

# Annual Report

April 2021 - March 2022



**PUBLIC  
AFFAIRS  
FOUNDATION**

Partnership for Better Governance



# From the Desk of the Chairman and Director



The year 2021-22 is ending on a significantly better note for PAF than the way it began! For one, the pandemic which in its second phase had adversely affected the operations of the Foundation in the initial months of the year, seems to be tapering off and normalcy in the day to day work of PAF returning. Hopefully this trend towards normalcy will continue in the coming year. Secondly, as a result of the sustained effort put in by Team PAF, not only have we been able to retain our clients during the year but also managed to build on the relationships and networks developed to be in a position to commence a few very interesting new initiatives during 22-23.

To elaborate, in the area of training and capacity building, which is currently central to the work of the Foundation, we collaborated with the Department of Public Enterprises in the State Government of Karnataka and the State Administrative Training Institute during the year and expect this collaboration to strengthen and continue in the coming year. PAF's programmes, specially customised for different clients, have been appreciated by its partners and have received very positive feedback from the participants. Not only that, building on the success of these programmes, PAF is likely to partner with a few prestigious educational institutions in Bengaluru in the coming year. The experience of having worked closely with the State Government has also encouraged the management to look at the possibility of working with other State Governments and a beginning in this regard is expected to be made in 2022-23.



Of particular interest is the work that the Foundation did during the year with CUTS - Consumer Unity and Trust Society - and NABARD - National Bank for Agriculture and Rural Development. With the former, the Foundation worked on a campaign to enhance awareness for the new (amended) Motor Vehicles Act and with the latter, in training farmers in, inter-alia, innovations and smart farming. The PAF team, I am sure, will endeavour in the coming year to secure more projects of this nature with other governmental and non-governmental entities.

As in the recent past, PAF has worked closely with the Public Affairs Centre (PAC) during 2021-22 and a mutually beneficial synergy between the activities of the two organisations has emerged. We hope to see this relationship strengthens further in the years to come and for PAF to take on the training, capacity building and communication components of PAC's projects increasingly.

I must place on record the Board's appreciation for the dedication that the limited staff of PAF displayed throughout the year in overcoming the many challenges that the pandemic posed. Their hard work will no doubt bear fruit in the coming years and enable PAF to be a viable and dynamic organisation.

**Sudhakar Rao**  
Chairman and Director

## Board Members



**Dr. Nirmala Murthy**  
Director



**Dr. N. Suresh**  
Director



**Dr. Thelma Narayan**  
Director



# Executive Director's Message



When the year began the PAF team wondered how are we going to fare this year? Will we be able to meet some of our strategic endeavours which we had planned and laid out? Based on these thoughts we decided that we will give and do our best and began the year with new energy, hope and zest. I strongly believe that as a team (however small) we worked towards focussing on niche activities. We got an opportunity to work on niche activities which included new domain areas.

Using AI and ML technology in the area of agri-technology was a new vista. The National Bank for Agriculture and Rural Development (NABARD) provided funding support to conduct training programmes for farmers in 6 districts on Karnataka. This gave an opportunity to not only understand the agri related challenges from the community level, but also bring in agripreneurs and organic farmers on a common platform to discuss and exchange views and challenges. Another key area was to understand the importance of stakeholder engagements in the Amendment of the Motor Vehicle ACT 2019. The Consumer Unity and Trust Society (CUTS) supported fund to conduct awareness and capacity building programmes in five districts in Karnataka. Interactions with district authorities on the one-side and other stakeholders in the districts helped in understanding the challenges in a wholistic manner. Sharing knowledge through webinars, seminars, training and capacity building activities were well received and appreciated. We hope the forthcoming year will provide us equal opportunities and perhaps challenges to learn, work and achieve success.

I would like to place on record the constant support that Public Affairs Centre out parent organisation has been providing in all our activities and endeavours. The Board of Directors have been encouraging and supportive in every aspect and I must thank my colleagues and team for their contribution.

**Dr Annapoorna Ravichander**  
Executive Director



# Team PAF - Experiences



"For me working on the PAI 2021 report Newsletters, bulletins and the Annual Report were not only engaging but something I enjoyed. Besides this we successfully completed design projects like brochures for VR1, backdrops and posters for NABARD, CUTS and many such training programmes conducted by PAF and PAC. The appreciation I received as an individual and as a team, especially the Public Affairs Index 2021 was definitely one of the best moments. I believe that in the following year we should be more organised in data collection for big projects like PAI report and Annual report, and do more such design projects for clients besides PAC."

**Esha Daftari**, Consultant Designer

"It has been a great experience working this year. We conducted a few important events in Bengaluru and other districts on topics like the Motor Vehicle Act 2019 and the use of AI and ML in agri-technology. I not only enjoyed organising and coordinating these efforts but also learnt from the training programmes. I believe that the best moments for me include having great satisfaction after the completion of events/training programmes and receiving great feedback from participants. More important was interacting with some of the senior (serving and retired) government officers. In the coming year I would like to scale-up the activities to reach out to a wider audience, both within and outside India".



**Indira Pichumani**, Training Coordinator



I believe that we were able to generate funding from diversified sources of funds such as Government, NGOs, Corporate and Academics. Personally I was happy that both the Board and AGM went off well, there was a great satisfaction and appreciation from all the Board members and motivated to do better things in the future. My hope for the next year is that we should be able to sustain from the earnings during the year and transfer some surplus to the reserve fund and also would like to participate in the training programmes."

**Ashwini V**, Executive Officer



# Policy Engagement and Communication

## Outreach

PAF organised and participated in many activities which resulted in building connections with various stakeholders and our training programmes have been a huge success which will continue to expand in the coming years.

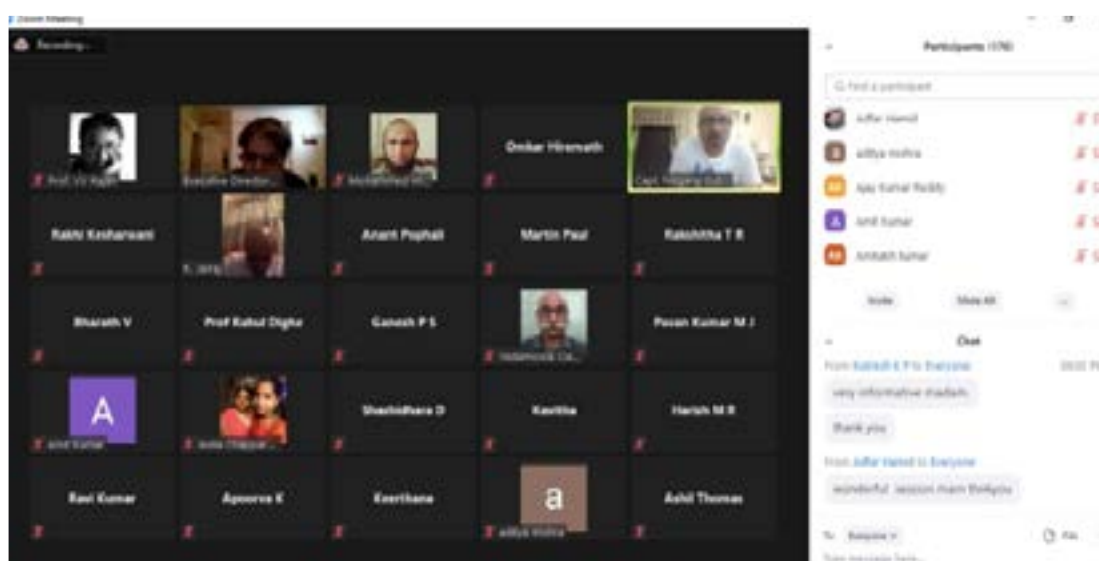




## // Outreach and Engagement with Stakeholders

### Public Policy-Drivers of Change

Executive Director Public Affairs Foundation, delivered a Lecture on "Public Policy-Drivers of Change" for MBA students **Dayananda Sagar University**, Bengaluru on April 5, 2021.





## // Post COVID-19

### Scenario and the New Paradigm: What does it mean for us?

Dr. Annapoorna Ravichander participated as a Panelist in a Round Table, organised by **Dayananda Sagar University**, Bengaluru on June 3, 2021.



**Dayananda Sagar University** Bengaluru  
MBA and Executive education  
Presents  
A round table on

## POST COVID-19 SCENARIO AND THE NEW PARADIGM: WHAT DOES IT MEAN FOR US?

An immersive discussion with experts from various fields



Dr. Sandeep Krishnamurthy  
Dean - School of Business of  
University of Washington,  
Seattle



Dr. Annapoorna Ravichander  
Executive Director Public Affairs  
Foundation



Dr. Sashi Sivaramkrishna  
Professor, Entrepreneur, Director of FAIR  
(Foundation to Aid Industrial Recovery)

Moderated by:



Ms. Jayashree Marikini Braganza  
Psychologist & Coach



Capt. Nagesh Rao  
Professor of Strategy & Leadership  
Dean - SCMS (PG Programs)  
Dayananda Sagar University, Bengaluru



Mr. D.N. Prahalad  
Non Executive Chairperson of  
Surya Software Systems P Ltd &  
Former Member of the Board -  
Infosys

07:00-07:10 PM : Introduction  
07:10-07:50 PM : Discussion (Round 1 & 2)  
07:50-08:10 PM : Audience Q & A  
08:10-08:15 PM : Conclusion

**Date: 03-Jun 2021 (Thu)**  
**07:00pm to 08:15pm**

**RSVP: Prof VV Rajan**  
✉ [vvrajan@dsu.edu.in](mailto:vvrajan@dsu.edu.in) ☎ 8884186036

**95305481885**  
Zoom



## // Events

### Awareness and Capacity Building Activities - MVA 2019

The Public Affairs Foundation (PAF) was commissioned by **Consumer Unity & Trust Society (CUTS)** in August 2021 to conduct a series of awareness and capacity building activities to address the challenges and enforcement of the Motor Vehicle Act 2019. Based on the Service Contract, PAF conducted awareness programmes in the following cities/districts in Karnataka - Bengaluru, Mysuru, Mangaluru, Kalaburagi and Belagavi.

#### Bengaluru

The Bengaluru Consultation Meeting was to identify enforcement challenges of the Motor Vehicle Act, 2019 at IAS Officers Association, on September 23, 2021.







### Link to Report:

[https://pafglobal.org/wp-content/uploads/2021/12/PAF\\_CUTS\\_30092021.pdf](https://pafglobal.org/wp-content/uploads/2021/12/PAF_CUTS_30092021.pdf)

### Media Coverage:

#### Prajavani

<https://www.prajavani.net/district/bengaluru-city/road-safety-transport-dept-studying-tamilnadu-model-869328.html>

#### Deccan Herald

[https://www.deccanherald.com/city/bengaluru-infrastructure/concrete-roads-ill-equipped-to-ensure-traffic-calming-measures-says-btp-chief-1033647.html?fbclid=IwAR3ATeq8voWF48sygRMYq5V\\_JPI\\_atCVEvQ62TFz5dFcY8zhu2yye2n0704](https://www.deccanherald.com/city/bengaluru-infrastructure/concrete-roads-ill-equipped-to-ensure-traffic-calming-measures-says-btp-chief-1033647.html?fbclid=IwAR3ATeq8voWF48sygRMYq5V_JPI_atCVEvQ62TFz5dFcY8zhu2yye2n0704)

## Mysuru

Consultation with Enforcement Officials on MVA Act, 2019; Challenges and Way Forward, Mysuru was conducted on November 18, 2022.







### Link to Report:

[https://pafglobal.org/wp-content/uploads/2021/11/CUTS\\_Mysuru\\_Report\\_23112021.pdf](https://pafglobal.org/wp-content/uploads/2021/11/CUTS_Mysuru_Report_23112021.pdf)

### Media Coverage:





## Mangluru

Awareness Programme on Divisional Level Consultation on Generating Demand for Effective Implementation of MVA, 2019, Mangaluru was conducted on December 15, 2022.







### **Link to Report:**

<https://pafglobal.org/wp-content/uploads/2021/12/pafcutsdlcgdeim-va2019web.pdf>

### **Media Coverage:**

#### **The Hindu**

<https://www.thehindu.com/news/cities/Mangalore/improving-infrastructure-could-reduce-road-accident-fatalities-akshy-sridhar/article37964776.ece?s=08>

#### **Deccan Herald**

<https://www.deccanherald.com/state/mangaluru/need-to-educate-people-regarding-traffic-rulesstressed-1061194.html>



## Kalaburagi

Divisional Level Consultation on Generating Demand for Effective Implementation of MVA, 2019, Kalaburagi on March 10, 2022.







## Link to Report:

<https://pafglobal.org/wp-content/uploads/2022/03/dlcmva031022paf.pdf>

## Media Coverage:

Indian Express

Prajavani





## Belagavi

Workshop on "Consultation with Enforcement Officials on MVA Act, 2019; Challenges and Way Forward", Belagavi on March 25, 2022.







## Link to Report:

<https://pafglobal.org/wp-content/uploads/2022/04/PAF-MVA-2019-Belagavi.pdf>

## Media Coverage:

NewsTV27.com

<http://surl.li/bqhfe>



## Indian Express

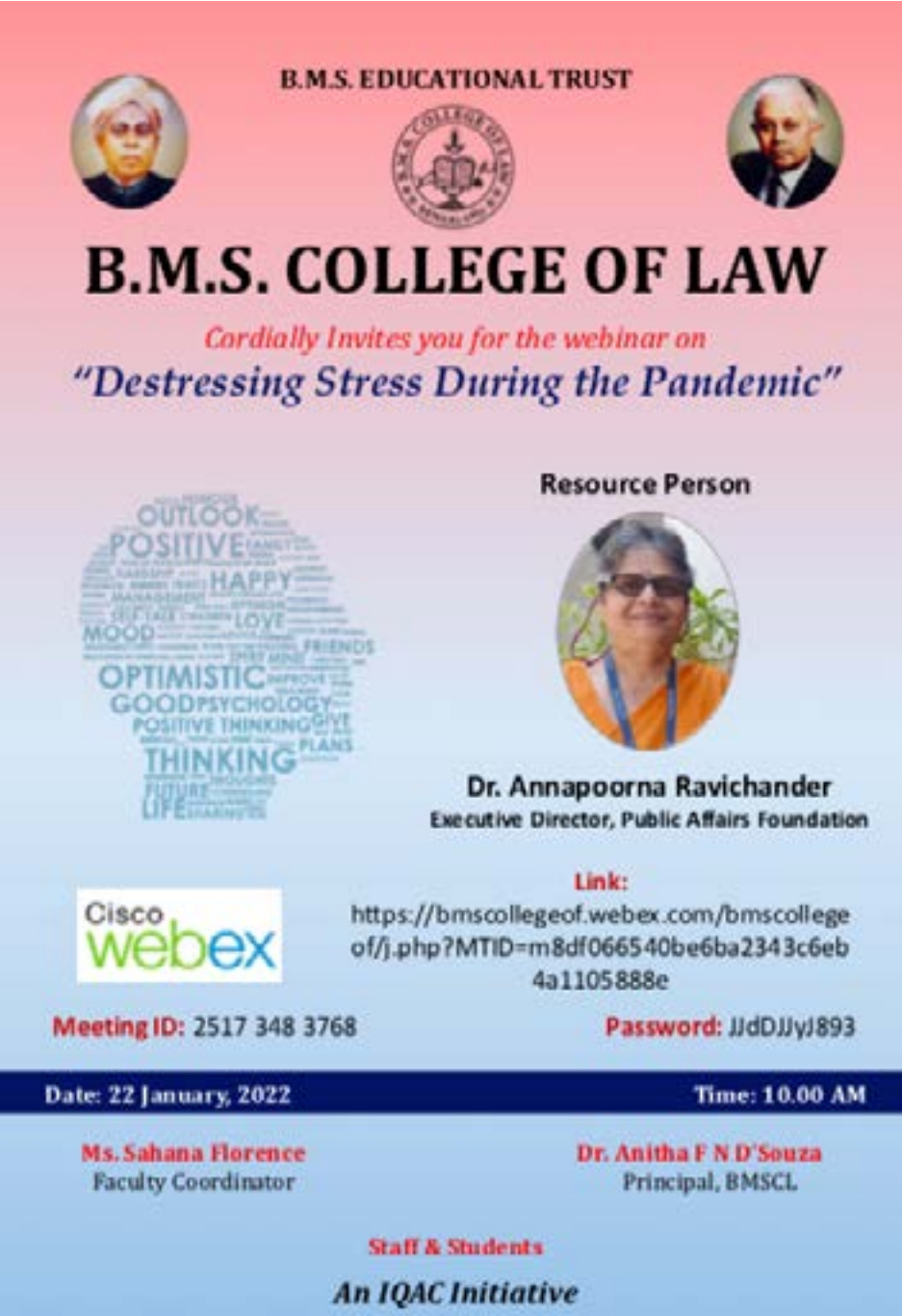




## // Webinar

### Destressing Stress during the Pandemic

A Webinar for students of **BMS College Of Law** on "Destressing Stress During the Pandemic" was conducted by Dr. Annapoorna Ravichander on January 22, 2022.



**B.M.S. EDUCATIONAL TRUST**

**B.M.S. COLLEGE OF LAW**

*Cordially Invites you for the webinar on*  
**"Destressing Stress During the Pandemic"**

**Resource Person**

**Dr. Annapoorna Ravichander**  
 Executive Director, Public Affairs Foundation

**Link:**  
<https://bmscollegeof.webex.com/bmscollegeof/j.php?MTID=m8df066540be6ba2343c6eb4a1105888e>

**Meeting ID:** 2517 348 3768 **Password:** JjdDJyJ893

**Date:** 22 January, 2022 **Time:** 10.00 AM

**Ms. Sahana Florence**  
 Faculty Coordinator

**Dr. Anitha F N D'Souza**  
 Principal, BMSCL

**Staff & Students**  
**An IQAC Initiative**



# Capacity Building and Training

Training and capability building are core mandates of PAF. It has worked with multiple stakeholders like NGOs, Universities, Public Departments etc. and continues to do so with an aim of developing and strengthening skills of various candidates in order to adapt and thrive in an ever-evolving policy landscape.



## 1. Workshop on 'Writing an Engaging Policy Brief'

A two-day training programme was conducted on "Writing an Engaging Policy Brief" on April 21-22, 2021 by Dr. Annapoorna Ravichander and the training received excellent feedback.



*"Interactive nature of the workshop and how the real examples were used to bring home the key learnings. The session also covered several nuances that are most likely to miss out unless it actually brings the attention to audience"*





## Feedback from Participants

*"I liked the interactive nature of the workshop and how the real examples were used to bring home the key learnings. The session also covered several nuances that we are most likely to miss out unless we actually bring our attention to them."* – **Ujjwal Banerjee, Area Manager, Tata Trust**

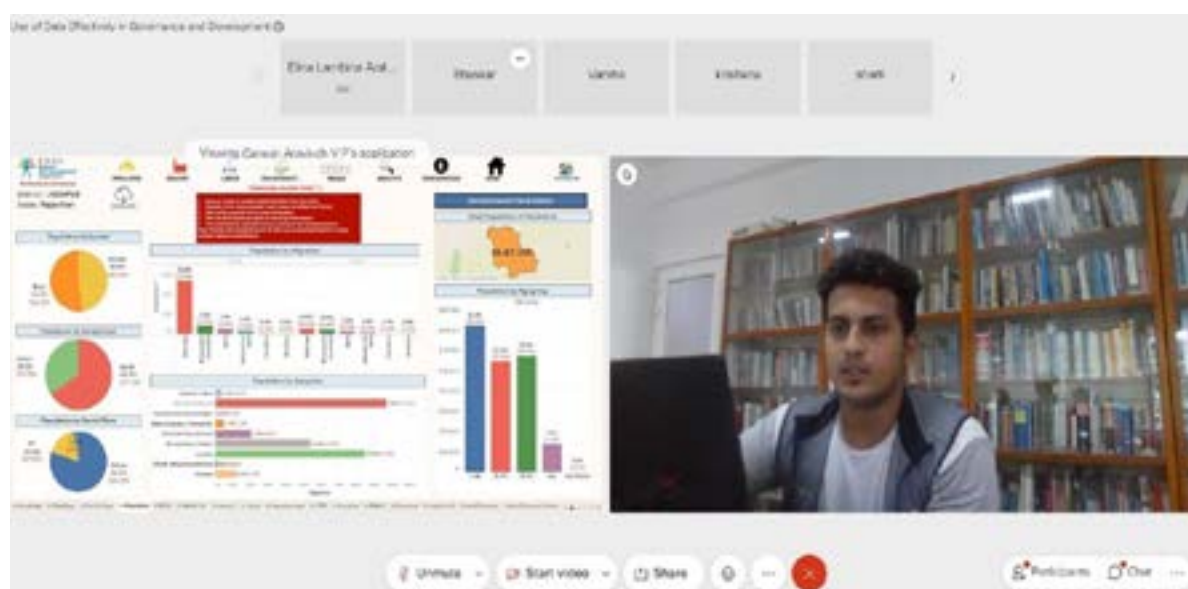
*"Loved the exercises and the host was very down to earth and engaging and easy to speak to. I enjoyed the informal atmosphere."* – **Akila Simon, Programme Assistant, Unicef**



## 2. Training on Use of Data Effectively in Governance and Development

A 3-day training programme on "Use of Data Effectively in Governance and Development" was conducted by CODR team on June 23, 29 and 30, 2021.

The training discussed various data segmentations and classifications which are useful in generating a comprehensive understanding of raw data.



## Feedback from Participants

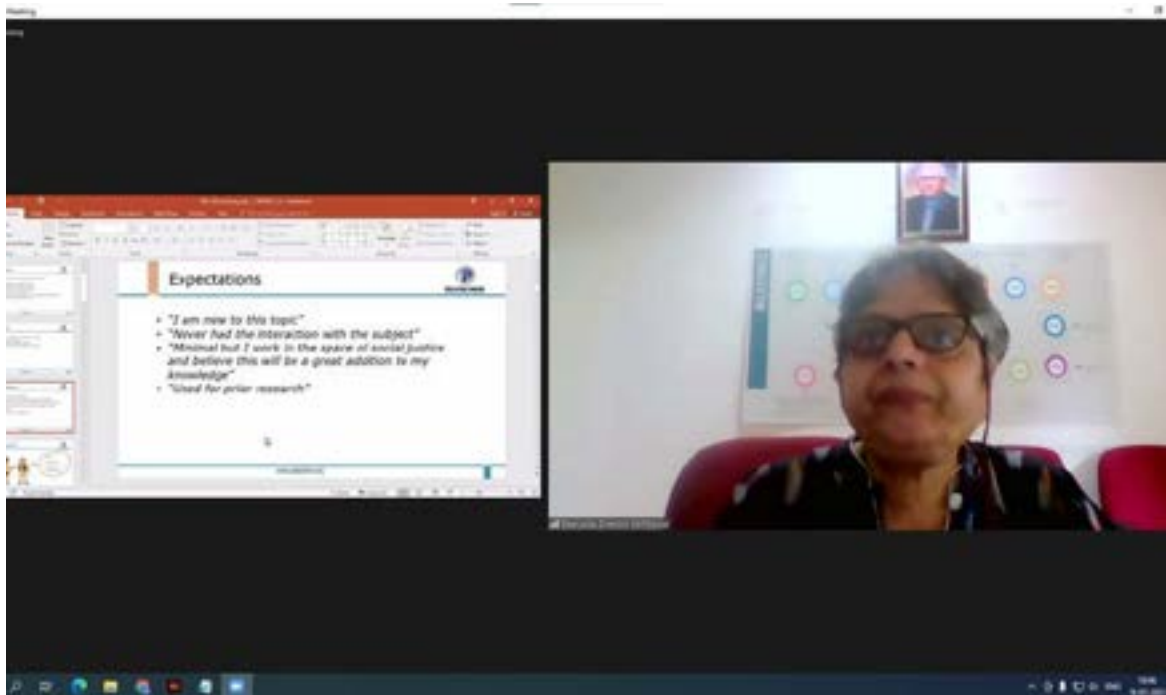
*"It was nice to connect with knowledgeable, informed and friendly trainers and know about the research and case studies of the organization"*





### 3. Training on Social Accountability Tools

A two-day training on Social Accountability Tools was conducted on July 14 and 15, 2021 which explained the necessity and genesis of SAT pioneered by PAF. The training was conducted by Dr. Annapoorna Ravichander and Nidhi Sharma, Programme Officer, Public Affairs Center.



#### Feedback from Participants

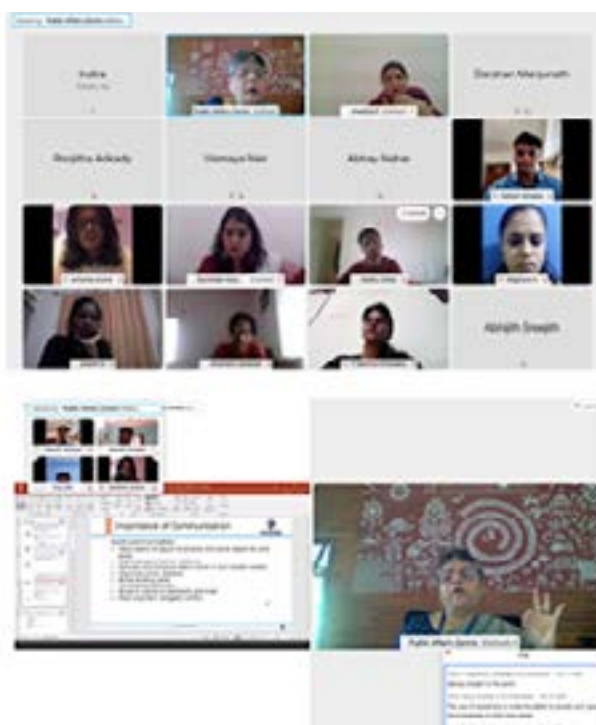
*"It was an Interactive session and lots of experiences and examples were shared which helped understand the concepts better."*





#### 4. Training on Professional Communication, Life Skills and Human Values & Ethics

A one-month online interactive training on "Professional Communication, Life Skills and Human Values & Ethics" for **BMS College Of Law** on October 11 to November 11, 2021. 180 students participated in the training.



#### Feedback from Participants

*"They were really interactive sessions. I really loved doing the assignments and the breakout sessions were very fun. Thank you for this wonderful experience!"*

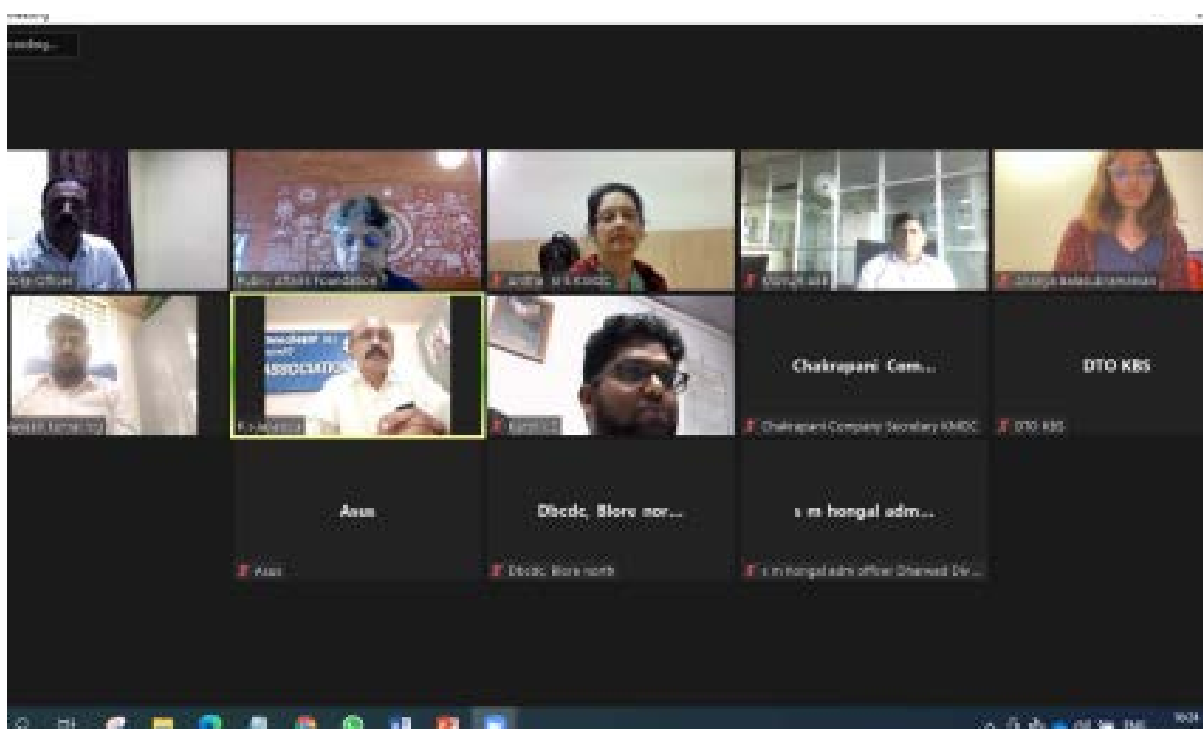
*"I liked the way ma'am explains everything in a detailed manner and made us understand a great deal of things. She also made us understand effective communication methods which will help us a lot in the coming years. Thank you ma'am for your time."*





## 5. Building Strong Middle-Senior Management for the Department of Public Enterprise (DPE)

A two-day training programme, on Building Strong Middle-Senior Management was conducted for members of various Public Enterprises in Karnataka. The programme was conducted on Zoom on December 1 and 2, 2021. The training programme was conducted for a total of 12 hours (6 hours each day). The training was hosted by Public Affairs Foundation and the participants were trained by Dr. Annapoorna Ravichander, Executive Director.



**Report:** [https://pafglobal.org/wp-content/uploads/2022/01/PAF\\_DPE\\_RRM.pdf](https://pafglobal.org/wp-content/uploads/2022/01/PAF_DPE_RRM.pdf)

### Feedback from Participants

*"Thoroughly enjoyed this programme. It was informative and a great learning experience. Will work on the feedback and learnings."*

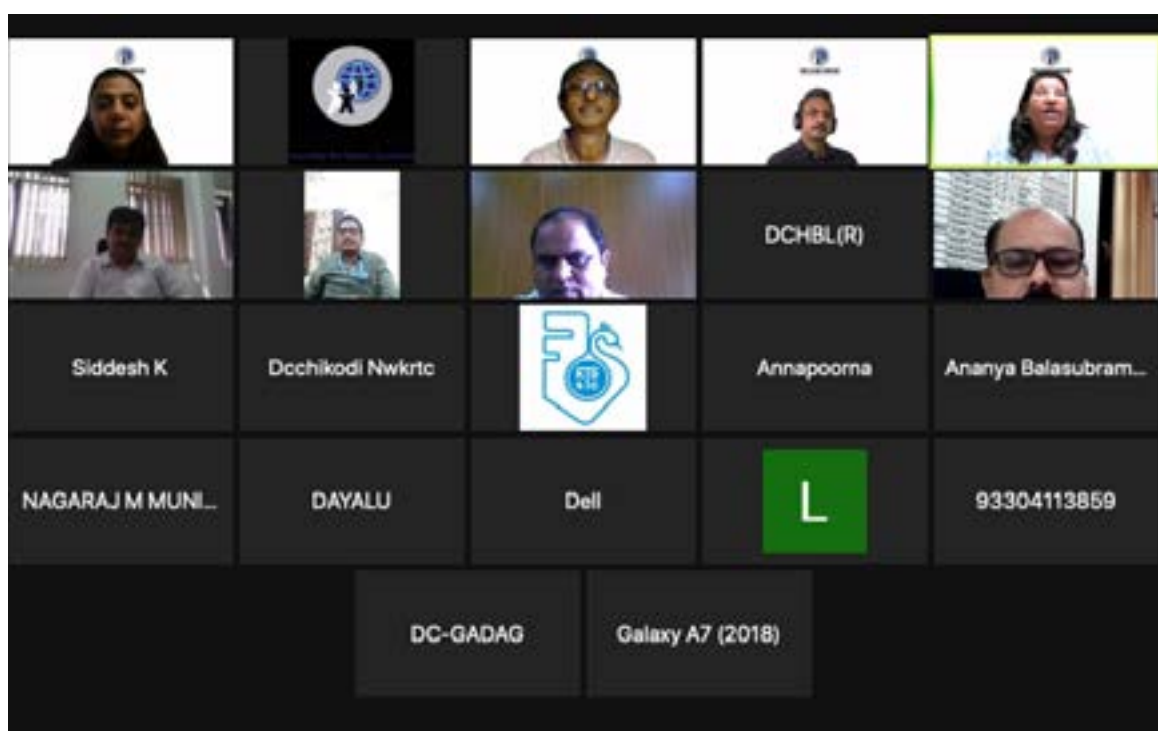
*"It is very useful for future development. Examples cited were easy to understand the topic."*





## 6. Resilience and Risk Management for the Department of Public Enterprise (DPE)

A two-day training programme on Resilience and Risk Management was conducted on January 2 and 4, 2022. The training workshop explored the concept of resilience during uncertainty and risk management, its importance in today's context, and behaviours that are conducive for practicing risk management and Resilience. Participants of the program were senior cadre officers from various government offices of Karnataka.



**Report:** [https://pafglobal.org/wp-content/uploads/2022/01/PAF\\_DPE\\_RRM.pdf](https://pafglobal.org/wp-content/uploads/2022/01/PAF_DPE_RRM.pdf)

### Feedback from Participants

*"Excellent Training"*

*"Training was related to day-to-day life and work"*

*"The examples taught practical way of managing risks and improving resilience"*





## 7. Data Analytics for Governance for the Department of Public Enterprise (DPE)

A two-day training programme on Data Analytics for Governance was conducted on January 10 and 11, 2022.

The training explored the concept of the concepts of data and data science and their importance in policy making and governance. Participants were senior cadre officers from various government offices in Karnataka.



**Report:** [https://pafglobal.org/wp-content/uploads/2022/01/PAF\\_DPE\\_DAG.pdf](https://pafglobal.org/wp-content/uploads/2022/01/PAF_DPE_DAG.pdf)

### Feedback from Participants

*"Detailed Training"*

*"Presentation and good knowledge about the topic."*

*"Examples you selected were good and easy to understand"*





## 8. E-mail Etiquette for faculty members of Administrative Training Institute (ATI)

A two-day training programme on E-mail Etiquette was conducted on January 20 and 21, 2022. The training programme was conducted for a total of 8 hours (4 hours each day).



### Feedback from Participants

*"Very interactive sessions. Good example of Online sessions interspersed with practical activities."*

*"The training was excellent and I learned a lot. The most interesting part was involving participants in the activity and helping them to learn from their mistakes. It was well structured and it was much needed."*









## 10. Data Analytics in Governance for faculty members of Administrative Training Institute (ATI)

A two-day training programme was conducted on Data Analytics in Governance for faculty members of ATI, Mysore on February 3 and 4, 2022.

The training explored the concepts of data and data science and its importance in policy making and governance. It enhanced the participants' understanding of different types of data. It provided a comprehensive understanding of the data science process and explained case studies to elucidate the potential application of data science in governance and policy making and policy implementation process.



### Feedback from Participants

*"Training was well conceptualised and conducted in a nice way."*

*"Practical sessions were very informative."*





## 11. Training on “Transformative Agriculture Technology, Mobile Based Applications, Innovations and Smart Farming” - Chitradurga

Training on “Transformative Agri Technology, Mobile-based Applications, Innovations & Smart Farming” was conducted in Chitradurga on February 19, 2022. This training is supported by **National Bank for Agriculture and Rural Development (NABARD)**, Bengaluru and PAF will be conducting the same in 6 districts in Karnataka. Chitradurga, Davangere, Haveri, Koppal, Raichur and Kodagu in the coming months.

The participants were primarily progressive farmers in the age groups of 20 to 50 years and also had





# Projects

PAF was awarded a work order by the Administration Reforms Commission (ARC-2) in October 2021 to conduct a pilot study to provide recommendations to strengthen the District, Sub-District and Taluk level training Institutes of various departments as a decentralised operation to ensure quality and processes in the two districts - Kolar (established) and Yadgir (aspirational). PAF submitted the preliminary report in December 2021.



Shri. T M Vijay Bhaskar, IAS (Retd), Former Chief Secretary, GoK., Dr. Annnpoorna Ravichander, ED, PAF, Indira Pichumani, PAF and Shri. N S Prasanna Kumar, (IAS Retd.), Advisor.



# Publications

## Compendium

The PAF team researched and designed a Compendium which includes a compilation of various laws, acts, policies, initiatives introduced and enacted by the Government of India to be able to achieve the Sustainable Development Goals. It focuses on human development factors and follows a general description of the Sustainable Development Goal, followed by the targets of the SDG the Acts, Policies and the Initiatives.





# Blog Articles

Publications become an important part at PAF where ideas are shared by writing articles, blogs to name a few. Listed below are some of the outputs written by some members from the PAF team.



**भारतीय लोक प्रशासन संस्थान**  
**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION**  
**Building Capacity for Good Governance**

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ

Karnataka Regional Branch  
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ

<https://pafglobal.org/wp-content/uploads/2022/04/IIPA-KRB-Virtual-Newsletter-Vol-2-No-12->



<https://www.researchtoaction.org/.../community.../>



<https://www.researchtoaction.org/2022/02/stakeholder-engagement-a-tool-to-measure-public-policy/?fbclid=IwAR0fJqEgDh-r1DrIlgGPU5Z4D-dot8iM8UqpD7UxFS7xPGVLmMtvsgYnelk>



<https://onthinktanks.org/articles/highlights-from-the-evidence-commission-report-2022/>



# Designing and Editing

Creation of Product Portfolio is another core mandate of PAF where we design and edit products that capture the essence of a project for our customers.

Domain Bulletins - 21



Project Bulletins - 12



5



3



6



3



6



5



6

Policy Briefs - 03



6



Public Eye - 04

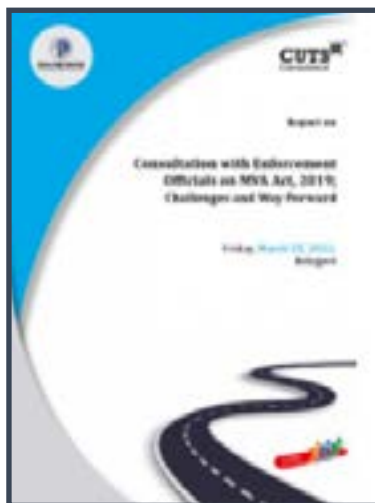




## Reports - 06

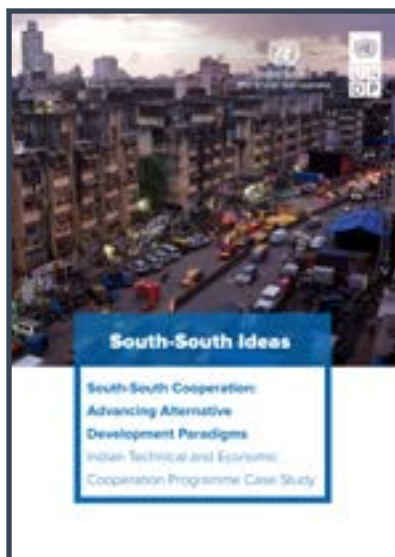
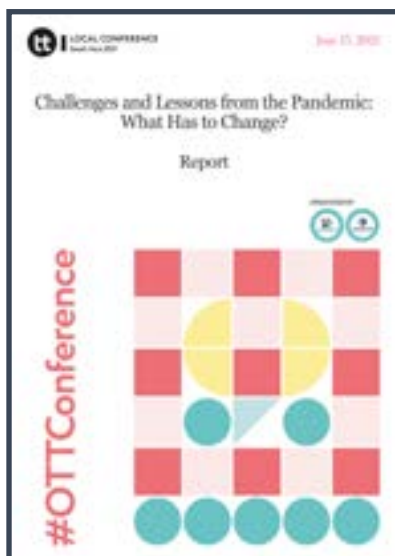


Published by PAF



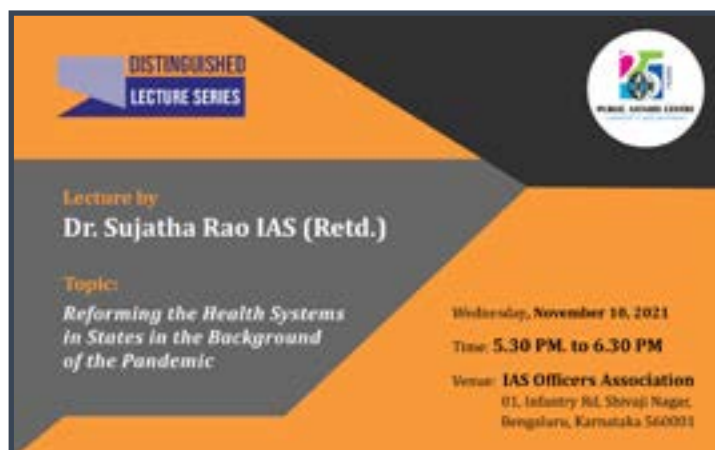


## Published for Customers





## Posters and Brochures





## Analysis of data from Social Media Platforms



Social media has changed the way we do business and has opened previously-closed doors. With billions of active social media users worldwide, PAF has been receiving massive support from audiences and the data compared to previous year clearly shows our increase in connection with customers, increased brand awareness, and in generating leads.



**Views**

**114**



**Followers**

**107**



**Reach**

**154**



**Tweets**

**130**

**Tweet impressions**

**22010**

**Profile Visits**

**9464**

**New Followers**

**17**

**Mentions**

**113**



**Unique Page Visitors**

**157**

**Page Views**

**477**

**Clicks**

**1801**



## Our Interns Share their Thoughts

"I'm a graduate from the University of Aberdeen with a Masters in Sociology. Joining as an intern at PAF, I knew that I was in for a great learning experience. Working on various projects with Dr. Annapoorna Ma'am and also having the opportunity to closely work with Gurucharan Sir, I was exposed to a world of great knowledge. This knowledge I received here and the work experience were the two major driving factors that pushed me to apply for a Masters in Global Affairs in New York University. I hope to continue PAF's work on a larger scale following my Master's and bring back valuable tools and inputs that can expand and enhance PAF's work in India".



**Ananya Balasubramanian**

Masters in Sociology from University of Aberdeen – Scotland, United Kingdom

"Talking about my experience as an intern at PAF, it was really wholesome and learning. I had an interest in research and writing and PAF provided me with the perfect place to explore it and improve it. The working environment is very positive and cooperative. My mentors were really helpful and guided me in the best possible way. To sum up, I learnt a lot here."



**Nitesh Goyal**

B.Com (Hons.), Shri Ram College of Commerce, DU





**PUBLIC  
AFFAIRS  
FOUNDATION**

Partnership for Better Governance



**Public Affairs Foundation**

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Bangalore - 560105, Karnataka, India



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