudhakar Rao (former Chief Secretary, Karnataka State) taking over as new chairman of Public Affairs Centre. The PAC Board also strengthened its expertise with two renowned scholars, Dr. D. Rajasekhar (Director, ISEC) and – Dr S Sadagopan (former Director IIIT-Bangalore) joining the Board of Directors.

It was felt that the progress of PAC will slow down for a short time, due to this significant change in governance. Nevertheless, the transition was smooth and in fact, it further heightened the global image of PAC. The year was accomplishing, innovative and unfolding with completion of many projects successfully meeting the client expectations. The partnership with the local company MgtWell under UNDP project of capacity building of 400 NGO/CSOs in Afghanistan, was innovative and knowledge gaining. The GIZ project opened up the opportunities to interact with Govt. officers in Kerala, Tamil Nadu, and Assam states. The successful evaluation of impact of Social Welfare Department schemes brought out the field realities, constraints, and achievements that are definitely useful for designing evidence based policy and implementation strategy for the Department. The Economic Survey Report, and the District Good Governance Report, under knowledge partnership with Meghalaya Govt. were the other significant milestones achieved during the year. This work led a pathway to a new partnership between Programme Implementation, and Evaluation Dept. and PAC, to establish a robust evaluation system in Meghalaya. Director's visit to Nairobi for the 10 th Anniversary 'Southern Voice' Conference, has strengthened the global networking of the organization.

Our knowledge partnership with Administrative Training Institute GoK. was enriching, and proved to be a successful quality intervention, to transform the training design and delivery on par with national and global standards.

As a Director for a period of one year, I was able to achieve these milestones due to an encouraging support from the Chairman of PAC and the efficient supporting staff at PAC. I am proud to say that PAC is now on a sustainable path. However, the challenges of carving a space in a global competitive framework continue to remain, and these can be best resolved with building up a team of mid- career researchers at PAC and exploring avenues in action research and evaluation, along with extending the scope of activities to project implementation field.

Dr. Chaya Degaonkar
Director

ABOUT PUBLIC AFFAIRS CENTRE

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; to 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.



BOARD OF DIRECTORS



Sudhakar Rao, IAS
Chairman
Former Chief Secretary
Government of Karnataka



Uma Mahadevan, IAS
Additional Chief Secretary
Department. of Panchayati Raj
Government of Karnataka



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



Prof. D Rajasekhar
Director, Institute for Social
and Economic Change (ISEC)



Prof. S Sadagopan
Former Director, IIIT-Bangalore



Archana Muthappa
Corporate Communications
Specialist & Mental Health
Professional



ADMINISTRATION AND HUMAN RESOURCE

The day-to-day operations of PAC are overseen by the Director, with support from the Heads of Research, Data Analytics, and Administration and Human Resources. They are assisted by a team comprising Research Officers, Field Research Officers, Data Analysts, Finance personnel, HR specialists, IT professionals, and other essential support staff.

PAC actively engages with prominent figures across various disciplines to seek guidance and tap into their expertise. These individuals are:



Dr. S Madheswaran

Professor, Centre for Economic Studies and Policy (CESP)
Institute for Social & Economic Change, Bengaluru

His rich experience in the field of Inclusive Growth, Labour and Employment, Human Development – both in theory and practice – will be helpful to guide us in our Projects.



Dr. Basavaraj S Benni

Professor, Dept. of Economics
Bangalore University, Bengaluru

His experience in the field of Development economics, Labour and Employment, Research Methods, Human Resource Management and capacity building will be helpful to guide us in our Projects and capacity building programmes.



Dr. Marchang Reimeingam

Assistant Professor, Centre for Study of Social Change and Development (CSSCD)
Institute for Social & Economic Change, Bengaluru

His work and experience in research field especially in North East Region is of immense help to PAC to take forward this partnership in an effective way.



Ms. Vani B P

Associate Professor, Centre for Economic Studies and Policy (CESP)
Institute for Social & Economic Change, Bengaluru

Her rich experience in the field of Human Development Indices, Poverty and Statistical Methods – both in theory and application – will be helpful to guide us in our Projects.



Dr. D Rajashekar

Director Institute for Social &
Economic Change, Bengaluru

His rich experience in the field of rural development and Panchayat Raj – both in theory and practice – will be helpful to guide us in our Projects.



Dr. Satyajeet Nanda

Associate Professor

Research and HRM CMS Business School Jain (Deemed-to- be) University, Bengaluru

His rich experience in the field of Inclusive Growth, Labour and Employment, Human Development – both in theory and practice – will be helpful to guide us in our Projects.



Dr. Pranjala Tiwari

Associate Professor

SJCIT, Chickaballapur

Her experience in the field of Research methodology, Project implementation, Project proposals will be helpful in our Projects.



Dr. Tara M S

Adjunct professor

IIHMR, Bengaluru

Her strengths in Teaching, Training & Research activities in the twin field of women and Child-development along with skills including policy research, advocacy, capacity building, program implementation strategies & designing interventions will be helpful to guide us in our Projects and capacity-building programmes.



PREVENTION OF SEXUAL HARASSMENT

As per the statutory requirement, a prevention of sexual harassment committee has been constituted. The committee consists of a presiding officer, 2 advisors and 5 members. There is a good gender representation with 4 female and male members each..

No cases were registered during the year.



PUBLIC AFFAIRS CENTRE

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PROJECTS





RESEARCH PROJECTS COMPLETED & ONGOING - AN OVERVIEW

COMPLETED PROJECTS – Research			
S. No	Funding Agency	Projects / Reports	Deliverables / Reports
1	Rural Development and Panchayat Raj Department, Government of Karnataka	Activity Analysis and Time Utilisation of Panchayat Development Officers in Karnataka.	1
2	Department of Women and Child Development	Gender Budget and Women Empowerment: Analysis of Resource flow, Outcomes and Evidence from the Field.	1
3	Department of Women and Child Development	Progressing towards Malnutrition and Anaemia Mukt Karnataka	1
4	National Bank for Agriculture and Rural Development (NABARD)	Effectiveness Evaluation of Raitha Samparka Kendras (RSK) in Karnataka to strengthen service delivery.	1
5	Social Welfare Department, Government of Karnataka	Evaluation Study on Impact Assessment of selected schemes being implemented by Social Welfare Department 1. Land Purchase Scheme 2. Rural Drinking Water Supply Scheme- with special reference to SC/ST Households 3. Day Scholarship Scheme for Post-matric and Pre-Matric Students 4. Krishi Bhagya Scheme (2014-15 to 2018-19) 5. Devadasi Rehabilitation Income Generation Scheme 6. Devadasi Housing Scheme 7. Swachh Bharat Mission 8. Scheduled Caste Colony Habitation Development Scheme	8
	Government of Meghalaya	1. The monthly reports on the analysis of Centralised Public	

6		Grievance Redress & Monitoring system (C P G R A M S) of Meghalaya. (9 monthly reports – July 2023) 2. The DGGI index 3. The Economic Survey report	11
TOTAL			23

COMPLETED PROJECTS – Capacity Building

S. No	Funding Agency	Projects / Reports	Deliverables / Reports
1	TATA ELXSI / Mobility India	Reinforcement of training for Frontline Health Workers on Early Identification of Disability Level in 3 Districts of Karnataka	3
2	The United Nations Development Programme (UNDP), Afghanistan / MgtWell Consulting Services	1. Mapping Analysis Report for 800 NGO/CSOs. 2. Training Needs Assessment (TNA) Report 3. On-the-Job Training of 200 NGOs/CSOs- Needs Analysis and Modules Development	3
3	German Development Cooperation - GIZ	1. Inception Report 2. Report on Training Needs Assessment 3. Course Report 25 - 27 July 2023 IMG, Thiruvananthapuram, Kerala 4. Course Report 29 Jan to 03 Feb 2024 Kerala Administrative \ Service Officers - IMG, Thiruvananthapuram, Kerala 5. Course Report 20 to 22 Feb Feb 2024 Tamil Nadu - Anna Administrative Staff College Chennai	5
4	A 2023 Alumni Engagement Innovation Fund Project - Supported by U.S. Department of State's Bureau of Educational and Cultural Affairs (ECA)	Enhancing the Culture of Entrepreneurship among Women Engaged in Crafts in India 1. Training Needs Analysis Report for Gadag District. 2. The Gadag workshop report	2

5	Administrative Training Institute – ATI	1. Training programme reports, Feedback form Analysis – ATI and DTI 2. The DTI Diagnostic Report	34
TOTAL			47
GRAND TOTAL			70

ONGOING PROJECTS – Research

1	Government of Meghalaya	Directorate of Prosecution CPGRAMs Sample Check Evaluation System in Meghalaya	02 12 02 02
2	Abdul Nazir Sab State Institute Of Rural Development	Learning Management System - Videos Compendium Peer reviewed journal Commemorative volume	04
3	NABARD Consultancy Services Private Limited	Publication on Global Perspectives on Localizing SDG Implementation	01
4	Social Welfare Department, Government of Karnataka	Micro Finance Input Quality	02
5	National Bank for Agriculture and Rural Development (NABARD)	Final Report	01

ONGOING PROJECTS – Capacity Building

6	The United Nations Development Programme (UNDP), Afghanistan / MgtWell Consulting Services	Progress Report OJT Training needs Analysis OJT Final Project Report	03
7	Administrative Training Institute – ATI	Final Report Research Studies Thematic modules	01 01 05
8	A 2023 Alumni Engagement Innovation Fund Project - Supported by U.S. Department of State's Bureau of Educational and Cultural Affairs (ECA)	Training Needs Analysis Report - 2 The workshop report – 5	07
9	German Development Cooperation - GIZ	Course Reports	02
TOTAL			45



SUMMARY OF THE PROJECTS FY 2023 - 2024



Rural Development and Panchayat Raj Department
Government of Karnataka

Activity Analysis and Time Utilisation of Panchayat Development Officers in Karnataka



Funding Agency

Rural Development and Panchayat Raj Department Government of Karnataka



Objectives

The Panchayat Development Officers (PDOs) constitute one of the most important frontline functionaries at this third tier of governance in Karnataka. This study proposed by the Public Affairs Centre (PAC) envisages an assessment of the spectrum of service delivery, time utilisation, work plan, activity analysis and factors affecting the functioning of this important functionary in Karnataka, through the application of time and motion research approach. The objective is to generate evidence-based time gap analysis, draw actionable insights and provide specific recommendations that are context-specific and resource-sensitive to improve efficiency and effectiveness.



Methodology

The study followed a systematic research design with sampling and fieldwork activities. It adopted an experimental research design. The assessment of service delivery at the GP level utilised statistical sampling and both secondary and primary data sources.



Primary Data- Sample districts

The study conducted a time and motion analysis and activity analysis of 30 PDOs in ten sample districts representing different regions of Karnataka.



Data Collection Tools

The study observed 30 PDOs directly throughout a full working week, employing a time use survey model and conducting in-depth interviews with relevant stakeholders. Activities and time spent are recorded using a structured checklist and a GPS-enabled device to accurately track PDOs' movements. The study also involved conducting a literature review on time and motion studies, collecting data on programs and PDO responsibilities from RDPR, mapping PDO activities and support provided, developing questionnaires for key informant interviews, and utilizing the Kobo Toolbox for data collection. PAC employed the time and motion methodology, combining time studies and motion studies, to guide the project, gathering evidence to inform performance expectations and staffing norms.



Data Analysis

Preliminary secondary data analytics from Panchatantra portal to identify gaps in the RDPR department. The quantitative data is analysed using descriptive statistics and visualisation techniques



Findings

The overall findings of the PAC study on 30 Gram Panchayats (GPs) in Karnataka revealed the following time allocation patterns for Panchayat Development Officers (PDOs):

1. Approximately 72% of their time (around 6 hours) is spent on functional responsibilities and 22% (approximately 1 hour and 40 minutes) on travelling and the other 6% (around 30 minutes) on miscellaneous activities., The time spent on functional responsibilities is highest on day 1,2,5 and 6 at little more than 6 hours and lowest on day 3 at 5 hours 27 minutes. The time spent on Traveling peaked on Day 3 at 2 hours and 19 minutes while it is lowest on Days 1, 2, and 6 at 1 hour and 40 minutes. The highest time spent on miscellaneous activities is on Day 3 (34 minutes) and the lowest on Days 4 and 5 (25 and 21 minutes, respectively).
2. The study identified that a significant portion of PDOs' time is spent on different themes.
 - Meetings and Sabhas accounted for the highest proportion, constituting 37% of their time. Within this theme ,PDOs spent considerable time organizing and conducting committee meetings, progress meetings at Mini Vidhana Soudha, various Gram Sabhas, and preparing for general body meetings. Line- department activities accounted for
 - 27% of their time included tasks such as preparing MGNREGA action plans, verifying Indira Awas Yojana beneficiaries, and updating MNREGA files.
 - Administration-related responsibilities constituted 25% of their time, involving activities like file verification, enrollment management, and ensuring Panchatantra 2.0 website details are updated.
 - Revenue generation and collection comprised 8% of their time, encompassing tasks such as preparing compliance reports, implementing acts and rules, and managing Gram Panchayat Jamabandi.
 - PDOs also dedicated time to preventive measures for harmful social practices (2% of time) and capacity building/grievance redressal (1% of time).
3. The average productive time proportion is above 75% in the districts- Dakshina Kannada, Kodagu and Ramnagar. The three districts with the lowest average are Bagalkot, Belagavi and Kalaburagi where 32 to 39 percent time is spent on travel from and to home and miscellaneous activities. In Ramnagar, the average total working time is 8 hours 20min. and out of which, 2 hours 10 min. are spent on unproductive activities. In Bagalkot the average working time is 8 hours 35 min. but out of which, 3 hours 12 minites are spent on travel from and to home and to miscellaneous activities. This speaks the truth about workloads and activities of PDOs. PDOs with better time management can do more productive work.



Recommendations

1. It is to be noted that majority of PDO's time is consumed in attending meetings and sab has which constitutes 37% of time of the PDO across 30 GPs but this can be reduced to improve time planning and efficiency of PDOs through reducing direct meetings and also arranging virtual meetings
2. There is a dire need for revision of transport allowance for the PDOs as it was a fixed few years back, and it is essential to explore the possibilities of supporting the PDOs for taking loans to purchase two-wheelers.

3. Strengthen Training and Capacity Building: Provide comprehensive training programs to PDOs to enhance their knowledge and skills in areas such as rural development, project management, financial management, and community engagement
4. Capacity building in MoPR identified nine thematic areas on Sustainable Development Goals
5. Arrange special training sessions to women GP members and officials for increasing their knowledge about the functioning of the system and increasing their participation in their decision making processes.
6. There should be special training sessions for PDOs and Gram Panchayat staff from the North- Karnataka region to boost their knowledge and motivation levels.
7. Effective Time Planning and Project Management: Encourage PDOs to create well-defined development plans and prioritize projects based on the needs of the Gram Panchayat. Emphasize efficient project management techniques, including setting SMART goals, timelines, and monitoring mechanisms to ensure timely and quality implementation of projects.
8. Further, it is essential to conduct induction training for the PDOs and special training for the promoted PDOs on leadership, time management and their role in amelioration of social norms
9. Promote Community engagement: Encourage PDOs to actively engage with the local community and promote their participation in decision-making processes.
10. Improve Financial Management: Ensure PDOs have a clear understanding of financial
11. procedures and guidelines. Provide support and training to enhance their financial management skills, including budgeting, accounting, and effective utilization of available
12. funds. Encourage transparency and accountability in financial transactions.
13. Strengthen Monitoring and Evaluation: Establish a robust monitoring and evaluation system
14. to track the progress of projects and initiatives undertaken by the Gram Panchayat.
15. Encourage PDOs to use technology and data-driven approaches to improve monitoring and evaluation.
16. Foster Interdepartmental Coordination: Facilitate coordination and collaboration between different departments at the Gram Panchayat level, such as agriculture, health, education, and infrastructure. Encourage PDOs to work closely with other officers and stakeholders to ensure integrated development planning and implementation.
17. Support Infrastructure and Resources: Provide adequate resources, including office infrastructure, equipment, and technology. Ensure access to reliable communication systems and necessary software tools for data management and reporting.
18. Recognize and Reward Performance: Establish a system to recognize and reward outstanding performance by PDOs. This can include incentives, awards, based on their achievements and contributions to the Gram Panchayat's development.
19. Encourage Innovation and Knowledge Sharing: Foster a culture of innovation and knowledge sharing among PDOs. Encourage them to explore new approaches, share best practices, and learn from successful experiences in other Gram Panchayats or regions.
20. Regular Performance Evaluation: Conduct periodic performance evaluations of PDOs based on predetermined criteria. Provide constructive feedback, identify areas for improvement, and offer necessary support and training to help them enhance their performance.
21. Strengthen the grievance redressal mechanism and its functioning to address the grievances of beneficiaries

By implementing these recommendations, it is possible to enhance the efficiency and service delivery of Panchayat Development Officers at the Gram Panchayat level, leading to more effective rural development and improved quality of life for the community.



Interview with Panchayat Development Officers



Crop cutting estimation survey



Gender Budget and Women Empowerment; Analysis of Resource flow, Outcomes and Evidence from the Field



Funding Agency

Department of Women and Child Development Government of Karnataka- Women Empowerment Mission



Objectives

This main objective of the study is to provide an analysis of gender budget outcomes

A road map for achieving the basic objectives of Women Empowerment Mission – women empowerment and Gender equality



Methodology

The budget related data is sourced from Gender Documents released by Finance Department. The data for gender equality index is sourced NFHS datasets. The impact analysis is compiled from Karnataka Evaluation Authority (KEA) and Centre for Open Data Research (CODR), Public Affairs Centre (PAC) studies. Various descriptive statistics and visualisation techniques are used for the analysis.



Findings

1. Karnataka is in the Performer category for SDG-5 – Gender Equality, the Score is 57. Karnataka is high in domestic violence & low in political and economic participation. The redressal of gender discrimination, and promotion of women's agency leading to economic social and political empowerment are the desired outcomes to achieve the targets under SDG-5
2. The size of the gender budget is about 15% of the total budget. The ratio of allocation to Category A schemes to total number of Category A+B combination of schemes has gradually decreased over the years from around 8% percent in 2016-17 to around 5 percent in 2022-23.
3. Average allocation for gender budget between 2017-18 to 2021-22 is highest in housing at 94%. Over the same time period, the allocation is much less in human development sectors such as education with 29%, Health and Family Welfare about 30%, Information and Youth empowerment and Sports services-7.8%, Labour-18.4%, Social Welfare-29%, Urban development-5.4% and Women and Child Development-39.26%.
4. Under category A, allocations to Education, skill and entrepreneurship development and economic empowerment schemes is very less
5. The Gender Equality Index (GEI) measures the comparative status of women in Karnataka. The GEI provides a multidimensional picture of the status of women in Karnataka. Out of the 226 Talukas, 115 are below the State average score and 111 are above
6. Out of the 115 Talukas that are below State average, 13 Talukas are below State average in all the six

themes – Education, Household Infrastructure, Health, Violence against Women, Empowerment and Employment. These Talukas fall in Ballari, Raichur, Belagavi and Yadgir districts. Gurmitkal Taluka in Yadgir district is at the bottom

7. The access to clean drinking water (Jal Jeevan Mission), access to improved sanitation facilities (Swachh Bharat Abhiyan) and access to clean cooking fuel (Pradhan Mantri Ujjwala Yojana). An overall improvement is visible in the State
8. Household Infrastructure, Health and Education highly correlate with women empowerment.
9. At the field level, the assessment of impact of some major schemes by Karnataka Evaluation Authority has shown positive results in promoting gender equality. Schemes like Streeshakti, Bhagyalaxmi have improved sex ratio at birth



Recommendations

Recommendations:

1. Provide higher allocations to Bidar, Bagalkote, Bijapur, Davangere and Bengaluru Rural under the Beti Bachao Beti Padoo Scheme and expedite the implementation of Bhagyalakshmi scheme in these Districts
2. Constitute a multi-disciplinary task force led jointly by Secretary Women and Child Development Department, Health Department and Police Department to trace the root cause of a declining trend of sex ratio at birth in Karnataka
3. Introduce educational scholarships for women to attend Bachelor of Education courses in Talukas where women with more than 10 years of schooling is low Preference should be given to Gurumithakala, Yadgir and Shahapur Talukas from Yadgir District and Muddebihal & Basavan Bagewadi Talukas from Vijayapura District where less than 30% women have attended school for more than 10 years
4. Organize IEC campaign to boost MKSP beneficiary enrolment by Sanjeevani, incorporate it in Gram Panchayat Development Plans
5. Promote women's entrepreneurship and recognize SHG/stree Shakti groups through cash awards and state-level recognition
6. Increase access to Banking facilities with special focus in Yadgir, Uttara Kannada, Vijayapura, Belagavi and Haveri Districts
7. The four industrial parks dedicated to women in Mysuru, Dharwad, Harolli (Ramnagar) and Kalaburagi should be further strengthened and scaled up, based on the Government of Karnataka's first-of-its-kind initiative
8. Reserve 10-20% incubation facilities under the Start-Up India policy for women entrepreneurs. Additional mentorship could be provided through corporate partnerships
9. Introduce more economic empowerment schemes under Category= A with higher allocations
10. Gender Based Violence a. Increase the number of Santhwana centres in the State from the current 123 to 227 over a period of two years where rehabilitation and reintegration into society is prioritised.
 - This should be prioritised in the 56 Talukas (primarily concentrated in Bagalkot, Haveri, Mysuru, Belagavi, Chitradurga and Vijayapura Districts). In the 56 Talukas with high alcohol consumption among men and high rate of experience of spousal violence.
11. Provide free legal aid lawyers to women experiencing violence through DLSAs, including property and land rights
 - Offer 24x7 legal expert availability through online or telecommunication platforms for directed offline consultations
 - Strengthen the structure and role of KSCW. KSCW should sponsor lawyers for women in need and file

suo-moto cases for violence-related incidents

- Provide basic amenities and security like travel, stay, child and health care to women in or around court premises and speed up interim maintenance/allowance/compensation orders to reduce burden on women, taken up by court and DLSAs.

12. Health, Nutrition & Community Participation

- Provide adolescent girls with access to nutritious foods, such as fortified foods and supplements, to help prevent and treat anaemia
- Implement policies and programs that promote the consumption of iron-rich foods, such as meats, leafy green vegetables, and fortified grains, to help prevent anaemia
- Promote active involvement of Gram Panchayats in women empowerment schemes. Gender Budgeting should begin at the level of GPDP
- Entrust the responsibility of undertaking awareness campaigns to prevent violence against women and provide guidance to available legal, social and physical assistance to NSS Volunteers and Nehru Yuvak Kendras – Boys & Girls
- Develop and incorporate Gender equality modules into school curriculums. Schools that undertake such efforts should be recognized on International Women's Day annually
- Provide State support to Non-Governmental Organisations and other voluntary organizations that offer support to women in distress. Mahila Samakhya, Nari Adalat models should be further reintroduced and strengthened
- Introduce Social Accountability systems for all stakeholders
- Deploy application of data science models to identify the crime hotspots to auto generate police patrolling routes in a randomized fashion to ensure women's safe commute. Nirbhaya funds could be mobilized for the same.

13. The impact assessment of various schemes indicates that the schemes have positive impact on economic empowerment of women. The relevant schemes have also addressed the issues of gender discrimination. What is needed is adequate flow of resources to all the schemes and their implementation in mission mode to move faster towards gender equality.



SHG groups are functionally doing well in the community as well as in empowering the members.



SHG groups are functionally doing well in the community as well as in empowering the members.



Progressing Towards Malnutrition and Anaemia Mukht Karnataka



Funding Agency

Department of Women and Child Development Government of Karnataka



Objectives

The main objective of the project is to understand the spatial patterns of malnutrition and anaemia with focus on the vulnerable population.

1. Identify the critical regions/ districts with high incidence of malnutrition
2. Identify key areas for fund allocation for ICDS, SDG, Poshan Abhiyana etc.



Methodology

The analysis is performed for 14 critical indicators to determine incidence and intensity of malnutrition and anaemia among children (0 to 5 years), Adolescent and pregnant women at the gram panchayat level. The indicators include outcome and process indicators. They are Under-five mortality rate (U5MR), Infant mortality rate (IMR), Mothers who consumed iron folic acid for 180 days or more during pregnancy, Children age 6-23 months receiving an adequate diet, Children under age 3 years breastfed within one hour of birth, Prevalence of diarrhoea under 5 years of age, Children with diarrhoea who received oral rehydration salts (ORS), Children age 6-59 months who are anaemic, Adolescent girls aged 15-19 years who are anaemic, Children under 5 years who are underweight (weight-for-age), Pregnant women age 15-49 years who are anaemic, Children under 5 years who are stunted, Children under 5 years who are moderately wasted (weight-for-height), Children under 5 years who are severely wasted (weight-for-height).

The data is sourced from NFHS 5. The cluster level data is aggregated at the Gram Panchayat level using latitude and longitude information. The missing GP information is extrapolated using semi supervised machine learning.

The geographies (Districts, Talukas, Towns and Gram Panchayats) are classified as 'Most Deprived', 'More Deprived', and 'Less Deprived' based on the performances of the geographies below the state average in the indicators. The districts that are below state average in 10-14 indicators are classified as "Most Deprived", 5-9 indicators are "More Deprived" and 0-4 indicators as "Less Deprived".



Findings

The major findings of the analysis are as follows:

1. Out of 5968 Gram panchayats, 2198 GPs are identified as poor performing (poor in at least 8 indicators) with respect to the 14 indicators as mentioned above.
2. Less consumption of IFA tablets among pregnant women leads to pregnant women anaemia. In our analysis we have
3. identified that 1869 GPs have low consumption of IFA and high level of anaemia among pregnant women.



Actionable Roadmap

The following steps can serve as a roadmap for the effective implementation of the plan:

1. Provide breakfast to children in Govt. Schools in high incidence talukas.
2. **Decentralisation** of health Schemes
3. Strengthening of IEC components for knowledge, awareness and application –balanced diet, breast feeding etc.
4. The anaemia among adolescents is 49.4 percent and there are 115 talukas below State average mainly in North Karnataka- specifically in KK region. Special schemes can be introduced by the board targeting the adolescent girls. The focus needs to include the survival of women and children and health and well-being of adolescent girls
5. Improving coverage of government programs and strengthening behaviour change strategies through creation of specific messages and 'Jan Andolan'. NSS Volunteers / Girls for awareness campaign- NSS Volunteers / Girls for awareness campaign.
6. Food consumption has changed in India over the past few decades, resulting in the disappearance of nutritious food such as millets- **Diversification of Public Distribution System** to include millets which can contribute to the access of micronutrients for the anemic population
7. Primary caregivers should be imparted with proper training and management with respect to children's nutritional requirements (ICDS)
8. The nutritional status of children should be assessed by MUAC (Mid Upper Arm Circumference less than 11.5 cm) to ensure that IFA syrup is not given to children with Severe Acute Malnutrition (SAM)- **Teachers and AWWs, ASHA could be incentivized to undertake this activity**
9. Multi sectoral approach in strengthening the Programmes like **MGNREGS, NRLM, NFSM and RKVP**- For example Development of community nutrition garden (nutri-gardens) in convergence with MGNREGA.
10. **Village Health Sanitation and Nutrition Committees (VHSNC)**- Village level committees comprising of key stakeholders like ASHA, AWW, ANM, SHG members can help to tackle the issues at grassroot level
11. **There are 149819 Stree Shakti groups**- the active network of Self-help groups can be leveraged for delivering nutrition awareness and related services to the communities.
12. **Village Child Development Centers** can be established to integrate services and community participation
13. Drinking water camp; Sanitation for deprived HH- critical Talukas/ GPs- Better access to **drinking water and sanitation** will help to improve the malnutrition dominantly prevalent among children, adolescent girls and pregnant women.

There is an urgent need to address the gaps and inefficiencies through public awareness, community engagement and empowerment would assist the community in realizing their rights and entitlements which in turn helps to develop the community-based solutions to malnutrition, unburdening the stressed public healthcare and ICDS infrastructure.



Effectiveness Evaluation of Raitha Samparka Kendras (RSKs) in Karnataka to strengthen service delivery



Funding Agency

National Bank for Agriculture and Rural Development (NABARD)



Objectives

The specific objectives of the study were as follows:

This study evaluates access, availability, awareness, quality and adequacy of the Raita Samparaka Kendra's and its impact on the beneficiaries. The study analyses the extent to which the services provided through the RSKs are relevant to the topics. The impact of RSKs on agricultural income, cropping intensity and crop are analysed.



Methodology

The study adopted a mixed methods approach for collection of secondary and primary data.

The Citizen Report Card (CRC), a flagship survey tool of PAC is used for primary data collection. Karnataka has 745 Hoblies which are administrative units at the sub-taluka level, each of which has an RSK. The sample size chosen for this study is 254 RSKs (at 95% confidence level+5% error) across all 30 districts. The selection of sample units is proportionate to the number of RSKs in each district. Each RSK-level exercise covered around 10 farmers and 2 service providers. Multiple stakeholders were identified through scoping and orientation visits. The sample size for the study was calculated using Skinner's sampling process of probability proportional to the size (PPS). To avoid the limitations of the memory recall method, the farmers who are registered in 3-5 years are taken up in the sample.



Findings

1. The findings presented in the report have been summarized under the same objective: Quality, responsiveness and outcomes created by services provided by RSKs to farmers
2. The main source of awareness about RSK is through informal sources such as family and friends (90.3%) followed by social media (36.3%).
3. Tedious Application reported by the registered farmers with issues relating to lack of awareness of registration process (89%), delay in processing applications (62.8%), lack of supporting documents (73.6%), land issues (6.6%), and difficulty in following-up with the registration process (0.8%)
4. Difference of opinion regarding field visits with 80% of the officers reporting conducting field visits as against 15% farmers experiencing the same.
5. The first-come first-serve method of serving farmers has proved to be detrimental for the small and marginal farmers who are not able to arrive at the RSKs in time to avail benefits.

6. Despite all the constraints faced, farmers who have registered with RSKs have witnessed improvements in area sown, farmers have reported a 21% improvement in acreage sown, 27% improvement in total production, 8% improvement in yield and a 16% improvement in total income. A quick comparison between registered and non-registered farmers have also shown that the registered farmers have had much to gain as against the latter www.pacindia.org v
7. Very high impact has been witnessed in the districts of Chikkaballapura, Chikkamagaluru, Kodagu, Kolar and Udupi, while Ballari, Bidar, Davanagere, Gadag, Hassan, Koppal, Mandya, Mysuru, Raichur, Ramanagara and Shivamogga.



Recommendations

1. To improve the effectiveness of Raitha Samparka Kendra in Karnataka, the following recommendations are provided based on the findings of the study:
2. Increase awareness- Use the social media platform, which is observed to be more popular among the farmers.
3. Providing effective consultancy services: instead of present practice of officers meeting the farmers on Thursday, make the day flexible aligning with the weekly market day (Sante day)
4. Streamline the Farmer ID registration process: RSK guidelines to be simplified for the registration process, ensure timely processing of applications, and aid farmers in obtaining submitting documents
5. Address infrastructure challenges: Allocate more resources to improve infrastructure, including digitalization and modernization of RSK buildings
6. To overcome the distance factor, provide daily information about availability of inputs in the RSKs to farmers on registered mobile phones and in Gram Panchayat.
7. Increase human resources: RSK should prioritize recruiting and training staff to ensure adequate and competent human resources through different hiring practices.
8. Strengthen monitoring and evaluation mechanisms: RSK should develop and implement comprehensive monitoring and evaluation mechanisms to assess the effectiveness of their services and identify areas for improvement.
9. Increase the coverage and counselling of soil testing: Soil Health Cards should be generated post soil testing and given to farmers with clear advice about the application of correct nutrients and appropriate crops to ensure soil rejuvenation.
10. Increase in Technology Adoption Rate: ensure frequent interactions and systematic demonstrations on farmer fields to bring successful experiments closer to farmers.
11. Improve functioning of CHSCs- Efforts should be made to reach out to the currently successful CHSCs to expand their operations while also identifying potential partners who can be engaged through a PPP model.
12. Promotion of Farmer Producer Organizations: RSKs should provide counselling services and support to farmers to form FPOs and provide handholding to them in the initial stage. This will ensure the sustainability of the extension programme in the long run.



Social Welfare Department
Government of Karnataka

Evaluation Study on Impact Assessment of selected schemes being implemented by the Social Welfare Department, Government of Karnataka.



Funding Agency

Social Welfare Department, Government of Karnataka



Objectives

The main objective of the evaluation is to determine whether the schemes are really reaching the target group and resulting in their improvement. Hence, this study evaluates access, availability, awareness, quality and adequacy of the schemes and its impact on the beneficiaries. The impact evaluation has been undertaken for the following schemes

- Day Scholarship Scheme for Pre-Matric Students
- Day Scholarship Scheme for Post-matric Students
- Scheduled Caste Colony Habitation Development
- Devadasi Housing Scheme
- Devadasi Rehabilitation Income Generation Scheme
- Rural Drinking Water Supply Scheme- with special reference to SC/ST House holds
- Swachh Bharat Mission with special reference to SC/ST House holds
- Krishi Bhagya
- Land Purchase Scheme



Methodology

The study adopted a mixed methods approach for collection of secondary and primary data. The secondary data from UDISE and NFHS and Department are used for analysis where applicable.



Primary Data- Sample districts

The districts of Hassan, Chikaballapur, Dharwad, Raichur and Chitradurga are the sampled districts for data collection for seven schemes. For the Devadasi housing scheme and Devadasi rehabilitation scheme evaluation, the districts of Ballari, Belagavi, Bagalkote, Vijayapura, Koppal and Raichur are selected due to higher concentration of the target population in these districts. For all the schemes, the districts are selected in consultation with the department.



Data Collection Tools

The Citizen Report Card (CRC), a flagship survey tool of PAC is used for primary data collection. The questionnaires are administered to the beneficiaries and service providers (scheme staff) at the taluka and district level. Quantitative as well as qualitative methodologies are applied to arrive at results within a Realist

Impact Evaluation framework anchored in 3E's- Equity, Efficiency and Effectiveness.



Data Analysis

The quantitative data is analysed using descriptive statistics and visualisation techniques while responses to open-ended questions were analysed using Natural Language Processing (NLP) techniques.

The findings and recommendations for each evaluated scheme is as follows:

Scheme: Day Scholarship Scheme for Pre-Matric Students

The basic objective of providing financial support under Pre-matric Day scholarship was to help the child to meet the immediate expenses related to education and also partly food due to extreme poverty at home and promote the interest of the child in education. This is expected to reduce dropouts and improve learning outcomes.



Findings

Efficient Mechanism

- Improved administrative efficiency is observed due to digitisation. However, more training is required for the school and department staff.
- More hand holding required for the students/ parents for registration.
- Lack of support from the service providers during the documentation process reported by the beneficiaries
- Low Awareness about the scheme
- Tedious renewal process
- In some instances, the scholarship money is used for household expenses due to poverty.
- The secondary data analysis shows gap between the allocated amount and actual expenditure on an average is high in Dharwad ((Rs. 1400) and Chikballapur (RS. 3100)

Effective Outcomes

- The elementary level dropout rates in SC category down to 1% but remain high in secondary education
- Learning outcomes among SC on par or better than General Category. Only in Chitradurga district, the learning outcomes are low in 5th Standard

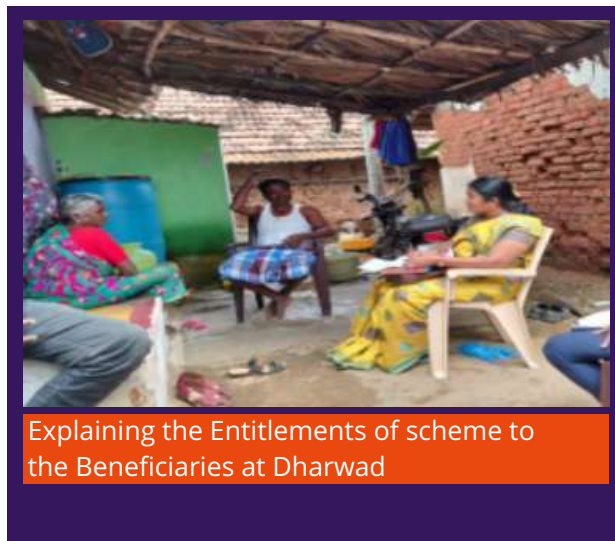


Recommendations

1. Scholarship to be continued as it has significant positive outcomes.
2. Setting up of SC and ST Cell in schools, similar to the colleges
3. Improvement to the Scholarship Portal with clear guidelines
4. Better access and articulation of required documentation
5. Introduction of Scholarship Management System (SMS) certain services such as- reminders, auto prompt SMS systems for application movement and general query handling can be undertaken.
6. Periodic increase in the scholarship amount, adjusted to inflationary trends
7. Allowance be paid for 12 months as there is no gap in incurring expenditure on learning material.
8. The policy of automatic renewal of Pre-matric scholarship scheme may be adopted within a given education cycle for a student between class 1 and 10.
9. Provision of an additional grant to improve learning outcomes especially at the standard 8 and 10 level.



CRC Program at Arsikere taluk Hassan District for pre matric Scholarship Scheme



Explaining the Entitlements of scheme to the Beneficiaries at Dharwad

Scheme: Devadasi Housing Scheme



Findings

Equity

- 93 percent of the sample beneficiaries are illiterate and the remaining had schooling largely up to the primary level
- Lack of ownership of land is a major constraint to get benefit under the scheme and awareness about obtaining homestead land (if landless) is inadequate.
- 70 percent of them work as agricultural labourers as the income from pension and even from patron is insufficient to maintain big families.
- Girls are being dedicated for a combination of reasons like to take care of family, Devadasi origin of the family, superstitious beliefs, community pressure, disability, tradition, and continuation of lineage among others

Implementation

- Tedious Application process and lack of documents emerged to be the main process causing delays across districts
- Lack of ownership of land, income certificate, major constraints to get benefit under the scheme
- On average, beneficiaries travelled 27 km to access the scheme office
- On an average, it took 151 days to avail scheme benefits
- 26.4% of the staff reported receiving no training. Account handling and trainings for the analysis of the outcomes under this scheme topped the training requirement
- Nearly half the respondents in all the 6 sampled districts complained delayed receipt of payments



Outcomes

- Very high percentage of beneficiaries feel that their status as a result of the scheme they have more decision making powers. Ballari seemed to report the highest social gains in terms of enhanced recognition, followed closely by those in Bagalkote and Koppal in the range of 70-100 percent. Respondents in Vijayapura reported relatively high impact in terms of power of decision making- a sign of

perfect women empowerment. Except Belgavi, the results are highly significant in other districts.

- The dissatisfaction is highest at 27% with respect to insufficient subsidy/loan amount



Recommendations

1. Convergence of schemes to connect beneficiaries to schemes such as household latrine under Swachh Bharat Mission, LPG under Pradhan Mantri Ujjwala Yojana and electricity under Pradhan Mantri Sahaj Bijli Har Ghar Yojana, wherever applicable.
2. Provision of skilling and training for greater access to employment opportunities-
3. Community-based monitoring from existing groups/institutions like local Non- Government Organisations (NGOs), Vigilance and Monitoring Committees and the Committee of Prevention and Rehabilitation of Women and Child Trafficking
4. Provision of House sites & site ownership
5. Raising community housing through high raise buildings on Govt. land
6. Organize community meetings involving Bank and GP Personnel for handholding beneficiaries in application and other processes.
7. Utilization of services of NSS Volunteers/ Social Work & Women Studies to create awareness of the scheme
8. Involving students from universities and colleges as interns to assist the DPOs.



Interaction with Devadasis- Vijayapura-
Ranibagicha



Focus Group Discussions with the beneficiaries



Devadasi Women Participation in Social Accountability tool Citizen Report Card & Joint Committees - social recognition & mobility

Scheme: Scheduled Caste Colony Habitation Development

The main objective of the scheme is to provide a better living environment for the people living in the SC/ST majority residential colonies through development of infrastructure and provision of services such as provision of drinking water, health services, roads, and bridges, etc.



Findings

1. Among the sampled beneficiaries, 38% of the sample had studied up to primary school level and 43% are educated up to the secondary school level and 11% are educated to
2. high secondary and above levels.
3. In general, the incidence of poverty is very high among the SC/ST Households as majority of them work in the unorganized sector as agricultural labourers and reported average annual income of 64,667.
4. Adequacy of Staff varied with Raichur having the highest at 31 desk and 17 field staff. Chikkbhallapur had the lowest with 1 desk and no field officer
5. In some instances, field staff observed the role of political factors in colony selection and nature of work.

Implementation Mechanism

- Poor awareness about colony selection at only 31.9% and work selection process at 33.7% among the respondents
- 60% of all beneficiaries seemed to be most satisfied with the information provided about the scheme with panchayat acting as the major platform. The lowest level of satisfaction is recorded for quality control and monitoring by officials with dissatisfaction levels of 46 % & 42% respectively
- Major works undertaken under the scheme in sample districts include Laying of cement roads, Drainage works, and Connecting roads.

- Beneficiaries reported that an average 7.3 months in construction of roads and 6 months in construction of drains. Delays observed in construction of roads, drains etc in Dharwad with both road and drain construction taking more than 12. However, the quality of work is reported satisfactory.

Outcomes

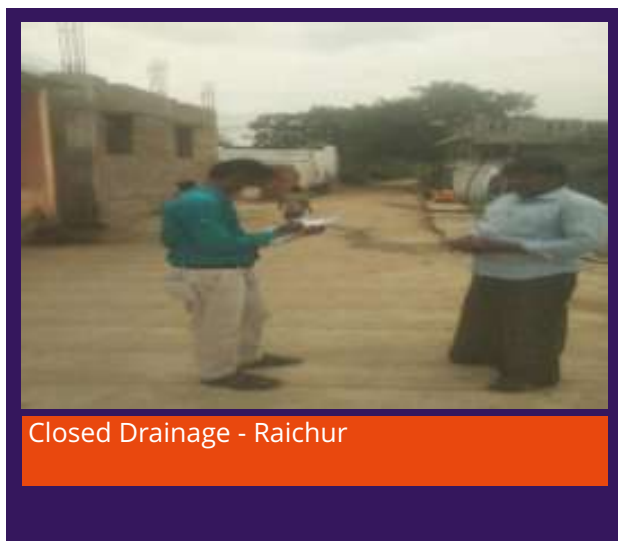
- On an average, the respondents reported savings of ₹ 860 and reduction in travel time of 1.15 hours due to the scheme
- After the implementation of the scheme, beneficiaries reported experiencing an elevated sense of social status with much smoother movement of cars and bike, reduced foul odour due to unclogging of drains and construction of new drainage.

Recommendations

1. Selection of SC Colony for Development Works based on needs assessment survey
2. Increase community participation for Sustainability of Scheme Intervention
3. Increase in manpower with better training
4. Better maintenance of the works through quick resolution of blockage of drainage, and maintenance of roads/ assets.
5. Develop an integrated and centralized online monitoring system and real time data analysis
6. Convergence of Schemes to better interdepartmental interaction
7. Conduct Social Audit of the Scheme- MGNREGA mechanism
8. Conduct comprehensive evaluation of the scheme to assess the impact on HDI.
9. Scheme to be continued with additional focus on low human development districts/ talukas and with effective community participation.



Living conditions in Non-Beneficiary colonies-Bendigatti village in Kalaghatagi taluk and Beerawalli GP Dharwad district



Closed Drainage - Raichur



Colony Roads - Raichur

Scheme: Rural Drinking Water Supply Scheme- with special reference to SC/ST Households

The main objective of the Jal Jeevan Mission is to supply 55 liters of water per person per day to every rural household through Functional Household Tap Connections (FHTC) by 2024



Findings

1. Distance travelled to be able to apply for and avail the scheme is very high in Hassan at and Chikkaballapur at 23 kms.
2. High variation in the number of scheme staff with 28 field staff in Chikkaballapura to 105 in Chitradurga.

Implementation Mechanism

- 20 percent of beneficiaries reported having received no information across any of the components with beneficiaries in Dharwad and Raichur seem to be most aware of the key facets of service delivery and the Chitradurga, the least.
- Lack of information with regard to maintenance of the water supply system.
- The maximum utilisation of IEC is found to be in Dharwad and the least in Chitradurga. However, component of health and hygiene missing in IEC activities
- The average duration to avail the scheme is 48 days. This varies with Chitradurga recording more than 100 days and Chikkaballapur 14 days in spite of low staff strength
- During the application process, nearly 18% of them faced issues related to verification while 16% faced challenges with regard to filling up the application form, getting the supporting documents.
- Post getting the connection, 16% faced water leakages, 8% non-working taps 11% maintaining the connection and 7.4% improper fitting. However, 70% beneficiaries also reported receiving support for maintenance of the connection.
- Small percentage (8%) reported bad quality of water such as odour

Impact

- Per beneficiary, the scheme is able give the highest 216 litres in Dharwad followed by 184 litres in Hassan and 168 litres Chikkaballapura 104 litres. in Chitradurga, and 64 litres in Raichur
- By availing the RWSS, beneficiaries reported to save more than 2 hours per day in Dharwad and Raichur and 85 minutes in Chitradurga

- More than 75% in Dharwad expressed that the scheme has successfully met their water needs while it is only 15% in Hassan. This in spite of getting more water, But overall the response was satisfactory
- Major impact is seen as reduction in water borne diseases and saving of time



Recommendations

1. Conduct extensive IEC campaigns to strengthen community awareness and Information, covering topics related to maintenance of clean surroundings, hygiene and economy in use of water.
2. Provide adequate drainage facilities for proper flow of water near the public tap connections and mini water tanks.
3. Provide training in O&M to local youths for better maintenance of water taps, pipelines, valves, bore wells, overhead tanks etc.
4. Ensure regularity in water supply and generate awareness on judicious use of water and promote water savings.
5. It is also suggested that in regions where RWSS has been implemented as a multi-village scheme, a centralised WFP be set-up at the village level for filtration of water supply to all habitations.
6. All the individual schemes related to drinking water, sanitation, roads and other infrastructure to be converged under the Habitation Infrastructural Development Programme/ SC.ST colony Development Scheme.
7. Conduct a social audit of the scheme to bring out the functioning and impact.
8. Increase community participation and ownership for better maintenance of the scheme. Promote formation of User Associations involving women SHGs and youths.
9. While this has not been initiated in the NRDWP, the National Jal Jeevan Mission has provisions for rolling out sensor-based Internet of Things (IoT) solutions to measure and monitor water supply in the hinterland. Further, digitized solutions can also be used for GIS based record keeping of villages with water connection and maintenance coverage



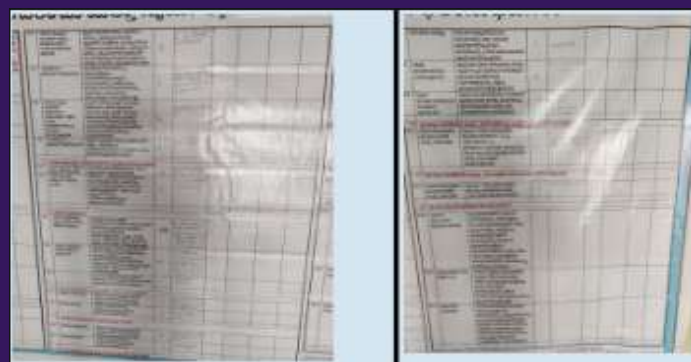
Active Community water connections in one of the study areas in Chitradurga



Figure on the left-A non-functional community water connection in the same study area
Figure on the right- An individual water connection fixed next to a drain in the SC/ST colony



CSC Exercise in Hassan District



Application Procedure (Individual Water Tap Connection)

Scheme: Day Scholarship Scheme for Post-matric Students

The primary objective of the Day Scholarship Scheme for Post-Matric SC students is to support the parents of SC children for education of their wards and enable them to undertake higher education, to increase the enrolment in higher education and to reduce the dropout rate and to provide access to knowledge, and increase the access to job opportunities leading to higher incomes.



Findings

- Awareness and Implementation
- The awareness and information on the scholarship low in rural areas
- The scholarship. amount provided under the scheme found inadequate by the beneficiaries to meet their expenses
- Scholarship is provided for only 10 months. There is lack of clarity about the scholarship processes among the students
- Among the five districts, the average days taken to receive the sanction of scholarship is highest in Raichur (79.68) and lowest in Dharwad (2.46)
- The average scholarship amount received varies in the five districts varies; it is the highest in Hassan (Rs. 13,247.19) and lowest in Chitradurga (Rs. 5,487.91)
- No monitoring and Evaluation framework observed in assessment of the scheme.



Outcomes

- During the period 2013-14 to 2019-20, Gross Enrolment Ratio in Karnataka has increased from 26.2 % to 32 %. Among SC category. GER for higher education has increased from 18 percent to 23.2 percent. The gap between All categories and SC has increased marginally from 8 percent to 8.8 percent.
- In case of ST students, the enrolment has increased from 15.1 percent to 20.9 percent (5.8%). The gap between All categories and ST has increased from 10.1 percent to 11.1 percent.
- Proportion of SC/ ST students in total enrolment is still 17.9 percent well below the share in total population (24%).



Recommendations

The following are recommendations on the basis of the findings from the field and CRC exercise:

1. The SC/ST Cell, NSS units and volunteers should take initiatives to spread the awareness at household level
2. A detailed and clear information about the scholarship programme such as total value of scholarship amount for every class group given to each student, eligibility criteria, selection process, deadline, disbursement format, timeline for renewal etc. should be provided on the Scholarship Portal.
3. The database is to be maintained for preparing action plans and estimation of future requirements. This is insisted by the Comptroller and Auditor General as well.
4. A mechanism for Auto-Renewal of Scholarship should be established
5. Provide the scholarship for 12 months instead of 10 months as learning is a continuous process and increase the amount further.

Scheme: Swachh Bharat Mission with special reference to SC/ST House holds

The main objective of the scheme is to bring about an improvement in the general quality of life in the rural areas, by promoting cleanliness, hygiene and eliminating open defecation. through acceleration of sanitation coverage in rural areas to achieve the vision of Swachh Bharat by 2 nd October 2019. While selecting eligible households for providing incentive under SBM(G), preference is given to vulnerable population including SC/ST.



Findings

Implementation

- Implementing staff reported lack of training on some important aspects.
- Receipt of information about the scheme from informal sources such as Neighbours/ Relatives, wall paintings and GP/ Local Leaders rather than through any IEC material.
- Awareness about Grievance redress mechanism is very low almost close to nil.
- Average completion of toilet construction reported around 3 months. However, in Raichur, it is reported up to 1 year.
- 70 to 80 percent of the beneficiaries reported receiving a lesser amount than Rs. 15000/ as scheme benefits. This is less likely to be the complete truth as they may be aspiring to get more. They are not completely aware of Rs. 3000 under State SCP/TSP
- Proper maintenance of the toilet and Cleaning of Faecal Tank are two problematic areas and non-availability of water and existing practices and norms are the other barriers



Outcomes

- The analysis of NFHS-5 and secondary data indicates that the percentage of SC & ST households having access to improved sanitation is very low for SC at 54.1. It ranges from 24.7 percent in Kalaburagi to 86.46 in Bengaluru Urban. The access for ST households is at 40.7% ranging from 21.4 in Kalaburagi to 60.3 in Bangalore Urban. Among the general population, 75.1% have access to improved sanitation facilities.
- A case study presented the impact of the scheme, especially for women. Women believe that most of the health issues are reduced with better hygienic behaviour.



Recommendations

The following are recommendations abstracted on the basis of the findings from the CRC exercise:

1. The thrust should be on conducting extensive and sustained IEC campaigns . Some mode of campaigns include community involvement through campaigns by NSS volunteers, SHGs etc, activities such as street plays, dramas, etc. and targeted interventions through customized messaging
2. The Gram Panchayats achieving and making ODF a normal practice, should be awarded with incentives, prizes, and wide publicity.
3. There is an urgent need to inform the households about the maintenance and use of the toilets.
4. Close monitoring by PDO, GP 'Swachhagrahis' (foot soldiers) and other officials from the Dept. through conducting regular visits during construction of household toilets to ensure all technical specifications of the IHHL are abided by.
5. Different toilet designs to be adapted in different terrains. This could include flood-resistant toilets and toilets constructed using a Ferro-cement technique in flood-prone areas and dry pit toilets in drought prone areas in North Karnataka.
6. Problems concerned with lack of adequate water supply, small and dingy toilets, can be addressed through convergence of schemes RWSS, MGNREGA, and other State schemes.
7. The space constraints can be overcome by constructing community toilets.



Antaragange village Medakinal GP Raichur Toilets not in use, it is observed that the toilets are constructed but are used for storage and other purposes



Main roads and drainages at A Gange village Raichur Dist.



Impact Evaluation Study at Arasikere for Swachha Bharath Scheme



Impact Evaluation Study at Beluru for Swachha Bharath Scheme

Scheme: Krishi Bhagya

The Krishi Bhagya Scheme, launched in 2014-15 by the Government of Karnataka, is a scheme that seeks to improve the livelihood of vulnerable communities by ensuring irrigation for sustainable and productive agricultural operations, especially in the moisture-stressed soils of drought-prone or dry-land areas. The scheme provides twin benefits of irrigation and rainwater harvesting for sustainable agriculture and improved yields.



Findings

Equitable context- Access to the scheme

- 16% complained of non-receipt of equipment such as sprinklers, tarpaulin and fences
- Instances of malfunctioning pumps from the pond observed

Process Mechanisms:

- 78% of the department officials claimed using print media for scheme-related advertisements. However, only 16% of the sampled beneficiaries reported consuming print media making it an unpopular IEC medium about the scheme. Only 13% of the sampled beneficiaries learnt about the scheme through this newspaper advertisement. Hence, information from informal sources such as word-of-mouth via neighbours and relatives remain the primary source of information
- On an average, it takes respondents 79 days to receive benefits
- 32% of the respondents reported delays in the construction of farm ponds
- The average beneficiary contribution is Rs.10,419, a mandated 10% of the cost
- Poor information related to many aspects of the scheme reported such as Setting up of tarpaulin, Hand Holding and regular monitoring, Fencing, Diesel, pump-set and Amount of subsidy

Impact of the scheme

- Respondents reported an increase in farm income of approximately Rs.11,155,
- saving 2.1 hours a day on farm related activities.
- 45% also reported increased decision-making abilities and
- 39% feel elevated social status.

Overall satisfaction is around 41%



Recommendations

1. Carry out enhanced, dedicated rural IEC campaigns from GP village leaders or the key RSK/KVK officers focusing on entitlements and grievance resolution.
2. The technical aspects of the campaign should include the importance of maintaining the pond's depth by removing silt and avoiding its closure, feasibility of modifying cropping patterns, conserving rainwater in an optimal way and to adopt modern technologies to enhance water efficiency. This can be taken up by the agriculture universities in collaboration with Raita Sampark Kendras.
3. Adopt best practices from Tarun Bharat Sangh in districts which lack water resources.
4. Adopt TNAU model on farm ponds since it can help in collecting excess runoff of water during the monsoon season, the collected water can be utilised to supplement irrigation of crops and could also be used as drinking water for milch and poultry animals during drought seasons.
5. Reconsider and scientifically determine the dimensions of the farm ponds
6. Scientific selection of site for watershed verifying technical specifications like slope, radiant, direction and pipe positioning

7. Replacement of polythene sheets used for rainwater harvesting and irrigation every 3 years
8. Mandatory fencing of farm ponds to prevent accidents involving humans or livestock
9. Optimal and dedicated manpower to reduce the delays,
10. Regular Random Site Inspections post implementation
11. Find substitutes for plastic linings, like WOTR (Watershed Organisation Trust), Pune that experimented with 80 percent soil and 20 percent cement for coating, which reduced 50 percent cost and was found to be ecologically effective and sustainable.
12. Promote Community farm ponds built with participation from the local associations right from planning, implementation to maintenance thus, creating ownership amongst the beneficiaries. It will also help in reducing the number of ponds in the village.
13. Ensure Geo tagging of farm ponds for better monitoring
14. Spreading awareness on other schemes which promote sprinkler irrigation to enhance crop productivity and thereby benefiting farmers.



Krishi Bhagya Scheme: Beneficiary: Sunkeshwar GP, Manvi taluka, Raichur district



Agriculture pond under the Krishi Bhagya Scheme



Farm pond damaged due to heavy rain and is inactive



Farm pond closed, availed Borewell under Ganga Kalyana Yojana and adopted drip irrigation system

Scheme: Land Purchase Scheme

The Government of Karnataka's Land Purchase Scheme dates back to 1990-1992. It provides provided financial assistance to purchase 2 acres of dry or 1 acre of wet land to SC/ST women from landless families that derive their living from agricultural labour



Findings

Equity

- Nearly 70% of the beneficiaries reported utilising the land provided under the scheme
- 32.8% beneficiaries are linked to related agricultural or horticultural schemes
- 54% beneficiaries faced problems with scheme implementation, primarily in two aspects- possession of land and registration
- 21.7% beneficiaries reported paying extra costs, over and above scheme requirements
- 46.5% beneficiaries reported lack of irrigation facilities as a problem
- 37.4% beneficiaries reported cited the long distances between the allotted land and their homes as a problem

Implementation

- Respondents are inadequately aware about two aspects of the scheme implementation - grievance redress 13.2% and loan repayment 27.9%
- Among service providers across selected districts, there emerged to be a felt need for training in software for analysis of outcomes under the scheme and in record maintenance and monitoring on the MIS

Effective outcomes

- Respondents reported an increase in average income by 29,304 as a result of the scheme
- 70.2% of the beneficiaries reported an improvement in their social status as a result of the scheme
- 62.63% beneficiaries reported that the land allowed them economic security
- 53% beneficiaries reported repaying the loan component under the scheme
- Utilisation of the land is lowest in Chitradurga on the following accounts:
- Lack of irrigation facilities or sufficient water for agriculture
- Failure of interlinkage with Ganga Kalyan Scheme
- Unsuitable land for cultivation

- Inaccessible land, low road connectivity to allotted land
- Distance to the allotted land
- Lack of know-how/training on land utilisation



Recommendations

1. Levying penalties on officials not discharging
2. Optimisation of manpower and Training of scheme staff
3. Elimination of extensive documentation requirements
4. Mandating social audit
5. Improvement in targeting of scheme-related advertisements through tele calls and helplines
6. Examination of quality of allotted land by NGOs, Village-level Committees or Self-Help Groups
7. Insurance of interlinkage with Ganga Kalyan Scheme
8. Field demonstrations by Krishi Vigyan Kendras (KVKs)
9. Assured Supply of Intelligence of Farm Practices and Inputs by Raitha Samparka Kendra (RSKs)
10. Reinstitution of the role of the Gram Sabha for vigilance and monitoring during the allotment process
11. Involvement of Non-Governmental Organisations (NGOs) in land inspection and other processes

Scheme: Devadasi Rehabilitation Income Generation Scheme

The scheme intends and empower these women to become self-reliant and live life with dignity. It provides financial assistance to these women to start income generating activity, conducts awareness through IEC activities to prevent this dedication activity, helps to come out of this difficult profession and promote their integration with the society



Findings

Across districts, the analysis indicates Koppal as a relatively good performer and in Bagalkote in the Scheme beneficiaries expressed higher satisfaction. The Citizen Report Card revealed major causes of dissatisfaction across districts as well, as reported by beneficiaries and scheme staff.

Equitable Context

- 56% percentage of illiteracy in Koppal among devadasi women and only primary schooling among devadasis in Raichur, Ballari and Bagalkote.
- The average income of the beneficiaries before the scheme was Rs. 30 to 40 thousand per year
- The main occupation of devadasis is agriculture labour. However, in Ballari.
- 90 percent women are engaged in non-agricultural activities such as street vending, kirana shop workers etc,
- All the women in Belagavi reported receiving pension but 54% continued to be agriculture labourers

Effective Mechanism

- The highest delays are reported from Vijayapura, in approximately 4-5 processes of scheme delivery, on average. Respondents in Ballari and Bagalkote faced delays in 2-3 progressive steps of scheme delivery. Koppal, Belagavi and Raichur fared relatively better among all districts, reporting delays in 1-2 processes. Overall, across the 6 sampled districts, the application process emerged as the lengthiest process
- The Joint Committee meeting helped to improve the awareness among beneficiaries about the selection and verification process and various reasons for delay in funding process/transactions

- The Devadasi Housing and Rehabilitation Schemes are the well performing schemes in the study districts across Karnataka. This includes good awareness among beneficiaries, and a positive service delivery system by the Department. As indicated by the investigators the better service delivery is due to coordination by the Project Implementation Officers (PIO), who are the nodal person at the Taluka level

Effective Outcomes

- Due to the scheme, 38.2 percent have undertaken dairy activity which is a predominant activity. 20% of them have undertaken vegetable business. 13 percent are in sheep/goat rearing. In Bellari, to some extent cloth business is taken up by the beneficiaries. These activities are low investment and low-income generating activities
- The average increase in income is Rs 7970 per month. In Raichur, the augmentation in monthly income is the greatest Rs. 9230 and is followed closely by Bagalkote- Rs. 9000 and Vijayapura- Rs. 8980. Among the recorded responses, those in Belagavi reportedly registered the lowest increase
- Respondents in Bagalkote reported the highest increase in savings from the scheme, to the tune of approximately 14,000 followed by Vijayapura with Rs 7,000.
- Beneficiaries in Bagalkote, Belagavi and Vijayapura also expressed their desire to secure jobs instead of establishing self-employment ventures. 50% of the beneficiaries, pan-sample reported irregular flow of income in spite of the scheme



Recommendations

1. Streamlining of application process with optimal documentation
2. Thoughtful design of training content for better employability
3. Provision of skilling for greater access and facilitation of job securement through online job portals such as Kaushalkar for younger women and Senior Able Citizens for Re-Employment in Dignity (SACRED) Portal for older women (>60)
4. Community-based monitoring for timely disbursement of instalments and funds
5. Encourage collectives and cooperatives for resource pooling of the allotted funds to overcome insufficiency of the disbursed amount
6. Project Implementation Officers (PIO) to help the beneficiaries in purchasing animals like goats/sheeps or Cows
7. Organize community meetings involving Bank and GP Personnel to complete the processes and handhold the beneficiaries
8. Utilization of services of NSS Volunteers/ Social Work & Women Studies
9. Meeting requirements of manpower Hiring of personnel from local NGOs



District Good Governance Index (DGGI), Meghalaya



Funding Agency

Planning, Investment Promotion and Sustainable Development Department, \ Government of Meghalaya

The District Good Governance Index (DGGI) is a performance measurement tool that represents administrative reform at the district level. It helps to identify the impact of various governance interventions at the district level.



Objectives

- To assess the performance of governance across the sectors in achieving the development outcomes and ease of living for the people.
- The Index benchmarks governance in all the districts of Meghalaya State in 10 development sectors.
- It is a uniform tool to assess the status of governance and impact of various development interventions taken up by the Central and State Government through various schemes, programmes and policies and their outcomes.



Methodology

DGGI for Meghalaya is aiming to understand the performance of district governance across the state. After considering DARPG framework, 72 indicators are identified from 10 sectors, these are -Agriculture and Allied Sectors, Industry and Commerce, Human Resource Development, Public Health, Public Infrastructure and Utilities, Economic Governance and Financial Inclusion, Social Welfare and Women Development, Judiciary and Public Safety, Environment and Citizen Centric Governance.



Findings

1. In Meghalaya, the maximum achievement in Governance Index is 50 percent. Only three districts- Ri Bhoi, West Garo Hills and East Khasi Hills are in performer category and East Jaintia Hills is at the bottom
2. The Garo Hills region in the state has shown significant progress in agriculture, while the Ri-Bhoi district has emerged as the leading district in terms of industries and commerce.
3. Disparities in access to essential services such as health, water, sanitation, housing, and roads are evident across high, medium, and low-performing districts in Meghalaya, highlighting regional variations and inequalities.
4. The East Khasi Hills district leads in finance and economic activity, while the state as a whole excels in achieving Sustainable Development Goal 10 - Reduced Inequalities. However, there are discrepancies among districts in terms of social welfare and women's development.
5. The North Garo Hills district ranks highest in judiciary and public safety, and the state boasts a forest cover that spans 76 percent of its total geographical area, with the West Khasi Hills district leading in this aspect.
6. The South Garo Hills district excels in citizen-centric governance, but the hilly terrain poses challenges in terms of internet access, leading to significant disparities between districts.

Best Practices: Governance outcomes

The Government of Meghalaya has implemented various programs across different departments. These initiatives encompass the TB free programs within the Health Department, the successful construction of the Simsang foot-bridge through the MGNREGS, and the advancements in horticulture achieved through the HMNEH scheme. These interventions consist of the establishment of a Temperate Fruit Nursery, Vegetable Seed Production, Citrus Rejuvenation, Pineapple cultivation, Vegetable Cultivation, Floriculture, and more. Furthermore, the Meghalaya Livelihoods and Access to Markets Project (Megha-LAMP), which aims to provide farming households with access to financial services by making them accessible to the last mile.



Recommendations

There are no significant differences across the districts and regions. This indicates low level of achievement is a general phenomenon.

Therefore, it is crucial for the state to intervene in all ten sectors, with the goal of improving agricultural and horticultural production, strengthen institutional setup, expand the reach and resources of commerce and industries, enhance the education system, reduce mortality rates, enhance accessibility to public infrastructure and utilities, promote financial inclusion and economic initiatives, among other necessary measures.



Shri. Cyril V. Darlong Diengdoh, IAS, Secretary, Planning Department Government of Meghalaya, Dr. Chaya Degaonkar, Director PAC with Team



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Meghalaya Economic Survey Report 2023-24



Funding Agency

Planning, Investment Promotion and Sustainable Development Department,
Government of Meghalaya



Introduction

Meghalaya, a small hill state in India, encompasses a geographical area of 22,429 sq. km and had a population of 29,66,889 in 2011. The Economic Survey Report in Meghalaya holds a prominent position due to its provision of a thorough analysis of the state's Sustainable Development Goals, economic activities, and developmental initiatives. Consisting of 13 comprehensive chapters, this report seeks to enhance the allocation of resources, particularly in sectors that are underperforming, in order to ensure a seamless flow of resources and achieve desired developmental outcomes through efficient resource utilization.



Methodology

The Meghalaya Economic Survey Report 2023-24 offers comprehensive information and data on the physical and financial achievements, initiatives, and programs of the state government.

Chapters are aligned with Sustainable Development Goals.

This data is diligently collected and organized by assigned nodal officers in each department. Information related to centrally sponsored schemes is obtained from official government reports, dashboards, and websites. Basic statistical tools such as percentages, growth rates, and figures per lakh populations are utilized to analyze this data, aiming to improve understanding. The findings are then presented in tables, pie charts, bar diagrams, maps, and others. Additionally, the report includes a summary of upcoming strategies and conclusions.



Findings and Recommendations

Meghalaya at a Glance and Executive Summary of the Economic Survey Report 2023-24 provides a concise overview of the key findings and recommendations outlined in the full report.

State Income, Prices, and Fiscal Management: highlighting Meghalaya's growth in GSDP but lower per capita income compared to other states. The agriculture sector contributes significantly to the state's income, suggesting potential for development. It is recommended that the state is advised to focus on agri-preneurship and entrepreneurship for growth, as well as invest in tourism infrastructure to attract foreign tourists. A mid-term and long-term fiscal policy is recommended for effective fiscal management.

Agriculture and Allied Sectors: discusses the importance of agriculture in India, with 81 percent of the population relying on it for their livelihood. However, the gross cropped area only accounts for 14 percent. The

area dedicated to foodgrain cultivation has decreased by 8.29 percent from 2021-22 to 2022-23. On the other hand, there has been an expansion in horticultural crop cultivation, leading to increased annual yield. The livestock sector is also crucial for the rural economy, and Meghalaya is the top state in terms of livestock and poultry per lakh population, with a count of 247,128.

It is recommended that focusing on developing existing rice fields with irrigation, increasing productivity through efficient use of fertilizers and organic manure, expanding high yielding varieties, implementing plant protection measures, and adopting improved crop production technology in hilly areas with limited area for food-grain expansion.

Industry, Commerce and Tourism: Meghalaya's industrial development remains limited, with the Ri-Bhoi district housing the majority of industrial units, comprising 72 percent of the state's total. The state has initiated various steps such as Prime Start-up Hubs and other policies and programmes for the development of industries. The state of Meghalaya offers significant opportunities for the development of tourism.

It is highly recommended that the Handloom sector possesses significant growth potential due to the State's status as a renowned tourist destination. The tourism industry has the capacity to greatly enhance the economy. The advancement of superior infrastructure and improved connectivity will play a pivotal role in fostering tourism within the state.

Public Infrastructure and Urban Development: The state heavily relies on road transport for communication and mobility, which helps expand markets and promote rapid development. In 2019-20, Meghalaya had low access to clean cooking fuel and household electricity, with only 33.7% and 91.9% coverage respectively. However, the state has made significant progress in providing tap water connections, with 72.89% of households now having access. Additionally, 3,022 villages have achieved 100% household tap connections.

It is strongly advised that the state should prioritize the enhancement of road connectivity, as well as address the issues pertaining to the provision of housing and cooking fuel, as these areas continue to pose significant concerns.

Community and Rural Development: The State is primarily inhabited by tribal communities and has a rich historical background characterized by well-established political structures that hold significant power and authority. The State has three Autonomous District Councils (ADCs) that operate under the provisions of the Sixth Schedule of the Constitution. The C&RD Department has been responsible for implementing various Central programs and schemes, as well as rural development schemes under the state government.

It is strongly recommended that the C&RD Department focus on enhancing the skills and capabilities of its staff members. This is necessary due to the complex nature of the institutions involved in the implementation of government programs and schemes at the central, state, and local levels.

Population, Labour and Employment, Skills, and Entrepreneurship: In the state of Meghalaya, there has been a steady rise in the population over a span of numerous years. Notably, the participation of the workforce in Meghalaya surpasses the national average by a significant margin. Moreover, Meghalaya has revolutionized the concept of entrepreneurship by recognizing every individual within the state who contributes to the market as an entrepreneur.

It is recommended that the state has an urgent need to promote awareness about high fertility rates. In organised employment, the share of the public sector is 89 percent, and the State is the major employment provider. In the unorganised sector, the workforce is more concentrated in agriculture. The female work participation rate is well above the national average, but it is in the low paid sector due to lack of higher education and skills.

Development of Inclusive and Quality Education: The state has made progress in promoting inclusive education, with girls now surpassing boys in terms of retention in elementary education. However, the dropout rate in secondary education is still high, indicating the need for more secondary schools and improvements in upper primary schools. The state has achieved a pupil-teacher ratio of 16 in all schools by 2022-23.

It is recommended that the state should undertake appropriate initiatives for skill development, infrastructure development, and financial assistance in order to enhance the status of education within the state. The state's involvement in secondary and higher education should be augmented to effectively address the challenges pertaining to access and enrollment in higher education.

Good Health and Wellbeing: It is important to highlight that the Infant Mortality Rate (IMR) has experienced fluctuations, but has ultimately decreased to 167. This indicates significant progress when compared to previous years. The state has established objectives to attain an IMR of 28 or less at the local level and 12 at the national level. The health department is actively involved in executing diverse initiatives and programs with the aim of improving the health and overall welfare of the populace.

It is recommended that there is a need to raise awareness about reproductive health among women, with self-help groups playing a role in this effort. Improving health infrastructure and increasing health personnel is crucial, and partnerships with medical and nursing colleges for internships and apprenticeships can enhance service delivery efficiency.

Social Welfare and Women Development: The Social Welfare Department has successfully implemented several initiatives, including scholarships for disabled students, a wedding assistance scheme for orphaned girls, and relief funds. Meghalaya is recognized as a top performer in reducing inequality, with an impressive index score of 88.

It is recommended that there are still areas that need improvement, such as reproductive health and nutrition. Strengthening the Anganwadi service and increasing awareness on breastfeeding, dietary practices, and healthcare among women and adolescent girls can help improve nutrition indicators.

Legal Services and Public Safety: The chapter focusing on the role of the police force in maintaining peace and order. The police force is responsible for preventing criminal activities, enforcing laws, responding to emergencies, and providing support services. In India, the crime rate is measured by the number of crimes per 100,000 population. As of 2023, the national crime rate is 445.9 crimes per 100,000 population. In Meghalaya, the crime rate for 2022-23 is 108 crimes per 100,000 population, showing a 4 percent increase from the previous year. However, Meghalaya's crime rate remains significantly lower than the national average.

It is advised that there are areas that still require improvement, including crimes against children, crimes against women, and others. Enhancing law enforcement could be more impactful with the proper initiative of the state police.

Natural Resource Management and Environment: Meghalaya has implemented significant measures to preserve its natural resources. The state boasts a forest cover of 76.8 percent, exceeding the national average. Additionally, Meghalaya is home to 490 water bodies, covering a total area of 444 hectares. The MSPCB has put in place various measures and initiatives to effectively manage solid waste, bio-medical waste, and other forms of waste in compliance with state regulations.

It is recommended that the State has the ability to enhance the allocation for the Climate Action budget in order to effectively implement a variety of activities pertaining to natural resource management. This is done with the aim of safeguarding the environment and promoting a high quality of life for the populace.

Planning, Governance, and Sustainable Development Goals: The state has implemented public policy and monitoring and evaluation systems that incorporate a revolution in data management systems, shifting from traditional implementation-based approaches to new results-based approaches. Meghalaya leads the country in SDG-10 with an index value of 88, indicating a significantly low level of inequality among its people and regions. Overall, Meghalaya's performance in achieving sustainable development goals is considered moderate.

It is recommended that the State takes measures to enhance its governance efficiency in order to establish a driving force for achieving substantial growth in all districts, with a particular emphasis on sectors of both potential and critical importance.



CPGRAMS for Meghalaya



Funding Agency

Planning, Investment Promotion and Sustainable Development Department,
Government of Meghalaya



Introduction

DARPG has integrated Bhashini with the CPGRAMS Portal, it is an API based language translation platform which is being utilized in the CPGRAMS platform for both Grievance Redressal Officer and Citizen Interfaces. DARPG also developed a dedicated portal to monitor the real time status of training being conducted by the State/UT ATIs under the Sevottam Scheme. The PAC team is preparing the monthly grievance report for Meghalaya. The reports for the months of August, September, October, and November, December and January have already been submitted to the Secretary, Planning Department.



Methodology

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.



Findings

1. Meghalaya, among the North Eastern states, holds the third lowest position in terms of grievance resolution during the period spanning from January to December 2023, with a rate of 44.34
2. Among Total grievances Meghalaya secures the sixth position, while in terms of disposal, it ranks fourth.
3. Furthermore, the state stands at the sixth position in terms of average disposal time, which amounts to 87 days.
4. However, there have not been many improvements in the grievance disposal process, and the number of pending grievances is also high due to an increase in the number of cases being brought forward.



Recommendations

1. The Grievance Redress in Meghalaya is not functioning effectively and needs a relook into its functioning.
2. A proper system should be followed for disposing the grievances at department and subordinate level with an established system of coordination and communication. This will increase the efficiency of governance & improve the position of Meghalaya

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 31st and November 1st, 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.

A two-day workshop on Grievance Redressal on CPGRAMS and megPGRAM, which was conducted by the Meghalaya Administrative Training Institute (MATI) on October 31st and November 1st, 2023.



Shri. K. Hynniewta, Joint Secretary, Planning Department, Government of Meghalaya with PAC Team

Reinforcement of training for Frontline Health Workers on Early Identification of Disability Level in 3 Districts of Karnataka



Funding Agency

Mobility India Rehabilitation, Bangalore



Objectives

This training aims to educate ASHA workers on the early identification of disabled individuals within the community and to provide them with walking assistive devices free of charge.

- Educate VHR workers on the early identification of disabled individuals within the community
- To provide them with walking assistive devices free of charge.



Methodology

- Informative lectures by experts.
- Hands on training
- Group exercises.
- Feedback report



Findings

1. Collaborative Training Approach: Collaboration between Mobility of India, VR workers, and physiotherapists facilitated specialized training.
2. Empowerment of ASHA Workers: Training empowered Village Rehabilitative workers to support people with disabilities effectively.
3. Collaborative Training Approach: Collaboration between Mobility of India, ASHA workers, and physiotherapists facilitated specialized training.
4. Empowerment of ASHA Workers: Training empowered ASHA workers to support people with disabilities effectively.
5. Impact on Accessibility: The provision of free walking aids significantly improved accessibility for people with disabilities.



Recommendations

1. Conducting follow-up sessions to fill up the knowledge gaps for more effective usage and maintenance.
2. Networking among trained VR workers for knowledge sharing.
3. Monitor VRWs for field application and evaluate results.
4. ASHA workers refer citizens with disabilities to District Disability Rehabilitation Centres (DDRCs), where

only walking aids are provided without any training. It is recommended that the government, in collaboration with NGOs, should offer comprehensive training programs at these centers.

5. Engage senior staff from the health department in the training sessions to enhance their understanding of the situation. This will help the ASHA workers when referring citizens with disabilities to District Disability Rehabilitation Centres (DDRCs), but also empower them to provide more effective support. This can reduce the time for providing walking aids.
6. Repeat training sessions for practice.
7. Conduct follow-up sessions for proper usage and maintenance.
8. Monitor ASHA workers and evaluate results.



A group photo ASHA workers, and physiotherapists facilitated specialized training and PAC Team



Mapping and Capacity Strengthening of Selected 400 NGOs and CSOs in Afghanistan (In Partnership with MgtWell Afghanistan)



Funding Agency

United Nations Development Program (UNDP)

The project is designed in an integrated manner with end-to-end interventions ensuring the expected outcomes. From the stage of developing a database of NGOs/ CSOs, assessing the capacity needs and gaps, developing a capacity building plan, designing training modules, programs, and conducting the training programs resulting in capacity building in a real sense at organisation level and individual level are embodied in the project design & implementation. The four components are:\

1. Mapping of current local and national NGOs/CSOs operating in Afghanistan:
2. Capacity development needs assessments and the development of tailored capacity development plans:
3. CSO/NGO Training services (Managerial, operational, and thematic), based on tailored capacity development plans:
4. On-the-job mentoring, coaching, and consultation services:

Component 1 - Mapping Analysis Report



Objectives

Conducting a comprehensive mapping exercise to better understand the current landscape of local and national CSOs/NGOs operating in 34 provinces of Afghanistan.



Methodology

The methodology includes literature Reviews, survey for primary data collection and, mapping techniques



Major Findings

1. There is a significant concentration of NGOs/CSOs in Kabul, with the central province hosting 58.7% of NGOs.
2. The distribution of NGOs and CSOs across Afghanistan is relatively skewed. Approximately 60% of these organizations are relatively young
3. The organizations are in the 5-10 years category. This mid-age category signifies a balance of freshness and experience.
4. The networking is very low among the organizations.
5. There is significant gender disparity in organizational leadership.
6. 25% of NGOs/CSOs involvement in the Education sector.
7. A large portion of NGOs/CSOs are in sectors related to women and girls

Application & Utility

Creation of an exhaustive database of NGOs/CSOs, offering significant value to funding organizations and the general public alike. Each element analyzed in the report highlights specific areas of concern that can be addressed through the application of tailored training modules and pedagogical strategies.

Component 2 - Training Needs Assessment (TNA) Report

This Capacity Needs Assessment report is the key component of the strategic plan designed to bolster the capacity of non-governmental organizations (NGOs) and civil society organizations (CSOs) based on empirical field evidence. Utilizing a mixed-methods approach, primary data was collected by Mgtwell partner from 200 NGOs/CSOs selected from the mapping list, with special consideration given to female-headed organizations.

Major Findings

1. The assessment highlighted the need for supporting female-headed organizations and promotion of gender equality, women's empowerment, and the implementation of SE/SEA policies were identified as crucial areas requiring immediate attention.
2. Financial management practices and accountability identified as areas of concern.



Recommendations

The following thematic Areas are identified for capacity needs assessment.

1. Fundraising and grant proposal writing
2. Project planning and implementation
3. Advocacy and lobbying techniques
4. Community mobilization and engagement
5. Monitoring, evaluation, and learning
6. Human resources management and development
7. Financial management and budgeting
8. Strategic planning and organizational development
9. Gender mainstreaming, inclusivity and Prevention of Sexual Exploitation and Abuse (PSEA) Policy.
10. Conflict resolution, Climate Change and Documentation.

The following Andragogic Tools are identified for the training

1. Open discussion/brainstorming sessions
2. Case study
3. Self-assessment
4. Role plays (based on the module)
5. Clustering
6. Gallery walk
7. Lectures
8. Interactive sessions
9. Group exercises
10. Multimedia Tools-Presentations and Documentaries.

11. Tool kits & Handouts will be provided to the trainees at the end of the sessions.

12. Feedback forms will be collected and the same will be collated and shared.

Output

- Training Need Assessment Analysis Report
- 10 Course modules

Outcome

- Capacity needs of 400 NGO/CSOs addressed

Component 3 - On-the-Job Training of 200 NGOs/CSOs- Report

The third phase of the project included on the job training of the selected NGOs/CSOs in their work locations by Mgtwell through identified experts. An all-inclusive action plan is developed and approved by UNDP management. This covered the end-to-end planning and implementation of On-the-Job Training Programme (OJT) for the selected 105 organizations by PAC and Mgtwell.

Process

The assessment and gap analysis of NGOs/CSOs started on December 16, 2023 throughout eight regions of Afghanistan simultaneously and completed on January 15, 2024, for the first round. The assessment and gap analysis of NGOs/CSOs for the second round started on January 16, 2024, after completing the first round through a set of methodologies including-questionnaire, field observations, document verification and Focus group discussion. All the techniques are designed by PAC in discussion with Mgtwell.

Major findings

1. The core areas identified are: Strategic development and program management, financial management and compliance, human resource management, Gender policy & Gender Mainstreaming, Impact monitoring and evaluation, and community engagement, Technology- infrastructure, management and application.
2. However, it is observed from gap analysis that the organizations have varying degrees of knowledge in these areas and their sub-components.
3. Some components where the knowledge gap is very high need more focused attention and also adequate time allocation with hands-on training for better understanding of the components and their applications.
4. The On the Job training has to focus on Hands on training of specific organizations and individuals.

Output

- Orientation Programme for Experts identified in the project
- 10 training modules prepared with MgtWell

Outcome

- Training modules are developed based on specific needs of each organization and the individuals. The training design is micro level and Unit specific.

The Component 4 is still in progress.

Support for development and dissemination of capacity building measure on data analytics and visualization for risk-informed decision-making



Funding Agency

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is implementing the project "Sustainable Urban Development - Smart Cities II" (SUDSC II) on behalf of the German Federal Ministry of Economic Cooperation and Development (BMZ). The project supports the Ministry of Housing and Urban Affairs (MoHUA) and the partner State Governments (Karnataka, Kerala, Odisha, Tamil Nadu and Telangana) in developing sustainable approaches and solutions for urban development including infrastructure that consider disaster risk management and the leave-no-one-behind (LNOB) principle. It also supports five Smart Cities (Mangaluru, Kochi, Bhubaneswar, Coimbatore and one city in the State of Telangana) in implementing these approaches and solutions.

The project for developing sustainable urban development solutions has four components: Policy Advice, Capacity Development, Innovative Projects and Knowledge Exchange.

The consortium between the Public Affairs Center (PAC) and Swastik Harish and Associates is contributing to output 2 through a series of capacity building initiatives on working with data.

Key Activities

1. Conducting Training Need Analysis for the partner states Kerala, Tamil Nadu and Telangana
2. Developing training modules are developed for three-day workshop. These cover the topics such tabular data analysis, spatial data analysis, data visualisation and decision-making.
3. Conducting three-day capacity-building programs in the partner states. The training programs conducted include for the urban officials of Kerala in the month of July 2023, 3 batches of Kerala Administrative Officers (KAS) in the months of January-February 2024 and urban officials of Tamil Nadu in the month of February 2024. Two more training programs are scheduled in the states of Telangana and Assam.



Objectives

Training Needs Assessment Report

A training manual "Data Analytics and Visualisation for Urban Practitioners" has been developed for National Urban Learning Platform (NULP) of National Institute of Urban Affairs (NIUA)



During Training Sessions at Kerala



ExchangeAlumni

CONNECT EMPOWER INSPIRE

Fulbright Project; Enhancing the Culture of Entrepreneurship among Women Engaged in Crafts in India



Funding Agency

A 2023 Alumni Engagement Innovation Fund Project by U.S. Department of State's Bureau of Educational and Cultural Affairs (ECA)



Objectives

1. Measure current levels of awareness using a mixed methods approach among 60 women in Gadag, Kalaburagi and Jaipur.
2. Provide training and over seven months – 3 training sessions and 3 capacity building workshops to create awareness. This will result in increased knowledge and participation in schemes and funding for starting or expanding businesses in all the women's groups targeted. Using a 3-A approach of Awareness, Advocacy and Action, to develop an SOP that can be used as a reference for women engaged in craft when they go in for entrepreneurship opportunities. Create toolkits and IEC materials for the craftswomen to use as reference guides.
3. Over a period of 3 months, create linkages between women craft entrepreneurs and training and financial institutions to ensure sustainable support systems.

Approach

The project will follow the 3-A Approach that is the hallmark of any intervention initiative – Awareness, Advocacy and Action. Since the goal is empowerment of women working in crafts to be able to develop their own enterprises thus having ownership of their products to decide marketing and selling strategies, it is important to understand the specific support that they require and the same being provided to them.

Key Activities

An awareness workshop at Gadag conducted on 22 & 23 March



- Three clusters are identified for action. Gadag- Embroidary cluster, Gajendragad-Koudi cluster, & Navalgund (Dharwad) dhurries (Carpets) 60 Women participated @ 20 per cluster.
- Training Needs Analysis brought out the requirements of women as-Information and linkage to schemes, Designing, Marketing & financial support.

Output

- Training needs analysis Report
- Workshop report

Outcome

- Awareness and motivation among 60 women engaged in three clusters in Gadag- District.



A knowledge partnership focused on improving the quality of training and research output of ATI and its constituent entities



Funding Agency
Administrative Training Institute (ATI), Mysuru



Introduction

A three year Knowledge Partnership (KP) between the Public Affairs Centre (PAC), Bengaluru and the Administrative Training Institute (ATI), Mysuru started in 2021. The objectives, key activities and outputs during 2023-24, the third year of partnership are outlined below.

Objective 1: Procurement of quality human resource and capacity building:

Task: Formulate a capacity building programme for internal faculty either on deputation from Government departments, recruited by ATI or on contract.

Key Activities:

Twelve Functional Training programmes are designed, developed and delivered. Activities, quizzes, Case Studies etc are included to bring in more clarity to the modules. Similarly, three trainings as part of the faculty development programme and two other training programmes are also conducted.

Title	Description
Functional Skills Training	Teamwork and its Effectiveness in an Organisation
	Prioritising, time management & listening skills
	Assertive Communication and Professional Development
	Teamwork and its effectiveness in an organisation
	Art of Receiving and Providing Feedback
	Presentation Skills Training
	Problem solving and decision making Training
	Organization Management and Leadership skills training
	Social and Professional Etiquette
	Stress and Coping Strategies
	Performance Management
	Planning Monitoring and Evaluation of Schemes

Title	Description
Faculty Development Programme	Data Analytics Level 1: Conducted Training on Introduction to Data, Basics Statistics, Data Visualisation
	Data Analytics Level 2 : Hypothesis Testing, Regression, Data Scaling, Developing Index
	Writing a Policy Brief
Others	Induction/Orientation training programme for the Young Professionals engaged by ATI.
	Planning Monitoring and Evaluation of Schemes

DTI

Nine Functional Training programmes were designed, developed and delivered and three training programmes were conducted as part of Faculty Development Programme

Title	Description
Faculty Development Programme	SDGs, Communication Skills, Documentation and Email etiquette
	Training on Developing Training Module
	Training on Office Management
Functional Skills Training	Prioritising and Time Management
	Training on Art of Receiving and providing feedback & Team work and its effectiveness in an organisation
	Training on Presentation Skills
	Problem solving and decision making Training
	Organization Management and office management
	Performance Management
	Leadership Skills
	Professional and Social Etiquette
	Stress and Coping Strategies

Outputs:

- Classroom Presentations (PPTs)
- Reference Materials including links and videos
- Summary report of the trainings including feedback analysis
- Diagnostic report on DTI.

Objective 2: End to end review, re-design and development of training framework

Task: Evaluate the quality of content of the Common Foundation Course and refresher training programmes delivered through ATI/DTI s, course content of at least one major training programme delivered through each of the five centers, and updating of existing content and/or creation of new content, as needed.

Key Activities:

Review of training modules of five Centres that are part of Common Foundation Course and refresher training programmes delivered through ATI/DTI reviewed using the following approach

- Content analysis of the modules.
- Review of existing training materials from ATI
- Revision Of the training modules based on recent developments in the field.
- Finalisation of the modules after discussion with DG ATI and other faculty members

Outputs:

- Updated training modules of the five Centres
- Reference material- Economic Survey –Human Development Reports & other reports of Central and State Governments.

Objective 3: Enhancing capability to collect and manipulate Data, and undertake relevant research.

Task: Guidance and Review of case studies developed by the Faculty and Centre Staff.

Guidance and Review of Research Studies- Preparing the research proposal- Methodology & the report

Key Activities:

- Conducted a training on developing Case Studies and how to use the analyses/data in training programmes
- Faculty members developed and submitted Case Studies on topics of their choices
- Review by the DG, ATI and Director, PAC followed by both group and one-to-one discussions
- Some case studies incorporated into training programmes by the ATI faculty.
- Guidance and Review of Research Studies- Preparing the research proposal- Methodology & the review of draft report

Output:

- 19 Case Studies
- 19 Research Studies

Other Activities:



A study report on Restructuring District Training Institutes to Strengthen Local Governance



Funding Agency
Administrative Training Institute (ATI), Mysuru

Karnataka is pioneer among the States to start District Training Institutes (DTIs) in each district. The DTIs play a very important role in training the non-gazetted officials at the district level. While ATI caters mainly to the needs of Grade A and Grade B Officers, the 29 DTIs conduct training programmes for Group 'C' and Group 'D' employees. The DTI constitutes an important link in the institutional architecture for the training and capacity building of government employees.

The aim of this report is to provide an analysis of the current state of the DTI and the systemic constraints it faces. Based on the field study in five DTIs (Belagavi, Bidar, Mangaluru, Mysuru and Kolar) and several interactions with other DTI principals and Vice-principals as well as faculty at ATI, the PAC has brought out a diagnostic report on functioning of DTIs. It also has evolved a model DTI incorporating Mission Karmyogi Framework.



Objectives

- Assess the functional gaps in existing structure of DTIs.
- Make the DTI training relevant-to bridge the gaps in knowledge and functional skills;
- Improve the quality of training content, material and pedagogical tools used;
- Enhance the capacity of the DTI to make it autonomous and self-sustaining.
- Achieve optimum utilization of physical and human resources
- Ensuring efficient delivery of the public services to maximise mass welfare

Major Findings

1. Principals and Vice-Principals do not participate in teaching as per the ATI order
2. Instructors: Wide-variations in background (SSLC to BE) and teaching methods
3. Mixed performance of resource persons.
4. Pedagogy is traditional. Inadequate hands-on training, and activity in the sessions is not participant centric. organisation of training programs not systematic: Participant enrolment and attendance is also a matter of concern. (Bidar, Mangaluru)
5. Inadequacy of finance to meet the maintenance of DTI. Non-availability of Group D
6. Infrastructure: Under-utilisation, poor maintenance, outdated technology
7. Reforms are essential to strengthen the structure.

Based on the evidence, the report offers short-term, medium and long-term recommendations to improve DTIs in a phased manner. The long-term recommendation is the form of a Model DTI that can be developed addressing various aspects in a particular DTI.



Recommendations

Short term recommendations:

1. Reassessment of the roles and responsibilities of each of the DTI faculty/staff should be undertaken immediately and specific duties charted and clarified.
2. Many processes can be computerised and automated. FDAs/SDAs to be re-trained.
3. There is over-dependence on external resource persons due to low capacity of in-house faculty. Both in-house faculty and external resource persons need training to upgrade their subject specific knowledge and pedagogy.
4. Link between ATI and DTIs to be improved with ATI taking on a mentorship role.
5. Hiring of Group D staff is to be done on an urgent basis to maintain clean premises.

Medium term recommendations

1. Principal and Vice-Principals: The entry level benchmark to the post of Principal and Vice-Principals should be revised. Selection criteria should be reformed based on good qualifications and number of years of experience of the candidates in a cadre.
2. Instructors: ToT training for instructors should be conducted. Instructors should be involved in training needs assessments and in conducting outreach training.
3. A paradigm shift in teaching and learning through use of the latest technology such as mobile technology, education platforms and navigated learning technology is imperative.
4. A Technical Cell to be established at ATI with steering committee Management committee and Quality Assurance Committee.
5. Organisation of training programs should be streamlined. Participant enrolment, timeline of activities from sending letters to the departments to distribution of certificates to participants should be standardised and improvised.
6. Courses can be divided into Basic courses, intermediate and advanced courses.
7. Infrastructure: a thorough audit of immovable property of all DTIs to be undertaken every two years.
8. Infrastructure: Adequate funds to be allocated every year towards maintenance of DTI buildings and infrastructure.
9. Reaching out to the departments: DTI should proactively reach out to departments and engage with them for sponsored programmes. This can be through conducting training needs assessment every year as well as conducting training in respective departments.
10. A knowledge repository should be developed in ATI in order to improve the access to quality reading materials.
11. Refresher training courses should be conducted at regular intervals.
12. Website with details on training programs at respective DTIs and ATI should be developed. The website should also have features for enquiries and online enrolment. This will improve enrollment and revenue.
13. Restructuring of CFC to be undertaken to include hands-on sessions with more activities, discussions, peer-to-peer learning, experiential learning and case-studies.
14. Resuming maintenance grant of Rs 10,000 for minor repairs, & maintenance.
15. Analysis of feedback from participants to be undertaken and acted upon.
16. Monitoring mechanisms to be strengthened at ATI. ATI to review monthly progress reports more systematically.
17. Every DTI should improve documentation and create a database for (1) courses, (2) participants and (3) resource persons.

In the long term, a select number of DTIs should be prioritised as 'Model DTIs' and issues specific to them should be addressed and improved in context of recommendations given above.

The report has identified Belagavi DTI and Mysuru DTI with potential to emerge as 'Model DTIs' in 2024-2025 based on functional and administrative criteria. The reforms to evolve the model DTI Structure in these DTIs envelops training structure, sessions and courses, methods, quality monitoring and human resources to produce outcome based sustainable model of DTI.



Activity-based learning for DTI staff at ATI Mysore



PUBLIC AFFAIRS CENTRE

Committed to good governance

EVENTS



Address by New chairman Shri Sudhakar Rao



Shri Sudhakar Rao, Chairman of PAC and Ex-Chief Secretary to the Government of Karnataka, as well as Chairman of the 7th Pay Commission, addressed the PAC staff on February 6, 2023.

Celebration of International Women's Day 2024

PAC celebrated International Women's Day 2024 on March 27, 2024 at its campus. During the event, the Director delivered a speech to the PAC staff, emphasizing the significance of the day.



PAC celebrated International Women's Day 2024!

SAMAH 2023- visit to PAC Student Research Conference of MAHE

SAMAH 2023- Student Research Conference of MAHE -visit to PAC & PAF Staff and students from Manipal Academy of Higher Education visited Public Affairs Foundation & PAC to interact and make presentations on their projects.



Staffordshire University visited the Public Affairs Centre

Prof. Nachiappan Chockalingam, Dr Panagiotis Chatzistergos and Dr Aoife Healy from Staffordshire University visited the Public Affairs Centre.



Interaction with Dr. Tara, former Regional Director NIPCID on nutrition project

Dr. M. S. Tara, Independent Consultant visited Public Affairs Centre.



Interaction with Dr. Tara, former Regional Director NIPCID on nutrition project

Expert Advice to Backward Class Commission

Dr. Chaya Degaonkar Director, worked as an expert committee member in Backward Class Commission on Survey report of Backward Classes in Karnataka.

The Backward Class Commission has constituted a five-member committee, including Prof Abdul Azeez of the ISEC renowned sociologist Prof. Jogan Shankar, Director of Public Affairs Centre, Chaya K Degaonkar, Prof. CM Lakshman, and C Kempaiah, and former secretary of the Backward Classes Commission.

<https://thefederal.com/category/states/south/karnataka/will-submit-caste-census-report-by-nov-karnataka-backward-classes-panel-chief-94845?infinitescroll=1>

Participation as an Expert on SDGs in Southern Voice Conference 2023

Southern Voice Conference 2023: Charting the next decade of sustainable development

Southern Voice hosted its conference 2023 in Nairobi, from 24th to 26th of October 2023. The event concluded with the network's 10th Anniversary year celebrations. Guests were invited to join leaders from the network's 66 member think tanks from Africa, Asia, Latin America, and the Caribbean to discuss how to collectively bring Southern priorities to the heart of global development debates. A series of exchanges provided an opportunity to reflect on emerging evidence from the Global South, and how it may inform our approach to key development issues. Sessions also explored ways to effectively work together to amplify

Southern knowledge within decision-making spaces and ensure positive impact on lives across the Global South.

Dr. Chaya Degaonkar Director PAC was invited as an expert on SDGs to the conference with all expenses borne by the host organization. She actively participated in the main sessions and provided policy inputs.



Southern Voice Conference 2023 participants

There were 4 main sessions on common themes and 6 parallel sessions, and 1 town hall, an open session.

The outcome was drafting resolutions on key policy issues and focus agenda for Global south to promote inclusive Global Growth in attaining SDG 2030



PUBLIC AFFAIRS CENTRE

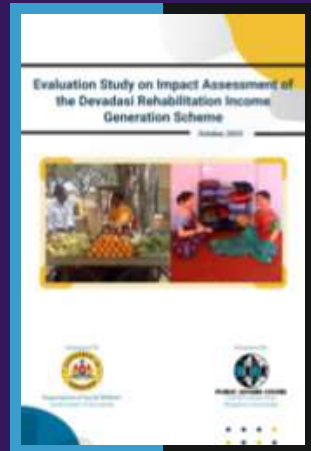
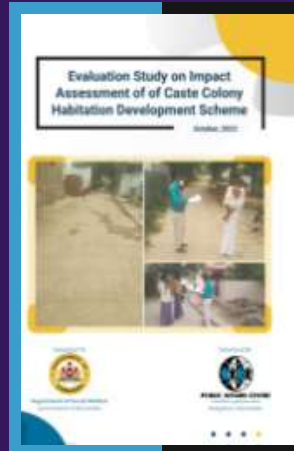
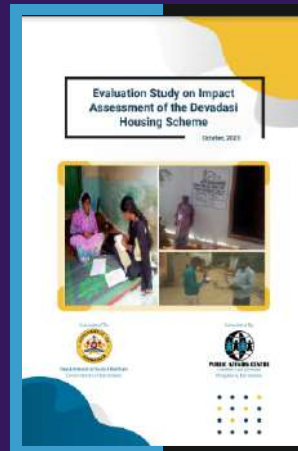
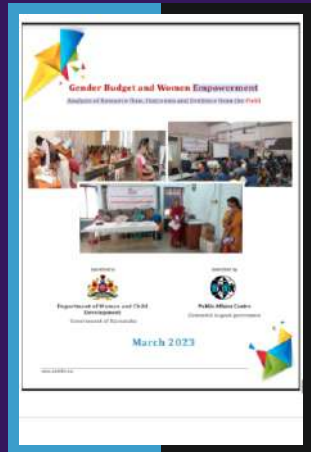
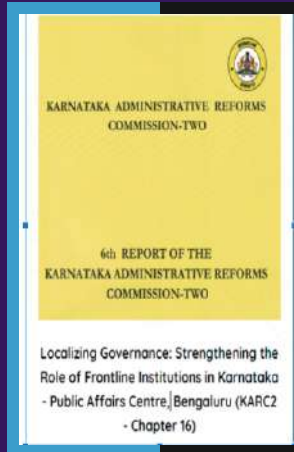
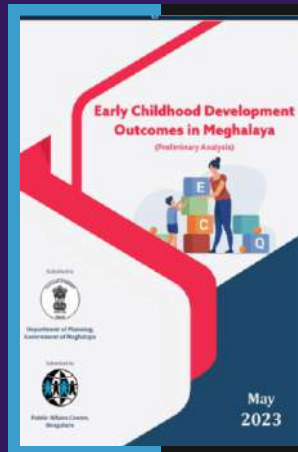
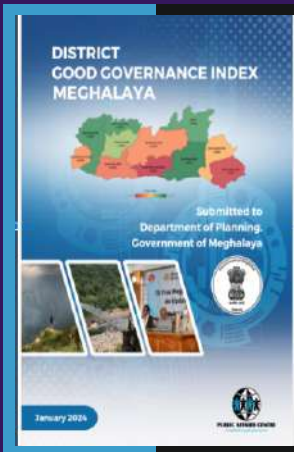
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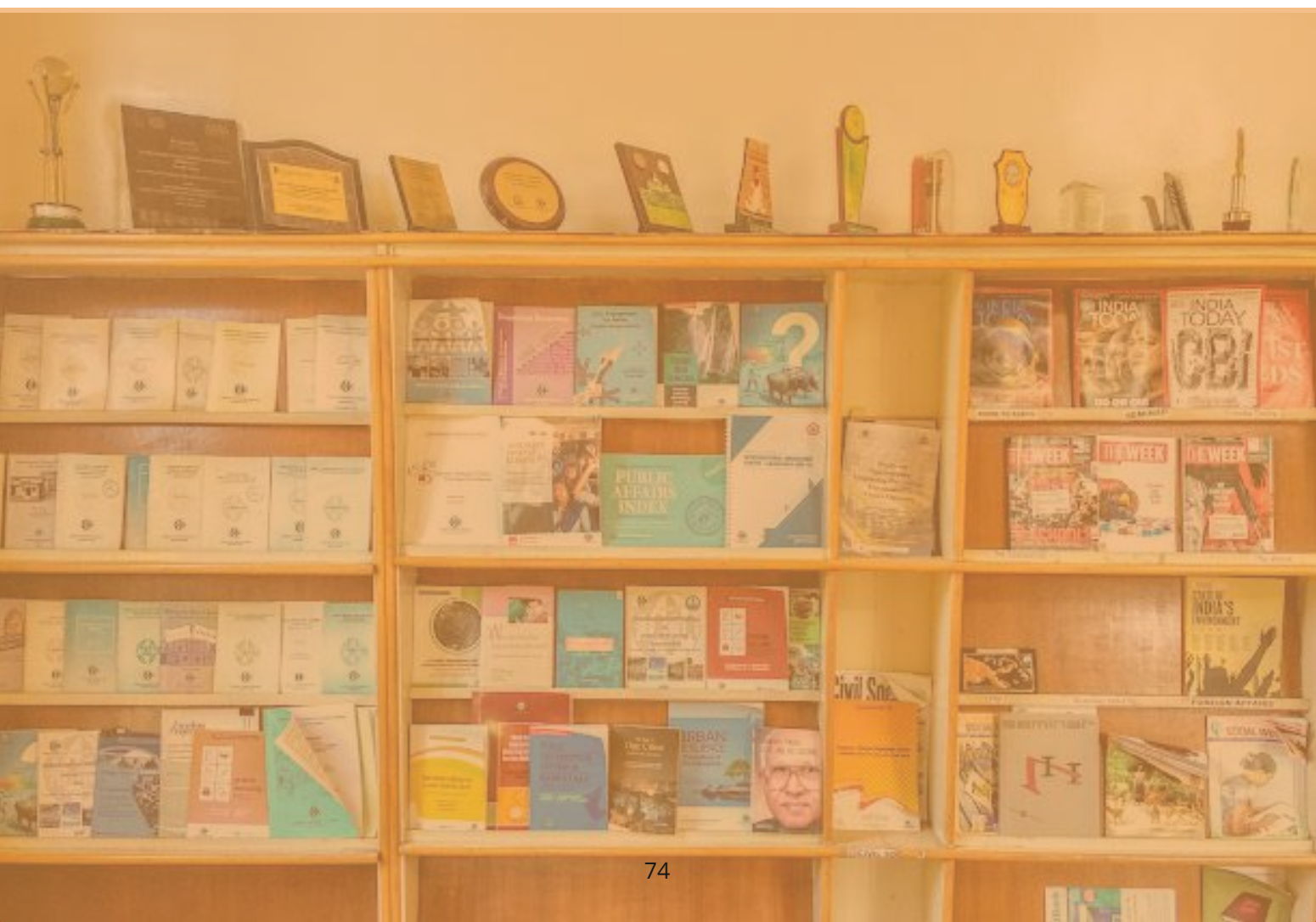
PUBLICATIONS



REPORTS 16

NEWS LETTER 03







ENGAGEMENT WITH STAKEHOLDERS



Shri. Cyril V. Darlong Diengdoh, IAS, Secretary, Planning Department Government of Meghalaya, Dr. Chaya Degaonkar, Director PAC with Team



Shri. Sampath Kumar, IAS, Principal Secretary, Government of Meghalaya, Dr. Chaya Degaonkar, Director with PAC with Team



Shri. K. Hynniewta, Joint Secretary, Planning Department
Government of Meghalaya with PAC Team



Director and Joint Director, Directorate of Economic and Statistics,
Government of Meghalaya with PAC Director and PAC Team



Shri. K. Hynniewta, Joint Secretary, Planning Department
Government of Meghalaya with PAC Team



Bidar Principal, Trainers and Trainees of DTI with PAC Team



Kolar District Training Centre Principal, Trainers with PAC Team



INTERNSHIP PROGRAMME

PAC Interns Speak 2023-2024



Dr. Sachi Karadbhajane

IIHMR Bangalore

Health Related Project

Throughout my internship at PAC, I learned and grew immensely. Working on diverse projects taught me valuable skills and gave me a deeper understanding of the healthcare industry, fuelling my passion for learning and growth.



Dr. Samruddhi Uday

IIHMR Bangalore

Health Related Project

I am grateful to have had an opportunity to work as an intern at Public Affairs Centre which was a truly enriching and memorable experience. I gained valuable skills in Data visualization, analytics and Report writing along with team collaboration and communication. The support, guidance, and encouragement from the organization have been invaluable in shaping my professional growth and broadening my understanding of the field of Research and Data Analytics.



Srujana Harshitha

Dr. B R Ambedkar School of Economics University

Various Project

I want to express my gratitude to PAC for giving me an opportunity to get real-world research experience. I was given the responsibility of conducting literature review, which allowed me to gain a deeper understanding of the existing knowledge and identify gaps that our research might be able to address. This process helped me realize how much there was to learn and discover. Brainstorming sessions with my mentor and fellow colleagues pushed me to think critically, ask questions, and consider various angles. It was amazing to see how ideas developed, evolved, and ultimately took the form of research proposals and experiments. I now move forward with my newly acquired skills and knowledge, eager to continue my career as a lifelong learner and aspiring researcher.



Nancy Agrawal

Dr. B R Ambedkar School of Economics University

Various Project

Before joining PAC, I didn't know much about research. I must have done a little for the term papers and assignments but how actually it happens, what goes into this, the effort and the process, PAC brought it out of me and guided me. PAC never spoonfed, it makes it's intern learn by themselves, figure out things and helps them in between whenever there's is a need, for that the doors are always open.



Pratiksha Thapa

N.E.H.U - ST Anthony's College Shillong

SDG 3& 4

I have gained valuable knowledge and experience. As an intern, I have learned techniques from this internship and learnt the importance of effective communication and teamwork. I am sure I will be able to learn even more techniques that I will apply in the future, to assist me in achieving my goals.



Bashisha Lyngdoh

ST Anthony's College Shillong

SDG 3& 4

As an intern at PAC, my day-to-day responsibilities involve researching statistics for the project I am working on is Sustainable Development Goals specifically SDG 4, which is the Quality of Education in the state of Meghalaya, including a task on the Demographic Profile of Meghalaya. What I have gained from my internship at PAC is an understanding of the various demographic data and information about the various districts of the state I have also gained a portion of experience in the field of data analysis and data research. And with the guidance and support of my supervisors Sir Saleem and Sir Mahesh, I began indulging in the work with keen interest and learned many things.



Haripriya Mohan

SRM Institute of Science & Technology

Health Project

I honed a myriad of skills essential for my career development. From effective communication and networking to research proficiency each day brought new opportunities to grow and learn. Engaging with diverse stakeholders and navigating complex issues strengthened my adaptability. Overall, it was a rewarding journey that equipped me with practical skills and a broader perspective on the role of public engagement in governance. The supportive environment fostered my confidence and provided valuable hands-on experience in PAC. This internship was not just a stepping stone but a transformative journey that equipped me with the skills and knowledge needed to excel in my future endeavors.



Sabitha

SRM Institute of Science & Technology

Various Project

As an intern, my journey in this organization has been invaluable, offering me hands-on experience in real-life situations and opportunities to develop skills such as report writing, literature reviews, data collection, analysis, and fieldwork. The environment fosters the application of academic knowledge, and the supportive teams have played a crucial role in my professional growth. I look forward to further involvement in projects under your guidance in the future.



Muhammed Hafis N H
Kristu Jayanti College, Bengaluru
SWD (Field Work)

The internship in PAC helps me gain more practical knowledge on the field of research, it also helps to develop an interest in the research. The opportunities provided by the organization reflected in me to develop various professional and personal skills. The teamwork from the organisation helps in gaining more

Interpersonal skills and improved the ability to work as a team. The internship made the software such as Ms Word, Excel and some other research tool more familiar and easier for the intern. The commitment PAC to facilitating research internships is commendable. The intern was able to improvise to prepare the questionnaires, literature reviews through the improved reading skills and the field experiences helps the intern as a social work student to observe and understand the lives of people in the rural area of Karnataka. Overall, the internship in PAC helps me in improvise in the various aspects which are helpful for the future.



Ericabeth Sheba Swer
Kristu Jayanti College, Bengaluru
SWD (Field Work)

I am immensely grateful and deeply thankful to the PAC for providing me with the invaluable opportunity to undertake an internship. Internship at the PAC has equipped me with a versatile skill set, empowering me to negotiate the complex landscape of data analysis with finesse, refined coding skill, mastered the art of data interpretation, and crafted well-structured questionnaires through literature review which cultivate to improve reading skill. PAC have shape me both in personal and professional growth and developed invaluable survey skills through field visit has added more understanding to the living standard of the rural population. Seamlessly collaborated within a team has deepened my understanding towards research, thus demonstrating my dedication to excellence and commitment to making a meaningful impact in the field of public affairs which is a core principle as a student of Social Work.



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 2024

Particulars	Schedules	As at 31 March 2024			As at 31 March 2023
		IC	FC	Total	
SOURCES OF FUNDS					
RESTRICTED FUNDS					
Earmarked Fund	1	14,79,755	9,23,589	24,03,344	1,58,93,591
Endowment Fund	2	46,10,000	1,68,00,000	2,14,10,000	3,51,00,000
UNRESTRICTED FUNDS					
General Fund	3	1,10,54,636	-	1,10,54,636	1,41,63,259
Designated Fund	3A	1,15,80,608	-	1,15,80,608	4,697
Endowment Fund	4	-	28,15,626	28,15,626	32,73,784
Fixed Assets Reserve Fund	5	3,59,723	14,22,420	17,82,143	23,88,345
Current Liabilities	6	89,12,332	44,204	89,56,536	91,08,389
		3,79,97,054	2,20,05,839	6,00,02,893	7,99,32,065
APPLICATION OF FUNDS					
Fixed Assets	7	1,14,14,359	14,22,419	1,28,36,778	1,37,22,852
Investments	8	68,79,654	1,07,15,341	1,75,94,995	1,34,86,054
Cash and Bank Balances	9	1,00,60,847	17,54,219	1,18,15,066	18,57,992
Current Assets	10	31,08,011	81,13,860	1,12,21,871	1,09,32,207
Earmarked Fund - Receivable	11	65,34,183	-	65,34,183	3,99,32,960
		3,79,97,054	2,20,05,839	6,00,02,893	7,99,32,065

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
N T Abroo

Director
Dr. H. Sudarshan

Director
Mr. Sudhakar Rao

In terms of our report of even date
T. Ramachandran & Co.,
CHARTERED ACCOUNTANTS
(T. RAMACHANDRAN)
BENGALURU, 06 AUGUST 2024

UDIN : 24207600BJZWLN4104

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 2024

Particulars	Schedules	During the year ended 31 March 2024										Grand Total	(in Rupees) For the year ended 31 March 2023	
		Earmarked Fund		Endowment Fund		Designated Fund		General Fund		Total				
		IC	FC	IC	FC	IC	FC	IC	FC	IC	FC			
INCOME	12													
Programme Revenue		2,46,80,522	87,96,660	-	-	-	-	-	-	2,46,80,522	87,96,660	3,34,77,182	5,17,93,332	
Interest on Fixed Deposits		-	-	2,13,164	6,96,933	-	-	-	-	2,13,164	6,96,933	9,10,097	13,62,097	
Interest on Savings Bank Account		362	-	-	-	-	-	1,29,403	85,792	1,29,765	85,792	2,15,557	53,982	
Other Income		-	-	-	-	-	-	1,37,317	5	1,37,317	5	1,37,322	56,205	
Royalties		-	-	-	-	-	-	6,293	-	6,293	-	6,293	5,110	
Donations/Other Grants		-	-	-	-	-	-	-	-	-	-	-	88,000	
Rental Income		-	-	-	-	-	-	60,000	-	60,000	-	60,000	60,000	
Training Income		-	-	-	-	-	-	3,24,958	-	3,24,958	-	3,24,958	-	
Interest on Income Tax Refund		-	-	-	-	-	-	46,313	-	46,313	-	46,313	8,593	
Sale of Assets		-	-	-	-	-	-	-	-	-	-	-	-	
EXPENDITURE														
Administration Expenses	13	1,59,000	-	-	-	-	-	26,58,836	-	26,58,836	-	28,17,836	17,91,046	
Programme Expenses	14	27,28,913	1,96,660	-	-	-	-	27,28,913	-	27,28,913	1,96,660	29,25,573	68,70,590	
Personnel Expenses	15	47,28,770	86,00,000	-	-	-	-	14,60,000	-	61,88,770	86,00,000	1,47,88,770	4,15,76,189	
Research and Development Cost		-	-	-	-	-	-	4,58,342	-	4,58,342	-	4,58,342	20,07,591	
Purchase of Assets		-	-	-	-	-	-	-	-	-	-	-	2,25,528	
Depreciation	7	-	-	-	-	-	-	2,79,871	-	2,79,871	-	2,79,871	3,10,968	
Excess of Income over Expenditure/Excess or Expenditure over Income		1,70,64,201	-	2,13,164	6,96,933	-	-	(41,52,765)	85,797	1,31,24,600	7,82,730	1,39,07,330	6,45,407	
TRANSFER OF SURPLUS / DEFICIT TO		2,46,80,884	87,96,660	2,13,164	6,96,933	-	-	7,04,284	85,797	2,55,98,332	95,79,390	3,51,77,722	5,34,27,319	
Earmarked Funds		-	-	-	-	-	-	-	-	-	-	-	-	
Unrestricted Endowment Fund		-	-	2,13,164	7,22,387	-	-	-	-	2,13,164	6,96,933	9,10,097	13,45,725	
Designated Fund		-	-	-	-	-	-	-	-	-	-	-	-	
General Fund		1,70,64,201	23,410	-	-	-	-	(41,52,765)	(1,61,721)	1,29,11,436	85,795	1,29,97,231	(7,25,079)	
		1,70,64,201	23,410	2,13,164	7,22,387	-	-	(41,52,765)	(1,61,721)	1,31,24,600	7,82,730	1,39,07,330	6,45,407	

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

[Signature]
Director and The Chief Functionary
N T Abroo

[Signature]
Director
Dr. H. Sudarshan

[Signature]
Director
Mr. Sudhakar Rao

In terms of our report of even date
[Signature]
BENGALURU, 06 AUGUST 2024

UDIN: 24207600BJZWLN4104



Group photo with PAC team and Shri Sudhakar Rao, Chairman of PAC



PUBLIC AFFAIRS CENTRE
Committed to good governance



PUBLIC AFFAIRS CENTRE
Committed to good governance

Public Affairs Centre
No.15, KIADB Industrial Area Jigani,
Bommasandra Jigani Link Rd, Bengaluru, Karnataka 560105

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