



Editorial



Dr. Annapoorna Ravichander
Head-Policy Engagement and
Communication

Broadly capacity building and training are often misunderstood or not used appropriately. Capacity building can be defined as an investment for the efficacy and a viable option to strengthen the ability of an organisation, an individual to ensure that all expected activities, roles and responsibilities are completed successfully. In other words, it is required to ensure excellence. A quote from Benjamin Franklin is apt to further define this, "Tell me and I forget. Teach me and I remember. Involve me and I learn."

From a Think Tanks perspective, capacity building broadly includes an organisations human, scientific, technological, organisational, institutional and resource capabilities. A fundamental goal of capacity building is to enhance the ability to evaluate and discourse crucial questions related to policy choices and implementation.

The United Nations Development Programme (UNDP) perfectly defines: "In the global context, capacity refers to the ability of individuals and institutions to make and implement decisions and perform functions in an effective, efficient and sustainable manner. At the individual level, capacity building refers to the process of changing attitudes and behaviours-imparting knowledge and developing skills while maximizing the benefits of participation, knowledge exchange and ownership. At the institutional level it focuses on the overall organizational performance and functioning capabilities, as well as the ability of an organization to adapt to change. At the systemic level it emphasizes the overall policy framework in which individuals and organizations operate and interact with the external environment."

To achieve some of the aspects mentioned above training is imparted in a professional manner to build capacity of an individual, group and an organisation. Several organisations have begun to understand the need and importance of both, capacity building and training activities, and have ensured that it is an integral part of all activities related to the organisation and individuals.

Approach for their action research-Awareness, Advocacy and Action, but also ensure that building the capacities of communities, stakeholders at district, division, state levels, individuals and organisations is imperative.

Along with Public Affairs Foundation (PAF) its sister organisation it builds the capacity of organisations and individuals by designing and customising the same to ensure efficacy, applicability and appropriate utilisation.

Interview



Dr. B. R. Mamatha
Additional Mission Director- Sakala
Mission and Joint Director - General,
Administrative Training Institute
(ATI)

Q: As one of the Mission Directors of Sakala Mission please share the importance of the same for both a citizen and the government?

A: *The Sakala Act comes as a boon to both citizen and the Government of Karnataka. It makes service delivery time-bound and provides for payment of compensation to citizens by erring officials for services delayed beyond the stipulated time. The citizens save time, money and are also more empowered about services delivered by the government. Citizens can also track and review the status of their application for service. The Sakala Act has made government services more accessible and less cumbersome. The Sakala Act 24/7 call centre works like a beacon for the complete working of the government with regard to service delivery.*

The Sakala Act has ensured in-time delivery of services and has a uniform online system to monitor the in-take of receipts and disposal of applications for all departments. Prior to this many government departments had maintained only registers for services disposed. Over 24 crore applications have been raised in Sakala Act till 2021 and 98.2 percent have been delivered on time.

The introduction of a time-bound delivery of services has enabled the Government of Karnataka to gain the trust of its citizens and made people's participation the driving force for Sakala. People have named the act, designed its logo and given it a caption. The umbrella approach of Sakala IT system has helped officials to track and dispose each and every application. There is more accountability and the laggards can easily be identified and disciplined while the sincere workers can be appreciated. It is easy to understand as it includes only 20 Sections and 28 subsections. There are rules which govern/guide the enforcement and applicability of the Act by prescribing e-forms and formats to ensure standardisation.

*Technology has enabled Service process re-engineering and brought in more transparency in service delivery. Live data is available for public access 24*7, 365 days. Citizens*



are kept informed on their service status through automated text messages. The time-bound delivery of service by every functionary in the Government has resulted in greater accountability enabling government process re-engineering and has brought in many reforms in the government administration.

Sakala Citizen Happiness Index (SCHI) has been an initiative where Sakala with the help of the Call Centre is trying to evaluate the Citizen perception. A set of questions are posed to applicants to access the complications involved in service delivery process. This is a first of its kind where the Government is attempting to reach the citizens rather than the citizens approaching the Government.

The Sakala Service Compendium a document which provides all service related information along with a drop down option on the Sakala website provides details of service procedures for all the notified Sakala Services. Sakala has facilitated citizens to get service information at their fingertips through their hand held devices.

Sakala has become the pride of Karnataka and in recent past many officials from different states have visited the Sakala Mission, Government of Karnataka and tried to replicate a similar administrative model in their respective states.

Q: As a Joint Director General of ATI which is an apex institute for training, what are the reforms that are important, in your opinion?

A: Human resources are the asset of any organisation both government and non-government. Training strategies in government needs a paradigm shift from “Role-based than Rule-based”. As the concept of leadership in government has changed from Authoritative to Adaptive and people respond more to ‘mentorship’ than mere ‘direction’, training should essentially focus on building;

- Cognitive skills, the ability to understand complex ideas, adapt effectively to the environment, learn from experience, and reason i.e. foundational “Big Picture” as well as creativity, critical thinking and problem-solving
- Socio-emotional skills, the ability to navigate interpersonal and social situations effectively and include leadership, teamwork, self-control, and grit
- Technical skills, the acquired knowledge, expertise, and interactions required to perform a specific task, including the mastery of required materials, tools, or technologies
- Digital skills, which are cross-cutting and draw on all of the above skills and describe the ability to access,

manage, understand, integrate, communicate, evaluate and create information safely and appropriately.

Along with this we need to throw in a generous measure of ‘ethical quotient building’ skills.

Q: What are your views on engagements/joint association between Government agencies such as yours (ATI) and organisations like PAC? Why do you think it is important?

A: *Globalisation and rapid technological advancement have brought about a sea change in modern society and work environment across organisations. Governments across the world are also seeing a need to upgrade the skills of their employees to keep pace with the changed scenario. There is a need to bring in the relevance, efficiency, effectiveness, equity and sustainability in training policies and systems. Training is increasingly conceived as a cooperative effort in which the state looks towards private sectors and NGOs like PAC to bring in innovativeness and fresh ideas to make the workforce more competitive. This kind of partnership will contribute to the overall training effort, and bring to the table the best of both worlds. This way government can make best use of the strengths and comparative advantage of the private sector.*

Flash Update

The Research and Analysis Division (RAD) of the IMC-K project has ended its term on 31 March 2021. Public Affairs Centre (PAC) submitted a detailed closure report on the RAD to the Secretary, SDEL (Government of Karnataka) on July 23, 2021.

Training & Capacity Building

PAC has a strong background in Training & Capacity building.

► *Pre-Departure Orientation Training Programme*



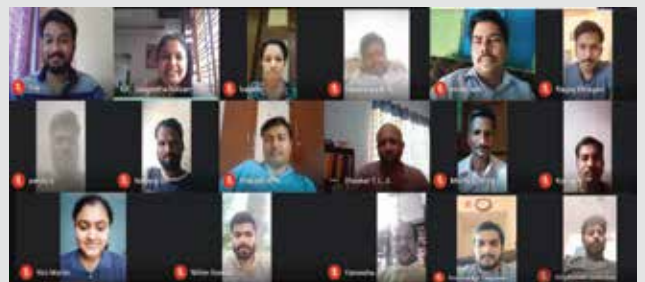
Pre-departure Orientation training was provided to **Santhosh Chikkalbettu Pai** Staff Nurse traveling to the Kingdom of Saudi Arabia (KSA)



Pre-departure Orientation training was provided to **Sowmya Joseph**, Staff Nurse traveling to the Kingdom of Saudi Arabia (KSA)





► *Migration Familiarisation Programme*

The RAD team concluded the five-month long International Migration Familiarisation Programme (IFMP) for ten Government nominated officers from DITE, KSDC and KSUWSSB in March 2021. The Programme, which was initiated in November 2020, trained the Officers on several aspects of international migration and included lectures by the Director, PAC, Protector of Emigrants (PoE), Begaluru, Dr. Surabhi Singh, CAO, India Centre for Migration (ICM) and Prof. Aparna Rayaprolu, University of Hyderabad apart from team members from the RAD and the PMU.





Summary of Publications

- 18  Domain Bulletins
- 13  Project Bulletins
- 4  CODR
- 3  Reports
- 11  Opinion Articles and Commentaries

Publications

Domain Bulletins

Click to read further

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Project Bulletins

Click to read further

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Reports

Click to read further



Research Papers 2021

White Paper on Review of Health Challenges faced by Karnataka

SDG-3 Team, Public Affairs Centre

Abstract

Background - Karnataka is in midst of epidemiological transition and faces dual burden of diseases, in such situation it becomes more evident to have a Macro and Micro level understanding of the burden of diseases and develop multidimensional, multisectoral strategy to address the barriers in healthcare access, redefines the priorities and distribution of resources.

White Paper on Review of Health Challenges faced by Karnataka, SDG-3 team, PAC



▶ Journal Article

Review Article

Best buys for treatment of severe and moderate acute malnutrition in South Asian Association for Regional Cooperation Countries: A systematic review and meta-analysis

Akash Gajanan Prabhune, Sai Sidharth M'
Public Affairs Centre, Bangalore, Karnataka, India
Correspondence to: Akash Gajanan Prabhune, E-mail: prabhunaky@gmail.com
Received: April 17, 2021; Accepted: May 01, 2021

Best buys for treatment of severe and moderate acute malnutrition in SAARC Countries by Dr Akash G Prabhune and Sai Sidharth M

▶ Opinion Articles and Commentaries



Women and work: From Cinderella to Ella

Let us begin with meanings: Cinderella; noun / Cin.der.el.la: One who is used as a drudge by step motherly treatment and suffers.



The fragility of power: Reading Machiavelli in context

Why is a book written over 500 years ago still important today? Niccolò Machiavelli's 'The Prince', written in 1513, presents this



A Digital Age crisis

Propaganda and deception are perhaps two of the most pervasive elements in politics. Yet, the study of propaganda has received



Supreme Court as a sentinel

Speaking at the Indo-US Joint Summer Conference recently, Justice D Y Chandrachud reflected on "protecting fundamental

[Click to read more articles](#)

Special Events



"PAC is an active partner with the Govt. of Karnataka providing intellectual inputs for improving services and the quality of life of the citizens. GoK will wish to continue its association to take the engagement to higher levels. Hope you have the photos."

Shri Ravi Kumar,
Chief Secretary to GoK visits PAC Jigani campus on April 7, 2021

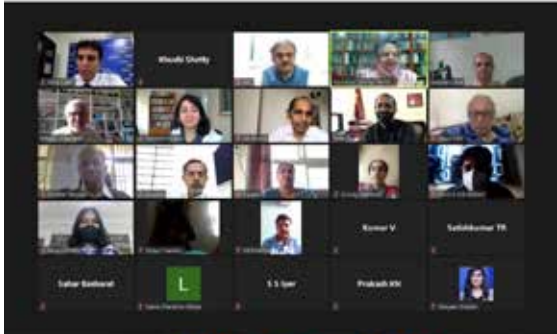


A delegation from United Nations Development Programme in Afghanistan interacting with team PAC on April 6, 2021

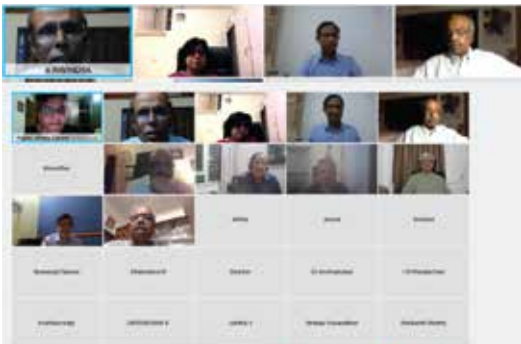
"The material and contents of the training were interesting, updated and research based. Informative and useful contents about the corruption, CSM and role of Gov, CSOs, market and citizens highly friendly and attractive. Received wonderful ideas and approach to further pursue our anti-corruption activities at community level. The training promoted active learning and all the participants' were encouraged to share their view points and experiences. All sessions were clear and concise and over the 2-day workshop and field visit were excellent and outstanding."

Naqibullah Muslin
National Grants Management Officer, UNDP Afghanistan

Outreach



The On Think Tanks (OTT) South Asian Local Conference held on June 15, 2021 was hosted by PAC and PAF. This conference sought to address the "Challenges and Lessons from The Pandemic: What Has to Change?"



An Interactive Webinar on "Reclaiming the pre-eminence of Bengaluru: Considering Interventions of Focus", active panelists, interactive audience organised by PAC



Shri Akram Pasha, I.A.S, Commissioner, Labour and Dr S B Ravi Kumar, Joint Labour Commissioner participated in a presentation on Domestic Workers Migration Abroad and the Role of the IMC-K in Karnataka to representatives from seven Domestic Workers Unions



A team from PAC met Niraj Kumar Verma, Chief General Manager, NABARD Karnataka Regional Office, Bengaluru



Release of IEC materials developed by PAC, IMCK was on World Youth Skills Day by B. S. Yediyurappa, Honorable Chief Minister and Honorable Deputy Chief Minister, Government of Karnataka on July 15, 2021



Sangeetha Nikkam, Programme Manager – Finance, PAC and K. Srinivas, District Employment Officer, Bengaluru Urban met Shri J. Manjunath, IAS, Deputy Commissioner & District Magistrate of Bengaluru Urban to present the International Migration Centre-Karnataka Framework



Submission of IEC materials developed by PAC, IMC-K to Shri. Shubam Singh, IFS, Protector of Emigrants, Bengaluru on July 27, 2021



PAC signed an MoU with Shri Sreemanth Balasaheb Patil, Minister, Department of Minority Welfare GoK for a 3-year Knowledge Partnership on July 16, 2021



Aparna Sivaraman, Samridhi Pandey and Dr Annapoorna Ravichander speaking in a Webinar organised by National Centre for Good Governance (NCGG)



IMC-K project Year 3 end review meeting by MD, KSDC on March 06, 2021



IMC-K project review meeting by Dr. Harish Kumar, IAS, Commissioner, DITE on July 05, 2021



Meeting with Labour Officers and Labour Inspectors with Dr. S.B.Ravi Kumar, Joint Labour Commissioner, KSUWSSB in Chair on March 15, 2021



Meeting for Domestic Service Workers (DSW) with Shri. Akram Pasha, I.A.S., Commissioner, Labour in Chair on April 20, 2021



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PUBLIC EYE

NEWSLETTER

August 2021 / Volume 4 / Issue No. 2

Stakeholder Testimonials

"The International Migration Centre Karnataka session was very useful and beneficial to officers of the Labour department where the IMC-K enables the Government of Karnataka to provide opportunities for the mobility of skilled manpower from home state to overseas destinations"

H.R. Nagendra
Labour Officer,
Bengaluru Rural Sub-Division



"I feel that it is our primary duty to help the Adolescent girls to escape issues like child marriages, sexual violence and abuse and personal health problems. Their safety is important to build an empowered community. This is only possible with support and constant engagement from community members."

Deepa Javoor,
CDPO,
Hubballi(T), Dharwad (D)



"The experiences of the migrant workers from the State of Karnataka must be documented and consolidated. Appropriate information as well as guidance and counseling must be provided to the migrants who wish to migrate."

Mukhunda,
Labour Officer,
Bengaluru Sub-Division -2



"Government policies should work for integration of AYUSH and modern medicine at the grassroots level and should be monitored by AYUSH and modern medicine at a higher level. There will be evidence-based options for the patients to choose, which will further generate demand for AYUSH medicines."

Dr. Abhinav Guleria,
BAMS, PGDPHM,
Public Health Consultant



"The common challenge for the entire Women and Child Development Department is involving the grassroot team in various other survey works by the other departments, especially the role of Block Level Officer. This should be addressed."

Gururaj,
CDPO, Shahapur



"The role of various Governments-National and State and Indian Embassies abroad, in addressing the problems of workers was very well explained. The interactive nature of the sessions, dialogue amongst the participants and the clarifications provided by the trainers is well appreciated."

Venugopal N.R.
District Employer Officer (DEO)
Hassan and Mandya Districts,
Mysore Division



"More contact, education, counseling is needed. Myths, false beliefs should be discouraged. Community to be involved. Uptake by health staff and people need to be increased. Uptake by Health staff and community should be enhanced. Then only positive effects on herd immunity will be noted."

Dr S Pruthvish,
MD, FAMS,
Public Health Consultant, President-
SOCHARA



"I am very glad to be part of the IMC-K framework as I believe it could be a one-stop solution for an aspiring migrant and make their dreams come true by working abroad with all the necessary guidance and counseling by the IMC-K field team consisting of the Youth Employability Services (YES) staff in Employment Exchanges."

Kiran B.S.
Counselor cum Trainer
District Employment Exchange
Uttar Kannada District,
Belgaum Division





“For the programmes under the Integrated Child Development Scheme (ICDS) scheme namely, Supplementary Nutrition programme, Nutrition Campaign scheme, Ksheera Bhagya, Srusti scheme and Malnutrition expense scheme, the required training is provided to both staff and mothers of malnourished children in particular.”

Shilpa S Mudgal

Senior Supervisor
Bangalore North Taluk,
Bangalore Urban District



“The possibility to create training opportunities in Karnataka, for jobs based within a state as well as in foreign nations is a great initiative of the IMC-K project.”

Geeta Menon

Stree Jagruti Samiti
Domestic Workers Rights Union
(DWRU) Bengaluru



Field Research Officer Opinion

During the COVID-19 lockdown many activities were halted but PAC was constantly in touch with the communities. The Field Research Officers, continued to interact with the communities in the research projects.



Prakash K N
Field Research
Officer (FRO)

Effective Communication has always been the key to all good healthy relationships. During COVID-19 mandatory quarantine and home isolations, many individuals are working from home with little to no face-to-face interactions, except with their families.



Muthu Krishan
Field Research
Officer (FRO)

It opened new opportunities to explore. Able to browse new apps and connect with all stakeholders and concerns. The skills to use the online system improved personally. It allowed communication with specific tasks with a time-line even more focused, as most of the tasks assigned to others or received were in written communication. Importantly it enabled participation in all desk research meetings/policy level meetings of the organization.

With all the advantages quoted above, I missed the hands-on experience of communicating with people in person and understanding the ground realities as it is.



Hareesha. A
Field Research
Officer (FRO)

Those who are Deaf or hard of hearing, in particular, are facing significant struggles with communication during COVID-19.

However, Corporate communication was crowned king. During this time, internal and employee engagement, crisis counsel, and corporate reputation management became vital elements for business continuity. Businesses became less focused on disseminating good news stories to media, and instead leveraged new and existing owned channels to communicate directly to employees, clients and consumers, shareholders, government and other stakeholders.



Kumar V
Field Research
Officer (FRO)

Covid-19 has brought about a number of significant changes in the lifestyle of human beings, most notably the changes in communication activities. Covid-19's inevitable curtailment of verbal and physical communication skills led to many innovations in digital communication. This has taken the form of digital in many respects such as school classes, training, various meetings, events, markets, businesses and recreational activities, and has become an indispensable demand for digital communication skills, which inevitably forms a large part of all our daily activities. While we can save time and money, the fact is that there are many disadvantages to users' mental and physical health.



Intern Speak

PAC believes in encouraging the interns to work on live projects, interact with stakeholders, write Policy briefs and Articles and exposing them to real life experience.



Dr. Athira Krishnan

Master in Public Health,
Achutha Menon Centre for Health
Science Studies, SCTIMST,
Trivandrum, Kerala

While working with PAC I had a chance to work on policy-based projects, and measured the quality and adequacy of public services provided. The organisation gave me an opportunity to widen my horizon in the field of governance and policy. It was really interesting while mapping out the major stakeholders and learning how or what their influence is, in policy making.



Amala Ann K. A

M. Sc. in Data Science,
Christ (Deemed-to-be) University,
Bengaluru

"I worked on the Sustainable Development Goals (SDGs), Public Affairs Index (PAI) and NSDC Project. All the projects I've worked on and PAC culture has taught me a lot. Working with real-time data has been fascinating."



Mohammed Fairos Mirza

M. Sc. in Data Science,
Christ (Deemed-to-be) University,
Bengaluru

"In the 5 months of internship, I have worked on multiple projects like ARC, Public Affairs Index and SDGs. During these days, I had great exposure to different domains and projects."



T. L. P. Mahesh

Masters in Machine Learning and
Intelligent Systems,
M. S. Ramaiah University of Applied
Sciences, Bengaluru.

"Being an intern and working on live projects is very important which PAC provides. It is the best opportunity to implement what we've learnt. I've worked on Health and NSDC projects where I got more knowledge about data."



Varsha R. K

M. Sc. in Data Science,
Christ (Deemed-to-be) University,
Bengaluru

"During my 5 months internship at PAC I got to work in multiple real-life projects including Public Affairs Index, ARC, NSD, as well as SDG. From data collection, data processing and finally analysing it, I got to learn all this from PAC."



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NEWSLETTER

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Social Media Analysis



Total Likes

3177



Views

521



Total Followers

3212



Reach

12,608



Engagement Rate

2 % per day

Total Profile Visits

5,227

New Followers

13

Mentions

93



Total Page Views

1,468

Unique Visitors

536

Impressions

21,448

Clicks

347

Engagement Rate

2.02 %

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