



GOVERNMENT OF KARNATAKA

**EVALUATION OF FUNCTIONING OF KARNATAKA STATE
POLICE HOUSING AND INFRASTRUCTURE
DEVELOPMENT CORPORATION LIMITED (KSPH & IDCL)
IN KARNATAKA STATE (2010 - 2021)**



ಕರ್ನಾಟಕ ಮೌಲ್ಯಮಾಪನ ಪ್ರಾಧಿಕಾರ
Karnataka Evaluation Authority

KARNATAKA EVALUATION AUTHORITY

DEPARTMENT OF PLANNING, PROGRAMME MONITORING AND STATISTICS

GOVERNMENT OF KARNATAKA

MARCH 2022

**EVALUATION OF FUNCTIONING OF KARNATAKA STATE
POLICE HOUSING AND INFRASTRUCTURE
DEVELOPMENT CORPORATION LIMITED (KSPH & IDCL)
IN KARNATAKA STATE (2010 - 2021),**

**DR. V S SOMANATH
PRINCIPAL INVESTIGATOR**

CENTRE FOR SUSTAINABLE DEVELOPMENT, BENGALURU

HOME DEPARTMENT



**ಕರ್ನಾಟಕ ಮೌಲ್ಯಮಾಪನ ಪ್ರಾಧಿಕಾರ
Karnataka Evaluation Authority**

KARNATAKA EVALUATION AUTHORITY

**DEPARTMENT OF PLANNING, PROGRAMME MONITORING AND
STATISTICS GOVERNMENT OF KARNATAKA**

MARCH 2022

©Karnataka Evaluation Authority, 2022

Published For:

Karnataka Evaluation Authority
#542, 5th Floor, 2nd Gate
M.S. Building, Dr. Ambedkar Veedhi
Bengaluru – 560 001

Published By:

Centre for Sustainable Development
#381, 2nd Floor, 100 ft. Road
H.A.L 2nd Stage
Indiranagar
Bengaluru - 560038

Typeset & Printed by

S.P.C Enterprises.
#36, N S Ayyangar Road, Seshadripuram,
Bengaluru – 560 020.
[*srislm666@gmail.com*](mailto:srislm666@gmail.com)

FOREWORD

Housing is an essential requirement for the police force, who are engaged in maintenance of law and order and in emergency situations. Karnataka State Police Housing Corporation Limited (1985) and later with extended scope was established as Karnataka Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL 2007) with mandate of construction of residential and non-residential buildings for the police force and allied departments. The 'Police Gruha 2020' was an ambitious project to reach a satisfaction level of at least 75% in housing requirements. The Department of Public Enterprises initiated the study through KEA to assess the performance of the Corporation in fulfilling the housing mandate given to it and its sustainability as a commercial entity. The Study was conducted by Centre for Sustainable development (CSD) under the guidance from KEA.

The study adopted a mixed methods approach for data collection and analysis. The sample for the evaluation study was 1138, including a control group of 104 samples, and a sample of 26 units related to other works carried out by the Corporation. The primary data from the sample was supported with qualitative data from FGDs and interviews. The financial and operational efficiency analysis was done based on the secondary data. The important findings are -the revenue from the operations which was consistent at an average of Rs.41.65 Crores over the five-year period of 'Police Gruha' was slightly hit during pandemic period. The on-time delivery of projects was only 34.62%. The Consumer Satisfaction Index with data triangulation at 2.64/5.0 indicates a huge gap in the expectations and the realities mainly due to poor maintenance and lack of adherence to the neighbourhood principles, faulty designs, and poor quality of materials. The quality issues are observed in other works also.

The major recommendations are - To avoid the delays, a time bound allotment system should be followed by the Police Department to its personnel with preference to Lady police force. The design and the size of the house be relooked and that the house size be revised from the existing 470 sq. ft to a minimum 540 sq. ft for the Police Constabulary with a larger bedroom and for the Inspectors to a minimum of 640 sq. ft

from the existing 580 sq. ft. Police Department to undertake a 'safety audit' of the residential buildings that are more than fifteen years old.

Corporation can look at the adoption of project management tools like SCRUM, perform an 'earned value analysis' to ensure that there are no significant deviations in schedule, cost, and performance. 'Risk Management Cell' to assess the risk potential, form a rehabilitation policy and set up a "Rehabilitation Cell". The Corporation should explore partnerships with Karnataka Housing Board and Bangalore Development Authority and HUDCO to build affordable housing, and use sourcing its skills for consultancy, provide Guidance manual to the user department on the design of houses. Increase the Paid-up share capital of the Corporation to Rs. 10 crores to develop as a commercial entity and long run sustainability.

I expect that the findings and recommendations of the study will be useful to the Government & Home Department and Karnataka State Police Housing Corporation and Infrastructure Development Corporation Limited, to bring in the necessary modifications in the scheme guidelines and implementation and the Corporation to achieve sustainability in the long run.

The study received support and guidance of the Additional Chief Secretary Planning, Programme Monitoring and Statistics Department, Government of Karnataka. The report was approved in 52nd Technical Committee meeting. The review of the draft report by KEA, members of the Technical Committee and an Independent Assessor, provided useful insights and suggestions to enhance the quality of the report. I duly acknowledge the assistance rendered by all in successful completion of the study.



Chief Evaluation Officer
Karnataka Evaluation Authority

ACKNOWLEDGEMENTS

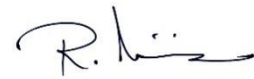
We would like to express our sincere thanks to **Dr. Shalini Rajneesh, IAS**, Additional Chief Secretary, Planning, Programme Monitoring and Statistics Department, Government of Karnataka for her guidance and support. We also would like to thank Karnataka Evaluation Authority (KEA), Planning, Programme Monitoring and Statistics Department, Government of Karnataka for providing an opportunity to conduct this evaluation study. Specifically, we would like to thank Sri. Hari Kumar Jha, IFS, Chief Evaluation Officer, KEA, Dr. Chaya K Degaonkar, Additional Chief Evaluation Officer, KEA, Smt. Manjula S Rathod, Administrative Officer, KEA and Dr Manjunath A V, Director (Evaluation), KEA for their constant guidance, support, timely suggestions and excellent inputs in formulating and preparing this study. We also would like to thank the Officers and Staff of Karnataka Evaluation Authority for their cooperation and Support.

We would like to thank Sri Praveen Sood, IPS, Director General & Inspector General of Police, Karnataka State and Chairman, Karnataka State Police Housing and Infrastructure Development Corporation Limited, Sri Alok Mohan, IPS, Additional Director General of Police (Admin), Karnataka State, Deputy Commissioners of Police, Superintendents of Police, Deputy Superintendents of Police in Bengaluru Urban District, Belgaum District, Bellary District, Chikkamagalur District, Chikkaballapura District, Chamarajanagar District, Chitradurga District, Dakshina Kannada District, Davangere District, Gadag District, Haveri District, Kalburgi District and Koppal District for their enthusiastic and unstinted support and timely information.

We also would like to thank Dr A S N Murthy, IPS, Managing Director, (Late) Dr. Rajvir Pratap Sharma, IPS, Former Chairman and Managing Director, Sri Kammaran Prakash, IPoS, Former Managing Director, Chief Accounts Officer, Chief Engineers, Superintendent of Engineers, Head of the Departments and the Nodal Officers of Karnataka State Police Housing and Infrastructure Development Corporation Limited for their excellent support, encouragement and furnishing timely information in preparing the study.

A special mention must be made of the Police Constabulary and the Inspectors of Police in all the thirteen districts of the state where the evaluation study was conducted, who despite serving long hours of duty on account of the covid pandemic were kind enough to encourage and provide exceptional support to our survey team.

Finally, we would like to thank Dr A Ravindra, IAS (Retd), Former Chief Secretary, Government of Karnataka and Chairman, Centre for Sustainable Development (CSD), Principal Investigator, Engineering Team, Survey Team, Research Analysts and Internal Auditors of CSD who worked on this assignment meticulously and completed the study.



[Dr R Srinivas PhD]

Executive Director

Centre for Sustainable Development

Table of Contents

Description		Page No.
Executive Summary		01
Chapter 1	Introduction and Background	13
Chapter 2	Literature Review	21
Chapter 3	Evaluation Methods and Techniques	33
Chapter 4	Theory of Change	41
Chapter 5	Evaluation Framework	43
Chapter 6	Secondary Data Analysis	55
Chapter 7	Primary Data Analysis	213
Chapter 8	Analysis of Other Works	275
Chapter 9	SWOC Model	289
Chapter 10	Findings, Discussion and Conclusions	295
Chapter 11	Recommendations	305
Annexure I	List of References	319
Annexure II	Terms of Reference	323
Annexure III	Memorandum of Association & Articles of Association	339
Annexure IV	Government Order dated 22-11-2013	363
Annexure V	Letter from KSPH&IDCL dated 20-12-2021	365
Annexure VI	Survey Questionnaire	367
Annexure VII	Field Observations from Pilot Study	375
Annexure VIII	Case-Studies	385
Annexure IX	CSD-ECO Team	387
Annexure X	District-wise details of FDG and IDI	389

List of Tables

	Description	Page No.
Table 1	Details of the survey conducted in the district	34
Table 2	Sampling details of Other Construction Works as listed in ToR	34
Table 3	Details of actuals sample collected as per various schemes	35
Table 4	District wise Focus Group Discussions (FGD) and In-Depth Interviews(IDI) conducted across the spectrum	36
Table 5	Details of Primary and secondary Data	39
Table 6	Details of Focus Group Discussions (FGD) and In-Depth Interviews(IDI)	39
Table 7	Evaluation framework for Relevance	44
Table 8	Evaluation framework for Effectiveness	45
Table 9	Evaluation framework for Efficiency	47
Table 10	Evaluation framework for Impact	49
Table 11	Evaluation framework for Sustainability	53
Table 12	Analysis of Profit and Loss Account: Pre-Covid	60
Table 13	Analysis of Profit and Loss Account: Post-Covid	64
Table 14	Consolidated Profit and Loss Account	65
Table 15	Financial Analysis of Profit and Loss Statement (Consolidated)	75
Table 16	Interest Earned from Deposits 2009-10 to 2020-21	77
Table 17	Analysis of Balance Sheet: Pre-Covid	79
Table 18	Analysis of Balance Sheet: Post-Covid	81
Table 19	Analysis of Balance sheet – Consolidated	82
Table 20	Financial Analysis of Balance Sheet: Consolidated	84
Table 21	Analysis of Financials 2009-10 to 2020-21- (Consolidated)	86
Table 22	Comparison of KSPH & IDCL vis-à-vis other corporates during Covid period	99
Table 23	Cumulative Physical Evaluation of houses constructed within timeschedule	101
Table 24	Cumulative Physical Evaluation of Timeline for Projects	103
Table 25	Cumulative Physical Evaluation of projects as a whole constructed within time Schedule	105
Table 26	Details of Annual Government Grants released until March 31 st 2020	108
Table 27	Phase wise list of units built and handed over to the Police Department under Police Gruha 2020	109

Table 28	Year wise list of units built and handed over to the Police Department under Police Gruha 2020	109
Table 29	Forecasted financial Statement from March 2020 to March 2026	112
Table 30	Financial Analysis of Forecasted financial Statement	113
Table 31	Proposed Target of 75 percent Achievement	115
Table 32	Year wise Physical and Financial Target Fixed vs Achieved	117
Table 33	Consolidated position of house and projects completed within the time schedule	118
Table 34	District wise percentage houses and projects completed within schedule	120
Table 35	Delay Analysis of Projects Constructed under AHS Scheme	128
Table 36	Delay Analysis of Projects Constructed under Police Gruha 1	146
Table 37	Delay Analysis of Projects Constructed under Police Gruha 2	156
Table 38	Delay Analysis of Projects Constructed under Police Gruha 3	165
Table 39	District-wise timeline variance of houses constructed under Police Gruha	178
Table 40	District wise and scheme wise comparative analysis of houses constructed and projects implemented.	189
Table 41	Status of Sanctioned Strength Vs Working Strength of the employees of the Corporation.	193
Table 42	Details of Trainings conducted by the Corporation from 2004-2020	195
Table 43	Funds earmarked and expended for CSR activities from 2017-2020	200
Table 44	CSR initiatives undertaken by the corporation.	200
Table 45	Comparative performance of Karnataka State Police Housing Corporation, Tamil Nadu State Police corporation and Maharashtra State Police corporation	206
Table 46	District wise rank of respondents in the Police force	213
Table 47	Educational qualification of Officer respondents in the Police Force	215
Table 48	Gender of respondents	217
Table 49	Age group of respondents	219
Table 50	Scale used for Satisfaction Index	221
Table 51	Classification of Internal Factors (Police Department) and External Factors (Police Housing Corporation)	221
Table 52	Time taken for allotment of house by the police department.	222
Table 53	Reasons for delay in allotment of houses for the police personnel	224
Table 54	Satisfaction Index on allotment process and the houses allotted for the police personnel	227

Table 55	District wise Satisfaction Index on House Design	229
Table 56	Satisfaction Index on adherence to neighborhood planning principals	231
Table 57	Satisfaction Index on road connectivity and access to public transport	233
Table 58	Consolidated Satisfactory Index based on Internal factors of the Police Department	235
Table 59	District wise Satisfaction Index on Construction quality	237
Table 60	Satisfaction Index on Security, Water Quality and Sewerage Systems and disposal	239
Table 61	Satisfaction Index on Green Cover and Air Quality	241
Table 62	Satisfaction Index on account of External Factors – Police Housing Corporation	243
Table 63	Pre-Covid District wise and Category wise Cumulative Satisfaction Index of Internal Factors	245
Table 64	Post-Covid District wise and Category wise Cumulative Satisfaction Index of Internal Factors	247
Table 65	Pre-Covid District wise Cumulative Satisfaction Index for External factors	249
Table 66	Post-Covid District wise Cumulative Satisfaction Index for External factors	251
Table 67	Satisfaction Index on Standard of living	254
Table 68	Generic Issues across the Police Housing Quarters	256
Table 69	District wise and Category wise Cumulative Satisfaction Index with Data Triangulation	270
Table 70	Cumulative Satisfaction Index with data triangulation	272
Table 71	Sampling details of other construction works in line with the ToR	275
Table 72	List of works at Davangere University	275
Table 73	List of buildings constructed by the PHC for the Fire Services Department	277
Table 74	List of works undertaken by the corporation under 13 th FC	281
Table 75	List of building constructed by the Police Housing Corporation under ‘budget works’	285
Table 76	List of works carried out by the police housing corporation under the police modernization scheme phase I and phase II	287

List of Figures

	Description	Page No.
Figure 1	Technical performance of KSPH & IDCL	16
Figure 2	Financial performance of KSPH & IDCL	16
Figure 3	Scope of the Study	19
Figure 4	Sample Size as per ToR and the actual Sample collected	35
Figure 5	Design of Study	37
Figure 6	Theory of Change	42
Figure 7	Revenue from operation	69
Figure 8	Other Revenue	70
Figure 9	Total Revenue	71
Figure 10	Expenditure	72
Figure 11	Operating profit	73
Figure 12	Net profit	74
Figure 13	Comparing OPM & PAT values	76
Figure 14	Fixed Deposits and Interests Earned	78
Figure 15	Trend analysis of Revenue from Operations	88
Figure 16	Trend analysis of Other Revenue	89
Figure 17	Trend analysis of Total Revenue	90
Figure 18	Trend analysis of Expenditures	91
Figure 19	Trend analysis of Operating Profit	92
Figure 20	Construction of Houses on Schedule	102
Figure 21	Timeline Variations of Projects	104
Figure 22	Projects constructed within time schedule	106
Figure 23	Consolidated position of house and projects completed within the Time Schedule	119
Figure 24	Percentage of houses completed within schedule- AHS	122
Figure 25	Percentage of houses completed within schedule- PG1	123
Figure 26	Percentage of houses completed within schedule- PG 2	124
Figure 27	Percentage of houses completed within schedule- PG 3	125
Figure 28	Percentage of projects completed within time schedule- PG 3	126
Figure 29	District wise estimated timeline vs actual timeline – PG 1	180

Figure 30	District wise estimated timeline vs actual timeline – PG 2	181
Figure 31	District wise estimated timeline vs actual timeline – PG 3	182
Figure 32	No. of houses estimated to be constructed vs No. of houses constructed within scheduled time- AHS	183
Figure 33	No. of houses estimated to be constructed vs No. of houses constructed within scheduled time- PG 1	184
Figure 34	No. of houses estimated to be constructed vs No. of houses constructed within scheduled time- PG 2	185
Figure 35	No. of houses estimated to be constructed vs. No. of houses constructed within scheduled time- PG 3	186
Figure 36	CSR Fund Utilization	200
Figure 37	Knowledge center at Shimoga	202
Figure 38	Knowledge center at Dharwad	202
Figure 39	RO water purification plant at Vijayapura	203
Figure 40	RO water purification plant at Chikkaballapura	203
Figure 41	Theory classes conducted as part of skill training	204
Figure 42	Plumbing classes conducted as part of skill training	204
Figure 43	Authorized and Paid-up Share Capital	208
Figure 44	Comparative performance of revenue and PAT	208
Figure 45	G Block Police Housing Colony, Worli Mumbai	210
Figure 46	Tamil Nadu PC Quarters – Kilpauk, Chennai	210
Figure 47	Tamil Nadu PC Quarters Kanyakumari District	211
Figure 48	District wise rank of respondents in the police force	214
Figure 49	Education of respondents	216
Figure 50	Gender of respondents	218
Figure 51	Age group of respondents	220
Figure 52	Time taken for allotment of houses by the police department	223
Figure 53	Reasons for delay in allotment of houses for the police personnel	225
Figure 54	Satisfaction Index on allotment process and housing allotted to police personnel	228
Figure 55	Satisfaction Index on House Design	230
Figure 56	Satisfaction Index on neighborhood planning principles	232
Figure 57	Satisfaction on Connectivity by road	234
Figure 58	Satisfaction on access to public transport	234

Figure 59	Cumulative Satisfaction Index -internal factors	236
Figure 60	Satisfaction with the quality of construction of houses	238
Figure 61	Satisfaction on water supply to the police housing colony	240
Figure 62	Satisfaction on Sewage System and Disposal in the Police Housing Colony	240
Figure 63	Satisfaction on Green cover in the police housing colony	242
Figure 64	Satisfaction on Air Quality in the police housing colony	242
Figure 65	Satisfaction Index - External Factors	244
Figure 66	Cumulative Satisfaction Index on Internal Factors Pre Covid	246
Figure 67	Cumulative Satisfaction Index on Internal Factors Post Covid	248
Figure 68	Cumulative Satisfaction Index on External Factors Pre Covid	250
Figure 69	Cumulative Satisfaction Index on External Factors Post Covid	252
Figure 70	Cumulative Satisfaction Index on Standard of Living	255
Figure 71	Davangere Police housing colony	257
Figure 72	Gadag police housing colony	258
Figure 73	Haveri police housing colony	259
Figure 74	Koppal police housing colony	260
Figure 75	Chikkaballapura police housing colony	261
Figure 76	Bengaluru Urban District police housing colony	262
Figure 77	Belagavi police housing colony	263
Figure 78	Bellary police housing colony	264
Figure 79	Chamarajanagar police housing colony	265
Figure 80	Chitragurga police housing colony	266
Figure 81	Chikkamagalur police housing colony	267
Figure 82	Dakshin Kannada police housing colony	268
Figure 83	Gulbarga police housing colony	269
Figure 84	Cumulative Satisfaction Index of District wise and category wise with Data Triangulation	271
Figure 85	Cumulative Satisfaction Index with Triangulation	273
Figure 86	Muddy access road to the Academic Science Building	276
Figure 87	Poor maintenance of the auditorium	276
Figure 88	Poor quality of construction leading to seepage of water into the walls	278

	at Chikkaballapura fire station	
Figure 89	Poor quality of construction leading to seepage of water in the common areas at Chikkaballapura fire station	278
Figure 90	Poor quality of paint used for the external at Chittapura fire station	279
Figure 91	Water leakage leading to building damage at Chittapura fire station	279
Figure 92	Water seepage through the ceiling at Sulya fire station	280
Figure 93	Cracked walls due to excessive seepage at Sulya fire station	280
Figure 94	Faded front wall of the Administrative Block of PTS, Thanisandra	283
Figure 95	Crumbling walls in the Dining Block of PTS, Thanisandra	283
Figure 96	Poor Quality doors at PDMS Training & Hostel Yelahanka	284
Figure 97	Poor maintenance of solar water heaters at Yelahanka PDMS Training and Hostel	284
Figure 98	Lack of furnishing at Aimangala PTS, plastic chairs being used for training purpose.	284
Figure 99	Lack of maintenance at DYSP Building	286
Figure 100	Poor electrical works done at Hiriyur Police Station	286
Figure 101	Gangamma Gudi Police Station Building	288
Figure 102	Yelahanka Town Police Station constructed under the modernization scheme	288
Figure 103	SWOC Model Analysis – Methodology	289
Figure 104	SWOC Model	293

LIST OF ACRONYMS

AHF	Affordable Housing Fund
AHS	Accelerated Housing Scheme
AIF	Alternative Investment Fund
ANOVA	Analysis of Variance
BEE	Bureau of Energy Efficiency
BPRD	Bureau of Police Research & Development
CAG	Comptroller and Auditor General
CSI	Cumulative Satisfaction Index
CSIDT	Cumulative Satisfaction Index with Data Triangulation
CSR	Corporate Social Responsibility
DEA	Data Envelopment Analysis
EPS	Earnings per Share
eQMS	electronic Quality Management Systems
ESG	Environmental, Social and Governance
ETP	Establishment, Tools and Plants
EWS	Economically Weaker Section
FGD	Focus Group Discussion
FTT	Fast Track Technology
GoK	Government of Karnataka
GRIHA	Green Rating for Integrated habitat assessment
GSS	Global Shelter Strategy
HBA Scheme	House Building Advance Scheme
ICT	Information and Communications Technology
IDI	In Depth Interview
IMS	Integrated Management System
KRERA	Karnataka Real Estate (Regulations and Development) Act
KSPH & IDCL	Karnataka State Police Housing and Infrastructure Development Corporation Limited
LIG	Lower Income Group
LOS	Level of Significance
MOHUPA	Ministry of Housing and Urban Poverty Alleviation

MPF	Modernization of Police Force
MSPHWC	Maharashtra State Police Housing and Welfare Corporation
NBO	National Buildings organization
NCHR	National Campaign for Housing Rights
NHB	National Housing Bank
NHP	National Housing Policy
NHRI	National Human Rights Institutions
NPM	Net Profit Margin
NUHHP	National Urban Housing and Habitat Policy
OPM Scheme	Operating Profit Margin
OYH	Own Your Home Scheme
P & L	Profit and Loss
PAT	Profit After Tax
PBT	Profit Before Tax
PG1	Police Gruha I
PG2	Police Gruha II
PG2020	Police Gruha 2020
PG3	Police Gruha III
PMC	Project Monitoring Committee
POE	Post Occupancy Evaluation
PPPs	Public Private Partnerships
PWD	Public Works Department
QC	Quality Control
QCD	Quality Control Division
REESI	Relevance, Effectiveness, Efficiency, Sustainability and Impact
ROCE	Return on Capital Employed
ROE	Return on Equity
SI	Satisfaction index
SMART	Specific, Measurable, Achievable, Relevant and Time bound
SPV	Special Purpose Vehicle
SWOC	Strengths, Weakness, Opportunities, and Challenges

TNSPHC	Tamil Nadu State Police Housing Corporation
ToR	Terms of Reference
TQM	Total Quality Management
UNCHS	United Nations Centre for Human Settlements
WPMS	Web Based Project Management System

Executive Summary

Introduction

The evaluation of functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (Corporation) in Karnataka state was conducted for a period of 11 years from 2010-11 to 2020-21. On account of the raging Covid 19 pandemic, the work was spread over a period of one year from October 2020 to September 2021 even though the terms of reference of the study was for a period of only six months.

Background

Karnataka State Police Housing Corporation Limited was incorporated on 17th June 1985 as a Special Purpose Vehicle (SPV) by the Govt. of Karnataka with a limited mandate of construction of residential and non-residential buildings for the police force and allied departments like prison, fire service and home guards. In the year 2007, the Corporation's activity was enlarged by diversifying its activities and it was transformed from a 'No Profit - No Loss' company to a commercial entity and was also renamed as Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH&IDCL).

For the State police force with a sanctioned strength of 96,146, the Corporation could construct only 23835 residential buildings accounting for about 25% of the requirement and 1438 non-residential buildings till the end of financial year 2015. In order to increase the residential satisfaction level of the police constabulary, the Government of Karnataka approved the construction of 11000 residential buildings under the scheme of Police Gruha 2020 at an estimated cost of Rs 1818 Crs. {revised to Rs 2272 Crs.}. The scheme was originally envisaged to be taken up with HUDCO assistance against Govt. guarantee. However, in 2017, the Govt. decided to release grants from the budget for the entire project and it has so far released Rs 1860.41 Crs. till the end of March 2020 for Police Gruha 2020.

Hence, the Government initiated the task of carrying out the evaluation study on the functioning of the Corporation to examine the extent to which the scheme objectives under both the Accelerated Housing Scheme (AHS 3-prior to 2015) and Police Gruha 2020 have been met and also to examine the Corporation's sustainability as a commercial entity.

Prior to Police Gruha 2020, the Corporation under the Accelerated Housing Scheme had constructed 13120 residential buildings for the police force in three phases spread over a time

period of sixteen years i.e., from 1999 to 2015 at a total cost of Rs 632 Crs. In the 1st Phase of Police Gruha 2020, construction of 2782 residential quarters at an estimated cost of Rs.478.45 Crs. was taken up in 21 Packages and the entire construction was completed at a total expenditure of Rs 458.53 Crs. In the 2nd phase of Police Gruha 2020, construction of 4,016 residential quarters at an estimated cost of Rs.825.74 Crs. was taken up in 21 packages and a total of 3,666 residential quarters were completed and construction work on the remaining 350 residential quarters were under progress as on March 31, 2020. In the 3rd Phase of Police Gruha 2020, construction of 4,202 Residential Quarters at an estimated cost of Rs.811.31 Crs. has been taken up in 34 packages and a total 2,306 residential quarters are completed and the remaining 1,896 residential quarters work are under progress. The total expenditure for all the three phases of construction under Police Gruha as on 31-03-2020 was Rs.1,808.28 Crs. Prior to the launch of Police Gruha 2020, the residential satisfaction level of the police constabulary in the state was a mere 39 percent. The Police Gruha 2020 added 11,000 quarters and the Police Gruha 2025 is expected to add further 10054 quarters. This would enable the Police Department to have a capacity buildup of about 64% by 2025.

Methodology

As part of the evaluation process, four indicators were identified for the purpose of literature survey viz., performance issues, policy issues, role of government and prospects of the study. A purposeful model on the theory of change was structured on 'SMART' goals after identifying the various inputs, activities involved, outputs and outcomes based on the scope of study. An evaluation framework of the study was next designed based on relevance, effectiveness, efficiency, impact and sustainability.

The study included financial and physical evaluation of the secondary data on the functioning of the Police Housing Corporation with focus on the performance of the projects constructed by it under the AHS-3 and Police Gruha 2020. The profit and loss accounts and the balance sheets of the police housing corporation for a period of eleven years i.e., 2009-10 to 2019-20 and the provisional financials for the year 2020-21 was analyzed in depth. The financial performance of the Corporation was analyzed under three stages viz., stage I (pre-covid) covering a period of 10 years from 2009-2019, stage II (post -covid) covering a period of 2 years from 2019-2021 and stage III (Consolidated) covering a period of 12 years from 2009-21.

Since the Police Housing Corporation has been set up with the primary objective of providing housing to the police force of the State, empirical field data was collected from the police force who were allotted housing by the police department in thirteen districts of the State. A sample size of 1034 respondents was considered for the primary evaluation of the study. The sample also included a control group corresponding to one percent of the police force who were not allotted housing by the police department. A dual level data analysis of focus group discussions and in-depth interviews were also conducted across all the thirteen districts. The performance of the Corporation was also studied by examining the construction activity carried out by it under the police modernization scheme, 13th finance commission and other commercial works.

Major Findings of the Evaluation Study

1. The Corporation's revenue from operations had shown a steady increase during the pre-covid period followed by a decline in the post-covid period. The revenue from operations had peaked in 2018-19 at Rs 56.59 Crs and had touched a low of Rs 24.76 Crs in 2020-21. Correspondingly, the total revenue from all sources had shown a steady progress till 2018-19, followed by a decline from 2019-20 onwards.
2. The main source of income of the Corporation is from the ETP (Establishment, Tools and Plants) charges collected from the various projects implemented by it.
3. The Corporation's other revenue source comprises interest from fixed deposit and other non-operating income. The interest from fixed deposit was in the region of Rs 11 Crs to Rs 12 Crs in the last three years of pre-covid period and in the region of Rs 13 Crs to 14 Crs in the post covid period of 2019-21.
4. The expenditures comprise the administrative expenses, work expenses, stock-in-trade, finance charges, depreciation and prior period expenses. The expenditures to revenue from operation which was at about 88 percent in 2019-20 had increased to 117 percent in the year 2020-21, thus indicating a negative trend.
5. In the beginning of PG 2020, the Operating Profit Margin (OPM) was 35.67 percent in 2014-15 and had progressed to reach a peak of 55.41 percent in 2018-19 and recorded a healthy trend. However, the OPM had come down drastically to 12.13% in the year 2019-20 and on account of negative growth rate, the Corporation could not generate OPM for the subsequent financial year 2020-21.
6. The Net Profit Margin (NPM) values of the Corporation over the period under study were satisfactory across both long and short-term evaluations.

7. The Earnings per Share (EPS) which was at Rs 25,677 in 2019-20 had come down drastically to Rs 5409 in 2020-21 owing to reduction in the PAT.
8. The authorized share capital of the Corporation is Rs 10 Crores and the paid -up capital had remained at only Rs 12 lakhs in the entire period of study.
9. The reserves of the Corporation which was at Rs 49.47 Crores in March 2010, had significantly improved to Rs 231.61 Crores as at March 2021.
10. Net Block of the Corporation from 2009-2021 had shown a consistent improvement.
11. The Return on Equity (ROE) which was around 43% in the initial year of 2009-10, stood at 3% for the year 2020-21.
12. There is a drop down in the Return on Capital Employed (ROCE) from 20% in 2015-16 to 0.32% during 2020-21 which is not a healthy sign.
13. Net Worth of the Corporation which was at Rs 49.59 Crores in March 2010, had significantly improved to Rs 231.72 Crores in March 2021.

The trend analysis indicate that the revenue generated follows a two-year moving average trend with a minimum outlier.

14. Gradual decline in the earnings from other sources of revenue has been observed in the period of study and that there is a higher correlation in expenditures and hence linear regression was used in forecasting future expenditures.
15. Test of hypothesis indicate that both the expenses incurred and the profit generated are dependent on the revenue stream of the Corporation.
16. The Corporation's profit and loss account has been forecasted for the year 2021-26 based on the trend and regression analysis. It is seen that the Corporation can turn the corner by 2022-23 and post appreciable profits and this trend is continued during the entire period of forecast up to March 2026 (this forecast is based on the assumption of timely budgetary support to the projected activity).
17. The physical evaluation of the projects constructed by the Police Housing Corporation under the various schemes show that the on-time delivery of projects which stood at 37.39 % during the AHS scheme 2010-15 had in fact marginally come down to 34.62% in Police Gruha 2020 on account of poor completion of projects especially in the third phase of Police Gruha.
18. A comparative assessment of the houses constructed under the AHS scheme of 2010-15 and in PG 1, PG 2 and PG 3 of Police Gruha 2020 respectively indicates that PG 2 has more or less complied with both time and cost schedules as compared to PG 1 and PG 3. Despite the shortcomings, the Corporation has maintained a satisfactory completion of

44.75% for the schemes under Police Gruha.

19. The cost escalation of residential units constructed under Police Gruha 2020 is about 1% and the overall cost escalation of projects constructed by the Corporation since 2009 under both the AHS and Police Gruha 2020 is about 5% which is well within the norms.
20. In broad terms, there has been only time variation of about 28 % in the construction of residential buildings in PG 2020 and overall time variation of about 30 % in the construction of residential buildings under AHS and PG 2020.
21. A detailed 'Delay Analysis' on a p2p basis was conducted for AHS, PG1, PG 2 and PG 3 to understand the delays for time overrun. The factors attributing to time escalation could be due to unrealistic contract durations-imposed by the Corporation on the contractors, poorly defined project scope, poor supervision of projects by the Corporation, poor site management and inappropriate construction methods used by the contractors.
22. The Police Housing Corporation is an ISO 9001:2008 & 14001:2004 certified company for its quality management and environmental management systems respectively. The Corporation has an in-house quality control division to monitor quality aspects of the projects undertaken and executed by the Corporation.
23. However, the quality of construction has not been up to the expectation of the user department. Several recommendations have been made in the following section for improving the quality and standard of construction.
24. In terms of its Human Resources, the Corporation follows a structured and a robust Human Resource Policy duly approved by its Board. Positions at the top management cadre like the Chairman and Managing Director from the Police Dept., Chief Engineers and Executive Engineers from the PWD, sometimes take longer to depute, which could hamper the continuity and progress of works.
25. In terms of its employee strength, the current sanctioned strength of the Corporation is 395 and the working strength is 281. The working strength comprises 58 permanent employees, 60 employees on deputation and 163 employees on contract. The existing man power has the necessarily skills to meet the growing demands of the changing circumstances and can meet the challenges and opportunities of a commercial entity.
26. Even though the Corporation has met the targets as envisaged under CSR for the years 2017-18 and 2018-19, there has been a shortfall in its target for the year 2019-20.
27. Majority of the CSR activities are focused towards the upliftment of the Police Department only.

28. The performance of KSPH was compared with two states similar schemes. It was compared with Tamil Nadu Police Housing Corporation Limited and Maharashtra State Police Housing and Welfare Corporation Ltd. It was observed that the quality of construction of residential buildings constructed by the Tamil Nadu State Police Housing Corporation is better when compared to the other police housing corporations.
29. The primary data was classified as Internal Factors which are mainly on account of the policy and procedures adopted in the user department (police department) and External Factors i.e., those factors for which the Police Housing Corporation was directly responsible.
30. Majority (91 percent) of the respondents were from the police constabulary and about 8.5 percent from the midlevel police force.
31. Ninety six percent of the respondents were post-graduates and only four percent were graduates.
32. Eighty nine percent of the respondents were males and only eleven percent were females.
33. Maximum number of respondents (59 percent) were in the age group of 31-40 years.
34. Majority of the respondents (93 percent) had to wait for over a year before the houses were allotted to them by the Police Department.
35. The delay in the allotment of houses by the Police Department was primarily due to two factors viz., i) procedural hurdles (58 percent) and ii) allocation of houses based on seniority (29 percent).
36. The overall Satisfaction Index for the process of allotment was at 2.41 /5.0 and the type of houses allotted at 2.35 /5.0 calls for improvement of the process and the procedures adopted for allotment of houses in the police department.
37. The respondents expressed their dissatisfaction on the design of the houses allotted to them. The cumulative satisfaction index at 2.01/5.0 calls for a considered review of the house design for the police quarters.
38. The satisfaction index on adherence to neighborhood planning principles like nearness to dispensary/clinic, park/playground, bus stop, market/provision store, school, bank/ATM and security provided to the police housing colonies was 2.82/5.0.
39. The satisfaction index on connectivity by road and access to public transport from the police housing colonies was 2.55/ 5.0 and 2.54/5.0 respectively.
40. The satisfaction index on the quality of construction in Bangalore Urban at 1.47/5.0 was the lowest amongst all the districts surveyed and the cumulative SI of 2.03/5.0 indicates the poor quality of construction carried out by the Corporation.

41. Residents had expressed their satisfaction (SI 3.41/5.0) on the quality and quantity of water being supplied to the police housing colonies.
42. Residents had expressed their dissatisfaction (SI 1.99/5.0) on the sewerage disposal and drainage system in the police housing colonies.
43. Residents were satisfied with the green cover (SI 3.54/5.0) and air quality (SI 3.38/5.0) in the police housing colonies.
44. The primary data was grouped under pre-covid period and post-covid period to assess any abnormalities in the data pattern. Marginal improvement was observed in the satisfaction index in the change in period (Police Department - pre-covid to post-Covid from 2.34/5.0 to 2.64/5.0 and Police Housing Corporation from 2.73/5.0 to 2.85/5.0).
45. The Cumulative Satisfactory Index with data triangulation at 2.64/5 indicates the huge gap in the expectation of the police force from the police department and the police housing corporation.
46. The major drop in the Satisfaction Index was traced to poor design, poor quality of construction and poor upkeep and maintenance of the housing units in the police housing colony.
47. The Focus Group Discussions and In-depth Interviews conducted across the 13 districts revealed a few generic problems of the police quarters in general like poor design of the houses, poor quality of wirings and electrical, inadequacy in infrastructure, poor connectivity, poor lighting in common areas, lack of community space etc.
48. In addition, specific problems with regards to their living space was also highlighted in the discussion like poor quality of kitchen ware and sanitary ware in the bathroom, inconvenient height of attic, absence of shelves in the bathrooms, frequent power outages etc.
49. The field report on the construction activity undertaken by the Corporation pertaining to police modernization and other schemes indicate that generally the quality and standard of construction of buildings made by the Corporation needs to be improved. There is a lack of basic amenities in these locations which needs to be looked into by the user department and the Corporation.
50. A SWOC model that evaluates the potential of Police Gruha 2020 with the intent of maximizing the performance of police housing Corporation that shall ultimately benefit the State police force has been formulated in the report.

Recommendations

A number of recommendations have been proposed that could improve the overall functioning and governance of the Corporation which would in turn aid in providing quality housing for the police personnel and improve the residential satisfaction level of the police force in the State. The recommendations have been brought out under a five-point plan strategy viz., functional protocol, project planning and execution, business management process, policy measures and capacity building & human resources for both the Police Housing Corporation and the Police Department and the major recommendations are briefly summarized below:

Police Housing Corporation

1. Poor Satisfaction Index of the House Design calls for a serious retrospection on the design aspect of the houses for the police constabulary. There is a need for redesigning the houses based on geo-climatic regions of Karnataka. The Corporation need to prepare a *guidance manual* for the user department on the design of houses.
2. Police Housing Corporation and the Police Department to jointly deploy *predictive analytics* based on the current and historical data patterns to enable the Corporation to deploy its resources more effectively to take advantage of possible future events and reduce its risk.
3. The *quality of construction* of houses built by the Police Housing Corporation is not up to the expectation of the police force and is demonstrated by a poor Satisfaction Index of 2.03/ 5.0. Hence, the Corporation needs to improve the quality of construction by way of clear satisfaction of contract specifications and completion of project within cost and time.
4. To mitigate the time escalation in the implementation of its projects, the Corporation can look at the adoption of *project management tools like SCRUM*, which is a framework for developing, delivering, and sustaining products in a complex environment.
5. The *Sprint Reviews* could help demonstrate the work done to all the stakeholders of the Corporation to elicit feedback, cut down the time delay and enable the team to reflect and improve.

6. With the advent of Covid 19, construction Industries would see an increased adoption of *electronic quality management systems (eQMS)*. Hence, the Corporation should adopt eQMS as it is a critical part of being agile enough to respond to changes with minimal interruptions to business.
7. The in-house *quality control division (QCD)* should periodically monitor the projects being implemented by the Corporation and prepare a '*punch list*' of items that need to be specifically corrected and certified that, it in fact meets the quality expectation set forth by the project documents.
8. It has been observed that for high value projects and works, the contractors have quoted considerable lesser rates than the amount put to tender. Hence, the Corporation should go in for *third party services* to ensure that the amount put to tender is appropriate.
9. Upon handing over the buildings constructed by the Police Housing Corporation for the Police Department, the Corporation is entrusted with the task of maintaining the building for a period of two years, beyond which the maintenance of the building is the responsibility of the user department. It would be more-prudent for the User Departments to have regular maintenance contracts with the Police Housing Corporation for consistent maintenance of the buildings. The Government needs to create a *Special Purpose Vehicle (SPV)* under the umbrella of the Police Housing Corporation to oversee and manage the upkeep and maintenance of the building constructed by it.
10. *Project audit* should be periodically conducted by an independent examiner to ensure that the contractors adhere to stringent quality standard of construction.
11. The Corporation to periodically perform an '*Earned Value Analysis*' and report the findings to the board. This would ensure that there are no significant deviations in schedule, cost and performance.
12. The Corporation needs to establish a regular *Project Monitoring Committee (PMC)* under the chairmanship of the Head of the Institution. The PMC shall be convened once in a month to take stock of the various activities and the minutes of the PMC to be placed before the Board for information and necessary action.
13. The Corporation has to work on strengthening its internal process and identify risks that highlight potential for monetary loss or project loss. As a growing organization, the Corporation should create a separate '*Risk Management Cell*' to assess the risk potential

and dimension of every project that it undertakes.

14. The Police Housing Corporation needs to *develop clear goals and strategies* for its long-term sustenance and growth as a commercial entity.
15. The Corporation needs to *optimize and automate its business processes* which would enable it to raise commercially feasible and adequate resources from the market during its diversification and expansion process.
16. The Corporation can optimize the *utilization of its available skills* in the field of design, architecture of buildings, rainwater harvesting and consultancy for setting up sewerage treatment plants.
17. The Corporation needs to define its Rehabilitation policy and set up a '*Rehabilitation Cell*' to be manned by specialist engineers. This cell would attend to repairs and remediation of old housing units and retrofit them with modern materials and appliances.
18. The Corporation could look into the feasibility of a *backward integrated business model*. It can source or go in for manufacturing its own wood work, metal works and concrete blocks. This would enable it to control its supply chain.
19. To sustain and grow as a commercial entity, the Corporation needs to *register its activities under K-RERA*.
20. *Introduction of HBA scheme and OYH Scheme to the police force* of the State similar on the lines of Maharashtra State Police Housing Corporation and Tamil Nadu State Police Housing Corporation can be considered by the Karnataka State Police Housing Corporation.
21. The Corporation needs to draft an *appropriate and transparent policy* and authorize the CMD to take necessary action against those contractors who consistently delay project execution, thereby ensuring compliance to project execution terms.
22. The Corporation should *explore partnership efforts* with Karnataka Housing Board and Bangalore Development Authority to build affordable housing for the lower income group.
23. There is also an opportunity to *partner for increased collaboration* especially with the local Municipalities and Zilla Parishads in smaller towns.

Police Department

1. The Police Department needs to deploy user friendly technology that would make the *house allotment process more transparent* and would improve the ‘Happy Factor’ of the Police Constabulary. A time bound allotment system should be followed by the Police Department to its personnel.
2. The police department need to *prioritize the allotment of houses to the Lady police force* especially those posted in the rural and semi urban areas.
3. The *houses need to be redesigned* taking in to account the geo-climatic regions of locational aspects.
4. It is recommended that the *size of the house be relooked* and that it shall be revised from the existing 470 sq. ft to a minimum 540 sq. ft for the Police Constabulary with a larger bedroom and for the Inspectors to a minimum of 640 sq. ft from the existing 580 sq. ft.
5. The Police Department needs to conduct a ‘*Space Need Analysis*’ in the conceptual stage itself in consultation with the Police Housing Corporation to ensure proper site selection for the police housing colony.
6. The Police Department to have *regular maintenance contract* with the Police Housing Corporation for consistent and quality maintenance of the buildings.
7. The Police *housing projects are to be evenly disbursed* across the State which would lead to orderly management of the police force especially in Tier 1 and Tier 2 Towns.
8. *Deemed hand over of the residential units* by the Police Housing Corporation need to be considered by the Police/ User Administration upon intimation to the Police/ User Department.
9. Considering the recent developments pertaining to climate change, it would be advantageous for the Police Department to undertake a ‘*safety audit*’ of the residential buildings that are more than fifteen years old.

Chapter 1

Introduction and Background

1.1 Introduction

Since time immemorial, food, shelter and clothing have been considered as the three basic needs of mankind. Housing thus plays an important indicator of human development. Housing is not merely a physical entity providing shelter, rather it is an integral component of people residing in them. The National Campaign for Housing Rights (NCHR), India describes 'good housing' as a dwelling wherein people residing have the potential to build free and equal relationships while also simultaneously building cultural identity of the society. The housing sector is globally recognized and the growth of this sector is well complemented by the development in the corporate environment and the demand for housing accommodation in urban and semi-urban areas. The construction industry ranks third among the fourteen major sectors in terms of direct, indirect and induced effects in all sectors of the economy. In India, the real estate sector is the second-highest employment generator, after the agriculture sector. The Govt. of India along with the Governments of respective States has taken several initiatives to encourage development in the housing sector. Under Union Budget 2021-22, tax deduction up to Rs.1.5 lakh on interest on housing loan and tax holiday for affordable housing projects have been extended until the end of fiscal 2021-22. The Atmanirbhar Bharat 3.0 package announced by the Govt. of India in Nov. 2020 has included income tax relief measures for real estate developers and homebuyers for primary purchase /sale of residential units of value up to Rs.2 Crs from Nov. 2020 to June 2021. In order to revive around 1600 stalled housing projects across top cities in the country, the Union Cabinet had approved the setting up of Rs. 25,000 Crs Alternative Investment Fund (AIF) and the Government has created an Affordable Housing Fund (AHF) in the National Housing Bank (NHB) with an initial corpus of Rs.10,000 Crs using priority sector lending short fall of banks and FIs for micro financing of the Housing Finance Companies.

The Police Housing Corporations were established by the various State Governments after the recommendation of the third police reform commission. The ensuing study has evaluated a small component of the housing sector, i.e., the evaluation of Functioning of the Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL), a wholly owned company of Govt. of Karnataka under the administrative control of the Home Department, Government of Karnataka.

1.2 KSPH & IDCL

Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) is a wholly owned company of the Government of Karnataka and is mandated to build residential and non-residential buildings for the Police, Fire and other auxiliary services in the State in an innovative manner.

The Police Housing Corporation was set up in June 1985 to undertake construction of buildings for housing of employees of Government of Karnataka in police force, prisons, home guards and fire service departments. It was also involved in the construction of office buildings, police stations, jails, fire stations, training institutes, district scientific laboratories, forensic labs and dormitories. In addition, the Corporation acts as consulting contractors, engineers, designers and developers for infrastructure related projects. The Corporation identifies itself with a vision, mission, goal, quality policy and objectives as listed below.

1.2.1. Vision of KSPH & IDCL:

To organize it as total quality people to achieve world-class standards in all its endeavors and be a role model for excellence in public service.

1.2.2. Mission of KSPH & IDCL:

1. Karnataka State Police Housing and Infrastructure Development Corporation Limited commits itself to continually improving the competence of its personnel to meet the changing needs of business for e-governance and shall implement total e-governance in phases for all business facets, ensuring complete transparency and the right of the public to obtain information.
2. Construction of buildings and providing services, according to specifications, will be carried out by fulfilling intended user requirements, ensuring optimized quality and achieving sustainable development.
3. KSPH&IDCL shall comply with ISO 9001:2008 quality management systems and ISO 14001:2004 environmental management system standard, and continually improve the efficiency of the system processes and contribute to the optimal utilization of the project resources in a cost-effective and timely manner.

1.2.3. Goal of KSPH&IDCL:

The goal of the Police Housing Corporation has been defined as construction of ‘Innovative buildings to redefine Police and Policing of Karnataka’.

1.2.4. Quality Policy:

KSPH & IDCL is committed to project implementation integrated with Total Quality Management (TQM) resulting in total quality in construction by adhering to total transparency and right to information and striving continually to provide improved quality products and services that are cost effective and delivered in time.

1.2.5. Objectives of KSPH&IDCL:

1. To undertake construction of buildings for housing the employees of the Government of Karnataka's Police, Prisons, Home Guards and Fire Service departments.
2. To undertake construction of buildings for the offices of the departments of Police, Prisons, Home Guards such as the administrative offices, police stations, prisons, fire stations, district scientific labs, forensic science labs, dorms, and so on.
3. To construct schools, hospitals, health centers, shops, clubs, auditoriums, maternity homes, community halls and so on.
4. To undertake construction of any type of buildings entrusted to it by the Government from time to time.

Many transformative initiatives undertaken by the Corporation include web-based project management system, transparency, accountability, stakeholder involvement, right to information, professional approach to management etc.

1.2.6. Technical and Financial performance of KSPH & IDCL:

The technical and financial performance of KSPH & IDCL for the year 2019-20 has been indicated in Figure 1 and Figure 2 below.

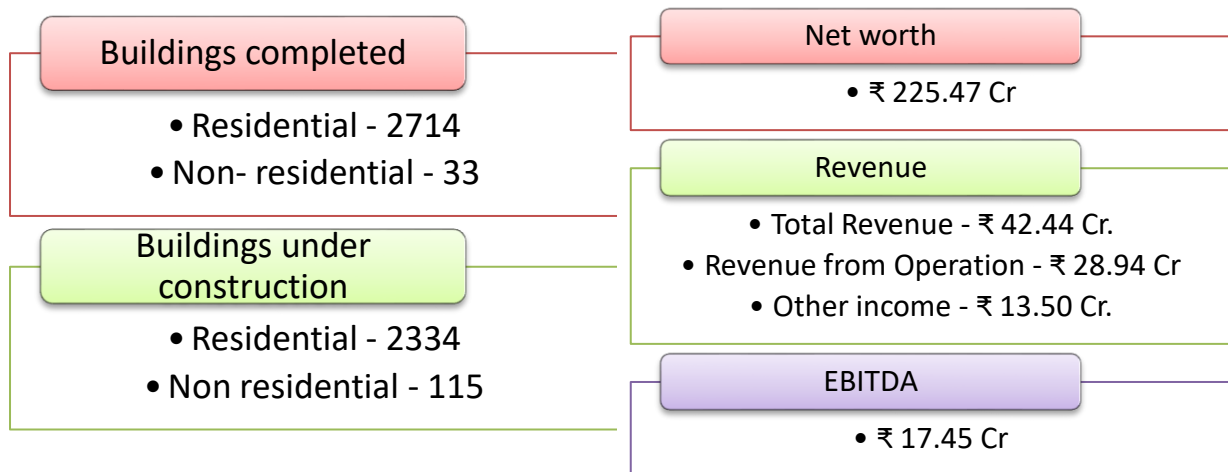


Figure 1: Technical performance of KSPH & IDCL

Figure 2: Financial performance of KSPH & IDCL

1.3 Background of the Study

The proposed study is ‘Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited in Karnataka State for a period of eleven years i.e., from 2010 to 2021’.

Karnataka State Police Housing Corporation Limited was incorporated on 17th June 1985 as a Special Purpose Vehicle by the Government of Karnataka with a limited mandate of construction of residential and non-residential buildings for the police force and allied departments like prison, fire service and home guards. Keeping in view the dire requirement for housing for the Police Force, the Government in December 1999, sanctioned the construction of 5100 residential buildings for the police force at a cost of Rs160 Crores in three years under Accelerated Housing Scheme 1 (AHS-1).

The construction work could commence only in April 2001 owing to delay in approval of the scheme. In view of revision in the schedule of rates, only 4900 residential building were taken up for construction. On account of savings in the cost of construction another 156 residential buildings were added during November 2002 and at the end of AHS I scheme 5056 residential buildings were handed over to the police department. AHS I Scheme was financed by HDFC and HUDCO.

During March 2003, the Government sanctioned the construction of another 5000 residential buildings for the police force at a total cost of Rs 180 Crores in a period of two years under

AHS-2. As against this, the Corporation constructed and handed over 4999 residential buildings to the user department. Under AHS-3, the Corporation constructed 2434 residential buildings for the police force at an estimated cost of Rs199 Crores. Further, the Corporation took up construction of another 337 residential buildings at a cost of Rs. 50.37 Crores in 2012-13. The Corporation also took up construction of additional 294 quarters at a cost of Rs. 42.62 Crores in 2013-14. All the residential buildings constructed by the Corporation in AHS-3 have been handed over to the user department.

In 2007, the Corporation widened its base with an increased scope of activity and amended its memorandum of association to include information technology, e-commerce, consultancy, training & infrastructure development, implementation of web based project management system (WBPMS), e-tendering, reverse auctioning, adoption of fast track construction technology, advance annual plan and packaging of works. Thereafter, the Corporation was renamed as Karnataka State Police Housing & Infrastructure Development Corporation Limited (KSPH & IDCL) in 2014. The certificate of incorporation dated 22 October 2014, as issued by the Registrar of Companies, Ministry of Corporate Affairs is enclosed in the annexure. The memorandum and articles of association of the Police Housing Corporation is also appended in the annexure.

The main objective of the Corporation as stated earlier is to provide housing for Police, Fire Service and other Allied Departments. As per the earlier studies, the residential satisfaction level of the Police Constabulary in the State was a mere 39% which was lower when compared to other State Police Constabulary and with new recruitments of personnel to meet the additional requirement of the Police Force in the State, this satisfaction level was expected to take a further dip. To keep the morale and motivation levels high of the Police Personnel, Police housing has been given its due importance. In 2013, the Government assigned the work of charting out a time bound plan to the Police Housing Corporation to construct a substantial number of quarters for the Police personnel to reach a satisfaction level of at least 75%. Accordingly, KSPH & IDCL had chalked out the 'Police Gruha 2020' under which it had proposed to construct 11000 quarters with a total anticipated outlay of Rs. 1818 Crs. in areas of acute housing shortage for PCs and SIs.

As on 2019-20, the Corporation had a Net Worth of Rs. 225.47 Crs and a EBIDTA of Rs 17.45 Crs. The main source of income of the Corporation is from the ETP (Establishment, Tools and Plants) charges collected from the various projects implemented by it. With a

sustainable performance over a period of five years i.e., from 2014-19, the Corporation has now emerged as a self-sustaining commercial entity and is no longer dependent on the State Government to meet its administrative and establishment costs.

1.3.1. Purpose of the Study

Despite the Government recognizing the need for providing basic facilities like housing to police personnel and even though there is a dedicated organization like KSPH & IDCL to address the issue, the shortage of police housing has remained a critical subject.

Hence, the Government initiated the task of carrying out the evaluation study on the functioning of the Corporation to examine the extent to which the scheme objectives under both the AHS-3 and Police Gruha 2020 have been met and also to examine the Corporation's sustainability as a commercial entity.

1.3.2. Scope of the Study

The scope of the study involves five essential steps (Figure 3) as detailed below:

1. Financial and Physical evaluation of the Corporation and the scheme with reference to the targets set in the pre-plan and post change,
2. To examine the extent to which the scheme objectives have been met and the extent of the targets achieved,
3. The study covers the performance over a time period of 11 years i.e., from 2010-11 to 2020-21,
4. The scope includes the perception of the beneficiaries and the non-beneficiaries of Police Housing and
5. The scope shall also lead to the design of a SWOC matrix for the Corporation

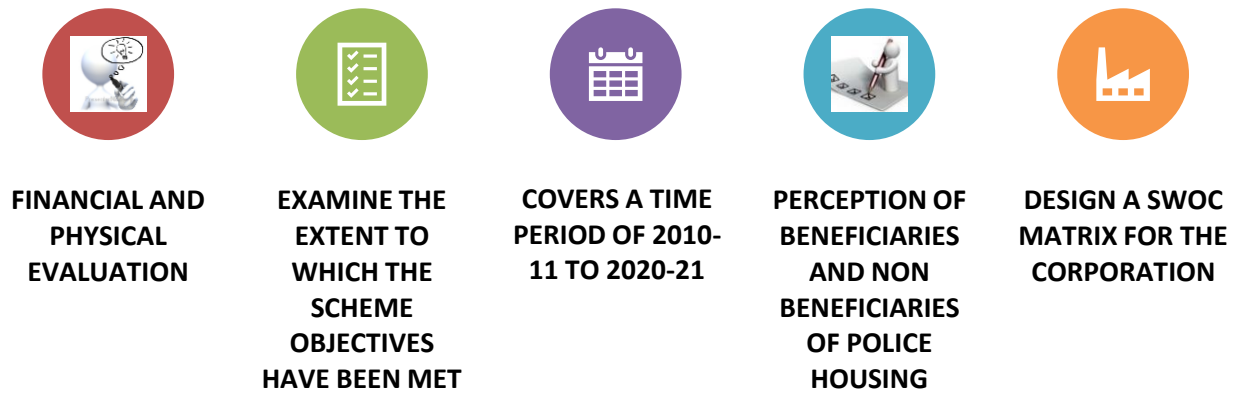


Figure 3: Scope of the Study

1.3.3. Objectives of the Study

The Objectives of the study are detailed below. The extent to which these objectives have been achieved by the Police Housing Corporation and the Police Department have been discussed in depth under the chapters on secondary and primary data analysis.

1) To examine financial and physical evaluation of the Corporation with respect to the targets set and achieved

- 1.1) To review the financial performance of the Corporation for a period of 12 years from 2009-10 to 2020-21
- 1.2) To examine the impact of Covid on the performance of the Corporation
- 1.3) To review the physical performance of the Corporation under AHS-3 and Police Gruha 2020
- 1.4) To study the time and cost overrun in the projects constructed by the Corporation
- 1.5) To forecast the demand requirement for police housing for the next 5 years i.e., 2021-26
- 1.6) To examine whether the target of 75 percent demand for police housing has been met by 2020

2) To evaluate the performance of projects (residential buildings) constructed under Police Gruha 2020

- 2.1) To examine whether the progress has been achieved as per the target fixed under PG 2020
- 2.2) To assess whether the projects are being implemented as per plan in terms of cost and time including delay analysis

3) To critically examine compliance to Police Gruha & GRIHA Norms

- 3.1) To analyze the quality of houses and other infrastructure executed under the P G 2020.
- 3.2) To evaluate whether neighborhood planning principles have been adhered
- 3.3) To assess the perception of residents towards neighborhood planning principles
- 3.4) To develop an opinion matrix of the residents and the residential satisfaction index
- 3.5) To examine the prospects of achieving GRIHA norms (Green Rating for Integrated habitat assessment)

4) To critically examine the functioning of the PHC and suggest measures for better achievement

- 4.1) To examine the human resource policy of the corporation
- 4.2) To examine the productivity and skill differences across permanent and contract labor
- 4.3) To evaluate the impact of CSR initiatives undertaken by the PHC
- 4.4) To examine the impact of PHC activity on delivery of Police Services

5) To examine the stakeholder's opinions with respect to the works undertaken by the PHC under the Police Modernization Scheme, Budget Works, 13th FC and Other Construction Works

6) To review the functioning of similar police housing corporations in few other States

7) To design a SWOC model for the PHC to evaluate its accountability, transparency and efficiency in operation with recommendation for a sustainable model as a commercial entity.

Chapter 2

Literature Review

As per the Black's Law Dictionary, Police is 'the function of that branch of the administrative machinery of government which is charged with the preservation of public order and tranquility, the promotion of the public health, safety, and morals, and the prevention, detection, and punishment of crimes. Police is in general a system of precaution, either for the prevention of crime or of calamities. Seen in the Indian context, Police, Public Order, Prisons, Reformatories and other allied institutions under the Constitution of India are State subjects. What this means is that under the Seventh Schedule to the Constitution which divides the administrative powers between the Central and State Government, Police is managed by the State Government. As a result, all states have their individual police laws. That is not to say that the Union Government does not have any say in Police Governance. Article 355 of the Constitution enjoins upon the Union to protect every State against external aggression and internal disturbances. It also imposes the duty upon the Union Government to ensure that that Government of every state is carried on in accordance with the Constitutional provisions.

Looking at the police force in the country, our country's police force is divided into two categories: Civil Police and the Armed Police. Civil Police is designated for maintaining law and order, prevention and detection of crime and law enforcement. Armed Police, on the other hand, are seen during natural disasters or riots/civil unrest. The former manages police stations, conduct investigations, answer routine complaints, perform traffic duties, and patrol the streets. The armed Police, on the other hand are divided into two groups, the district armed police and the provincial armed constabulary. The district armed police are organized along the lines of an army infantry battalion. They are assigned to police stations and perform guard and escort duties. The provincial armed constabulary is an armed reserve maintained at key locations in some States and active only on orders from the DIG and higher-level authorities. Armed constabulary are not usually in contact with the public until they are assigned to VIP duty or assigned to maintain order during fairs, festivals, athletic events, elections, and natural disasters. They may also be sent to quell outbreaks of student or labor unrest, organized crime, and communal riots; to maintain key guard posts; and to participate in antiterrorist operations. Broadly, the Central Armed Forces are Border Security Force, Central Industrial Security Force, Central Reserve Police Force, Indo-Tibetan Border Police,

National Security Guards and Special Police Group. In addition to the above two categories, India also has central investigation and intelligence institutions. These include the Central Bureau of Investigation, National Investigation Agency amongst others.

‘Good Housing’ comes amongst the basic necessities for the mankind. It is extremely essential to protect man from both nature’s extremes and his own collected worldly possessions irrespective of the economic status of the individual. Many a times there is a wide gap between the intended design and the final output of the habitation (Loftness *et al.*, 2009). This is primarily because the views of the occupant are rarely taken into consideration as a source of knowledge (South worth and Cranz, 2012). Hence, it becomes essential to evaluate housing constructed for living especially on a large scale for service-oriented employees. This study specifically evaluates housing constructed by KSPH & IDCL. Four indicators have been identified for the study:

- Performance issues
- Policy issues
- Role of Government and
- Prospects

2.1 Performance Issues

Diez-Ticio and Mancebon (2002) analyzed the efficiency of the Spanish police service applying the Data Envelopment Analysis (DEA) method while taking into consideration the police activities related to solving of crimes. Sun (2002) employed DEA method to measure the relative efficiency of 14 police precincts in Taipei city, Taiwan. It was concluded that differences in operating environments, such as resident population and location factors, would not influence upon the efficiency of police precincts.

Drake and Simper (2003) applied an innovative distance function strategy in contrast to the conventional efficiency techniques in order to assess police force efficiency during the sample period 1996-1999. Moore and Braga (2003) presented an exploratory qualitative analysis of the mechanisms at work in the New York Police Department and its application in six other police departments. Drake and Simper (2005) presented a critique on the performance of radar technique proposed by the Home Office in the United Kingdom as a new public policy objective to assess the police force performance.

Verma and Gavirneni (2006) applied DEA technique for measuring police efficiency. It would help in generating targets of performance, optimal levels of operations, role models that inefficient departments could emulate and the extent to which improvements could be made over a period of time. García-Sánchez (2007) evaluated the level of effectiveness of the National Police Force using the DEA technique. A two-stage procedure using econometric methods was implemented to estimate the set of variables which would explain the performance of effective units.

Shelter is considered a basic human need and an intrinsic part of human settlement, closely linked with the process of overall socio-economic development. Though a house is essentially a place of dwelling, it also fulfils many important social needs of the household. Besides providing shelter, it creates employment, generates voluntary saving and creates a conducive condition needed for achieving crucial goals (Krishnamachari, 1980). Riley *et al.*, (2010) define public housing as “a form of housing tenure in which the property is owned by a government authority, which may be central or local”. They also emphasized that a careful and systematic approach to measuring the performance of a building is needed by involving each user group and each important element of the building under examination. The main concern with the public housing policy structure tends to favor the architect’s preferences, with overall target of low costing, while there is a need for the buildings to serve the needs of the people who use them.

Studies indicate a need for evaluation on completion of construction of such housing. Post Occupancy Evaluation (POE) thus evaluates building performance in an organized and through

way after it has been under occupation for some time. Riley *et al.*, (2010), in their study have highlighted the techniques available for POE. POE as a relevant technique involves a careful and systematic approach to measuring the performance of a building by involving each user group and each important element of the building under examination (Khan and Khan, 2018).

As housing evaluation is a multi-disciplinary activity, it has multiple theoretical underpinnings. Literature review has indicated that there is no definite theoretical or conceptual framework for evaluating public housing developments. Therefore, it is construed that both theoretical and conceptual frameworks can be adopted by incorporating different components of public housing features with a number of relevant theories and philosophical assumptions generated from literature (Martella *et al.* 1995).

Smrke *et al.* (2018) conducted a review on different housing evaluations with the help of a detailed questionnaire. The study gave detailed description on questionnaire development with key questions used for evaluation. However, lack of information on measurement models utilized limited their study interpretations. Iben and Aduwo, (2013) assessed residential satisfaction in public housing. It was based on a questionnaire survey conducted in housing estates constructed using the Public Private Partnerships (PPPs). Differences in socio-economic status and dimensions of evaluation of residential satisfaction were observed among the respondents across the strategies.

The Centre for the Study of Developing Societies in its report on the status of policing in India (2019) states that 48 percent of the police personnel had reported staying in government housing quarters. The proportion of the armed police staying in government housing quarters was greater than the proportion of civil police. Men and senior police personnel were just slightly more likely to be staying in government housing quarters as compared to women and constabulary police. As the years of service in police increases, there is an increase in the proportion of police who reported staying in the government housing quarters.

Shreya Raman (2019) in her report on Mumbai Police says that there are not enough houses for India's police personnel and those who do have accommodation are highly dissatisfied with it. Of those who have official accommodation, over three in four (75.96%) personnel are not satisfied with it. The percentage level of satisfaction had consistently decreased from 30.09% in 2006 to 24.04% in 2016.

The three strongest predictors of residential satisfaction were adequacy of thermal and visual comfort and security; sizes of living and sleeping areas in the residences; and management of the housing estates, respectively. The study suggests that residential satisfaction and indeed quality of life of lower and middle-income residents can be enhanced through the provision of basic social amenities and infrastructural facilities in public housing schemes and implementation of participatory and mortgage-based housing policies. Mridha (2015) investigates people's feelings about life with respect to their own living standards and life experiences, including their understanding and satisfaction with housing and the neighborhood environment. It is evident from the findings that socio physical features of the neighborhood and the community influences life satisfaction more than the physical design features.

Neighborhood as a physical setting is critical for human well-being. Neighborhoods are ideal units to study and assess quality of life as they combine physical and social aspects that impact the daily life. This study considers quality of life as an important focus while taking into account the interaction between man and their urban environment. The quality of the urban environment as a living space for the citizens of the world has emerged as an issue of fundamental concern for academic researchers, policy makers and citizens.

Another study by Afacan (2015) analyzed the environmental and social factors and their relationships that influence user satisfaction. It also reviewed the literature on resident satisfaction to understand the quality of urban and community life. The study especially highlighted the essential role of sustainability on urban regeneration. While there have been an enhanced research on sustainably planning urban neighborhoods, the study emphasized that the growing importance of sustainable planning worldwide and its implications for regeneration have not been deeply analyzed.

Public housing across the world have been developed and encouraged for the main purpose of improving the living conditions of residents. In addition, it ensures all citizens to a decent, safe and sanitary housing in a healthy environment with adequate infrastructural services at affordable cost, and with secure tenure (Ibem *et al.*, 2017). The study identified the level of residents' satisfaction on public housing with quality of public housing units and condition of space allocation, quality of services, public infrastructural facilities and social environment.

Francis *et al.* (2018) in his report on the 'Sustainable and Affordable Housing in India', has pointed out that inadequacies in the regulatory framework and perceived notion that incorporating sustainability might lead to increased project costs are the prime impediments to the implementation of sustainable and affordable housing. Innovative business models promoting sustainable techniques that involve high initial investments should be promoted, by involving third party investors who would lease these facilities in return for annual long-term payments or subsidies and tax benefits from the government. Similarly, the focus should also be shifted towards strengthening the supply-chain of sustainable materials thus making them easily accessible at lower costs. He concludes that better construction practices with core focus on environmental sustainability should be encouraged in affordable housing projects with minimal impact on the project budgets.

2.2 Policy issues

The concept of planning has been in existence since our independence. This has been implemented in 'Five-year plans' which until 2014, was undertaken by the Planning Commission. Since 2014, the policy issues and the policy portfolio management have been brought under the NITI Ayog. The five-year plans encompass different aspects, housing being one of them. Some interesting statistics on housing reveal that India has a housing shortage of 18.78 million. Basic necessities like water supply averages between one to six hours. With this in mind, the twelfth five year plan emphasized on five specific enablers; Governance, Planning, Financing, Capacity Building and Innovation.

The National Buildings organization (NBO) had estimated that the housing shortage in 1981 was around 21 million dwelling units (16 million in rural areas and 5 million in urban areas); the shortage at the beginning of the Seventh Five Year Plan was placed at 24.7 million units (18.8 million in rural areas and 5.9 million in urban areas). This has been further estimated to increase to 20 million by 2022. The Eighth five-year plan states that currently 377.1 million in urban areas (31.2 percent) of India, is predicted to increase to 600 million by 2030. Hence one of the major challenges is to provide reasonable quality services in urban areas including housing. The plan also identifies one of the bigger challenges will be to meet the enhanced energy requirements and hence enhance India's capacity for energy efficient technologies in housing.

A study conducted by Jain and Gupta highlighted police force reforms to build smart police in India. The study highlighted different police statistics giving the dismal state of affairs in the current scenario. Of the many statistics in the study, a small section covered various aspects of housing allotted to the police force. The study highlighted that as of 2015, of the total police force of 17.21 lakhs, only 5.80 lakhs (33.70%) have been allotted family housing. In view of this, the Fifth Report of the Second Administrative Reforms Commission has supported the need for undertaking major housing constructions to provide the police force with humane living conditions.

The National Police Commission had recommended that all Gazetted and Non-Gazetted officers of the Police force need to be provided with family accommodation. The 5th Report of the Second Administrative Reforms Commission had supported the need for undertaking major housing construction program for the Police Force. This would help them to give their best to the national service. The Commission had also recommended that the hard infrastructure needs a total overhaul.

The Status of Policing in India Report 2018 (Chapter 7) analyzed the evaluation of the modernization of police force (MPF) scheme in sixteen States by the Comptroller and Auditor General (CAG), which brought to light egregious shortcomings like under-utilization of funds, shortage of vehicles, buildings and housing, non-functional telecom network, and a serious lack of training of police personnel. An external evaluation of the MPF scheme commissioned by the Bureau of Police Research & Development, BPRD (2010) pointed out that the scheme should be continued for at least another ten years, so that the Indian police force is comparable to its counterparts from developed countries by 2020. Among the various other recommendations, it suggested that there should be periodic assessment of the implementation of the scheme.

The concern in India is to provide adequate and affordable housing to all so as to make available housing solutions to the lower income and other vulnerable groups. These groups have been identified in the National Housing Policy (NHP), the Global Shelter Strategy (GSS) of the United Nations Centre for Human Settlements (UNCHS). To address the problems of housing and social infrastructure for sustainable human settlements, Habitat II provided an opportunity to share the rich and varied range of experiences among the member nations of the United Nations family. The India National Report is a contribution towards this cooperative and participatory endeavor. The National Report focuses on development and policy issues that India felt were of common concerns (Habitat, 1996).

2.3 Role of Government

Various studies on the Police force in the country have revealed that while work pressure and complexities in handling law and order and investigating crime have grown at an enormous pace, manpower growth has not been commensurate. Studies have also shown that often, police personnel need to be deputed as attachments in other superior offices, further reducing manpower for policing. To tackle this problem, there is an urgent requirement to recruit more police force. Experts suggest that after 18 years of service, some CAPFs could switch to the Armed Police of the State. To address this, experts suggest that some trained Central Armed Police Forces personnel can be deputed to states. Additional Police force requires increased housing requirement to be provided by the Government.

This section identifies a few critical policies and programs launched for housing sector in India. Ministry of Housing and Urban Poverty Alleviation is one of the prominent departments that has identified criteria for affordable housing based on different income

groups. The Pradhan Mantri Awas Yojana (Urban) program was launched by the Ministry of Housing and Urban Poverty Alleviation (MOHUPA), envisaging provision of 'Housing for All' by 2022. The Mission seeks to address the housing requirement of urban poor including slum dwellers through the following program verticals:

1. Slum rehabilitation of slum dwellers with participation of private developers using land as a resource.
2. Promotion of affordable housing for weaker section through credit linked subsidy.
3. Affordable housing in partnership with public & private sectors.
4. Subsidy for beneficiary-led individual house construction /enhancement.

The beneficiaries of this scheme would be those under Economically Weaker Section (EWS) and Lower Income Group (LIG) categories in the country. The scheme is broadly divided into three phases. The first phase involved 100 cities, the second phase involved 200 cities while the third phase would involve the remaining cities which is currently under progress and is anticipated to be completed by March 2022. In addition, the government would provide an interest subsidy of 6.5% on housing loans that can be availed by beneficiaries for 15 years from start of loan date. Further, the government would grant Rs.1 lakh to all the beneficiaries of the scheme.

The National Housing and Habitat Policy (2007) seeks to promote various types of public-private partnerships for realizing the goal of 'Affordable Housing for All'. This policy intends to promote sustainable development of habitat in the country with a view to ensuring equitable supply of land, shelter and services at affordable prices to all sections of society. Given the magnitude of the housing shortage and budgetary constraints of both the Central and State Governments, it is amply clear that Public Sector efforts will not suffice in fulfilling the housing demand. In view of this, the National Urban Housing and Habitat Policy, 2007 focuses the spotlight on multiple stakeholders namely, the Private Sector, the Cooperative Sector, the Industrial Sector for labor housing and the Services/Institutional Sector for employee housing. The policy thus seeks to promote various types of public-private partnerships for realizing the goal of affordable housing for all.

As per the NUHHP, 2007, role of the Central Government is to encourage and support the States to prepare a State Urban Housing and Habitat Policy and also a State Urban Housing and Habitat Action Plan. Until date, the following States have prepared their own State Housing Policy: (i) Rajasthan (ii) Maharashtra (iii) Madhya Pradesh (iv) Kerala (v) Odisha (vi) Uttar Pradesh (vii) Punjab and (viii) Karnataka. The following States are in the process of formulating their respective State Housing Policies: (i) Haryana (ii) Himachal Pradesh (iii) Goa and (iv) Jharkhand.

The Smart Cities Mission includes urban renewal and retrofitting program by the government of India with the mission to develop 100 smart cities across the country making them citizen-friendly and sustainable. By definition, a 'Smart city' is a city equipped with basic infrastructure to give a decent quality of life, a clean and sustainable environment through application of some smart solutions. It includes basic infrastructure like adequate water supply, electricity supply, sustainable sanitation and solid waste management, efficient urban mobility, affordable housing and ensuring robust IT connectivity and e-governance. In the year 2015, GoI launched the 100 smart cities program. The objective was to integrate city functions, utilize scarce resources more efficiently and improve the quality of life of citizens. The use of Information and Communications Technology (ICT) is to be the core of enhancing the city's livability, workability, and sustainability. The Ministry of Urban Development has identified 24 key areas that cities must address in their 'smart cities' plan. Of these 24 key areas, three areas are directly related to water and seven areas are indirectly related to water – Smart-meter management, leakage identification, preventive maintenance, and water quality modelling. Smart Cities Mission is one of the mechanisms that will help operationalize the nationwide implementation of the Sustainable Development Goals (SDG) priorities like poverty alleviation, employment, and other basic services. The smart cities program also aims at affordable housing and modern transportation.

The United Nations Human Settlements Program (UN-Habitat) is the United Nations agency for human settlements and sustainable urban development. It supports the efforts of national and local governments, civil society groups, and national human rights institutions (NHRI) in realizing the human rights to adequate housing. It is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all. As an inter-governmental policy-making and decision-making body, the Governing Council of UN-Habitat seeks to promote an integral and

comprehensive approach to human settlements, assist the countries and regions in addressing human settlement problems and strengthen cooperation among all countries on the human settlement issue. It is mandated by the United Nations General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all. The mandate of UN-Habitat derives from the Habitat Agenda, adopted by the United Nations Conference on Human Settlements (Habitat II) in Istanbul, Turkey, in 1996. The twin goals of the Habitat Agenda are adequate shelter for all and the development of sustainable human settlements in an urbanizing world. As an inter-governmental policy making and decision-making body, the Governing Council of UN-Habitat aims to promote integral and comprehensive approach to human settlements, assist countries and regions in addressing human settlement problems and strengthen co-operation among all countries on human settlement issue.

2.4 Prospects

The expert committee on the Model Police Act emphasized the need to have a professional police 'service' in a democratic society, which is efficient, effective, responsive to the needs of the people and accountable to the Rule of Law. The Act also aimed to provide better service conditions to the police personnel including rationalizing their working hours, creation of a Police Welfare Bureau to take care, inter alia, of health care, housing, and legal facilities for the police personnel. The BPRD, Ministry of Home Affairs in its report on the Impact Assessment of Modernization of Police Force for the period 2000 to 2010 has stated that there is an acute shortage of Police Housing in several States and it needs large investment. Further the Housing Satisfaction levels are very low in most of the States.

Wang and Wang, (2016) have elaborated that the two main approaches to measuring residential satisfaction include general satisfaction and assessment with various aspects of residential environment. To achieve these objectives, an understanding of determinants of residential satisfaction is required and, to evaluate whether the objectives of these policies have been met, a good understanding of whether individuals are satisfied with their residential environment is of utmost importance. This is done by assessment through asking respondents about levels of satisfaction with specific aspects or components of the residential environment usually resulting in a residential satisfaction index of some form.

Residential satisfaction can be divided into satisfaction with one's dwelling (housing satisfaction), satisfaction with one's neighborhood (neighborhood satisfaction), and general satisfaction with the area. Studies to date have revealed some important determinants viz., housing conditions, neighborhood characteristics, and household economics (e.g., closeness of neighborhoods to employment and recreation opportunities, the general appearance of a neighborhood, the socio-economic composition of residents, availability of services, etc.).

In India it is estimated that around 16 per cent of the working population depends on construction activity for a livelihood (Vaid, 1999). As cited in the India Year Book (1988) the housing requirements estimated for India, is an annual construction rate of eight to ten dwelling units per thousand population in the next two three decades. This should be achieved in order to prevent further deterioration of housing situation. Based upon the census of National-Buildings organization, the housing inadequacy in the country during 1985 was assessed to the order of 247 lakh dwelling units (188 lakhs in rural areas and 59 lakhs in urban areas). But apart from the shortage of this magnitude, the increase in population between 1985 to 1990 would generate an additional requirement of housing units to the extent of 162 lakhs of which 124 lakhs will be in rural areas and 38 lakhs in urban areas.

2.5 Summary

Housing has been termed as a potential sector for the growth of economy as well a balancing aspect for the equitable economy. This chapter focuses on the conceptualization and evaluation of housing constructed for living especially on a large scale for service-oriented employees. Through the review of literature, the various aspects of housing like sustainability, affordability and family housing for the police force, neighborhood planning principles, inclusive housing and residential housing satisfaction have been examined in depth and it forms the basis of this study.

Chapter 3

Evaluation Methods and Techniques

3.1. Sampling Locations and Sampling Size

The sampling locations for the evaluation study was finalized in line with the ToR document. As per the ToR, the following districts were selected across all the four periods under study i.e., AHS-3 for the period 2010-2015 and Police Gruha 2020 comprising Phase I, II and III for the period 2016-2020.

A pilot study was conducted in Davangere in the month of Jan and Feb 2021 as per the REESI format and it served as a precursor to the final study. Since the results of the pilot study were not on the expected lines, the Police Housing Corporation had desired that the sample size should also include Bangalore Urban to obtain a realistic data for the study as large number of quarters were constructed by the Corporation in Bangalore Urban during the Phase II and Phase III program of the Police Gruha. Hence, after obtaining the approval of the Karnataka Evaluation Authority, Bangalore Urban was added to the Phase III of Police Gruha.

Originally the sample size was envisaged at 900 as per the ToR. Subsequently with the addition of Bangalore Urban, the sample size for the study was enhanced to 1033 respondents. Also, during the course of survey one additional sample was collected in Dakshina Kannada leading to a sample size of 26 from this district as against a sample size of 25 as per the ToR. Hence the overall sample size for the evaluation study stood at 1034. In addition, a control group of 104 samples was also included in the sample survey corresponding to about one percent of police staff who were not allotted housing accommodation. With the above, the total size of the sample for the study stood at 1138. Details of the same are presented in Table 1. The sample related to ‘Other Construction Works’ executed by the Corporation for the period under study was also collected as illustrated in Table 2. Further, the break-up of sample as per the various schemes is also presented in Table 3.

Table 1: Details of the survey conducted in the districts

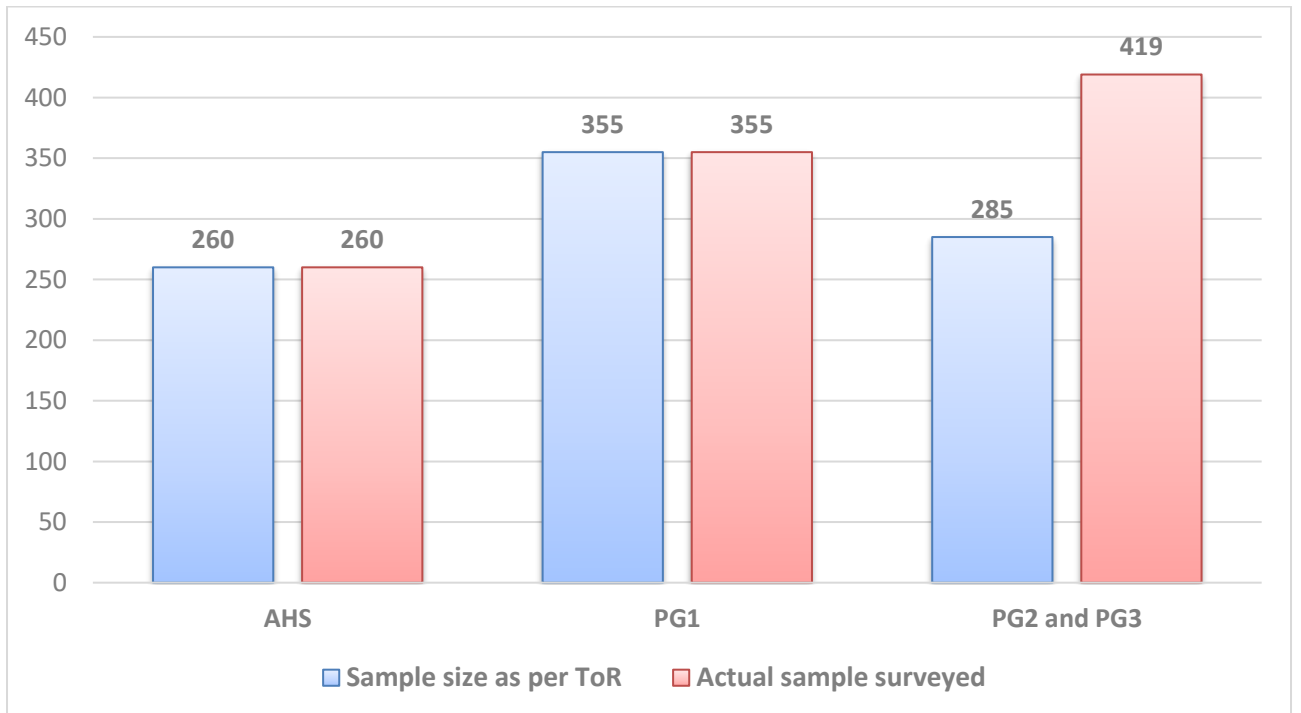
2010 – 2015				Phase I (2016 - 2018)				Phase II & III (2016 - 2019)			
Sl. No	District	Total	Sample Size	Sl. No	District	Total	Sample Size	Sl. No	District	Total	Sample Size
1	Bellary	122	70	1	Kalburgi	246	105	1	Koppal	174	90
									Bangalore	928	133
2	Haveri	120	67	2	Gadag	190	80	2	Belgaum	246	130
3	Chikkamagalur	95	53	3	Chamarajanagar	180	75	3	Dakshina Kannada	44	26 (25)
4	Chikkaballapura	124	70	4	Chitradurga	222	95	4	Davangere	76	40
	TOTAL...	461	260			838	355			1468	419

Table 2: Sampling details of ‘Other Construction Works’ executed by the Corporation

Sl. No.	Works	Total	Sample
1	Police Department Works		
1.1	13 th Finance Commission	60	06
1.2	Budget Works	27	03
1.3	Police Modernization Works Phase I and Phase II	119	12
	Total A	206	21
2	Other Construction Works		
2.1	Fire Safety Dept. Works	22	3
2.2	Davangere University	13	2
	Total B	35	5
	Total (A+B)	241	26

Table 3: Details of actual sample collected as per the various schemes

Sl. No	Period	Scheme	Sample Size as per ToR	Actual Sample Collected	Remarks
1	2010-15	AHS	260	260	No change in sample size
2	2016-18	PG 1	355	355	No change in sample size
3	2016-20	PG 2 and PG 3	285	419	Difference is on account of addition of residential units from Bangalore Urban and one more sample in DK District
		TOTAL.	900	1034	

**Figure 4: Sample Size as per ToR and the Actual Sample collected**

3.2 Conduct of Focus Group Discussions and In-depth Interviews

A total of 52 FGDs covering all the thirteen districts was conducted. This included the beneficiaries, non-beneficiaries, officers in the Corporation and in the User department and also the general public. Further, In-depth Interviews were conducted with select Government officials (Nos.-130) which included police officers, department staff, officers in the Corporation, the Contractors and State level Officers. Table 4 represents the number of FGDs and IDIs conducted across the spectrum.

Table 4: District wise FGD and IDIs conducted across the spectrum

Sl. No,	District	Focus Group Discussions (Sample Size in line with ToR)	In-Depth Interviews (Sample Size in line with ToR)
1	Davangere	4	10
2	Gadag	4	10
3	Haveri	4	10
4	Koppal	4	10
5	Chikkaballapura	4	10
6	Bengaluru Urban	4	10
7	Belagavi	4	10
8	Bellary	4	10
9	Chamarajanagar	4	10
10	Chitradurga	4	10
11	Chikkamagalur	4	10
12	Dakshina Kannada	4	10
13	Gulbarga	4	10
	Total	52	130

3.3 Design of Study

The study took into consideration both the secondary data of the Police Housing Corporation and also the collection of primary qualitative and quantitative data. Multilevel methodology was adopted to achieve the objectives of the study. This comprised of a dual level data analysis of focus group discussions and in-depth interviews with the beneficiaries, non-beneficiaries, police officers, department staff, officers of the Police Housing Corporation and also the building contractors. The comprehensive study design is illustrated in Figure 5.

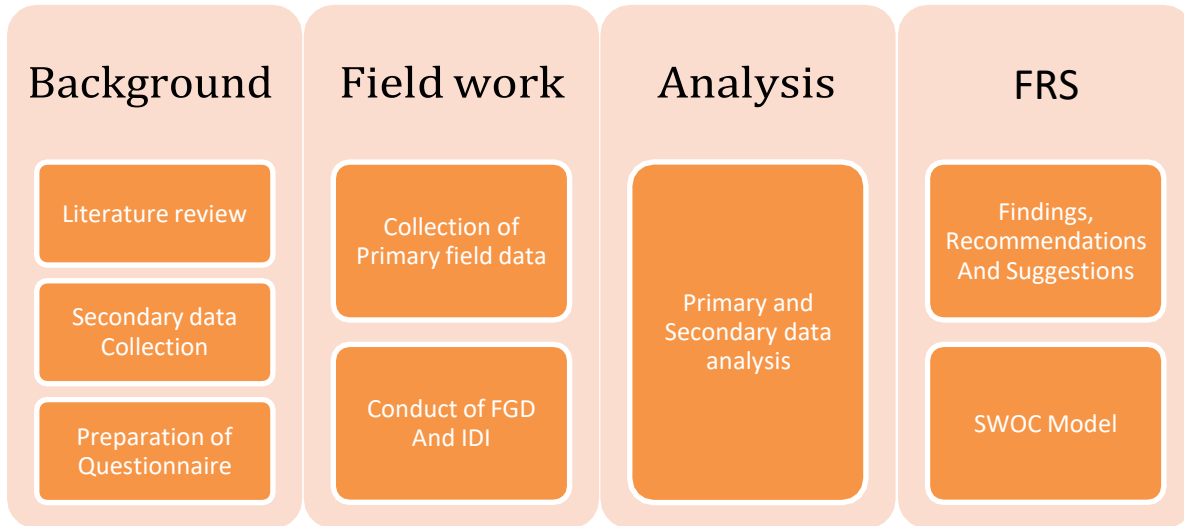


Figure 5: Design of Study

3.3.1 Background Data Collection and Research Study

Background research involved reading similar research carried out at the National and International level, and collection of secondary data through various sources which involved information on housing policies of various departments in other State Governments to identify the satisfaction levels.

3.3.1.1 Literature Review

Literature review was carried out consistently through the period of study, though the major reading was completed in the initial months of the evaluation study itself. This gave a good grasp on the subject and the research carried out previously made it better to understand the scope and the need for future research in the subject area. Literature review on the guidelines issued for providing housing to employees was also conducted. This included government accommodation, HRA, option to rent a house and claim rent reimbursement, staying in own house and claiming HRA etc.

3.3.1.2 Collection of secondary data

Secondary data was collected from the Police Housing Corporation, Police department, Fire Service department, and also the Home Department of the Government of Karnataka. In addition to the above, the study also looked at similar Police Housing Corporation from two other states viz., Tamil Nadu and Maharashtra and a comparative analysis of the technical and financials of these two State's Police Housing Corporations with that of Karnataka State Police Housing Corporation have been elaborated in the report.

3.3.1.3 Preparation of Questionnaire

Based on the background research work done, a draft questionnaire was originally prepared with inputs from all members of the research team. This questionnaire was designed in a manner that enacted as a tool for obtaining first-hand information from the residents of police housing. The questionnaire was formulated keeping in view the various parameters that were outlined for the study. The questionnaire was developed after ample background research on other such similar works. A pilot survey was conducted in Davangere (Annexure VIII), following the guidelines and based on responses obtained in Davangere, a final questionnaire was prepared in both English and Kannada. The questionnaire was aimed to address the following parameters:

- Information of respondents,
- Information about the place of residence,
- Information about the residence with regards to
- Hygiene – Water, cleaning, sanitation etc.,
- Physical and biological conditions – ventilation, moisture or other damage to building, presence of pests / rodents,
- Safety and Security
- Green Cover and Air & Water Quality
- General feedback
- Satisfaction index

3.3.1.4 Field Survey and Assessment

A primary requirement for this study was to collect empirical field data. This was done in two stages, a preliminary field visit followed by detailed field visit to the study areas.

3.3.2 Evaluation Ethics:

The five guiding principles adopted for the evaluation study were as follows:

1. A systematic and data-based enquiry was conducted for the evaluation study after obtaining due permission of the concerned.
2. Experienced evaluators provided a competent performance to the various stakeholders to the extent possible.
3. Evaluators ensured the honesty and integrity of the entire evaluation process.

4. Evaluators respected the space and time of the respondents, long working hours of the Police personnel and other program participants with whom they interacted and
5. The evaluators articulated and took into account the diversity of work culture of the various agencies and the Government departments.

Both qualitative and quantitative data were collected during the empirical field survey as listed in Table 5 and Table 6.

Table 5: Details of Primary and Secondary Data

Type of data		Source of information	Method and Tools
Primary data	1. Quantitative data	Beneficiaries and non-beneficiaries	Survey, Observation
	2. Qualitative data	Beneficiaries	Focus group discussion
		State level, district level, officials	In-depth interviews, field observations
Secondary Data	Department's published documents and reports – KSPH & IDCL, Home Dept., Police Department, Bureau of Police Research etc.	Department Archives	Statistical tools as described in Data Analysis Section

Table 6: Details of Focus Group Discussions (FGD) and In-Depth Interviews (IDI)

FGD	4 per district: includes beneficiaries, non-beneficiaries, officers of the department and general public	48 + 4 (Bengaluru) = 52
IDIs	Police officers, Dept. Staff, Building Dept. Officers, Officers of Corporation, State level Officers, Contractors @10 per district	Total: 130

3.3.3 Data Analysis

While data collection is an important stage in any research project, an even more important stage is the analysis of the data collected. The secondary and primary data collected were analyzed using different economies and modelling tools. Further, the FGD and IDI data collected have been integrated with the primary data as part of triangulation technique to enhance the validity of the findings.

3.3.3.1 Secondary Data Analysis (Organizational Analysis)

The secondary data analysis broadly covered the following aspects

- Operating Profit Margin (OPM), Profit Before Tax (PBT) and Profit After Tax (PAT) to measure the overall performance and effectiveness of the organization.
- Trend analysis of key financial factors of the Corporation like the revenue from operations, other revenue, total revenue, expenditure and operating profit over the entire period of twelve years from 2009 to 2021.
- Regression analysis to understand as to how strong is the linear relationship between revenue from operation and expenditure incurred by the Corporation and also with respect to the operating profit generated.
- Coefficient of determination was used to understand as to how much variance the dependent variable can be accounted for by the independent variable.
- Analysis (ANOVA) was used to test the hypothesis and to determine the influence the independent variable have on the dependent variable. Z score was also deployed to identify potential alpha and the standard residual in the secondary data.

3.3.3.2 Primary Data Analysis

The primary field data collected from the beneficiaries and the non-beneficiaries including the data obtained from the Focus Group Discussion and the In-depth interviews were classified based on internal factors (Police Department) and external factors (Police Housing Corporation) and analyzed on a 5 Point Likert scale with 1 being Highly Dissatisfied, 2 being Dissatisfied, 3 being Neutral, 4 being Satisfied and 5 being Highly Satisfied for determining the Satisfaction Index. The Internal and External factors were further triaged for Pre-Covid and Post-Covid scenario. The data collected before June 2021, was classified as pre-covid data and that collected after June 2021 was classified as post-covid data.

Chapter 4

Theory of Change

A Theory of Change is a purposeful model of how an initiative such as a policy, a strategy, a program, or a project contributes through a chain of early and intermediate outcomes to the intended result. It forms an important component of evaluation studies and helps identify a path including inputs, activities involved, outputs, and short term & long term outcomes. Hence, the Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.

Figure 6 depicts the ‘Theory of Change’ for this evaluation study. It identifies the inputs, activities involved, outputs and outcomes based on the scope of study identified as part of the study. The Theory of Change has been structured on ‘SMART Goals’ as detailed below:

1. S-Specific
2. M-Measurable
3. A-Achievable
4. R-Relevant and
T-Time-bound.

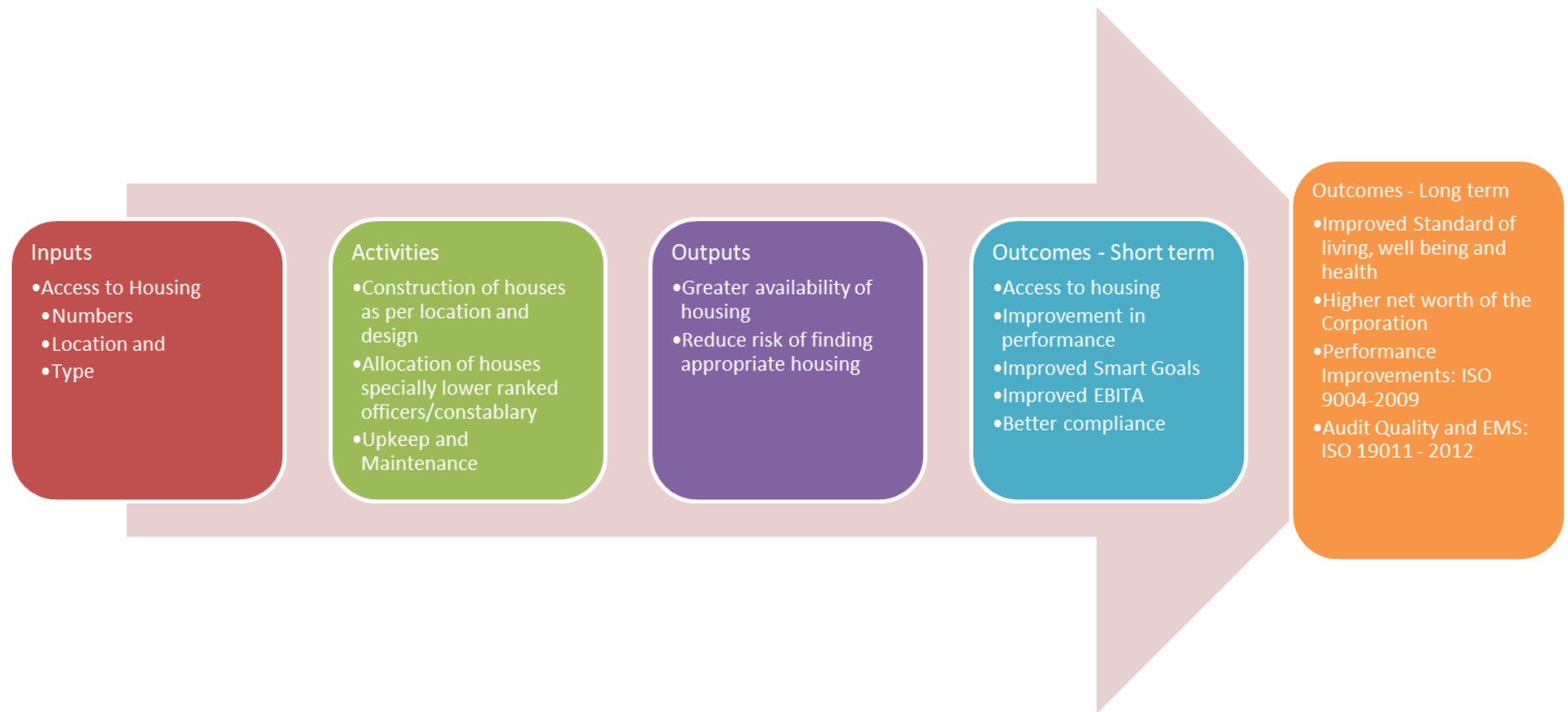


Figure 6: Theory of Change

Chapter 5

Evaluation Framework

Evaluation framework has been designed for the project considering the objectives of the study. The theory of change and the evaluation design that included the detailed methodology was an important criterion for the design of evaluation framework which enabled the Consultancy Organization to develop a conceptual framework for the evaluation study.

Five major evaluation criteria were identified as part of the study. They are as follows:

1. Relevance (Table 7)
2. Effectiveness (Table 8)
3. Efficiency (Table 9)
4. Impact (Table 10) and
5. Sustainability (Table 11)

The evaluation framework enabled identification of the main issues involved in the process of assessment, framing of key evaluation questions along with its sub-questions, identification of data source, enabling data collection and analysis of the data collected. The subsequent tables (Table 7 to Table 11) highlight the evaluation framework for each of the evaluation criteria listed above.

Table 7: Evaluation Framework for ‘Relevance’

Main Evaluation Issue	Organization objectives and actual requirements								
Key Evaluation Question	Sub Question	Indicator	Normative/Base linevalue	Success threshold	Data Sources	Data Collection method	Data collection instrument	Method of data analysis	Expected result
Extent to which the target of provision of police housing for 75 percent has been met?	What is the percentage achieved every year from 2014 onwards?	Variable 1: Performance Indicator: Performance Review	39 percent has been achieved as of 2014	>75 percent	Police housing corporation and State Police department	Government documents and reports	Secondary Data	Percentage analysis of year wise construction of police housing	Improvement in achievement percent
Compliance with Gruha Norms	Whether Compliant with Gruha norms?	Variable 1: Performance Indicator: Compliance with Gruha Norms	Timeline, Units and Cost	> 70 percent	Police housing corporation and State Police department	Government documents and reports	Secondary Data	Percent extent of target achieved	Extent of compliance has been brought in the report
What are the CSR activities undertaken?	Details of CSR projects selection criteria, projects identified and executed Completed.	Variable 2: Policy issues Indicator: CSR Initiatives	2 percent of average net profit made in the preceding three years to be used for CSR activities	50 percent of CSR funds to be used for works related to Police Dept. Balance 50 percent to be earmarked for social and rural development activities	Police housing corporation	Government documents and reports	Secondary Data	Providing the list of CSR activities undertaken	CSR Activities has been listed along with its societal implications

	Details of funds earmarked, expended and assets created under CSR initiatives	Variable 1: Performance Indicator: Financial Evaluation Variable 2: Policy Issues Indicator: CSR Initiatives						Percentage of funds earmarked for CSR activities have been analyzed	Utilization of adequate funds for CSR activities
--	---	---	--	--	--	--	--	---	--

Table 8: Evaluation Framework for ‘Effectiveness’

Main Evaluation Issue	Inputs and Process of implementation								
Key Evaluation Question	Sub Question	Indicator	Normative/ Baseline value	Success threshold	Data Sources	Data Collection method	Data collection instrument	Method of data analysis	Expected result
What are the criteria for project selection?	Polices governing the entitlement, authorization and allotment of accommodation for police functional units and personnel in the state?	Variable 2: Policy Issues Indicator: Allocation process across regions and categories of police Personnel	39%	66%	State Police department	Govt. documents and Police Housing reports	Secondary Data	Governance policies of the Police Department and the Police Housing Corporation	Enabling better performance and enhanced satisfaction index

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

What are the stages involved in planning and implementation?	Quality parameters defined in the contract for constructions, quality audits carried out by site supervision teams and timely corrective actions taken based on observations of the audit teams	Variable 3: Role of Govt. Indicator: Planning Stages and Work Allotment Process	Neighborhood principles followed to SI = 2.0/5.0 Actual Timeline = Estimated timeline (±30 days)	Neighborhood principles to SI >3.0/5.0 Actual timeline = or less than Estimated timeline	Police housing corporation			Examination of Houses Constructed by the Corporation under various projects.	Compliance of projects to time and cost outlay Compliance to quality standards
Demand Projections vs Existing Capacity?	Guidelines which cover the authorized strength of the police manpower in the last ten Years	Variable 2: Policy Issues Indicator: Organization strength	Current performance capacity is 54% as indicated by the Police Housing Corporation	75 %	Police housing corporation and State Police department	Government documents and reports	Secondary Data	Projections based on past trend	Comparative analysis on projections for future vis-à-vis existing capacity
	Projections of manpower requirements for the next five years period	Variable 4: Prospects Indicator: Demand vs Availability							
Skill Management Efficiency?	Education and experience of skilled personnel	Variable 2: Policy Issues Indicator: Skill difference: permanent, deputed and contract	Permanent professionals < Contractual professionals	Permanent professionals and deputed qualified professionals > Contractual professionals	Police housing corporation	Government documents and reports	Secondary Data	Skill level analysis	Productivity and skill differences across permanent employees, officials on deputation and outsourced employees /contract labor

Table 9: Evaluation Framework for ‘Efficiency’

Main Evaluation Issue	Fund utilization and capacity building								
Key Evaluation Question	Sub Question	Indicator	Normative/ Baseline value	Success threshold	Data Sources	Data Collection method	Data collection instrument	Method of data analysis	Expected result
Funds allocated and its efficient utilization	Project wise budget estimate, budget allocation, and final cost incurred	Variable 1: Performance Indicator: Financial Evaluation	Financial performance Target vs Achieved	Financial performance Target vs Achieved should be equal to 100 percent	Police Housing Corp.	Government Documents and Police Housing Corporation	Secondary Data	Financial Analysis	Analysis of Annual funds allocated vs. funds utilized
	Year wise maintenance of expenditure incurred on the buildings before handover to the respective Organization		Maintenance cost up to two years forms part of project cost.	Proper segregation of maintenance Cost unit wise.	Police Housing Corp.				

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

Main Evaluation Issue	Output Produced								
Measurement of performance	Performance measurement practices, documentation maintained for assessing individual performance and corrective actions taken from time to time	Variable 1: Performance Indicator: Physical Evaluation	Actual timeline = Estimated timeline	Actual timeline < Estimated timeline	Police housing corporation and State Police department	Government documents and reports	Secondary Data	Evaluation of select documentations on performance measurement	Leads to list of Recommendations as brought out in the report
Bidding Process?	Information on how KSPH&IDL bids for works other than Home Department works	Variable 3: Role of Government Indicator: Process followed for work allocations	Contractor list to exclude timeline defaulters and unmanageable project overruns	All defaulters to be levied a financial penalty as decided by the board	Police Housing Corp.	Government documents	Secondary Data	Evaluation of Bidding Process followed	Recommendations on the bidding and

Allotment Process?	What are the policies governing allotment of quarters?	Variable 2: Policy Issues Indicator: Allocation process across regions and categories of police personnel	Allotment within one year	Allotment within three months	Police Department	and reports from the Police Housing Corporation	Evaluation of Allotment Process followed	allotment process brought out in the report.
--------------------	--	--	---------------------------	-------------------------------	-------------------	---	--	--

Table 10: Evaluation Framework for ‘Impact’

Main Evaluation Issue	Outcomes Short Term								
Key Evaluation Question	Sub Question	Indicator	Normative/ Baseline value	Success threshold	Data Sources	Data Collection method	Data collection instrument	Method of data analysis	Expected result
Adequate water supply? Good waste management? Good Air and noise quality	Satisfaction level with: Water, Air quality, Maintenance of Sewerage connection?	Variable 4: Prospects Indicator: Environment	SI = 2.0/5.0	SI >3.0/5.0	Empirical Field Survey	Surveys, FGDs and IDIs	Primary Data	As mentioned in Data Analysis section of report	Current scenario and recommendation that could be implemented in short term
Opinion on upkeep and maintenance	How often is periodic Upkeep and maintenance conducted?	Variable 4: Prospects Indicator: Maintenance			Empirical Field Survey	Surveys, FGDs and IDIs	Primary Data		

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

Main Evaluation Issue	Outcomes – short term								
Issues with house allotment?	How long did it take before the house was allotted to the beneficiary and issues faced with allotment process by both the beneficiary and the non-beneficiary.	Variable 2: Policy Issues Indicator: Allocation process across regions and categories of police personnel	SI = 2.0/5.0	SI >3.0/5.0	Empirical Field Survey	Surveys, FGDs and IDIs	Primary Data	As mentioned in Data Analysis section of report	Current scenario and recommendations that could be implemented in short term
	Overall satisfaction with (i) allotment process; (ii) housing allotted								Satisfaction Index

Main Evaluation Issue	Outcomes – long term								
Key Evaluation Question	Sub Question	Indicator	Normative/Baseline value	Success threshold	Data Sources	Data Collection method	Data collection instrument	Method of data analysis	Expected result
Incorporation of neighborhood planning principles	Distance of following: Dispensary/Clinic, Park/Playground, Nearest bus stop, provision store, bank/ATM, kindergarten/primary school, Security provided to police housing Colonies	Variable 4: Prospects Indicator: Neighborhood Principles	SI = 2.0/5.0	SI >3.0/5.0	Empirical Field Survey	Surveys, FGDs and IDIs	Primary Data	As mentioned in Data Analysis section of report	Current scenario and recommendations that could be implemented in long term
	Satisfaction with presence of: Open space for walking and trees in and around the housing/Playgrounds/play area for children/ Community space for small social functions/social gatherings								Satisfaction Index

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

Improved standard of living	Satisfaction with regards to <ol style="list-style-type: none"> 1. House design 2. Type of houses allotted 3. Quality of construction 4. Green cover 5. Air quality 6. Quality of water supplied 7. Sewerage system 8. Security 9. Commuting Time 	Variable 4: Prospects Indicator: Neighborhood Principles	SI = 2.0/5.0	SI >3.0/5.0	Empirical Field Survey	Surveys, FGDs and IDIs	Primary Data	As mentioned in Data Analysis section of report	Satisfaction Index
Main Evaluation Issue	Outcomes – long term								
Overall functioning of KSPH & IDCL	Cumulative analysis based on secondary data and primary data collection mentioned in all previous sections	Variable 4: Prospects	SI = 2.0/5.0	SI >3.0/5.0	Empirical Field Survey, Data from KHPH & IDCL, Police Dept. and other sources.	Surveys, FGDs and IDIs for Primary Data and Government records, reports etc. for Secondary Data	Primary and Secondary Data	As mentioned in Data Analysis section of report	Report including data analysis from primary and secondary data

Table 11: Evaluation Framework for ‘Sustainability’

Main Evaluation Issue	Sustainability of the project in the long run								
Key Evaluation Question	Sub Question	Indicator	Normative/ Baseline value	Success threshold	Data Sources	Data Collection method	Data collection instrument	Method of data analysis	Expected result
Examine the sustainability of the corporation as a commercial entity	Past performance of the corporation in line with objectives set and achieved	Variable 4: Prospects Indicator: Cost Effectiveness, Demand vs Availability	7.38 percent	11.2 percent	KSPH & IDCL	Police Department and Police Housing	Secondary Data	Analysis and Audit of technical financials of the Police Housing Corp.	Gap Analysis and Future prospects brought out in the report

Chapter 6

Secondary Data Analysis

6.1 Financial evaluation of the Police Housing Corporation from 2009-10 to 2020-21

6.1.1 Financial Evaluation

The profit and loss accounts and the balance sheets of the Police Housing Corporation for a period of eleven years i.e., 2009-20 and the provisional financials for the year 2020-21 was analyzed in depth and the details are presented in the below mentioned tables (Table 12 to Table 21).

The financial performance of the Corporation has been analyzed under three stages:

Stage I (pre-covid) covering a period of 10 years from 2009-2019

Stage II (post -covid) covering a period of 2 years from 2019-2021

Stage III (Consolidated) covering a period of 12 years from 2010-2021

6.1.1.1. Operational Efficiency: Findings of Profit and Loss Account

There was a consistent improvement in the revenue from operations of the Corporation from 2009-10 to 2018-19. However, there was an unexpected dip of about 50% in the revenue from operation in 2019-20 and the decline in the revenue had continued even for the next financial year 2020-21.

The other revenue comprises interest from fixed deposit and other non-operating income. The interest from fixed deposit was in the region of Rs 11Cr to Rs12 Crs in the last three years of pre-covid period and in the region of Rs 13 Crs to 14 Crs in the post covid period of 2019-21.

The expenditures comprise the administrative expenses, work expenses, stock-in-trade, finance charges, depreciation and prior period expenses. The expenditures to revenue from operation which was at about 88 percent in 2019-20 had increased to 117 percent in the year 2020-21, thus indicating a negative trend.

A few key ratios and growth indicators were estimated to check the financial stability and the internal control of finances of the Corporation over the period under study (Tables 12 to 15).

The key observations are as follows:

1. The revenue from operations had shown a steady increase during the pre-covid period followed by a decline in the post-covid period. The revenue from operations had peaked in 2018-19 at Rs 56.59 Crs and had reached a low of Rs 24.76 Crs in 2020-21.
2. Correspondingly, the total revenue from all sources had shown a steady progress till 2018-19, followed by a decline from 2019-20 onwards.
3. In the beginning of PG 2020, the Operating Profit Margin (OPM) was 35.67 percent in 2014-15 and had progressed to reach a peak of 55.41 percent in 2018-19 and recorded a healthy trend. However, the OPM had come down drastically to 12.13% in the year 2019-20 and on account of negative growth rate, the Corporation could not generate OPM for the subsequent financial year 2020-21. The probable reason could be the unprecedented times that the entire business is going through on account of the corona pandemic. Nevertheless, it is crucial for the Corporation to get the OPM back on track in the coming financial years.
4. The Net Profit Margin (NPM) values of the Corporation over the period under study were satisfactory across both long and short-term evaluations.
5. The organizational expenses were under control till 2019-20 and the same trend was maintained for the financial year 2020-21. But since the revenue from operations had suffered a huge setback in the FY 2020-21, the OPM had turned negative.
6. The Corporation has confirmed that the interest earned comprises the interest on fixed deposit and other interest earned out of its own funds.
7. The interest income earned formed a part of profit and loss account till 2010-11. From the FY 2011-12, the interest earned on Government funds has been ploughed back to the respective schemes as per the Government Order and only the interest earned on own funds has been shown as income in the P & L Account.
8. The Corporation has also clarified that the profits earned cannot be bifurcated as fixed and variable as the organization profit depends on revenue from ETP and the interest on deposits

earned during the financial year.

9. It has also been clarified that the Corporation is acting as an agent of the Government of Karnataka in line with Karnataka Public Works Department. It calls for tenders and after processing the tenders, the works are being awarded to the contractors. Only supervision work is carried out by the Corporation. Hence, it has been stated that fixed and variable components in the profit cannot be bifurcated. Confirmation letter dated 20-12-2021 received from the Corporation in this regard is annexed.

6.1.1.2. Operational Efficiency: Recommendations on Profit and Loss Account

1. The key aspect that needs improvement in the profit and loss account of the Corporation is in its profitability and long-term financial stability. The long-term average growth rate of the Corporation was 7.38% for the period 2010-21 as against the growth rate of the industry at 11.2% for the corresponding period (Ref: Statista Research Dept., February 8 2021).
2. To Sustain and grow as a commercial entity, the Corporation needs to increase its revenue from operation in a substantial manner such that it is able to meet its entire expenditure arising on account of the operation. The main source of income of the Corporation is from the ETP (Establishment, Tools and Plants) charges collected from the various projects implemented by it. The ETP charges need to fixed by the Board of the Corporation on p2p basis.
3. Since the revenue from operation has been compacted owing to the Covid pandemic, the expenditures also need to be curtailed to improve the overall operational efficiency of the Corporation.
4. Since the outcome of the contractual contract can be reliably measured, the revenue associated with the contract could be recognized by reference to the stage of completion of the contract activity at the year-end (the percentage of completion method).
5. There is a scope for increasing the non-operating income and the return on fixed deposits. Hence the Corporation should adopt a long-term strategic planning for enhancing the revenue from other sources.

6. There was a consistent growth in the Profit After Tax (PAT) from operations in the pre-covid period. However, the PAT recorded during the period 2019-21 could have been improved by either increasing the revenue from operations or by curtailing the expenditures.
7. The Earnings per Share (EPS) which was at Rs 25,677 in 2019-20 had come down drastically to Rs 5409 in 2020-21 owing to reduction in the PAT. A higher earning coupled with an increase in the PAT would increase the EPS substantially.

6.1.1.3 Operational Efficiency: Findings of Balance Sheet Analysis

There was a consistent improvement in the Net Worth of the company for the entire period of study of twelve years i.e., from 2009-2021. The Balance sheet (Table 16 to Table 21) was analyzed for the period 2009-2021 and the key observations are as follows:

1. The authorized share capital of the Corporation is Rs 10 Crores and the paid -up capital had remained at only Rs 12 lakhs in the entire period of study.
2. The reserves of the Corporation, which was at Rs 49.47 Crores in March 2010, had significantly improved to Rs 231.61 Crores as at March 2021.
3. The Net Block of the Corporation from 2009-2021 also had shown a consistent improvement. High volatility was observed in the debtor days ranging from 34 days in 2010-11 to less than a day in 2018-19 and this needs to be stabilized to improve the overall working capital management.
4. There is a wide fluctuation in the Inventory turnover ratio from 15.42 in 2012-13 to 0.01 in 2020-21. If the organization has to grow as a commercial entity, it needs to improve the inventory turnover ratio.
5. The Return on Equity (ROE) which was around 43% in the initial year of 2009-10, stood at 3% for the year 2020-21 and this needs to be improved.
6. There is a drop down in the Return on Capital Employed (ROCE) from 20% in 2015-16 to 0.32% during 2020-21 which is not a healthy sign.

7. The overall current ratio for the period under study was 8.39. It had hit three peaks in 2018-19, 2019-20 and 2020-21.
8. The Net Worth of the Corporation, which was at Rs 49.59 Crores in March 2010, had significantly improved to Rs 231.72 Crores in March 2021.

6.1.1.4 Operational Efficiency: Recommendations on Balance Sheet Analysis

1. A weak capital base of the Police Housing Corporation makes it vulnerable for takeover by a private entity and at the same time the Corporation will be not able to raise low-cost funds and adequate resources from the market. The Corporation is carrying a reserve of Rs 231.61 Crores. Hence, it is recommended that the Corporation increase its paid-up capital to a minimum of Rs 10 Crores (equal to the authorized share capital) by issuing bonus shares from its own reserves. This will make the capital base very attractive to the investors and institutions when it goes to the market. This will be a precursor to achieve its vision as a commercial entity.
2. The Police Housing Corporation needs to improve its internal audit system so that it could comply with the observations of the AGs on time. It also needs to appoint a whole time Company Secretary as per Companies Act 2013.
3. Return on Equity (ROE) and Return on Capital Employed (ROCE) could be improved if the PBT and PAT could be improved by increase in earnings and decrease in expenditures.

Table 12: Analysis of Profit and Loss Account -Pre-Covid (April 09 - March - 15)

Particulars	Mar-10	Mar-11	Mar-12	Mar-13	Mar-14	Mar-15
Revenue from Operations						
Revenue from ETP	15,80,61,707	15,31,40,143	15,16,44,906	14,14,14,392	25,37,08,024	36,83,13,548
e-commerce Sales	1,42,38,893	2,44,94,959	3,67,89,376	3,56,82,728	1,68,37,665	24,96,454
WBPMS Income			22,79,865	16,84,426		
Total --A	17,23,00,600	17,76,35,102	19,07,14,147	17,87,81,546	27,05,45,689	37,08,10,002
Other Revenue						
Interest from Fixed Deposit	26,53,11,142	20,35,84,221	23,18,05,594	13,64,56,839	12,05,89,681	13,84,64,176
Other Non-Operating Income	4,03,96,048	3,21,87,642	1,43,10,773	1,86,34,615	4,12,81,804	2,79,79,449
Prior Period Income			2,92,374		18,44,552	
Total --B	30,57,07,190	23,57,71,863	24,64,08,741	15,50,91,454	16,37,16,037	16,64,43,625
Total A+B	47,80,07,790	41,34,06,965	43,71,22,888	33,38,73,000	43,42,61,726	53,72,53,627
Expenditures						
Administrative Expenses	10,57,64,201	8,80,80,746	9,88,87,698	11,16,41,617	12,82,47,872	16,07,20,566
Work Expenses	45,75,073		54,12,780	44,33,410	33,77,677	43,71,668
e-commerce Purchases	1,37,35,307					
Stock in Trade		2,41,02,248	3,61,03,965	3,45,98,899	1,65,08,526	24,47,547
Other Expenses		3,14,98,029	6,61,22,012	3,60,55,223	5,31,59,656	89,200
Finance Charges	1,04,35,942	1,26,88,217	92,72,375	9,675	5,97,945	6,18,42,284
Depreciation	39,09,255	38,08,719	44,92,580	44,08,279	35,87,707	89,39,252
Prior Period Expenses	58,608			4,91,839	4,00,029	1,16,983
Total --C	13,84,78,386	16,01,77,959	22,02,91,410	19,16,38,942	20,58,79,412	23,85,27,500
Expenditures_ C to Revenue from Operations _A (%)	80.37	90.17	115.51	107.19	76.10	64.33
Operating Profit	3,38,22,214	1,74,57,143	-2,95,77,263	-1,28,57,396	6,46,66,277	13,22,82,502
OPM (%)	19.63	9.83	-15.51	-7.19	23.90	35.67

Particulars	Mar-10	Mar-11	Mar-12	Mar-13	Mar-14	Mar-15
Profit Before Tax	33,95,29,404	25,32,29,006	21,68,31,478	14,22,34,058	22,83,82,314	29,87,26,127
PBT (%)	71.03	61.25	49.60	42.60	52.59	55.60
Tax	11,91,20,000	8,66,98,479	7,20,06,519	4,83,74,333	8,02,44,438	10,65,63,000
Deferred tax	91,18,819	-3,59,870	-16,12,478	-5,81,523	3,64,037	26,57,361
Wealth tax				41,737	12,690	10,300
Profit After Tax	21,12,90,585	16,68,90,397	14,64,37,437	9,43,99,511	14,77,61,149	18,94,95,466
PAT (%)	44.20	40.37	33.50	28.27	34.03	35.27
Brought Forward Surplus	3,40,28,642					
Profit for Appropriation	24,53,19,227					
EPS	17,608	13,908	12,203	7,867	12,313	15,791

Table 12 (Cont...): Analysis of Profit and Loss Account -Pre-Covid (April 15 - March - 19)

Particulars	Mar-16	Mar-17	Mar-18	Mar-19
Revenue from Operations				
Revenue from ETP	35,41,75,370	32,60,11,765	46,55,95,896	56,59,70,348
e-commerce Sales				
WPMS Income				
Total --A	35,41,75,370	32,60,11,765	46,55,95,896	56,59,70,348
Other Revenue				
Interest from Fixed Deposit	13,59,56,903	12,54,27,080	12,22,87,608	10,74,71,972
Other Non-Operating Income	6,86,48,444	34,72,586	1,02,63,680	18,56,828
Prior Period Income	66,45,845	2,83,73,667	39,157	1,61,37,579
Total --B	21,12,51,192	15,72,73,333	13,25,90,445	12,54,66,379
Total A+B	56,54,26,562	48,32,85,098	59,81,86,341	69,14,36,727
Expenditures				
Administrative Expenses	17,21,87,029	16,85,62,409	17,62,33,191	20,04,88,746
Work Expenses	23,53,542	3,27,268	6,35,037	4,43,947
e-commerce Purchases				
Stock in Trade				
Other Expenses	52,333	4,40,50,731	4,97,67,573	4,51,01,001
Finance Charges	4,85,37,000	65,034	28,198	19,658
Depreciation	84,24,566	81,02,651	54,43,822	44,50,706
Prior Period Expenses	8,78,331	40,602	2,36,064	18,86,208
Total --C	23,24,32,801	22,11,48,695	23,23,43,885	25,23,90,266
Expenditures_ C to Revenue from Operations _A (%)	65.63	67.83	49.90	44.59
Operating Profit	12,17,42,569	10,48,63,070	23,32,52,011	31,35,80,082
OPM (%)	34.37	32.17	50.10	55.41

Particulars	Mar-16	Mar-17	Mar-18	Mar-19
Profit Before Tax	33,29,93,761	26,21,36,403	36,58,42,456	43,90,46,461
PBT (%)	58.89	54.24	61.16	63.50
Tax	11,96,37,441	9,74,64,254	13,44,97,201	13,06,00,000
Deferred tax	-18,63,182	35,43,611	11,76,965	3,27,071
Wealth tax				
Profit After Tax	21,52,19,502	16,11,28,538	23,01,68,290	30,81,19,390
PAT (%)	38.06	33.34	38.48	44.56
Brought Forward Surplus				
Profit for Appropriation				
EPS	17,935	13,427	19,181	25,677

Table 13: Analysis of Profit and Loss Account 2019-20 to 2020-21 (Post-Covid)

Particulars	Mar-20	Mar-21
Revenue from Operations		
Revenue from ETP	28,94,10,120	24,75,87,348
e-commerce Sales		
WBPMS Income		
Total --A	28,94,10,120	24,75,87,348
Other Revenue		
Interest Income from Fixed Deposit	13,37,87,117	13,94,20,166
Other Non-Operating Income	11,52,104	
Prior Period Income	27,013	4,955
Total --B	13,49,66,234	13,94,25,121
Total A+B	42,43,76,354	38,70,12,469
Expenditures		
Administrative Expenses	20,69,33,784	20,79,97,470
Work Expenses	3,22,470	
e-commerce purchases		
Stock in Trade		
Other Expenses	4,26,71,111	6,67,31,346
Finance Charges	27,642	
Depreciation	43,53,797	52,10,282
Prior Period Expenses		87,18,206
Total --C	25,43,08,804	28,86,57,304
Expenditures_ C to Revenue from Operations _A (%)	87.87	116.59
Operating Profit (A-C)	3,51,01,316	-4,10,69,956
OPM (%)	12.13	-16.59
Profit Before Tax	17,00,67,550	9,83,55,165
PBT (%)	40.07	25.41
Tax	5,25,85,051	3,02,06,653
Deferred tax	-47,03,784	32,46,339
Wealth tax		
Profit After Tax	12,21,86,283	6,49,02,173
PAT (%)	28.79	16.77
Brought Forward Surplus		
Profit for Appropriation		
EPS	10,182	5,409

Table 14: Consolidated Profit and Loss account (April 09-March 15)

Particulars	Mar-10	Mar-11	Mar-12	Mar-13	Mar-14	Mar-15
Revenue from Operations						
Revenue from ETP	15,80,61,707	15,31,40,143	15,16,44,906	14,14,14,392	25,37,08,024	36,83,13,548
e-commerce Sales	1,42,38,893	2,44,94,959	3,67,89,376	35682728	1,68,37,665	24,96,454
WPMS Income			22,79,865	16,84,426		
Total --A	17,23,00,600	17,76,35,102	19,07,14,147	17,87,81,546	27,05,45,689	37,08,10,002
Other Revenue						
Interest Income from Fixed Deposit	26,53,11,142	20,35,84,221	23,18,05,594	13,64,56,839	120589681	138464176
Other Non-Operating Income	4,03,96,048	3,21,87,642	1,43,10,773	18634615	4,12,81,804	2,79,79,449
Prior Period Income			2,92,374		18,44,552	
Total --B	30,57,07,190	23,57,71,863	24,64,08,741	15,50,91,454	16,37,16,037	16,64,43,625
Total A+B	47,80,07,790	41,34,06,965	43,71,22,888	33,38,73,000	43,42,61,726	53,72,53,627
Expenditures						
Administrative Expenses	105764201	88080746	9,88,87,698	111641617	128247872	160720566
Work Expenses	45,75,073		54,12,780	44,33,410	33,77,677	43,71,668
e-commerce purchases	1,37,35,307					
Stock in Trade		2,41,02,248	3,61,03,965	3,45,98,899	1,65,08,526	24,47,547
Other Expenses		3,14,98,029	6,61,22,012	3,60,55,223	5,31,59,656	89,200
Finance Charges	1,04,35,942	1,26,88,217	92,72,375	9,675	5,97,945	6,18,42,284
Depreciation	39,09,255	38,08,719	44,92,580	44,08,279	35,87,707	89,39,252
Prior Period Expenses	58,608			4,91,839	4,00,029	1,16,983
Total --C	13,84,78,386	16,01,77,959	22,02,91,410	19,16,38,942	20,58,79,412	23,85,27,500
Expenditures_ C to Revenue from Operations _A (%)	80.37	90.17	115.51	107.19	76.10	64.33

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

Particulars	Mar-10	Mar-11	Mar-12	Mar-13	Mar-14	Mar-15
Operating Profit (A-C)	3,38,22,214	1,74,57,143	-2,95,77,263	-1,28,57,396	6,46,66,277	13,22,82,502
OPM (%)	19.63	9.83	-15.51	-7.19	23.90	35.67
Profit Before Tax	33,95,29,404	25,32,29,006	21,68,31,478	14,22,34,058	22,83,82,314	29,87,26,127
PBT (%)	71.03	61.25	49.60	42.60	52.59	55.60
Tax	11,91,20,000	8,66,98,479	7,20,06,519	4,83,74,333	8,02,44,438	10,65,63,000
Deferred tax	91,18,819	-3,59,870	-16,12,478	-5,81,523	3,64,037	26,57,361
Wealth tax				41,737	12,690	10,300
Profit After Tax	21,12,90,585	16,68,90,397	14,64,37,437	9,43,99,511	14,77,61,149	18,94,95,466
PAT (%)	44.20	40.37	33.50	28.27	34.03	35.27
Brought Forward Surplus	3,40,28,642					
Profit for Appropriation	24,53,19,227					
EPS	17,608	13,908	12,203	7,867	12,313	15,791

Table 14 (Cont...): Consolidated Profit and Loss account (April 15-March 21)

Particulars	Mar-16	Mar-17	Mar-18	Mar-19	Mar-20	Mar-21
Revenue from Operations						
Revenue from ETP	35,41,75,370	32,60,11,765	46,55,95,896	56,59,70,348	28,94,10,120	24,75,87,348
e-commerce Sales						
WPMS Income						
Total --A	35,41,75,370	32,60,11,765	46,55,95,896	56,59,70,348	28,94,10,120	24,75,87,348
Other Revenue						
Interest from Fixed Deposit	13,59,56,903	12,54,27,080	12,22,87,608	10,74,71,972	13,37,87,117	139420166
Other Non-Operating Income	6,86,48,444	34,72,586	1,02,63,680	18,56,828	1152104	
Prior Period Income	66,45,845	2,83,73,667	39,157	1,61,37,579	27,013	4955
Total --B	21,12,51,192	15,72,73,333	13,25,90,445	12,54,66,379	13,49,66,234	13,94,25,121
Total A+B	56,54,26,562	48,32,85,098	59,81,86,341	69,14,36,727	42,43,76,354	38,70,12,469
Expenditures						
Administrative Expenses	172187029	168562409	176233191	200488746	20,69,33,784	207997470
Work Expenses	23,53,542	3,27,268	6,35,037	4,43,947	3,22,470	
e-commerce purchases						
Stock in Trade						
Other Expenses	52,333	4,40,50,731	4,97,67,573	4,51,01,001	4,26,71,111	66731346
Finance Charges	4,85,37,000	65,034	28,198	19,658	27,642	
Depreciation	84,24,566	81,02,651	54,43,822	44,50,706	43,53,797	5210282
Prior Period Expenses	8,78,331	40,602	2,36,064	18,86,208		8718206
Total --C	23,24,32,801	22,11,48,695	23,23,43,885	25,23,90,266	25,43,08,804	28,86,57,304
Expenditures_ C to Revenue from Operations _A (%)	65.63	67.83	49.90	44.59	87.87	116.59

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

Particulars	Mar-16	Mar-17	Mar-18	Mar-19	Mar-20	Mar-21
Operating Profit	12,17,42,569	10,48,63,070	23,32,52,011	31,35,80,082	3,51,01,316	-4,10,69,956
OPM (%)	34.37	32.17	50.10	55.41	12.13	-16.59
Profit Before Tax	33,29,93,761	26,21,36,403	36,58,42,456	43,90,46,461	17,00,67,550	9,83,55,165
PBT (%)	58.89	54.24	61.16	63.50	40.07	25.41
Tax	11,96,37,441	9,74,64,254	13,44,97,201	13,06,00,000	5,25,85,051	3,02,06,653
Deferred tax	-18,63,182	35,43,611	11,76,965	3,27,071	-47,03,784	32,46,339
Wealth tax						
Profit After Tax	21,52,19,502	16,11,28,538	23,01,68,290	30,81,19,390	12,21,86,283	6,49,02,173
PAT (%)	38.06	33.34	38.48	44.56	28.79	16.77
Brought Forward Surplus						
Profit for Appropriation						
EPS	17,935	13,427	19,181	25,677	10,182	5,409

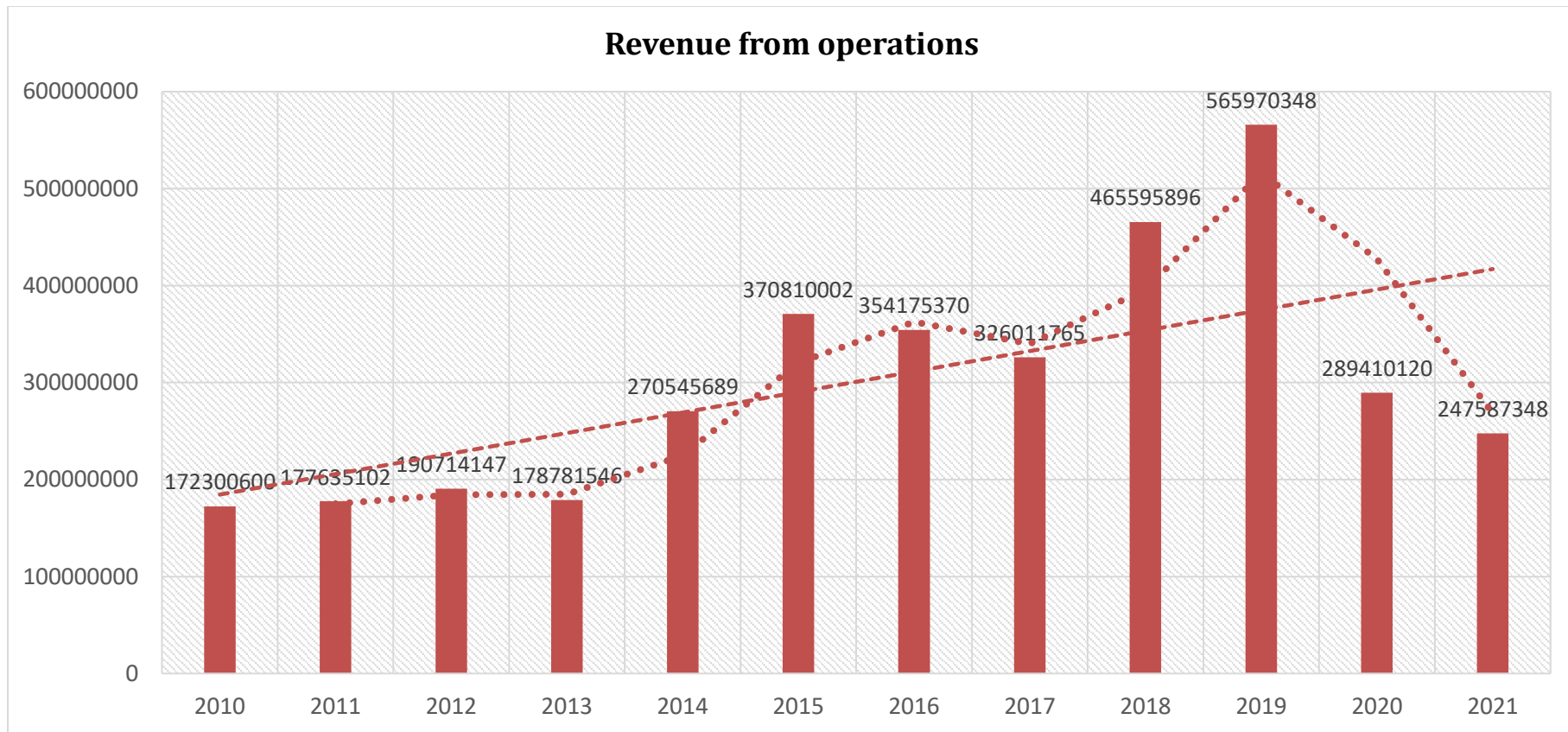


Figure 7: Revenue from operations

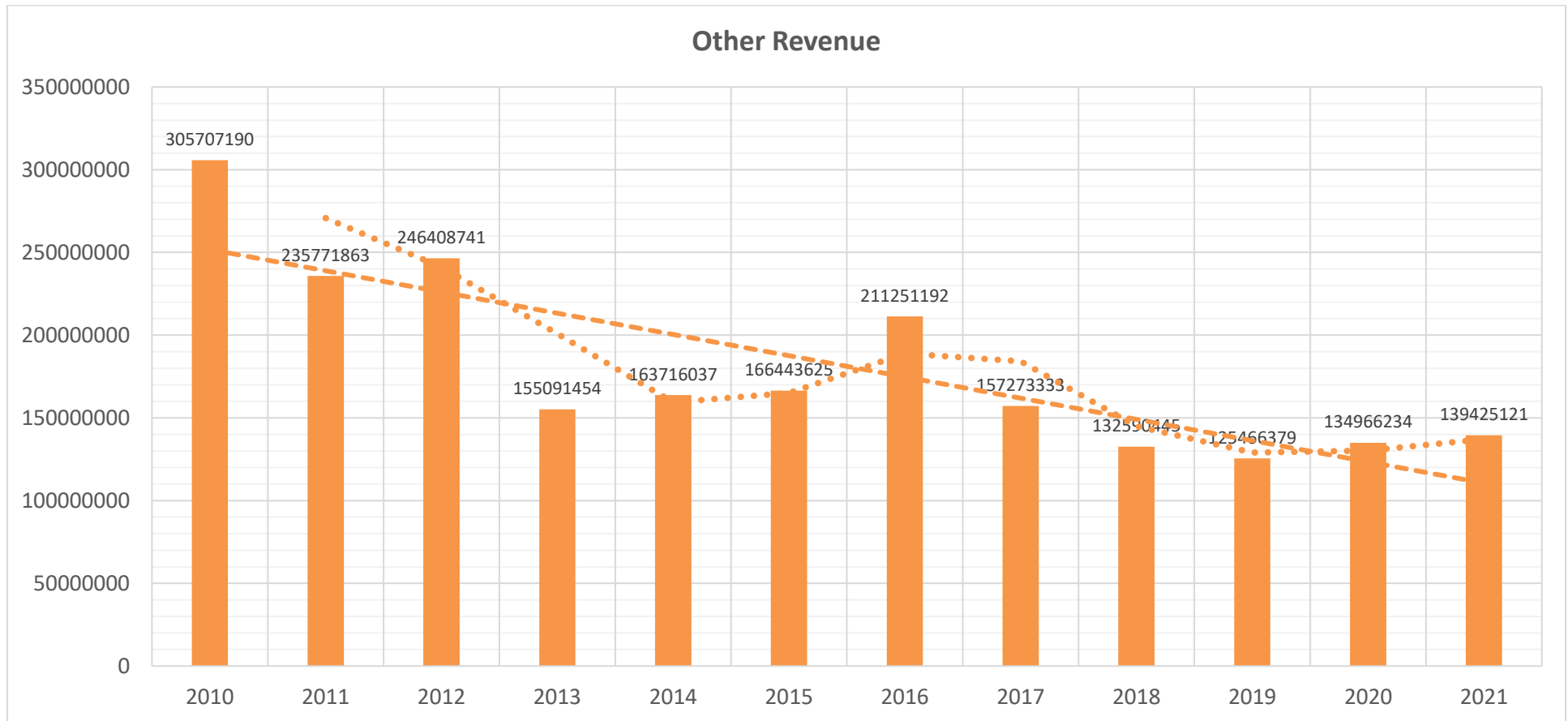


Figure 8: Other Revenue

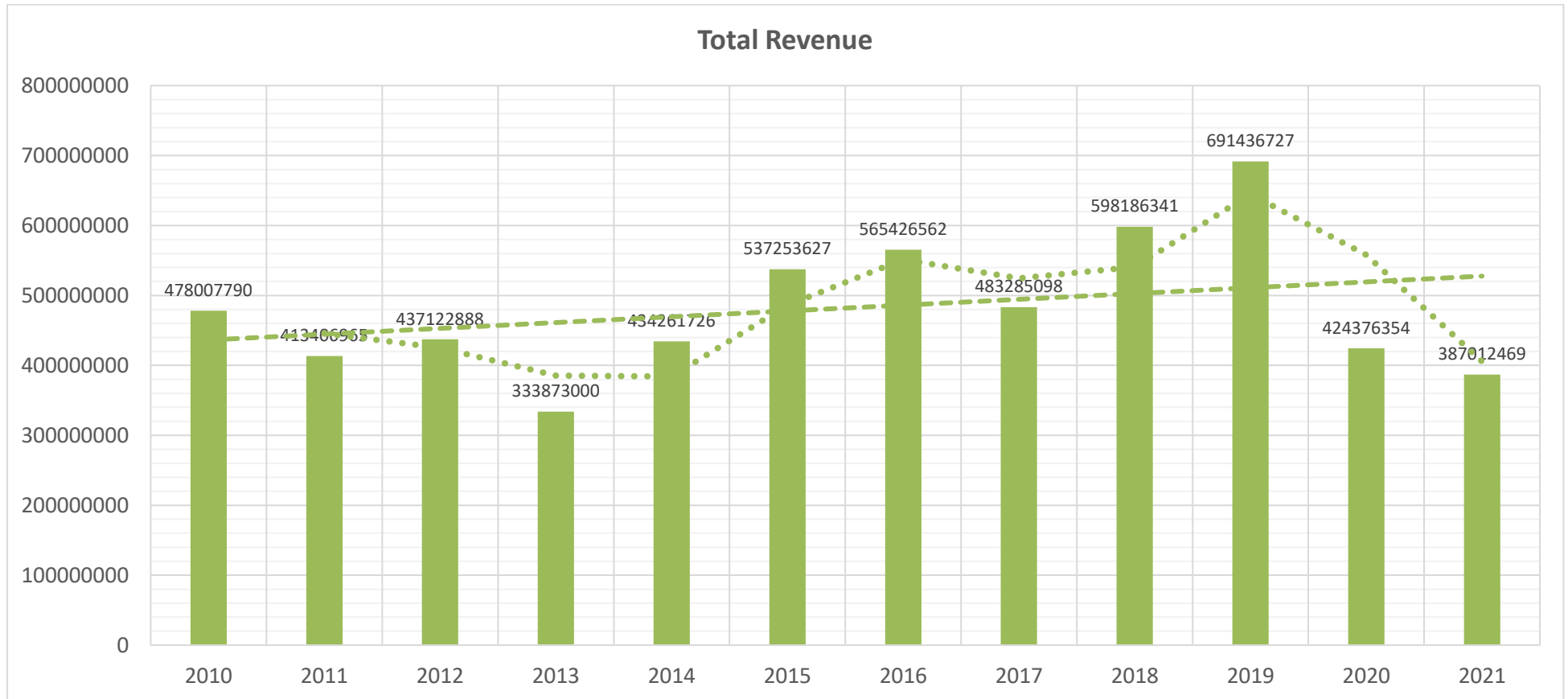


Figure 9: Total Revenue

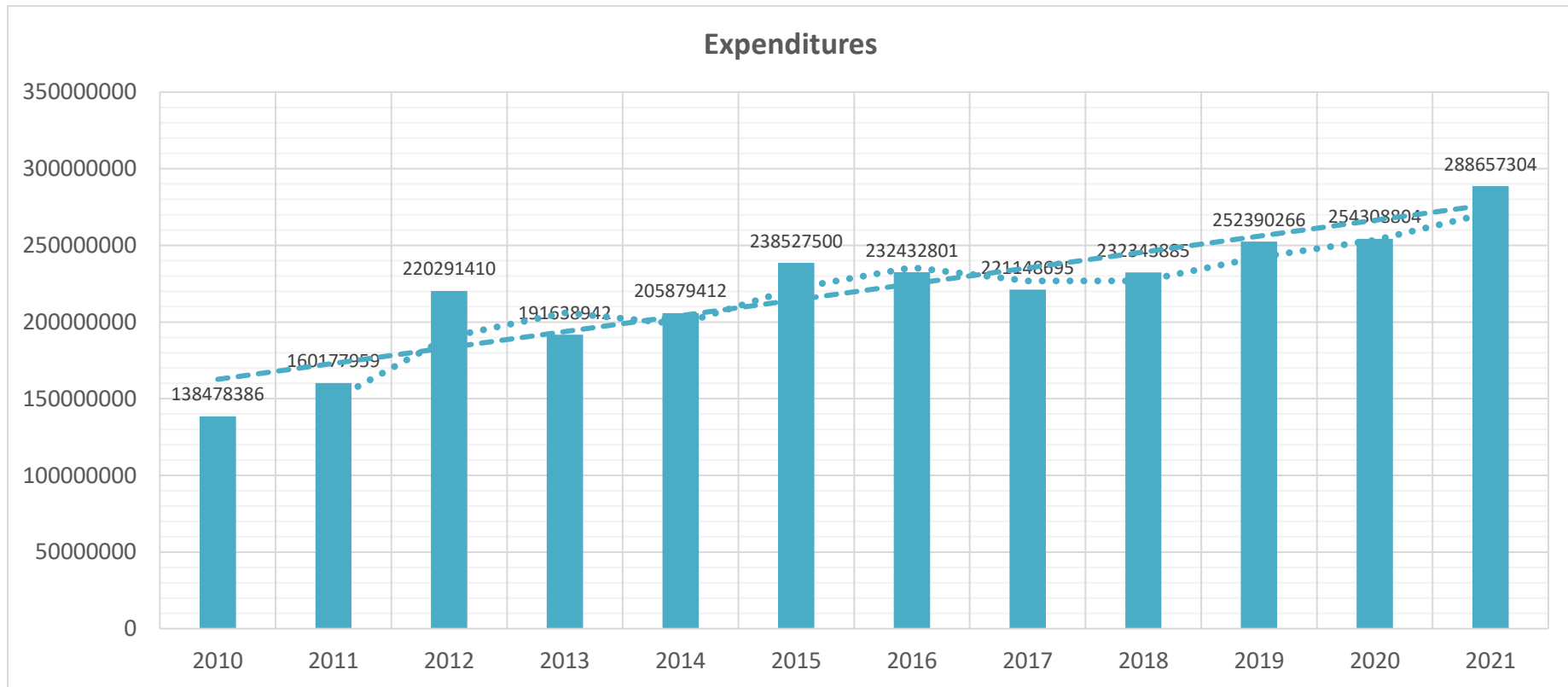


Figure 10: Expenditures

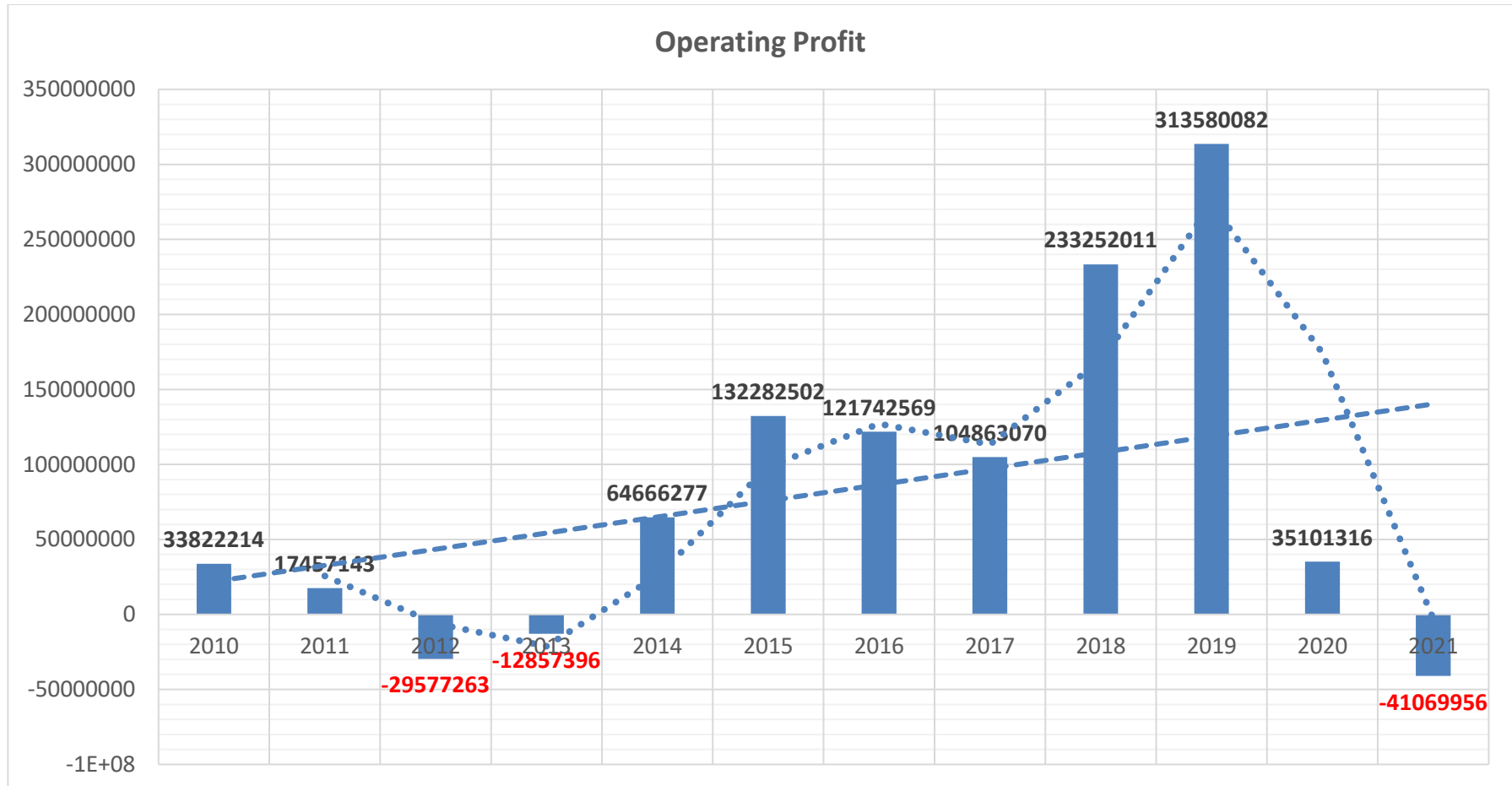


Figure 11: Operating profit

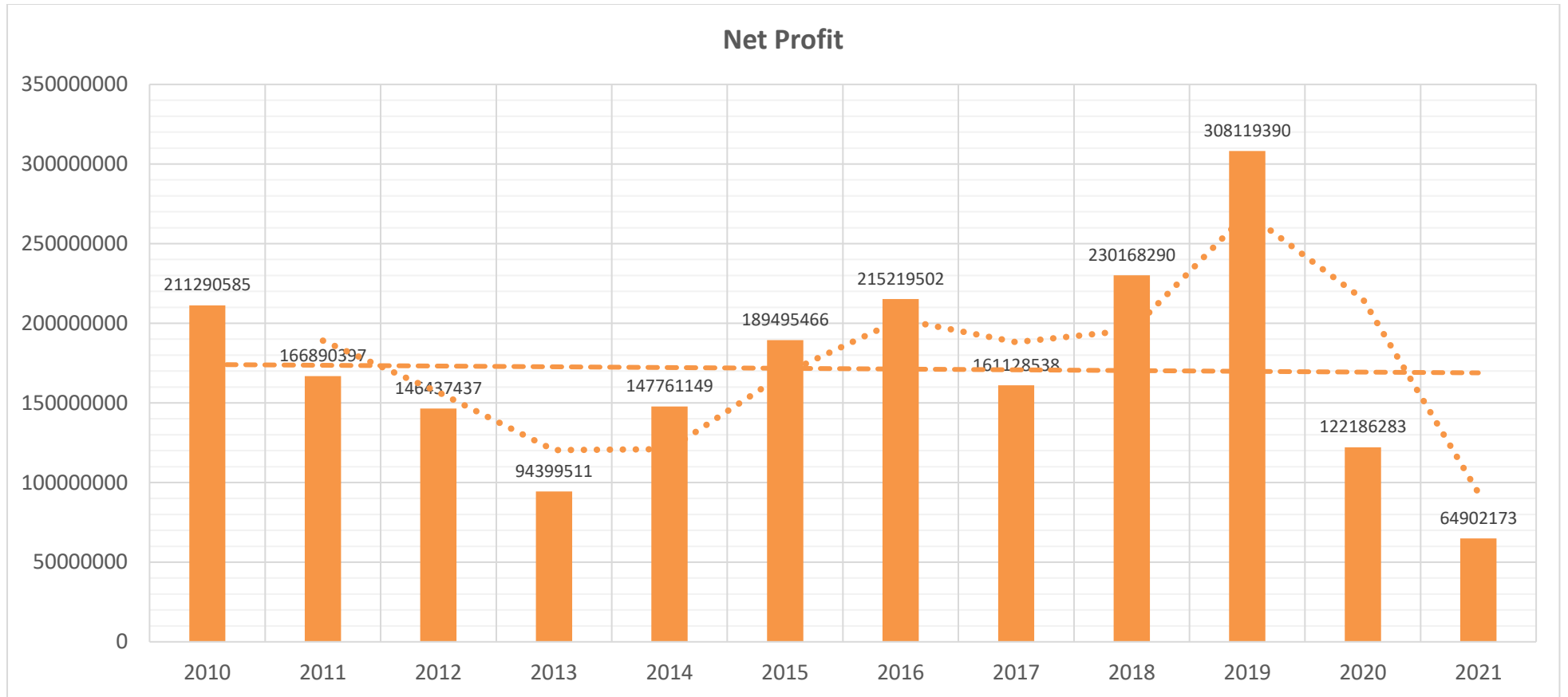


Figure 12: Net Profit

Table 15: Financial Analysis of Profit and Loss Account 2009-10 to 2020-21 (Consolidated)

RATIOS:	Mar-10	Mar-11	Mar-12	Mar-13	Mar-14	Mar-15	Mar-16	Mar-17	Mar-18	Mar-19	Mar-20	Mar- 21	Long-term Average
OPM (%)	19.63	9.83	-15.51	-7.19	23.90	35.67	34.37	32.17	50.10	55.41	12.13	-16.59	19.49
PBT (%)	71.03	61.25	49.60	42.60	52.59	55.60	58.89	54.24	61.16	63.50	40.07	25.41	53.00
PAT (%)	44.20	40.37	33.50	28.27	34.03	35.27	38.06	33.34	38.48	44.56	28.79	16.77	34.64
Revenue Growth-Operations		3.10	7.36	-6.26	51.33	37.06	-4.49	-7.95	42.82	21.56	-48.86	-14.45	7.38
Revenue Growth-Total		-13.51	5.74	-23.62	30.07	23.72	5.24	-14.53	23.78	15.59	-38.62	-8.80	0.46
Expenses Growth		15.67	37.53	-13.01	7.43	15.86	-2.56	-4.85	5.06	8.63	0.76	13.51	7.64
PAT Growth		-21.01	-12.26	-35.54	56.53	28.24	13.58	-25.13	42.85	33.87	-60.34	-46.88	-2.37

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

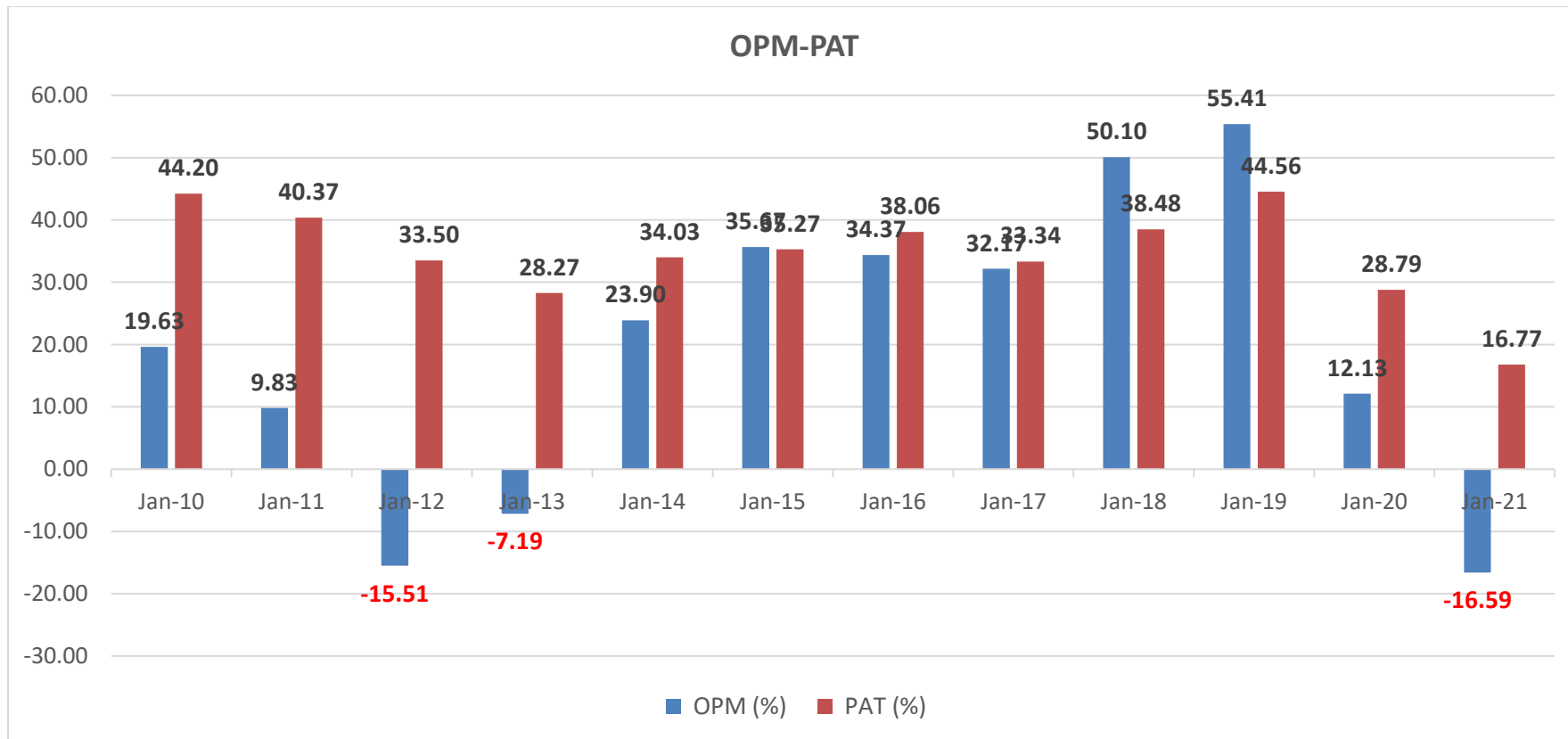


Figure 13: Comparison of OPM and PAT values.

Table 16: Interest Earned from Deposits 2009-10 to 2020-21

Sl.No	Year	Interest from FD's	FD's	Yield in %
1	2009-10	26,53,11,142	2,95,03,97,079	8.99
2	2010-11	20,35,84,221	2,61,79,38,096	7.78
3	2011-12	23,18,05,594	3,25,07,94,158	7.13
4	2012-13	13,64,56,839	2,50,00,00,000	5.46
5	2013-14	12,05,89,681	1,70,00,00,000	7.09
6	2014-15	13,84,64,176	1,66,72,00,000	8.31
7	2015-16	13,59,56,903	1,41,93,20,477	9.58
8	2016-17	12,54,27,080	3,16,59,48,007	3.96
9	2017-18	12,22,87,608	1,60,49,02,916	7.62
10	2018-19	10,74,71,972	3,22,90,00,000	3.33
11	2019-20	13,37,87,117	2,04,18,00,000	6.55
12	2020-21	13,94,20,166	2,15,11,73,862	6.48

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

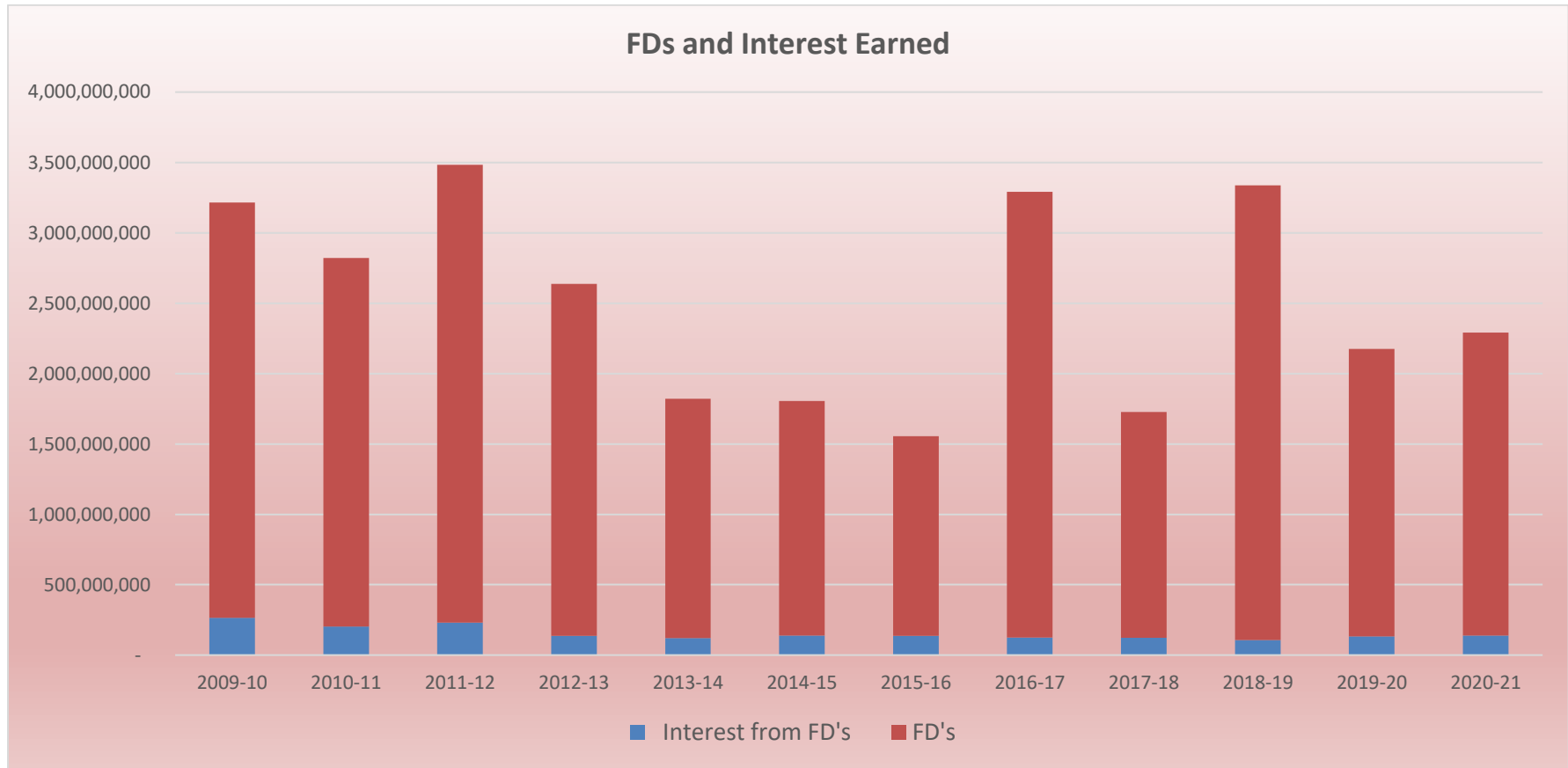


Figure 14: Fixed Deposits and Interests Earned

Table 17: Analysis of Balance Sheet-Pre Covid (April 09 – March 15)

Particulars	Mar-10	Mar-11	Mar-12	Mar-13	Mar-14	Mar-15
Equity Share Capital	12,00,000	12,00,000	12,00,000	12,00,000	12,00,000	12,00,000
Reserves	49,47,42,287	66,02,33,378	80,52,76,147	89,82,80,988	1,04,32,34,357	1,22,82,11,117
Borrowings	1,93,91,85,009	1,94,25,93,677	1,19,39,42,025	94,52,40,693	69,71,43,361	44,90,46,029
Deferred Tax	45,61,521	42,01,651	25,89,173	20,07,651	23,71,688	50,29,050
Other Long Term Liabilities	-	27,72,99,474	33,71,11,988	27,63,16,971	24,66,65,581	16,57,31,689
Other Liabilities	6,30,65,86,518	7,19,32,16,207	6,33,29,86,695	7,41,69,88,303	7,38,70,48,700	10,68,25,50,874
Total..	8,74,62,75,335	10,07,87,44,387	8,67,31,06,028	9,54,00,34,606	9,37,76,63,687	12,53,17,68,759
Net Block	2,57,90,728	2,53,07,535	2,51,32,630	2,27,83,952	3,02,31,385	2,92,26,308
Loans and Advances	35,28,99,518	1,89,274	2,17,40,312	2,04,30,779	2,40,30,462	4,35,74,422
Other Non-Current Assets	5,19,68,73,395	8,89,55,995	10,51,95,998	1,32,77,301	2,40,73,590	3,23,88,888
Other Assets	3,17,07,11,694	9,96,42,91,583	8,52,04,37,089	9,48,35,42,574	9,29,93,28,250	12,42,65,79,141
Total..	8,74,62,75,335	10,07,87,44,387	8,67,25,06,028	9,54,00,34,606	9,37,76,63,687	12,53,17,68,759
Working Capital	-3,13,58,74,824	2,77,10,75,376	2,18,74,50,394	2,06,65,54,272	1,91,22,79,550	1,74,40,28,268
Debtors	-	1,67,48,250	1,99,54,427	5,52,01,74,002	26,11,417	8,69,287
Inventory	-	6,30,24,04,087	4,65,05,05,114	1,15,94,775	4,57,41,48,790	7,42,57,16,034

Table 17 (Cont.): Analysis of Balance Sheet-Pre Covid (April 15 – March 19)

Particulars	Mar-16	Mar-17	Mar-18	Mar-19
Equity Share Capital	12,00,000	12,00,000	12,00,000	12,00,000
Reserves	1,44,34,30,618	1,60,17,70,564	1,82,90,50,261	2,13,42,76,323
Borrowings	23,05,77,697	8,46,54,227	5,38,70,873	2,30,87,513
Deferred Tax	31,65,867	67,09,478	78,86,443	82,13,514
Other Long Term Liabilities	7,54,73,458	3,96,01,929	3,71,22,867	22,93,45,84,266
Other Liabilities	14,84,87,08,711	16,68,28,36,674	20,70,75,68,209	86,65,27,913
Total..	16,60,25,56,351	18,41,67,72,872	22,63,66,98,653	25,96,78,89,529
Net Block	3,45,54,431	5,09,81,878	4,98,26,967	5,61,46,440
Loans and Advances	2,78,40,670	8,13,62,791	9,79,67,143	13,77,15,000
Other Non-Current Assets	58,34,322	-	14,97,345	22,02,345
Other Assets	16,53,43,26,929	18,28,44,28,203	22,48,74,07,197	25,77,18,25,744
Total..	16,60,25,56,351	18,41,67,72,871	22,63,66,98,652	25,96,78,89,529
Working Capital	1,68,56,18,218	1,60,15,91,529	1,77,98,38,988	24,90,52,97,831
Debtors	2,76,424	99,701	31,28,623	23,718
Inventory	9,26,87,86,946	8,94,06,95,877	12,91,74,07,191	18,55,09,79,736

Table 18: Analysis of Balance Sheet-2019-20 to 2020-21 (Post Covid)

Particulars	Mar-20	Mar-21
Equity Share Capital	12,00,000	12,00,000
Reserves	2,25,35,73,965	2,31,60,76,138
Borrowings	26,37,09,30,808	28,71,17,65,577
Deferred Tax	35,09,728	67,56,067
Other Long Term Liabilities	-	-
Other Liabilities	1,07,20,62,791	95,55,09,930
Total..	29,70,12,77,292	31,99,13,07,712
Net Block	6,73,08,719	6,65,68,001
Loans and Advances	17,69,45,814	17,25,07,759
Other Non-Current Assets	22,02,345	-
Other Assets	29,45,48,20,414	31,75,22,31,952
Total...	29,70,12,77,292	31,99,13,07,712
Working Capital	28,38,27,57,623	30,79,67,22,022
Debtors	-	-
Inventory	21,63,59,41,435	21,85,96,06,616

Table 19: Analysis of Balance Sheet -Consolidated (April 09 – March 15)

Particulars	Mar-10	Mar-11	Mar-12	Mar-13	Mar-14	Mar-15
Equity Share Capital	12,00,000	12,00,000	12,00,000	12,00,000	12,00,000	12,00,000
Reserves	49,47,42,287	66,02,33,378	80,52,76,147	89,82,80,988	1,04,32,34,357	1,22,82,11,117
Borrowings	1,93,91,85,009	1,94,25,93,677	1,19,39,42,025	94,52,40,693	69,71,43,361	44,90,46,029
Deferred Tax	45,61,521	42,01,651	25,89,173	20,07,651	23,71,688	50,29,050
Other Long Term Liabilities	-	27,72,99,474	33,71,11,988	27,63,16,971	24,66,65,581	16,57,31,689
Other Liabilities	6,30,65,86,518	7,19,32,16,207	6,33,29,86,695	7,41,69,88,303	7,38,70,48,700	10,68,25,50,874
Total..	8,74,62,75,335	10,07,87,44,387	8,67,31,06,028	9,54,00,34,606	9,37,76,63,687	12,53,17,68,759
Net Block	2,57,90,728	2,53,07,535	2,51,32,630	2,27,83,952	3,02,31,385	2,92,26,308
Loans and Advances	35,28,99,518	1,89,274	2,17,40,312	2,04,30,779	2,40,30,462	4,35,74,422
Other Non-Current Assets	5,19,68,73,395	8,89,55,995	10,51,95,998	1,32,77,301	2,40,73,590	3,23,88,888
Other Assets	3,17,07,11,694	9,96,42,91,583	8,52,04,37,089	9,48,35,42,574	9,29,93,28,250	12,42,65,79,141
Total..	8,74,62,75,335	10,07,87,44,387	8,67,25,06,028	9,54,00,34,606	9,37,76,63,687	12,53,17,68,759
Working Capital	-3,13,58,74,824	2,77,10,75,376	2,18,74,50,394	2,06,65,54,272	1,91,22,79,550	1,74,40,28,268
Debtors	-	1,67,48,250	1,99,54,427	5,52,01,74,002	26,11,417	8,69,287
Inventory	-	6,30,24,04,087	4,65,05,05,114	1,15,94,775	4,57,41,48,790	7,42,57,16,034

Table 19 (Cont...): Analysis of Balance Sheet -Consolidated (April 15 – March 21)

Particulars	Mar-16	Mar-17	Mar-18	Mar-19	Mar-20	Mar-21
Equity Share Capital	12,00,000	12,00,000	12,00,000	12,00,000	12,00,000	12,00,000
Reserves	1,44,34,30,618	1,60,17,70,564	1,82,90,50,261	2,13,42,76,323	2,25,35,73,965	2,31,60,76,138
Borrowings	23,05,77,697	8,46,54,227	5,38,70,873	2,30,87,513	26,37,09,30,808	28,71,17,65,577
Deferred Tax	31,65,867	67,09,478	78,86,443	82,13,514	35,09,728	67,56,067
Other Long Term Liabilities	7,54,73,458	3,96,01,929	3,71,22,867	22,93,45,84,266	-	-
Other Liabilities	14,84,87,08,711	16,68,28,36,674	20,70,75,68,209	86,65,27,913	1,07,20,62,791	95,55,09,930
Total..	16,60,25,56,351	18,41,67,72,872	22,63,66,98,653	25,96,78,89,529	29,70,12,77,292	31,99,13,07,712
Net Block	3,45,54,431	5,09,81,878	4,98,26,967	5,61,46,440	6,73,08,719	6,65,68,001
Loans and Advances	2,78,40,670	8,13,62,791	9,79,67,143	13,77,15,000	17,69,45,814	17,25,07,759
Other Non-Current Assets	58,34,322	-	14,97,345	22,02,345	22,02,345	-
Other Assets	16,53,43,26,929	18,28,44,28,203	22,48,74,07,197	25,77,18,25,744	29,45,48,20,414	31,75,22,31,952
Total..	16,60,25,56,351	18,41,67,72,871	22,63,66,98,652	25,96,78,89,529	29,70,12,77,292	31,99,13,07,712
Working Capital	1,68,56,18,218	1,60,15,91,529	1,77,98,38,988	24,90,52,97,831	28,38,27,57,623	30,79,67,22,022
Debtors	2,76,424	99,701	31,28,623	23,718	-	-
Inventory	9,26,87,86,946	8,94,06,95,877	12,91,74,07,191	18,55,09,79,736	21,63,59,41,435	21,85,96,06,616

Table 20: Financial Analysis of Balance Sheet (Consolidated) (April 09 to March 15)

RATIOS:	Mar-10	Mar-11	Mar-12	Mar-13	Mar-14	Mar-15
Debtor Days	-	34.41	38.19	11,269.97	3.52	0.86
Inventory Turnover	-	0.03	0.04	15.42	0.06	0.05
Return on Equity	43%	25%	18%	10%	14%	15%
Return on Capital Emp	14%	10%	11%	8%	13%	18%
Current Ratio	0.50	1.39	1.35	1.28	1.26	1.16
EPS	17,608	13,908	12,203	7,867	12,313	15,791
Net Worth	49,59,42,287	66,14,33,378	80,64,76,147	89,94,80,988	1,04,44,34,357	1,22,94,11,117

Table 20 (Cont...): Financial Analysis of Balance Sheet (Consolidated) (April 15 to March 21)

RATIOS:	Mar-16	Mar-17	Mar-18	Mar-19	Mar-20	Mar-21
Debtor Days	0.28	0.11	2.45	0.02	-	-
Inventory Turnover	0.04	0.04	0.04	0.03	0.01	0.01
Return on Equity	15%	10%	13%	14%	5%	3%
Return on Capital Emp	20%	17%	19%	21%	1%	0.32%
Current Ratio	1.11	1.10	1.09	29.74	27.47	33.23
EPS	17,935	13,427	19,181	25,677	10,182	5,409
Net Worth	1,44,46,30,618	1,60,29,70,564	1,83,02,50,261	2,13,54,76,323	2,25,47,73,965	2,31,72,76,138

Table 21: Analysis of Financials 2009-10 to 2020-21- (Consolidated) (April 09 to March 15)

Particulars	Mar-10	Mar-11	Mar-12	Mar-13	Mar-14	Mar-15
OPM (%)	19.63	9.83	-15.51	-7.19	23.90	35.67
PBT (%)	71.03	61.25	49.60	42.60	52.59	55.60
PAT (%)	44.20	40.37	33.50	28.27	34.03	35.27
Revenue Growth-Operations		3.10	7.36	-6.26	51.33	37.06
Revenue Growth-Total		-13.51	5.74	-23.62	30.07	23.72
Expenses Growth		15.67	37.53	-13.01	7.43	15.86
PAT Growth		-21.01	-12.26	-35.54	56.53	28.24
Debtor Days	-	34	38	11,270	4	1
Inventory Turnover	-	0.03	0.04	15.42	0.06	0.05
Return on Equity	43%	25%	18%	10%	14%	15%
Return on Capital Emp	14%	10%	11%	8%	13%	18%
Current Ratio	0.50	1.39	1.35	1.28	1.26	1.16
EPS	17,608	13,908	12,203	7,867	12,313	15,791
Net Worth	49,59,42,287	66,14,33,378	80,64,76,147	89,94,80,988	1,04,44,34,357	1,22,94,11,117

Table 21 (Cont...): Analysis of Financials 2009-10 to 2020-21- (Consolidated) (April 15 to March 21)

Particulars	Mar-16	Mar-17	Mar-18	Mar-19	Mar-20	Mar-21
OPM (%)	34.37	32.17	50.10	55.41	12.13	-16.59
PBT (%)	58.89	54.24	61.16	63.50	40.07	25.41
PAT (%)	38.06	33.34	38.48	44.56	28.79	16.77
Revenue Growth-Operations	-4.49	-7.95	42.82	21.56	-48.86	-14.45
Revenue Growth-Total	5.24	-14.53	23.78	15.59	-38.62	-8.80
Expenses Growth	-2.56	-4.85	5.06	8.63	0.76	13.51
PAT Growth	13.58	-25.13	42.85	33.87	-60.34	-46.88
Debtor Days	0	0	2	0	-	-
Inventory Turnover	0.04	0.04	0.04	0.03	0.01	0.01
Return on Equity	15%	10%	13%	14%	5%	3%
Return on Capital Emp	20%	17%	19%	21%	1%	0.32%
Current Ratio	1.11	1.10	1.09	29.74	27.47	33.23
EPS	17,935	13,427	19,181	25,677	10,182	5,409
Net Worth	1,44,46,30,618	1,60,29,70,564	1,83,02,50,261	2,13,54,76,323	2,25,47,73,965	2,31,72,76,138

6.1.2 Trend Analysis

A trend analysis of the following parameters was carried out as detailed below.

6.1.2.1. Revenue from Operations

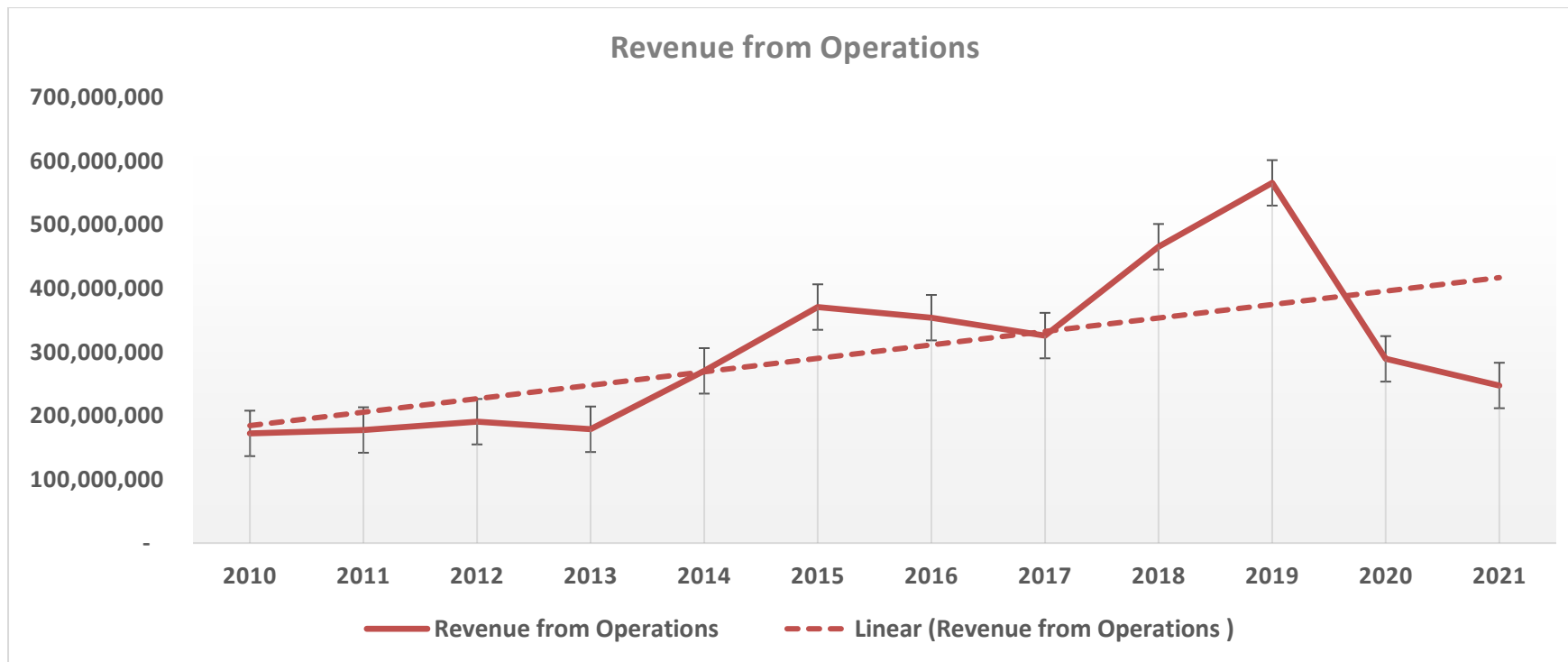


Figure 15: Trend analysis of Revenue from Operations

6.1.2.2. Other Revenue

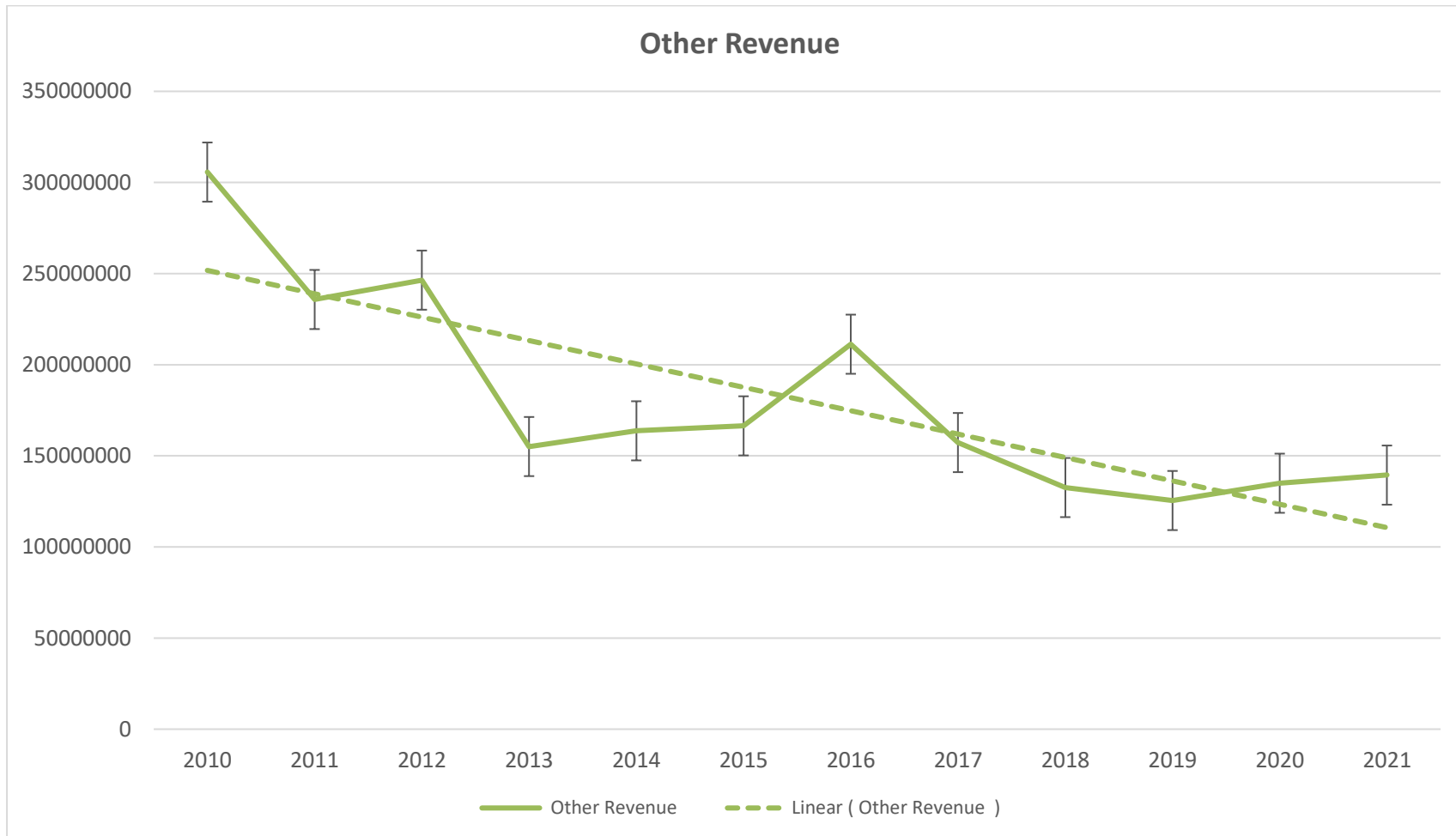


Figure 16: Trend analysis of Other Revenue

6.1.2.3. Total Revenue

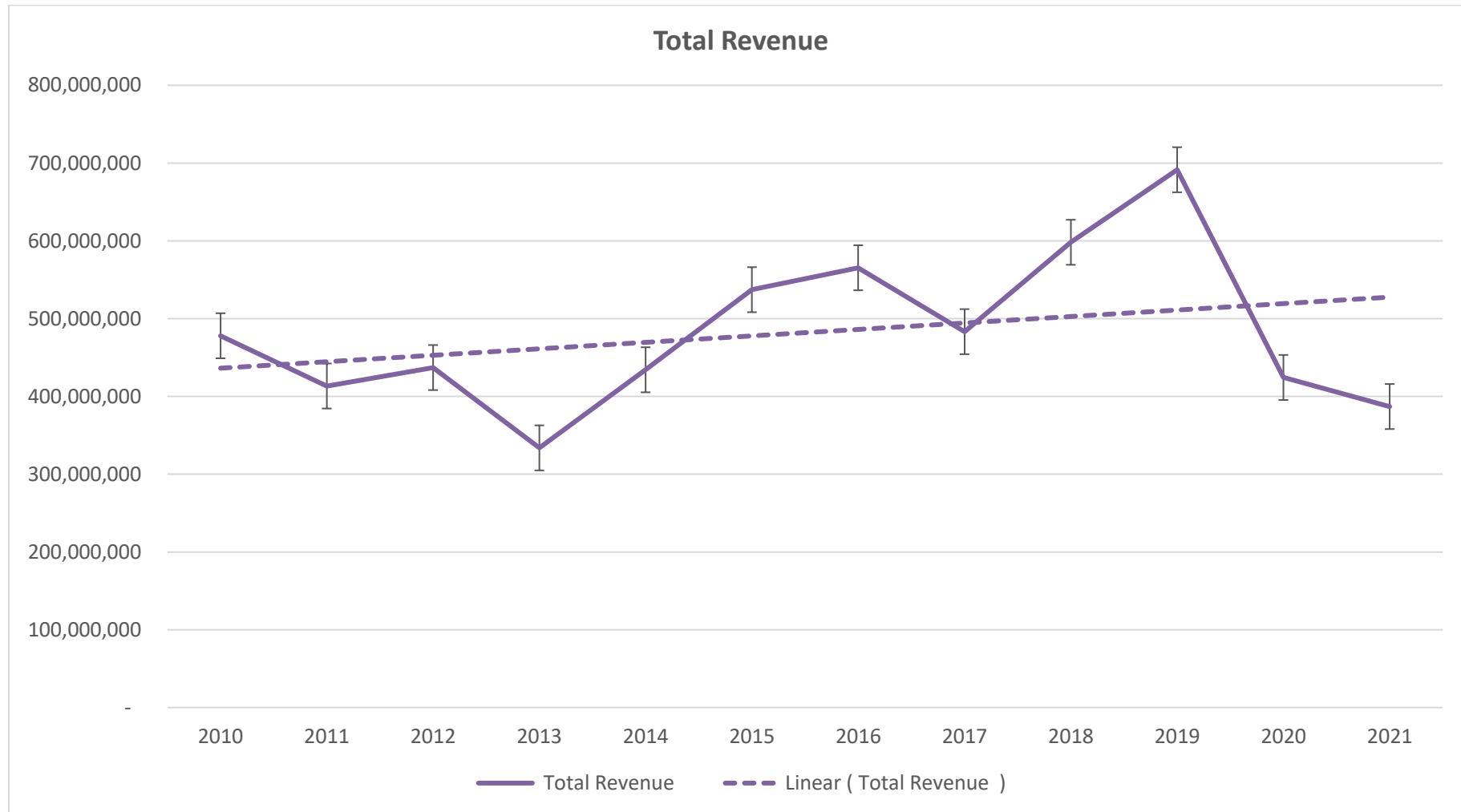


Figure 17: Trend analysis of Total Revenue

6.1.2.4. Expenditures

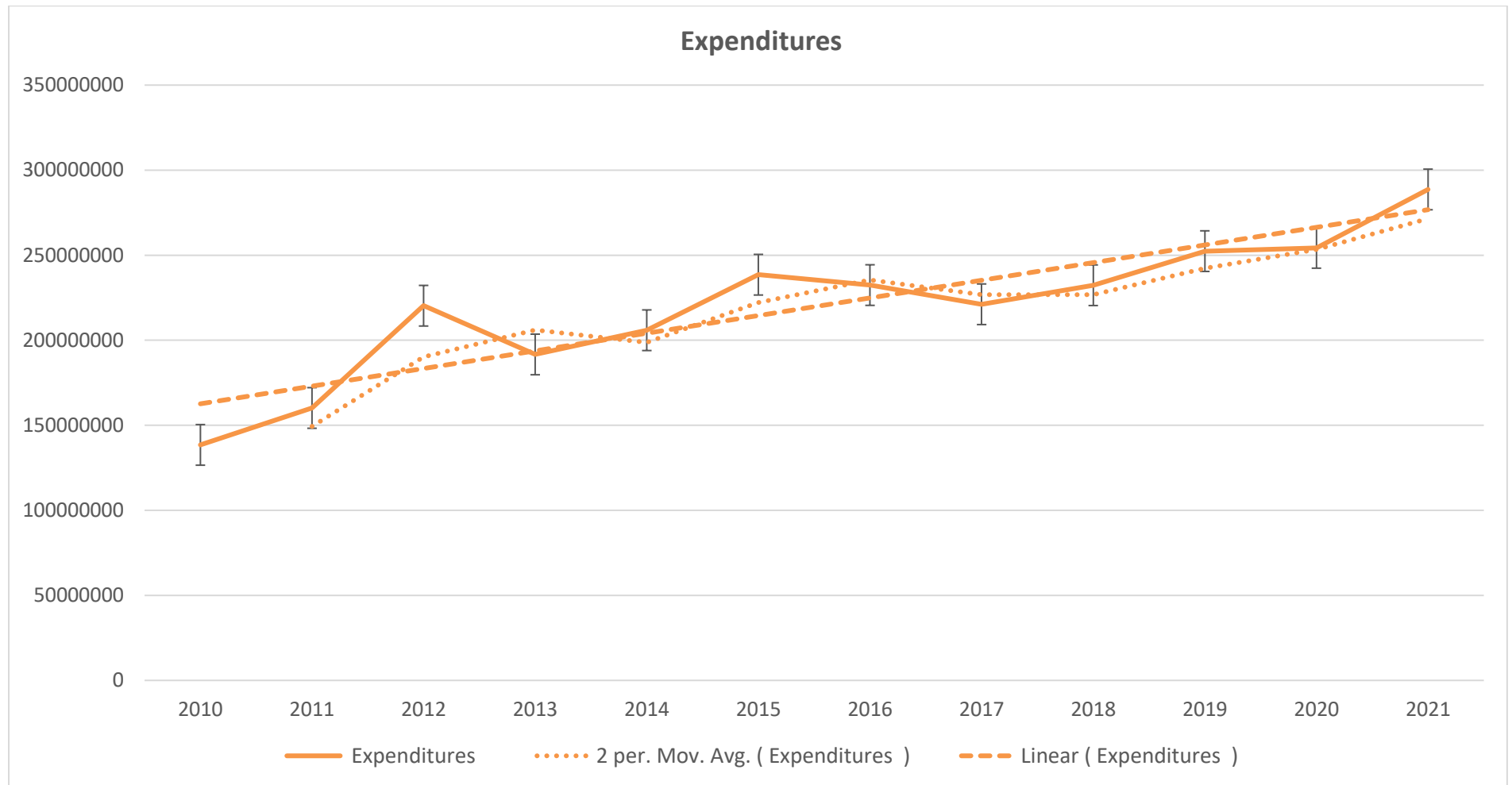


Figure 18: Trend analysis of Expenditures

6.1.2.5. Operating Profit

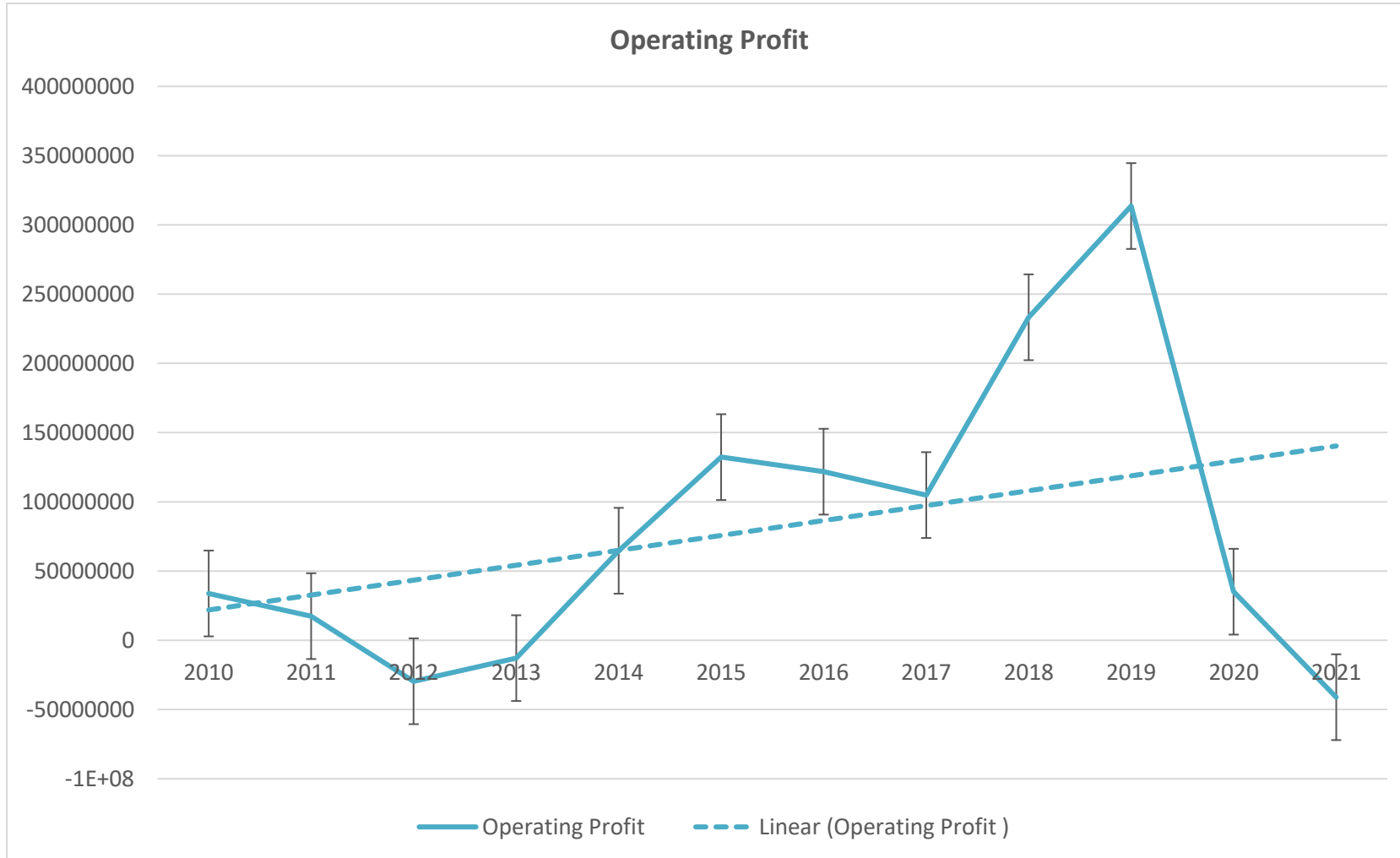


Figure 19: Trend analysis of Operating Profit

6.1.2.6 Key observations from the Trend analysis are as follows:

1. The revenue generated follows a two-year moving average trend with a minimum outlier.
2. Gradual decline in the earnings from other sources of revenue has been observed in the period of study.
3. The total revenue had reached a peak in 2019 followed by a decline in the subsequent years of operation.
4. There is a higher correlation in expenditures and hence linear regression was used in forecasting future expenditures.

6.1.3 Hypothesis Testing

Two hypotheses were tested

1. Whether the revenue generated and expenses incurred by the Police Housing Corporation are dependent on each other during the pre-covid period i.e., from 2009 to 2019 (10 years).
2. Whether the revenue generated and operating profit earned by the Police Housing Corporation are dependent on each other during the pre-covid period i.e., from 2009 to 2019 (10 years)

6.1.3.1. Hypothesis Testing 1:

Objective: Whether the revenue generated and expenses incurred by the Police Housing Corporation are dependent on each other during the pre-covid period i.e., from 2009 to 2019 (10 years).

Level of Significance (LOS): 5%

Null Hypothesis: Revenue generated and expenses incurred are not dependent on each other

Alternative Hypothesis: Revenue generated and expenses incurred are dependent on each other

Regression Analysis: Revenue Generated and Expenses Incurred:

REGRESSION ANALYSIS	
Multiple R	0.7934
R Square	0.6295
Adjusted R Square	0.5832
Standard Error	23367354.63
Observations	10

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	7.42×10^{-15}	7.42×10^{-15}	13.5933	0.006157577
Residual	8	4.37×10^{-15}	5.46×10^{-14}		
Total	9	1.18×10^{-16}			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	144173240	19155380.71	7.526513943	0.000067562
Revenue from Operations	0.212064532	0.057518289	3.686906112	0.006157577

	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	100000852.9	188345627.1	100000852.9	188345627.1
Revenue from Operations	0.079427119	0.344701945	0.079427119	0.344701945

RESIDUAL OUTPUT			
<i>Observations</i>	<i>Predicted Expenses</i>	<i>Residuals</i>	<i>Standard Residuals</i>
1	180712086.10	-42233700.10	-1.91702
2	181843344.78	-21665385.78	-0.98341
3	184616946.33	35674463.67	1.61929
4	182086464.89	9552477.11	0.43359
5	201546384.94	4333027.06	0.19668
6	222808889.57	15718610.43	0.71348
7	219281274.12	13151526.88	0.59696
8	213308772.40	7839922.60	0.35586
9	242909615.84	-10565730.84	-0.47959
10	264195477.04	-11805211.04	-0.53585

PROBABILITY OUTPUT

<i>Percentile</i>	<i>Expenses</i>
5	138478386
15	160177959
25	191638942
35	205879412
45	220291410
55	221148695
65	232343885
75	232432801
85	238527500
95	252390266

F-Test Two-Sample for Variances		
	<i>Revenue from Operations</i>	<i>Expenses</i>
Mean	307254046.5	209330925.6
Variance	1.84×10^{-16}	1.31×10^{-15}
Observations	10	10
Df	9	9
F	13.9981	
P(F<=f) one-tail	0.000277	
F Critical one-tail	3.1789	

t-Test: Two-Sample Assuming Unequal Variances		
	<i>Revenue from Operations</i>	<i>Expenses</i>
Mean	307254046.5	209330925.6
Variance	1.84×10^{-16}	1.31×10^{-15}
Observations	10	10
Hypothesized Mean Difference	0	
Df	10	
t Stat	2.2091	
P(T<=t) one-tail	0.0258	
t Critical one-tail	1.8125	

Conclusion:

From the above table it can be summarized that there is a positive co-relation between the revenue generated and expenses incurred during the pre-covid era. As the p value is < 0.05 , the null hypothesis is rejected and we do not reject the alternative hypothesis.

6.1.3.2. Hypothesis Testing 2:

Objective: Whether the revenue generated and operating profit earned by the Police Housing Corporation are dependent on each other during the pre-covid period i.e., from 2009 to 2019 (10 years)

Null Hypothesis: Revenue generated and profit earned are not dependent on each other.

Alternative Hypothesis: Revenue generated and profit earned are dependent on each other.

Regression Analysis: Revenue Generated and Expenses Incurred:

REGRESSION ANALYSIS	
Multiple R	0.9793
R Square	0.9591
Adjusted R Square	0.9540
Standard Error	23367354.63
Observations	10

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	1.02×10^{-15}	1.02×10^{-15}	187.6590	0.0000007770485
Residual	8	4.37×10^{-15}	5.46×10^{-14}		
Total	9	1.06×10^{-16}			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	-144173240	19155380.71	-7.526513943	0.0000675622138
Revenue from Operations	0.787935468	0.057518289	13.69886828	0.0000007770485

	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	-188345627.1	-100000852.9	-188345627.1	-100000852.9
Revenue from Operations	0.655298055	0.920572881	0.655298055	0.920572881

RESIDUAL OUTPUT			
<i>Observations</i>	<i>Predicted Expenses</i>	<i>Residuals</i>	<i>Standard Residuals</i>
1	-8411486.10	42233700.10	1.91702
2	-4208242.78	21665385.78	0.98341
3	6097200.67	-35674463.67	-1.61929
4	-3304918.89	-9552477.11	-0.43359
5	68999304.06	-4333027.06	-0.19668
6	148001112.43	-15718610.43	-0.71348
7	134894095.88	-13151526.88	-0.59696
8	112702992.60	-7839922.60	-0.35586
9	222686280.16	10565730.84	0.47959
10	301774870.96	11805211.04	0.53585

PROBABILITY OUTPUT

<i>Percentile</i>	<i>Expenses</i>
5	-29577263
15	-12857396
25	17457143
35	33822214
45	64666277
55	104863070
65	121742569
75	132282502
85	233252011
95	313580082

F-Test Two-Sample for Variances		
	<i>Revenue from Operations</i>	<i>Expenses</i>
Mean	307254046.5	97923120.9
Variance	1.83×10^{-16}	1.19×10^{-16}
Observations	10	10
Df	9	9
F	1.5449	
P(F<=f) one-tail	0.2636	
F Critical one-tail	3.1789	

t-Test: Two-Sample Assuming Unequal Variances		
	<i>Revenue from Operations</i>	<i>Expenses</i>
Mean	307254046.5	97923120.9
Variance	1.83×10^{-16}	1.19×10^{-16}
Observations	10	10
Hypothesized Mean Difference	0	
Df	17	
t Stat	3.8086	
P(T<=t) one-tail	0.0007	
t Critical one-tail	1.7396	

Conclusion:

From the above table it can be summarized that there is a positive co-relation between the revenue generated and profit earned during the pre-covid era. As the p value is < 0.05 , the null hypothesis is rejected and we do not reject the alternative hypothesis.

6.1.4 RERA and Impact of Analytics

The Real Estate (Regulations and Development) Act, 2016 [RERA] is applicable for both the housing and the commercial segment of construction. The Corporation has clarified that since its current activities is restricted only to construction of residential and non-residential units of the police department under the Police Gruha 2020, the provisions of RERA Act is not applicable to it and hence it has not registered under the K-RERA Act. However, it has to be noted that the Law Department, Government of Karnataka in 2017 had clarified that the Karnataka Housing Board and the Bangalore Development Authority also need to register under K-RERA and hence it would be appropriate for the Police Housing Corporation also to register under the K-RERA.

When the police housing projects are registered under K-RERA, there will be a lot more clarity on the projects in the public domain like the project construction status, number of apartments completed, proposed date of project completion, project infrastructure status in terms of adherence to neighborhood planning principles like quality of water supply, sewerage system and disposal, green cover and air quality, internal roads, vehicle parking facilities, among others. Apart from RERA website, data can also be assessed by the police department online through new technology tools and social media.

With easy data accessibility, the Corporation can crack the code by analyzing granular data for better business decisions. This will bring with it increased importance of field surveys, which highlight possible future trends and the Corporation and the User Department can have access to the right kind of big data to use in on-field surveys to analyze the trends in the Construction industry. For the User Department also, the availability of such data will obviously mean better-informed decision-making process.

6.1.5 Impact of Covid on the performance of the Corporation:

1. The revenue from the operations which was more or less consistent at an average of Rs.41.65 Crores over the five-year period of Police Gruha, had taken a hit in the covid period, and had recorded an average of Rs. 26.85 Crores, indicating a decrease in the revenue.
2. During the Covid period, the expenses have shown an average growth of 7.14%.
3. Thus, the operating profit has shown a downward trend in the Covid period. However, the income from other sources comprising principally the Interest Income from fixed deposit and other non-operating income has been primarily responsible for improving the bottom line of the Corporation.
4. To grow and sustain as a commercial entity, the Corporation should increase the revenue from operations and generate adequate operating profit. The ETP charges need to fixed by the Board of the Corporation on p2p basis instead of a flat basis.
5. To understand the situation in a better perspective, the performance of a few leading Builders and Construction Companies of Bangalore during the Covid period viz., Sobha Builders and Puravankara Builders and also Tamil Nadu Police Housing Corporation was examined.
6. Brief details are summarized as below:

Table 22: Comparison of KSPH & IDCL performance vis-à-vis other Corporates during the Covid period

Name of the Company	2021 -COVID YEAR		
	Decrease in Revenue from operations in terms of percentage over the previous year	Decrease in expenses in terms of percentage over the previous year	Decrease in PBT in terms of percentage over the previous year

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

Sobha Builders	42% ↓	37% ↓	82% ↓
Puravankara Builders	52% ↓	52% ↓	Loss ↓
Karnataka State Police Housing Corporation	49% (2020) ↓	+ 2% ↑	42% ↓
Tamil Nadu Police Housing Corporation	23% (2020) ↓	27% ↓	28% ↑

7. The decrease in revenue from operations has been universally accepted.
8. The expenses have been brought down considerably in respect of private builders and Tamil Nadu police housing whereas the expenses continue to show a steady increase in respect of Karnataka police housing corporation.
9. The decrease in PBT is also universally accepted.

6.1.6 Physical Evaluation

The physical evaluation of Karnataka State Police Housing Corporation was carried out in four stages:

- a) Accelerated Housing Scheme (AHS- 3) for the period 2010-15
- b) Quarters constructed under Police Gruha 2020
 - i. Police Gruha Phase I (PG1)
 - ii. Police Gruha Phase II (PG2) and
 - iii. Police Gruha Phase III (PG3).

6.1.6.1 Review of KSPH&IDCL performance for a period of 11 years from 2010-2021 and analyze the reasons for deviations

The cumulative observations across the four phases of construction activity carried out by the Police Housing Corporation have been tabulated as shown below.

Table 23 depicts the cumulative physical evaluation of the total number of houses constructed by the corporation for the period under review. It also indicates the number of houses constructed on time and the corresponding percentage over the four stages as mentioned above.

Table 23: Cumulative Physical Evaluation of houses constructed within the time schedule

Scheme	No. of houses to be constructed as per ToR	No. of houses constructed on time	Percentage completion on time*
AHS	3060	1144	37.39 %
PG1	2782	984	35.37 %
PG2	4016	1716	42.73 %
PG3**	4202	1108	26.37 %
POLICE GRUHA	11000	3808	34.62 %
TOTAL	14060	4952	35.22 %

$$* \text{Percentage completion within time} = \frac{\text{Houses constructed in time}}{\text{Houses to be constructed as per ToR}} \times 100$$

** This does not include projects that are still under progress in Bengaluru Urban and Davangere districts.

It could be seen from Table 23, that the on-time completion of houses has not changed much despite the implementation of Police Gruha 2020. The on-time delivery of houses which stood at 37.39 % during 2010-15 had in fact marginally come down to 34.62% on account of poor completion of houses especially in the third phase of Police Gruha on account of the pandemic leading to non-implementation of several projects in Bangalore Urban and Davangere. The on-time completion of houses was reasonably satisfactory at 42.73% only during the phase II of Police Gruha 2020. If right resources like manpower and appropriate budget allocation are provided to the Corporation, it could scale up the on-time completion of houses.

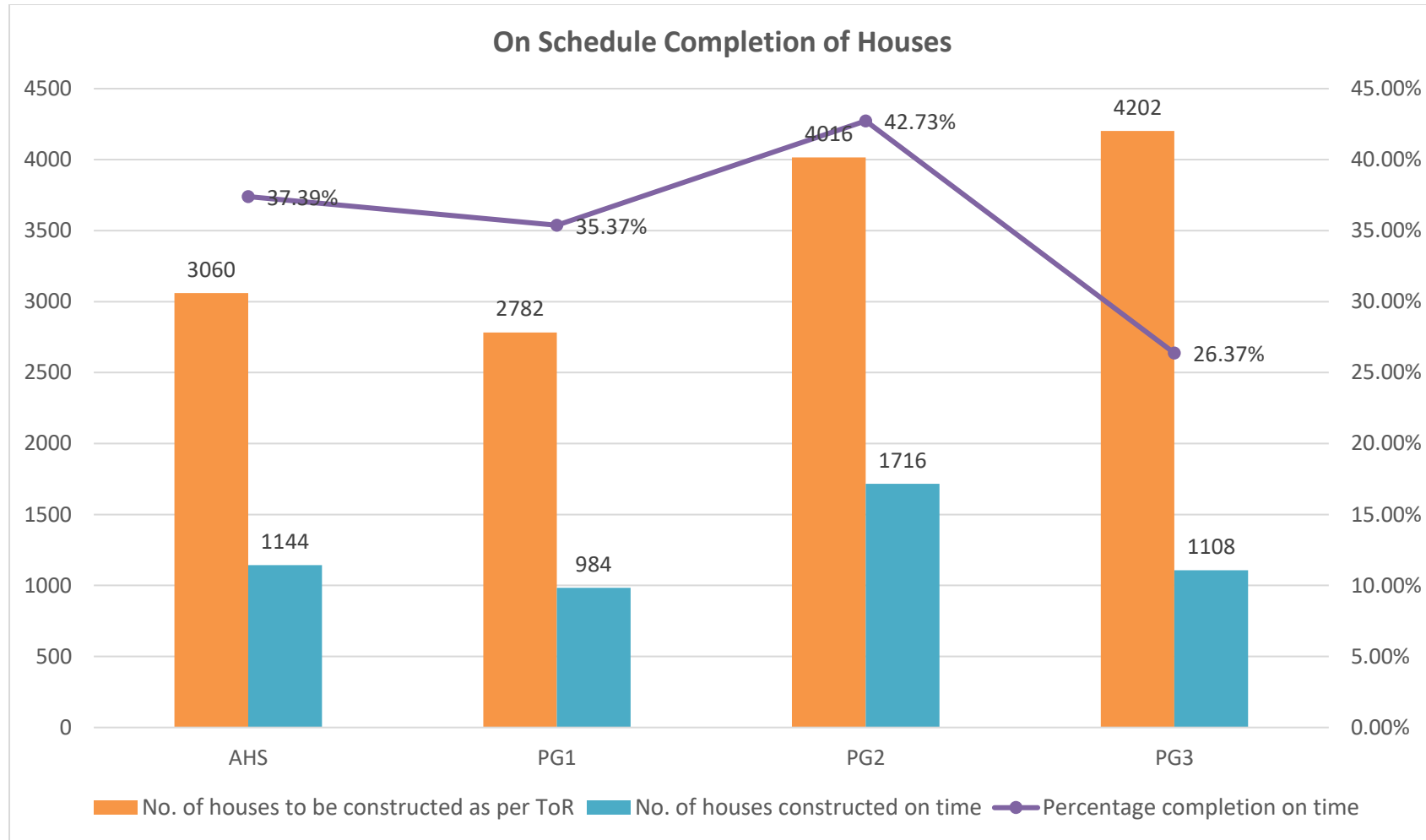


Figure 20: Construction of houses on Schedule

Table 24: Cumulative Physical Evaluation of timeline for projects

Scheme	Average Estimated timeline (in days)/project	Average Actual Timeline (in days)/project	Average Difference in timeline (in days/project)	Percentage variation*
AHS	304.67	423.17	-118.50	-39%
Police Gruha				
PG1	435.45	496.85	-61.40	-15%
PG2	600.24	809.41	-209.17	-35%
PG3**	499.09	649.83	-150.74	-30%

$$*Percentage\ variation = \frac{Avg\ difference\ in\ timeline}{Avg\ estimated\ timeline} \times 100$$

** This does not include projects that are still under progress in Bengaluru Urban and Davangere districts.

Even though the PG 2 has seen a significant improvement in the percentage completion of projects on time, the percentage variation in timeline is higher at 35% as compared to the other phases of implantation. The percentage variation has been brought down significantly to 30% in PG3 which is a healthy sign for the ongoing operation of the Corporation.

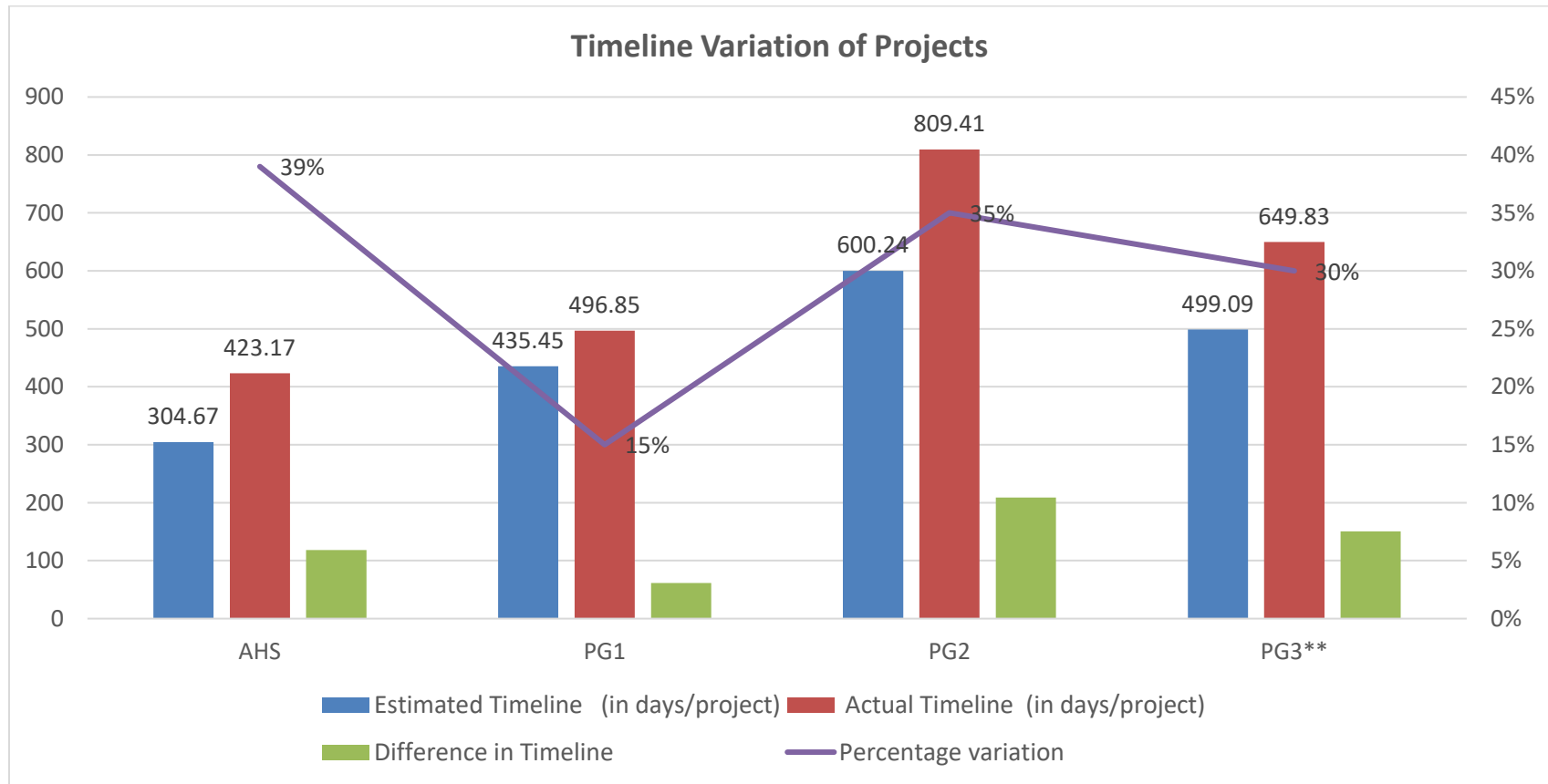


Figure 21: Timeline Variation of Projects

Table 25: Cumulative Physical Evaluation of projects as a whole constructed within time schedule

Scheme	No. of projects	No. of projects completed within time	Percentage completion within time*
AHS	181	75	41.44 %
PG1	110	37	33.64 %
PG2	101	68	67.33 %
PG3**	121	44	36.36 %
POLICE GRAHA	332	149	44.88%
TOTAL	513	224	43.66 %

$$* \text{ Percentage completion within time} = \frac{\text{Projects completed in time}}{\text{Total projects as per ToR}} \times 100$$

** Does not include projects that are still under progress in Bengaluru Urban and Davangere

Table 25 illustrates the completion of projects as a whole within the scheduled time period. Despite all the shortcomings, the corporation has been maintaining a satisfactory project completion of 44.75% for the schemes under Police Gruha and it is expected that this figure could go up for the projected 2025 scheme.

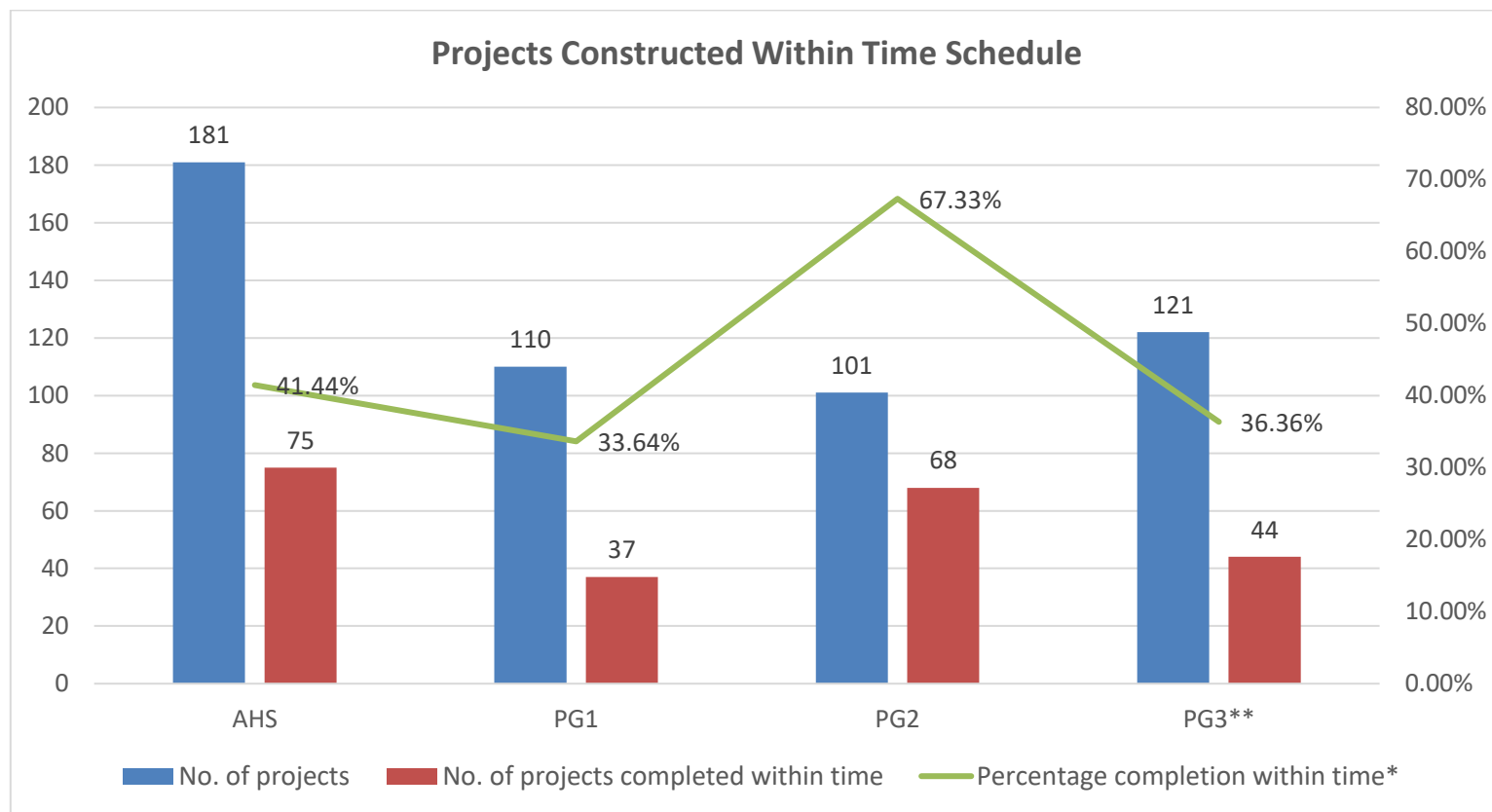


Figure 22: Projects constructed within Time Schedule

6.2 Criteria adopted for selection of projects by the police housing corporation

The selection and location of projects along with the demand requirements are decided by the State Police Department and does not come under the purview of KSPH & IDCL. The Corporation is however, the designated agency to implement the projects based on the requirement as deemed essential by and as instructed by the State Police Department.

6.3 Time and Cost overrun in the projects constructed by the Corporation under Police Gruha 2020

For a police force with a sanctioned strength of 96,146, the Corporation could construct only 23835 residential buildings accounting for only 25% of the requirement and 1438 non-residential buildings till the end of financial year 2015. The Corporation's main source of income is ETP charges levied on the buildings constructed. The rate of ETP (Establishment, Tool and Plant charges) is decided by the Board of Directors of the Corporation every financial year provided that the rate should not exceed the ETP rate as charged by the State PWD.

In order to increase the residential satisfaction level of the police constabulary, the Government of Karnataka had approved the construction of 11000 residential buildings under the scheme of Police Gruha 2020 at an estimated cost of Rs 1818 Crores vide GO No. HD/70/PBL/2013, dated 2.11.2013 (Refer annexure). The scheme was originally envisaged to be taken up with 75 % loan (Rs 1363.50 Crores) from HUDCO against Government Guarantee and the balance 25% (Rs 454.50 Crores) by way of Government funding.

The loan from HUDCO was envisaged to be repaid in 15 years. The project cost was next revised to Rs.2272.37 Crores in view of the revision in estimates due to revised SR of 2015-16 and was approved by the Government vide GOK GO No. HD 141 PBL 2011, Bangalore, dated 19.01.2017. However, the Government decided to release grants from the budget for the entire project amounting to Rs.2272.37 Crores.

The government has so far released Rs 1860.41 Crores till the end of March 2020 as detailed below (Table 26):

Table 26: Details of Annual Government grants released until March 31st 2020

Period	Amount released by GoK (Rs. in Crores)
2013-14	20.00
2014-15	118.92
2015-16	460.83
2016-17	446.25
2017-18	281.44
2018-19	231.40
2019-20	301.57
TOTAL	1860.41

In the 1st Phase, construction of 2782 residential quarters at an estimated cost of Rs.478.45 Crores was taken up in 21 Packages and the entire construction was completed at a total expenditure of Rs 458.53 Crores. Hence, as per the records of the Corporation, there has been no cost escalation in the construction of buildings envisaged under Phase 1 of Police Gruha 2020.

In the 2nd phase, construction of 4,016 Residential Quarters at an estimated cost of Rs.825.74 Crores was taken up in 21 packages and a total of 3,666 Residential Quarters were completed and construction work on 350 Residential Quarters were under progress as on March 31, 2020. The expenditure incurred on the 2nd phase of construction as on 31-03-2020 was Rs.709.43 Crores.

In the 3rd Phase, construction of 4,202 Residential Quarters at an estimated cost of Rs.811.31 Crores has been taken up in 34 packages and a total 2,306 Residential Quarters are completed and 1,896 Residential Quarters work are under progress. The expenditure incurred for the 3rd Phase as on 31-03-2020 was Rs.640.32 Crores. The total expenditure for all the three phases of construction as on 31-03-2020 was Rs.1,808.28 Crores as against the grant of Rs 1860.41 Crores released by the Government.

Table 27: Phase wise list of units built and handed over to the Police Department under the Police Gruha 2020

Police Gruha 2020 Period	No. of residential units proposed			No. of Units Constructed and handed over as on 31-3-2020	No. of Units under construction as on 31-3-2020	Amount estimated by PHC (Rs.in Crores)	Expenditure incurred by PHC (Rs. In Crores)
	PC	SI	Total				
Phase I	2652	130	2782	2782	NIL	478.45	458.53
Phase II	3880	136	4016	3666	350	825.74	709.43
Phase III	3832	370	4202	2306	1896	811.31	640.32
TOTAL	10364	636	11000	8754	2246	2115.50	1808.28

Table 28: Year wise list of units built and handed over to the Police Department under Police Gruha 2020

Period	No. of residential units Constructed and handed over as on 31 st March of respective financial year under Police Gruha 2020	Cost of Construction at the time of handover (Rs.in Crores)
2015-16	2161	356.63
2016-17	1215	196.10
2017-18	967	155.61
2018-19	1697	294.84
2019-20	2714	517.53
TOTAL...	8754	1520.71
Under Construction as on 31-3-2020	2246	307.71
TOTAL	11000	1828.42

Hence, as per the records the cost escalation of residential units constructed under Police Gruha 2020 is about 1% and the overall cost escalation of projects constructed by the Corporation since 2009 under AHS and Police Gruha 2020 is about 5%.

In broad terms, there has been only time variation of about 28 % in the construction of residential buildings in PG 2020 and overall time variation of about 30 % in the construction of residential buildings under AHS and PG 2020. The cost escalation of about 1% under PG 2020 can be considered satisfactory and well within accepted norms.

The main reason that could be attributed to time escalation is on the following aspects:

1. Unrealistic Contract durations-imposed by the Corporation on the Contractors
2. Poorly defined project scope
3. Poor supervision of projects by the field staff
4. Poor Site management
5. Inappropriate construction methods used by the Contractors

6.4 Demand requirement for housing by the police department for the period 2009-2021

Before Police Gruha, the number of available quarters for the constabulary was 40,877. Police Gruha 2020 added 11000 quarters and the Police Gruha 2025 is expected to add another 10054 quarters. As per the information received from the Police Department, the satisfaction level of the constabulary prior to implementation of Police Gruha 2020 was 39 percent. Neither the Police Department nor the Police Housing Corporation, have carried out a predictive model to assess the actual demand requirement for housing for the Police constabulary. The demand has been based on collating the requests received from district police headquarters and the numbers have been assessed based on the budgetary allocation provided by the Government.

6.5 Financial Forecast for the Corporation for the next 5 years i.e., 2022-2026

6.5.1 Basis of Forecast -Tables 29 and 30

1. Revenue from operations has been forecasted with exponential smoothing
2. Income from other revenue comprising interest from fixed deposits and other non-operating income has been averaged on past three years basis.
3. As there is a higher correlation in expenditures, linear regression has been used in forecasting future expenses.
4. Profit and Loss Account has been forecasted based on the trend analysis and regression analysis outcome.
5. It has to be noted that there has been a decline in the performance of the Corporation for the FY 2020-21 due to the raging pandemic.

6.5.2 Key Observations

1. OPM of the projections for the period 2022 to 2026 can be considered satisfactory as it has generated positive alpha with benchmark level
2. PAT is close to the long-term average and hence can be considered satisfactory
3. Growth in expenditures is under control at an average of 2.26 %.
4. Improvement in revenue growth will lead to higher net profit and eventually a higher EPS. Hence, effectively controlling the expenses will lead to better net profit.
5. The Corporation can turn the corner during 2022-23 and post appreciable profits and this trend is continued during the period of forecast till March 2026

Table 29: Forecasted financial Statement from April 2021 to March 2026

Particulars	Mar-21	Mar-22	Mar-23	Mar-24	Mar-25	Mar-26
Revenue						
From Operations (A)	24,75,87,348	26,87,22,866	38,63,05,153	37,79,56,545	38,54,27,179	36,44,53,115
Other Revenue (B)	13,94,25,121	13,32,85,911	13,58,92,422	13,62,01,151	13,51,26,495	13,57,40,023
Total ..	38,70,12,469	40,20,08,777	52,21,97,575	51,41,57,697	52,05,53,674	50,01,93,138
Expenditures (C)						
Total --	27,99,39,098	28,42,12,435	28,88,85,704	29,31,19,634	30,56,34,933	31,29,37,195
Operating Profit (A-C)	-3,23,51,750	-1,54,89,569	9,74,19,449	8,48,36,911	7,97,92,246	5,15,15,920
OPM (%)	-13.07	-5.76	25.22	22.45	20.70	14.14
Profit Before Tax	9,83,55,165	11,77,96,342	23,33,11,871	22,10,38,063	21,49,18,741	18,72,55,943
PBT (%)	25.41	29.30	44.68	42.99	41.29	37.44
Tax	3,02,06,653	2,94,49,086	5,83,27,968	5,52,59,516	5,37,29,685	4,68,13,986
Deferred tax	32,46,339	2939252	1798629	1713350	1169485	1397362
Wealth tax						
Profit After Tax	6,49,02,173	8,54,08,005	17,31,85,274	16,40,65,197	16,00,19,571	13,90,44,595
PAT (%)	16.77	21.25	33.16	31.91	30.74	27.80
EPS	5,409	7,117	14,432	13,672	13,335	11,587

Table 30: Financial Analysis of Forecasted financial Statement

Particulars	Mar-21	Mar-22	Mar-23	Mar-24	Mar-25	Mar-26
OPM (%)	-13.07	-5.76	25.22	22.45	20.70	14.14
PBT (%)	25.41	29.30	44.68	42.99	41.29	37.44
PAT (%)	16.77	21.25	33.16	31.91	30.74	27.80
Revenue Growth-Operations	-14.45	8.54	43.76	-2.16	1.98	-5.44
Revenue Growth-Total	-8.80	3.87	29.90	-1.54	1.24	-3.91
Expenses Growth	10.08	1.53	1.64	1.47	4.27	2.39
PAT Growth	-46.88	31.59	102.77	-5.27	-2.47	-13.11

6.6 Major post-audit observations of the Financial Statements are listed below:

1. There has been a considerable delay by the Corporation in submitting the compliance report for AG`s observations.
2. The cash and bank balances in the books of accounts have not been reconciled by the Corporation on periodical basis.
3. Several Current accounts have been opened and closed in the same Financial Year and hence movement of funds utilized for repairs and maintenance could not be effectively monitored.
4. Term loans though marginal in nature have been availed at higher costs and Govt. grants were placed as deposits at bank rates indicating loss in revenue.

6.7 Meeting the target of 75 percent demand for police housing as envisaged by the Government of Karnataka

The Government of Karnataka had envisaged 75 percent demand be met for Police Housing by 2025 (Table 31) by the Police Housing Corporation and the Police Department. Before the implementation of Police Gruha 2020, for a police force with a sanctioned strength of 96,146, the number of quarters available for the police was 40,877 (including those constructed by other agencies). The Police Gruha 2020 had added 11,000 quarters for the police force. Thus, the total quarters available for the police force at the end of implementation of Police Gruha 2020 would be 51877. Going by the forecasts, the Corporation with the present manpower and budgetary support from the Government would be able to construct about 10054 quarters in a block period of five years. Hence at the projected rate, the Corporation would be able to reach a target of 75 percent demand by 2030.

Table 31: Proposed target of 75 percent achievement

Sl. No	Particulars	No. of Quarters for the Police Force	Percentage achievement
1	Sanctioned Strength	96146	
2	Envisaged demand at 75%	72000	
3	No. of quarters for police force as on 31 March 2015	40877	42%
4	Additions by Police Gruha 2020	11000	
	No. of quarters for police force as on 31 March 2020	51877	54%
5	Projected Additions by 2025	10054	
6	No. of quarters for police force as on 31 March 2025	61931	64%
7	Projected Additions by 2030	10054	
8	No. of quarters for police force as on 31 March 2030	71985	75%
Police housing to achieve 75% target as envisaged by the Government by 2030 as against 2025			

The Corporation has satisfactory manpower strength and if it is provided with adequate budgetary support by the Government, it can enhance its construction capacity to achieve the projected target by 2025 itself.

6.8 Capabilities of the Corporation to meet the demand potential

With the existing resources of materials and manpower, the housing corporation would be in a position to meet the demand potential of housing requirement of the Police Department as projected in PG 2025.

Any additional demand needs to be reassessed by the Corporation based on the support and financial assistance to be extended by the Police Department and the Government.

6.8.1 Evaluation of the performance of Police Gruha projects

6.8.1.1. Achievement of targets as fixed under the Police Gruha

Table 32 depicts the physical and financial target fixed as per Police Gruha and the extent of achievement by the Corporation. The formula used to calculate the percentage is as below.

Percentage for Financial Performance

$$Percentage = \frac{Expenditure}{Target} \times 100$$

Performance for Physical Performance

$$Percentage = \frac{Achievement}{Target} \times 100$$

Table 32: Year wise Physical and Financial Target Fixed vs Achieved

Sl. No.	Year	Financial Performance (Rs.in lakhs)			Physical Performance (No. of Quarters)			Remarks
		Target	Expenditure	%	Target	Achievement	%	
1	2014-15	4300.00	15350.00	356.98	-	-	-	Higher target achieved on account of completing the projects of the pre-financial years
2	2015-16	27658.00	26607.76	96.20	-	2362	-	Physical Target not fixed
3	2016-17	58000.00	21730.25	37.47	420	420	100.00	Physical performance achieved but financial performance not satisfactory as the constructions were linked to budgetary support
4	2017-18	65107.00	38988.50	59.88	2020	2020	100.00	
5	2018-19	52700.00	52696.40	99.99	2488	2520	101.29	Both physical and financial performance were satisfactory
6	2019-20	24457.00	24943.34	101.99	2712	1432	52.80	Financial performance was satisfactory but shortfall in physical performance on Account of delayed execution.
7	2020-21 (Till Feb 21)	22000.00	10387.10	47.21	1624	1588	97.78	Financial Performance is not satisfactory.

6.8.1.2. Examination of projects being implemented as per the plan in terms of cost, time and conformity with the project guidelines.

The projects as given by the Police department are implemented as per the approved plan and the civil estimate. However, the number of houses completed within the time schedule is of great concern. The percentage of houses completed within the time schedule stood at 37.39% for ASH, 35.37% for PG 1, 42.73% for PG 2 and 26.37% for PG 3.

Similarly, the percentage of projects completed per se within the time schedule is away from the target. It was 41.44% for ASH, 33.64% for PG1, 67.33% for PG 2 and 36.36% for PG 3. The consolidated position is shown in Table 33 below and the district wise percentage of houses and projects completed within the time schedule is shown in Table 34.

Table 33: Consolidated position of house and projects completed within the Time Schedule

Completed within Time Schedule (in percentage)	AHS	PG 1	PG 2	PG 3
Houses	37.39	35.37	42.73	26.37
Projects	41.44	33.64	67.33	36.36

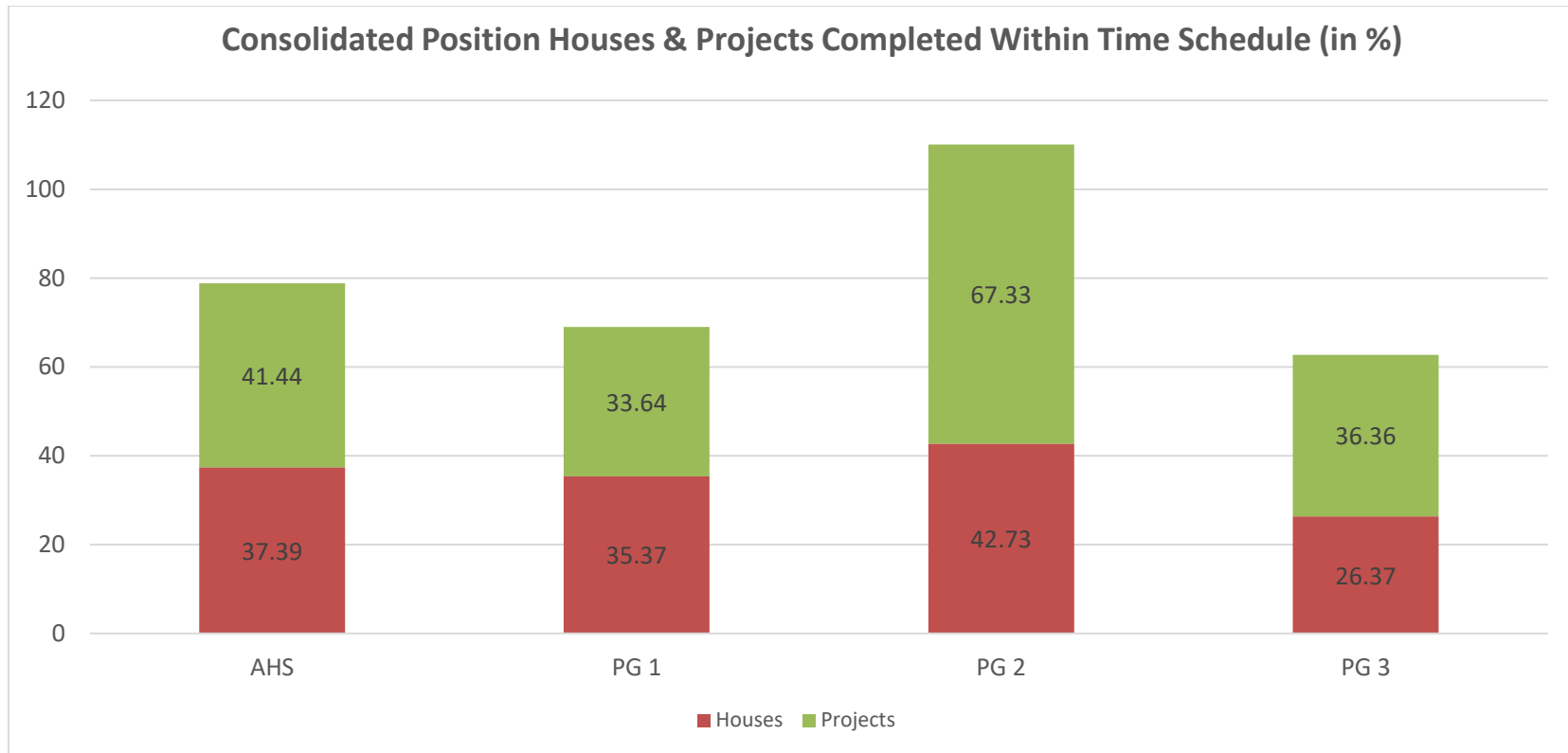


Figure 23: Consolidated position of house and projects completed within the Time Schedule

Table 34: District wise percentage houses and projects completed within schedule

District	Percentage of houses completed within Schedule				Percentage of projects completed within schedule			
	ASH	PG1	PG2	PG3	ASH	PG1	PG2	PG3
Bangalore Rural	75.00			52.9	77.78			33.3
Bangalore Urban	45.38				45.45			
Belgaum			93.33				91.67	
Bellary	22.95	91.55			33.33	85.71		
Bidar	35.29	13.85			33.33	36.36		
Bijapur	56.55		79.76	100.00	53.85		81.82	100.0
Chamarajanagar	26.47				28.57			
Chikkaballapura	76.61			32.8	66.67			50.0
Chikkamagalur		100.00			22.22	100.00		
Chitradurga	42.42	27.93			33.33	50.00		
Dakshina Kannada	15.29			100.00	30.00			
Davangere	57.33		9.52		60.00		16.67	
Dharwad	88.04		79.05		71.43		75.00	
Gadag								
Gulbarga		40.00	100.00	100.0		50.00	100.00	100.0
Hassan	29.63			39.1	33.33			85.7
Haveri	100.00		100.00	100.0	100.00		100.00	100.0
Kolar				53.5				50.0

Kodagu								
Koppal	3.95		100.00		33.33		100.00	
Mandya								
Mysore	20.00				50.00			
Raichur	1.22	84.09	100.00	100.0	14.29	83.33	100.00	100.0
Ramanagar	58.82	87.92			62.50	57.14		
Shimoga	18.75				33.33			
Tumkur	42.59		73.68	41.5	40.00		85.71	50.00
Udupi	9.84	100.00			12.50	100.00		
Uttar Kannada				82.6				33.3
Yadgir		65.57		100.0		33.33		100.0
Bagalkot			16.67	100.0			28.57	100.0
TOTAL	37.39	35.37	42.73	26.37	41.44	33.64	67.33	36.36

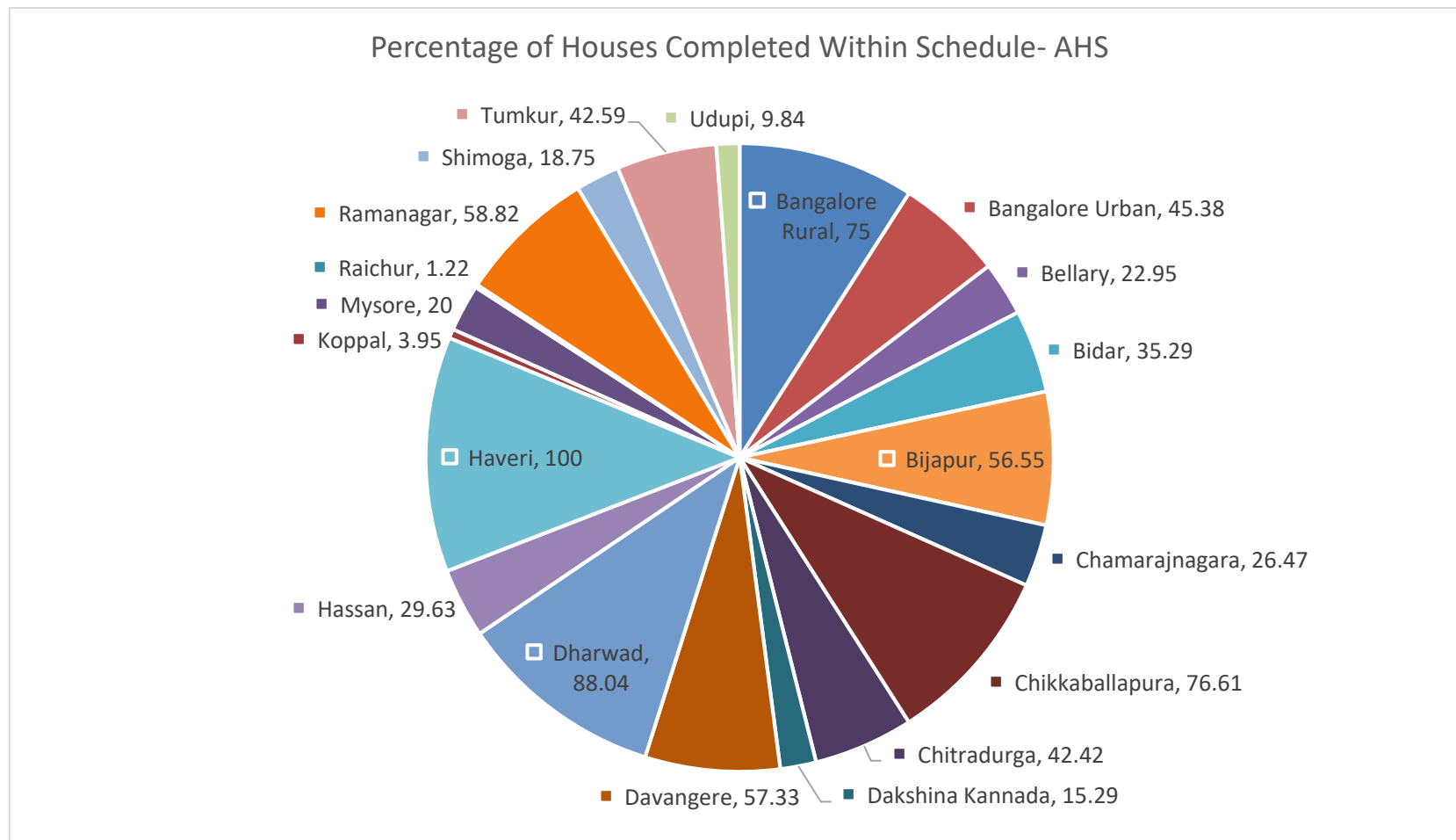


Figure 24: Percentage of Houses Completed Within Schedule- AHS

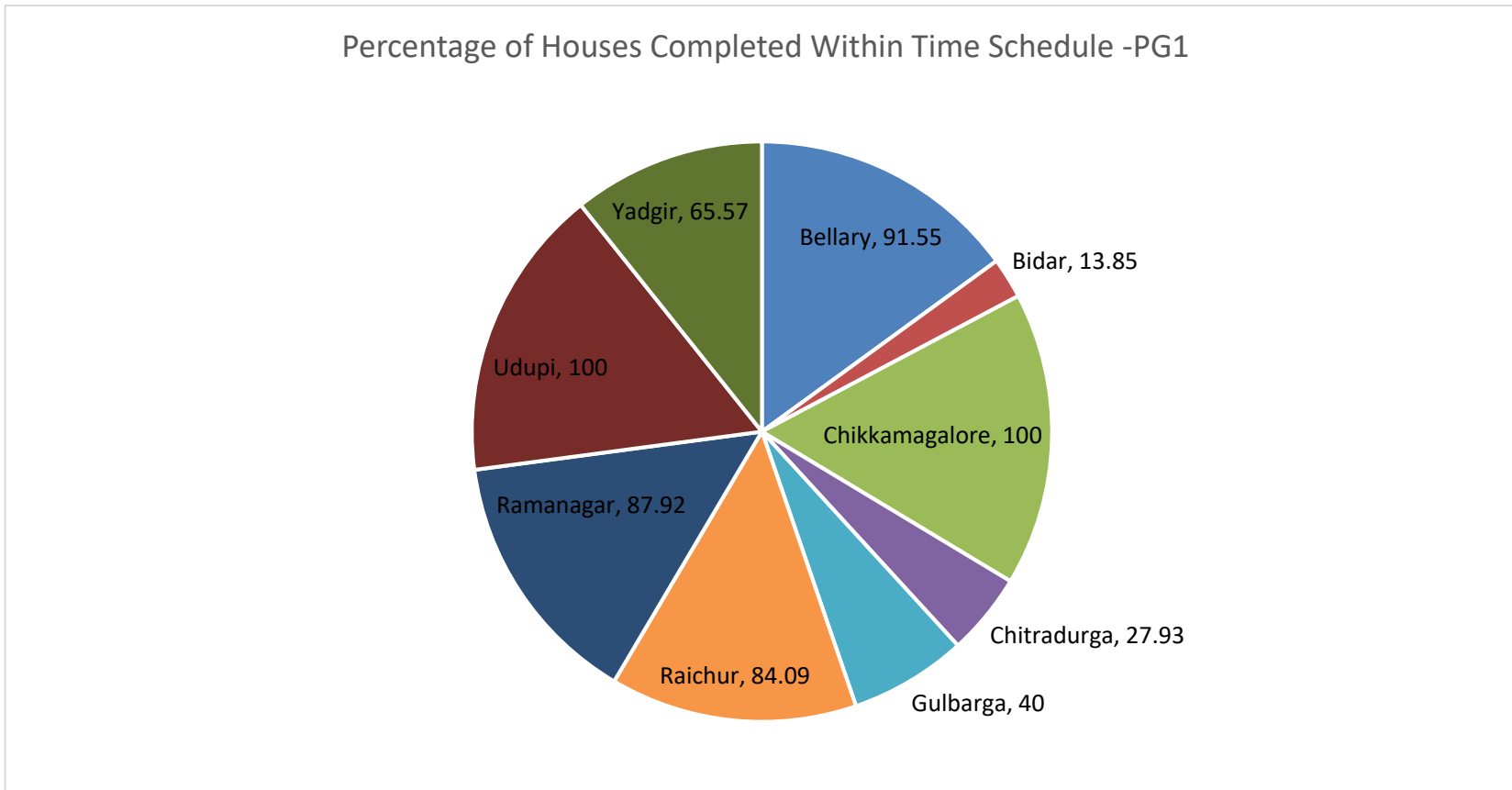


Figure 25: Percentage of Houses Completed Within Time Schedule -PG1

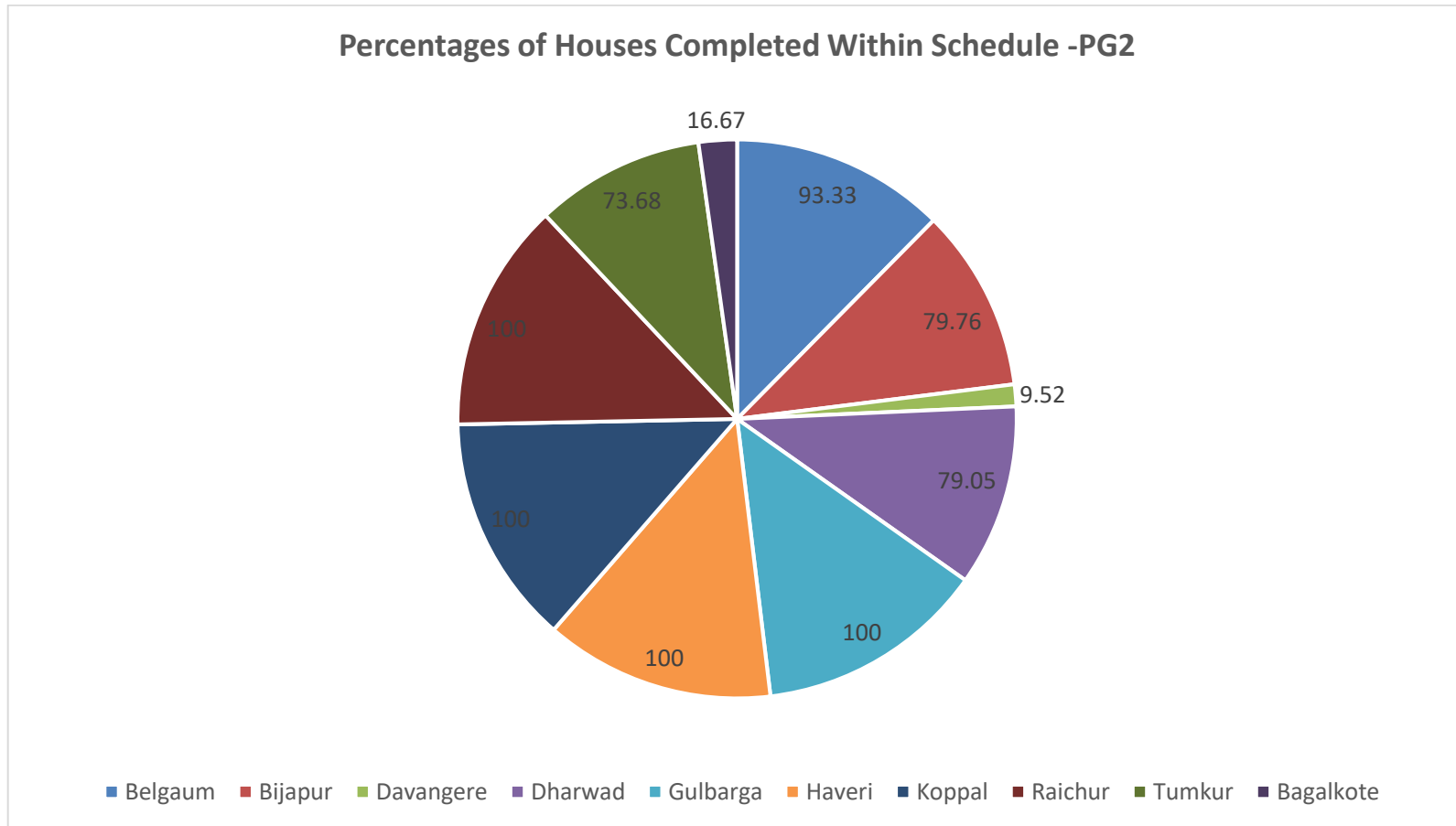


Figure 26: Percentages of Houses Completed Within Schedule -PG2

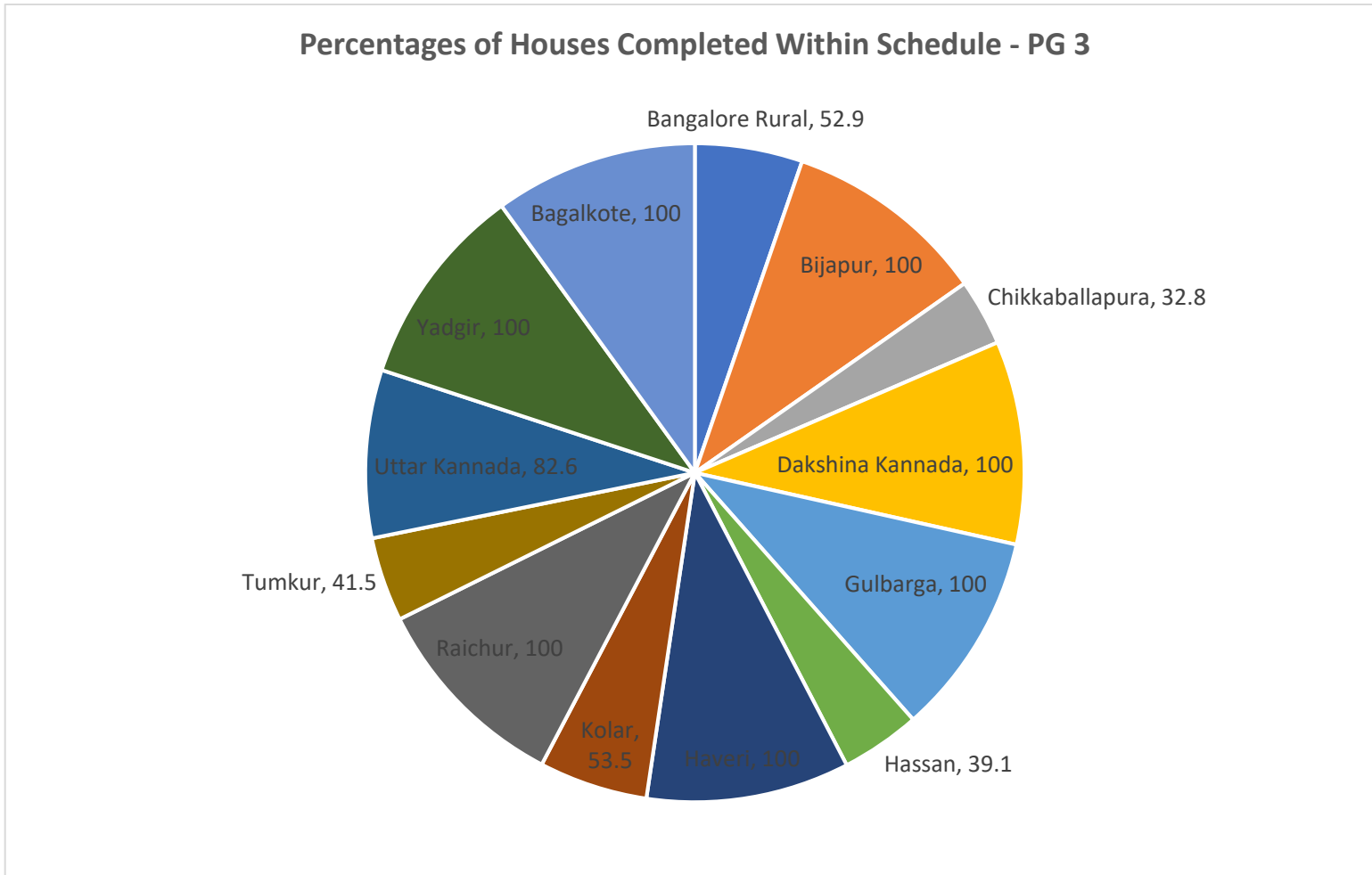


Figure 27: Percentages of Houses Completed Within Schedule - PG 3

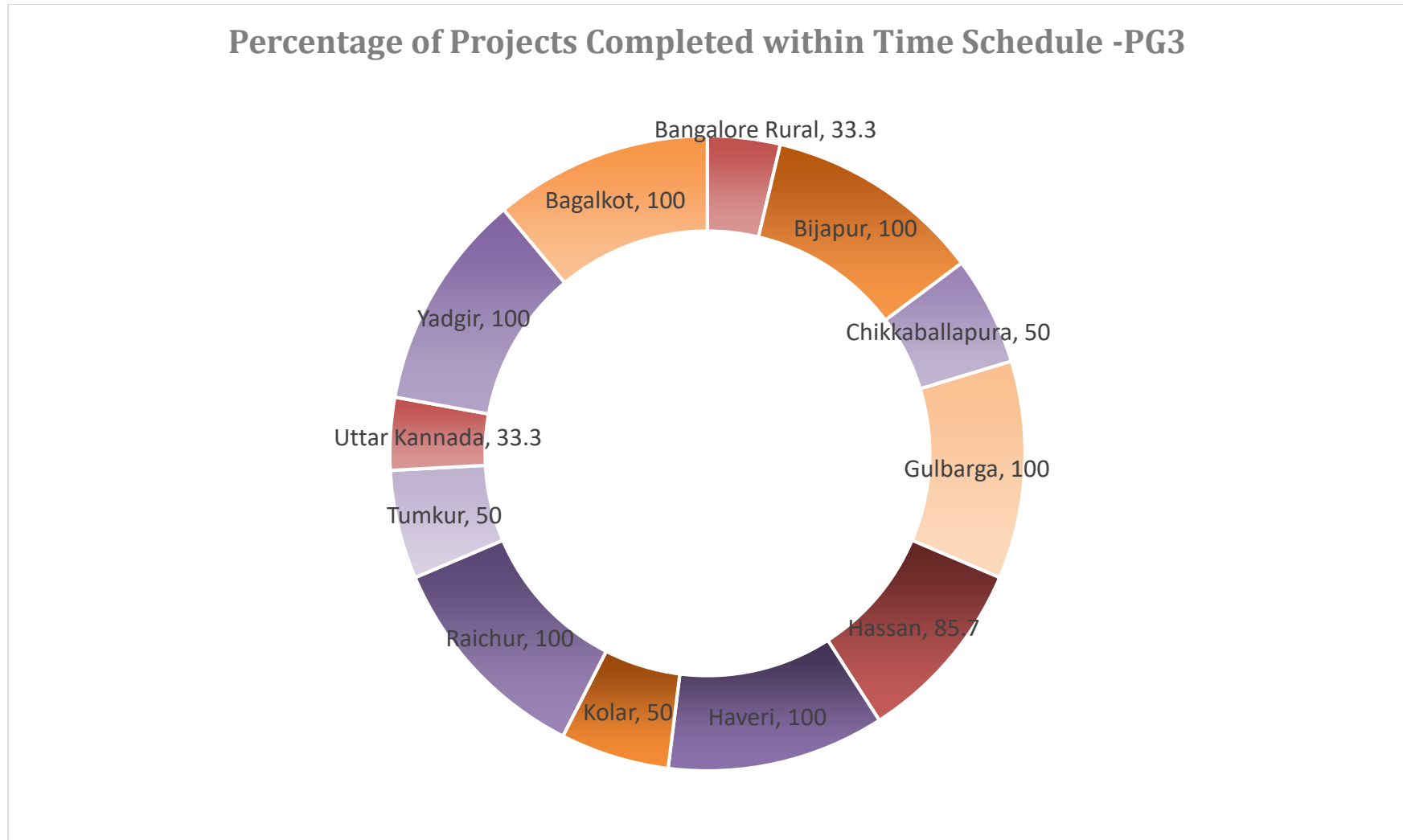


Figure 28: Percentage of projects completed within time schedule- PG3

6.9 Appraisal of the process of work allotment to the Corporation to make it more effective.

Currently, the projects are being allotted by the Police Dept. to the Police Housing Corporation who in turn outsource it to approved contractors on the panel of the Corporation after due process of bidding. The other departments like Fire Services Dept., Davangere University and other Government agencies also allot the work directly to the Corporation after obtaining the budget estimates.

Table 35, Table 36, Table 37 and Table 38 highlights the list of projects built by the Corporation including the details of the 'Delay Analysis'. The percentage of delay in execution is calculated using the following formula:

$$\text{Percentage of delay} = \frac{\text{Estimated timeline}}{\text{Actual timeline}} \times 100$$

There has been only time delay in the execution of the projects and the cost estimates have been kept well under control. Duly noting the time delay in the project execution, appropriate recommendations have been made to suitably cut down the time delays and improve the efficiency of operation of the Corporation.

Table 35: Delay Analysis of Projects Constructed under AHS Scheme

Sl. No.	Location	Name of the Works	PC	SI	Total	Est Cost in Lakhs	Expenditure	Start Date	Schedule End Date	Completion date	Estimated timeline	Actual Timeline	Timeline variance
BANGALORE RURAL DISTRICT													
1	Bannerghatta, Bangalore	12 PC & 2 SI Qtrs	12	2	14	132.95	120.10	15-Apr-09	14-Jan-10	14-Jan-10	274	274	0%
2	Doddaballapura	24 PC & 2 SI Qtrs	24	2	26	223.70	230.54	23-Apr-09	22-Apr-10	22-Apr-10	364	364	0%
3	Hebbagodi	12 PC & 2 SI Qtrs	12	2	14	128.60	118.73	30-Apr-09	29-Jan-10	29-Jan-10	274	274	0%
4	Nandagudi	18 PC Qtrs	18		18	148.90	135.08	23-Apr-09	22-Apr-10	21-Apr-10	364	363	0%
5	Rajanukunte	12 PC & 2 SI Qtrs	12	2	14	131.60	134.65	23-Apr-09	22-Jan-10	18-Jan-10	274	270	1%
6	Dodda belavangala	20 PC & 2 SI Qtrs	20	2	22	194.50	189.97	31-Dec-09	30-Dec-10	31-Jan-11	364	396	-9%
	Dodda belavangala	Sinking additional Borewell to PC & SI Qtrs			1*	2.77	2.46	13-Dec-11	12-Jan-12	31-Dec-11	30	18	40%
7	Nandagudi	12 PC Qtrs	12		12	101.75	101.54	12-Jan-10	11-Nov-10	6-Jan-12	303	724	-139%
8	Hosakote	12 PC & 4 SI Qtrs	12	4	16	304.85	323.64	18-Jun-13	17-Sep-14	17-Sep-14	456	456	0%
	TOTAL		122	14	136	1369.62	1356.72				2703	3139	-16%

*Indicates Accessory work (Not included in the total)

BANGALORE URBAN DISTRICT													
1	Devanahalli	10 PC Qtrs	10		10	90.00	72.52	20-Jul-08	19-Apr-09	31-Oct-09	273	468	-71%
2	Devanahalli	24 PC & 4 SI Qtrs	24	4	28	252.20	228.90	24-Jul-09	23-Jul-10	23-Jul-10	364	364	0%
3	Frazer Town, Bangalore	24 PC & 2 SI Qtrs	24	2	26	245.29	240.37	16-Sep-09	15-Sep-10	15-Apr-12	364	942	-159%
	Frazer Town, Bangalore	Solar Water Heating system to 24 PC and 2 SI Quarters			1*	9.41	9.56	16-May-12	15-Jun-12	14-Jun-12	30	29	3%
4	Chikkajala	24 PC & 6 SI Qtrs	24	6	30	270.00	277.94	10-Jun-09	9-Jun-10	9-Jun-10	364	364	0%
5	Kengeri	24 PC & 4 SI Qtrs	24	4	28	262.45	216.13	24-Feb-10	23-Feb-11	23-Aug-12	364	911	-150%
6	Vidyaranyapura	24 PC Qtrs	24		24	206.00	200.74	4-Feb-10	3-Feb-11	31-Dec-10	364	330	9%
7	Audugodi, Bangalore	24 PC & 4 SI Qtrs for CAR South	24	4	28	272.55	284.56	18-Mar-10	17-Mar-11	24-Oct-11	364	585	-61%
8	Sampigehalli	36 PC Qtrs at CAR North (Blk 1,2,3)	36		36	317.20	312.70	3-Mar-10	2-May-11	2-May-11	425	425	0%
9	Sampigehalli	36 PC & 2 SI Qtrs at CAR North (Blk 4,5,6)	36	2	38	352.15	304.71	3-Mar-10	2-May-11	30-Nov-11	425	637	-50%
10	Coles Road (Commercial Street)	12 PC Qtrs	12		12	168.00	148.38	28-Jun-13	27-Aug-14	20-Aug-15	425	783	-84%
TOTAL			238	22	260	2445.25	2296.51				3762	5838	-55%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

BELGAUM DISTRICT													
1	Machhe	24 PC & 2 SI Qtrs for 2nd Btn, KSRP	24	2	26	347.50	325.59	7-Mar-13	6-Feb-14	6-Sep-14	336	548	-63%
2	Nesargi	12 PC & 2 SI Qtrs	12	2	14	242.00	225.02	7-Mar-13	6-Feb-14	6-May-15	336	790	-135%
3	Nesargi	12 PC & 2 SI Qtrs	12	2	14	241.00	243.51	8-Aug-13	7-Oct-14	7-Oct-15	425	790	-86%
TOTAL			48	6	54	830.50	794.12				1097	2128	-94%
BELLARY DISTRICT													
1	Hosapete	24 PC & 4 SI Qtrs	24	4	28	228.50	213.89	1-Apr-09	31-Mar-10	14-Jun-10	364	439	-21%
2	Bellary	36 PC & 4 SI Qtrs	36	4	40	318.25	298.62	9-Dec-09	8-Dec-10	15-Sep-11	364	645	-77%
3	Bellary	12 PC & 2 SI Qtrs for Traffic PS	12	2	14	129.70	116.51	29-Dec-09	28-Dec-10	28-Feb-11	364	426	-17%
4	Torangal	12 PC Qtrs	12		12	105.75	91.08	8-Jan-10	7-Oct-10	31-Jan-11	272	388	-43%
5	Bellary	12 PC & 2 SI Qtrs for DAR	12	2	14	209.80	183.48	8-Mar-13	7-Feb-14	2-Feb-14	336	331	1%
6	Bellary	12 PC & 2 SI Qtrs	12	2	14	213.25	213.44	24-Jul-13	23-Sep-14	23-Jun-14	426	334	22%
TOTAL			108	14	122	1205.25	1117.03				2126	2563	-21%

BIDAR DISTRICT													
1	Bidar	24 PC & 8 SI Qtrs	24	8	32	297.70	286.50	19-Mar-09	18-Mar-10	3-Jul-10	364	471	-29%
2	Bidar	12 PC Qtrs for Town, Traffic & Market PS	12		12	99.60	85.11	23-Aug-10	22-Jun-11	29-Sep-11	303	402	-33%
3	Bidar	24 PC Qtrs for DAR	24		24	189.10	166.36	6-May-10	5-May-11	2-May-11	364	361	1%
TOTAL			60	8	68	586.40	537.97				1031	1234	-20%
BIJAPUR DISTRICT													
1	APMC, Bijapur	12 PC Qtrs for APMC Pol Stn	12		12	88.80	75.70	19-Mar-09	18-Dec-09	28-Feb-10	274	346	-26%
2	Bijapur	12 PC & 1 SI Qtrs for DAR	12	1	13	102.75	94.80	19-Mar-09	18-Dec-09	15-Dec-09	274	271	1%
	Bijapur	Approach road for PC Qtrs at DAR			1*	5.72	5.50	11-Jul-11	10-Sep-11	30-Aug-11	61	50	18%
3	Gandhi Chowk PS, Bijapur	12 PC & 1 SI Qtrs	12	1	13	101.05	88.80	19-Mar-09	18-Dec-09	31-Dec-09	274	287	-5%
4	Bijapur	12 PC Qtrs for RPS	12		12	88.80	74.55	19-Mar-09	18-Dec-09	18-Jan-10	274	305	-11%
5	Bijapur	4 SI Qtrs for Wireless		4	4	49.60	43.00	15-May-09	14-Jan-10	28-Dec-09	244	227	7%
6	Bijapur	12 PC Qtrs for DAR & Wireless	12		12	105.25	88.13	15-Mar-10	14-Jan-11	29-Mar-11	305	379	-24%
7	Gol-Gumbuz, Bijapur	12 PC Qtrs	12		12	97.15	88.83	10-Mar-10	9-Jan-11	29-Mar-11	305	384	-26%
	Bijapur	12 PC Qtrs for Traffic PS	12		12	101.00	91.19	10-Mar-10	9-Jan-11	29-Mar-11	305	384	-26%
8	Arikere, Bijapur	12 PC (Block A1) & 2 SI Qtrs	12	2	14	347.75	302.07	14-Mar-13	13-Feb-14	13-Feb-14	336	336	0%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

		for IRB											
9	Arikere, Bijapur	36 PC & 4 SI for IRB	36	4	40	621.80	644.34	20-Jun-13	19-Aug-14	19-Aug-14	425	425	0%
10	Indi	12 PC Qtrs	12		12	179.76	172.94	27-Jun-13	26-Aug-14	26-May-14	425	333	22%
11	Nidagundi	12 PC Qtrs	12		12	170.02	165.00	27-Jun-13	26-Aug-14	4-Jul-14	425	372	12%
	TOTAL		156	12	168	2059.45	1934.86				3927	4099	-4%
CHAMARAJANAGAR DISTRICT													
1	Chamaraja nagar	12 PC Qtrs (Block A)	12		12	108.10	104.08	17-Mar-09	16-Dec-09	2-Nov-09	274	230	16%
2	Chamaraja nagar	12 PC Qtrs (Block B)	12		12	99.20	98.51	17-Mar-09	16-Dec-09	22-Dec-09	274	280	-2%
3	Chamaraja nagar	12 PC Qtrs (Block - G) for RPS	12		12	97.90	87.66	20-Feb-10	19-Dec-10	28-Feb-11	302	373	-24%
4	Chamaraja nagar	24 PC & 4 SI Qtrs (Block C&D) for DAR	24	4	28	244.25	241.67	1-Feb-10	31-Jan-11	10-Aug-11	364	555	-52%
5	Chamaraja nagar	24 PC Qtrs (Group B) for DAR	24		24	189.95	247.09	1-Feb-10	31-Jan-11	31-Jan-11	364	364	0%
6	Chamaraja nagar	24 PC Qtrs for DAR	24		24	311.66	235.52	20-Feb-13	19-May-14	30-Nov-15	453	1013	-124%
7	Chamaraja nagar	24 PC Qtrs for DAR	24		24	329.54	332.73	11-Jul-13	10-Oct-14	28-Oct-16	456	1205	-164%
	TOTAL		132	4	136	1380.60	1347.25				2487	4020	-62%

CHIKKABALLAPUR DISTRICT													
1	Dibburahalli	12 PC Qtrs	12		12	100.00	90.35	23-Apr-09	22-Jan-10	25-Jul-11	274	823	-200%
2	Dibburahalli	Providing Solar Water Heater to 12 PC Qtrs			1*	4.85	4.91	21-Jul-10	20-Aug-10	20-Aug-10	30	30	0%
3	Manchena halli	6 PC Qtrs	6		6	56.35	43.90	23-Apr-09	22-Nov-09	16-Jun-10	213	419	-97%
4	Nandi	5 PC Qtrs	5		5	62.12	41.68	3-May-11	2-Nov-11	27-Mar-12	183	329	-80%
	Nandi	Supply, erection & commissioning of Solar Water System to Qtrs			1*	2.64	2.61	27-Jun-12	26-Jul-12	22-Jun-12	29	-5	117%
5	Chikkaballa pur	6 PC Qtrs for Town & RPS	6		6	60.40	48.27	10-Mar-10	10-Sep-10	30-Nov-10	184	265	-44%
6	Chelur	6 PC Qtrs	6		6	56.75	48.15	2-Jan-10	1-Jul-10	1-Jul-10	180	180	0%
7	Chikkaballa pur	24 PC & 4 SI Qtrs (Group A) for DAR	24	4	28	238.90	241.17	4-Mar-10	3-Mar-11	3-Mar-11	364	364	0%
	Chikkaballa pur	24 PC Qtrs (Group B) for DAR	24		24	196.80	203.10	11-Mar-10	10-Mar-11	10-Mar-11	364	364	0%
	Chikkaballa pur	Sinking of additional Borewell and providing 50 mm dia G.I. Pipe line from borewell to existing sump for			1*	6.60	3.22	9-Jan-12	8-Feb-12	8-Feb-12	30	30	0%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

		Qtrs											
	Chikkaballa pur	Supply, erection & commissioning of Submersible pump set to Qtrs			1*	6.60*	2.85	20-Jan-12	19-Feb-12	19-Feb-12	30	30	0%
8	Dibburahalli	8 PC Qtrs	8		8	70.00	64.96	11-Feb-10	10-Oct-10	10-Oct-10	241	241	0%
9	Shiddalagatta Town & Rural	24 PC & 1 SI Qtrs	24	1	25	201.75	211.94	15-Mar-10	14-Mar-11	14-Mar-11	364	364	0%
10	Gudibande	4 PC Qtrs	4		4	49.40	37.69	10-Feb-10	9-Jun-10	9-Jun-10	119	119	0%
11	Gudibande	Compound wall in N, E & W Sides of the Police Colony			1*	10.75	9.37	23-Mar-12	22-Jun-12	22-Oct-12	91	213	-134%
TOTAL			119	5	124	1117.31	1054.17				2696	3766	-40%
CHIKMAGALUR DISTRICT													
1	Koppa	12 PC Qtrs	12		12	114.20	108.69	16-Mar-09	15-Jan-10	30-Aug-10	305	532	-74%
	Koppa	Providing permanent water supply to Qtrs			1*	9.40	0.58	26-Sep-11	25-Dec-11	25-Dec-11	90	90	0%
2	Shringeri	20 PC & 2 SI Qtrs	20	2	22	220.70	215.70	2-Apr-09	1-Apr-10	30-Sep-10	364	546	-50%
	Shringeri	Providing permanent water supply to Qtrs			1*	10.30	5.59	22-Sep-11	21-Dec-11	21-Dec-11	90	90	0%
3	N R Pura	18 PC & 1 SI Qtrs	18	1	19	205.30	186.88	22-Feb-10	21-Feb-11	30-Apr-11	364	432	-19%
4	Koppa	6 PC Qtrs	6		6	63.75	51.96	22-Feb-10	21-Aug-10	30-Apr-11	180	432	-140%

5	Basavanahalli	12 PC Qtrs	12		12	173.41	153.91	18-Mar-13	17-Feb-14	15-Oct-14	336	576	-71%
6	Chikmagalur	12 PC Qtrs for DAR	12		12	173.41	156.94	5-Oct-13	4-Sep-14	30-Jan-15	334	482	-44%
7	Hariharapura	12 PC Qtrs	12		12	189.77	177.52	28-Mar-13	27-Feb-14	27-Nov-14	336	609	-81%
TOTAL			92	3	95	1160.24	1057.78				2399	3789	-58%
CHITRADURGA DISTRICT													
1	Chitradurga	24 PC & 4 SI Qtrs	24	4	28	239.45	212.45	9-Feb-09	8-Feb-10	6-Feb-10	364	362	1%
2	DAR, Chitradurga	24 PC Qtrs	24		24	185.10	169.00	8-Oct-09	7-Oct-10	30-Nov-10	364	418	-15%
3	Nayakana hatti	12 PC & 2 SI Qtrs	12	2	14	128.50	118.36	1-Feb-10	31-Jan-11	30-Jun-11	364	514	-41%
TOTAL			60	6	66	553.05	499.81				1092	1294	-18%
DAKSHINA KANNADA DISTRICT													
1	DAR, Mangalore	24 PC Qtrs	24		24	221.20	197.79	23-Mar-09	22-Mar-10	30-Jul-11	364	859	-136%
2	Bajpe	12 PC Qtrs	12		12	123.55	109.22	18-Jan-10	17-Nov-10	23-Oct-10	303	278	8%
3	DAR, Mangalore	12 PC Qtrs	12		12	118.50	106.53	28-Aug-10	28-Nov-11	15-Mar-12	457	565	-24%
4	Puttur Rural	12 PC & 1 SI Qtrs	12	1	13	146.35	127.59	3-Mar-10	2-Jul-11	24-Feb-12	486	723	-49%
5	Subramanya	12 PC Qtrs	12		12	132.60	115.50	3-Mar-10	2-May-11	10-Feb-12	425	709	-67%
6	Vittla	12 PC Qtrs	12		12	125.00	112.62	1-Mar-10	31-May-11	31-May-11	456	456	0%
	Vittala	Construction of Septic Tank (2Nos) & Soak Pit to Qtrs			1*	16.10	15.51	3-Mar-14	2-Sep-14	24-Jun-14	183	113	38%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

7	Venur	12 PC Qtrs	12		12	129.64	116.84	12-Apr-10	11-Jun-11	24-Oct-11	425	560	-32%
8	Pandeshwara Mangalore	48 PC Qtrs	48		48	681.82	698.33	22-Mar-13	21-Jun-14	10-Sep-15	456	902	-98%
9	Attavara	12 PC Qtrs	12		12	174.49	170.93	22-Jul-13	21-Oct-14	28-Mar-15	456	614	-35%
TOTAL			156	1	157	1869.25	1770.87				4011	5779	-44%
DAVANAGERE DISTRICT													
1	Basavapatna	12 PC & 1 SI Qtrs	12	1	13	112.53	105.34	13-Mar-09	12-Mar-10	12-Jan-10	364	305	16%
2	Hadadi	12 PC Qtrs	12		12	102.85	88.86	5-Mar-09	4-Jan-10	31-Dec-09	305	301	1%
3	Jagalur	18 PC & 2 SI Qtrs	18	2	20	181.50	162.70	15-Mar-10	14-Mar-11	28-Mar-11	364	378	-4%
4	Arasikere	12 PC Qtrs	12		12	106.86	98.34	15-Jan-10	14-Oct-10	14-Nov-10	272	303	-11%
5	Honnali	16 PC & 2 SI Qtrs	16	2	18	299.60	244.19	28-Feb-13	27-Jan-14	27-Jun-14	333	484	-45%
TOTAL			70	5	75	803.34	699.42				1638	1771	-8%
DHARWAD DISTRICT													
1	Rayapur	36 PC & 6 SI Qtrs for 2nd Btn	36	6	42	392.81	299.15	9-Feb-09	8-Feb-10	8-Feb-10	364	364	0%
2	New CAR, Hubli	60 PC & 6 SI Qtrs	60	6	66	594.35	459.46	9-Feb-09	8-Apr-10	7-Apr-10	423	422	0%
3	Rayapur	48 PC & 2 SI Qtrs for 2nd Btn	48	2	50	445.30	337.93	16-Nov-09	15-Jan-11	15-Jan-11	425	425	0%
	Rayapur	Supply, Installation, Testing & Commi-ssioning of Solar water Heater to 48 PC			1*	19.00	18.94	2-Jun-11	1-Jul-11	1-Jul-11	29	29	0%

		Qtrs											
	Rayapur	Compound wall & Road works for 2nd Btn KSRP			1*	61.08	40.78	12-Jul-12	11-Nov-12	28-Feb-13	122	231	-89%
4	DAR, Dharwad	24 PC & 1 SI Qtrs for Dharwad Sub-Urban	24	1	25	314.64	298.78	20-Jun-13	19-May-14	31-Dec-14	333	559	-68%
5	Bendigeri, Hubli	24 PC & 2 SI Qtrs	24	2	26	388.00	413.21	8-Aug-13	7-Oct-14	7-Oct-14	425	425	0%
	TOTAL		192	17	209	2215.18	1868.25				2121	2455	-16%
GULBARGA DISTRICT													
1	Saidapur	12 PC & 1 SI Qtrs	12	1	13	113.40	91.72	19-Mar-09	18-Jan-10	30-Sep-10	305	560	-84%
2	Saidapur	12 PC Qtrs	12		12	97.30	83.29	30-Apr-10	28-Feb-11	31-Aug-11	304	488	-61%
3	Shahapur	12 PC Qtrs	12		12	98.80	81.72	19-Mar-09	18-Jan-10	31-May-10	305	438	-44%
4	Afzalpur	6 PC Qtrs	6		6	61.00	47.28	23-Apr-10	22-Oct-10	22-Jan-12	182	639	-251%
	TOTAL		42	1	43	370.50	304.01				1096	2125	-94%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

HASSAN DISTRICT													
1	B Katihalli	12 PC Qtrs (Block A)	12		12	98.10	81.14	2-May-09	1-Feb-10	30-Apr-10	275	363	-32%
2	B Katihalli	12 PC Qtrs (Block B)	12		12	101.00	81.89	2-May-09	1-Feb-10	30-Apr-10	275	363	-32%
3	Channarayana patna	12 PC Qtrs	12		12	102.95	86.21	18-Mar-09	17-Dec-09	31-Mar-10	274	378	-38%
4	DAR, Hassan	24 PC Qtrs (Block A & B)	24		24	192.30	182.47	15-Mar-10	14-Mar-11	14-Mar-11	364	364	0%
5	DAR, Hassan	24 PC Qtrs (Block C & D)	24		24	192.00	183.55	15-Mar-10	14-Mar-11	14-Mar-11	364	364	0%
6	B Katihalli	24 PC Qtrs (for Town & Traffic PS- Blk C&D)	24		24	201.50	187.31	11-Feb-10	10-Feb-11	31-Mar-11	364	413	-13%
7	B Katihalli	12 PC Qtrs for Pension Mohalla & Extn PS - Block E)	12		12	102.65	92.84	11-Feb-10	10-Oct-10	3-Aug-11	241	538	-123%
8	B Katihalli	6 SI Qtrs for Town, Traffic, Pension Mohalla, Extn PS & DAR		6	6	66.60	61.16	11-Feb-10	10-Oct-10	10-Jan-11	241	333	-38%
	B Katihalli	Shifting of 11 KV line for construction of 24 PC & 6 SI Qtrs			1*	0.949	0.91	28-Dec-11	27-Jan-12	31-Dec-11	30	3	90%
9	Konanur	12 PC Qtrs	12		12	110.00	97.52	11-Feb-10	10-Dec-10	10-Mar-11	302	392	-30%
10	Hassan	12 PC Qtrs for Wireless	12		12	176.00	152.26	25-Apr-13	24-Mar-14	24-Sep-15	333	882	-165%

11	Shravana belagola	12 PC Qtrs	12		12	168.65	159.33	14-Jun-13	13-Sep-14	31-Mar-15	456	655	-44%
TOTAL			156	6	162	1512.70	1366.59				3519	5048	-43%
HAVERI DISTRICT													
1	Shiggaon	60 PC Qtrs for 10th Btn, KSRP	60		60	518.70	465.75	9-Feb-09	8-Apr-10	3-Apr-10	423	418	1%
2	Shiggaon	60 PC Qtrs for 10th Btn, KSRP	60		60	534.60	364.44	2-Apr-10	1-Jun-11	1-Jun-11	425	425	0%
TOTAL			120	0	120	1053.30	830.19				848	843	1%
KOLAR DISTRICT													
1	Bethaman gala	12 PC Qtrs	12		12	98.45	100.77	31-Dec-09	30-Sep-10	15-Dec-10	273	349	-28%
2	DAR, KGF	8 PC & 1 SI Qtrs	8	1	9	80.75	80.27	30-Dec-09	29-Sep-10	20-Dec-10	273	355	-30%
3	DAR, KGF	12 PC Qtrs	12		12	98.25	103.84	30-Dec-09	29-Oct-10	20-Dec-10	303	355	-17%
TOTAL			32	1	33	277.45	284.87				849	1059	-25%
KOPPAL DISTRICT													
1	Hosahalli	72 PC & 8 SI Qtrs for IRB Btn	72	8	80	600.05	632.88	1-Sep-09	31-Oct-10	30-Jun-11	425	667	-57%
2	Hosahalli	Supply, Commission- ing & Installation of Solar water Heater to 72 PC Qtrs			1*	30.60	31.01	21-Aug-10	19-Sep-10	19-Sep-10	29	29	0%
	Hosahalli	Supply, Commission- ing & Installation of Solar water Heater to 8 SI			1*	5.10	5.14	21-Aug-10	5-Sep-10	4-Sep-10	15	14	7%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

		Qtrs											
3	Koppal	12 PC & 4 SI Qtrs	12	4	16	134.55	123.61	16-Mar-09	15-Mar-10	16-Mar-10	364	365	0%
4	Gangavathi Town, Rural & Traffic	12 PC Qtrs	12		12	107.50	94.97	1-Feb-10	30-Nov-10	29-Nov-10	302	301	0%
5	Hosahalli	60 PC & 8 SI Qtrs for IRB Btn	60	8	68	605.85	579.04	9-Mar-10	8-May-11	30-Aug-11	425	539	-27%
6	Hosahalli	12 PC Qtrs for IRB Btn	12		12	99.10	98.30	17-Mar-10	16-Jan-11	31-Mar-11	305	379	-24%
7	Hosahalli	36 PC & 6 SI Qtrs for IRB	36	6	42	591.75	534.90	26-Feb-13	25-Jan-14	30-Jun-14	333	489	-47%
8	Hosahalli	64 PC & 10 SI Qtrs for IRB	64	10	74	970.55	1046.60	10-Jun-13	9-Aug-14	20-Aug-15	425	801	-88%
	TOTAL		268	36	304	3145.05	3146.46				2623	3584	-37%
MANDYA DISTRICT													
1	Bellur	12 PC Qtrs	12		12	99.78	91.31	15-Feb-10	14-Dec-10	30-Aug-11	302	561	-86%
2	DAR, Mandya	12 PC Qtrs	12		12	97.60	87.69	20-Feb-10	19-Dec-10	4-Jul-11	302	499	-65%
3	Nagamangala	12 PC Qtrs	12		12	98.05	87.94	20-Feb-10	19-Dec-10	30-Aug-11	302	556	-84%
	TOTAL		36	0	36	295.43	266.94				906	1616	-78%

MYSORE DISTRICT													
1	Jalapuri, Mysore	12 SI Qtrs		12	12	144.00	126.43	18-Mar-09	17-Dec-09	17-Dec-09	274	274	0%
	Jalapuri, Mysore	Providing Solar Water Heater to Block-A & B SI Qtrs			1*	4.50	4.85	29-Jan-10	28-Feb-10	28-Feb-10	30	30	0%
2	Jyothinagar, Mysore	12 PC Qtrs	12		12	105.75	87.24	18-Mar-09	17-Dec-09	17-Dec-09	274	274	0%
	Jyothinagar, Mysore	Providing Solar Water Heater to Block-A & B PC Qtrs			1*	4.50	6.09	29-Jan-10	28-Feb-10	28-Feb-10	30	30	0%
3	Bylakuppe	12 PC Qtrs	12		12	115.80	108.64	18-Mar-09	17-Dec-09	4-Dec-09	274	261	5%
4	Hunsur	24 PC Qtrs	24		24	211.40	211.73	26-Feb-10	25-Feb-11	30-Jul-11	364	519	-43%
	Hunsur	Providing additional facilities (wash basin, mirror & towel rail) for Qtrs			1*	1.68	1.70	6-Jul-12	5-Oct-12	31-Aug-12	91	56	38%
5	Jyothinagar, Mysore	24 PC Qtrs for Narasimharaja & Metagalli PS	24		24	205.40	187.75	26-Feb-10	25-Feb-11	25-Feb-12	364	729	-100%
6	Jyothinagar, Mysore	24 PC Qtrs for Saraswathipuram & Kuvempunagar PS	24		24	196.60	184.13	26-Feb-10	25-Feb-11	29-Feb-12	364	733	-101%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

7	Jalapuri, Mysore	24 PC Qtrs for CAR, Mysore	24		24	205.15	188.03	26-Feb-10	25-Feb-11	15-Aug-11	364	535	-47%
8	Jalapuri, Mysore	12 SI Qtrs for Nazarbad, Udayagiri & CAR, Mysore		12	12	148.30	121.12	26-Feb-10	25-Dec-10	30-Aug-11	302	550	-82%
	Jalapuri, Mysore	Additional works (protection wall for utility area & handrail to pail area) to 12 SI Qtrs			1*	4.85	4.28	6-Jul-12	5-Oct-12	31-Aug-12	91	56	38%
	Jyothinagar, Mysore	Two Wheeler Stand (2 Nos) for Qtrs			1*	6.92	6.96	17-May-13	16-Aug-13	16-Nov-13	91	183	-101%
	Jyothinagar, Mysore	RCC Slab cover over existing Drain for Qtrs			1*	2.43	2.36	8-Aug-13	7-Feb-14	30-Sep-13	183	53	71%
	Jyothinagar, Mysore	Approach Road to Qtrs			1*	2.95	2.84	15-May-13	14-Aug-13	29-Jun-13	91	45	51%
9	Jalapuri, Mysore	24 PC Qtrs for Vnagar & VV Puram PS	24		24	307.50	295.76	4-Mar-13	3-Jun-14	13-Jul-15	456	861	-89%
10	Hebbal	12 PC Qtrs	12		12	168.07	157.70	12-Jul-13	11-Oct-14	31-Oct-15	456	841	-84%
	TOTAL		156	24	180	1835.80	1697.60				4099	6030	-47%

RAICHUR DISTRICT													
1	Nethajinagar	12 PC Qtrs	12		12	98.65	85.84	19-Mar-09	18-Jan-10	30-Mar-10	305	376	-23%
2	Sadar Bazar, Raichur	12 PC Qtrs	12		12	98.65	84.79	19-Mar-09	18-Jan-10	30-Mar-10	305	376	-23%
3	Sindhanoor (Rural)	12 PC & 1 SI Qtrs	12	1	13	112.75	104.16	19-Mar-09	18-Jan-10	31-Jul-10	305	499	-64%
4	Sindhanoor (Town)	1 SI Qtrs		1	1	14.10	12.86	23-May-09	22-Nov-09	20-Nov-09	183	181	1%
5	Lingasugur	12 PC & 2 SI Qtrs	12	2	14	127.55	108.30	19-Mar-09	18-Jan-10	6-Feb-12	305	1054	-246%
6	Raichur	24 PC Qtrs	24		24	214.30	192.93	19-Jul-10	18-Jul-11	24-Mar-12	364	614	-69%
7	Sadar Bazar, Raichur	6 PC Qtrs	6		6	55.25	50.33	19-Jul-10	18-Jan-11	1-Apr-11	183	256	-40%
TOTAL			78	4	82	721.25	639.21				1950	3356	-72%
RAMANAGAR DISTRICT													
1	Channapatna	12 PC & 4 SI Qtrs for DAR	12	4	16	147.05	133.28	20-Apr-09	19-Jan-10	19-Jan-10	274	274	0%
2	Ramanagar	24 PC & 4 SI Qtrs	24	4	28	245.50	224.75	17-Apr-09	16-Apr-10	16-Apr-10	364	364	0%
	Ramanagar	Providing Supply and erection of Submersible Pump set & Electrification to Qtrs			1*	1.18	1.29	28-Aug-10	27-Sep-10	27-Sep-10	30	30	0%
3	Channapatna	12 PC Qtrs for DAR	12		12	105.00	93.48	10-Feb-10	9-Dec-10	9-Dec-10	302	302	0%
4	Ramanagar Town, Rural &	36 PC Qtrs (Group A, Blk	36		36	273.20	295.52	26-Feb-10	25-Feb-11	25-Apr-11	364	423	-16%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

	Ijoor	C,D,E)											
5		24 PC Qtrs (Group B, Blk F&G)	24		24	216.55	186.88	19-Mar-10	18-Mar-11	18-Mar-11	364	364	0%
6	Sathanur	8 PC Qtrs	8		8	79.75	76.09	1-Mar-10	31-Oct-10	31-Jan-11	244	336	-38%
7	Tavarekere	12 PC Qtrs	12		12	180.66	167.70	25-Jul-13	24-Aug-14	30-Nov-15	395	858	-117%
	TOTAL		128	8	136	1248.89	1178.98				2337	2951	-26%
SHIMOGA DISTRICT													
1	Shimoga	12 PC Qtrs	12		12	103.35	97.09	30-Mar-09	29-Jan-10	29-Jan-10	305	305	0%
2	Agumbe	24 PC & 2 SI Qtrs	24	2	26	234.85	221.46	27-Feb-09	26-Feb-10	8-Nov-10	364	619	-70%
3	DAR, Shimoga	24 PC Qtrs & 2 SI Qtrs	24	2	26	232.60	207.03	2-Nov-09	1-Nov-10	31-Mar-11	364	514	-41%
	TOTAL		60	4	64	570.80	525.59				1033	1438	-39%
TUMKUR DISTRICT													
1	Tumkur	36 PC & 4 SI Qtrs	36	4	40	330.55	302.18	20-Feb-09	19-Feb-10	6-Feb-10	364	351	4%
2	Tumkur Town, New Extn & Kythasandra	36 PC & 4 SI Qtrs	36	4	40	343.80	353.70	20-Nov-10	19-Jan-12	28-May-12	425	555	-31%
3	Turuvekere	6 PC Qtrs	6		6	87.90	80.34	25-Jun-13	24-Feb-14	24-Feb-14	244	244	0%
4	Pavagada	6 PC Qtrs	6		6	89.70	77.18	20-May-13	19-Jan-14	15-Mar-14	244	299	-23%
5	Tumkur	12 PC & 4 SI Qtrs for Town & Tilaknagar	12	4	16	229.82	224.72	5-Jul-13	26-Aug-14	26-Aug-15	417	782	-88%
	TOTAL		96	12	108	1081.77	1038.11				1694	2231	-32%

UDUPI DISTRICT													
1	Byndoor	12 PC Qtrs	12		12	115.30	108.05	12-Mar-09	11-Dec-09	31-Mar-10	274	384	-40%
2	Padubidri	12 PC Qtrs	12		12	114.20	97.18	16-Mar-09	15-Dec-09	27-Jul-10	274	498	-82%
3	Byndoor	12 PC Qtrs	12		12	120.00	98.40	12-Mar-10	11-Jan-11	13-Apr-11	305	397	-30%
4	Karkala Town & Rural	12 PC Qtrs	12		12	123.20	110.34	5-Apr-10	4-Jun-11	29-Feb-12	425	695	-64%
5	Malpe & Padubidri	12 PC Qtrs at Malpe & 1 SI Qtrs at Padubidri	12	1	13	147.50	121.16	24-Apr-10	23-Aug-11	28-Aug-12	486	857	-76%
6	Udupi Town & Traffic PS	24 PC & 1 SI Qtrs	24	1	25	254.55	240.20	12-Mar-10	11-Jul-11	24-Feb-12	486	714	-47%
7	Amasebail	24 PC Qtrs	24		24	236.75	226.54	20-Apr-11	19-Sep-12	31-Oct-12	518	560	-8%
8	Shivalli	12 PC Qtrs for Coastal Security	12		12	188.05	174.88	28-Aug-13	27-Jul-14	27-Jul-14	333	333	0%
	TOTAL		120	2	122	1299.55	1176.76				3101	4438	-43%
	GRAND TOTAL		2845	215	3060	31007.93	28790.11				55145	76594	-39%

Table 36: Delay Analysis of Projects constructed under Police Gruha 1

Sl. No.	Location	Work	PC	SI	Total	Est Cost in Lakhs	Contract Amount	Start Date	End Date	Actual Completion	Estimated timeline	Actual Timeline	Timeline variance
1	Ramanagar	72 PC & 18 SI Qtrs	72	18	90	1470.70	1299.85	23-Jun-14	22-Aug-15	22-Aug-15	425	425	0%
2	Bidadi	108 PC & 4 SI Qtrs	108	4	112	1739.00	1542.08	10-Jun-14	9-Aug-15	9-Aug-15	425	425	0%
3	Kanakapura (shifted Kodihalli)	24 PC Qtrs	24		24	389.95	344.40	4-Aug-14	3-Oct-15	3-Oct-15	425	425	0%
4	Kanakapura (shifted Magadi)	12 PC Qtrs	12		12	196.80	173.60	10-Jul-14	9-Sep-15	3-Oct-15	426	450	-6%
5	Harohalli	36 PC Qtrs	36		36	588.60	522.02	10-Jul-14	9-Sep-15	9-Sep-15	426	426	0%
6	Sathanur	12 PC Qtrs	12		12	195.55	172.94	10-Jul-14	9-Sep-15	3-Oct-15	426	450	-6%
7	Solur	12 PC Qtrs	12		12	195.20	172.94	10-Jul-14	9-Sep-15	9-Dec-15	426	517	-21%
Total			276	22	298	4775.80	4227.84				2979.00	3118.00	-5%
1	Tumkur	84 PC & 4 SI Qtrs	84	4	88	1373.95	1195.42	18-Jun-14	17-Aug-15	17-Dec-15	425	547	-29%
Total			84	4	88	1380.65	1195.42				425.00	547.00	-29%
1	Hebbal	24 PC Qtrs	24		24	379.90	336.74	7-Jul-14	6-Sep-15	6-Jan-16	426	548	-29%
2	Jalpuri	24 PC & 18 SI Qtrs	24	18	42	712.15	628.56	7-Jul-14	6-Sep-15	6-Jan-16	426	548	-29%
3	Jyothinagar	132 PC Qtrs	132		132	2081.25	1841.67	7-Jul-14	6-Sep-15	6-Jan-16	426	548	-29%

4	Jockey Qtrs	36 PC Qtrs	36		36	611.15	541.00	7-Jul-14	6-Sep-15	6-Jan-16	426	548	-29%
5	Saraswathi puram	6 SI Qtrs		6	6	115.55	101.82	15-Sep-14	14-Nov-15	6-Jan-16	425	478	-12%
6	Mysore City	Developmental Works for CAR & DAR PC Qtrs of Pkg-02				44.00	13.82	1-Jul-16	30-Sep-16	29-Sep-16	91	90	1%
Total			216	24	240	3944.00	3463.6177				2220	2760	-24%
1	Nanjangud	48 PC Qtrs	48		48	697.77	623.49	30-Sep-14	29-Nov-15	20-Feb-16	425	508	-20%
2	T Narasipura	24 PC Qtrs	24		24	351.85	314.19	30-Sep-14	29-Nov-15	21-Mar-16	425	538	-27%
3	Bannur	24 PC Qtrs	24		24	351.45	313.95	30-Sep-14	29-Nov-15	21-Mar-16	425	538	-27%
4	H D Kote	12 PC Qtrs	12		12	206.60	184.56	30-Sep-14	29-Nov-15	21-Mar-16	425	538	-27%
5	Saragur	24 PC Qtrs	24		24	406.30	363.30	30-Sep-14	29-Nov-15	21-Mar-16	425	538	-27%
6	Periyapatna	24 PC Qtrs	24		24	403.03	360.36	30-Sep-14	29-Nov-15	21-Mar-16	425	538	-27%
Total			156	0	156	2417.00	2159.86				2550.00	3198.00	-25%
TOTAL						6361.00	5623.48				4770.00	5958.00	-25%
1	Chamarajanagar	24 PC Qtrs	24		24	476.58	425.77	29-Sep-14	28-Nov-15	25-Mar-16	425	543	-28%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

	Ramasamudra	6 SI Qtrs		6	6			29-Sep-14	28-Nov-15	30-Apr-16	425	579	-36%
2	Chamarajanagar	24 PC Qtrs at DAR	24		24	376.82	336.82	29-Sep-14	28-Nov-15	25-Mar-16	425	543	-28%
3	Gundlupet	12 PC Qtrs	12		12	190.06	170.59	29-Sep-14	28-Nov-15	25-Mar-16	425	543	-28%
4	Beguru	24 PC Qtrs	24		24	364.70	326.44	29-Sep-14	28-Nov-15	25-Mar-16	425	543	-28%
5	Yelandur	24 PC Qtrs	24		24	370.00	330.69	29-Sep-14	28-Nov-15	30-Apr-16	425	579	-36%
6	Kollegala	2 SI Qtrs for Town, Rural & FMS		2	2	49.35	44.05	29-Sep-14	28-Nov-15	25-Mar-16	425	543	-28%
7	Hanur	24 PC & 2 SI Qtrs	24	2	26	416.58	372.90	29-Sep-14	28-Nov-15	25-Mar-16	425	543	-28%
8	Ramapura	24 PC & 2 SI Qtrs	24	2	26	426.89	381.51	29-Sep-14	28-Nov-15	25-Mar-16	425	543	-28%
9	M.M. Hills	12 PC Qtrs	12		12	225.98	202.60	29-Sep-14	28-Nov-15	25-Mar-16	425	543	-28%
	Total		168	12	180	2896.96	2591.36				4250.00	5502.00	-29%
1	Keragodu	12 PC Qtrs	12		12	192.82	173.89	20-Aug-14	19-Oct-15	10-Feb-16	425	539	-27%
2	Nagamangala	12 PC Qtrs	12		12	189.34	170.73	20-Aug-14	19-Oct-15	10-Feb-16	425	539	-27%
3	K.R. Sagar	12 PC Qtrs	12		12	184.41	173.86	20-Aug-14	19-Oct-15	10-Feb-16	425	539	-27%

								14	15				
4	K.R. Pet	12 PC Qtrs for Town PS	12		12	189.50	170.87	20-Aug-14	19-Oct-15	10-Feb-16	425	539	-27%
5	Kikkeri	12 PC Qtrs	12		12	192.99	174.04	20-Aug-14	19-Oct-15	10-Feb-16	425	539	-27%
6	Melukote	24 PC Qtrs	24		24	350.38	316.73	20-Aug-14	19-Oct-15	25-Mar-16	425	583	-37%
7	Malavalli	12 PC Qtrs for Town, Rural & DSP Office	12		12	196.54	175.98	20-Aug-14	19-Oct-15	10-Feb-16	425	539	-27%
8	Belakavadi	12 PC Qtrs	12		12	196.70	177.42	20-Aug-14	19-Oct-15	10-Feb-16	425	539	-27%
9	Mandya	60 PC Qtrs at DAR	60		60	909.32	812.38	20-Aug-14	19-Oct-15	25-Mar-16	425	583	-37%
	Total		168	0	168	2602.00	2345.90				3825.00	4939.00	-29%
1	Ankola	12 PC & 2 SI Qtrs	12	2	14	253.06	227.96	21-Aug-14	20-Jan-16	1-May-16	517	619	-20%
2	Kumta	12 PC Qtrs	12		12	208.37	187.83	2-Sep-14	1-Feb-16	1-May-16	517	607	-17%
3	Honnagara	12 PC Qtrs	12		12	207.45	187.02	15-Sep-14	14-Feb-16	1-May-16	517	594	-15%
4	Murdeshwara	12 PC Qtrs	12		12	207.19	186.78	1-Dec-14	30-Apr-16	7-May-16	516	523	-1%
5	Bhatkal	12 PC & 4 SI Qtrs	12	4	16	276.03	253.62	13-Nov-14	12-Mar-16	7-May-16	485	541	-12%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

	Total		60	6	66	1152.10	1043.22				2552.00	2884.00	-13%
1	Kundapura	72 PC & 6 SI Qtrs for Town & Rural	72	6	78	1296.00	1151.18	5-Nov-14	4-Apr-16	28-Mar-16	516	509	1%
	Total		72	6	78	1296.00	1151.18				516.00	509.00	1%
1	Madikeri	72 PC & 6 SI Qtrs	72	6	78	1297.63	1181.73	14-Oct-14	13-Mar-16	31-May-16	516	595	-15%
	Total		72	6	78	1316.30	1195.18				516.00	595.00	-15%
1	Kundra Road, Ponnampet	24 PC Qtrs for Ponnampet & Gonikoppa	24		24	423.84	384.70	15-Nov-14	14-Apr-16	31-May-16	516	563	-9%
2	Virajpet	36 PC Qtrs	36		36	617.54	560.49	10-Dec-14	9-May-16	18-Aug-16	516	617	-20%
	Total		60	0	60	1041.38	945.19				1032.00	1180.00	-14%
1	Shanivarasanthe	12 PC Qtrs	12		12	205.62	186.63	10-Feb-15	9-Jul-16	30-Sep-16	515	598	-16%
2	Somavarpet	12 PC Qtrs	12		12	205.62	186.63	10-Feb-15	9-Jul-16	30-Sep-16	515	598	-16%
3	Napoklu	12 PC Qtrs	12		12	205.62	186.63	10-Feb-15	9-Jul-16	30-Sep-16	515	598	-16%
	Total		36	0	36	616.86	559.89				1545.00	1794.00	-16%
	TOTAL					2974.54	2700.26				3093.00	3569.00	-15%
1	Barline, Chikmagalur	36 PC Qtrs at Bar Line	36		36	664.82	594.59	30-May-14	29-Oct-15	6-Oct-15	517	494	4%
2	Uppalli, Chikmagalur	12 PC Qtrs for Rural PS	12		12	208.00	185.92	30-May-14	29-Oct-15	6-Oct-15	517	494	4%
3	Basavanahalli, Chikmagalur	60 PC Qtrs at DPO & DAR	60		60	1074.62	957.79	30-May-14	29-Oct-15	6-Oct-15	517	494	4%

	Total		108	0	108	1947.44	1738.31				1551.00	1482.00	4%
1	Chickjajur	12 PC Qtrs	12		12	183.40	162.72	2-Jul-14	1-Sep-15	30-Dec-15	426	546	-28%
2	Hiriyur	36 PC & 2 SI Qtrs	36	2	38	607.15	529.98	9-Jul-14	8-Sep-15	21-Sep-15	426	439	-3%
3	Hosadurga	12 PC & 2 SI Qtrs	12	2	14	230.15	204.20	2-Jul-14	1-Sep-15	4-Dec-15	426	520	-22%
4	Srirampura	12 PC Qtrs	12		12	183.40	162.72	2-Jul-14	1-Sep-15	1-Sep-15	426	426	0%
5	Parasurampura	12 PC Qtrs	12		12	183.10	162.72	2-Jul-14	1-Sep-15	1-Sep-15	426	426	0%
6	Challakere	12 PC & 2 SI Qtrs	12	2	14	233.10	206.83	2-Jul-14	1-Sep-15	1-Sep-15	426	426	0%
7	Rampura	12 PC Qtrs	12		12	182.95	162.34	2-Jul-14	1-Sep-15	1-Sep-15	426	426	0%
	Total		108	6	114	1803.25	1591.51				2982.00	3209.00	-8%
1	Chitradurga	84 PC Qtrs at DAR	84		84	1279.96	1127.01	4-Mar-14	3-May-15	30-Oct-15	425	605	-42%
2	Bharamasagara	12 PC Qtrs	12		12	178.12	156.46	4-Mar-14	3-May-15	31-Aug-15	425	545	-28%
3	Talaku	12 PC Qtrs	12		12	177.76	156.14	4-Mar-14	3-May-15	31-Aug-15	425	545	-28%
	Total		108	0	108	1635.84	1439.61				1275.00	1695.00	-33%
	TOTAL					3439.09	3031.12				4257.00	4904.00	-15%
1	Bidar	60 PC 4 SI Qtrs at DAR	60	4	64	1028.20	813.75	24-May-14	23-Jul-15	23-Sep-15	425	487	-15%
2	Chittaguppa	12 PC Qtrs	12		12	190.10	150.42	4-Mar-14	3-May-15	2-Jun-15	425	455	-7%
3	Humnabad	36 PC 4 SI Qtrs	36	4	40	641.55	507.74	4-Mar-14	3-May-15	3-Sep-15	425	548	-29%
	Total		108	8	116	1859.85	1471.91				1275.00	1490.00	-17%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

1	Bhalki	48 PC Qtrs	48		48	732.05	604.19	4-Mar-14	3-May-15	3-Sep-15	425	548	-29%
2	Bhalki	Providing drinking water supply pipeline to PC Qtrs Blk 1&2			1*	2.12	1.89	25-May-16	11-Jul-16	11-Jul-16	47	47	0%
3	Bhalki	Providing drinking water supply pipeline to PC Qtrs Blk 3&4			1*	2.26	1.84	25-May-16	11-Jul-16	11-Jul-16	47	47	0%
4	Aurad (B)	36 PC Qtrs	36		36	557.45	460.06	4-Mar-14	3-May-15	3-Sep-15	425	548	-29%
5	Kamalanagar	12 PC Qtrs	12		12	188.00	155.11	4-Mar-14	3-May-15	3-Jul-15	425	486	-14%
6	Basava kalyana	24 PC Qtrs	24		24	373.10	307.89	5-May-14	4-Jul-15	4-Jul-15	425	425	0%
7	Basava kalyana	12 PC Qtrs	12		12	188.20	155.37	5-May-14	4-Jul-15	4-Jul-15	425	425	0%
8	Hulasur	12 PC Qtrs	12		12	188.40	155.46	4-Mar-14	3-May-15	3-Jul-15	425	486	-14%
	Total		144	0	144	2231.58	1841.80				2644.00	3012.00	-14%
	TOTAL					4091.43	3313.71				3919.00	4502.00	-15%
1	Madan Hipparga	12 PC Qtrs	12		12	188.55	168.12	30-Jul-14	29-Sep-15	28-Sep-15	426	425	0%
2	Revoor	12 PC Qtrs	12		12	188.30	167.89	30-Jul-14	29-Sep-15	28-Sep-15	426	425	0%
3	Chincholi	24 PC Qtrs	24		24	370.67	330.51	30-Jul-14	29-Sep-15	29-Oct-15	426	456	-7%
4	Ratkal	12 PC Qtrs	12		12	187.62	167.28	30-Jul-14	29-Sep-15	29-Oct-15	426	456	-7%

	Total		60	0	60	935.14	833.81				1704.00	1762.00	-3%
1	Raichur	36 PC Qtrs for DAR & Sadar Bazar	36		36	552.82	495.23	14-Jul-14	13-Sep-15	7-Sep-15	426	420	1%
2	Lingasugur	12 PC Qtrs	12		12	186.73	167.27	14-Jul-14	13-Sep-15	7-Sep-15	426	420	1%
3	Manavi	12 PC & 2 SI Qtrs	12	2	14	238.77	213.90	14-Jul-14	13-Sep-15	9-Dec-15	426	513	-20%
4	Maski	12 PC Qtrs	12		12	187.50	167.97	14-Jul-14	13-Sep-15	7-Sep-15	426	420	1%
5	Devadurga	2 SI Qtrs		2	2	58.05	52.00	14-Jul-14	13-Sep-15	13-Sep-15	426	426	0%
6	Sindhanur	12 PC Qtrs	12		12	188.28	168.66	14-Jul-14	13-Sep-15	7-Sep-15	426	420	1%
	Total		84	4	88	1412.15	1265.03				2556.00	2619.00	-2%
1	Yadgir	72 PC & 8 SI Qtrs	72	8	80	1245.84	1110.85	4-Mar-14	3-May-15	2-May-15	425	424	0%
2	Yadgir	24 PC & 6 SI Qtrs at DAR	24	6	30	510.45	455.14	4-Mar-14	3-May-15	3-Jul-15	425	486	-14%
3	Gogi	12 PC Qtrs	12		12	187.57	167.23	4-Mar-14	3-May-15	4-Aug-15	425	518	-22%
	Total		108	14	122	1943.86	1733.22				1275.00	1428.00	-12%
1	Binkadakatte, Gadag	10 SI Qtrs		10	10	183.25	162.87	12-Jun-14	11-Aug-15	11-Nov-15	425	517	-22%
2	Betageri, Gadag	60 PC Qtrs	60		60	932.51	824.90	12-Jun-14	11-Aug-15	11-Nov-15	425	517	-22%
3	Mallasamudra, Gadag	36 PC Qtrs at DAR	36		36	563.11	495.53	12-Jun-14	11-Aug-15	11-Nov-15	425	517	-22%
4	Mulagund	12 PC Qtrs	12		12	186.10	163.46	12-Jun-14	11-Aug-15	11-Nov-15	425	517	-22%
5	Rona	12 PC Qtrs for Town & Circle	12		12	186.65	163.97	12-Jun-14	11-Aug-15	11-Nov-15	425	517	-22%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

		PS											
6	Mundaragi (Gajendragada)	12 PC Qtrs	12		12	186.10	163.43	12-Jun-14	11-Aug-15	2-Feb-16	425	600	-41%
7	Naragunda	24 PC Qtrs	24		24	363.70	319.82	12-Jun-14	11-Aug-15	2-Feb-16	425	600	-41%
8	Shirahatti	12 PC Qtrs for Town & Circle PS	12		12	186.10	163.43	12-Jun-14	11-Aug-15	11-Nov-15	425	517	-22%
9	Lakshmeshwara	12 PC Qtrs	12		12	192.95	169.54	12-Jun-14	11-Aug-15	2-Feb-16	425	600	-41%
	Total		180	10	190	2980.47	2626.96				3825.00	4902.00	-28%
1	Bellary	36 PC & 8 SI Qtrs at DAR	36	8	44	710.70	629.86	21-Jul-14	20-Sep-15	20-Aug-15	426	395	7%
2	Cowl Bazaar, Bellary	24 PC Qtrs (Block A & B)	24		24	369.50	327.69	21-Jul-14	20-Sep-15	20-Aug-15	426	395	7%
3	Siruguppa	12 PC Qtrs (Block A)	12		12	186.70	165.31	10-Oct-14	9-Dec-15	8-Dec-15	425	424	0%
4	Sirigere	12 PC Qtrs (Block A)	12		12	190.70	168.85	21-Jul-14	20-Sep-15	19-Sep-15	426	425	0%
5	Tekkalakote	12 PC Qtrs (Block A)	12		12	189.25	167.66	21-Jul-14	20-Sep-15	20-Dec-15	426	517	-21%
6	Kurugodu	24 PC Qtrs	24		24	402.95	356.08	21-Jul-14	20-Sep-15	19-Sep-15	426	425	0%
7	Kudithini	24 PC Qtrs	24		24	376.95	334.09	21-Jul-14	20-Sep-15	18-Sep-15	426	424	0%
8	Gadiganur	12 PC Qtrs	12		12	185.90	164.62	21-Jul-14	20-Sep-15	18-Sep-15	426	424	0%
9	Hospet	60 PC Qtrs	60		60	916.85	812.85	21-Jul-14	20-Sep-15	18-Sep-15	426	424	0%
10	Mariyammana halli	12 PC Qtrs	12		12	185.55	164.28	21-Jul-14	20-Sep-15	19-Sep-15	426	425	0%

11	Hagaribommana halli	12 PC Qtrs (Block A)	12		12	191.20	169.29	21-Jul-14	20-Sep-15	8-Dec-15	426	505	-19%
12	Tambrahalli	12 PC Qtrs (Block A)	12		12	186.00	164.72	21-Jul-14	20-Sep-15	19-Sep-15	426	425	0%
13	Kudligi	12 PC Qtrs (Block A)	12		12	186.30	164.95	21-Jul-14	20-Sep-15	19-Sep-15	426	425	0%
14	Gudekote	12 PC Qtrs	12		12	183.10	161.66	21-Jul-14	20-Sep-15	20-Aug-15	426	395	7%
Total			276	8	284	4461.65	3951.91				5963.00	6028.00	-1%
Total			2652	130	2782	44650.28	39372.72				47460.00	54653.00	-15%

Table 37: Delay Analysis of projects constructed under PG 2

Sl. No.	Location	Work	PC	SI	Total	Est Cost in Lakhs	Contract Amount	Start Date	End Date	Actual Completion Date	Estimated timeline	Actual Time line	Time line variance
1	Bagalkot	24 PC Qtrs for Town & Rural PS	24		24	442.80	345.28	22-Jan-16	21-Sep-17	30-Nov-17	608	678	-12%
2	Navanagar, Bagalkot	4 SI Qtrs for Traffic & Navanagar PSs		4	4	114.20	88.95	22-Jan-16	21-Sep-17	21-Jan-18	608	730	-20%
3	Bagalkot	84 PC & 6 SI Qtrs at DAR	84	6	90	1667.43	1301.76	22-Jan-16	21-Sep-17	21-Jan-18	608	730	-20%
4	Aminagad	12 PC Qtrs	12		12	225.55	175.60	22-Jan-16	21-Sep-17	21-Sep-17	608	608	0%
5	Ilkal	12 PC Qtrs	12		12	225.55	175.60	22-Jan-16	21-Sep-17	21-Sep-17	608	608	0%
6	Jamakandi	12 PC & 2 SI Qtrs for Town & Rural PS	12	2	14	295.53	230.26	22-Jan-16	21-Sep-17	21-Sep-17	608	608	0%
7	Banahatti	12 PC Qtrs	12		12	231.58	180.30	22-Jan-16	21-Sep-17	12-Sep-17	608	599	1%
					168	3202.64	2497.74	296737	300993	301298	4256	4561	-7%
1	Austin Town	192 PC Qtrs	192		192	3834.60	3144.33	27-Oct-16	26-Jun-18	07-06-2021	607	1684	-177%
2	K R Puram	198 PC Qtrs (Block A, B & C)	198		198	4289.50	3411.29	1-Sep-16	5-May-18	07-06-2021	611	1740	-185%
3	K R Puram	198 PC Qtrs (Block	198		198	4339.40	3495.56	1-Sep-16	5-May-18	07-06-2021	611	1740	-185%

		D, E & F)											
4	A dugodi	192 PC Qtrs (Block A, B & C)	192		192	4026.10	3023.00	18-Feb-17	17-Nov-18	07-06-2021	637	1570	-146%
5	A dugodi	192 PC Qtrs (Block D, E & F)	192		192	3906.70	2980.00	11-Aug-16	5-Apr-18	07-06-2021	602	1761	-193%
6	Sampigahalli	128 PC Qtrs	128		128	2673.20	2051.23	31-Oct-16	2-May-18	07-06-2021	548	1680	-207%
7	Binny Mill	128 PC Qtrs	128		128	3090.90	2397.50	14-Sep-16	13-May-18	07-06-2021	606	1727	-185%
8	Kengeri	128 PC Qtrs	128		128	2711.40	2065.65	27-Sep-16	31-May-18	07-06-2021	611	1714	-181%
9	Sirsi Circle, Mysore Road	32 SI Qtrs		32	32	955.30	733.95	27-Sep-16	31-May-18	07-06-2021	611	1714	-181%
	Total				1388	29827.1	23302.5	383856	389300	399186	5444	15330	-182%
1	Belgaum	12 PC Qtrs for city line Rural PS	12		12	224.00	172.51	21-Jul-16	20-Mar-18	20-Feb-18	607	579	5%
2	Savadatti	12 PC Qtrs	12		12	222.75	171.59	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
3	Ramadurga	24 PC Qtrs	24		24	430.25	331.95	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
4	Yamakan maradi	12 PC Qtrs	12		12	222.25	171.20	17-Feb-16	16-Oct-17	20-Feb-18	607	734	-21%
5	Sankeshwar	12 PC Qtrs	12		12	222.25	171.20	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

6	Khanapur	12 PC Qtrs	12		12	236.00	181.97	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
7	Gokak	24 PC Qtrs for Town PS	24		24	436.25	336.79				0	0	NA
8	Chikkodi	24 PC Qtrs	24		24	436.25	336.79	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
9	Sadalaga	12 PC Qtrs	12		12	223.00	171.86	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
10	Ankali	12 PC Qtrs	12		12	222.25	171.20	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
11	Raibag	12 PC Qtrs	12		12	225.25	173.46	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
12	Athani	12 PC Qtrs	12		12	222.25	171.20	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
	Total				180	3322.75	2561.69	466742	473419	473518	6677	6776	-1%
1	Samthadka, Puttur	12 PC Qtrs	12		12	257.63	200.52	24-Oct-16	23-Jun-18	07-06-2021	607	1687	-178%
2	Bannur, Puttur	2 SI Qtrs		2	2	60.95	47.43	1-Oct-16	31-May-18	07-06-2021	607	1710	-182%
3	Sampiya, Puttur	36 PC Qtrs for Traffic & RPS	36		36	748.47	580.31	30-Mar-16	29-Nov-17	13-Feb-18	609	685	-12%
4	Kadaba	12 PC Qtrs	12		12	266.79	207.63	30-Mar-16	29-Nov-17	9-Feb-18	609	681	-12%
5	Sulya	12 PC Qtrs	12		12	261.33	203.40	30-Mar-16	29-Nov-17	29-Jan-18	609	670	-10%

6	Pandeshwara, Mangalore	96 PC & 8 SI Qtrs	96	8	104	2801.60	2084.78	18-Nov-16	17-Jul-18	7-Jun-21	606	1662	-174%
7	Pandeshwara, Mangalore	48 PC Qtrs	48		48	1319.80	973.87	4-Oct-16	8-Jun-18	07-06-2021	612	1707	-179%
8	Panambur	112 PC Qtrs	112		112	2874.40	2116.18	6-Dec-16	9-Aug-18	07-06-2021	611	1644	-169%
	Total				338	8590.97	6414.12	340737	345607	351183	4870	10446	-114%
1	Davanagere	168 PC & 12 SI Qtrs at DAR	168	12	180	4468.00	3340.00	1-Aug-16	26-Mar-18	07-06-2021	602	1771	-194%
2	Mayakonda	12 PC Qtrs	12		12	234.45	179.23	10-Nov-16	9-Jul-18	7-Jun-21	606	1670	-176%
3	Hadadi	12 PC Qtrs	12		12	233.20	178.25	26-Feb-16	25-Oct-17	26-Feb-18	607	731	-20%
4	Channagiri	12 PC Qtrs	12		12	243.65	186.33	26-Feb-16	25-Oct-17	25-Jan-18	607	699	-15%
5	Haluvagalu	12 PC Qtrs	12		12	233.05	178.16	26-Feb-16	25-Oct-17	7-Jun-21	607	1928	-218%
6	Harihara	24 PC Qtrs	24		24	500.00	381.07	20-Jun-16	19-Feb-18	19-Feb-18	609	609	0%
	Total				252	5912.35	4443.04	255086	258724	262494	3638	7408	-104%
1	Navalgunda	24 PC Qtrs	24		24	430.70	332.52	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
2	Gudageri	24 PC Qtrs	24		24	457.40	353.21	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

3	Annigere	12 PC Qtrs	12		12	220.30	169.81	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
4	Alnavara	12 PC Qtrs	12		12	224.40	172.98	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
5	Kalgatagi	12 PC Qtrs	12		12	237.02	182.79	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
6	Old CAR, Hubli	144 PC & 6 SI Qtrs at CAR	144	6	150	2778.00	2155.17	29-02-16 / 02-03-17 / 11-10-17	28-10-17 / 01-11-18 / 10-06-19	1-Nov-17			
7	Dharwad	24 PC for DAR Hq	24		24	451.88	349.52	29-Feb-16	28-Oct-17	24-Dec-17	607	664	-9%
8	Dharwad	36 PC & 2 SI Qtrs for RPS	36	2	38	710.40	549.31	29-Feb-16	28-Oct-17	24-Dec-17	607	664	-9%
					296	5510.1	4265.31	296943	301192	344346	4249	4363	-3%
1	Ranibennur	12 PC Qtrs for Town PS	12		12	225.30	173.07	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
2	Ranibennur	12 PC Qtrs for Rural PS	12		12	225.30	173.07	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
3	Ranibennur	12 PC Qtrs for Traffic PS	12		12	225.30	173.07	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
4	Halageri	12 PC Qtrs	12		12	225.20	173.06	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
6	Hirekerur	12 PC Qtrs	12		12	230.70	177.24	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%

7	Hamsabhavi	12 PC Qtrs	12		12	216.20	166.07	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
8	Haveri	12 PC Qtrs for Town PS	12		12	230.65	177.26	15-Sep-16	14-May-18	14-Mar-18	606	545	10%
9	Haveri	12 PC Qtrs for Rural PS	12		12	230.65	177.26	15-Sep-16	14-May-18	14-Mar-18	606	545	10%
10	Haveri	12 PC Qtrs for DAR HQ	12		12	230.65	177.26	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
11	Rattihalli	12 PC Qtrs	12		12	230.65	177.24	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
12	Tadasa	12 PC Qtrs	12		12	216.20	166.07	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
13	Savanur	12 PC & 2 SI Qtrs	12	2	14	276.40	212.38	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
14	Hanagal	12 PC Qtrs	12		12	229.30	176.19	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
15	Adur	12 PC Qtrs	12		12	216.20	166.07	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
16	Bankapura	12 PC Qtrs	12		12	230.50	177.15	17-Feb-16	16-Oct-17	16-Oct-17	607	607	0%
	Total				238	4492.85	3439.02	679071	688782	688660	9711	9589	1%
1	Gulbarga	120 PC & 6 SI Qtrs at DAR	120	6	126	2330.85	1769.98	20-Jan-16	19-Sep-17	19-Sep-17	608	608	0%
2	Madbool	12 PC Qtrs	12		12	228.40	173.26	20-Jan-16	19-Sep-17	19-Sep-17	608	608	0%

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

3	Madbool	12 PC Qtrs	12		12	216.12	163.84	20-Jan-16	19-Sep-17	19-Sep-17	608	608	0%
4	Mahagaon	12 PC Qtrs	12		12	228.40	173.26	20-Jan-16	19-Sep-17	19-Sep-17	608	608	0%
5	Fartabad	12 PC Qtrs	12		12	228.40	173.26	20-Jan-16	19-Sep-17	19-Sep-17	608	608	0%
6	Chittapur	24 PC Qtrs	24		24	459.70	348.91	20-Jan-16	19-Sep-17	19-Sep-17	608	608	0%
7	Kamalapura	12 PC Qtrs	12		12	213.61	161.93	5-Mar-16	4-Nov-17	28-Oct-17	609	602	1%
8	Nimbarga	12 PC Qtrs	12		12	213.40	161.77	5-Mar-16	4-Nov-17	29-Oct-17	609	603	1%
9	Mudhol	12 PC Qtrs	12		12	214.97	162.97	20-Jan-16	19-Sep-17	19-Sep-17	608	608	0%
10	Sedam	12 PC Qtrs	12		12	213.44	161.80	5-Mar-16	4-Nov-17	29-Oct-17	609	603	1%
	Total				246	4547.29	3451	424025	430108	430089	6083	6064	0%
1	Koppal	120 PC & 8 SI Qtrs for DAR	120	8	128	2504.22	1896.21	25-Jan-16	24-Sep-17	24-Sep-17	608	608	0%
2	Gangavathi	36 PC & 4 SI Qtrs	36	4	40	753.63	568.85	25-Jan-16	24-Sep-17	24-Sep-17	608	608	0%
3	Kanakagiri	12 PC Qtrs	12		12	224.90	169.79	25-Jan-16	24-Sep-17	24-Sep-17	608	608	0%
4	Kustigi	12 PC Qtrs	12		12	224.90	169.79	25-Jan-16	24-Sep-17	24-Sep-17	608	608	0%
5	Hanuma sagar	12 PC Qtrs	12		12	224.90	169.79	25-Jan-16	24-Sep-17	24-Sep-17	608	608	0%

	Total					204	3932.55	2974.43	211970	215010	215010	3040	3040	0%
6	Raichur	72 PC & 4 SI Qtrs	72	4	76	1408.39	1099.59	23-Jan-16	24-Sep-17	24-Aug-17	610	579	5%	
7	Jalahalli, Devedurga Tq	12 PC Qtrs	12		12	251.07	194.67	18-Feb-17	17-Oct-17	17-Aug-17	241	180	25%	
	Total					88	1659.46	1294.26	85176	86027	85935	851	759	11%
1	Tumkur	24 PC & 6 SI Qtrs	24	6	30	569.88	445.05	2-Nov-16	1-Jul-18	07-06-2021	606	1678	-177%	
2	Sira	12 PC Qtrs	12		12	227.10	177.53	10-Mar-16	9-Nov-17	9-Nov-17	609	609	0%	
3	Kodigenahalli	12 PC Qtrs	12		12	227.00	177.84	10-Mar-16	9-Nov-17	9-Nov-17	609	609	0%	
4	Badavanahalli	24 PC Qtrs	24		24	454.00	355.68	10-Mar-16	9-Nov-17	9-Nov-17	609	609	0%	
5	Amruthur	12 PC Qtrs	12		12	227.00	177.84	10-Mar-16	9-Nov-17	9-Nov-17	609	609	0%	
6	Kibbanahalli	12 PC Qtrs	12		12	227.00	177.84	10-Mar-16	9-Nov-17	9-Nov-17	609	609	0%	
7	Tiptur	12 PC Qtrs	12		12	227.00	177.84	10-Mar-16	9-Nov-17	9-Nov-17	609	609	0%	
	Total					114	2158.98	1689.62	297310	301570	302642	4260	5332	-25%
1	Vijayapura	36 PC Qtrs (Block A,B&C) for Adarshnagar & APMC in	36		36	658.50	519.60	30-Mar-16	29-Nov-17	23-Jan-18	609	664	-9%	

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

		Vijayanagar Town.											
2	Vijayapura	48 PC Qtrs (Blk-A to E) & 8 SI Qtrs.(Blk A & B) at DAR Vijayapura	48	8	56	1052.29	826.61	30-Mar-16	29-Nov-17	23-Jan-18	609	664	-9%
3	Indi	2 SI Qtrs		2	2	40.99	37.15	30-Mar-16	29-Nov-17	29-Sep-17	609	548	10%
4	Navraspur	24 PC Qtrs for Gandhichowk & Tr PS	24		24	425.24	337.39	19-Oct-16	12-Jun-18	8-Jun-18	601	597	1%
5	Babaleshwar	12 PC Qtrs	12		12	224.33	177.37	30-Mar-16	29-Nov-17	29-Oct-17	609	578	5%
6	Chadachan	12 PC Qtrs	12		12	230.20	182.05	30-Mar-16	29-Nov-17	29-Sep-17	609	548	10%
7	Almel	12 PC Qtrs	12		12	224.34	177.37	30-Mar-16	29-Nov-17	29-Sep-17	609	548	10%
8	Basavana Begewadi	12 PC Qtrs	12		12	224.33	177.37	30-Mar-16	29-Nov-17	29-Nov-17	609	609	0%
9	Almatti	12 PC Qtrs	12		12	229.34	177.37	30-Mar-16	29-Nov-17	29-Nov-17	609	609	0%
10	Arakeri, Vijayapura	72 PC Qtrs for IRB	72		72	1254.30	996.89	30-Mar-16	29-Nov-17	29-Nov-17	609	609	0%
11	Arakeri, Vijayapura	240 PC & 14 SI Qtrs for IRB	240	14	254	4556.65	4000.00	11-Apr-16	10-Dec-17	10-Nov-17	608	578	5%
Total					504	9120.5	7609.2	467264	473954	473816			-35%

Table 38: Delay Analysis of projects constructed under PG 3

Location	Work	PC	SI	Total	Est Cost in Lakhs	Start Date	End Date	Actual Completion Date	Estimated number of days	Actual number of days	Timeline variance
Dabaspet	12 PC Qtrs	12		12	223.00	25-Dec-17	24-Apr-19	24-Jun-19	485	546	-12.58
Tyamagondlu	12 PC Qtrs	12		12	223.00	25-Dec-17	24-Apr-19	24-Jun-19	485	546	-12.58
Nelamangala	24 PC & 8 SI Qtrs	24	8	32	596.40	30-Nov-17	29-Mar-19	29-Mar-19	484	484	0
Byadarahalli	24 PC Qtrs at DAR	24		24	427.40	10-Nov-17	9-Mar-19	9-Mar-19	484	484	0
Total		72	8	80	1469.80				0	0	NA
Tumkur City	120 PC Qtrs	120		120	2134.50	10-Jan-18	9-May-19	30-Mar-19	484	444	8.26
Tumkur City	6 SI Qtrs		6	6	120.00	10-Jan-18	9-May-19	30-Mar-19	484	444	8.26
Total		120	6	126	2254.50				0	0	NA
Tumkur City (Kora)	12 PC Qtrs	12		12	223.50	16-Jul-18	15-Nov-19	15-Nov-19	487	487	0
Kallambella	12 PC Qtrs	12		12	223.50	22-Mar-18	21-Jul-19	21-Jul-19	486	486	0
Pattanayakanahalli	12 PC Qtrs	12		12	223.50	6-Dec-17	5-Apr-19	5-May-19	485	515	-6.19
Tavarekere	12 PC Qtrs	12		12	223.50	6-Dec-17	5-Apr-19	5-May-19	485	515	-6.19

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

						17	19				
Sira	12 PC Qtrs	12		12	220.30	6-Aug-18	5-Dec-19	23-Oct-19	486	443	8.85
Koratagere	12 PC Qtrs	12		12	223.50	13-Aug-18	12-Dec-19	12-Dec-19	486	486	0
Kolala	24 PC Qtrs (Block A & B)	24		24	440.00	6-Dec-17	5-Apr-19	30-Mar-19	485	479	1.24
Pavagada	12 PC Qtrs	12		12	228.50	6-Aug-18	5-Dec-19	20-Nov-19	486	471	3.09
Midigeshi	12 PC Qtrs	12		12	223.50	6-Dec-17	5-Apr-19	30-Mar-19	485	479	1.24
Kunigal	12 PC Qtrs	12		12	223.50	6-Dec-17	5-Apr-19	5-Apr-19	485	485	0
Kunigal (Huliyurudurga)	12 PC Qtrs	12		12	223.50	6-Aug-18	5-Dec-19	5-Dec-19	486	486	0
Dandinashivara	12 PC Qtrs	12		12	223.50	6-Dec-17	5-Apr-19	5-Apr-19	485	485	0
Tiptur	24 PC Qtrs (Block A & B)	24		24	440.00	6-Dec-17	5-Apr-19	30-Mar-19	485	479	1.24
Chikkanayakanahalli	12 PC Qtrs	12		12	223.50	6-Dec-17	5-Apr-19	30-Mar-19	485	479	1.24
Total		192	0	192	3563.80				0	0	NA
Chikkaballapur	72 PC & 6 SI Qtrs (Block A to F)	72	6	78	1372.18	17-Jan-18	16-May-19	26-May-19	484	494	-2.07
Chintamani	36 PC & 2 SI Qtrs	36	2	38	678.30	17-Jan-	16-May-	16-May-19	484	484	0

						18	19				
Srinivasapura	24 PC Qtrs (Block A & B)	24		24	423.10	17-Jan-18	16-May-19	30-Mar-19	484	437	9.71
Mulabagilu	12 PC Qtrs	12		12	219.10	1-Jan-18	30-Apr-19	24-Jul-19	484	569	-17.56
Bethamangala, KGF	12 PC Qtrs	12		12	219.00	21-May-18	20-Sep-19	26-Jun-19	487	401	17.66
Robertsonpet, KGF	24 PC & 6 SI Qtrs	24	6	30	551.85	2-Nov-17	25-May-19	27-Apr-19	569	541	4.92
Robertsonpet, KGF	Compound Wall around the Quarters			1*	20.00	16-Jan-20	15-Jul-20	15-Jul-20	181	181	0
Bangarpet, KGF	24 PC & 2 SI Qtrs	24	2	26	470.75	27-Feb-18	26-Jun-19	26-Jun-19	484	484	0
Bangarpet	Compound Wall around the Quarters			1*	22.00	16-Jan-20	15-Jul-20	15-Jul-20	181	181	0
Oorgaum, KGF	12 PC & 6 SI Qtrs	12	6	18	339.25	1-Jan-18	30-Apr-19	27-Apr-19	484	481	0.62
Total		216	22	238	4315.53				0	0	NA
Kolar	120 PC & 8 SI Qtrs at DAR	120	8	128	2285.53	21-May-18	20-Sep-19	6-Oct-19	487	503	-3.29
Gulpet	60 PC & 4 SI Qtrs	60	4	64	1141.20	22-Jan-18	21-May-19	19-May-19	484	482	0.41
Total		180	12	192	3426.73				0	0	NA
Jockey Qtrs, Mysore	72 PC Qtrs	72		72	1351.90	10-Mar-18	9-Jul-19	31-Aug-20	486	905	-86.21

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

Jyothinagara, Mysore	36 PC Qtrs	36		36	680.00	10-Mar-18	9-Jul-19	31-Aug-20	486	905	-86.21
Hunsur	24 PC Qtrs (Block A&B)	24		24	433.20	10-Mar-18	9-Jul-19	31-Aug-20	486	905	-86.21
K R Nagar	24 PC Qtrs (Block A&B)	24		24	433.20	10-Mar-18	9-Jul-19	31-Aug-20	486	905	-86.21
Total		156	0	156	2898.30				0	0	NA
Lingadahalli	12 PC Qtrs	12		12	224.64	5-Mar-18	10-May-19	12-Sep-20	431	922	-113.92
Singtagere	12 PC Qtrs	12		12	224.64	5-Mar-18	4-Jul-19	12-Sep-20	486	922	-89.71
Lakkavalli	12 PC Qtrs	12		12	224.64	8-Mar-18	7-Jul-19	12-Sep-20	486	919	-89.10
Ajjanpura	12 PC Qtrs	12		12	224.64	11-Jan-18	10-May-19	18-Jan-21	484	1103	-127.89
Sakarayatna (sringeri)	12 PC Qtrs	12		12	224.64	11-Jan-18	10-May-19	12-Sep-20	484	975	-101.45
Total		60	0	60	1123.20				0	0	NA
Shantigramma, Hassan	108 PC (Blk A to I) & 6 SI Qtrs for 11th Btn	108	6	114	2133.85	24-Jan-18	24-May-19	30-Mar-19	485	430	11.34
Shantigramma, Hassan	Retaining Wall & Box Drain to Qtrs			1*	89.00	8-Jan-21	7-Jul-21	5-Jul-21	180	178	1.11
Total		108	6	114	4040.31				0	0	NA
Hassan	24 PC & 6 SI Qtrs for PTS	24	6	30	538.26	11-Jul-18	10-Nov-19	16-Jul-20	487	736	-51.13

Banavara	24 PC Qtrs (Block A & B)	24		24	423.92	11-Jul-18	10-Nov-19	20-Aug-20	487	771	-58.32
Gandasi	12 PC Qtrs	12		12	218.30	11-Jul-18	10-Nov-19	20-Aug-20	487	771	-58.32
Sakaleshpura	24 PC Qtrs (Block A & B)	24		24	450.40	11-Jul-18	10-Nov-19	31-Aug-20	487	782	-60.58
Hirisave	24 PC Qtrs (Block A & B)	24		24	423.92	11-Jul-18	10-Nov-19	20-Aug-20	487	771	-58.32
Channaraya patna	24 PC Qtrs (Block A & B)	24		24	423.92	11-Jul-18	10-Nov-19	31-Aug-20	487	782	-60.58
Konanur	12 PC Qtrs	12		12	226.40	11-Jul-18	10-Nov-19	27-Oct-20	487	839	-72.28
Gorur	12 PC Qtrs	12		12	218.30	11-Jul-18	10-Nov-19	31-Aug-20	487	782	-60.58
Aluru	12 PC Qtrs	12		12	226.40	11-Jul-18	10-Nov-19	31-Aug-20	487	782	-60.58
Nuggehalli	12 PC Qtrs	12		12	218.30	11-Jul-18	10-Nov-19	31-Aug-20	487	782	-60.58
Belur	12 PC Qtrs	12		12	226.40	11-Jul-18	10-Nov-19	20-Aug-20	487	771	-58.32
Total		192	6	198	3594.52				0	0	NA
Bhadravathi	36 PC & 4 SI Qtrs for PS & DAR	36	4	40	738.93	1-Sep-17	31-Dec-18	30-Mar-19	486	575	-18.31
Bhadravathi	36 PC Qtrs for PS & DAR	36		36	680.57	1-Sep-17	31-Dec-18	27-Apr-19	486	603	-24.07

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

Thirthahalli	12 PC Qtrs	12		12	234.90	1-Sep-17	31-Dec-18	30-Mar-19	486	575	-18.31
Sagara	24 PC Qtrs (Block A & B)	24		24	466.75	1-Sep-17	31-Dec-18	30-Mar-19	486	575	-18.31
Shiralakoppa	12 PC Qtrs	12		12	230.15	1-Sep-17	31-Dec-18	27-Apr-19	486	603	-24.07
Shikaripura	12 PC Qtrs	12		12	230.15	1-Sep-17	31-Dec-18	27-Apr-19	486	603	-24.07
Hosanagar	12 PC Qtrs	12		12	234.90	1-Sep-17	31-Dec-18	30-Mar-19	486	575	-18.31
Total		144	4	148	2816.35				0	0	NA
Yellapura	12 PC & 2 SI Qtrs	12	2	14	279.75	7-Dec-17	6-Apr-19	3-Apr-19	485	482	0.62
Sirsi	24 PC & 2 SI Qtrs	24	2	26	506.50	18-Jan-18	17-May-19	5-Jul-19	484	533	-10.12
Banavasi	12 PC & 2 SI Qtrs	12	2	14	280.20	7-Dec-17	6-Apr-19	5-Jul-19	485	575	-18.56
Haliyala	12 PC Qtrs	12		12	236.25	7-Dec-17	6-Apr-19	5-Jul-19	485	575	-18.56
Dandeli	12 PC Qtrs	12		12	236.25	7-Dec-17	6-Apr-19	5-Jul-19	485	575	-18.56
Siddapura	24 PC & 2 SI Qtrs	24	2	26	512.75	7-Dec-17	6-Apr-19	3-Apr-19	485	482	0.62
Rattihalli	12 PC Qtrs	12		12	221.50	7-Dec-17	6-Apr-19	3-Apr-19	485	482	0.62

Total		108	8	116	2273.20				0	0	NA
Belgaum	60 PC & 12 SI Qtrs	60	12	72	1361.25	2-Nov-17	1-Mar-19	24-Apr-19	484	538	-11.16
Kakati	12 PC Qtrs	12		12	224.50	2-Nov-17	1-Mar-19	24-Apr-19	484	538	-11.16
Hire Bagewadi	36 PC Qtrs	36		36	664.25	2-Nov-17	1-Mar-19	24-Apr-19	484	538	-11.16
Shahapur	24 PC Qtrs	24		24	460.50	26-Feb-19	25-Jun-20	24-Sep-20	485	576	-18.77
City Lane, Belagavi	72 PC & 6 SI Qtrs	72	6	78	1455.50	2-Feb-18	1-Jun-19	24-Dec-19	484	690	-42.56
Nippani	24 PC Qtrs	24		24	447.00	2-Nov-17	1-Mar-19	24-Apr-19	484	538	-11.16
Total		228	18	246	4613.00				0	0	NA
Bagalkote	24 PC & 4 SI Qtrs	24	4	28	533.05	25-Oct-17	24-Feb-19	15-Dec-18	487	416	14.58
Babaleshwara	12 PC Qtrs	12		12	224.00	1-Dec-17	31-Mar-19	10-Nov-18	485	344	29.07
Indi	12 PC & 2 SI Qtrs	12	2	14	280.55	27-Oct-17	26-Feb-19	10-Nov-18	487	379	22.18
Nidagundi	12 PC & 2 SI Qtrs	12	2	14	264.65	25-Oct-17	24-Feb-19	10-Nov-18	487	381	21.77
Tikota	12 PC Qtrs	12		12	224.10	21-Oct-17	20-Feb-19	10-Nov-18	487	385	20.95
Almel	2 SI Qtrs		2	2	40.65	28-Oct-	27-Feb-	10-Nov-18	487	378	22.39

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

						17	19				
Sindhagi	2 SI Qtrs		2	2	40.65	28-Oct-17	27-Feb-19	10-Nov-18	487	378	22.39
Muddebihal	2 SI Qtrs		2	2	40.65	2-Nov-17	1-Mar-19	10-Nov-18	484	373	22.93
Total		72	14	86	1648.30				0	0	
Shahabad	24 PC & 2 SI Qtrs	24	2	26	475.46	14-Feb-18	13-Jun-19	30-Mar-19	484	409	15.50
Shirvar	12 PC Qtrs	12		12	223.58	23-Oct-17	22-Feb-19	22-Feb-19	487	487	0
Yeragara	12 PC Qtrs	12		12	223.58	23-Oct-17	22-Feb-19	22-Feb-19	487	487	0
Sindhanur	24 PC Qtrs	24		24	438.50	23-Oct-17	22-Feb-19	22-Feb-19	487	487	0
Yadgir	96 PC & 8 SI Qtrs	96	8	104	1889.99	23-10-17 / 10-01-18	22-02-19 / 09-05-19	30-Mar-19			
Total		168	10	178	3251.11				0	0	NA
Sirsi Circle, Mysore Road	64 PC & 128 SI Qtrs	64	128	192	4531.45	5-Mar-18	4-Sep-19	17-Jun-20	548	835	-52.38
Sirsi Circle, Mysore Road	Compound Wall & Security Room for New 192 Qtrs			1*	87.05	21-Mar-20	20-Sep-20	20-Dec-20	183	274	-49.73
Total		64	128	192	4618.50				0	0	NA
Binny Mill	64 PC Qtrs (Block C)	64		64	1404.10	21-Apr-	20-Oct-	16-Dec-20	547	970	-77.33

						18	19				
Binny Mill	Compound Wall around the Quarters			1*	80.00	15-Jul-19	14-Jan-20	14-Jan-20	183	183	0
Hulimavu (Kadugodi)	64 PC Qtrs	64		64	1354.70	21-Apr-18	20-Oct-19	16-Dec-20	547	970	-77.33
Total		128	0	128	2838.80				0	0	NA
Nagarabhavi (Jnabharathi)	128 PC Qtrs (Block A & B)	128		128	2666.30	11-Jun-18	10-Dec-19	31-Jul-21	547	1146	-109.51
Total		128	0	128	2666.30				0	0	NA
Nagarabhavi (Jnabharathi)	128 PC Qtrs (Block C & D)	128		128	2594.70	26-Mar-18	25-Sep-19	9-Dec-20	548	989	-80.48
Nagarabhavi (Jnabharathi)	Compound Wall around the Quarters site			1*	60.00	28-Dec-20	27-Jun-21	30-Jun-21	181	184	-1.66
Total		128	0	128	2654.70				0	0	NA
Coles Road, Frazer Town	32 SI Qtrs		32	32	853.04	1-Jun-18	30-Nov-19	14-Dec-20	547	927	-69.47
Coles Road, Frazer Town	Compound Wall for 32 SI Qtrs			1*	52.50				0	0	NA
Coles Road, Frazer Town	Providing & fixing of MS Grills to Balcony & Utility Area for 32 SI Qtrs			1*	5.80				0	0	NA
Total		0	32	32	911.34				0	0	NA

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

Attibele	12 PC Qtrs	12		12	222.30	5-Dec-17	4-Apr-19	4-Sep-19	485	638	-31.55
Sarjapura	12 PC Qtrs	12		12	223.00	5-Dec-17	4-Apr-19	4-Sep-19	485	638	-31.55
Anekal	24 PC Qtrs (Block A & B)	24		24	427.40	26-Dec-17	25-Apr-19	25-Sep-19	485	638	-31.55
Channarayana patna (Near Hoskote)	12 PC Qtrs	12		12	224.00	5-Dec-17	4-Apr-19	4-Sep-19	485	638	-31.55
Sulibele	12 PC Qtrs	12		12	224.00	5-Dec-17	4-Apr-19	4-Sep-19	485	638	-31.55
Total		72	0	72	1320.70				0	0	NA
Vijayapura	12 PC & 4 SI Qtrs	12	4	16	304.66	15-Dec-17	14-Apr-19	12-Apr-19	485	483	0.41
Doddaballapur	24 PC Qtrs (Block A & B)	24		24	435.50	12-Jan-18	11-May-19	25-Apr-19	484	468	3.31
Hosahalli	12 PC Qtrs	12		12	224.00	15-Dec-17	14-Apr-19	14-Apr-19	485	485	0
Total		48	4	52	964.16				0	0	
Kote, Shimoga	48 PC Qtrs (Block A B C & D)	48		48	889.05	18-Sep-17	17-Jan-19	30-Mar-19	486	558	-14.81
Shimoga	48 PC & 6 SI Qtrs for DAR	48	6	54	1016.60	18-Sep-17	17-Jan-19	30-Mar-19	486	558	-14.81
Total		96	6	102	1905.65				0	0	
Karwar	24 PC & 4 SI Qtrs for Town, Rural & Traffic	24	4	28	557.00	1-Dec-17	30-Mar-19	14-Jun-20	484	926	-91.32

	PS										
Karwar	96 PC & 2 SI Qtrs for DAR	96	2	98	1900.75	01-12-17 / 30-03-18	30-03-19 / 29-07-19	14-Jun-20			
Total		120	6	126	2457.75				0	0	
Shaktinagar, Mangalore	24 PC & 8 SI Qtrs	24	8	32	628.70	9-Nov-17	8-Mar-19	17-Apr-19	484	524	-8.26
Punjalkatte	12 PC Qtrs	12		12	235.92	9-Nov-17	8-Mar-19	17-Apr-19	484	524	-8.26
Total		36	8	44	864.62				0	0	
Badagabettu, Udupi	56 PC & 6 SI Qtrs	56	6	62	1303.40	26-Mar-18	23-Sep-19	20-Apr-21	546	1121	-105.31
Total		56	6	62	1303.40				0	0	
Karkala	48 PC Qtrs for Town & Rural PS	48		48	929.20	5-Jan-18	4-May-19	30-Oct-20	484	1029	-112.60
Kapu	16 PC & 2 SI Qtrs	16	2	18	357.00	5-Jan-18	4-May-19	30-Oct-20	484	1029	-112.60
Total		64	2	66	1286.20				0	0	
Chitradurga	48 PC & 12 SI Qtrs	48	12	60	1144.60	17-Sep-17	16-Jan-19	9-Mar-19	486	538	-10.70
Aimangala	24 PC & 6 SI Qtrs for PTS	24	6	30	555.30	17-Sep-17	16-Jan-19	9-Mar-19	486	538	-10.70
Total		72	18	90	1699.90				0	0	
Barlane Road, Chikmagalur	12 PC Qtrs	12		12	224.63	8-Mar-18	7-Jul-19	12-Sep-20	486	919	-89.10

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

(Mallandur)											
Tarikere (Mallandur)	2 SI Qtrs		2	2	43.70	5-Mar-18	4-Jul-19	18-Jan-21	486	1050	-116.05
Aldur	12 PC Qtrs	12		12	224.18	5-Mar-18	4-Jul-19	12-Sep-20	486	922	-89.71
Moodigere	12 PC Qtrs	12		12	224.64	8-Mar-18	7-Jul-19	12-Sep-20	486	919	-89.10
Banakal	12 PC Qtrs	12		12	224.64	5-Mar-18	4-Jul-19	12-Sep-20	486	922	-89.71
Baluru (Ajjampura)	12 PC Qtrs	12		12	224.64	5-Mar-18	4-Jul-19	12-Sep-20	486	922	-89.71
Total		60	2	62	1166.43				0	0	
TOTAL									56406	72837	-29.73

6.10 Prospects of achieving satisfactory rating under GRIHA (Green Rating for Integrated Habitat Assessment).

GRIHA is an acronym for Green Rating for Integrated Habitat Assessment. GRIHA is a rating tool that helps people assess the performance of their building as compared to certain nationally acceptable benchmarks. It evaluates the environmental performance of a building holistically over its entire life cycle, thereby providing a definitive standard for what constitutes a 'green building'. The rating system, based on accepted energy and environmental principles, seeks to strike a balance between the established practices and emerging concepts, both national and international.

All the above factors have been examined as part of primary data and brought out under the analogy of satisfactory index.

6.11 Compliance to Gruha Norms

6.11.1 Examination of the timeline in the construction of houses and the number of houses constructed under the Police Gruha for PG 1, PG2 and PG 3 respectively.

Detailed district wise and cumulative analysis of the estimated time line of the houses to be constructed as compared to the actual timeline of house constructed under the Police Gruha for PG1, PG2 and PG3 respectively was conducted and the same is presented in

Table 39. The estimated timeline indicates the total number of projected days for the construction of houses in a particular district. The actual timeline indicates the total number of days taken for completion of construction of houses in a particular district.

Figure 29, Figure 30 and Figure 31 elaborates on the district wise time variance for houses constructed under PG1, PG2 and PG 3 respectively. Figure 32, Figure 33, Figure 34 and Figure 35 indicates the number of houses estimated to be constructed in each phase and the actual number of houses constructed within the projected time schedule.

Table 39: District-wise timeline variance of houses constructed under Police Gruha

District	PG1		PG2		PG3	
	Estimated timeline	Actual Timeline	Estimated timeline	Actual Timeline	Estimated timeline	Actual Timeline
Bangalore Rural					5817	6686
Bangalore Urban			5444	15330	4073	6720
Belgaum			6677	6776	2905	3418
Bellary	5963	6028				
Bidar	3919	4502				
Bijapur			6690	6552	3404	2618
Chamarajanagar	4250	5502			1458	3430
Chikkaballapura					968	978
Chikkamagalur	1551	1482			2916	5654
Chitradurga	4257	4904			972	1076
Dakshina Kannada			4870	10446	609	
Davangere			3638	7408		
Dharwad			4249	4363		
Gadag	3825	4902			484	409
Gulbarga	1704	1762	6083	6064	1704	1762

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

Hassan					6328	9504
Haveri			9711	9589	485	482
Kolar					3963	3898
Kodagu	3093	3569				
Koppal			3040	3040	486	541
Mandya	3825	4939			1944	4406
Mysore	4770	5958			1944	3620
Raichur	2556	2619	851.00	759.00	1461	1461
Ramanagar	2979	3118	-			
Shivamogga					4374	5225
Tumkur	425	547	4260	5332	7765	7663
Udupi	516	509			1514	3179
Uttar Kannada	2552	2884			3879	4955
Yadgir	1275	1428			484	444
Bagalkote			5111	6091	453	501

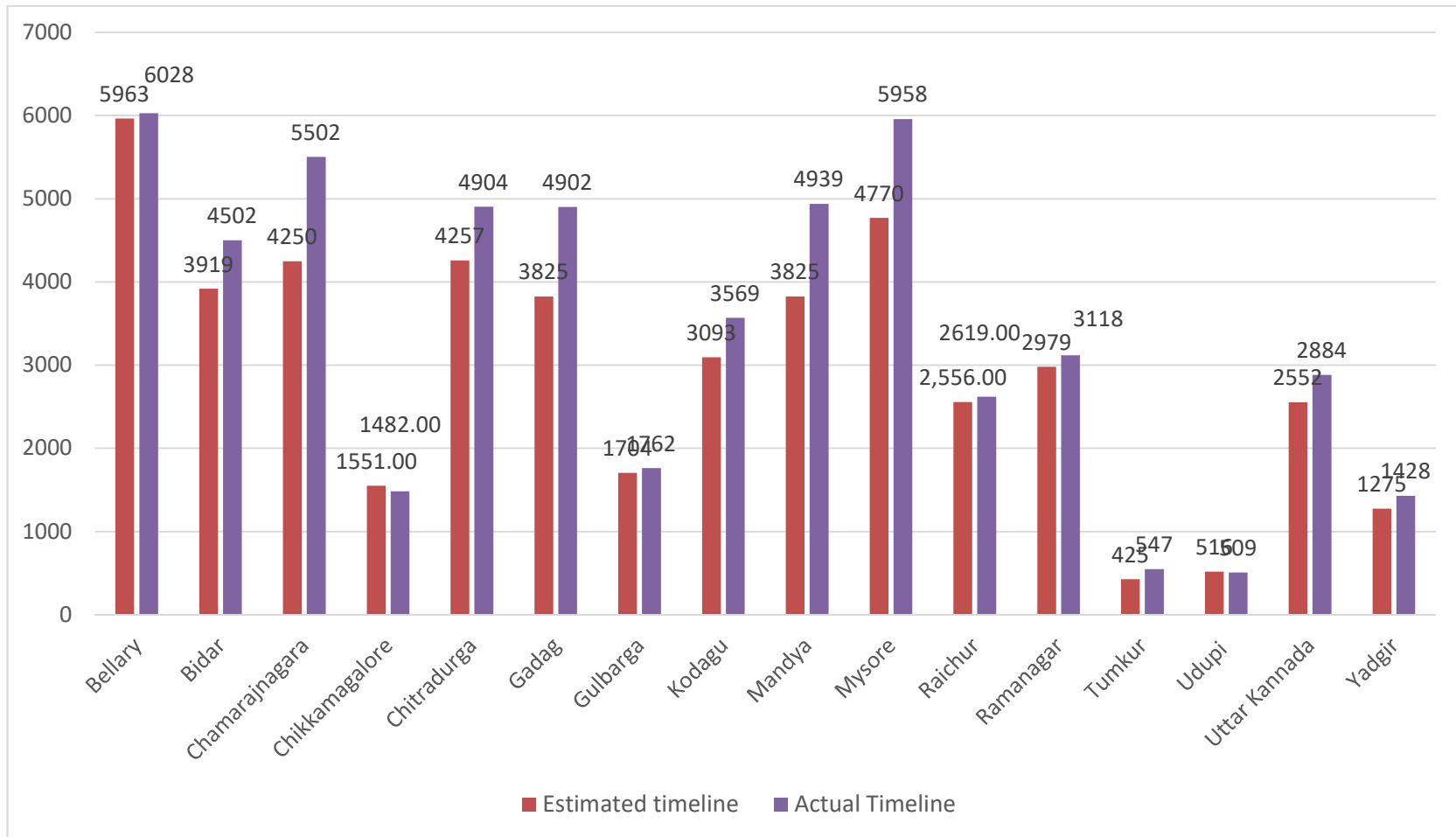


Figure 29: District wise estimated timeline vs. actual timeline (in days) of PG1

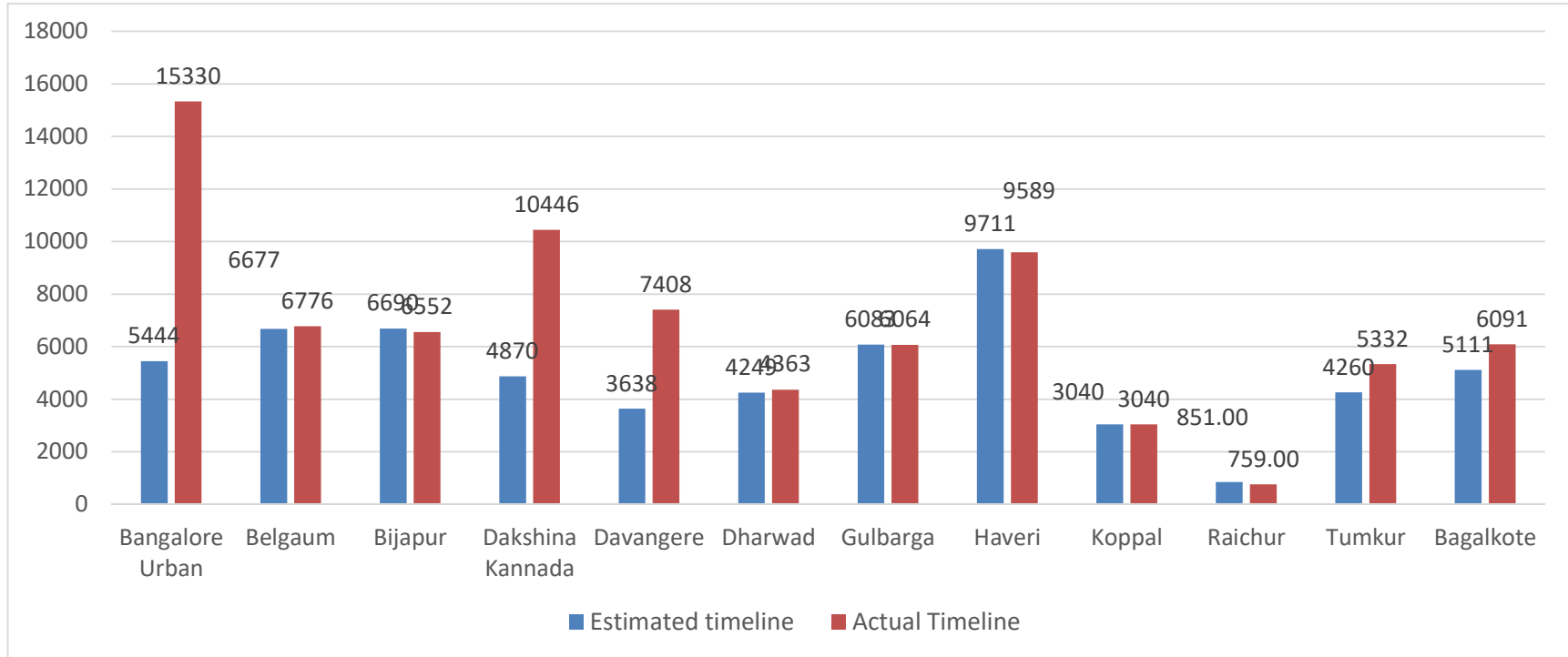


Figure 30: District wise estimated timeline vs. actual timeline (in days) of PG2

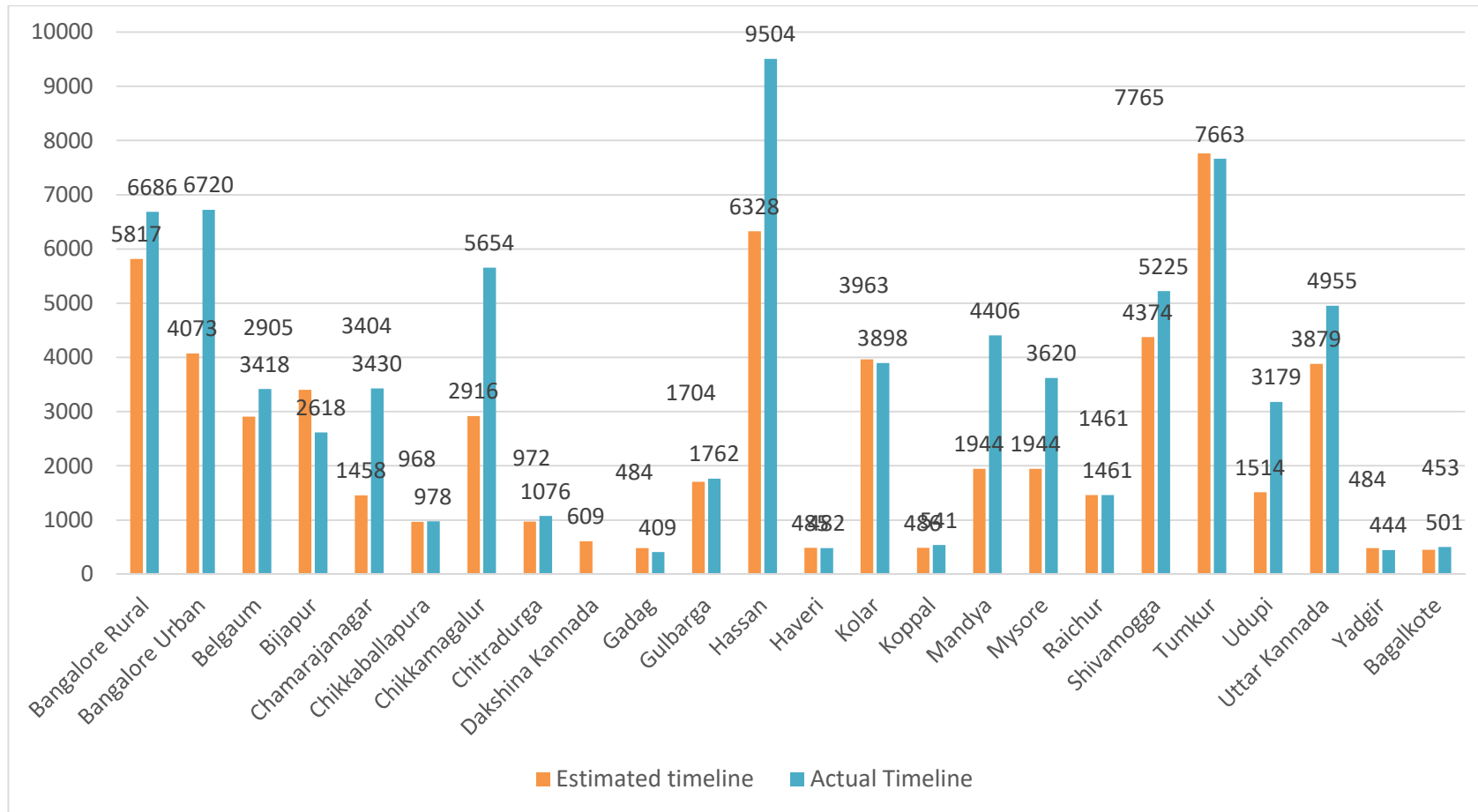


Figure 31: District wise estimated timeline vs actual timeline (in days) of PG3

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

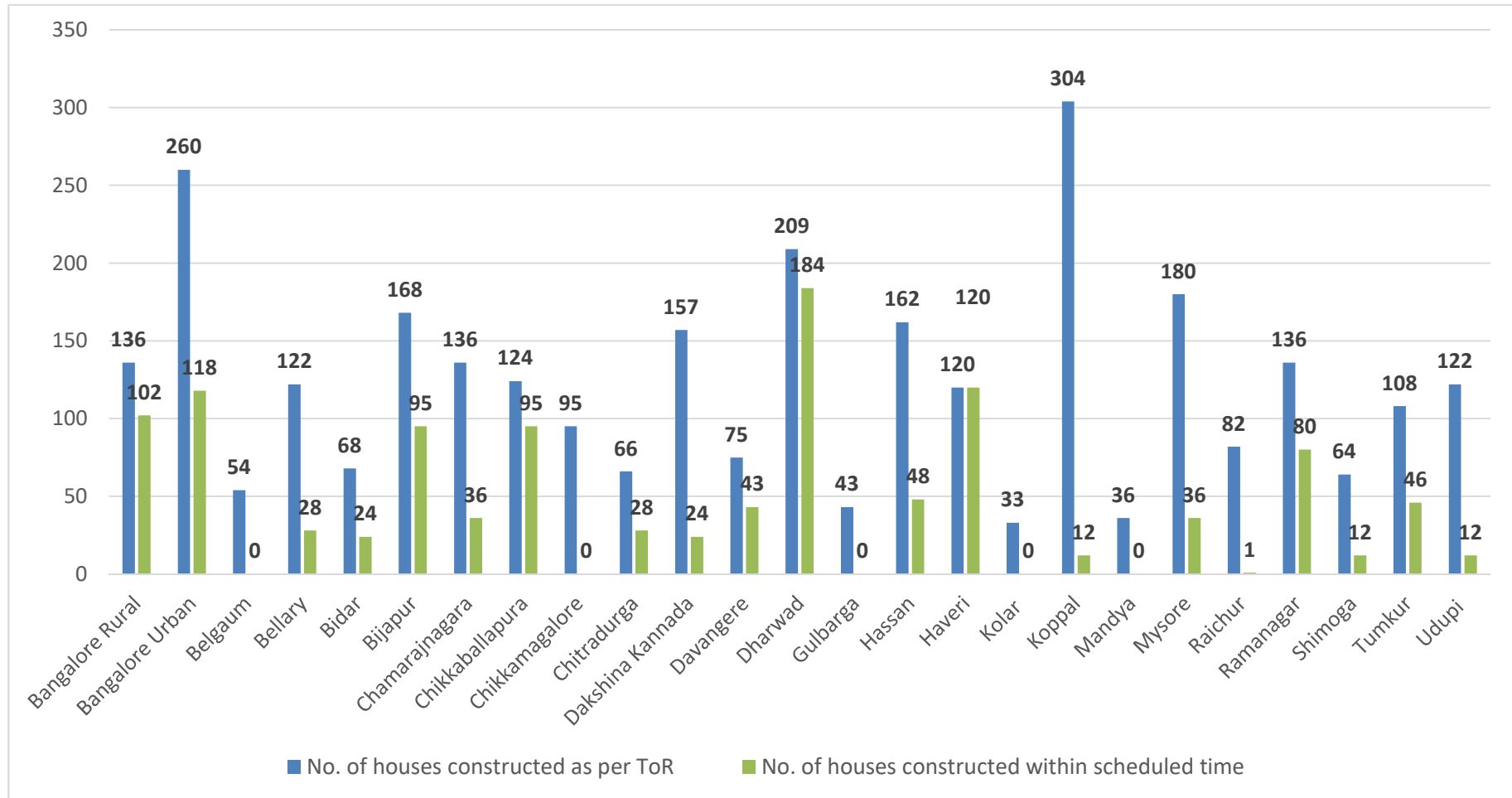


Figure 32: No. of houses estimated to be constructed vs No. of houses constructed within scheduled time of AHS

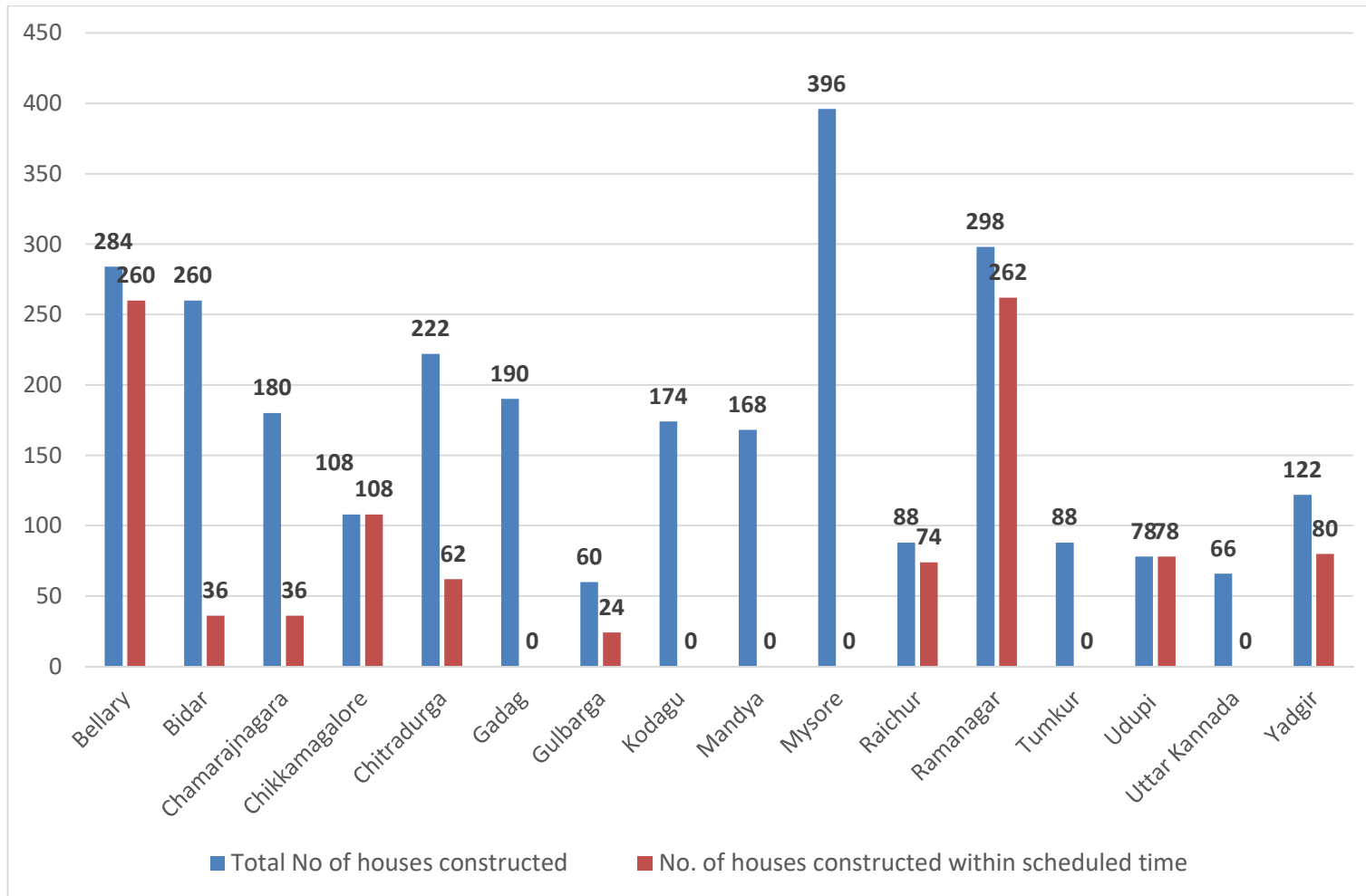


Figure 33: No. of houses estimated to be constructed vs No. of houses constructed within scheduled time of PG1

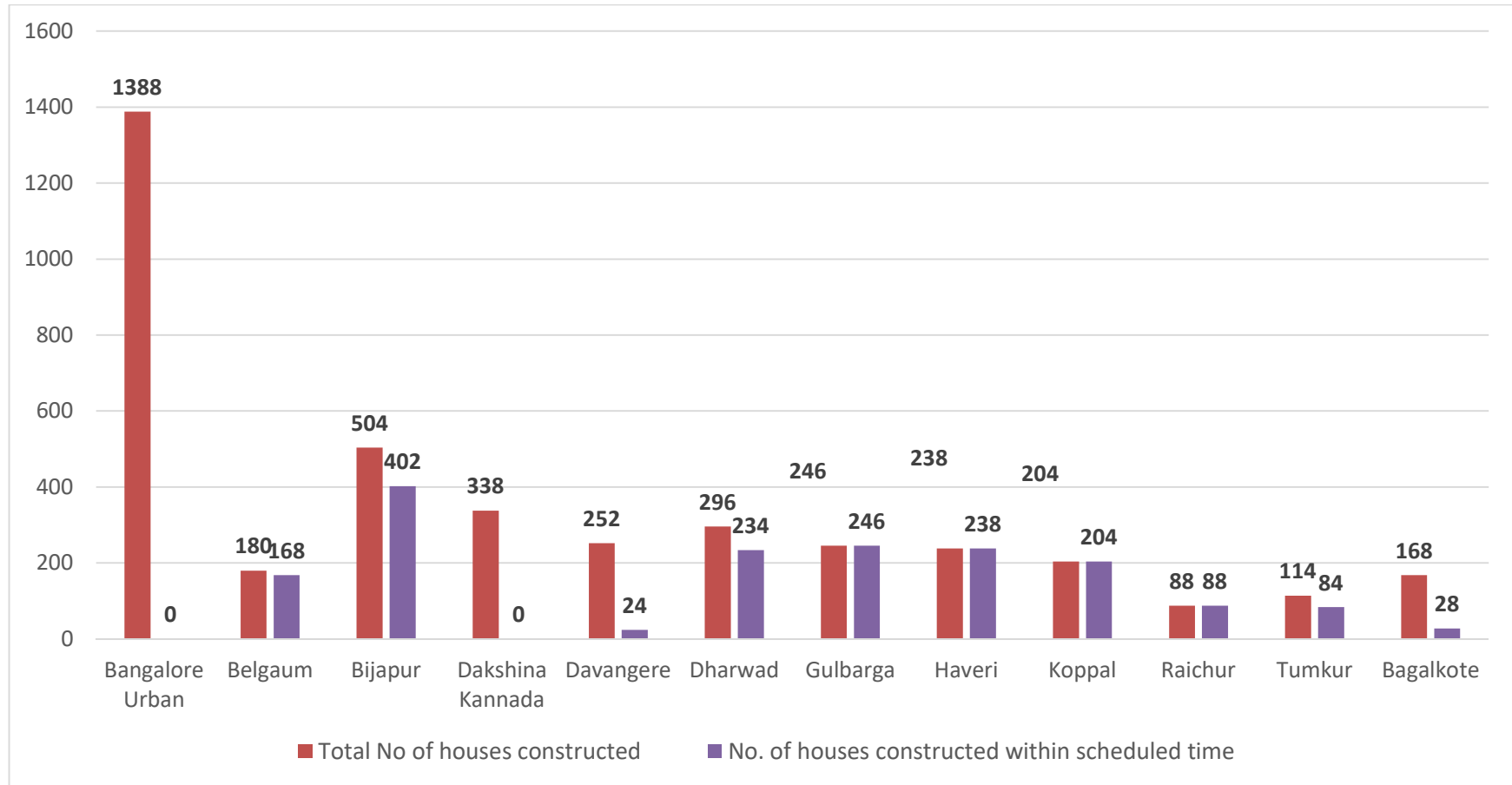


Figure 34: No. of houses estimated to be constructed vs No. of houses constructed within scheduled time of PG2

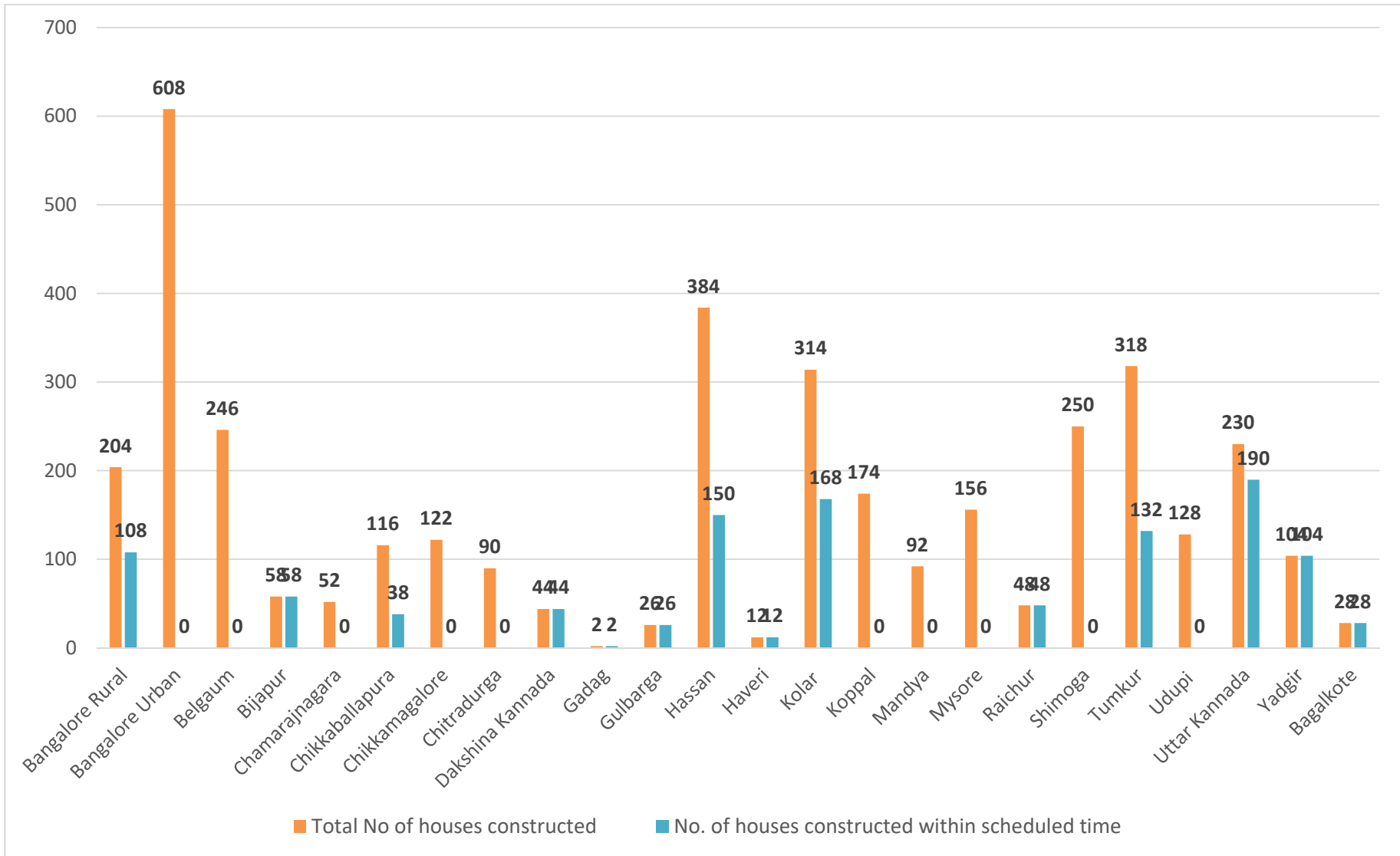


Figure 35: No. of houses estimated to be constructed vs No. of houses constructed within scheduled time for PG3

6.11.2 Quality parameters observed by the Corporation in the construction of houses under Police Gruha.

The Corporation has explicitly put forth its objectives in its Vision and Mission in its Policy Statement. The guiding philosophy of the Corporation is to build innovative buildings to redefine Police and Policing of Karnataka. Further, the Quality & Environmental Policy Statement has also been revised and integrated with Total Quality Management (TQM) resulting in improvement in quality in construction by adhering to total transparency and right to information. The Police Housing Corporation is an ISO 9001:2008 & 14001:2004 certified company for its quality management and environmental management systems respectively.

The Corporation reviews its systems and processes for continual improvement through internal and external audits, management reviews and evaluation of performance against set targets from time to time. In order to further streamline its systems and procedures and to avoid duplication and overlapping, the Corporation has integrated its Quality Management System and Environmental Management System into an Integrated Management System (IMS). The implementation of IMS has enabled the Corporation to control the cost, time and disruption which could have occurred due to separate quality system and environmental system audits. This has led to more emphasis on adherence to the systems and procedures in a focused and effective manner due to streamlining and aligning the process and procedures. The Corporation has standardized all its processes and procedures through well defined, codified and documented Integrated Policy, Integrated Management System Manual, Integrated Management System Procedures and Integrated Objectives. There is a continuous collective effort to meet the objectives and targets and the same are monitored through Internal Audit, Management Reviews and surveillance audits by external audit teams. The quality parameters have also been integrated with the Web Based Project Management System of the Corporation.

The Corporation has an in-house quality control division to monitor quality aspects of the projects undertaken and executed by the Corporation. The quality control division checks the quality of the construction as per the stipulated quality plan of a project. It also deals with the complaints received from the user department.

The other areas of focus are high value projects and works for which contractors have quoted considerable lesser rates than the amount put to tender. As per the KTPP Act guidelines, the Corporation engages third party / external quality checking services for projects with a value of Rs.2 Crores and above. Through internal and external quality inspections, the corporation ensures

that the quality of materials used in the construction is in conformity to the accepted standards. The quality control division performs about 20 random checks per month at the construction sites. In addition, most of the division offices are equipped with compression testing equipments and other tools & equipments required for checking various quality standards and parameters. As a routine exercise, the Corporation conducts quality tests on cement, aggregates like jelly and sand, cement concrete cubes etc. for testing the strength of the concrete and bricks. In case of quality deficiencies, rectification measures are taken up besides penalty being imposed on the contractor. The Corporation's tenders stipulate stringent penalty clauses for violation of the terms and conditions of the contract. Non-compliance to the quality parameters by any division is reviewed and corrective actions are taken.

In order to enhance the quality of residential buildings, corporation is using vitrified tiles, UPVC windows, doors and windows made up of 100% recycled products. To the extent possible, electricity saving devices particularly LED lights are used. Earlier the Corporation realized that the building design should be suitable to specific for geo-climatic regions of Karnataka viz. (i) Coastal area (ii) Malnad (heavy rainfall) area (iii) Hot Climate area and (iv) Plains for which four different buildings specifications have been evolved. Now, the plans and designs are prepared according to standardized prototypes.

A comparative assessment of houses constructed under the AHS scheme and in PG1, PG2 and PG3 of Police Gruha respectively have been brought out as detailed below in Table 40. The analysis shows, that PG2 has more or less complied with both time and cost schedules as compared to PG1. This indicates that the housing corporation is capable of handling projects as per the time and cost schedule. As regards the quality of houses, and other infrastructure executed under PG1 and PG2, there is definitely scope for improvement which would enhance the Satisfaction Index of the police personnel. With regards to PG3, there has been a delay in time and marginally towards cost. This however is probably more due to the raging pandemic rather than the efficiency of the Police Housing Corporation.

6.11.2 Perception of Residents

As regards the perception of residents towards the quality of construction, neighborhood planning principles, weightage on allotment of houses for backward districts, gender-based allocation and development of satisfaction index, the same has been brought in the analysis of the primary data in the subsequent chapter.

Table 40: District wise and scheme wise comparative analysis of houses constructed and projects implemented.

District	AHS		PG1		PG2		PG3	
	No. of houses constructed	No of projects completed	No. of houses constructed	No of projects completed	No. of houses constructed	No of projects completed	No. of houses constructed	No of projects completed
Bangalore Rural	136	9					204	12
Bangalore Urban	260	11			1388	9	608	8
Belgaum	54	3			180	12	246	6
Bellary	122	6	284	14				
Bidar	68	3	260	11				
Bijapur	168	13			504	11	58	7
Chamarajanagar	136	7	180	10			52	3
Chikkaballapura	124	15					116	2
Chikkamagalur	95	9	108	3			122	11
Chitradurga	66	3	222	10			90	2
Dakshina Kannada	157	10			338	8	44	
Davangere	75	5			252	6	0	1
Dharwad	209	7			296	8		
Gadag			190	9			2	1
Gulbarga	43	4	60	4	246	10	26	1
Hassan	162	12					384	14
Haveri	120	2			182	16	12	1
Kolar	33	3					314	8
Kodagu			174	6				
Koppal	304	9			260	5	174	1

Mandya	36	3	168	9			92	4
Mysore	180	16	396	11			156	4
Raichur	82	7	88	6	88	2	48	3
Ramanagar	136	8	298	7				
Shimoga	64	3					250	9
Tumkur	108	5	88	1	114	7	318	12
Udupi	122	8	78	1			128	3
Uttar Kannada			66	5			230	6
Yadgir			122	3			104	1
Bagalkote					168	7	28	1
TOTAL	3060	181	2782	110	4016	101	3958	121

6.12 Policy guidelines practiced by the Corporation

6.12.1 Review of the policy of the Corporation before and after 2015.

Karnataka State Police Housing Corporation (KSPHC) was established in the year June 1985 by the Govt. of Karnataka as a Special Purpose Vehicle (SPV) to carry out the construction works of residential and non-residential buildings for the police and other departments. To begin with the Police Housing Corporation had a limited mandate. In the year 2007, the activities of the Corporation were diversified and it was transformed from a No Profit-No Loss Company to a commercial entity. Subsequently, the Corporation was also renamed as Karnataka Police Housing and Infrastructure Development Corporation w.e.f 2014-15.

In the last 36 years of its existence, the Corporation had constructed and handed over 23835 residential buildings to the police department alone. As of 2015, the residential satisfaction level of the Police Force in Karnataka State was about 39% for the sanctioned strength of 96,146. This low level of residential satisfaction level in Karnataka had remained a matter of serious concern for the Government. To increase the satisfaction level, the Govt. of Karnataka had approved the Accelerated Housing Scheme (AHS), which was executed by the Corporation for a period of five years from 2010-2015. Since the number of quarters being constructed was not adequate enough to increase the residential satisfaction to a desirable level, a need was felt to construct a substantial number of quarters within a reasonable time-frame preferably with external funding. The then Hon'ble Chief Minister of Karnataka in his inaugural speech in the 3rd All India Police Housing Conference held in Bangalore during May 2013 had expressed his grave concern over the low residential satisfaction level of the police force in Karnataka and emphatically expressed his desire to increase the same to at least 75% by taking up a time bound program. This need has been felt in the background of the necessity of quicker mobilization of Police Force in emergent situation and also the fact that facilities like housing, education and health care have a direct bearing upon the morale and motivation level of the Police Force particularly at lower cutting-edge level.

In order to increase the satisfaction level from 39% to 75% a need was felt to construct 36,000 additional numbers of quarters. This formed the basis of Police Gruha scheme. The scheme, envisaged construction of 36,000 qtrs. in Karnataka by 2020. As against this, the total number of houses constructed by the Corporation for the period 2015-2020 was about 11000 quarters indicating a low accomplishment level of only 30%. The district wise and scheme wise comparative analysis of houses constructed and projects implemented have been brought in **Error! Reference source not found..** It can be observed that with the exception of 2019-20 and 2020-21, the Corporation had achieved the internal targets as set by its Board in line with the budgetary support provided by the Police Dept.

6.13 Human Resource (HR) policy of the corporation.

The Corporation follows a structured HR Policy, which has been duly approved by its Board of Directors. Wherever clarity is needed, the Corporation follows the guidelines as specified in Karnataka State Civil Services Act, 1978. The Corporation has a robust Human Resource Policy and the recruitments are based on merit and other guidelines as stipulated by the government. Senior positions at the administrative level like the Chairman and Managing Director from the Police Department, Chief Engineers and Executive Engineers from the PWD, sometimes take longer to depute and this hinders the routine progress of work.

6.14 Productivity and skill differences across permanent and contract labor.

The total employment strength of Police Housing Corporation has been listed in Table below. The current sanctioned strength is 395 and the working strength is 281. The working strength comprises 58 permanent employees, 60 employees on deputation and 163 employees on contract. The technical staff comprises Engineers and Architects belonging to various cadres. The financial staff comprises the Finance officer, Accounts officer and other support staff. The existing man power (Table 41) has the essential skills to meet the challenges of the changing circumstances and the opportunities of a commercial entity. In addition, the organization regularly conducts training programs for up-gradation of the skillsets of its existing staff. Apart from the above, the Corporation also conducts regular training programs for Home Guards and children of the police department, details of which are provided in Table 42.

Table 41: Status of Sanctioned Strength Vs. Working Strength of the employees of the Corporation (As on 01.04.2021)

Sl. No	Name of the Post	Sanctioned Strength						Working Strength						
		Permanent	Temporary	Omitted Post	Temporary post (136)	Temporary posts (94)	Total	KSPH&IDCL	Deputation	Experienced Manpower Appointments	Out sourced Appointment	Total	Vacancy	Excess Posts
1	2	3	4	5	4	5	6	7	8	9	9	10	11	12
1	Chairman (Temporary Post)	0	0	0	0	0	0	0	1	0	0	1	-1	1
2	Managing Director	1	0	0	0	0	1	0	1	0	0	1	0	0
3	Executive Director	0	1	0	1	0	1	0	0	0	0	0	1	0
4	Financial Advisor	0	1	0	1	0	1	0	1	0	0	1	0	0
5	Chief Engineer	0	1	0	1	0	1	0	1	0	0	1	0	0
6	Superintending Engineer	1	2	0	2	0	3	0	1	0	0	1	2	0
7	Executive Engineer (Civil)	2	5	0	5	9	16	4	6	0	0	10	6	0
8	Executive Engineer (Ele.)	0	1	0	1	0	1	0	0	0	0	0	1	0
9	Deputy. Architect	0	0	0	0	1	1	0	1	0	0	1	0	0
10	Chief Accounts Officer	0	1	0	1	0	1	0	1	0	0	1	0	0
11	Asst. Controller of Accounts	1	0	0	0	0	1	0	1	0	0	1	0	0
12	Asst. Administrative Officer	1	0	0	0	0	1	0	1	0	0	1	0	0
13	Asst. Executive Engineer (Civil)	9	16	0	16	25	50	8	12	0	0	20	30	0
14	Asst. Executive Engineer (Ele.)	1	0	0	0	1	2	1	0	0	0	1	1	0
15	Asst. Engineer (Civil)	23	27	0	27	32	82	0	16	0	48	64	18	0
16	Asst. Engineer (Ele.)	2	4	0	4	0	6	0	1	0	0	1	5	0
17	Junior Engineer (Civil/Ele.)	20	23	0	23	26	69	0	6	0	9	15	54	0
18	Drafts Man	6	4	0	4	0	10	0	1	0	0	1	9	0
19	Accounts Superintendent	3	6	0	6	0	9	0	5	0	0	5	4	0

20	Section Superintendent	2	0	0	0	0	2	2	0	0	0	2	0	0
21	Store Superintendent	1	2	0	0	0	1	1	0	0	0	1	0	0
22	Store Keeper	0			2	0	2	0	0		0	0	2	0
23	Second Division Store Keeper	0	2	0	2	0	2	0	0	0	0	0	2	0
24	FDA (Accounts/EST)/Accounts Graduate Asst/ Graduate Asst	19	12	-10	2	0	21	9	3	0	8	20	1	0
25	SDA (A/C)/Account Asst	6	9	0	9	0	15	0	0	0	11	11	4	0
26	SDA (EST)/Junior Asst/Office Asst	17	9	-4	5	0	22	9	0	0	11	20	2	0
27	PRO (Temporary Post)	1	0	0	0	0	1	1	0	0	0	1	0	0
28	Manager/ HR &Coordinator/Cost Accountant/Project Evaluation Officer/Electrician/Senior System Admin/Software Developer	0	0	0	0	0	0	0	0	0	7	7	-7	7
29	Stenographer	3	3	0	3	0	6	1	1	0	2	4	2	0
30	Typist/Computer Operator	3	7	0	7	0	10	2	0	0	28	30	-20	20
31	Driver (Car)/Out Source	1	0	0	0	0	1	0	0	0	1	1	0	0
32	PC Orderly	2	0	0	0	0	2	0	0	0	0	0	2	0
33	PC Driver/Out Source	1		0	0	0	1	0	0	0	1	1	0	0
34	Jeep Driver/Including Internal & Out Sourced	17	7	-15	-8	0	9	7	0	0	15	22	-13	13
35	Attender/Out Sourced	3	0	0	0	0	3	2	0	0	0	2	1	0
36	Peon /Attender/Out Sourced	15	15	0	15	0	30	9	0	0	18	27	3	0
37	Sweeper/Watch man/ Security Guard	4	7	0	7	0	11	2	0	0	3	5	6	0
38	Consultant -Company Secretary	0	0	0	0	0	0	0	0	0	1	1	0	0
	TOTAL	165	165	-29	136	94	395	58	60	0	163	281	115	41

Table 42: Details of Training Programs conducted by the Corporation from 2004 to 2020

Sl No.	Batches	Date of Commencement and Completion	Trainee Details and place of training	Total No. of Trainees	Duration of Training	Remarks
1	I	From: 1/04/04 to 02/ 07/04	Civil trainees, KSPHC, B'lore	26	3 months	Electrical, Plumbing & Bar-bending
2	II	From: 1/08/04 to 2/11/04	Civil trainees, KSPHC, B'lore	32	3 months	Electrical, Plumbing & Bar-bending
3	III	From: 1/12/04 to 01/ 03/05	Civil trainees, KSPHC, B'lore	49	3 months	Electrical, Plumbing & Bar-bending
4	IV	From: 1/04/05 to 01/ 08/05	Civil trainees, KSPHC, B'lore	37	3 months	Electrical, Plumbing & Bar-bending
5	V	From: 1/9/05 to 31/12/05	Civil trainees, KSPHC, B'lore	24	3 months	Electrical, Plumbing & Bar-bending
6	VI	From: 10/11/05 to 06/02/06	Civil trainees, Agumbe	22	3 months	Electrical, Plumbing & Bar-bending
		From: 14/06/06	Civil trainees, KSPHC,	15	1 month	Electrical, Plumbing & Bar-

7	VII	to 15/07/06	B'lore			bending
8	VIII	From: 16/12/06 to 14/01/07	Civil trainees, Sringeri	35	1 month	Electrical, Plumbing & Bar-bending
9	IX	From: 01/08/07 to 31/10/07	Civil trainees, KSPHC, B'lore	30	3 months	Electrical, Plumbing & Bar-bending
10	X	From: 5/11/07 to 5/02/08	Home guards & Civil trainees, KSPHC, B'lore	47	3 months	Electrical, Plumbing & Bar-bending
11	XI	From: 3/4/08 to 30/6/08	Home guards & Civil trainees, KSPHC, B'lore	19	3 months	Electrical, Plumbing & Bar-bending
12	XII	From: 20/8/08 to 20/11/08	Home guards & Civil trainees, KSPHC, B'lore	45	3 months	Electrical, Plumbing & Bar-bending
13	XIII	From: 23/12/08 to 23/03/09	Home guards & Civil trainees, KSPHC, B'lore	34	3 months	Electrical, Plumbing & Bar-bending
14	XIV	From: 24/07/2009 to 24/10/2009	Home guards & Civil trainees, KSPHC, B'lore	52	3 months	Electrical, Plumbing & Bar-bending

15	XV	From: 09/11/2009 to 08/12/2009	Home guards & Civil trainees, KSPHC, B'lore	25	1 month	Electrical, Plumbing & Bar-bending
16	XVI	From: 11/01/2010 to 13/04/2010	Home Guards & Civil trainees, KSPHC, B'lore	51	3 months	Electrical, Plumbing & Bar-bending
17	XVII	From: 10/06/2010 to 08/09/2010	Home Guards & Civil trainees, KSPHC, B'lore	50	3 months	Electrical, Plumbing & Bar-bending
18	XVIII	From: 27/09/2010 to 27/12/2010	Home Guards & Civil trainees, KSPHC, B'lore	40	3 months	Electrical, Plumbing & Bar-bending
19	XIX	From: 07/02/2011 to 07/05/2011	Home Guards & Civil trainees, KSPHC, B'lore	41	3 months	Electrical, Plumbing & Bar-bending
20	XX	From:12/03/2012to 12/06/2012	Home Guards & Civil trainees, KSPHC, B'lore	48	3 months	Electrical, Plumbing & Bar-bending
21	XXI	From: 9/07/2012 To 9/10/2012	Home Guards & Civil trainees, KSPHC, B'lore	46	3 months	Electrical, Plumbing & Bar-bending
22	XXII	From: 15/02/2013 to 15/05/2013	Home Guards & Civil trainees, KSPHC, B'lore	17	3 months	Electrical, Plumbing & Bar-bending

23	XXIII	From: 01/08/2013 to 29/10/2013	Home Guards & Civil trainees, KSPHC, B'lore	63	3 months	Electrical, Plumbing & Bar- bending
24	XXIV	From:21/01/2014to 30/04/2014	Police Wards KSPHC, B'lore	22	3 months	Electrical, Plumbing &Masonry with IL&FS
25	XXV	From: 23/06/2014to 22/09/2014	Police Wards KSPHC, B'lore	22	3 months	Electrical, Plumbing &Masonry with IL&FS
26	XXVI	From: 24/11/2014to 23/02/2015	Police Wards KSPHC, B'lore	21	3 months	Electrical, Plumbing &Masonry with IL&FS
27	XXVII	From: 06/04/2015to 06/07/2015	Police Wards KSPHC, B'lore	18	3 months	Electrical, Plumbing &Masonry with IL&FS
28	XXVIII	From: 17/08/2015to 18/11/2015	Police Wards KSPHC, B'lore	22	3 months	Electrical, Plumbing &Masonry with IL&FS
29	XXIX	From 14/03/2016to 10/06/2016	Police Wards KSPHC, B'lore	20	3 months	Electrical, Plumbing & CarDriving
30	XXX	From 04/07/2016to 29/09/2016	Police Wards KSPHC, B'lore	30	3 months	Electrical, Plumbing & CarDriving
31	XXXI	rom 14/11/2016to 10/02/2017	Police Wards KSPHC, B'lore	20	3 months	Electrical, Plumbing & CarDriving
32	XXXII	From 13/03/2017to 03/06/2017	Police Wards KSPHC, B'lore	21	3 months	Electrical, Plumbing & CarDriving

33	XXXIII	From 01/08/2017to 31/10/2017	Police Wards KSPHC, B'lore	20	3 months	Electrical, Plumbing & CarDriving
34	XXXIV	From 08/01/2018to 12/04/2018	Police Wards KSPHC, B'lore	16	3 months	Electrical, Plumbing & CarDriving
35	XXXV	From 09/07/2018to 11/10/2018	Police Wards KSPHC, B'lore	19	3 months	Electrical, Plumbing & CarDriving
36	XXXVI	From 17/12/2018to 21/03/2019	Police Wards KSPHC, B'lore	19	3 months	Electrical, Plumbing & CarDriving
37	XXXVII	From 22/07/2019to 22/10/2019	Police Wards KSPHC, B'lore	15	3 months	Electrical, Plumbing & CarDriving
38	XXXVIII	From 10.02.2020 to 23/10/2020	Police Wards KSPHC, B'lore	17	3 months	Electrical, Plumbing & CarDriving
			Total no. of Candidates Trained so far	1150		

6.15 Impact of CSR initiatives undertaken by the Corporation.

The Corporation has formulated an annual CSR Action Plan with the following objectives:

1. Invest in human and material resources for adopting or inculcating practices, procedures, innovations and environmentally sustainable technologies to improve quality, achieve better cost efficiency and hasten speed of implementation.
2. Formulate schemes for the benefit of its immediate community i.e., the workforce and other stake holders of police and allied departments and their families. It includes providing ‘employable skill’ training to stake holders wards by establishing Skill Training Centers with necessary infrastructure and setting up prison industries where prisoners can acquire skills and produce goods that can be used in the projects of the Corporation.

The Corporation had earmarked 2% of its net profit generated in the last three financial years of 2017-18, 2018-19 and 2019-20 towards the CSR activity, in line with Sec.198 of the Companies Act, 2013. The details of funds earmarked and expended in the last three financial years towards CSR activity are given in Table 43. The list of activities initiated by the Corporation towards CSR are provided in Table 44. Even though the Corporation had met the targets as envisaged under CSR for the years 2017-18 and 2018-19, there was a shortfall for the year 2019-20. Also, majority of the CSR activities are focused towards different aspects of upliftment of only the stake holders. The Corporation needs to broaden its outlook as regards its CSR activities.

Table 43: Funds earmarked and expended for CSR activities from 2017-20

Sl. No	Year	Earmarked (Rs.in Lakhs)	Expended (Rs.in Lakhs)	Remarks
1	2017-18	59.60	59.60	100 percent fund utilization
2	2018-19	70.00	70.59	101 percent fund utilization
3	2019-20	118.00	75.73	64 percent fund utilization

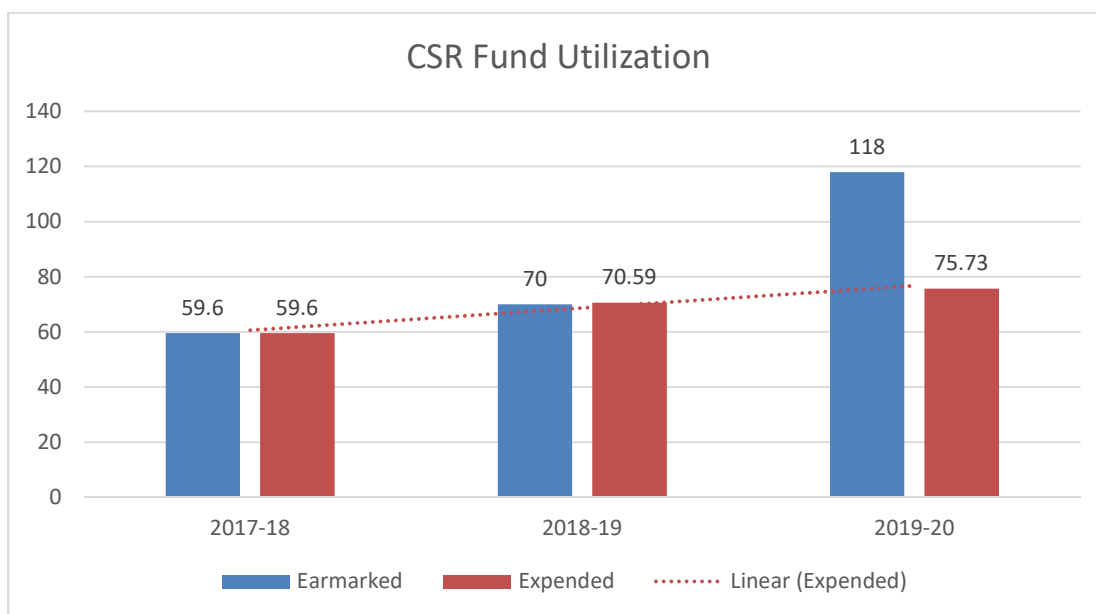


Figure 36: CSR Fund Utilization

Table 44: CSR initiatives undertaken by the Corporation.

Sl. No	Year	Projects identified & executed
1	2017-18	<ul style="list-style-type: none"> Setting up RO Water Plants at various Districts Police Quarters Infrastructure facilities to Police Public School, Koramangala, Bangalore
2	2018-19	<ul style="list-style-type: none"> Infrastructure facilities to Police Public School, Koramangala, Bangalore
3	2019-20	<ul style="list-style-type: none"> Setting up RO Water plants Infrastructure facilities to Police Public School Koramangala, Bangalore Infrastructure facilities to Police Public School, Kalburgi

The Corporation as part of Corporate Social Responsibility undertakes activities for the benefit of the police personnel and their families. In the past, the Corporation had undertaken construction activities at police public schools, establishing knowledge centres and training of the wards of police personal in basic construction skills and driving automobiles.

6.15.1 Establishment of Knowledge Centres:

- The Corporation had set up ‘knowledge centers’ in ten locations in the State to enhance the vocational skills and also empower the women. These knowledge centers promote education and general awareness amongst the youth and also empower the women in the neighborhood. It also has a library that is managed by the residents themselves.



Figure 37: Knowledge Centre at Shimoga



Figure 38: Knowledge Centre at Dharwad

6.15.2 Providing RO water purification plants to the police quarters complex:

- As part of its CSR activity, the Corporation had set up RO water purification plants for the police quarters in select locations in the State.



Figure39: RO Water Purification Plant at Vijayapura



Figure 40: RO Water Purification Plant at Chikkaballapura

6.15.3 Skill Training Centre:

The Corporation has set up a skill training Centre to train the unemployed youths especially the wards of police personnel, youths from Naxal affected areas and Home Guards. Training is provided in basic construction skills in civil, plumbing, electrical wiring, vehicle driving etc. The training is for a period of three months and includes both theory and practical. Besides providing lodging, food and transportation, candidates are provided with a stipend of Rs. 5000/- on successful completion.



Figure 41: Theory classes being conducted as part of skill training



Figure 42: Plumbing classes being conducted as part of skill training

6.16 Coordination between Police Housing Corporation, the parent Home Department and other agencies of the State Government.

From the discussions held with the Home and the Police Department, it is gathered that the Corporation had maintained a congenial and cordial relationship with the parent department and also with the other agencies of the State Government. The Corporation's public relations both at the State level and at various district levels have been pleasant and cordial. This is amply evident from the support and the coordination received from the various district level officers both in the Corporation and in the Police Department at the time of conduct of primary survey.

6.17 Impact of Corporation activity on delivery of police services

From the analysis of the primary data, it could be concluded that the Corporation has maintained a satisfactory police public relation and has assisted the police department in the delivery of police services by way of handing over of constructed units without much hurdles. Even though the cumulative satisfaction index with data triangulation is 2.64 / 5.0, the Corporation's activities have been appreciated by the Police Department. Also, we have to take into consideration, that majority of our primary survey was conducted during the pandemic time, wherein the constabulary was stretched beyond limits and this may have had a ripple effect on the satisfaction index.

6.18 Stakeholder's opinion with respect to the construction activity undertaken by the Corporation under Police Modernization Scheme- Phase I and Phase II, for the Fire Safety Department and the Davangere University.

A total sample size of 26 units covering the police modernization work, Phase I and Phase II, Fire Services Department and Davangere University were collected and analyzed. The field report indicates that generally there is a lack of basic amenities in these locations which needs to be improved. The details of the stakeholder's opinion on these works have been brought out in the subsequent chapter on field work.

6.19 Performance of Karnataka State Police Housing Corporation as compared to Tamil Nadu Police Housing Corporation Limited and Maharashtra State Police Housing and Welfare Corporation Ltd.

The performance of Karnataka State Police Housing and Infrastructure Development Corporation Limited was compared with that of Tamil Nadu Police Housing Corporation Limited and Maharashtra State Police Housing and Welfare Corporation Ltd. and the same has been tabulated (Table 45) as shown below.

Table 45: Comparative performance of Karnataka State Police Housing Corporation, Tamil Nadu State Police Housing Corporation and Maharashtra State Police Housing Corporation

	Karnataka	Tamil Nadu	Maharashtra
Date of Incorporation under the Companies Act	17-6-1985	13-4-1981	13-3-1974
Authorized Share Capital	Rs. 10 Crs.	Rs. 1 Cr.	Rs. 10 Crs.
Paid up Capital	Rs. 12 Lakhs	Rs. 1 Cr.	Rs. 7.96 Crs.
Adoption of fast track Technology in Construction	Adopted successfully	Partially Adopted	Partially Adopted
Quality of Construction	<u>★★</u>	<u>★★★</u>	<u>★</u>
Quality Control	External and through third party for all projects above Rs 2 Crores	External for all projects irrespective of cost.	Internal
Green Building Concepts	<u>★★</u>	<u>★★★</u>	<u>★</u>
Risk Management Policy	Absent	Partially practiced in respect of large constructions	Absent
Adoption of e-governance	<u>★★★</u>	<u>★★</u>	<u>★</u>
No. of Police Force	96146	99897	174087
No. of Quarters available for police force	51877	54549	103519
Police Satisfaction Index (As per Bureau of Police Research and Development, MOH)	39% -2015	47% -2015	47% -2016

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

ISO Compliance	ISO 9001:2008 quality management systems and ISO 14001:2004 environmental management system standard	ISO 9001: 2015	No ISO Compliance
Size of accommodation for Police Constabulary	PC : 470 sq.ft SI: 580 Sq.ft	PC: 450 Sq. ft	Type 1 PC- 430 Sq.ft
Number of Residential units constructed in 2019-20	2714	1705	1950
Maintenance of residential buildings	<u>★</u>	<u>★★★</u>	<u>★</u>
Revenue (2019-20)- Rs in Crores	42.44	59.14	34.80
Expenses (Rs. In Crores)	25.43	45.02	15.31
Employee cost as percentage of revenue	48.75%	51.80%	32.18%
PAT (Rs in Crores)	12.22	9.75	13.40
EPS	Rs 10,182	Rs 975	Rs 1685
Focus of CSR	Focused towards upliftment of Stakeholders only	CSR activities focusses on technology incubators, training to promote rural sports and in particular development of sports activities for women, nationally recognized sports, Paralympic sports and Olympic sports; protection of national heritage, art and culture including restoration of buildings and sites of historical importance, promoting gender equality, empowerment of women, old age homes, senior citizen centres, sustainability and ecological balance.	Apart from stake holders, focus is on gender equality, empowerment of women, old age homes, senior citizen centres., sustainability and ecological balance.
Amount spent on CSR (Rs in Lacs)	75.73	15.26	50.00

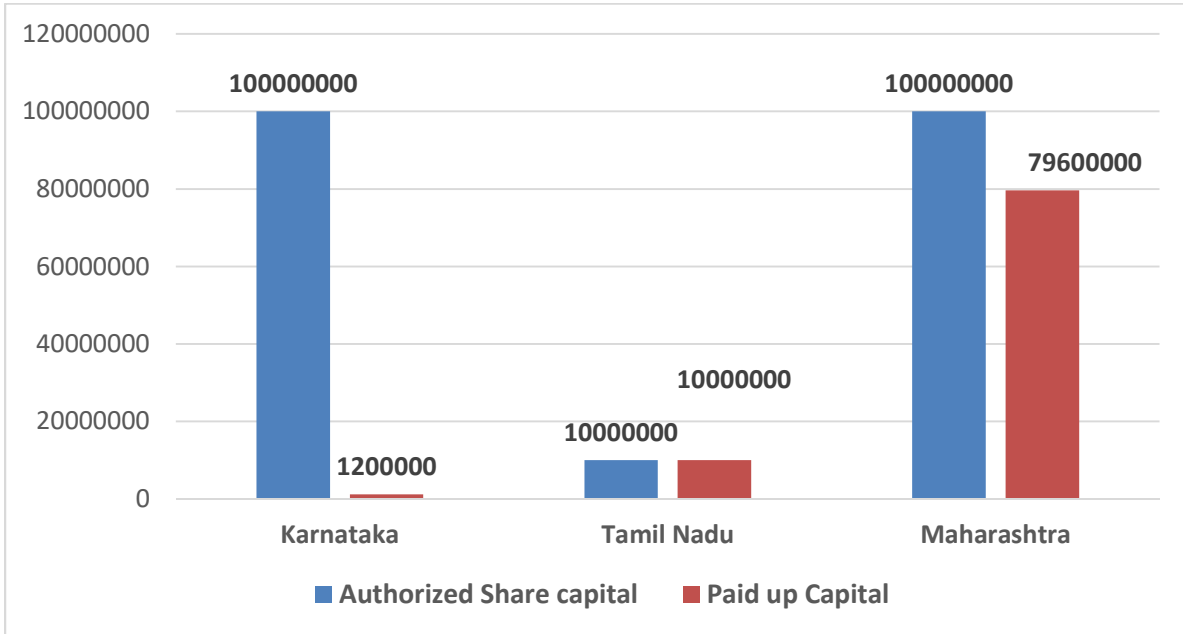


Figure 43: Authorized and Paid- up share capital

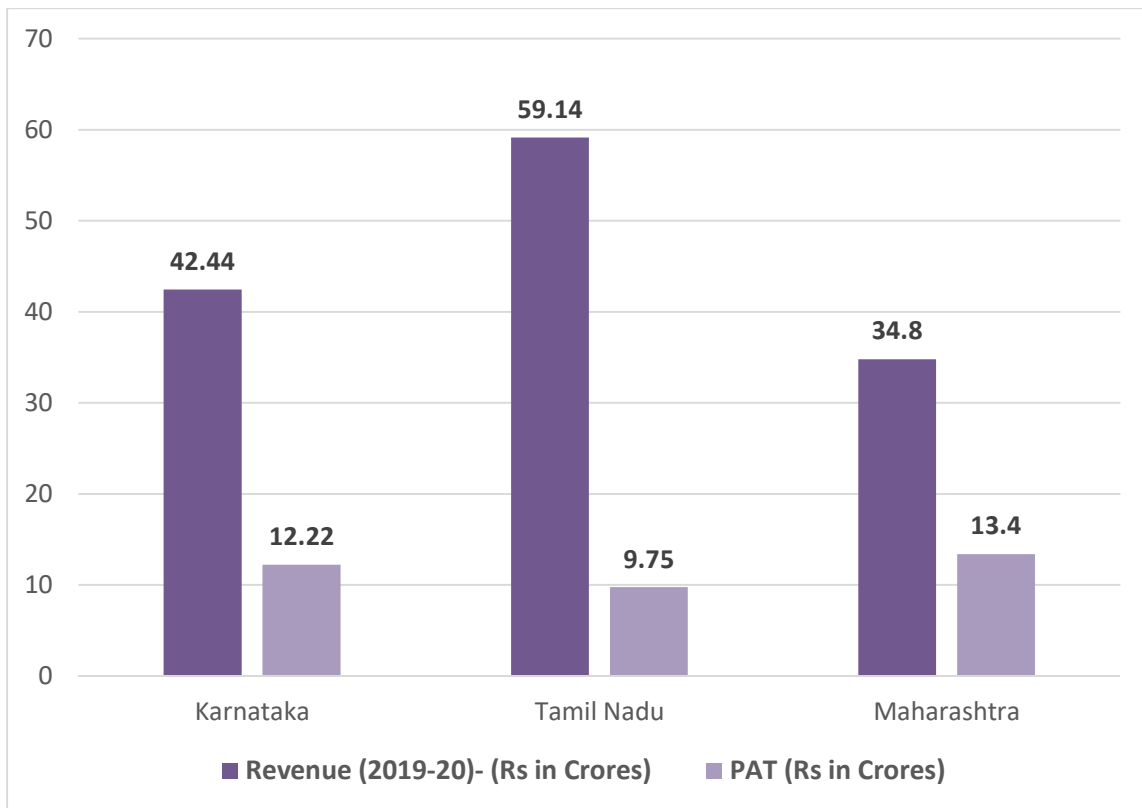


Figure 44: Comparative Performance of Revenue and PAT

6.20.1 Best practices observed in Maharashtra State Police Housing Corporation:

1. The nature of activity of Maharashtra State Police Housing Corporation (MSPHC) is the construction of administrative buildings, training campuses and service quarters for employees of Government of Maharashtra in the Police, Jail, Home Guard and Civil Defence Department.
2. The MSPHC apart from its main focus on construction of residential buildings for the State police force, has introduced HBA scheme to the Maharashtra State Police Force to acquire residential houses with effect from April 2017. Similar scheme can be introduced in Karnataka State PHC.
3. Apart from stake holders' upliftment, CSR activities in MSPHC focusses on gender equality, empowerment of women, old age homes, senior citizen centres, sustainability and ecological balance.

6.20.2 Best practices observed in Tamil Nadu State Police Housing Corporation:

1. The Tamil Nadu State Police Housing Corporation in addition to constructing administrative buildings and houses for the police, prison, Home Guard and Civil Defence Department also undertakes construction of residential buildings for the State police and other allied services and also provides HBA scheme to the state police force under 'Own Your House' (OYH) scheme.
2. Effective Project Monitoring Committee (PMC) at all divisional levels namely Chennai, Trichy, Madurai, Tirunelveli, Salem and Coimbatore, ensuring quality construction within the stipulated time and cost.
3. Good Coordination between the Corporation and the State Government to ensure timely sanction of grants for the projects.
4. CSR activities focusses on technology incubators, manufacture of fly ash brick making plant, training to promote rural sports especially sports activity for women, nationally recognized sports, paralympic sports and olympic sports, rural development projects, protection of national heritage, art and culture including

restoration of buildings and sites of historical importance, promoting gender equality, empowerment of women, old age homes, senior citizen centres, sustainability and ecological balance.

5. CSR projects or programs or activities that benefit only the employees of the Corporation and their families are not to be considered as CSR activities.



**Figure 45: G Block Police Housing Colony, Worli Mumbai
Courtesy: Shreya Raman, India Spend**



Figure 46: Tamil Nadu PC Quarters -Kilpauk, Chennai Courtesy: TNPHC



Figure 47: TN PC Quarters Kanyakumari District

Thus, it could be seen that the quality of construction of residential buildings constructed by the Tamil Nadu State Police Housing Corporation is better when compared to the other police housing corporations. Karnataka State PHC could consider the introduction of HBA scheme to the State police force similar on the lines of Maharashtra State Police Housing Corporation and also can take up construction of residential units for the State police force under ‘Own Your House’ scheme similar on the lines of Tamil Nadu State Police Housing Corporation. Further, the State Police Housing Corporation needs to broaden its outlook as regards CSR activities on the lines of Tamil Nadu State Police Housing Corporation. Further, CSR activities that benefit the employees of the Corporation and their families should not be considered as CSR activities.

Chapter 7

Primary Data Analysis

The primary data collected from the respondents (beneficiaries and the non-beneficiaries) have been analyzed and presented as shown below:

7.1. Demography:

7.1.1 Rank of Respondents

Demography of the respondents gives us a background of the nature of surveys conducted. Majority (91%) of the respondents hailed from the police constabulary, about 8.5% were from the mid-level police force and the survey was sprinkled with responses from executives in the echelons of higher hierarchy. Table 46 highlights the rank of the respondents in the police force.

Table 46: District Wise Rank of the Respondents in the Police Force

District	Constable/ HC	ASI/SI	Circle Ins/ DSP	SP/DCP	JCP/DIG	Total
Davangere	40					40
Gadag	67	13				80
Haveri	67					67
Koppal	86	4				90
Chikkaballapura	70					70
Bengaluru Urban	108	20		2	3	133
Belagavi	122	8				130
Bellary	69	1				70
Chamarajanagar	70	5				75
Chitradurga	84	11				95
Chikkamagalur	42	11				53
Dakshina Kannada	24	2				26
Gulbarga	94	11				105
Total	943	86		2	3	1034
Control Sample	93	11				104
Total including Control Sample	1036 (91%)	97 (8.5%)	0	2	3	1138

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

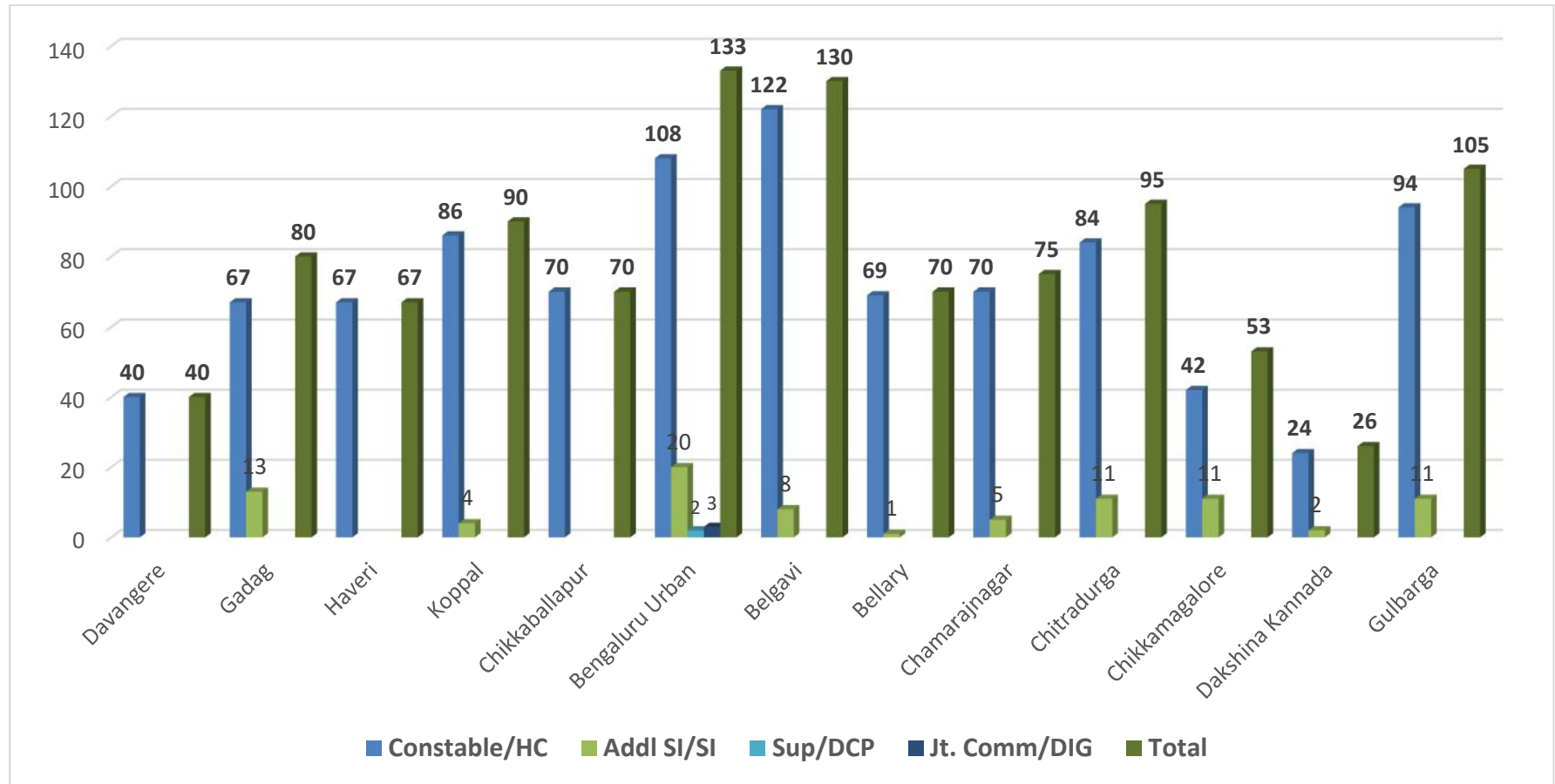


Figure 48: District Wise Rank of Respondents in the Police Force

7.1.2 Qualification of Respondents

Interestingly majority (96%) of the respondents were post-graduates and only a small percentage (4%) were graduates. However, none of the respondents were professional degree holders. The details of the educational qualification of the respondents are provided in Table 47.

Table 47: Educational Qualification of the Respondents in the Police Force

District	PG and above	Engineering	Medicine	UG	Others	Total
Davangere	32			8		40
Gadag	80					80
Haveri	67					67
Koppal	90					90
Chikkaballapura	70					70
Bengaluru Urban	119			14		133
Belagavi	126			4		130
Bellary	64			6		70
Chamarajanagar	75					75
Chitradurga	95					95
Chikkamagalur	53					53
Dakshina Kannada	24			2		26
Gulbarga	102			3		105
Total	997	0	0	37	0	1034
Control	101			3		104
Total including Control	1098 (96%)	0	0	40 (4%)	0	1138

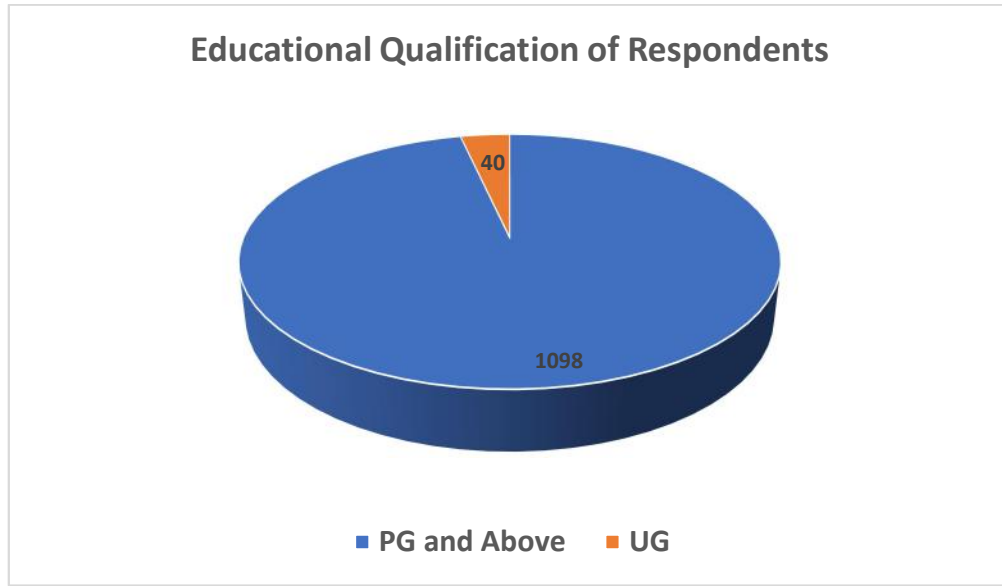


Figure 49: Educational Qualification of Respondents

7.1.3 Gender and Age Group

The gender and age group of the respondents in the police force, district wise are provided in Table 48 (Figure 50) and Table 49 (Figure 51) respectively. The female respondents constitute only 11%, while the remaining 89% are from the male respondents.

In terms of age group of the respondents, there is a more diverse representation albeit a little less in the age group of 51-60 years (2 percent). However, the maximum number of respondents were of the age group 31-40 years (59 percent).

Table 48: Gender of respondents (District Wise).

District	Male	Female	Total
Davangere	35	5	40
Gadag	71	9	80
Haveri	61	6	67
Koppal	84	6	90
Chikkaballapura	60	10	70
Bengaluru Urban	123	10	133
Belagavi	107	23	130
Bellary	64	6	70
Chamarajanagar	69	6	75
Chitradurga	87	8	95
Chikkamagalur	49	4	53
Dakshina Kannada	21	5	26
Gulbarga	91	14	105
Total	922	112	1034
Control	90	14	104
Total including Control	1012 (89%)	126 (11%)	1138

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

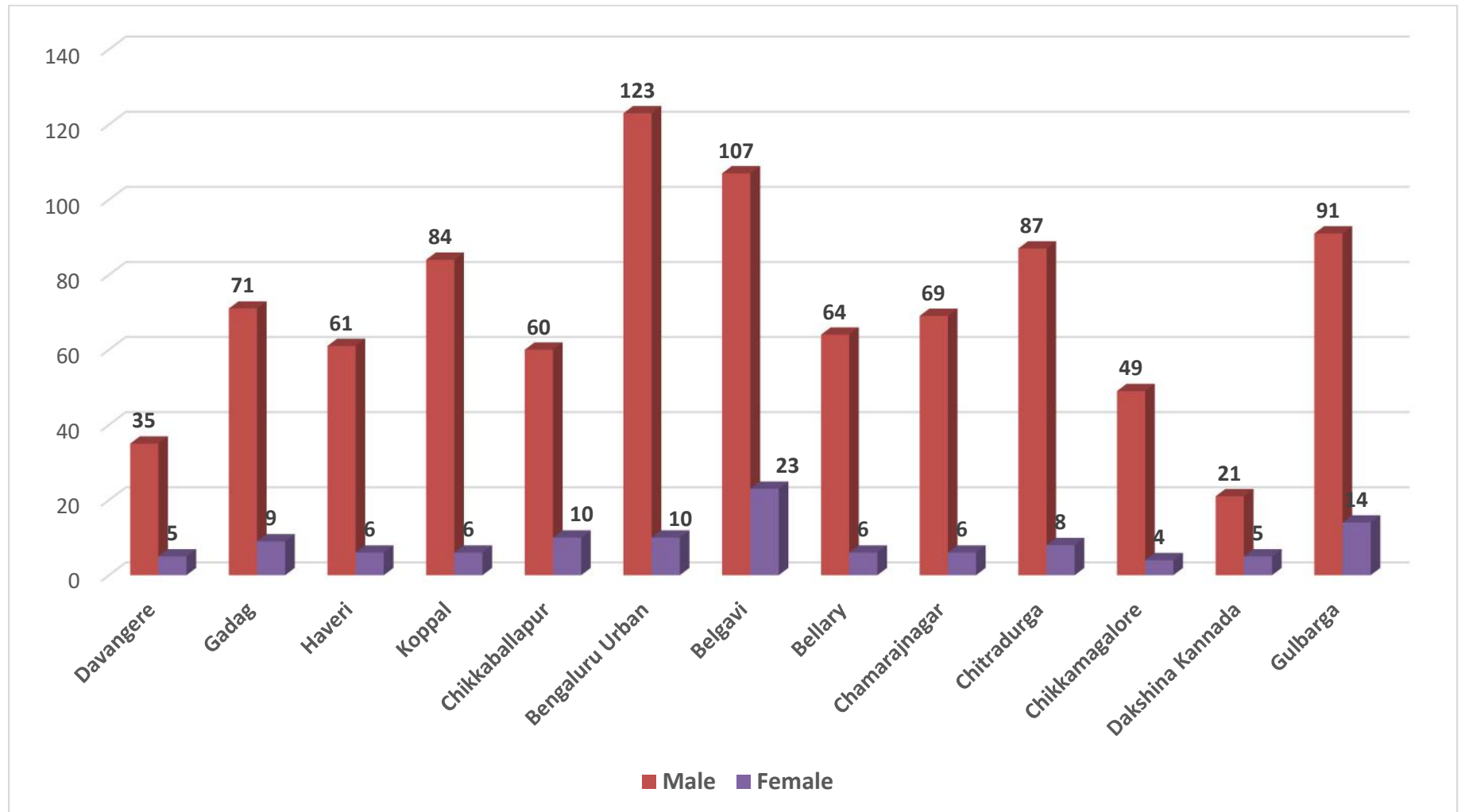


Figure 50: Gender of Respondents (District Wise)

Table 49: Age Group of Respondents (District Wise)

District/ Age in Group (Years)	21-30	31-40	41-50	51-60	Total
Davangere	8	15	12	5	40
Gadag	11	36	30	3	80
Haveri	15	44	8		67
Koppal	27	39	24		90
Chikkaballapura	17	50		3	70
Bengaluru Urban	24	82	26	1	133
Belagavi	23	83	21	3	130
Bellary	7	46	17		70
Chamarajanagar	17	53	4	1	75
Chitradurga	10	51	30	4	95
Chikkamagalur	7	24	22		53
Dakshina Kannada	7	17	2		26
Gulbarga	21	65	17	2	105
Total	194	605	213	22	1034
Control	20	65	17	2	104
Total including Control	214 (19%)	670 (59%)	230 (20%)	24 (2%)	1138

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

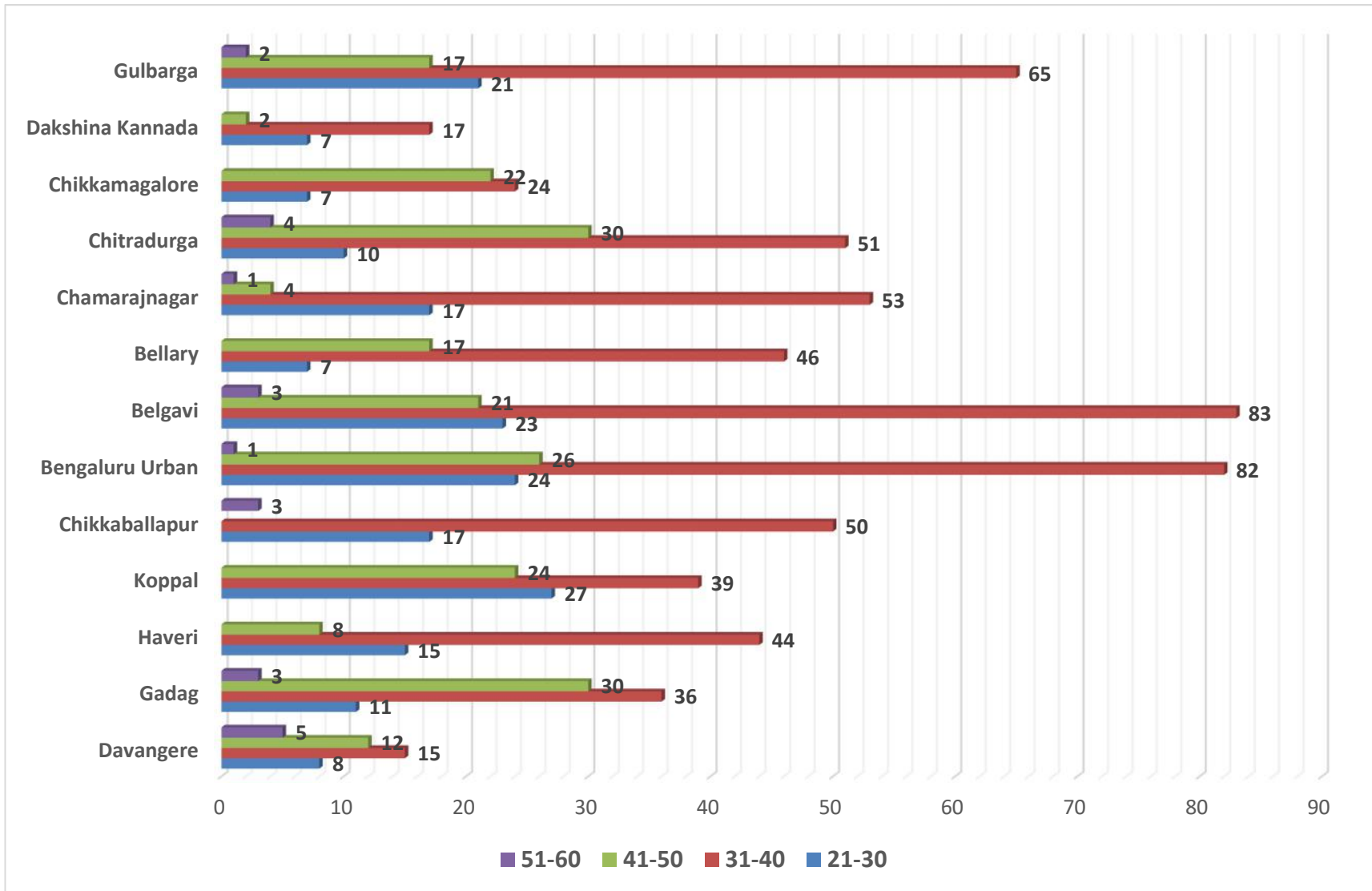


Figure 51: Age Group of Respondents (District Wise)

As part of the primary survey, a number of questions were posed to the respondents and they were asked to rank the satisfaction parameters on a scale of 1 to 5, with 1 being highly dissatisfied and 5 being highly satisfied (Table 50). SPSS tool was used for statistical analysis.

Table 50: Scale used for satisfaction index

RATING	5 POINT LIKERT SCALE
1	HIGHLY DISSATISFIED
2	DISSATISFIED
3	NEUTRAL
4	SATISFIED
5	HIGHLY SATISFIED

The parameters were next segregated as Internal Factors which are mainly on account of the policy and procedures adopted in the user department and External Factors i.e., those factors for which the Police Housing Corporation was directly responsible. These have been detailed below (Table 51):

Table 51: Classification of Internal factors (Police Department) and External Factors (Police Housing Corporation)

Sl.No	Internal Factors (Police Department)	External Factors (Police Housing Corporation)
1	Process of Allotment	Quality of Construction
2	Type of House Allotted	Water Quality
3	House Design	Sewerage System
4	Neighborhood Principles	Green Cover
5	Connectivity and Access	Air Quality

7.2. Internal Factors (Police Department)

7.2.1 Allotment of houses across the regions and categories of police personnel.

7.2.1.1 Details and Satisfaction on House Allotment:

The study tried to understand different aspects of the house allotment by the Police Department. Across all the districts except Davangere and Bellary, time taken for house allotment was more than a year (Table 52). In Davangere, a small percent (5%) was allotted house immediately while slightly higher percent (20%) were allotted within three months (Figure 52). Other than Davangere, it was only in Bellary that majority of the houses were allotted within three months. However, majority of the respondents (93 percent) had to wait for over a year before the houses were allotted to them by the Police Department.

Table 52: Time taken for house allotment by the Police Department

District	Immediately	Less than 3 months	3 - 6 Months	6 - 12 months	>1 year	Total
Davangere	2	8			30	40
Gadag					80	80
Haveri					67	67
Koppal					90	90
Chikkaballapura					70	70
Bengaluru Urban					133	133
Belagavi					130	130
Bellary		47		12	11	70
Chamarajanagar					75	75
Chitradurga					95	95
Chikkamagalur					53	53
Dakshina Kannada					26	26
Gulbarga					105	105
Total	2	55	0	12	965 (93%)	1034

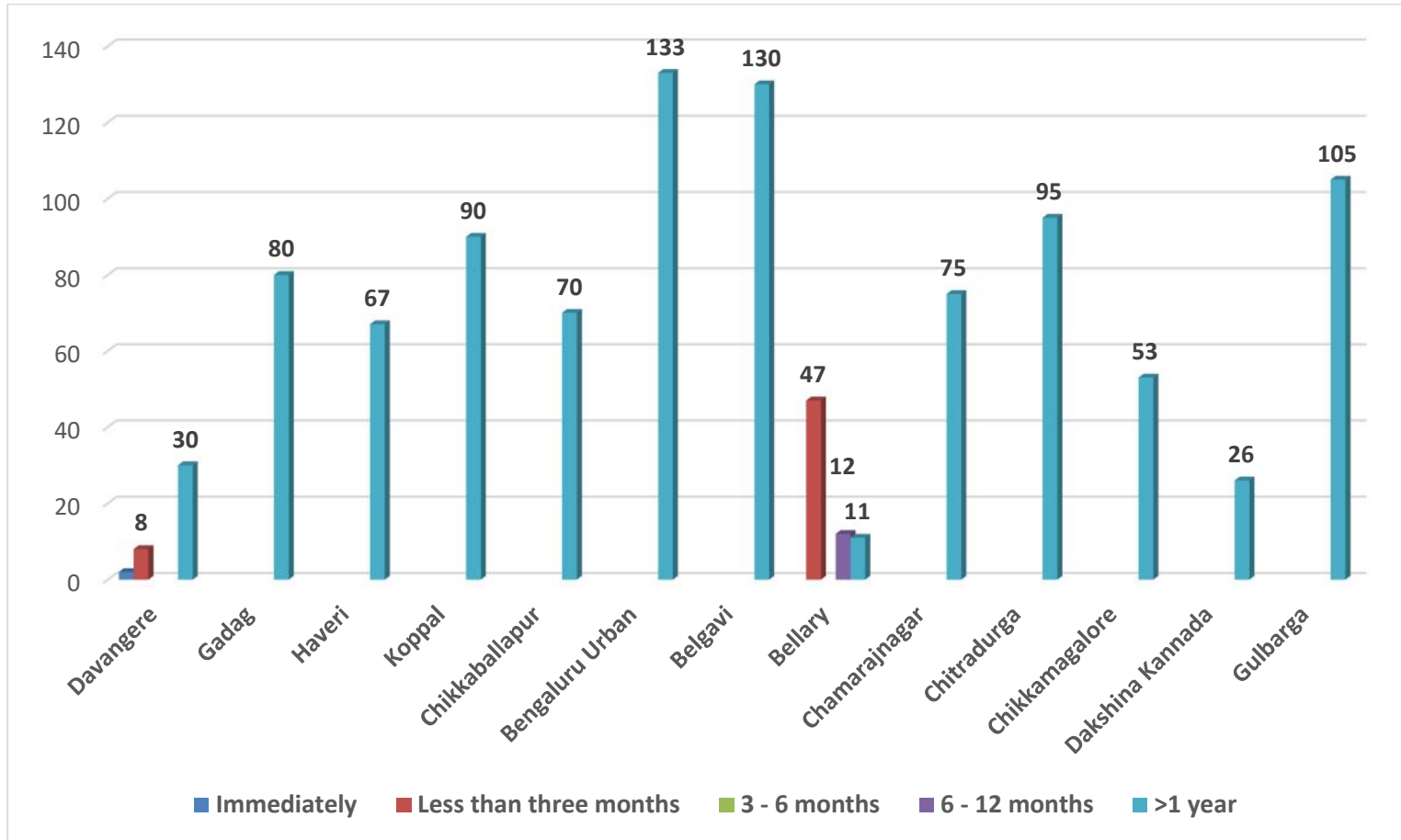


Figure 52: Time taken for house allotment by the Police Department

7.2.1.2 Reasons for delay in allotment of houses for the police personnel

The delay in the allotment of houses by the Police Department was primarily due to two factors viz., i) procedural hurdles (58%) and ii) allocation of houses based on seniority (29%) (Refer to Table 53). However, there were some dissimilarities in certain districts under study. For instance, in Bellary District, one of the major concerns was absence of adequate housing. Further, in Chitradurga it was more the lack of facilities provided in the Police quarters that made the police personnel move towards the town for better housing amenities. These have been elaborated in Table 53.

Table 53: Reasons for delay in allotment of houses by the Police Department for the Police Personnel

District	Seniority	Procedural problems	Lack of adequate housing	Lack of facilities	Total
Davangere		40			40
Gadag	3	77			80
Haveri	1	66			67
Koppal	79	11			90
Chikkaballapura	1	69			70
Bengaluru Urban	110	23			133
Belagavi	27	103			130
Bellary	23		47		70
Chamarajanagar	14	61			75
Chitradurga		1		94	95
Chikkamagalur	1	52			53
Dakshina Kannada	26				26
Gulbarga	11	94			105
Total	296 (29%)	597 (58%)	47 (4%)	94 (9%)	1034 (100%)

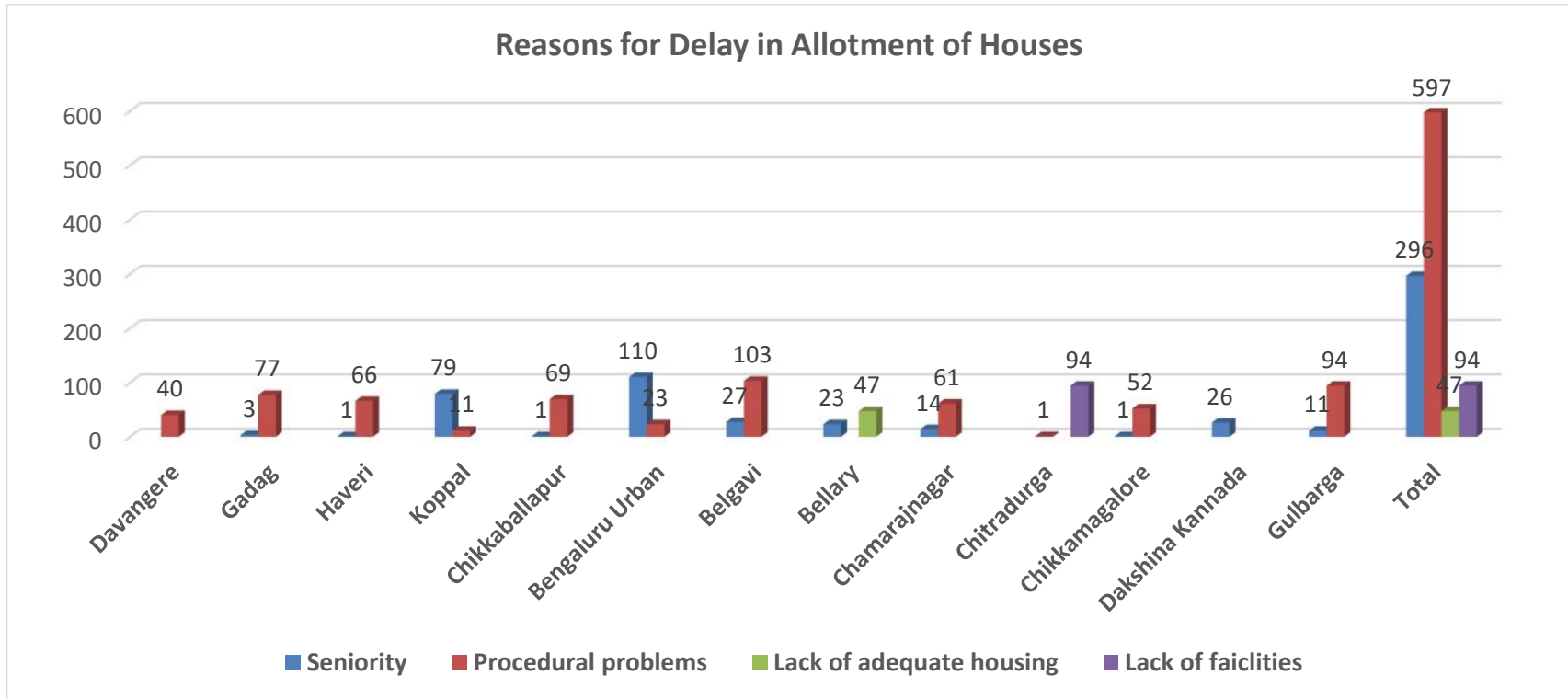


Figure 53: Reasons for delay in allotment of houses for the Police Personnel

7.3 Satisfaction Index on Allotment Process and the Type of Houses Allotted

In line with the above findings, Satisfaction Index (SI) of the police personnel for the process of allotment and the type of house allotted was examined.

The Satisfaction Index was calculated based on the response received from the police personnel on the house allotment process and the houses allotted as accommodation (Table 54). In the Interim Report submitted to KEA, Bengaluru Urban district had shown the highest Satisfaction Index, results of which had changed after the completion of the survey with Bellary district taking the top slot with a Satisfaction Index of 3.01 /5.0 for the process of allotment followed by Chamarajanagar at 2.99 /5.0 and Bengaluru district taking the third position at 2.91 /5.0.

As regards the type of houses allotted, Bellary district again tops the list with a Satisfaction Index of 3.17 /5.0, followed by Chitradurga district at 2.99 /5.0 and Dakshina Kannada at the third position at 2.96 /5.0 amongst the districts surveyed for allotment process.

However, the overall Satisfaction Index for the process of allotment was at 2.41 /5.0 and the type of houses allotted at 2.35 /5.0 which is way below the Cumulative Satisfaction Index with Data Triangulation (CSIDT) of 2.64 / 5.0 and hence, calls for improvement of the process and the procedures adopted for allotment in the police department.

Table 54: Satisfaction Index on Allotment Process and the Type of Houses Allotted

District	Satisfaction Index	
	Allotment Process	Type of Houses Allotted
Davangere	2.31	2.58
Gadag	1.87	2.17
Haveri	1.99	2.43
Koppal	2.67	1.99
Chikkaballapura	2.23	1.82
Bengaluru Urban	2.91	2.26
Belgavi	2.71	2.58
Bellary	3.01	3.17
Chamarajanagar	2.99	2.43
Chitradurga	2.67	2.99
Chikkamagalur	2.03	2.71
Dakshina Kannada	2.87	2.96
Gulbarga	2.83	2.72
Control Sample	2.01	---
FGD/IDI Data	2.55	2.52
Cumulative SIDT	2.41	2.35

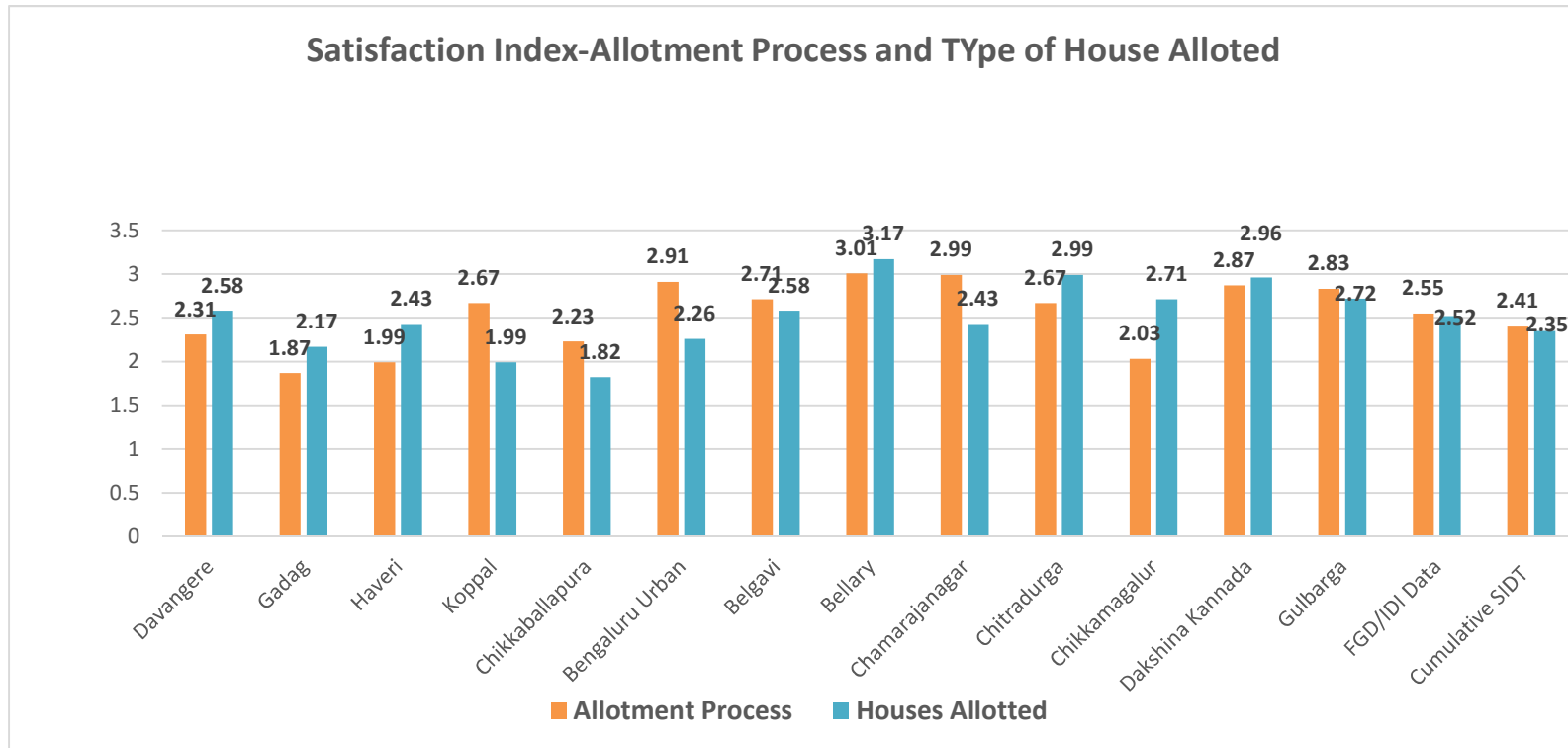


Figure 54: Satisfaction Index on allotment process and type of houses allotted to police personnel

7.4 Satisfaction on design of houses allotted by the Police Department

Majority of the respondents and their family expressed dissatisfaction on the design of the houses allotted to them and in particular the lack of privacy in the house with the presence of shared walls and a common entrance especially for the PC accommodation being a common flaw in the design aspect of the housing complex (Table 55 /Figure 55). The cumulative satisfaction index at 2.01/5.0 calls for a considered review of the house design for the police quarters.

Table 55: District wise Satisfaction Index on House Design

District	Satisfaction Index
	House Design
Davangere	1.79
Gadag	2.11
Haveri	2.24
Koppal	2.52
Chikkaballapura	2.38
Bengaluru Urban	1.67
Belagavi	2.46
Bellary	2.54
Chamarajanagar	2.06
Chitradurga	2.47
Chikkamagalur	1.74
Dakshina Kannada	2.35
Gulbarga	2.17
Control Sample	3.88
FGD/IDI	2.19
Cumulative SIDT	2.01

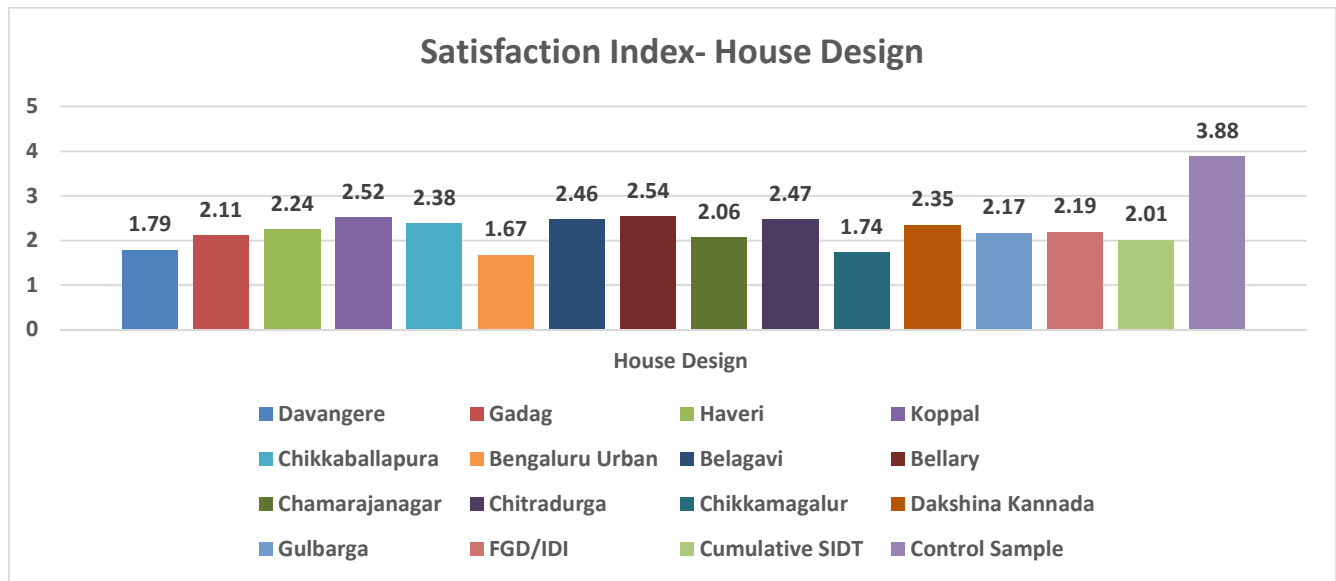


Figure 55: Satisfaction Index on the house design

7.5 Compliance of Allotted Residential Units to Gruha Norms

7.5.1 Adherence to neighborhood planning principles.

The neighborhood planning principles essentially comprises the nearness of the police housing colony from the following factors and the security provided to the police housing colony by the user department:

- i) Dispensary/clinics
- ii) Parks/playgrounds
- iii) Bus stop
- iv) Market/provision stores
- v) KG/ Primary school
- vi) Bank/ATM
- vii) Security to Police Housing

Majority of the respondents had mentioned that clinics, playgrounds, bus stop, market, school and bank locations varied from 500 meters to 2 kms from the housing colony. It needs to be mentioned here, that Bellary district is one of the districts wherein neighborhood principles have been followed better than the other districts as can be seen in the figures below. This can also be seen in the value of Satisfaction Index for Bellary district vis-à-vis the other districts. However, it also needs to be mentioned here that in several instances, the value of Satisfaction Index for the Control sample is greater than that of some of the individual districts under study. The satisfaction index on the adherence to neighborhood principles is listed in Table 56.

Table 56: Satisfaction Index on adherence to Neighborhood Planning Principles

District	Neighborhood planning principles
Davangere	3.01
Gadag	2.62
Haveri	2.74
Koppal	2.69
Chikkaballapura	2.59
Bengaluru Urban	2.91
Belagavi	2.77
Bellary	3.14
Chamarajanagar	2.70
Chitradurga	2.72
Chikkamagalur	2.64
Dakshina Kannada	2.68
Gulbarga	2.77
Control Sample	3.64
FGD/IDI Data	2.77
Cumulative SIDT	2.82

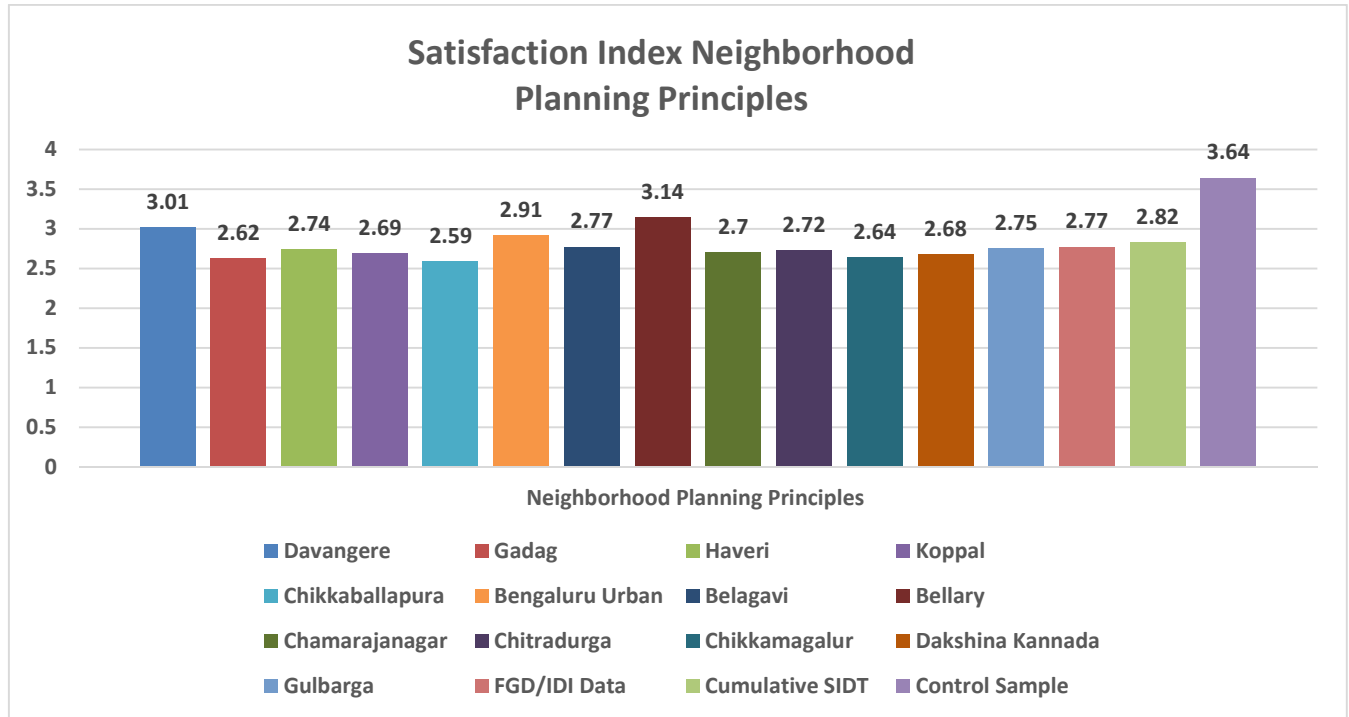


Figure 56: Satisfaction Index on neighborhood planning principles

7.5.2 Satisfaction on connectivity by road and availability of public transportation

The satisfaction of the respondents to connectivity by road and access to public transportation from the police housing colony is given in Table 57 (Figure 57 and Figure 58).

Table 57: Satisfaction index on road connectivity and access to public transport

District	Satisfaction Index		Consolidated SI
	Connectivity by Road	Access to Public Transport	
Davangere	2.29	2.81	2.55
Gadag	2.26	2.77	2.52
Haveri	2.41	2.34	2.38
Koppal	2.17	2.01	2.09
Chikkaballapura	2.28	2.67	2.48
Bengaluru Urban	1.91	1.86	1.89
Belagavi	2.61	2.43	2.52
Bellary	2.57	2.88	2.73
Chamarajanagar	2.89	2.44	2.67
Chitradurga	3.23	2.65	2.94
Chikkamagalur	2.71	2.47	2.59
Dakshina Kannada	2.83	2.39	2.61
Gulbarga	2.48	2.14	2.31
Control	3.91	3.83	3.87
FGD/IDI	2.51	2.45	2.48
Cumulative SIDT	2.55	2.52	2.54

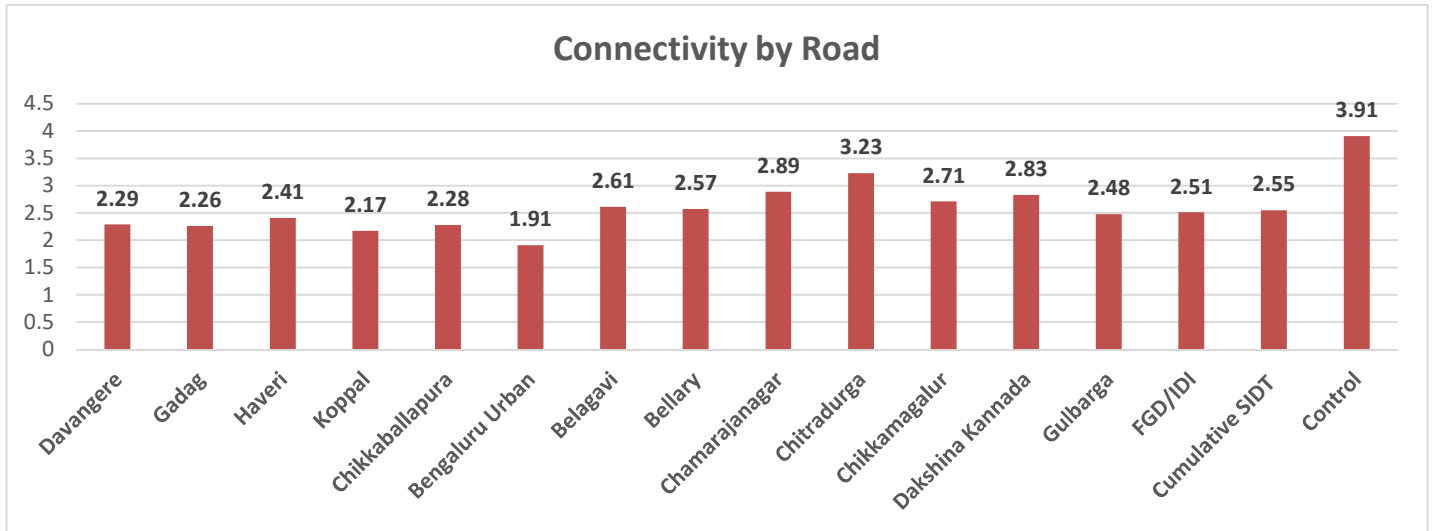


Figure 57: Satisfaction Index on connectivity by road

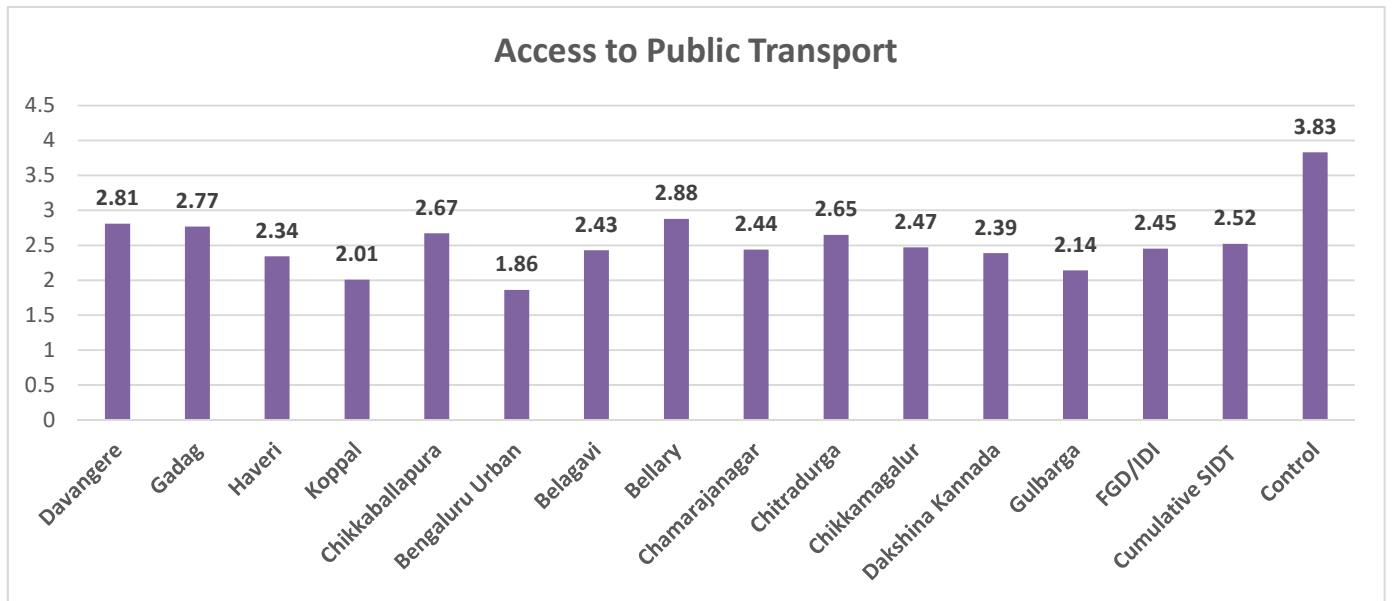


Figure 58: Satisfaction Index on access to public transport

7.6 Consolidated Satisfaction Index on Internal factors

The consolidated satisfaction index based on internal factors of the police (user) department is provided in Table 58/Figure 59.

It has also been reported by the respondents that maintenance and repairs of the buildings takes place once in two years and majority of them expressed their dissatisfaction in this regard. Another major concern of residents across all the surveyed districts was with regard to uncontrollable rodents and pest menace in the police housing colonies.

Table 58: Consolidated Satisfactory Index based on Internal Factors of the Police Department

District	Satisfaction Index (Internal Factors)					
	Allotment Process	House Allotted	House Design	Neighborhood Planning Principles	Connectivity and Access	Cumulative SI
Davangere	2.31	2.58	1.79	3.01	2.55	2.45
Gadag	1.87	2.17	2.11	2.62	2.52	2.26
Haveri	1.99	2.43	2.24	2.74	2.38	2.36
Koppal	2.67	1.99	2.52	2.69	2.09	2.39
Chikkaballapura	2.23	1.82	2.38	2.59	2.48	2.30
Bengaluru Urban	2.91	2.26	1.67	2.91	1.89	2.33
Belgavi	2.71	2.58	2.46	2.77	2.52	2.61
Bellary	3.01	3.17	2.54	3.14	2.73	2.91
Chamarajanagar	2.99	2.43	2.06	2.7	2.67	2.57
Chitradurga	2.67	2.99	2.47	2.72	2.94	2.76
Chikkamagalur	2.03	2.71	1.74	2.64	2.59	2.34
Dakshina Kannada	2.87	2.96	2.35	2.68	2.61	2.69
Gulbarga	2.83	2.72	2.17	2.77	2.31	2.56
Control Sample	2.01	---	3.88	3.64	3.91	3.83
FGD/IDI	2.55	2.52	2.19	2.77	2.48	2.50
Cumulative SIDT	2.41	2.35	2.01	2.82	2.54	2.42

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

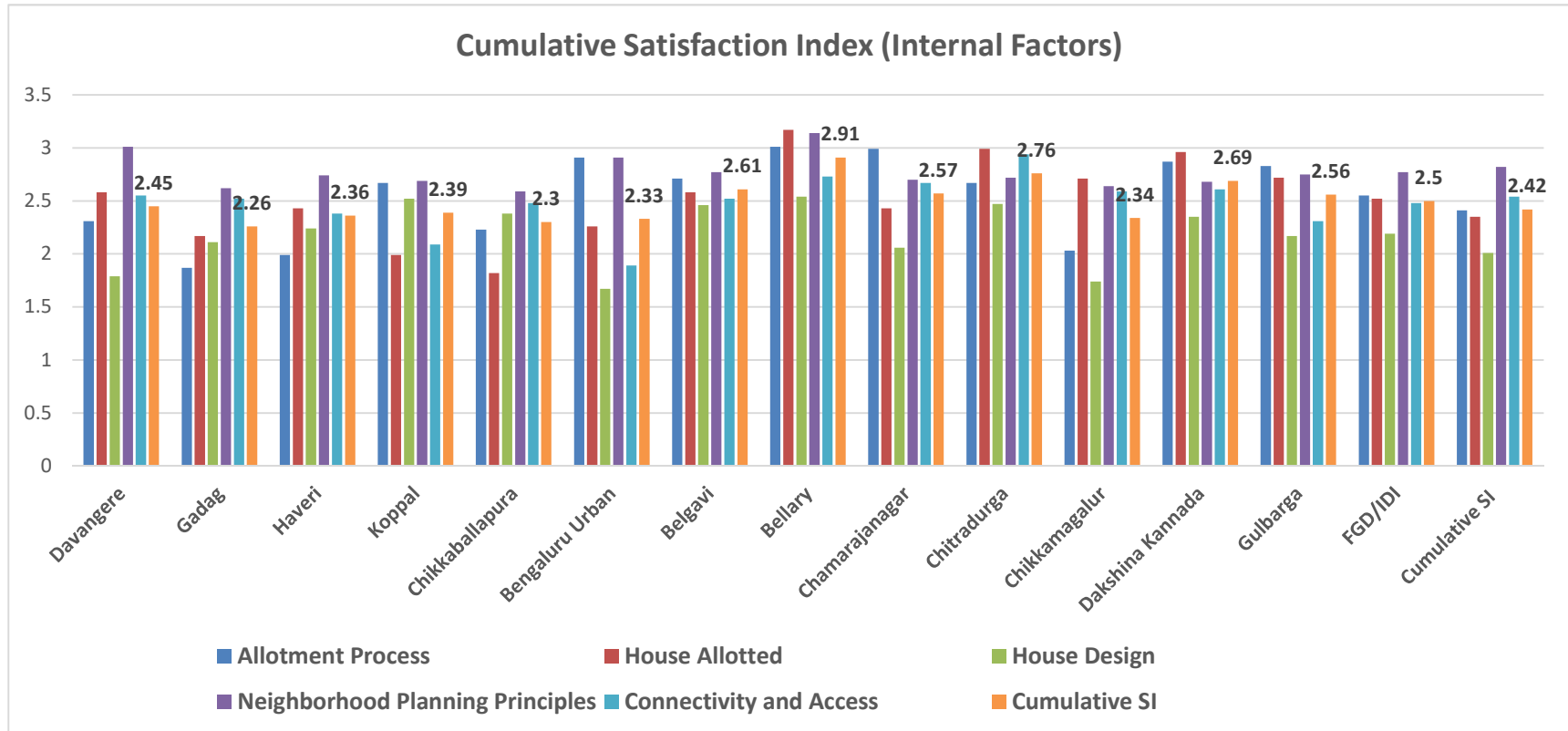


Figure 59: Cumulative Satisfaction Index -Internal Factors

7.7 External Factors related to Satisfaction Index- Police Housing Corporation

7.7.1 Satisfaction on the quality of construction of residential buildings built by the Police Housing Corporation

Majority of the respondents and their family expressed dissatisfaction on the quality of construction of the quarters built by the Police Housing Corporation. The quality of construction in Bangalore Urban at 1.47/5.0 is the lowest amongst all the districts surveyed. A low cumulative satisfaction index of 2.03/5.0 indicates the poor quality of construction of residential buildings constructed by the Corporation (Table 59).

Table 59: District wise Satisfaction Index on Construction quality

District	Satisfaction Index
	Construction Quality
Davangere	2.28
Gadag	2.17
Haveri	2.51
Koppal	2.01
Chikkaballapura	1.79
Bengaluru Urban	1.47
Belagavi	2.57
Bellary	2.61
Chamarajanagar	2.18
Chitradurga	1.85
Chikkamagalur	2.28
Dakshina Kannada	1.69
Gulbarga	2.41
Control Sample	3.56
FGD/IDI	1.97
Cumulative SIDT	2.03

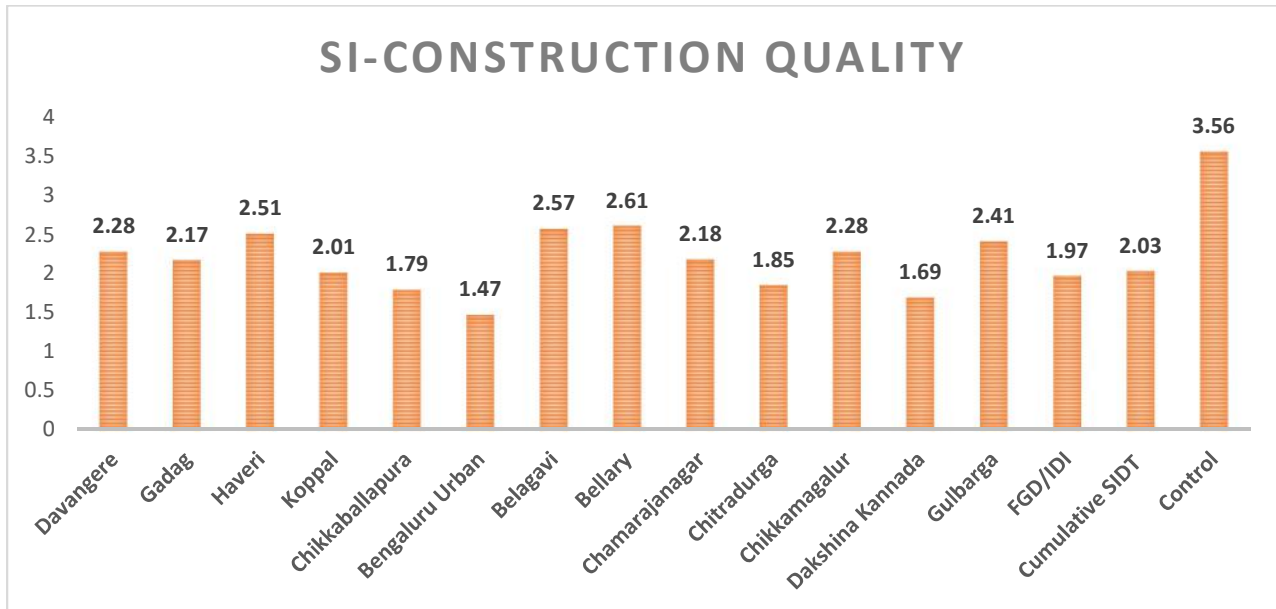


Figure 60: Satisfaction Index on the quality of construction of houses

7.7.2 Opinion matrix of the residents with respect to providing infrastructure facility

7.7.2.1 Satisfaction on Basic Facilities: Water quality supplied and sewerage system & disposal

Respondents were happy with the quality and quantity of water being supplied to the police housing colony (Figure 61). However, Satisfaction Index towards the maintenance of sewerage system and disposal for the police housing colony was at a lower level (Figure 62), as highlighted in the Satisfaction Index in Table 60.

Table 60: District wise Satisfaction Index on Water Quality and Sewerage System & Disposal

District	Satisfaction Index	
	Water Supply	Sewerage System
Davangere	3.34	1.87
Gadag	3.67	1.92
Haveri	3.29	2.11
Koppal	3.77	2.22
Chikkaballapura	3.51	2.13
Bengaluru Urban	2.87	1.97
Belagavi	3.28	2.44
Bellary	3.41	2.15
Chamarajanagar	3.19	2.06
Chitradurga	3.35	1.98
Chikkamagalur	3.61	2.23
Dakshina Kannada	3.57	2.18
Gulbarga	3.47	2.37
Control Sample	3.79	3.64
FGD/IDI	3.33	1.87
Cumulative SIDT	3.41	1.99

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

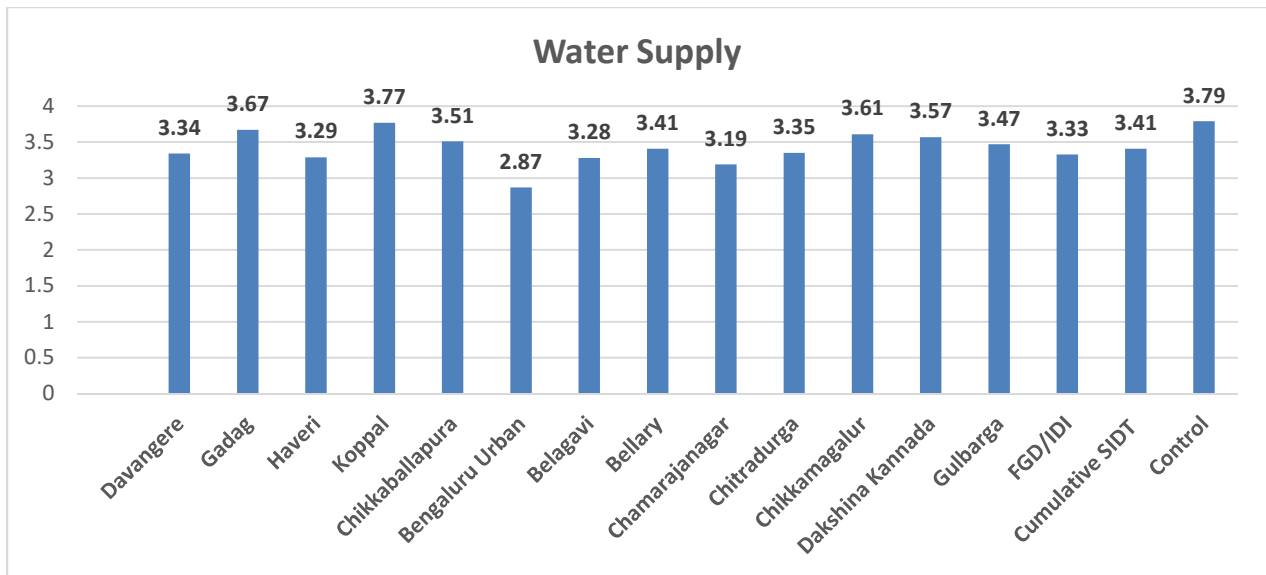


Figure 61: Satisfaction on water supply to the police housing colony

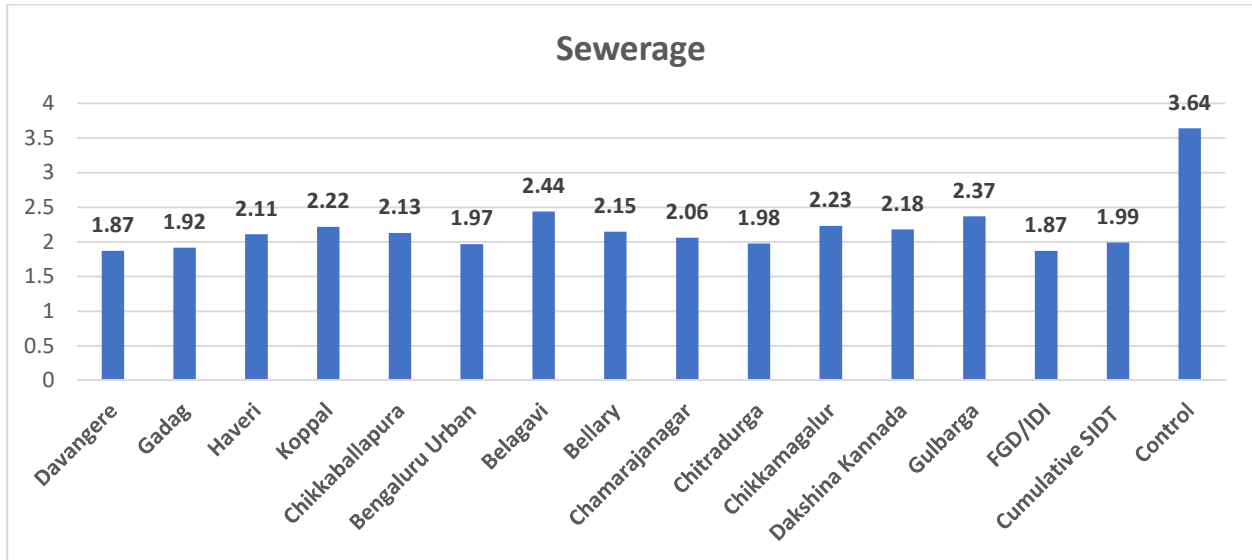


Figure 62: Satisfaction on sewerage system and disposal in the police housing colony

7.7.2.2 Satisfaction on Green Cover and Air Quality:

Majority of the respondents surveyed had expressed satisfaction on the extent of green cover (Figure 63) within the police housing colony. They were also satisfied with the air quality (Figure 64) in the police housing colony. Table 64 highlights the satisfaction index for these two parameters.

Table 61: District wise Satisfaction Index on Green Cover and Air Quality

District	Satisfaction Index	
	Green Cover	Air Quality
Davangere	3.99	3.41
Gadag	3.86	3.27
Haveri	3.61	3.34
Koppal	3.67	3.01
Chikkaballapura	3.18	2.91
Bengaluru Urban	2.89	2.67
Belagavi	3.12	2.89
Bellary	2.87	3.44
Chamarajanagar	3.45	3.31
Chitradurga	3.22	3.17
Chikkamagalur	3.47	3.45
Dakshina Kannada	2.98	3.19
Gulbarga	3.09	3.24
Control Sample	3.17	3.32
FGD/IDI	3.73	3.57
Cumulative SIDT	3.54	3.38

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

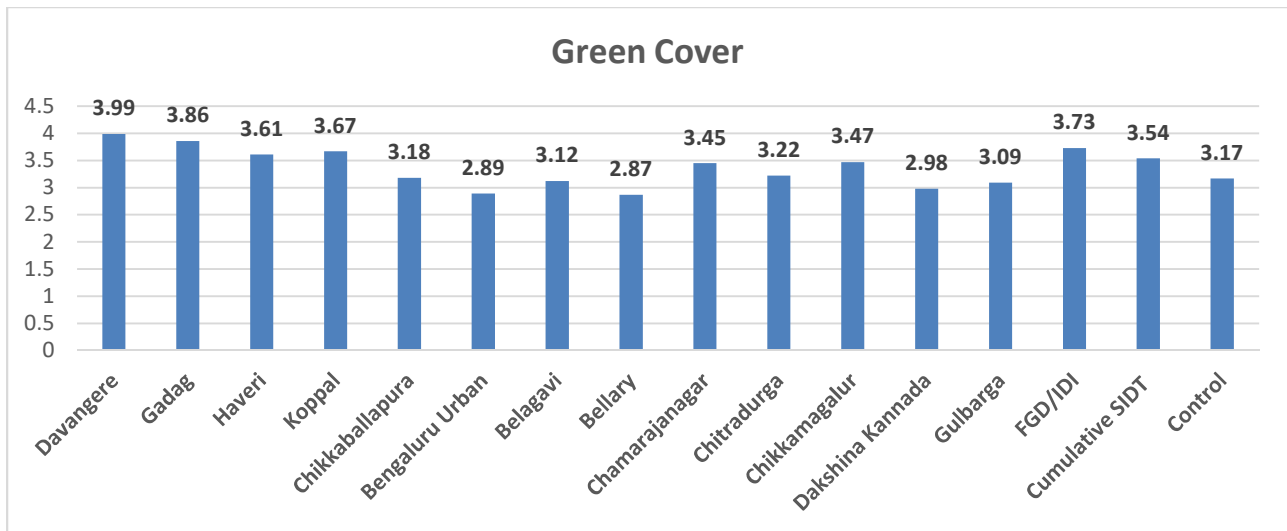


Figure 63: Satisfaction Index on green cover in the police housing colonies

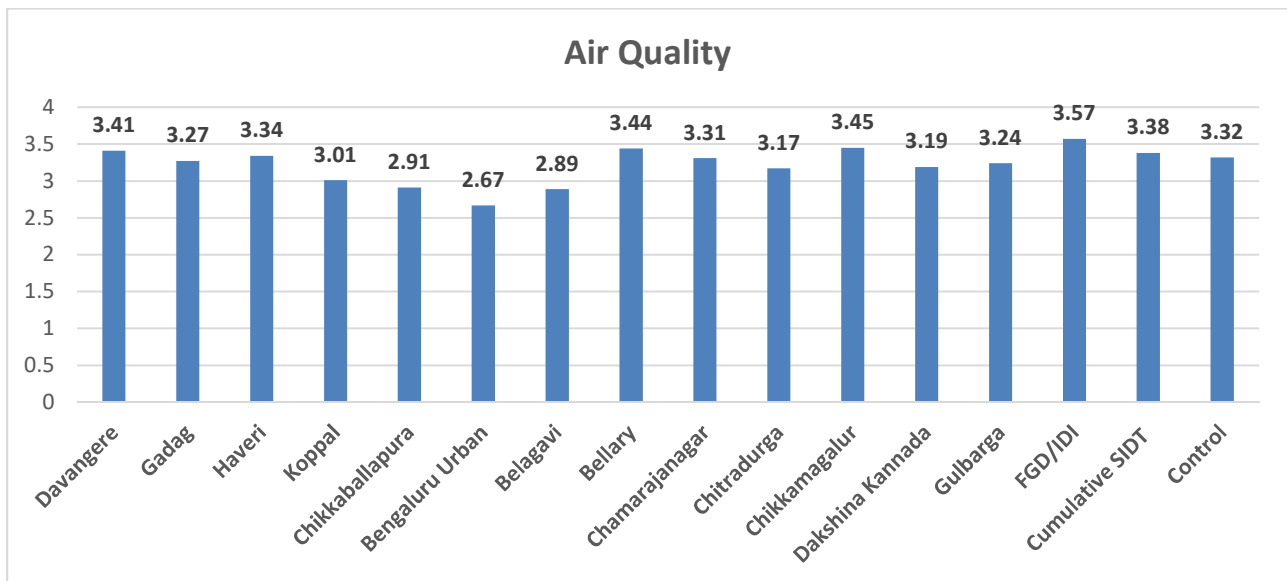


Figure 64: Satisfaction Index on air quality in the police housing colonies

7.7.3 Satisfaction Index on account of External factors – Police Housing Corporation

All the external factors like Construction Quality, water Supply, providing proper sewerage disposal, green Cover and good air quality have been grouped together as follows:

Table 62: Satisfaction Index on account of External factors – Police Housing Corporation

District	Satisfaction Index (External Factors)					
	Construction Quality	Water Supply	Sewerage System	Green Cover	Air Quality	Cumulative SI
Davangere	2.28	3.34	1.87	3.99	3.41	2.98
Gadag	2.17	3.67	1.92	3.86	3.27	2.98
Haveri	2.51	3.29	2.11	3.61	3.34	2.97
Koppal	2.01	3.77	2.22	3.67	3.01	2.94
Chikkaballapura	1.79	2.51	2.13	3.18	2.91	2.70
Bengaluru Urban	1.47	2.87	1.97	2.89	2.67	2.37
Belgavi	2.57	3.28	2.44	3.12	2.89	2.86
Bellary	2.61	3.41	2.15	2.87	3.44	2.90
Chamarajanagar	2.18	3.19	2.06	3.45	3.31	2.84
Chitradurga	1.85	3.35	1.98	3.22	3.17	2.71
Chikkamagalur	2.28	3.61	2.23	3.47	3.45	3.01
Dakshina Kannada	1.69	3.57	2.18	2.98	3.19	2.72
Gulbarga	2.41	3.47	2.37	3.09	3.24	2.92
Control Sample	3.56	3.79	3.64	3.17	3.32	3.50
FGD/IDI	1.97	3.33	1.87	3.73	3.57	2.89
Cumulative SIDT	2.03	3.41	1.99	3.54	3.38	2.87

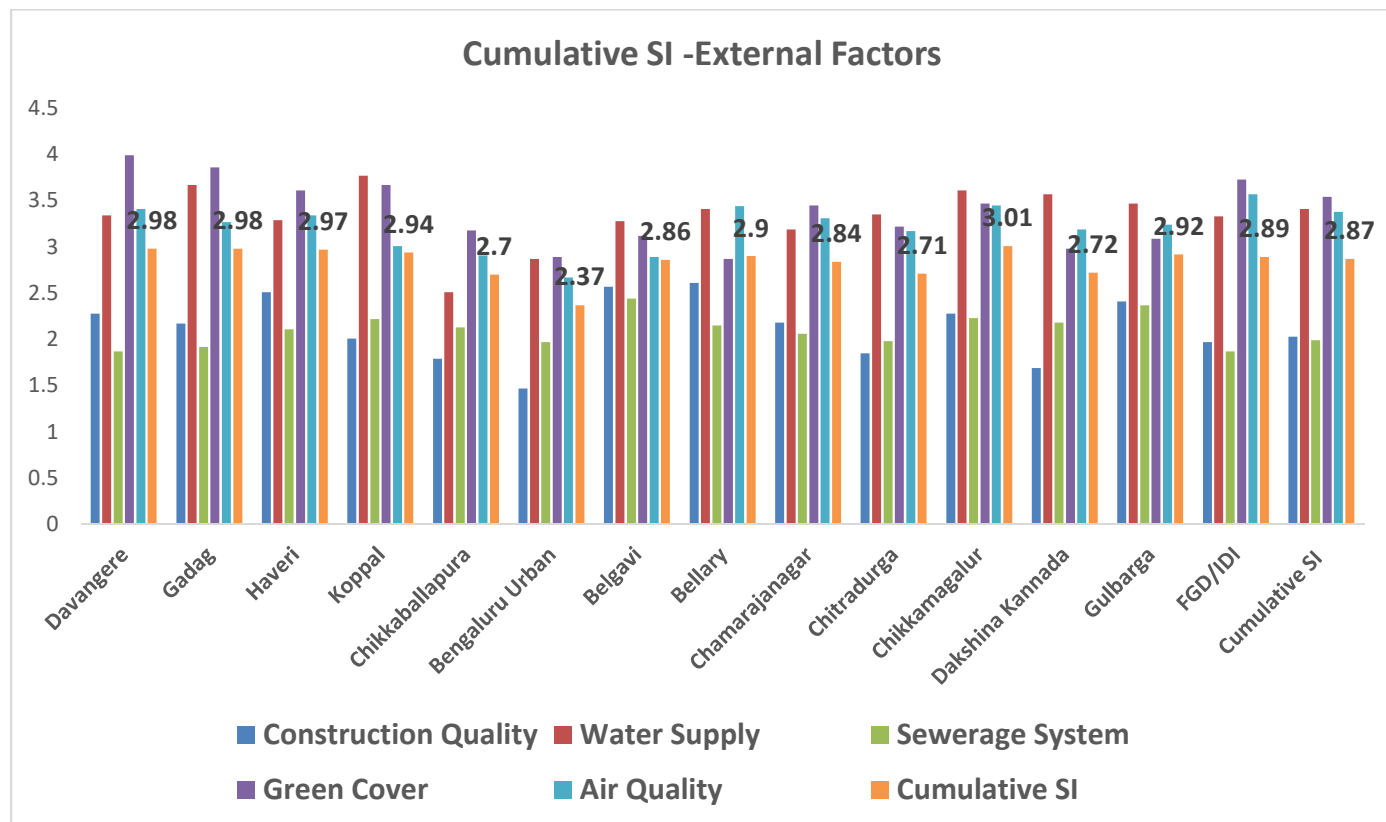


Figure 65: Satisfaction Index- External Factors

7.8 Impact of COVID 19 on the Satisfaction Index

The Internal and External factors were further triangulated for Pre-Covid and Post-Covid scenario. The data collected before June 2021, was classified as pre-covid data and that collected after June 2021 was classified as post-covid data.

The pre-covid cumulative satisfaction index based on internal factors was 2.34 and that based on external factors was 2.73. Similarly, the post-covid cumulative satisfaction index based on internal factors was 2.64 and that based on external factors was 2.85. The summarized results related to the satisfaction index are presented below:

Table 63: Pre-Covid District wise and Category wise Cumulative Satisfaction Index of Internal Factors

District	Satisfaction Index					
	Allotment process	House Allotted	House Design	Neighbourhood Planning Principles	Connectivity	Access to Public Transport
Davangere	2.31	2.58	1.79	3.01	2.29	2.81
Gadag	1.87	2.17	2.11	2.62	2.26	2.77
Haveri	1.99	2.43	2.24	2.74	2.41	2.34
Koppal	2.67	1.99	2.52	2.69	2.17	2.01
Chikkaballapura	2.23	1.82	2.38	2.59	2.28	2.67
Bengaluru Urban	2.91	2.26	1.67	2.91	1.91	1.86
Cumulative SI	2.41	2.18	2.10	2.76	2.17	2.30

Cumulative SI (Pre Covid -Internal Factors) =2.34

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

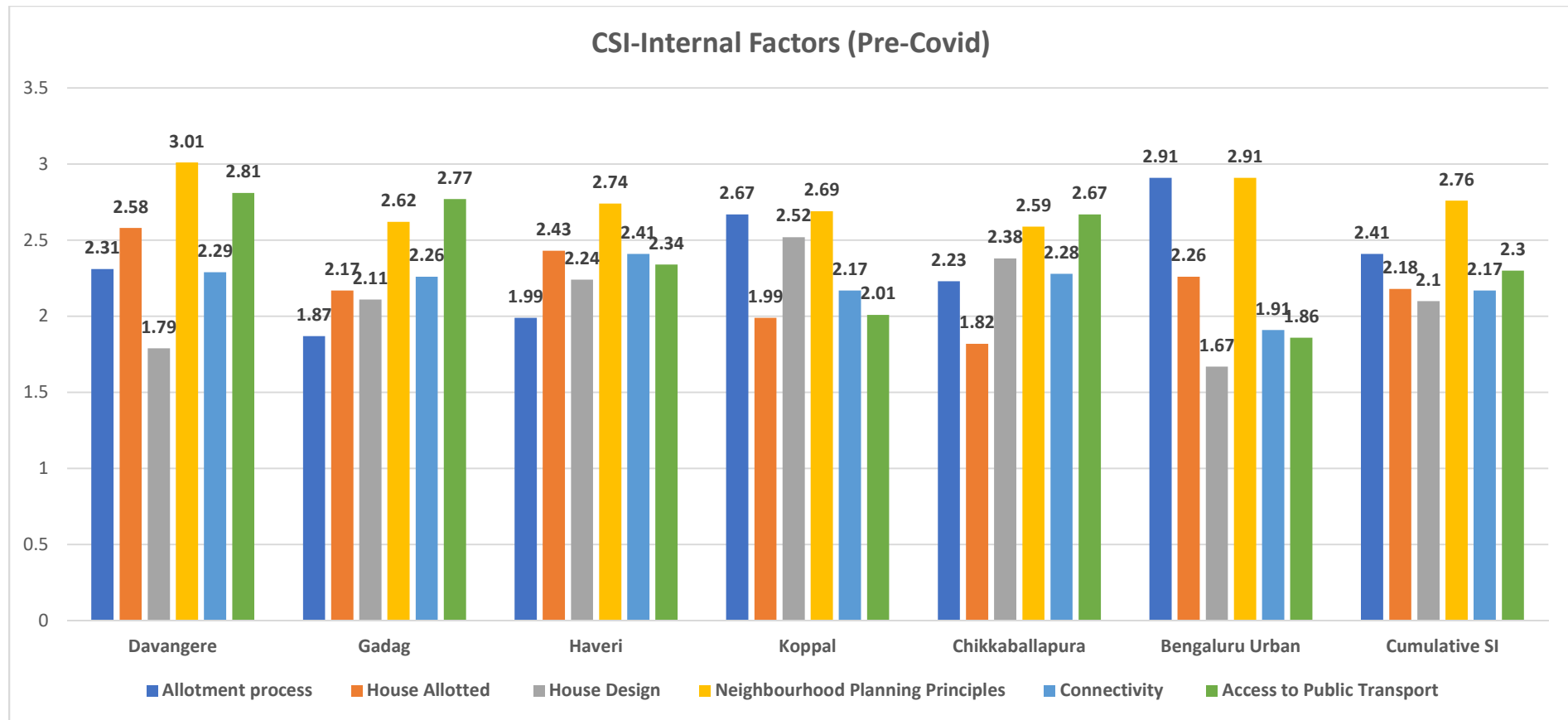


Figure 66: CSI-Internal Factors (Pre-Covid)

Table 64: Post-Covid District wise and Category wise Cumulative Satisfaction Index of Internal Factors

District	Satisfaction Index					
	Allotment process	House Allotted	House Design	Neighbourhood planning principles	Connectivity	Access to Public Transport
Belgavi	2.71	2.58	2.46	2.77	2.61	2.43
Bellary	3.01	3.17	2.54	3.14	2.57	2.88
Chamarajanagar	2.99	2.43	2.06	2.70	2.89	2.44
Chitradurga	2.67	2.99	2.47	2.72	3.23	2.65
Chikkamagalur	2.03	2.71	1.74	2.64	2.71	2.47
Dakshina Kannada	2.87	2.96	2.35	2.68	2.83	2.39
Gulbarga	2.83	2.72	2.17	2.77	2.48	2.14
Cumulative SI	2.74	2.76	2.29	2.77	2.74	2.47

Cumulative SI (Post Covid-Internal Factors) = 2.64

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

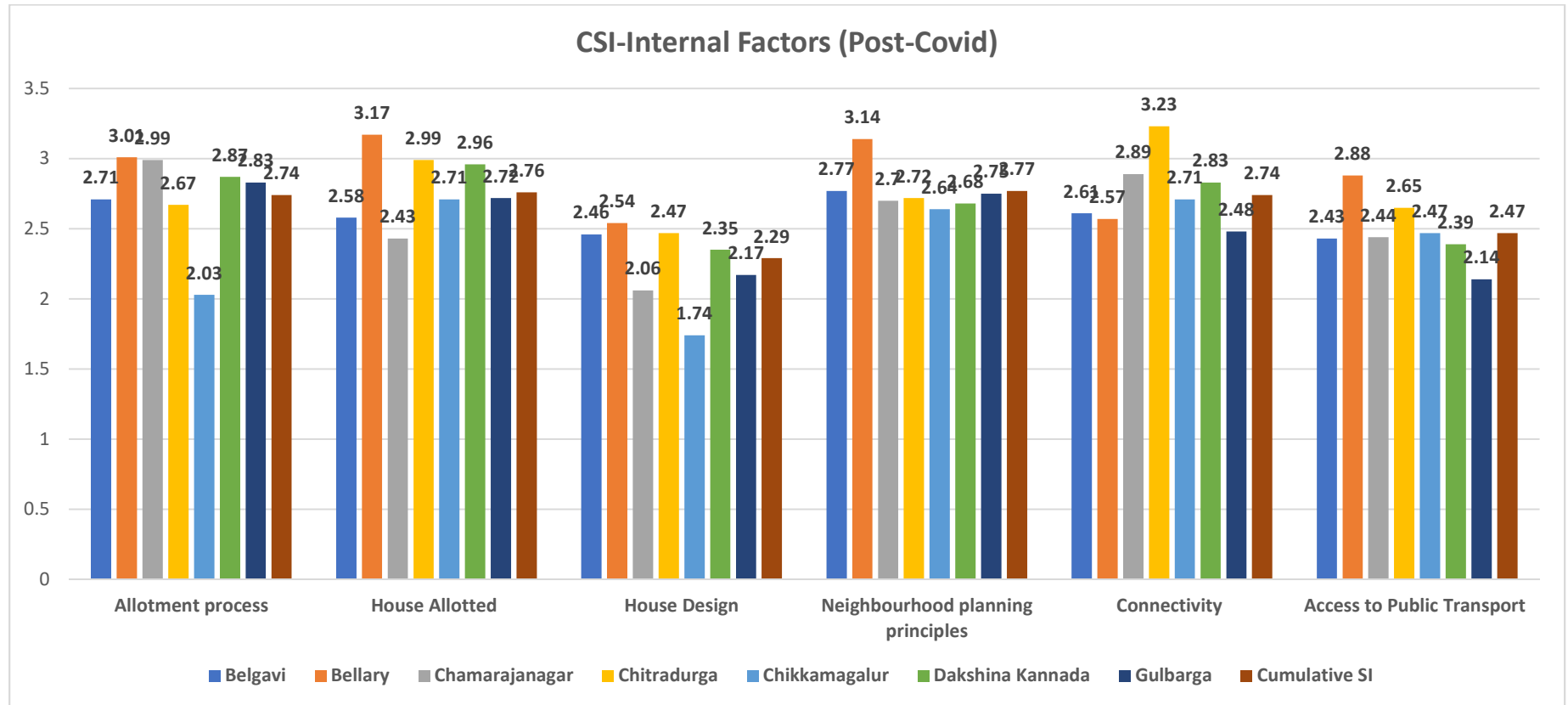


Figure 67: CSI-Internal Factors (Post Covid)

Table 651: Pre-Covid District wise Cumulative Satisfaction Index for External factors

District	Satisfaction Index				
	Construction Quality	Water Quality	Sewerage Systems	Green Cover	Air Quality
Davangere	2.28	3.34	1.87	3.99	3.41
Gadag	2.17	3.67	1.92	3.86	3.27
Haveri	2.51	3.29	2.11	3.61	3.34
Koppal	2.01	3.77	2.22	3.67	3.01
Chikkaballapura	1.79	2.51	2.13	3.18	2.91
Bengaluru Urban	1.47	2.87	1.97	2.89	2.67
Cumulative SI	1.95	3.22	2.04	3.43	3.02

Cumulative SI (Pre -Covid-External Factors) = 2.73

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

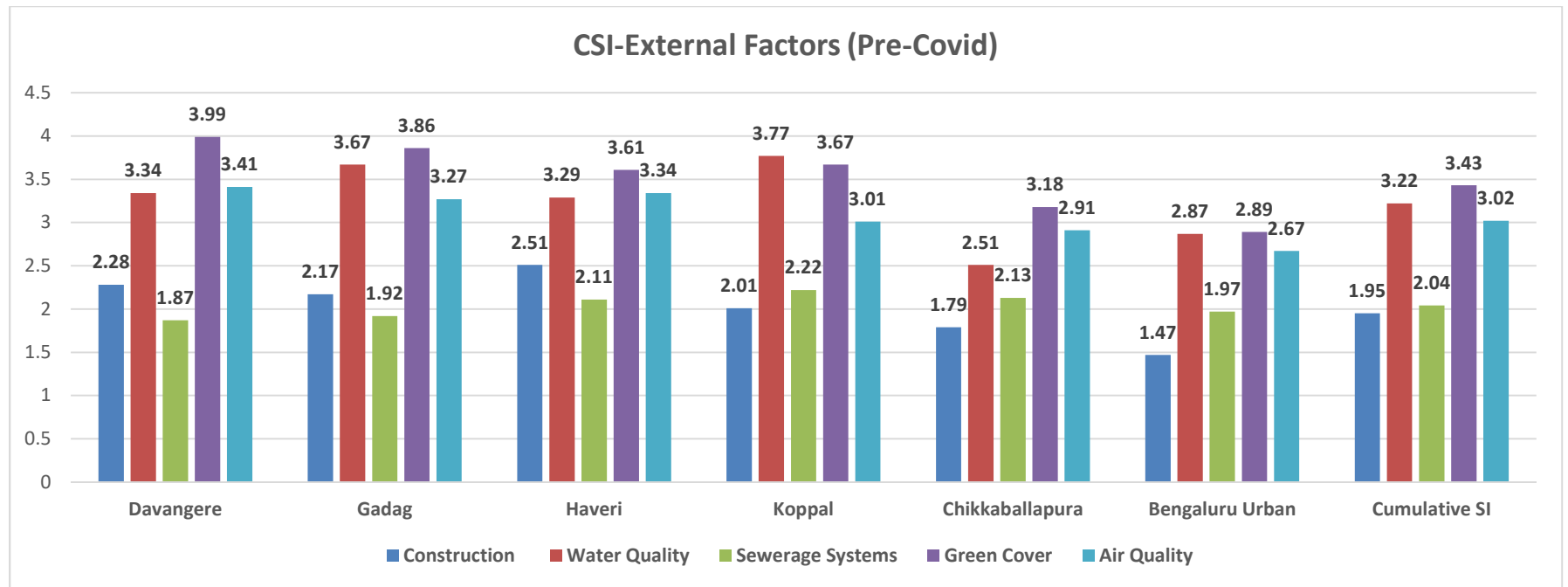


Figure 682: District wise Cumulative Satisfaction Index for External factors - Pre-Covid

Table 66: Post -Covid District wise Cumulative Satisfaction Index for External factors

District	Satisfaction Index				
	Construction Quality	Water Quality	Sewerage Systems	Green Cover	Air Quality
Belgavi	2.57	3.28	2.44	3.12	2.89
Bellary	2.61	3.41	2.15	2.87	3.44
Chamarajanagar	2.18	3.19	2.06	3.45	3.31
Chitradurga	1.85	3.35	1.98	3.22	3.17
Chikkamagalur	2.28	3.61	2.23	3.47	3.45
Dakshina Kannada	1.69	3.57	2.18	2.98	3.19
Gulbarga	2.41	3.47	2.37	3.09	3.24
Cumulative SI	2.30	3.38	2.23	3.17	3.20

Cumulative SI (Pre -Covid-External Factors) = 2.85

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

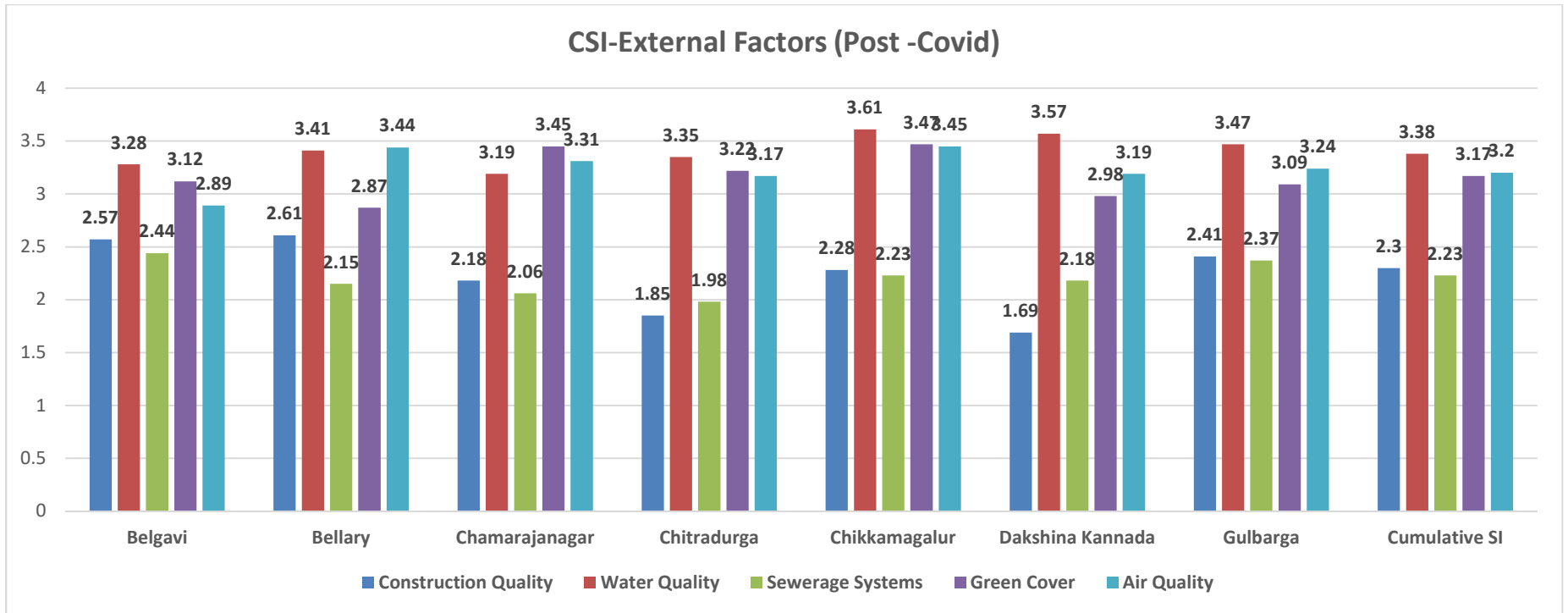


Figure 69: CSI-External Factors (Post-Covid)

7.9 Improvement in the Standard of Living of the Police Force:

Standard of living is the material well-being of the average person in a given population. An attempt was also made to study whether the residential accommodation provided to the police force by the police department had any desired impact on the standard of living of the police force. The monetary measures have not been included.

However, for the purpose of this study, the following factors have been considered more appropriate for factoring the standard of living in the police force of the State.

1. House design
2. Type of houses allotted
3. Quality of construction
4. Green cover
5. Air quality
6. Quality of water supplied
7. Sewerage system
8. Security
9. Commuting Time

Table 67: Satisfaction Index on Standard of Living

District	Standard of Living									
	House Design	Type of House Allotted	Quality of Const.	Green Cover	Air Quality	Water Quality	Sewerage System	Security	Commuting Time	CSLI
Davangere	1.79	2.58	2.28	3.99	3.41	3.34	1.87	2.65	2.29	2.69
Gadag	2.11	2.17	2.17	3.86	3.27	3.67	1.92	2.37	2.26	2.64
Haveri	2.24	2.43	2.51	3.61	3.34	3.29	2.11	2.12	2.41	2.67
Koppal	2.52	1.99	2.01	3.67	3.01	3.77	2.22	2.01	2.17	2.60
Chikkaballapura	2.38	1.82	1.79	3.18	2.91	2.51	2.13	2.17	2.28	2.46
Bengaluru Urban	1.67	2.26	1.47	2.89	2.67	2.87	1.97	1.96	1.91	2.19
Belagavi	2.46	2.58	2.57	3.12	2.89	3.28	2.44	2.01	2.61	2.66
Bellary	2.54	3.17	2.61	2.87	3.44	3.41	2.15	2.56	2.57	2.81
Chamarajanagar	2.06	2.43	2.18	3.45	3.31	3.19	2.06	2.27	2.89	2.65
Chitradurga	2.47	2.99	1.85	3.22	3.17	3.35	1.98	2.41	3.23	2.74
Chikkamagalur	1.74	2.71	2.28	3.47	3.45	3.61	2.23	1.99	2.71	2.69
Dakshina Kannada	2.35	2.96	1.69	2.98	3.19	3.57	2.18	2.15	2.83	2.66
Gulbarga	2.17	2.72	2.41	3.09	3.24	3.47	2.37	2.34	2.48	2.70
Cumulative SLI	2.18	2.41	2.08	3.31	3.11	3.28	2.09	2.16	2.42	2.56

The Cumulative Standard of Living Index at 2.56 /5.0 can be deemed not satisfactory as compared to the long-term goal of 75% achievement

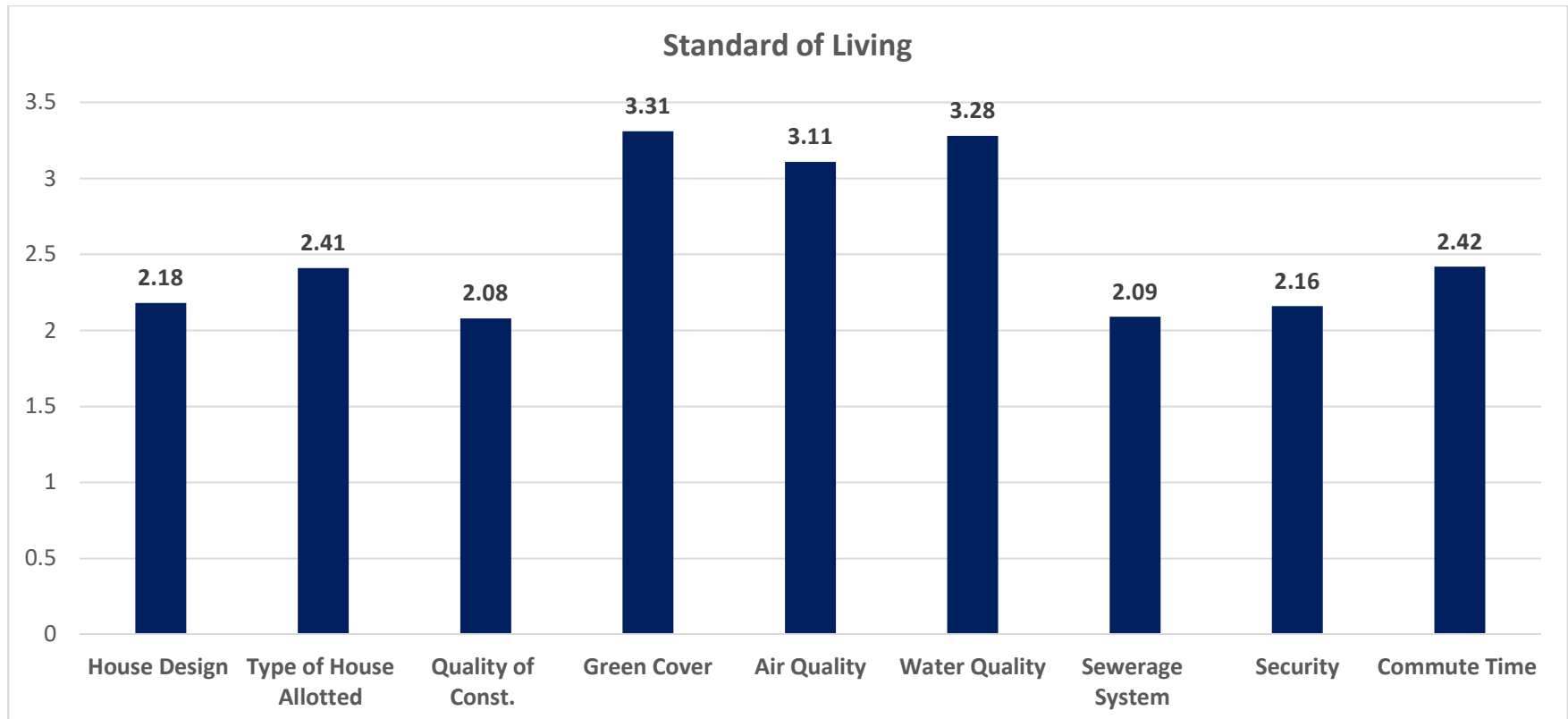


Figure 70: Cumulative Satisfaction Index- Standard of Living

7.10 Analysis of Focus Group Discussions (FGDs) & In-Depth Interviews (IDIs)

Focus Group Discussions and In-Depth Interviews were conducted in all the thirteen districts over a period of six months from Feb 2021 to July 2021. 52 FGDs and 130 IDIs were conducted across the spectrum. Details of the same are placed in the annexure. The Focus Group Discussions and the In-depth Interviews held with the beneficiaries, police officers, Police Housing Corporation executives, contractors and non-beneficiaries including the general public reveal that majority of the issues related to the housing constructed and provided by the Police Housing Corporation to the Police Force in the State are generic in nature as shown below:

Table 68: Generic issues across the police housing quarters

Category	Issues
Site and Location	<ul style="list-style-type: none"> Mosquito and rodent menace Poor lighting in public spaces Lack of community space within the colony Water logging in the colony during heavy rains Absence of security for the residents at the entrance to the police housing colony
Living Accommodation	<ul style="list-style-type: none"> Small size of the bedroom Shared walls leading to lack of privacy in the houses Lack of storage space in the kitchen Absence of prayer room and store room Inconvenient height of the attic Absence of shelves in the washrooms Poor quality of sanitary wares in the kitchen and the washroom Poor quality of wiring and electrical both in the house and in the common space Poor lighting arrangement in the common space Frequent power disruption in the police housing colony Poor mobile connectivity in the police housing colony
Neighborhood Principles	<ul style="list-style-type: none"> Poor Connectivity by road Poor access to public transport system Poor quality of school education Lack of quality medical facilities Poor access to nearby markets and provision stores Absence of banks/ATM nearby

7.10.1 Davangere District

Highlights of the FGD/IDI discussions are presented below:

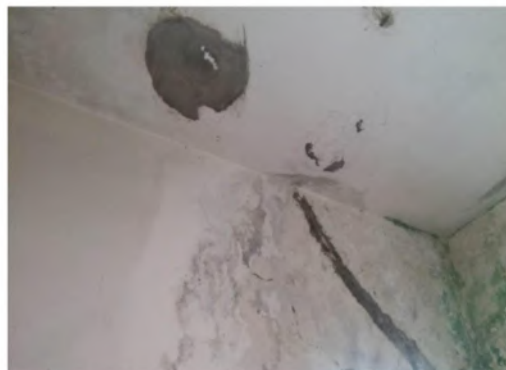
- Poor quality of building construction. Satisfaction Index 2.28/5.0
- Poor design of the house. Satisfaction Index 1.79/5.0
- Sewerage connection was not provided to the residents for a considerable time. Satisfaction Index 1.87 /5.0
- When compared to a few other districts, the allotment process is somewhere mid-level, however during FGD and IDI many respondents expressed their dissatisfaction on this front.
- Insufficient quarters for the police constabulary forcing them to stay in rented accommodation paying a high rent.
- With specific reference to one particular housing complex visited in Harihar Taluk, there was great dissatisfaction on the quality of poor housing being provided for the police force.

Figure 71: Davangere Police Housing Colony

Wall Leakage



Poor Maintenance



7.10.2 Gadag District

Highlights of the FGD/IDI discussions are presented below:

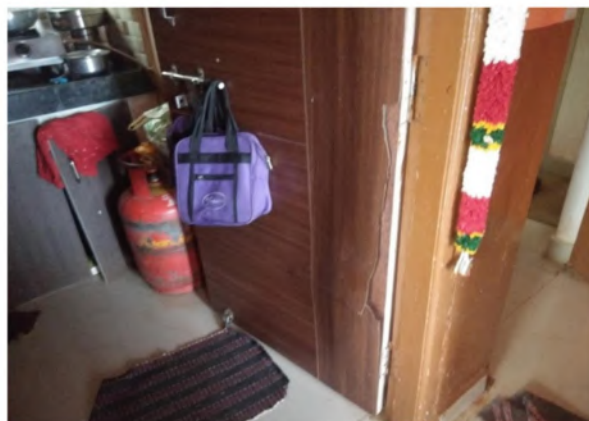
- The respondents raised several issues with our survey team on the quality of construction. Respondents had emphasized that all the quarters have seepage issues even during summer season. Further other aspects highlighted by them is the poor quality electricals in the housing.
- The location where the Mallasamudra police quarters has been constructed is far away from town.
- There is also a need to construct police housing accommodation at Mundaragi town which is approximately 36 kms from Gadag as the police have to regularly commute the long distance.
- The Police quarters at Betagiri was demolished and respondents felt there was a need to construct new police quarters in the place old quarters as it is conveniently located.

Figure 72: Gadag Police Housing Colony

Wall Leakage



Cracked Wooden Doors



7.10.3 Haveri District

Highlights of the FGD/IDI discussions are presented below:

- There is substandard and poor sewerage and drainage connectivity (SI – 2.11/ 5.0) which has also led to mosquito and pig menace in the police housing colony
- There is poor quality of power supply in the region which needs to be addressed.
- Solar water heaters are not maintained properly and hence not in working condition
- Satisfaction with regards to access to amenities is comparatively lower.
- The overall satisfaction as per the survey on housing design and housing construction was also poor at 2.24/ 5.0 and 2.51/5.0.
- In respect of Ranibennur police quarters, there was great dissatisfaction on the quality of construction.

Figure 73: Haveri Police Housing Colony

Poor Drainage



**Poor Maintenance of
Solar Water Panels**



7.10.4 Koppal District

Highlights of the FGD/IDI discussions are presented below:

- The new police quarters constructed in Basapura village is about 8 kms from Koppal town and there are no proper commutation facilities for the staff.
- Satisfaction index on connectivity and public transport at 2.17 and 2.01 is very poor.
- There is a railway crossing between Koppal town and the police quarters, which remains closed during peak times making commutation from police quarters to the police station challenging.
- Inadequate drinking water facilities for the police housing colony which was reflected in the FGD and IDI is quite contrary to what the surveys had depicted.
- Civil police have not been considered for allotment of houses in Basapura Station, Koppal
- There is an urgent need for police quarters in Munirabad taluk, Koppal district.

Figure 74: Koppal Police Housing Colony

New Police Quarters, Basapura Village



Google Map New Police Quarters, Basapura Village



7.10.5 Chikkaballapura District

Highlights of the FGD/IDI discussions are presented below:

- Poor quality of drinking water supply to the police housing colony. The surveys reflected this partially with a satisfaction index of 2.51 in the region.
- Concerns of safety were raised with the presence of poorly executed electrical panels. In certain cases, open electrical panel with no safety guards were observed.
- The allotment process and the allotted housing have satisfaction index of 2.23 and 1.82 respectively.
- One of the major concerns is the lack of adequate number of quarters for the police force.

Figure 75: Chikkaballapura Police Housing Colony

Poor Building Maintenance



Open Electrical Panels without Safety Guards in Corridors



7.10.6 Bangalore Urban District

Highlights of the FGD/IDI discussions are presented below:

- Building construction quality is extremely poor. This has been highlighted in the survey responses by many respondents giving the district a low satisfaction index in both house design and construction quality at 1.67 and 1.47 respectively.
- Overall survey response for quality of water in the region was at 2.87. However, in Binny mills police housing colony, the respondents mentioned supply of poor water quality.
- Inadequate number of quarters for police personnel as compared to the overall strength in Bangalore district forcing the police personnel to stay in rented accommodation. This was especially a matter of concern in the region because of higher rent in Bangalore Urban when compared to other regions.
- The respondents also pointed to several structural defects in the Binny Mills Police Housing Colony.
- Bangalore Urban is highly developed and vehicle parking on the roads is not an option within city limits. With lack of vehicle parking in some quarters, it is a concern for officials owning private vehicles.
- Neighborhood planning principles have been ignored in the construction of quarters.

Figure 76: Bangalore Urban District Police Housing Colony

**Cracks in Walls–Binny Mills
Police Housing Colony**



**Broken Sanitary Ware – Binny Mills
Police Housing Colony**



7.10.7 Belagavi District

Highlights of the FGD/IDI discussions are presented below:

- Building construction quality is poor as indicated by the Satisfaction Index of house design and construction quality were at 2.46 and 2.57.
- Poor drainage facilities at Belagavi police quarters which was corroborated in the surveys with a satisfaction index of 2.44.
- Majority of the wood works inside the residential quarters are in damaged condition
- In addition, due to lack of maintenance, Solar water heaters installed in the housing do not function properly.
- Insufficient quarters for police personnel leading to the constabulary families living in rented houses and paying unaffordable rent.

Figure 77: Belgavi Police Housing Colony

Poor Maintenance–Solar Water Panels



Poor & Improper Drainage



7.10.8 Bellary District

Highlights of the FGD/IDI discussions are presented below:

- The survey has highlighted reasonable satisfaction on housing design and construction with satisfaction index of 2.54 and 2.61 respectively. However, during interactions, there was some concerns on construction quality and dissatisfaction on the same.
- One of the concerns with regards to construction was that majority of the wood works had got damaged over time.
- Lack of proper maintenance has led of malfunctioning of Solar water heaters.
- Insufficient quarters for police personnel leading to the constabulary families living in rented houses and paying unaffordable rent.
- Water seepage problems in Shiraguppa and Kurugodu police quarters.

Figure 78: Bellary Police Housing Colony

**Damaged Kitchen Sink and Wood Work
Kurugodu Police Quarters**



**Seeping Pipes
Shiraguppa Police Quarters**



7.10.9 Chamarajanagar District

Highlights of the FGD/IDI discussions are presented below:

- One of the prime concerns was the quality of building construction. Surveys conducted in the region also highlighted this aspect wherein satisfaction index for house design and construction quality was poor at 2.06 and 2.18 respectively.
- Lack of adequate number of quarters for the police force
- Lack of maintenance of the building has led to plants growing on the terrace wherein solar water heaters are fixed.
- Satisfaction Index for the sewerage system was on the lower end at 2.06 which was also highlighted during FGD and IDI discussions by respondents.

Figure 79: Chamarajanagar Police Housing Colony

Poor Drainage System
Yalanduru Police Quarters



Poor Maintenance of Solar Water Panels
Hanuru Police Quarters



7.10.10 Chitradurga District

Highlights of the FGD/IDI discussions are presented below:

- The Nayakanahatty police housing is located far away from the town in an agricultural land making commuting difficult for residents.
- There is no safety and security of the police quarters constructed in Nayakanahatty police colony
- Due to the above reasons, of the 12 quarters only 3 are occupied and the remaining quarters are vacant.
- All the quarters have seepage issues and are in a bad condition.
- Solar water heaters are not functioning properly in the police quarters.

Figure 80: Chitradurga Police Housing Colony

Poor Access (Muddy Roads)
Nayakanahatty Police Quarters



Poor Maintenance of Solar Water Panels
Challakere Police Quarters



7.10.11 Chikkamagalur District

Highlights of the FGD/IDI discussions are presented below:

- Poor building design with the major concern being the lack of puja room.
- In Sringeri police colony majority of the buildings have leakage issues.
- Solar water heaters are not functioning properly in the police quarters.

Figure 81: Chikkamagalur Police Housing Colony

Terrace Leakage



Open Electrical Panels



7.10.12 Dakshina Kannada District

Highlights of the FGD/IDI discussions are presented below:

- Building construction quality is very poor with satisfaction index on construction quality in the region based on surveys as low as 1.69.
- Poor electrical at Bajpe police quarters.
- Poor maintenance of the police quarters.
- Solar water heaters are not managed properly.
- Insufficient quarters for police personnel leading to the constabulary families living in rented houses and paying unaffordable rent.

Figure 82: Dakshina Kannada Police Housing Colony

**Poor Maintenance & Open Electrical Wiring
Bajpe Police Quarters**



**Building Leakage
Putturu Police Quarters**



7.7.13 Gulbarga District

Highlights of the FGD/IDI discussions are presented below:

- The satisfaction index of respondent from surveys on house design and construction quality was at 2.17 and 2.41 respectively. One of the prime concerns highlighted in FGD and IDI was the quality of building construction.
- Solar water heaters are not in working condition.
- Poor drainage system at Saidapur police quarters (SI – 2.37).
- Majority of the overhead water tanks are in broken condition.
- Insufficient quarters for staff forcing the constabulary to stay in rented houses.

Figure 83: Gulbarga Police Housing Colony

**Poor Maintenance –Overhead Water Tank
Saidapur Police Quarters**



**Leaking Drainage Pipes
Sedam Police Quarters**



7.11 Overall Cumulative Satisfaction Index with data triangulation

The primary data was first evaluated based on the internal and external factors and further to pre-covid and post-covid and a final consolidated table on the Cumulative Satisfaction index was prepared. In addition, taking into account the Focus Group Discussion (FGD) and In-Depth Interviews (IDI) data that was conducted as part of the study, the overall cumulative satisfaction index was triangulated using the data triangulation technique and is presented in Table 69 as shown below:

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

Table 69: District wise and Category wise Cumulative Satisfaction Index with Data Triangulation

District	Satisfaction Index										
	Allotment process	Type of Houses Allotted	House Design	Construction Quality	Neighbourhood Planning Principles	Water Supply	Sewerage System	Connectivity by Road	Access to Public Transport	Green Cover	Air Quality
Davangere	2.31	2.58	1.79	2.28	3.01	3.34	1.87	2.29	2.81	3.99	3.41
Gadag	1.87	2.17	2.11	2.17	2.62	3.67	1.92	2.26	2.77	3.86	3.27
Haveri	1.99	2.43	2.24	2.51	2.74	3.29	2.11	2.41	2.34	3.61	3.34
Koppal	2.67	1.99	2.52	2.01	2.69	3.77	2.22	2.17	2.01	3.67	3.01
Chikkaballapura	2.23	1.82	2.38	1.79	2.59	3.51	2.13	2.28	2.67	3.18	2.91
Bengaluru Urban	2.91	2.26	1.67	1.47	2.91	2.87	1.97	1.91	1.86	2.89	2.67
Belgavi	2.71	2.58	2.46	2.57	2.77	3.28	2.44	2.61	2.43	3.12	2.89
Bellary	3.01	3.17	2.54	2.61	3.14	3.41	2.15	2.57	2.88	2.87	3.44
Chamarajanagar	2.99	2.43	2.06	2.18	2.70	3.19	2.06	2.89	2.44	3.45	3.31
Chitradurga	2.67	2.99	2.47	1.85	2.72	3.35	1.98	3.23	2.65	3.22	3.17
Chikkamagalur	2.03	2.71	1.74	2.28	2.64	3.61	2.23	2.71	2.47	3.47	3.45
Dakshina Kannada	2.87	2.96	2.35	1.69	2.68	3.57	2.18	2.83	2.39	2.98	3.19
Gulbarga	2.83	2.72	2.17	2.41	2.77	3.47	2.37	2.48	2.14	3.09	3.24
Control Sample	2.01		3.88	3.56	3.64	3.79	3.64	3.91	3.83	3.17	3.32
Cumulative SI	2.59	2.49	2.20	2.14	2.77	3.30	2.14	2.48	2.39	3.29	3.12
FGD/IDI Data	2.55	2.52	2.19	1.97	2.77	3.33	1.87	2.51	2.45	3.73	3.57
Cumulative SI with Data Triangulation	2.41	2.35	2.01	2.03	2.82	3.41	1.99	2.55	2.52	3.54	3.38

Cumulative Satisfaction Index= 2.64

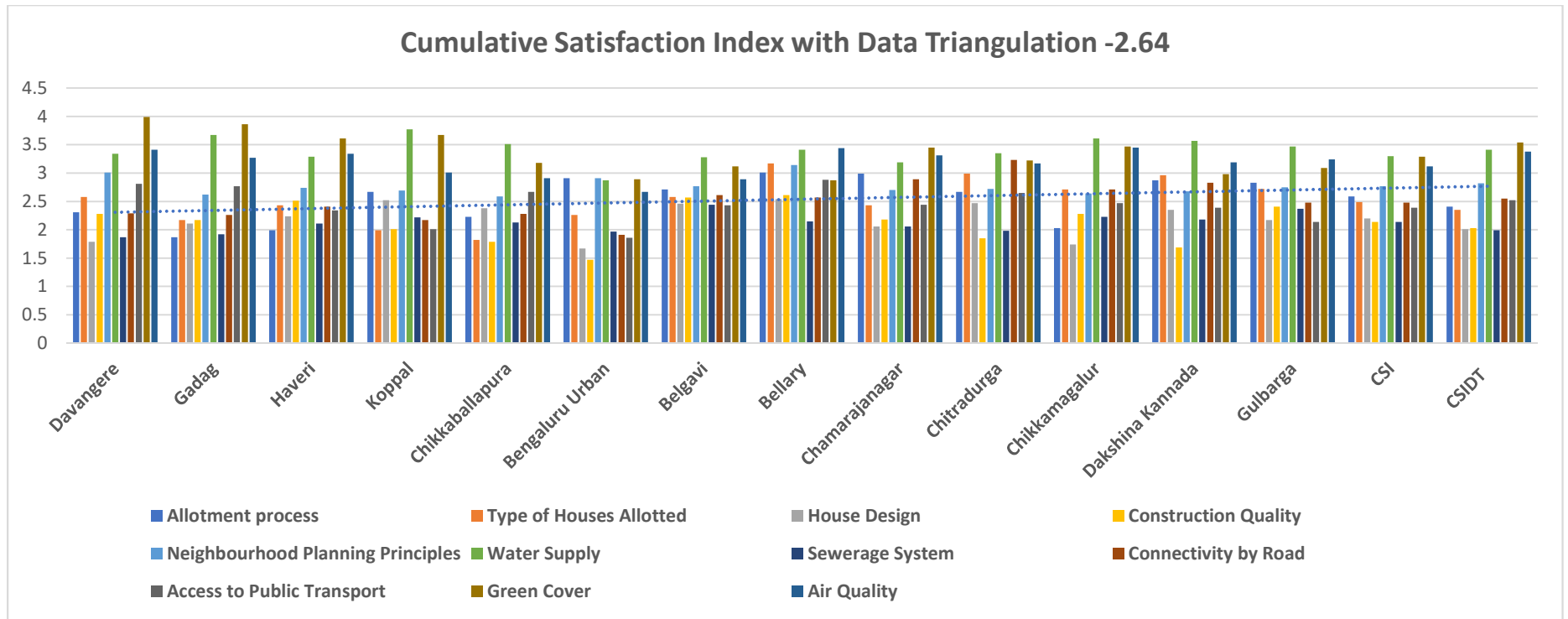


Figure 84: Cumulative Satisfaction Index= 2.64

Table 70: Cumulative Satisfaction Index with Data Triangulation

Particulars	Police Department (Internal Factors)	Police Housing Corporation (External Factors)
Pre-Covid SI	2.34/5.0	2.73/5.0
Post-Covid SI	2.64/5.0	2.85/5.0
Cumulative SI (without triangulation)	2.63/5.0	
Cumulative SI (with data triangulation)	2.64/5.0	

The Cumulative Satisfaction index (CSI) with data triangulation was calculated based on the consolidation of eleven parameters as listed in the aforesaid paragraphs along with FGD and IDI data. The Cumulative Satisfaction Index (Table 70/ Figure 85) of the houses constructed by the Police Housing Corporation and provided to the police force including the process of allotment, design of the residential houses, quality of construction and maintenance of the building was abysmally poor and the index at 2.64 /5.0 is not on the anticipated lines.

7.12 Best and Poorly Performing Districts

7.12.1 Case Studies

In continuation with the assessment of satisfaction index for the various parameters, it was felt necessary to identify the best and poorly performing districts based on time line variance and the CSI. Details of the same are placed in Annexure IX.

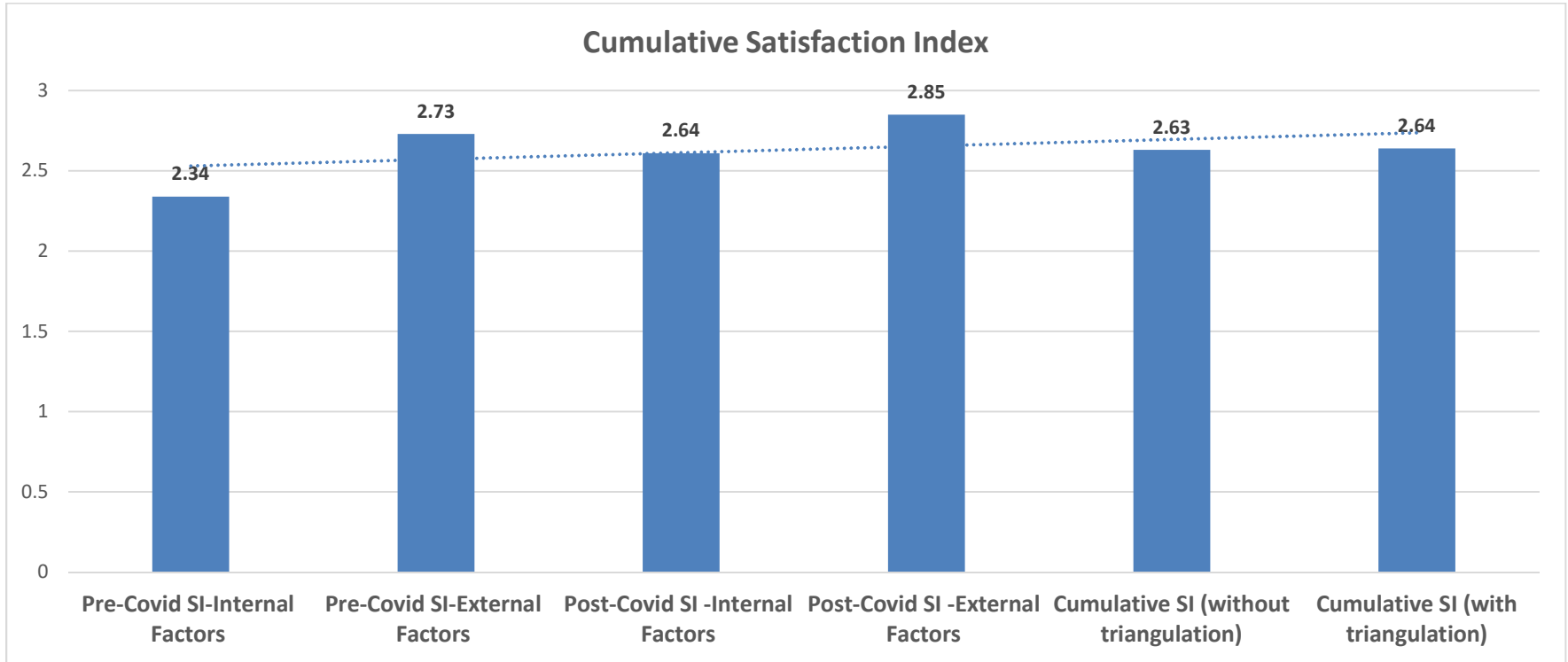


Figure 85: Cumulative Satisfaction Index with Data Triangulation

Chapter 8

Analysis of other Construction Works

As part of the evaluation, an empirical field study of ‘Other Construction Works’ as identified in the ToR and carried out by the Corporation for the period under study was also conducted as illustrated in Table 71.

Table 71: Sampling details of other Construction Works in line with the ToR

Construction Works	Total	Sample
Davangere University	13	2
Fire Services Dept. Works	22	3
Other Works Total ...	35	5
13 th Finance Commission	60	06
Budget Works	27	03
Police Modernization Works Phase I and Phase II	119	12
Police Dept. Total ...	206	21
Total	241	26

The following sections elaborate on each of the location and the specific issues pertaining to each one of them in greater detail.

8.1 Davangere University.

As per information provided by the Corporation, it had carried out the following construction works in Davangere University as illustrated in Table 72.

Table 72: List of works at Davangere University

Particulars	District	Location	Nature of Work
DC-Dav Uni - 11-12	Davangere	Shivagangotri, Tholahunse	First floor to Cafeteria Building
DC-Dav Uni - 11-12	Davangere	Shivagangotri, Tholahunse	First floor to Bank, Post Office & Police out post buildings
DC-Dav Uni - 17-18	Davangere	Shivagangotri, Tholahunse	Academic social building - 1 st Floor
DC-Dav Uni - 17-18	Davangere	Shivagangotri, Tholahunse	Academic Science building-1 st Floor

8.1.1 Highlights of the discussion with the respondents at Davangere University.

1. The major concern of the respondents was the lack of proper approach roads to the various Departments. This becomes especially difficult during rainy season when the entire place becomes muddy. (Figure 86).
2. Even though the quality of construction is good, minor repairs and maintenance works have not been attended to by the Police Housing Corporation (Figure 87).



Figure 86: Muddy access road to the Academic Science Building



Figure 87: Poor maintenance of the auditorium

8.2 Fire Service Department Works

The buildings constructed by the Police Housing Corporation for the Fire Service Department are tabulated below (Table 73):

Table 73: List of buildings constructed by the PHC for the Fire Services Department

Particulars	District	Location	Nature of Work
SDP - 10-11	Gulbarga	Chittapur	3 Bay Fire Station
SDP - 10-11	Gulbarga	Chittapur	2 Officers & 12 Fire Man Quarters
NABARD (13-14)	Dakshina Kannada	Sulya	3 Bay Fire Station
NABARD (13-14)	Dakshina Kannada	Sulya	2 Officers & 12 Fire Man Quarters.
Cap Exp (13-14)	Chikkaballapura	Chikkaballapura	5 Bay Fire Station
Cap Exp (13-14)	Chikkaballapura	Chikkaballapura	3 Officers & 12 Fire Man Quarters.

Surveys were carried out at the Fire Service Stations located at Chikkaballapura, Chikkaballapura District, Chittapura, Gulbarga District and Sulya, D K District.

8.2.1 Issues faced by the Fire Service Department at Chikkaballapura Fire Station

- The quality of construction of the building is extremely poor and even the maintenance of the building is very poor.
- During summer months, availability of water becomes a critical issue for the fire station as the existing bore wells at Chikkaballapura Fire Station do not have sufficient ground water.



Figure 88: Poor quality of construction leading to seepage of water into the walls at Chikkaballapura Fire Station



Figure 89: Poor quality of construction leading to seepage of water in the common areas at Chikkaballapura Fire Station

8.2.2 Issues faced by the Fire Service Department at Chittapura Fire Station

- The quality of construction of the building in Chittapura is extremely poor and even the maintenance of the building is very poor.
- Low quality paint was used for the building (Figure 90)
- Severe water leakage leading to damage of the building
- Immediate attention is called for rectification of faulty electricals.



Figure 90: Poor quality of paint used for the external in Chittapura Fire Station



Figure 91: Water leakage leading to building damage in Chittapura Fire Station

8.2.3 Issues faced by the Fire Service Department at Sulya Fire Station

- The quality of construction of the building in Sulya fire station is extremely poor
- Severe water leakage leading in multiple points causing damage to the building
- The building has developed cracks at a number of places.



Figure 92: Water seepage through the ceiling at Sulya Fire station



Figure 93: Cracked walls due to excessive seepage at Sulya Fire station

8.3 Buildings constructed by the Police Housing Corporation under the 13th Finance Commission

Table 74 provides a list of building construction undertaken by the Police Housing Corporation under the plan of the 13th finance commission. Furthermore, an in-depth survey was conducted at six locations as listed out in bold letters in the Table viz., Thanisandra (2 locations), Yelahanka (2 locations) in Bangalore Urban District, Kadur (one location) in Chikkamagalur District and Aimangala in Chitradurga District. The respondents' views in all these six locations have been summarized as below.

Table 74: List of works undertaken by the Corporation under 13th FC

13th (11-12)	FC	Fin Com	Police Dept.	Bangalore Urban	Thanisandra	Administrative and Teaching Block for New PTS
13th (12-13)	FC	Fin Com	Police Dept.	Bangalore Urban	Thanisandra	Hostel Block for New PTS
13th (12-13)	FC	Fin Com	Police Dept.	Bangalore Urban	Thanisandra	Dining Block for New PTS
13th (13-14)	FC	Fin Com	Police Dept.	Bangalore Urban	Thanisandra	Principal's Residence for PTS
13th (13-14)	FC	Fin Com	Police Dept.	Bangalore Urban	Thanisandra	1st Floor of Hostel Block for PTS
13th (13-14)	FC	Fin Com	Police Dept.	Bangalore Urban	Thanisandra	Parade Ground for PTS
13th (14-15)	FC	Fin Com	Police Dept.	Bangalore Urban	Thanisandra	Providing, supplying & fixing Kitchen Equipment to Dining Block of PTS
13th (11-12)	FC	Fin Com	Police Dept.	Bangalore Urban	Yelahanka	Training & Hostel Block for PDMS
13th (12-13)	FC	Fin Com	Police Dept.	Bangalore Urban	Yelahanka	Traffic Training Road for PDMS

13th (11-12)	FC	Fin Com	Police Dept.	Bangalore Urban	Yelahanka	Barrack for APTS
13th (12-13)	FC	Fin Com	Police Dept.	Chikkamagalur	Kadur	Dining Block for New PTS
13th (14-15)	FC	Fin Com	Police Dept.	Chikkamagalur	Kadur	Parade Ground (excluding gallery portion) for PTS
13th (14-15)	FC	Fin Com	Police Dept.	Chikkamagalur	Kadur	Providing, supplying & fixing of Kitchen Equipment to Dining Block of PTSs
13th (13-14)	FC	Fin Com	Police Dept.	Chitradurga	Aimangala	Auditorium for PTS

8.3.1 Issues faced by the respondents at Thanisandra, Bangalore Urban District

- The hostel and the dining blocks for the PTS are in an extremely bad condition.
- The Police Dept. has opined that the entire building in the PTS, Thanisandra has to be demolished and a new building needs to be constructed at the earliest.
- Poor quality of work in the PTS, Thanisandra.

8.3.2 Issues faced by the respondents at Yelahanka, Bangalore Urban District

- All wood works in the Yelahanka Training and Hostel Block in Police Driving and Maintenance School (PDMS) are of sub-standard quality. The Corporation needs to conduct an internal enquiry and take appropriate action.
- Maintenance is very poor and the building block has serious seepage issue.
- Poor maintenance of internal roads.

8.3.3 Issues faced by the respondents at Aimangala, Chitradurga District

- The hostels are badly maintained and have serious leakage problems.
- Works like up-gradation of parade ground facilities, developing infrastructure facilities, roads, external dectrification & furnishing the auditorium at PTS are still pending.

8.3.4 Issues faced by the respondents at Kadur, Chikkamagalur District

- The hostels and quarters in the PTS are very badly maintained.



Figure 94: Faded front wall of the Administrative Block of PTS, Thanisandra



Figure 95: Crumbling walls in the Dining Block of PTS, Thanisandra



Figure 96: Poor Quality doors at PDMS Training and Hostel, Yelahanka



Figure 97: Poor maintenance of solar water heaters at Yelahanka PDMS Training and Hostel



Figure 98: Lack of furnishing at Aimangala PTS, Plastic chairs being used for training purposes

8.4 Budget works

The Police Housing Corporation had constructed Police Stations and other buildings under the Budget works for the Police Department, details of which are presented in Table 75. As per the ToR, three locations were identified for carrying out the sample survey as shown in block letters in the Table.

Table 75: List of building constructed by the Corporation under ‘budget works’

Bud-Pol (10-11)	Stn	Budget	Police	Belgaum	Nesargi	Police Station
Bud-Pol (10-11)	Stn	Budget	Police	Belgaum	Nandagada	Police Station
Bud-APTS Meenahalli		Budget	Police	Bellary	Hagari (Meenahalli)	Admn. Block for APTS
Bud-APTS Meenahalli		Budget	Police	Bellary	Hagari (Meenahalli)	Principal residence for APTS
Bud-APTS Meenahalli		Budget	Police	Bellary	Hagari (Meenahalli)	DySP residence (2 nos) for APTS
Bud-PS (18 – 19)		Budget	Police	Chitradurga	Hiriyur	Town Police Station
Bud-PS (11-12)		Budget	Police	Chitradurga	Rampura	Police Station

8.4.1 Issues faced by the respondents at Hagari and Hiriyur

- Poor quality of construction of the buildings
- Poor maintenance and upkeep of the Police building
- The design of the building is extremely bad (At Hiriyur police station, the septic tank is located near the prison cell causing extreme hardship for the police personnel on duty on account of foul smell emanating from the septic tank)
- Poor quality of finishing work



Figure 99: Lack of maintenance at DYSP Building



Figure 100: Poor electrical works at Hiriyyur Police Station

8.5 Police Modernization works Phase I and II

The Police Housing Corporation had constructed buildings for the police department at Kadur in Chikkamagalur District, Aimangala in Chitradurga District, Thanisandra, Yelahanka and Gangamma Gudi in Bangalore Urban District, police stations at Chamarajanagar and Bellary Districts and few works at Chikkaballapura District under the Police Modernization Scheme, Phase I and Phase II.

Table 76: List of works of carried out by the Police Housing Corporation under the Police Modernization Scheme Phase I and Phase II.

DC-Mod(17-18) Infra to PTS	Mod	Police	Chikkamagalur	Kadur	Armory Building for PTS
DC-Mod(17-18) Infra to PTS	Mod	Police	Chikkamagalur	Kadur	Magazine Building for PTS.
DC-Mod(17-18) Infra to PTS	Mod	Police	Chikkamagalur	Kadur	Toilet Block near ParadeGround of PTS
DC-Mod(17-18) Infra to PTS	Mod	Police	Chitradurga	Aimangala	Barracks at 1st Floor ofPTS
DC-Mod(17-18) Infra to PTS	Mod	Police	Chitradurga	Aimangala	Toilet Block near ParadeGround of PTS
DC-Mod(14-15)	Mod	Police	Chikkaballapura	Chikkaballapura	Armory, Magazine, MTShed, RPI Office & Dog Kennel in DAR Office Complex
DC-Mod (14-15)	Mod	Police	Chikkaballapura	Chikkaballapura	Providing furniture for DAR & Dog Kennel
DC-Mod (10-11)	Mod	Police	Chamarajanagar	Rampur	Police Station
DC-Mod (13-14)	Mod	Police	Bellary	Kudithini	Police Station
DC-Mod (09-10)	Mod	Police	Bangalore Urban	Yelahanka	Police Station
DC-Mod SLEC (17-18)	Mod	Police	Bangalore Urban	Thanisandra, Bangalore	Armory to PTS
DC-Mod (13-14)	Mod	Police	Bangalore Urban	Gangamma Gudi	Police Station
DC-Mod SLEC (17-18)	Mod	Police	Bangalore Urban	Thanisandra, Bangalore	Armory to PTS



Figure 101: Gangamma Gudi Police Station Building



Figure 102: Yelahanka Town Police Station Constructed under the Modernization Scheme

8.5.1 Issues highlighted by the respondents

- Poor maintenance of the Chikkaballapura Dog Kennel Building constructed under the police modernization scheme.

In General, the modernization works carried out by the Corporation received appreciation from all the respondents.

Chapter 9

SWOC MODEL

9.1 Designing a Sustainable SWOC model for the Corporation

The scope of work included collection of secondary data from the Corporation, subjective and anecdotal comments from the residents of police housing, stakeholders, principal executives of the police department, fire services department and other contractual works and analysis of the data to synthesize and develop an actionable strategic plan. Hence this SWOC assessment can be considered an integral component of a Strategic Plan. The environmental factors internal to the Corporation has been classified under Strengths and Weakness and those external to the Corporation has been classified under Opportunities and Challenges. The SWOC analysis is a step towards proper strategic planning process for the Police Housing Corporation and also to improve the Residential Satisfaction level of the Police Constabulary to perk up the motivation levels of the Police personnel. The SWOC evaluates the potential of Police Gruha 2020 with the intent of maximizing the performance of Police Housing Corporation that shall ultimately benefit the Police force of the State.

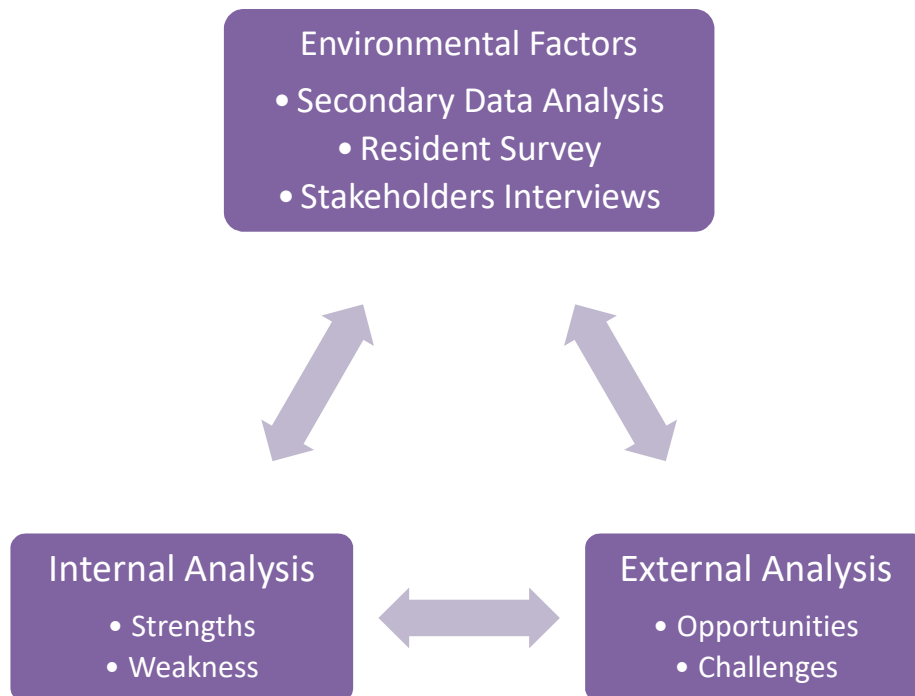


Figure 103: SWOC Analysis - Methodology

The SWOC analysis shall serve as a preliminary decision-making tool for setting a stage for strategic planning apart from providing a holistic snapshot of the relationship between Police Housing Corporation resources and limitations. Developing a Strategic plan, is a subjective process with inherent limitations, but there is no question that a SWOC analysis can provide a valuable insight for the strategic planning of the Police Housing Corporation.

Weaknesses are the qualities that prevent the Police Housing Corporation from accomplishing its mission and achieving full potential, thus creating a disadvantage. Weaknesses are controllable but it can deteriorate the Corporations growth leading to negative results.

Opportunities are positive and external and the Police Housing Corporation can take advantage of them to make it effective and more responsive to the needs of the Police Department. Threats arise when conditions in the external environment jeopardize the reliability and effectiveness of the Police Housing Corporation's mission. They are uncontrollable, and compound the Police Housing Corporation's vulnerability when they relate to the identified weaknesses.

Strengths

1. The Police Gruha 2020 scheme envisaged by the Police Department has provided an enhanced comfort level for the Police Constabulary and also has enabled socioeconomic integration of the Police force across economic, racial and ethnic diversity.
2. The housing facilities constructed by the Police Housing Corporation has provided an opportunity for the Police families with lower/middle income to live in the city / district headquarters and lead a comfortable life and also plan a better future for their families.
3. The Police Housing Corporation enjoys a 'Feel good Factor' with all levels of Police Department, which augers well for its future.
4. Substantial financial support from the State Government and the Parent Home Department.
5. Hitherto (till the advent of pandemic), the Corporation has been managed on sound business lines. It has enough surpluses to augment its finances.
6. Community support for local business by way of contracting the works as evidenced by the locally-owned businesses across the State, leading to the development of innovative programs.

7. The Board of the Police Housing Corporation has been proactive in managing efficiently technical and managerial skill and resources.
8. Progressive and sustainable economic policies of the Police Housing Corporation
9. Strong employee attitude and team-oriented approach in the Police Housing Corporation.

Weakness

1. The Housing projects are not evenly disbursed across the state leading to disruptive management especially in Tier 1 and Tier 2 Towns.
2. Little vacant land is available in the existing location for new construction of housing with better facilities for Police personnel.
3. The stakeholders consulted during the outreach process had expressed the view that a mechanism need to be set up for annual inspection of buildings and regular maintenance instead of planning additional capex and conducting preventive maintenance.
4. The Police Housing Corporation has no clear goals and strategies and there is a lack of aggressive and focused marketing to sustain and grow as a commercial entity.
5. A weak capital base of the Police Housing Corporation makes it vulnerable for takeover by a private entity and at the same time the Corporation will be not able to raise commercially feasible and adequate resources from the market if it has set its vision to grow as a commercial entity.
6. The Corporation needs to upgrade the professional skills of its technical and operational level executives in problem solving and enable them to take lead in framing actionable strategies.
7. The Corporation needs to be more Customer Centric. Instead of just acting on the right data, it should translate data into actionable insights and establish a standard for end-to-end customer experience.
8. Too many layers of decision-making process hamper the spirit of objective and mission of the Corporation
9. There is a lack of business diversity leading to poor verticals in the Corporation
10. The Corporation needs to connect all the dots with technology.

Opportunities

1. Creation of a Special Purpose Vehicle (SPV) under the umbrella of the Police Housing Corporation that could manage the entire maintenance and upkeep activity of the houses constructed under the Accelerated Housing Scheme (AHS) and Police Gruha 2020. The intermediary itself would aim to be commercially sustainable and not threaten the stability of the broader financial system of the Police Housing Corporation.
2. Partnership efforts with Karnataka Housing Board and Bangalore Development Authority to build affordable housing for the lower income group.
3. Rehabilitation and Reconstruction of aging police housing quarters across the State. Older Police housing units are more likely to need major maintenance and may need upgrades to meet contemporary quality of life standards. Foundations are more likely to have settlement cracks, and plumbing and electrical systems may need to be upgraded to meet environmental standards and to safely handle modern appliances. Repairs to older housing units tend to cost more due to remediation as well as the need to retrofit modern materials and appliances.
4. There is an opportunity to partner for increased collaboration especially with the local Municipalities and Zilla Parishads.
5. The Corporation can use developments in artificial intelligence to better predict housing demand not only for the Police Department but also for other consumers and cater to niche segments.

Challenges

1. Several macro environment factors like the current raging pandemic, change in police housing preferences, technological innovations, increase in disposable incomes of the Police personnel, political developments and policy changes can derail the business model of the Police Housing Corporation.
2. In the event of a scale up in the operation, the corporation owing to a poor capital base, would find it challenging to access the fund market and may end up in liquidity crisis.
3. Capacity building of the Corporation, if inadequate would result in non-implementation of several projects and calls for appropriate fiscal and budgetary support.

The **SWOC model** is shown in a schematic manner in Figure 104.

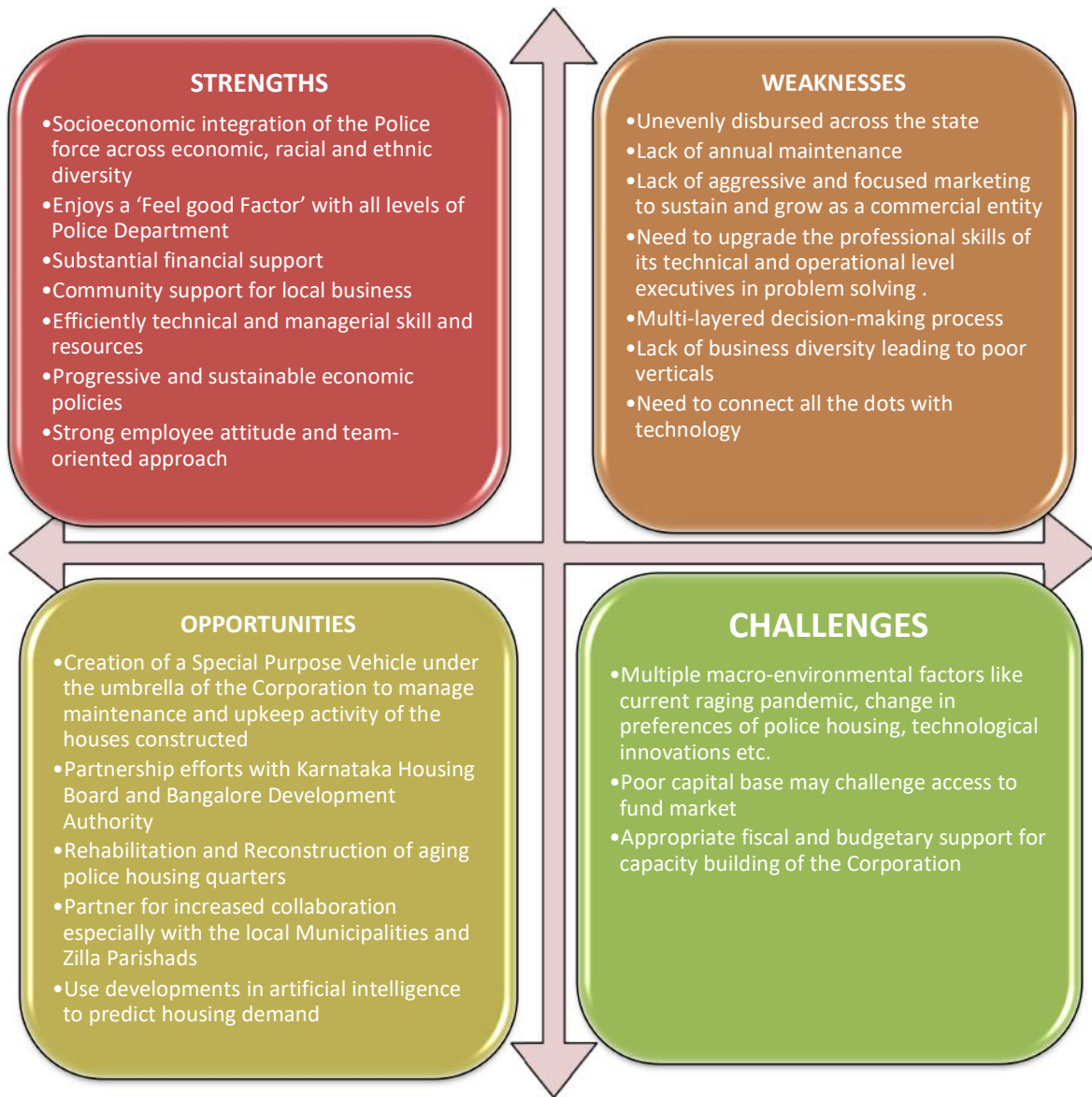


Figure 104: SWOC Model

Chapter 10

Findings, Discussion and Conclusions

The evaluation of functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (Corporation) in Karnataka State was conducted for a period of 11 years from 2010-11 to 2020-21. On account of the raging Covid 19 pandemic, the work was spread over a period of one year from October 2020 to September 2021 even though the terms of reference of the study was for a period of only six months.

Karnataka State Police Housing Corporation Limited was incorporated on 17th June 1985 as a Special Purpose Vehicle (SPV) by the Govt. of Karnataka with a limited mandate of construction of residential and non-residential buildings for the police force and allied departments like prison, fire service and home guards. In the year 2007, the Corporation's activity was enlarged by diversifying its activities and it was transformed from a 'No Profit - No Loss' company to a commercial entity and was also renamed as Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH&IDCL).

For the State police force with a sanctioned strength of 96,146, the Corporation could construct only 23835 residential buildings accounting for about 25% of the requirement and 1438 non-residential buildings till the end of financial year 2015. In order to increase the residential satisfaction level of the police constabulary, the Government of Karnataka approved the construction of 11000 residential buildings under the scheme of Police Gruha 2020 at an estimated cost of Rs 1818 Crs. {revised to Rs 2272 Crs.}. The scheme was originally envisaged to be taken up with HUDCO assistance against Govt. guarantee. However, in 2017, the Govt. decided to release grants from the budget for the entire project and it has so far released Rs 1860.41 Crs. till the end of March 2020 for Police Gruha 2020. Hence, the Government initiated the task of carrying out the evaluation study on the functioning of the Corporation to examine the extent to which the scheme objectives under both the Accelerated Housing Scheme (AHS 3-prior to 2015) and Police Gruha 2020 have been met and also to examine the Corporation's sustainability as a commercial entity.

Prior to Police Gruha 2020, the Corporation under the Accelerated Housing Scheme had constructed 13120 residential buildings for the police force in three phases spread over a time period of sixteen years i.e., from 1999 to 2015 at a total cost of Rs 632 Crs. In the 1st Phase of Police Gruha 2020, construction of 2782 residential quarters at an estimated cost of Rs.478.45

Crs. was taken up in 21 Packages and the entire construction was completed at a total expenditure of Rs 458.53 Crs. In the 2nd phase of Police Gruha 2020, construction of 4,016 residential quarters at an estimated cost of Rs.825.74 Crs. was taken up in 21 packages and a total of 3,666 residential quarters were completed and construction work on the remaining 350 residential quarters were under progress as on March 31, 2020. In the 3rd Phase of Police Gruha 2020, construction of 4,202 Residential Quarters at an estimated cost of Rs.811.31 Crs. has been taken up in 34 packages and a total 2,306 residential quarters are completed and the remaining 1,896 residential quarters work are under progress. The total expenditure for all the three phases of construction under Police Gruha as on 31-03-2020 was Rs.1,808.28 Crs. Prior to the launch of Police Gruha 2020, the residential satisfaction level of the police constabulary in the state was a mere 39 percent. The Police Gruha 2020 added 11,000 quarters and the Police Gruha 2025 is expected to add further 10054 quarters. This would enable the Police Department to have a capacity buildup of about 64% by 2025.

As part of the evaluation process, four indicators were identified for the purpose of literature survey viz., performance issues, policy issues, role of Govt. and prospects of the study. A purposeful model on the theory of change was structured on ‘SMART’ goals after identifying the various inputs, activities involved, outputs and outcomes based on the scope of study. An evaluation framework of the study was next designed based on relevance, effectiveness, efficiency, impact and sustainability.

The study included financial and physical evaluation of the secondary data on the functioning of the Police Housing Corporation with focus on the performance of the projects constructed by it under the AHS-3 and Police Gruha 2020. The profit and loss accounts and the balance sheets of the police housing corporation for a period of eleven years i.e., 2009-10 to 2019-20 and the provisional financials for the year 2020-21 was analyzed in depth. The financial performance of the Corporation was analyzed under three stages viz., stage I (pre-covid) covering a period of 10 years from 2009-2019, stage II (post -covid) covering a period of 2 years from 2019-2021 and stage III (Consolidated) covering a period of 12 years from 2009-21. Major findings are as follows:

10.1 Operational performance and Financials

1. The Corporation's revenue from operations had shown a steady increase during the pre-covid period followed by a decline in the post-covid period. The revenue from operations had peaked in 2018-19 at Rs 56.59 Crs and had touched a low of Rs 24.76 Crs in 2020-21. Correspondingly, the total revenue from all sources had shown a steady progress till 2018-19, followed by a decline from 2019-20 onwards.
2. The main source of income of the Corporation is from the ETP (Establishment, Tools and Plants) charges collected from the various projects implemented by it.
3. The Corporation's other revenue source comprises interest from fixed deposit and other non-operating income. The interest from fixed deposit was in the region of Rs 11 Crs to Rs 12 Crs in the last three years of pre-covid period and in the region of Rs 13 Crs to 14 Crs in the post covid period of 2019-21.
4. The expenditures comprise the administrative expenses, work expenses, stock-in-trade, finance charges, depreciation and prior period expenses. The expenditures to revenue from operation which was at about 88 percent in 2019-20 had increased to 117 percent in the year 2020-21, thus indicating a negative trend.
5. In the beginning of PG 2020, the Operating Profit Margin (OPM) was 35.67 percent in 2014-15 and had progressed to reach a peak of 55.41 percent in 2018-19 and recorded a healthy trend. However, the OPM had come down drastically to 12.13% in the year 2019-20 and on account of negative growth rate, the Corporation could not generate OPM for the subsequent financial year 2020-21.
6. The Net Profit Margin (NPM) values of the Corporation over the period under study were satisfactory across both long and short-term evaluations.
7. The Earnings per Share (EPS) which was at Rs 25,677 in 2019-20 had come down drastically to Rs 5409 in 2020-21 owing to reduction in the PAT.
8. The authorized share capital of the Corporation is Rs 10 Crores and the paid -up capital had remained at only Rs 12 lakhs in the entire period of study. The reserves of the Corporation which was at Rs 49.47 Crores in March 2010, had significantly improved to Rs 231.61 Crores as at March 2021.
9. Net Block of the Corporation from 2009-2021 had shown a consistent improvement.
10. The Return on Equity (ROE) which was around 43% in the initial year of 2009-10, stood at 3% for the year 2020-21.
11. There is a drop down in the Return on Capital Employed (ROCE) from 20% in 2015-16 to 0.32% during 2020-21 which is not a healthy sign.

12. Net Worth of the Corporation which was at Rs 49.59 Crores in March 2010, had significantly improved to Rs 231.72 Crores in March 2021.
13. The trend analysis indicate that the revenue generated follows a two-year moving average trend with a minimum outlier.
14. Gradual decline in the earnings from other sources of revenue has been observed in the period of study and that there is a higher correlation in expenditures and hence linear regression was used in forecasting future expenditures.
15. Test of hypothesis indicate that both the expenses incurred and the profit generated are dependent on the revenue stream of the Corporation.
16. The Corporation's profit and loss account has been forecasted for the year 2021-26 based on the trend and regression analysis. It is seen that the Corporation can turn the corner by 2022-23 and post appreciable profits and this trend is continued during the entire period of forecast up to March 2026 (this forecast is based on the assumption of timely budgetary support to the projected activity).

The key aspect that needs improvement in the profit and loss account of the Corporation is in its profitability and long-term financial stability. To Sustain and grow as a commercial entity, the Corporation needs to increase its revenue from operation in a substantial manner such that it is able to meet its entire expenditure arising on account of the operation. The ETP (Establishment, Tools and Plants) charges need to fixed by the Board of the Corporation on p2p basis. Since the revenue from operation has been compacted owing to the Covid pandemic, the expenditures also need to be curtailed to improve the overall operational efficiency of the Corporation. There is a scope for increasing the non-operating income and the return on fixed deposits. Hence the Corporation should adopt a long-term strategic planning for enhancing the revenue from other sources. A higher earning coupled with an increase in the PAT would increase the Earnings per Share substantially. The Return on Equity (ROE) at 3% for the year 2020-21 needs to be improved. The Return on Capital Employed (ROCE) at 0.32% in 2020-21 is not a healthy sign. However, it has to be noted that the Net Worth of the Corporation had significantly improved to Rs 231.72 Crores in March 2021.

To understand the covid situation in a better perspective, the performance of a few leading Builders and Construction Companies of Bangalore during the Covid period viz., Sobha Builders and Puravankara Builders and Tamil Nadu Police Housing Corporation was also examined. The decrease in revenue from operations was observed across the spectrum. The private builders and even TN Police Housing Corporation had brought down the expenses considerably which added to the bottom line, but KS Police Housing Corporation had shown a steady increase in the expenses in the corresponding period, which shows poor expense management of the Corporation.

10.2 Physical Performance

The physical evaluation of Karnataka Police Housing Corporation was carried out in four stages, viz., Accelerated Housing Scheme (AHS) for the period 2010-15, Police Gruha Phase I (PG 1), Police Gruha Phase II (PG 2) and Police Gruha Phase III (PG 3) of the quarters constructed by it under the Police Gruha 2020 scheme. The Police Gruha 2020 had added 11,000 quarters for the police force. Thus, the total quarters available for the police force at the end of implementation of Police Gruha 2020 would be 51877. Going by the forecasts, the Corporation with the present manpower and budgetary support from the Government would be able to construct about 10054 quarters in a block period of five years. Hence at the projected rate, the Corporation would be able to reach a target of 75 percent demand by 2030. Major findings of the physical performance of the Corporation are as follows:

1. The physical evaluation of the projects constructed by the Police Housing Corporation under the various schemes show that the on-time delivery of projects which stood at 37.39 % during the AHS scheme 2010-15 had in fact marginally come down to 34.62% in Police Gruha 2020 on account of poor completion of projects especially in the third phase of Police Gruha.
2. A comparative assessment of the houses constructed under the AHS scheme of 2010-15 and in PG 1, PG 2 and PG 3 of Police Gruha 2020 respectively indicates that PG 2 has more or less complied with both time and cost schedules as compared to PG 1 and PG 3. Despite the shortcomings, the Corporation has maintained a satisfactory completion of 44.75% for the schemes under Police Gruha.
3. The cost escalation of residential units constructed under Police Gruha 2020 is about 1% and the overall cost escalation of projects constructed by the Corporation since 2009 under both the AHS and Police Gruha 2020 is about 5% which is well within the norms.

4. In broad terms, there has been only time variation of about 28 % in the construction of residential buildings in PG 2020 and overall time variation of about 30 % in the construction of residential buildings under AHS and PG 2020.
5. A detailed 'Delay Analysis' on a p2p basis was conducted for AHS, PG1, PG 2 and PG 3 to understand the delays for time overrun. The factors attributing to time escalation could be due to unrealistic contract durations-imposed by the Corporation on the contractors, poorly defined project scope, poor supervision of projects by the Corporation, poor site management and inappropriate construction methods used by the contractors.
6. The Police Housing Corporation is an ISO 9001:2008 & 14001:2004 certified company for its quality management and environmental management systems respectively. The Corporation has an in-house quality control division to monitor quality aspects of the projects undertaken and executed by the Corporation.
7. However, the quality of construction has not been up to the expectation of the user department. Several recommendations have been made in the following section for improving the quality and standard of construction.
8. In terms of its Human Resources, the Corporation follows a structured and a robust Human Resource Policy duly approved by its Board. Positions at the top management cadre like the Chairman and Managing Director from the Police Dept., Chief Engineers and Executive Engineers from the PWD, sometimes take longer to depute, which could hamper the continuity and progress of works.
9. In terms of its employee strength, the current sanctioned strength of the Corporation is 395 and the working strength is 281. The working strength comprises 58 permanent employees, 60 employees on deputation and 163 employees on contract. The existing man power has the necessarily skills to meet the growing demands of the changing circumstances and can meet the challenges and opportunities of a commercial entity.
10. Even though the Corporation has met the targets as envisaged under CSR for the years 2017-18 and 2018-19, there has been a shortfall in its target for the year 2019-20.
11. Majority of the CSR activities are focused towards the upliftment of the Police Department only.
12. The performance of Karnataka State Police Housing and Infrastructure Development Corporation Limited was compared with that of Tamil Nadu Police Housing Corporation Limited and Maharashtra State Police Housing and Welfare Corporation Ltd. It was observed that the quality of construction of residential buildings constructed by the Tamil Nadu State Police Housing Corporation is better when compared to the other police housing corporations.

The Police Housing Corporation is an ISO 9001:2008 & 14001:2004 certified company for its quality management and environmental management systems. As a routine exercise, the Corporation conducts quality tests on cement, aggregates like jelly and sand, cement concrete cubes etc. for testing the strength of the concrete and bricks. In case of quality deficiencies, rectification measures are taken up besides penalty being imposed on the contractor. However, the quality of construction has not been up to the expectation of the user department. Several recommendations have been provided in the subsequent chapter for improving the quality of construction.

Majority of the CSR activities are focused towards the upliftment of the Police Department only. More recently, the Corporation has taken up construction activities at Police Public Schools, setting up Knowledge Centers at designated places to enhance the vocational skills and women empowerment and training of wards of the Police Personal in basic skill development. On an overall front, the deployment of funds towards CSR has been encouraging. Going by the best practices of the other Corporations, Karnataka State PHC could consider the introduction of HBA scheme to the State police force similar on the lines of Maharashtra State Police Housing Corporation and also can take up construction of residential units for the State police force under 'Own Your House' scheme similar on the lines of Tamil Nadu State Police Housing Corporation. The State Police Housing Corporation needs to broaden its outlook as regards CSR activities on the lines of Tamil Nadu State Police Housing Corporation. Further, CSR activities that benefit the employees of the Corporation and their families should not be considered as CSR activities.

The empirical field study was conducted across thirteen districts, wherein the respondents highlighted the various issues and the concerns facing them. The overall sample size for the evaluation study stood at 1034. In addition, a control group of 104 samples was also included in the sample survey corresponding to about one percent of police staff who were not allotted housing accommodation. With the above, the total size of the sample for the study stood at 1138. Focus Group Discussions and In-Depth Interviews were conducted in all the thirteen districts with the beneficiaries, police officers, police housing corporation executives, contractors and non-beneficiaries including the general public. As part of the primary survey, a number of questions were posed to the respondents in the police force and they were asked to rank the satisfaction parameters on a scale of 1 to 5, with 1 being highly dissatisfied and 5 being highly satisfied. The primary data was classified as Internal Factors which are mainly on account of policy and procedures adopted in the User department (police department) and

External Factors i.e., those factors for which the police housing corporation is directly responsible. Major findings of the field study are as follows:

10.3 Field Study

1. Majority (91 percent) of the respondents were from the police constabulary and about 8.5 percent from the midlevel police force.
2. Ninety six percent of the respondents were post-graduates and only four percent were graduates.
3. Eighty nine percent of the respondents were males and only eleven percent were females.
4. Maximum number of respondents (59 percent) were in the age group of 31-40 years.
5. Majority of the respondents (93 percent) had to wait for over a year before the houses were allotted to them by the Police Department.
6. The delay in the allotment of houses by the Police Department was primarily due to two factors viz., i) procedural hurdles (58 percent) and ii) allocation of houses based on seniority (29 percent).
7. The overall Satisfaction Index for the process of allotment was at 2.41 /5.0 and the type of houses allotted at 2.35 /5.0 calls for improvement of the process and the procedures adopted for allotment of houses in the police department.
8. The respondents expressed their dissatisfaction on the design of the houses allotted to them. The cumulative satisfaction index at 2.01/5.0 calls for a considered review of the house design for the police quarters.
9. The satisfaction index on adherence to neighborhood planning principles like nearness to dispensary/clinic, park/playground, bus stop, market/provision store, school, bank/ATM and security provided to the police housing colonies was 2.82/5.0.
10. The satisfaction index on connectivity by road and access to public transport from the police housing colonies was 2.55/ 5.0 and 2.54/5.0 respectively.
11. The satisfaction index on the quality of construction in Bangalore Urban at 1.47/5.0 was the lowest amongst all the districts surveyed and the cumulative SI of 2.03/5.0 indicates the poor quality of construction carried out by the Corporation.
12. Residents had expressed their satisfaction (SI 3.41/5.0) on the quality and quantity of water being supplied to the police housing colonies.
13. Residents had expressed their dissatisfaction (SI 1.99/5.0) on the sewerage disposal and drainage system in the police housing colonies.
14. Residents were satisfied with the green cover (SI 3.54/5.0) and air quality (SI 3.38/5.0) in

the police housing colonies.

15. The primary data was grouped under pre-covid period and post-covid period to assess any abnormalities in the data pattern. Marginal improvement was observed in the satisfaction index in the change in period (Police Department - pre-covid to post-Covid from 2.34/5.0 to 2.64/5.0 and Police Housing Corporation from 2.73/5.0 to 2.85/5.0).
16. The Cumulative Satisfactory Index with data triangulation at 2.64/5 indicates the huge gap in the expectation of the police force from the police department and the police housing corporation.
17. The major drop in the Satisfaction Index was traced to poor design, poor quality of construction and poor upkeep and maintenance of the housing units in the police housing colony.
18. The Focus Group Discussions and In-depth Interviews conducted across the 13 districts revealed a few generic problems of the police quarters in general like poor design of the houses, poor quality of wirings and electrical, inadequacy in infrastructure, poor connectivity, poor lighting in common areas, lack of community space etc.
19. In addition, specific problems with regards to their living space was also highlighted in the discussion like poor quality of kitchen ware and sanitary ware in the bathroom, inconvenient height of attic, absence of shelves in the bathrooms, frequent power outages etc.
20. The field report on the construction activity undertaken by the Corporation pertaining to police modernization and other schemes indicate that generally the quality and standard of construction of buildings made by the Corporation needs to be improved. There is a lack of basic amenities in these locations which needs to be looked into by the user department and the Corporation.

From the field data, it could be concluded that the Corporation has maintained a good police-public relation and has assisted the Police Department in the delivery of police services by way of handing over the constructed dwellings to them without any hurdles. Even though the cumulative Satisfaction Index is not up to the expectation of the police force, the Corporation's activities have been appreciated by the Police Department. The generic problems on account of the Focus Group Discussions and In-depth Interviews pertaining to specific quarters have been highlighted in the report.

Overall, the study has highlighted that despite the challenging work of the Police Housing Corporation, they have been competent and risen to the occasion in executing the works

assigned to it by the Police Department and other Agencies. However, the last two years have been especially challenging for the Corporation with limited access to raw materials and labor force for project completion. Despite these hurdles, the Corporation has managed to sustain and move forward in a rewarding manner. The study has highlighted certain areas of concern which have the potential to impair the Corporation's work efficiency. Keeping the above aspects, a set of recommendations have been listed in the subsequent chapter.

The Corporation is also involved in the construction of 'Other Works' like the Police Modernization Phase I and Phase II, Davangere University, Fire Safety Department and specific works under the 13th Finance commission. The field report indicates that generally the quality of construction in these areas is extremely poor and has failed to meet the minimum expected standards. There is a lack of basic amenities in these locations which needs to be improved. Specific problems pertaining to each of these issues have also been highlighted in the report.

Overall, the study has highlighted that despite the challenging work of the Police Housing Corporation, they have been competent and risen to the occasion in executing the works assigned to it by the Police Department and other Agencies. However, the last two years have been especially challenging for the Corporation with limited access to raw materials and labor force for project completion. Despite these hurdles, the Corporation has managed to sustain and move forward in a rewarding manner. The study has highlighted certain areas of concern which have the potential to impair the Corporation's work efficiency. Keeping the above aspects, a set of recommendations have been listed in the subsequent chapter.

Chapter 11

Recommendations

Based on the evaluation study on the functioning of the Police Housing Corporation, the following recommendations are proposed for the Police Housing Corporation and the Police Department that could improve the overall functioning and governance of the Corporation which would in-turn aid in providing quality housing for the police personnel and improve the residential satisfaction level of the Police Force in the State. The recommendations have been brought out under a five-point plan strategy viz., functional protocol, project planning and execution, business management process, policy measures and capacity building and human resources.

POLICE HOUSING CORPORATION

1. Functional Protocol

1.1 Use of Predictive Analytics in consultation with the Police Department /User Department to determine the demand for housing construction:

The importance of providing accommodation to the constabulary, who have to perform long and arduous hours of work, who have to be available for taking up duties on a 24-hour-call and who, on some occasions, have literally to be on duty continuously without any relief in a 24-hour period, has been acknowledged by the various State Police Commissions and the same is reflected in the general policy of the State Government. The shortage of police housing across the State has been recognized by the Government and the problem becomes even more acute in Bengaluru and other District head-quarters, where rental inflation is very high and the affordability is very low. Presently, the Police Housing Corporation takes up construction activity on a need basis, wherein new police housing is constructed by it based on the annual requirement at actuals as planned by the Police Department. Instead, the Police Department and the Police Housing Corporation can jointly deploy predictive analytics based on the current and historical data patterns to determine if those patterns are likely to emerge again. This would enable the Corporation to deploy its resources more effectively to take advantage of possible future events and reduce its risk and improve its overall operational efficiency.

1.2 Preparation of Guidance manual to the user department on the Design of Houses:

The houses allotted for the police constabulary are rather small (To quote: If one bed and a cupboard is placed in the bedroom there won't be any space left in the room) and causes a lot of inconvenience to the family living in the quarters. There is a lack of privacy in the quarters on account of faulty design. Apart from the common walls, small size of the bedroom, there is lack of storage space in the kitchen, absence of shelves in the washrooms, lack of prayer room and store room and inconvenient height of the attic calls for having a relook at the basic design of the houses for the police constabulary. More over the Satisfaction Index of the House Design at 2.01 / 5.0 calls for a serious retrospection on the design aspect of the houses for the police constabulary. It would be a win-win situation for the user department and Police Housing Corporation, if the Corporation prepares a guidance manual for the user department on the design of houses.

1.3 Quality of Construction:

The quality of construction of houses built by the Police Housing Corporation is not up to the expectation of the police force and is demonstrated by the poor Satisfaction Index of 2.03 /5. The poor index may be on account of inefficient or lack of quality management practices in the Corporation and the contractors outsourced for executing the construction work. Hence the Corporation needs to improve the quality in construction by way of absolute satisfaction of contract specifications, completion of project within cost and time and performance based on purpose. This would enable enhancing the Satisfaction Index as regards the construction quality.

1.4 Streamlining of Systems and Procedures

The Corporation reviews its systems and processes through internal and external audits, management reviews and evaluation of performance against set targets from time to time. The Corporation needs to retrospect its activities as regards the implementation of Integrated Management System (IMS) as it would enable it to effectively control the cost, time and disruption which would avoid duplicity in framing separate quality system and environmental system audits.

1.5 Adoption of Project Management Tool

The corporation has experienced time escalation in the implementation of its projects mainly due to poorly defined project scope, poor site management and poor supervision of projects. To mitigate this poor control, the Corporation can look at the adoption of project management tools like SCRUM which is a framework for developing, delivering, and sustaining products in a complex environment. By using SCRUM, the teams can break their work into goals that can be completed within time-boxed iterations, called *sprints*, no longer than one month and most commonly two weeks. The scrum team shall then assess the progress in time boxed daily meetings of 15 minutes or less, called daily scrums. The sprint review shall demonstrate the work done to all the stakeholders to elicit feedback, and this cut down the time delay and will also enable the team to reflect and improve.

1.6 Implementation of eQMS

With the advent of Covid 19, construction Industries will see an increased adoption of electronic quality management systems (eQMS), as well as a bit of a paradigm shift. Previously, the user departments were sticking to paper-based systems with a ‘wait-and-see’ attitude. Now with Covid 19 learning process, the Corporation should adopt eQMS as it is a critical part of being agile enough to respond to changes with minimal interruptions to business.

1.7 Strengthening the QC Division of the Corporation

The Corporation has an in-house quality control division to monitor quality aspects of the projects undertaken and executed by the Corporation. The quality control division checks the quality of the construction as per the stipulated quality plan of a project. One of the pillars of the project delivery process is the management of the quality of the product or service the Corporation provides. The project specifications generally spell out the quality standards for the project and by reference becomes a part of the contract between the Corporation and the contractor. Certain elements of the project, such as soil compaction, strength of concrete, welding, etc., are traditionally checked or tested by a third party. These tests are conducted during the execution of the work and the quality of the product is determined and reported shortly after the tests or inspections are made. The Corporation usually reviews the project

close to final completion. Instead, the QC should periodically prepare a 'punch list' of items that need to be corrected for the project to be certified that it in fact meets the quality expectation set forth by the project documents.

1.8 Contract Rates being Lesser than Tender Rates

It has been observed that for high value projects and works, the contractors have quoted considerable lesser rates than the amount put to tender. Hence, the Corporation should go in for third party services to ensure that the amount put to tender is appropriate and suitable for the project. This would ensure quality of materials used in the construction is in conformity to the accepted standards and will also ensure timely construction.

1.9 Creation of a Special Purpose Vehicle (SPV):

Upon handing over the buildings constructed by the Police Housing Corporation for the Police, Fire service and other Departments, the Corporation is entrusted with the task of maintaining the building for a period of two years, beyond which the maintenance of the building is the responsibility of the concerned department. One of the major concerns expressed by the respondents in the police force is the lack of maintenance of the buildings allotted by the police department. Further, it was observed during the empirical field visit that many of the buildings were very poorly maintained with few buildings having structural faults. There has been excessive seepage issues and cracks in the walls, poor quality of electrical and wiring, poor maintenance of doors (case of Thermacol material being used for doors has also been highlighted in the report), poor care of windows and fittings for the kitchen and the washroom, poor drainage and innumerable maintenance problems. It would be more-prudent for the Departments to have regular maintenance contracts with the Police Housing Corporation for consistent maintenance of the buildings. The Government needs to create a Special Purpose Vehicle (SPV) under the umbrella of the Police Housing Corporation to oversee and manage the upkeep and maintenance of the building constructed by it. This intermediary should aim to be commercially sustainable and not threaten the stability of the broader financial system of the Police Housing Corporation.

1.10 Connect the dots with technology:

Too many layers of decision-making process hamper the spirit of objective and mission of the Corporation. The corporation needs to decentralize its activity and strive to make its district units as self-sustainable and profit centers. The corporation has to look out for business diversity that could strengthen its verticals as it has to grow and sustain as a commercial entity. Further, the Corporation needs to connect all the dots in its business with the adoption of technology.

2 Project Planning and Execution

2.1. Scope and Performance of the Projects

The Police Housing Corporation needs to have a well-defined scope of the projects. It has been noticed that the project execution has not matched up to project planning. Except Police Gruha 2, the projects implemented in other phases have not measured up to the expectation. On a similar consideration, the Corporation should have a well-defined performance level for its projects. The Corporation needs to build in various quantitative and non-quantitative methods to assess the needs of the projects and ensure its proper execution within the deadlines.

2.2. Stringent Quality Standard and Project Audit

The Corporation needs to have a stringent quality standard and ensure that the contractors use materials of approved quality for construction of houses. It was observed during the field visit that poor quality materials were used in the construction by few contractors. Ideally, a project audit should be conducted by an independent examiner who can remain objective in the assessment of information. The Corporation can periodically perform an earned value analysis and report the findings to the board. This would ensure that there are no significant deviations in schedule, cost and performance.

2.3. Project Monitoring Committee

The Corporation needs to establish a regular project monitoring committee under the chairmanship of the Head of the Institution. The PMC shall be convened once in a month to take stock of the various activities and the minutes of the PMC to be placed before the Board for information and necessary action.

2.4. Risk Management Cell

The pandemic brought a huge challenge. The Corporation has to work on strengthening its internal process and make it more risk proof. It needs to identify risk that highlight potential for monetary loss or project loss. As a growing organization, the Corporation should create a separate cell to assess the risk potential and dimension of every project that it undertakes.

2.5. Adoption of Fast Track Technology with adequate safety measures

The Corporation has adopted Fast Track Technology in the construction process. The construction of Binny Mills Police Housing Colony in Bangalore is a classic example of how safety and quality measures were ignored. Hence, it is recommended that the Corporation should adopt FTT where deemed essential with a complete quality and safety protocol.

3. Business Process Management

3.1 Focus as a Commercial Entity:

The Police Housing Corporation needs to develop clear goals and strategies. An aggressive and focused marketing of the Corporation and its achievements is needed for its long-term sustenance and its growth as a commercial entity. It needs to improve, optimize and automate its business processes which would enable it to raise commercially feasible and adequate resources from the market during its diversification and expansion process.

3.2 Leveraging skills of the employees of the Corporation

The Corporation has adequate skilled engineers on its role. Hence, the Corporation can optimize the utilization of its available skills in the field of design, architecture of buildings, rainwater harvesting and consultancy for setting up sewerage treatment plants.

3.3 Rehabilitation of old and existing housing constructed:

Older Police housing units are more likely to need major maintenance and may need upgrades to meet contemporary quality of life standards. Foundations are more likely to have settlement cracks, and plumbing and electrical systems may need to be upgraded to meet environmental standards and to safely handle modern appliances. Repairs to older housing units tend to cost more due to remediation as well as the need to retrofit modern materials and appliances. Hence, the Corporation needs to define its Rehabilitation policy and set up a Rehabilitation Cell to be manned by specialist engineers.

3.4 Backward Integrated Business Model

The Contractors working with the Corporation have faced large scale infections on account of the pandemic, flight of labor and rampant scarcity of materials during lockdown. Hence, the Corporation could look into the feasibility of a backward integrated business model, with focus on technology and staying ahead of the curve.

3.5 Control over Supply chain

The Corporation can source or go in for manufacturing its own wood work, metal works and concrete blocks. This would enable it to control its supply chain.

4 Policy Measures

4.1 Increasing the Paid-up share capital of the Corporation to meet the challenges of a commercial entity

The authorized share capital of the Corporation is Rs 10 Crores and the paid -up capital is only Rs 12 lakhs. Further, the Corporation is carrying a reserve of Rs 231.61 Crores. A weak capital base of the Police Housing Corporation makes it vulnerable for takeover by a private entity and at the same time the Corporation will be not able to raise low-cost funds and adequate resources from the market. Hence, it is recommended that the Corporation increase its paid-up capital by issuing bonus shares from its own reserves. This will make the capital base very attractive to the investors and institutions when it goes to the market. This will be a precursor to achieve its vision as a commercial entity.

4.2 Appointment of Whole Time Company Secretary for the Corporation

In the event, the paid-up capital is made above Rs 10 Crores, the Corporation needs to appoint a whole Time Company Secretary as per the Companies Act 2013, Ref: Rule 8 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014.

4.3 Levy of ETP charges on p2p basis

The Corporation's main source of income is ETP charges levied on the buildings constructed. The rate of ETP (Establishment, Tool and Plant charges) is decided by the Board of Directors of the Corporation every financial year. It is recommended that the Board may review the ETP charges levied on the construction activity on p2p basis.

4.4 Recognition of revenue from Contractual projects

Since the outcome of the contractual contract can be reliably measured, the revenue associated with the contract to be recognized by reference to the stage of completion of the contract activity at the year end (the percentage of completion method)

4.5 ISO9001:2015 Certification:

Currently as per the official records obtained, the corporation is ISO 9001: 2008 certified. It may be advantageous for it to get a more recent ISO certification which would enable it in its business planning and strategic development. It would also empower the Corporation in identifying the risks and opportunities with respect to the planning of its management system.

4.6 Compliance with GRIHA Norms:

Green Rating for Integrated Habitat Assessment (GRIHA) rating system takes into account the provisions of the National Building Code 2005; the Energy Conservation Building Code 2007 announced by BEE (Bureau of Energy Efficiency) and other IS codes and is extremely important in the current times. The rating system, based on accepted energy and environmental principles, seeks to strike a balance between established practices and emerging concepts. Energy efficient solar buildings or green buildings can reduce energy demand by nearly 40%. While most houses built by the Corporation have Solar water heating panels, it may be more of a futuristic approach to have GRIHA certified buildings from both an environmental perspective and also for the overall growth of the Corporation.

4.7 Registration with K-RERA

The Real Estate (Regulations and Development) Act, 2016 [RERA] is applicable for both the housing and the commercial segment of construction. The current activities of the Corporation is restricted only to construction of residential and non-residential units of the police department under the Police Gruha 2020. To sustain and grow as a commercial entity, the Corporation need to comply with the regulations under K-RERA. Hence it would be in the best interest of the Corporation to register its activities under K-RERA.

4.8 Introduction of HBA scheme/Construction of Houses under OYH to the police force of the State

Introduction of HBA scheme to the police force of the State similar on the lines of Maharashtra State Police Housing Corporation and Tamil Nadu State Police Housing Corporation can be considered by the Karnataka State Police Housing Corporation.

Tamil Nadu State Police Housing Corporation has taken up the construction of residential units for the State Police Force under the Own Your House (OYH) Scheme. Similar scheme can be considered by the Karnataka State Police Housing Corporation.

5 Capacity Building and Human Resources

5.1 Adequate skilled Manpower:

The Corporation has adequate skilled man power to handle the various projects. With the existing resources of materials and manpower, the housing corporation would be in a position to meet the demand potential of housing requirement of the Police Department as projected in PG 2025. Any additional requirement needs to be reassessed by the Corporation based on the support and financial assistance to be extended by the Police Department and the Government.

5.2 Dependency on Contractors / Outsourced agencies:

The Corporation outsources much of its work through the bidding process. This process is well established and follows protocol for the best bidder to be awarded the contract. A Delay Analysis across all the four schemes viz. ASH, PG1, PG2 and PG3, indicate that a few errant contractors had inadvertently caused more delays than others. Hence, the Corporation needs to draft an appropriate and transparent policy and authorize the CMD to take necessary action against those contractors who consistently delay project execution, thereby ensuring compliance to project execution terms.

5.3 Augmentation of Partnerships and Collaborations:

Partnership efforts with Karnataka Housing Board and Bangalore Development Authority to build affordable housing for the lower income group would be a good first step in the direction. There is also an opportunity to partner for increased collaboration especially with the local Municipalities and Zilla Parishads in smaller towns.

5.4 Capacity Building:

There is need to ensure continuous capacity building of the skilled staff at the Corporation. This is largely being undertaken by the Corporation in various aspects. There is however a need to enhance it to upgrade the professional skills of its technical and operational level executives in problem solving and enable them to take lead in framing actionable strategies.

5.5 Audit system:

The Police Housing Corporation also needs to improve its internal audit system so that it could comply with all the observations of the AGs.

5.6 Customer Centric Approach:

The Corporation needs to be more Customer Centric. Instead of just acting on the right data, it should translate data into actionable insights and establish a standard for end-to-end customer experience.

5.7 CSR activity

The Corporation has formulated an annual CSR action plan. Majority of the CSR activities are focused towards different aspects of upliftment of only the stake holders. The Corporation needs to broaden its outlook as regards its CSR activities on the lines with that of Tamil Nadu State Police Housing Corporation. The Tamil Nadu Police Housing Corporation, through its CSR activities has funded setting up a fly ash brick manufacturing unit, development of sports activities for women, providing battery operated electric tricycles for Greater Chennai Corporation and several other rural development projects. Further as per TN Police Housing Corporation, CSR projects or programs or activities that benefit the employees of the Corporation and their families shall not be considered as CSR activities.

5.8 Strategic planning to meet the goals of ESG

ESG means using Environmental, Social and Governance factors to evaluate the worth of the organization on how far it has complied with the issue of sustainability. Once enough data has been acquired on these three metrics, they can be integrated into the investment process of the Corporation. This would enable the Corporation to leverage its activities and source low cost funds from the market or even global funding.

POLICE DEPARTMENT

1. Functional Protocol

1.1 Allotment of houses to the Police Force:

On an average, the time taken for allotment of housing to the state police force is over a year and it is majorly due to procedural and bureaucratic challenges and also partly owing to adoption of seniority in the allotment process. The Satisfaction Index of the allotment process and the houses allotted have a low score of 2.41/5.0 and 2.35/5.0 respectively. The Police Department needs to use user friendly technology that would make the house allotment process more transparent and would improve the 'Happy Factor' of the Police Constabulary. This would avoid unnecessary disruption and disappointment in the allotment of houses to the police force and would present a realistic picture of available housing vis-à-vis the demand for accommodation district-wise. The Police Department has to make a time bound allotment of houses to its police force.

1.2 Priority for house allotment to the Lady Police Force:

The police department need to prioritize the allotment of houses to the Lady police force especially those posted in the rural and semi urban areas.

1.3 Design of Houses:

The houses allotted for the police constabulary are rather small. There is a lack of privacy in the quarters on account of faulty design. More over the Satisfaction Index of the House Design at 2.01 / 5.0 calls for a serious retrospection on the design aspect of the houses for the police constabulary. The ECO recommends that the design and the size of the house be relooked and that the house size be revised from the existing 470 sq. ft to a minimum 540 sq. ft for the Police Constabulary with a larger bedroom and for the Inspectors to a minimum of 640 sq. ft from the existing 580 Sq.ft. This is based on the discussion with the police force.

1.4 Adherence to Neighborhood Principles and conduct of ‘Space Need Analysis’

The selection of site and location of the police housing falls within the control and management of the Police Department and the Police Housing Corporation has only an executory role. The Police Department needs to conduct a ‘space need analysis’ in the conceptual stage itself in consultation with the Police Housing Corporation. This would enable the Corporation to accurately gauge and assess the areas of inefficiencies and help build better adherence to neighborhood principles, leading to better facility organization and operational improvement.

1.5 Regular Maintenance Contract with the Police Housing Corporation:

Upon handing over the buildings constructed by the Police Housing Corporation for the Police, the Corporation is entrusted with the task of maintaining the building for a period of two years, beyond which the maintenance of the building is the responsibility of the Police department. One of the major concerns expressed by the respondents in the police force is the lack of maintenance of the buildings allotted by the police department. Further, it was observed during the empirical field visit that many of the buildings were very poorly maintained with few buildings having structural faults. There has been excessive seepage issues and cracks in the walls, poor quality of electrical and wiring, poor maintenance of doors (case of poor quality and inappropriate material being used for doors has also been highlighted in the report), poor care of windows and fittings for the kitchen and the washroom, poor drainage and innumerable maintenance problems. It would be more-prudent for the Departments to have regular maintenance contracts with the Police Housing Corporation for consistent maintenance of the buildings.

2. Project Planning and Execution

2.1 Even Distribution of houses across the state:

The Police housing projects are not evenly disbursed across the State leading to disruptive management especially in Tier 1 and Tier 2 Towns. Having adequate housing and more importantly housing within the vicinity of town limits is much needed in municipalities wherein public transport facilities are limited.

3. Policy Measures

3.1 Deemed hand over:

Deemed hand over of the residential units by the Police Housing Corporation need to be considered by the Police /User Administration upon intimation to the Police/User Department

3.2 Safety Audit:

Considering the recent developments pertaining to climate change, it would be advantageous for the Police Department to undertake a ‘safety audit’ of the residential buildings that are more than fifteen years old.

Annexure I
List of References

- Afacan, Y, (2015), “Resident satisfaction for sustainable urban regeneration”, *The Institution of Civil Engineers*, Vol. 168, No. 4, pp. 220-234, Thomas Telford Ltd.
- Diez-Ticio, A. & Mancebon, M. J. (2002), “The efficiency of the Spanish police service: an application of the multiactivity DEA model”, *Applied Economics*, 34(3), pp 351-362.
- Drake, L. M., & Simper, R. (2003), “An evaluation in the choice of inputs and outputs in the efficiency measurement of police forces”, *The Journal of Socio-Economics*, 32(6), pp 701-710.
- Fernández-Portero, Alarcón, D, & Padura, Á. B. (2017),” Dwelling conditions and life satisfaction of older people through residential satisfaction”, *Journal of Environmental Psychology*, 49, pp 1-7.
- Filfil, M. (1999), “The Housing Environment and Women’s Health: The Case Study of Ramallah al Tahta Birzei, Palestine”, *Institute of Community and Public Health / Environmental Health Unit*, Birziet University.
- Francis, A., Kurian, J., & Thomas, A. (2019). “Sustainable and Affordable Housing in India: Challenges and Prospects”, *Next Frontiers in Civil Engineering*, IIT Bombay, Mumbai
- Government of India, Planning Commission, Seventh five year Plan Vol II
- Home Department Karnataka website <http://home.kar.nic.in/index.html>
- Ibem, E. O., & Aduwo, E. B. (2013), “Assessment of residential satisfaction in public housing in Ogun State”, *Habitat International*, 40, pp 163-175, Nigeria.
- Ibem, E. O., Opoko, P. A., & Aduwo, E. B. (2017). Satisfaction with neighborhood environments in public housing: evidence from Ogun State, *Social Indicators Research*, 130(2), 733-757, Nigeria.
- India Year Book (1988-89). Publication Division, *Ministry of Information and Broadcasting*, Government of India, pp 597, New Delhi
- Jain, Suparna and Gupta, Aparajita. N.D, “Building smart police in India: Background into the needed police force reforms” <https://www.niti.gov.in>. Last accessed December 1st 2021.
- Khan S and Kotharkar, R. (2012), “Performance Evaluation of School Environs: Evolving an Appropriate Methodology Building”, *Social and Behavioral Sciences*, 50 (7) 479 – 491.

- Krishnamachari S.M. (1980), "Mobilisation of Finance for Rural Housing", *Yojana Publication Division*, Vol. 26 Pp. 16-18, New Delhi.
- KSPH&IDCL website <http://www.ksphe.org/KspheMasterPage.aspx>
- Martella, R.C., Nelson, R. and Martella-Marchand, (1999), "Research methods: Learning to become a critical research consumer,". *Boston: Allyn and Bacon*.
- Ministry of Housing and Urban Poverty Alleviation, <http://mohua.gov.in/cms/mhupa.php>
- Moore, Mark H., and Anthony A. Braga (2003), "Measuring and improving police performance: The lessons of Compstat and its progeny," *Policing: an international journal of police strategies & management*.
- Mridha, M. (2015), "Living in an apartment", *Journal of Environmental Psychology*, 43, 42-54.
- National Housing and Habitat Policy 2007, Ministry of Housing and Urban Poverty Alleviation, Government of India
- Ogun State, *Habitat International*, 40, 163-175, Nigeria
- Olawore, A., Ibe, E. O., & Amole, O. O. (2011), "Assessment of the qualitative adequacy of newly constructed public housing in Ogun State," *Property Management*, Nigeria
- Raman, Shreya. 2019. <https://www.indiaspend.com/leaky-dingy-tiny-police-homes-in-indias-financial-capital/>. Last accessed December 1st 2021.
- Report of Steering Committee on Urban Development, 10th Five year plan 2002-07
- Riley, M., Kokkarinen, N. and Pitt, M. (2010), "Assessing post occupancy evaluation in higher education facilities," *Journal of Facilities Management*, 8(3): 202-213
- Sánchez, I. M. G. (2007), La nueva gestión pública: evolución y tendencias, "The New Public Management: Evolution and Trends", *Presupuesto y gasto público*, 47(2007), 37-64.
- Shahid, M.Z., Yuva, "The Right to Housing," 1994/07 (India), Vol 1
- Smart Cities Mission India, <http://smartcities.gov.in/content>
- Smrke, U., Blenkuš, M., & Sočan, G. (2018), "Residential satisfaction questionnaires: A systematic review", *Urbani izziv*, 29(2), 67-82.
- Statista Research Department. (2021). "Growth rate of real estate industry across India FY 2010 to FY 2020." Accessed at <https://www.statista.com/statistics/878447/india-growth-rate-of-real-estate-industry/>. Last accessed December 1st 2021.

- Sun, H. (2008), “Three essays in real estate markets,” Doctoral dissertation, University of British Columbia.
- UN Declaration of Human Rights, Article 11. Accessed at <https://www.un.org/en/universal-declaration-human-rights/>. Last accessed December 1st 2021.
- UN Habitat, <https://unhabitat.org/>
- United Nations Conference on Human Settlements. 1998.
- Vaid, K.N. 1999., “Contract labour in the construction industry in India,” Contract labour in South Asia. Geneva ILO, Bureau for Workers’ Activities.
- Verma, A., & Gavirneni, S. (2006), “Measuring police efficiency in India: an application of data envelopment analysis”, *Policing: An international journal of police strategies & management*.
- Wang, D and Wang, F. (2016), “Contributions of the usage and affective experience of the residential environment to residential satisfaction,” *Housing Studies*, 31(1), pp 42-60.

Annexure II
Terms of Reference of the Study

Terms of Reference for the study
Evaluation of Functioning of Karnataka State Police Housing and
Infrastructure Development Corporation Limited in Karnataka State
(2010-11 to 2018-19)

Contents

1. Title of the study	2
2. Department/Agency implementing the Scheme.....	2
3. Background and Context.....	2
4. Evaluation Scope, Purpose & Objectives.....	5
5. Evaluation questions	5
6. Evaluation Methodology	7
7. Deliverables and time Schedule	9
8. Quality expected from the Evaluation Report.....	12
9. Structure of the report	13
10. Administrative arrangements	14
11. Professional competencies expected to handle the assignment.....	14
12. Cost and Schedule of Budget Releases	14
13. Contact person for the details of the study	15

Terms of Reference for the study

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited in Karnataka State (2010 to 2019)

1. Title of the study

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited in Karnataka State (2010-2019)

2. Department/Agency implementing the Scheme

Home Department and Karnataka State Police Housing and Infrastructure Development Corporation in Karnataka

3. Background and Context

Police Housing Corporation was established after the recommendation of third police reform commission. It was established in different states after the recommendations were made. After its establishment attention was paid for residential housing and necessary infrastructure for police across all the states. KSPH & IDCL established in the year 1985, to begin with it had a limited mandate of constructing Residential and Non-residential Buildings for Police and Allied Departments. In the year 2007 to enlarge its Memorandum of Association (MOA) by allowing it to diversify its activities in the areas of information technology, IT training and consultancy, e-Commerce, e-Governance, infrastructural consultancy etc. and the Government conceded to this request. Another major transformation was change from No Profit No Loss Company to Commercial Accounting in the year 2007-08. To reflect the increased scope of work it was thoughtfully renamed as KARNATAKA POLICE HOUSING AND INFRASTRUCTURE DEVELOPMENT CORPORATION in the year 2014-15. The company now has an accumulated reserve of Rs.122.82 Cr.

Started with a small paid up capital of Rs.12.00 Lakhs, the Corporation has come a long way and has grown to a Corporation with a turnover of Rs.415.20 Cr. and Net Profit After Tax of Rs.18.95 Cr. It has now emerged as a self sustaining commercial entity with an average Annual Turnover of over Rs.236.66 Cr. for past 5 years and during the current Financial Year KSPH & IDCL has paid Dividend of 200% on the paid up capital. The Corporation is no longer dependent on the state Government for its Administrative and Establishment costs. Its source of income is mainly the ETP charge that is collected from projects.

The main objective of the Corporation, as declared in the Mission and Vision is to provide housing for Police Personnel. As per studies, residential satisfaction level for the Police Constabulary in Karnataka state was around 40% which was less than some other states in India. With new recruitments even this satisfaction level will further dip. To keep the morale and motivation levels high of the Police Personnel; housing has been given its due importance. In view of this, Hon'ble chief Minister of Karnataka announced during his inaugural speech at the 3rd All India Police Housing Conference held in Bengaluru in the year 2013, assigned the work of charting out a time bound plan to KSPH & IDCL to construct a substantial number of quarters to reach a satisfaction level of at least 75%. Accordingly, KSPH & IDCL has chalked out and submitted a proposal "Police Gruha 2020" under which it will construct 11,000 quarters with a total anticipated outlay of Rs.1818 Cr. in areas where there is an acute shortage of quarters for PC and SI.

Objectives of KSPH & IDL:

1. To undertake construction of buildings for housing the employees of the Govt. of Karnataka's Police, Prisons, Home Guards and Fire Force Departments.
2. To undertake construction of buildings for the officers of the departments of Police, Prisons, Home Guards such as the administrative offices, Police Station, Prisons, Fire Stations, District Scientific Labs, Forensic Science Labs, Dorms and so on.
3. To construct schools, hospitals, health centres, shops, clubs, auditoriums, maternity homes, Kalyana Mantaps and so on.
4. To undertake construction of any type of buildings entrusted to it by the Government from time to time.

The Corporation is headed by a Senior IPS Officer of the rank of Director General of Police/Inspector General of Police and has a staff comprising of Executive Director, Financial Advisor, Chief Engineer, Superintending Engineers, Executive Engineers, Asst. Executive Engineers, Asst. Engineers and Junior Engineers, among others.

Progress of work

In the 1st Phase, 21 packages for construction of 2782 quarters at an estimated cost of Rs.445.77 Cr have been taken up. A total of 2362 quarters are completed and construction of 422 quarters is under progress. The total no. of quarters taken up in the 2nd phase of the Police Gruha-2020 scheme are 4016 qtrs in 20 packages at the following locations viz Kalburagi, Raichur, Hubli, Dharwad, Davanagere, Belgaum, Haveri, Vijayapura, Bagalkote, Koppal, Bengaluru and Dakshina Kannada. All works are ongoing and the expenditure as on 31.03.2016 is Rs. 44463.70 Lakhs. The total no of qtrs to be taken up in the 3rd phase of PG 2020 scheme are 4202.

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

Progress of the Corporation

Sl.No	District	2010-15			2016-18									
		PC	SI	Total	Phase I			Phase II			Phase III			
					PC	SI	Total	PC	SI	Total	PC	SI	Total	
1	Bangalore Rural	122	14	136								192	12	204
2	Bangalore Urban	238	22	260				1356	32	1388	768	160	928	
3	Belgaum	48	6	54				180	0	180	228	18	246	
4	Bellary	108	14	122	276	8	284							
5	Bidar	60	8	68	252	8	260							
6	Vijayapura	156	12	168				480	24	504	48	10	58	
7	Chamaraja nagar	132	4	136	168	12	180				48	4	52	
8	Chikkaballapur	119	5	124							108	8	116	
9	Chikmagalur	92	3	95	108	0	108				120	2	122	
10	Chitradurga	60	6	66	216	6	222				72	18	90	
11	Dakshina Kannada	156	1	157				328	10	338	36	8	44	
12	Davanagere	70	5	75				240	12	252	64	12	76	
13	Dharwad	192	17	209				288	8	296				
14	Gadag				180	10	190					2	2	
15	Gulbarga	42	1	43	60	0	60	240	6	246	24	2	26	
16	Hassan	156	6	162							360	24	384	
17	Haveri	120	0	120				180	2	182	12		12	
18	Kolar	32	1	33							288	26	314	
19	Kodagu				168	6	174							
20	Koppal	268	36	304				240	20	260	168	6	174	
21	Mandya	36	0	36	168	0	168				84	8	92	
22	Mysore	156	24	180	372	24	396				156	0	156	
23	Raichur	78	4	82	84	4	88	84	4	88	48	0	48	
24	Ramanagar	128	8	136	276	22	298							
25	Shimoga	60	4	64							240	10	250	
26	Tumkur	96	12	108	84	4	88	108	6	114	312	6	318	
27	Udupi	120	2	122	72	6	78				120	8	128	
28	Uttar Kannada				60	6	66				216	14	230	
29	Yadgir				108	14	122				96	8	104	
30	Bagalkote							156	12	168	24	4	28	
	Grand Total	2845	215	3060	2652	130	2782	3880	136	4016	3832	370	4202	

Source: KSPH & IDCL

The Organization has received projects from central Government also under 13th Finance, and other Institutions. KSPH & IDCL has adopted all the principles of accountability, efficiency,

transparency in its day to day functioning in letter and spirit. With all this optimism, driven by declared vision and mission, plans and projections have been realistic and pragmatic.

4. Evaluation Scope, Purpose & Objectives

Though KSPH & IDL is set up with the primary objective of providing housing solution to the staff of Karnataka Police Dept., information is obtained that housing for police staff, particularly in the districts is very less. Even though there is a dedicated organization set up to address the issue, the shortage of police housing remains a critical subject. Hence the evaluation of functioning of the Corporation is proposed here.

- Physical and financial evaluation of the scheme with reference to the targets set in the Plan pre and post change
- To examine the extent to which the scheme objectives have been met and the target of 75 percent demand for housing of Police staff is attained.
- To assess the performance of Police Graha project.
- To assess the performance of the Corporation before and after the change in its scope and accounting system
- To examine the impact in terms of delivery of the police services
- To make a SWOC analysis of the functioning of the Corporation.

The study covers a time period of 2010-11-2018-19.

5. Evaluation questions

Functioning and Policy Issues.

- 1) The corporation is established for provision of police housing but the demand for housing was met to the extent of 40% of it till 2013. Then the target was fixed to 75% and to what extent it is achieved now?
- 2) Review the physical and financial performance of the corporation before 2014-15 and after 2014-15. i.e. is after the change in mandate of the Corporation. Discuss the reasons for any changes that have taken place during these periods.
- 3) What are the criteria adopted for selection of projects related to Police housing infrastructure and other buildings for police Department and other Departments. Review the policy before & after 2014
- 4) Estimate the demand requirements for housing by the Department over the period of last ten years and make projections for next five years. Examine to what extent the existing capacity of the corporation is able to fulfil these requirements.

- 5) Examine the achievements made under police Graha Project whether the progress achieved is as per the targets fixed and the mandate before the corporation is achieved over the time period.
- 6) Whether the project being implemented as per plan in terms of cost, timeliness and conformity with the project guidelines and as per the time schedule?
- 7) Examine the process of work allotment to the Corporation and the process of contract allotment and completion by the Corporation. Whether any modifications are required to make it more effective?
- 8) Discuss the initiatives taken for Environment Protection. Examine the housing project from perspectives of GRIHA(Green Rating for Habitat Assessment) and Going green.
- 9) Review the policy for quality control in comparison with other such corporations in the State and in other States.
- 10) Examine the human resource policy of the corporation and examine the productively and skill differences across permanent and contract labour.
- 11) As per the company's Act 2013 with regard to corporate social responsibility what are the initiatives undertaken by the corporation? Evaluate the impact of these interventions?
- 12) How the Corporation strikes a balance between its commitment to Police Department for housing, infrastructure and other works and other projects of Central and State Governments.
- 13) What is the opinion of the concerned stakeholders of the dept about the works undertaken such as Police Buildings and other infrastructure development under
 - a) 13th Finance commission, b) Police Modernization Scheme c) Budget works d) SDP works e) K-Safe scheme and other works by the Corporation. To what extent these have contributed to achieve the expected outcomes?

Housing project

- 14) Examine the distribution of houses across the divisions and districts. Whether the allocations are based on needs/ any standard criteria/ whether any additional weightage is given to the backward districts?
- 15) What criteria are adopted for distribution of houses by the Department? Whether gender and other categories are considered in allotment of houses?
- 16) What is the quality of houses and other infrastructure works taken under the schemes? Take a Sample of houses constructed in the initial stage and during first phase of the project Police Graha and check their existing status and for other works also.

- 17) Whether Neighbourhood planning principles are being followed in the project including its effectiveness and organising spaces for a residential, parks and other amenities? What are the perceptions of the residents about it?
- 18) What is the opinion of the residents about the houses regarding quality of construction design, infrastructure such as water supply sewerage, drainage, road network and other facilities including environmental aspects? Develop a level of satisfaction index for assessing the opinion of residents.
- 19) Whether the houses are constructed as per the design & structure. Whether the designs differs across the categories and regions. Whether the designs are suitable or need modifications? What is the opinion of residents about it?
- 20) Are there any issues related to house allotment, criteria followed in allocation of houses across the regions and categories of Police personnel and reservations in house allotment etc.?
- 21) What are the views of other stakeholders with regard to the works undertaken by the corporation for their institutions- Universities and buildings of other Departments?
- 22) Examine the impact of these works on efficiency of administration, Productivity, and improving police public relations.
- 23) Evaluate the functioning of the Corporation in terms of accountability, transparency and efficiency and make a SWOC analysis of the corporation and examine its sustainability as a commercial entity.

6. Evaluation Methodology

Type of data	Method of data collection	Method and Tools
Primary data	1. Quantitative data	Beneficiaries, Non Beneficiaries interview schedules
	2. Qualitative data	Focus Group discussions, In depth Interviews with the Department staff case Studies, field observations
Secondary data	Guidelines, Department, published documents, reports, books and Journals etc.	Statistical analysis with the help of identified indicators

Sampling Methodology

One district from the period 2010-2015 is selected on random basis in each division. Further the same methodology is adopted to select the districts from the divisions for Phase I and Phase II of the Police Graha project. Phase III only completed works are included in the evaluation as some of the works are under progress.

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

Sample districts and units

Sl. No	2010-2015		Sample	Phase I - 2016-18			Phase II & III- 2016-19		
	District	Total		District	Total	sample	District	Total	sample
1	Bellary	122	70	Kalaburgi	246	105	Koppal	174	90
2	Haveri	120	67	Gadag	190	80	Belgaum	246	130
3	Chikka mangaluru	95	53	Chamarajnagar	180	75	Dakishina Kannada	44	25
4	Chikkaballapura	124	70	Chitradurga	222	95	Davangere	76	40
		461	260		838	355		540	285

Total- 900 units

Control group

1% of the eligible Police staff but not allotted the houses in these districts. To the maximum of 100 non beneficiaries

Total=1000

- Random Sample selection to be done at KEA.

Other Works

	Works	Sample
13 th Finance Commission	60	06
Budget works	27	03
Police Modernisation Works Phase I & Phase II	119	12
Police Dept. Total	206	21
Fire Dept. works	22	03
Davangere University	13	02
Total	231	27

The total sample of works is 27 works.

Qualitative data

Focus Discussion	Group	4 per district <ul style="list-style-type: none"> • Beneficiaries • Non Beneficiaries • Officers of the Dept. • General public 	Total 48 + 2 at State level=50
In Depth Interviews		Police Officers, Dept. staff Building Dept. officers Officers of Corporation ,	Total 130

	@ 10 per district State level Officers 5 Contractors 5 (Min. One per division)	
--	---	--

7. Deliverables and time Schedule

The concerned department implementing the scheme and KEA will provide the necessary information pertaining to the study and also co-operate with the consultant organization in completing the assignment task within the stipulated time period. It is expected to complete the present study in 6 months' time line, excluding the time taken for approvals at KEA. The exercise is expected to be completed in an elapsed time of seven calendar months from date of agreement.

1. **Inception Report** in four weeks from commencement on basic understanding of the problem, key issues identified, directions for subsequent stages, detailed work plan, meetings / FGDs planned including names / designations of personnel and schedules, impediments if any to realise the work plan. Inception report is a road map of how the Evaluation Consultant Organization (ECO) intends to proceed with the evaluation work in terms of ToR. It is a road map and action plan for conducting the study, evolved through the study team effort, based on the basic framework provided by the ToR and bring in the study team insights and contributions. It shall be structured into different chapters and headings and contain

- (1) Evaluation title and background information in brief;
- (2) Review of Literature
- (3) Theory of Change/ output outcome framework - input-activities output-outcome-impact
- (4) Evaluation criteria and framework: purpose, scope, Objectives.
- (5) Evaluation approach (with-without; before-after), stakeholders involved sampling and limitations, **Evaluation ethics** - ECO must obtain a consent of the Stakeholders before data collection (As per UNEG Guidelines)
- (6) **Evaluation Framework**- Evaluation criteria - relevance, effectiveness, efficiency, impact and sustainability and **Evaluation matrix*****; It sets out the conceptual framework to be used in an evaluation, Main evaluation issues, Key evaluation question, Sub-question, Indicator(s), Normative/baseline value, Success threshold, Data sources, Data collection method, Method of data analysis***.

***Note: the evaluation matrix is a six-column table consolidation of the material at Sl. No. 4 to 7. Evaluation criteria at Column 1 added for clarity and follows the REESI format as under. The table is illustrative and not exhaustive.

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

Evaluation criteria	Key Evaluation Question ^{###}	Specific sub questions ^{###} for each Key Question	Indicators / success standards/ KPI	Data sources	Data collection methods / Analytical tools [#]	Analytical Method / Analysis method
	(1)	(2)	(3)	(4)	(5)	(6)
Relevance						
Organisation objectives & Actual requirements	Key Evaluation Question ^{###}					
	Key Evaluation Question ^{###}					
	Key Evaluation Question ^{###}					
Effectiveness						
Inputs & Process of implementation	Key Evaluation Question ^{###}					
	Key Evaluation Question ^{###}					
Efficiency						
Cost benefit analysis	Key Evaluation Question ^{###}					
Fund utilization and capacity building	Key Evaluation Question ^{###}					
Output produced	Key Evaluation Question ^{###}					
Impact						
Outcomes- immediate	Key Evaluation Question ^{###}					
Outcomes- Short term	Key Evaluation Question ^{###}					
Outcomes- Medium term	Key Evaluation Question ^{###}					
Outcomes--Long Term	Key Evaluation Question ^{###}					
Sustainability						
Sustainability of the project in the long run	Key Evaluation Question ^{###}					

Specific tool and subsection to be referred to / connected

Key Evaluation Questions and sub questions to be derived from the objectives of evaluation in ToR and from pilot study insights

There will and can be many key evaluation questions for each evaluation issue and many sub questions for each key evaluation question. These need to be framed by the study team in question format.

- (7) Data Analysis Techniques- All statistical and Mathematical techniques to be used in data analysis
- (8) Table templates and chapter outline
- (9) field observations from pilot survey
- (10) Work Plan
- (11) Study Team with their contribution details
- (12) List of persons conducting the FGD along with their qualifications and
- (13) Training schedule of field enumerators with the details of trainers.

Appendix

- Questionnaire & Interview Schedules for all stake holders
- Check list for FGD
- List of field Investigators

Evaluation ethics -Evaluation Consultants will be held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the assignment. To be included in MoU

Timeline for inception report

Briefing of the evaluation team, preliminary PPT presentation to KEA on study methodology proposed by team with data requirements	Details of the secondary data required for the study as perceived to be provided	Within one week of issue of work order
Pilot study completion	Field investigation to prepare and fine tune Inception Report	One week from preliminary meeting with KEA
Submission of detail Pilot study report to KEA	Approval of KEA	4 days from submission of report
Finalization of study tools	Incorporating all changes	1 week
Submission of IR to KEA	Approval of KEA for presentation	2 days after submission

Presentation of IR before KEA	As per time schedule in KEA -	One week
Submission of revised Inception Report	Incorporating the suggestions of KEA	2 days from PPT presentation
Presentation of revised PPT {if necessary}		Within 4 days of submission of revised IR

- II. **Interim Report** on findings from officers and field respondents and FGDs (covering at least 50% of planned meets and FGDs) at the end of eight weeks, after the inception report, followed by presentation of Interim Report

Interim report should mainly include the progress and initial findings of the evaluation study.

- (1) Evaluation title and background information.
- (2) Log Frame/Theory of Change/Program Theory as observed in the field.
- (3) Redesigned evaluation framework: purpose, scope, stakeholders involved, input-output-outcome-impact
- (4) Analysis of secondary data and findings.
- (5) Primary data – analysis and Findings based on the 50% of the field work, table templates and chapter outline for the report; and
- (6) Analysis of case studies and Focus Group Discussions.

- III **Draft Report** covering all items in the ToR including key issues identified, directions for the future (vision, mission, organisational objectives, organisational form including any that are external to the parent, working / reporting modalities, objectives of all entities, performance criteria ...) within eight weeks from submission of Interim Report

- IV **Final Report** within four weeks of approval of Draft Report by Technical Committee.

Timelines and deliverables

Inception Report	1 month after signing the agreement
Interim Report	2 months after the date of approval of Inception report
Draft report submission	2 months after Interim Report
Final report	1 Month after approval of the Draft report
Total duration	6 Months

8 Quality expected from the Evaluation Report

Following are the points, only inclusive and not exhaustive, which need to be mandatorily followed in the preparation of evaluation report:

The evaluation report should generally conform to the United Nations Evaluation Guidelines (UNEG) "Standards for Evaluation in the UN System" and "Ethical Standards of Evaluations".

- a) The results should correspond to the ToR objectives.
- b) With regard to recommendations, the number of recommendations is no measure of the quality of evaluation. Evaluation has to be done with a purpose to be practicable to implement the recommendations. The practicable recommendations should not be lost in the population maze of general recommendations
- c) The report should be complete and logically organized in a clear but simple language. Evaluation report should conform to standard report writing style and structure. Harvard report writing and referencing standard to be adopted.

9. Structure of the report

The following are the points, only inclusive and not exhaustive, which need to be mandatorily followed in the preparation of evaluation report. The report should be complete and logically organized in a clear but simple language. Besides conforming to the qualities covered in the Terms of Reference, report should be arranged in the following order:

- Title and Opening Page
 - Index (Table of Contents)
 - List of acronyms and abbreviations
 - Executive Summary- A standalone section that describes the corporation and its objectives, purpose and scope of evaluation, research design and methodology, key findings, constraints and recommendations.
1. Background- A section that briefly covers the scenario of the Organisation in the State including rationale and importance, operational, physical and financial information, objectives and scope of the evaluation.
 2. Review of literature/past evaluation / study reports
 3. Evaluation Methodology - This should include research design, Log-frame and Evaluation Matrix, Data collection (tools and techniques) and analysis (analytical techniques), quality assurance plan and limitations/constraints in the evaluation study.
 4. Findings of the evaluation study arranged in sections and sub sections.
 5. Recommendations that flow from the evaluation.

Annexures

- a. Sanctioned Terms of Reference of the study.

- b. Survey tools and questionnaires
- c. List of persons with addresses personally interviewed.
- d. Place, date and number of persons covered by Focus Group Discussion
- e. Compilation of case studies/best practices
- f. Table showing details of major deviations, non-conformities, digressions of the program

10. Administrative arrangements

- Introduction to Police Housing and Infrastructure Development Corporation and authorization to carry out the tasks and meet relevant personnel, facilitating access to stakeholders for meetings / FGDs. Timely response to submissions and presentations by KEA.

11. Professional competencies expected to handle the assignment

Sl. No.	Subject Experts Requirements	Qualification	Experience
1.	Principal Investigator	PhD/ Post Graduate Degree in Commerce / Management or equivalent from a reputed institution	10 years of relevant Evaluation experience (strategy, policy, government,) as team leader
2.	1 st Core team member	Post Graduate/Graduate Degree in Civil engineering	Should also possess a minimum of three years of experience in Organizational evaluation
3.	2 nd Core team member	Post Graduate degree in Finance and Accounting or Chattered Accountant	Knowledge of organization and functional divisions and familiar with government accounting systems {Finance / accounting}
4	3 rd Core Team Member	Postgraduate in Statistics / Management / Computer Science / Engineering	Experience in impact evaluation of developmental programs

12. Cost and Schedule of Budget Releases

The Output based budget release will be as specified in the RFP.

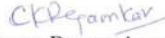
13. Contact person for the details of the study

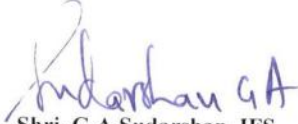
The Contact person details about the study is as below-

At KEA-


- (i) Dr. Chaya Degaonkar, Additional Chief Evaluation Officer, 9342331301
- (ii) Dr.A.V.Manjunatha, Director (Evaluation), 9448402848

TOR Prepared by:


Dr. Chaya Degaonkar,
Additional Chief Evaluation Officer


Shri. G.A.Sudarshan, IFS
Chief Evaluation Officer
Karnataka Evaluation Authority

Annexure III Contract Agreement




सत्यमेव जयते


INDIA NON JUDICIAL


Government of Karnataka


e-Stamp



Certificate No.	: IN-KA77303946757191S
Certificate Issued Date	: 27-Nov-2020 04:50 PM
Account Reference	: NONACC (FI)/ kakscsa08/ INDIRA NAGAR/ KA-BA
Unique Doc. Reference	: SUBIN-KAKAKSCSA0845443528089170S
Purchased by	: CENTRE FOR SUSTAINABLE DEVELOPMENT
Description of Document	: Article 12 Bond
Description	: CONTRACT FOR CONSULTANTS SERVICES
Consideration Price (Rs.)	: 0 (Zero)
First Party	: THE KARNATAKA EVALUATION AUTHORITY
Second Party	: CENTRE FOR SUSTAINABLE DEVELOPMENT
Stamp Duty Paid By	: CENTRE FOR SUSTAINABLE DEVELOPMENT
Stamp Duty Amount(Rs.)	: 100 (One Hundred only)









CONTRACT FOR CONSULTANT'S SERVICES

This agreement is made and executed at Bangalore on this 30th day of November 2020 by and between:



The Karnataka Evaluation Authority (hereinafter to be referred to as KEA), registered as Society under the Karnataka Societies Registration Act, 1960, under the Planning,

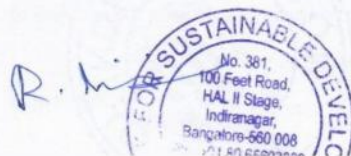
P. N.



Page 1 of 11

Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPH & IDCL) in Karnataka State (2010-2021)

1. **The KEA agrees to engage and retain the services of the Consultant** for conducting the study till it is completed in all respects and final report and related information/records thereto are submitted and the report is approved by KEA.
2. **The Consultant agrees to conduct an in-depth study of the evaluation topic** in accordance with the best academic standards and scientific rigor and submit a detailed evaluation report to KEA within the stipulated time in accordance with the ToR and to the satisfaction of KEA.
3. The study shall be completed and the Final Evaluation Report of the study to be submitted within the period of **6 months** as mentioned in the ToR unless specifically prescribed.
4. **The following deliverables and the timelines** shall be maintained by the Consultant:
 - a. An **Inception Report** containing a detailed road map for the study shall be submitted to the first party within a period of **20 days** from the date of this agreement. This report shall contain templates of survey instruments, results of pilot test, specifics of sampling design and research methodology. Consultant should make presentation before KEA within **6 days**, the same will be approved by KEA. The remarks, comments and alterations suggested will be informed to the Consultant. The Consultant will comply with these within **4 days** of receiving the information and submit final inception report for approval of KEA. Only after such approval, should the Consultant proceed according to the mentioned specifications.
 - b. The Consultant and their field data collection agency will provide complete details of field data collection plans to the first party sufficiently in advance to communicate the same to all concerned. Immediately after 50% of the work time period completed (including fieldwork) with templates for study report by Principal Investigator, Consultant should submit **Interim Report** to KEA. Following the communication, the Consultant should proceed with the data and information collection as per the approved design and complete the same within **2 months**.
 - c. The data collected should be processed statistically and a **Draft Evaluation Report** (Kannada & English) should be prepared by the Consultant. **Five copies** of draft report of the study along with soft copy of the data collected shall be submitted to KEA within **1 month** from the date of completion of field work. The Draft Evaluation Report received will be sent to the Independent Assessor of KEA/Subject Expert having domain knowledge and expertise in a sector relating to assessment and grading of Evaluation Reports. The Consultant is expected to make a comprehensive presentation of the draft report to the Technical Committee of KEA on the time, date and venue fixed for the purpose. The Committee, after examining the report in detail and taking note of the details as elaborated in the presentation, can either accept or express the need for modifications and / or supplementary work. The Consultant shall ensure incorporation of all suggestions etc., within **15days** from the date of receipt of the communication of modifications / supplementary work and submit the revised draft report to KEA.
 - d. After approval of the revised draft report, the Consultant shall prepare a final report both in Kannada and English versions and submit a sample copy separately, in the prescribed format and manner, to KEA within **15 days** from the receipt of approved revised draft report from KEA. On KEA approving the final report, the Consultant shall proceed with other activities of printing, binding, data copying etc.
 - e. The following shall be submitted by the Consultant to KEA within **1 month** from the receipt of approval on sample copy.



- a. FIFTEEN hard copies in ENGLISH
 - b. FIFTEEN hard copies in KANNADA
 - c. Both Kannada and English final evaluation reports as mentioned under (a) & (b) should be submitted simultaneously.
 - d. THREE soft copies PDF & DOC format for each of the approved final report (in English as well as Kannada)
 - e. THREE soft copies of raw field data, data analysis statements and processed data outputs to be submitted to KEA in the format prescribed after completion of field work and data analysis.
 - f. ONE hard copy of raw field data, data analysis statements and processed data inputs.
- f. The Consultant present the Final Report for the purpose of benchmarking the quality of the report and dissemination of findings/recommendations on the date, time and venue fixed by KEA within one month from the receipt of final reports.
 - g. The evaluation report should generally conform to the United Nations Evaluation Guidelines (UNEG) "Standards for Evaluation in the UN System" and "Ethical Standards for Evaluations". The report should be complete and logically organized in a clear but simple language. Besides conforming to the qualities covered in the Terms of Reference, the delay in the submission of the report attributed to Line Department and KEA will not be considered in the period of study and it should be prepared as per the prescribed format of KEA.
5. **Monitoring and coordination of sample survey and data collection work:**
A representative of the department/Board/ Urban or Rural body or State Undertaking concerned may act as the Chief Coordinator for the project work and would closely interact with the Consultant. He / She will nominate coordinators for supporting the field work and briefing sessions.
6. **Consultancy fee and payment schedule:** KEA agrees to pay **Rs.28,63,300/- (Twenty Eight Lakh Sixty Three Thousand Three Hundred only)** towards the total Consultancy fee payable for the task, excluding GST. The GST will be added as per prevailing rates while making payment. TDS/TCS will be deposited to the PAN and GSTIN account of Second Party. The payment schedule is as follows;

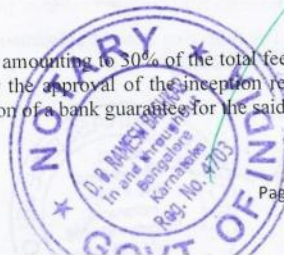
- a. The **First instalment** of consultancy fee amounting to 10% of the total fee will be payable **as advance** to the Consultant after the signing of the Contract Agreement and submission of a bank guarantee for the said 10% of contract price from a nationalized bank valid for a period of at least 12 months from the date of signing of the Contract Agreement.

The Second Party shall renew the Bank Guarantee for such a period till the acceptance of Final Evaluation Report by the first party.

If the Second Party does not furnish Bank Guarantee, they shall not be entitled to get the first instalment of consultancy fees.

- b. The **Second instalment** of Consultancy fee amounting to 30% of the total fee will be payable **as advance** to the Consultant after the approval of the inception report (as prescribed in clause 4a, above) and submission of a bank guarantee for the said 30% of

R. L.



contract price from a nationalized bank valid for a period of at least 12 months from the date of approval of Inception Report.

The Second Party shall renew the Bank Guarantee for such a period till the acceptance of Final Evaluation Report by the first party.

If the Second Party does not furnish Bank Guarantee, they shall not be entitled to get the first instalment of consultancy fees.

- c. The **Third installment** of Consultancy fee amounting to 50% of the total fee will be payable to the Consultant after the approval of the Draft report. The Second Party can claim first and second installment of consultation fees together, without furnishing the Bank Guarantee, on approval of the draft report by KEA (as prescribed time frame in clauses 4b&c. above).
- d. The **Fourth and final instalment** of Consultancy fee amounting to 10% of the total fee will be payable to the Consultant after the receipt of the hard and soft copies of the final report in such format and number as prescribed in this agreement, both in Kannada and English versions along with all original documents containing primary and secondary data, processed data outputs, study report and soft copies of all literature used to the final report (as prescribed in clauses 4d&e. above and clause 7 I h. below).

7. Performance Warranties:

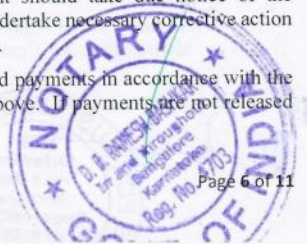
- I. **Warranties on behalf of the Consultant:** The Consultant agrees to provide the following warranties to KEA;
 - a. That the Consultant undertakes to perform the study with the highest professional standards, competency and ethical integrity. The Consultant agrees to adopt the following principles:
 - i. To foster social equity & justice in evaluation by including relevant perspectives and interests of all stakeholders.
 - ii. To secure informed consent of all survey participants and stakeholders, respect their privacy, dignity, freedom of expression and provide complete anonymity and confidentially to the information provided by them.
 - iii. To hold the evaluation enquiry systematically, gather evidence completely, comprehensively and independently, uninfluenced by any interested person or party and maintain good, accurate and proper records of the data, results, methods adopted and the procedures followed in connection with the evaluation work and to share them with the KEA.
 - iv. To arrive at the findings based entirely on the data and information gathered for the study free from bias of any kind and to provide a balanced and judicious report on the strengths and weaknesses of policy, programme and the manner of implementation based on sound and verifiable reasons.
 - b. The Evaluation Report submitted by the Consultant will be its sole work and not infringe the copy right of any other(s).



- c. That the Consultant agrees **NOT** to change key personnel listed in the ToR / RFP and associated with the evaluation study till the final evaluation report is submitted. If for reasons beyond the control of the Consultant, it becomes necessary to replace the key personnel, the Consultant shall forthwith provide a replacement with a person of equivalent or better qualification acceptable to KEA.
- d. That the Consultant will **NOT** subcontract the study wholly or in part to any other agency. However, the Consultant may engage another agency having trained and qualified staff for survey and sample data collection purposes. Similarly, the Consultant may engage a qualified agency for printing the final report. While doing so, the Consultant will ensure that the quality of work or timeline is not compromised in any manner whatsoever.
- e. That the Consultant takes full responsibility for making payment to its staff and workers so engaged for this study promptly and fairly and will not create any obligations to KEA to clear any pending payments.
- f. That the Consultant will maintain total confidentiality of the data, facts, findings and recommendations of the study. It shall not disclose any confidential information acquired in the course of the study to anyone without the prior written consent of KEA. The confidentiality obligations shall survive till the Final Evaluation Report of the study is placed in the public domain and use of material developed shall be used with acknowledgement of KEA.
- g. That the role conflict faced by the Consultant, if any, perceived at any time of the study, shall be fully and properly disclosed to KEA without any loss of time.
- h. That after completing the study, the Consultant will submit all original documents containing primary and secondary data, processed data outputs, study report and soft copies of all the literature cited in the final report to KEA along with the final reports. The Consultant, his staff or agents shall **NOT** involve in any unauthorized use of the data or information.
- i. That the consultant will not disclose any information regarding the project in media, press, blog and other types of social media.
- j. The Consultant Organization will utilize the amount quoted under item no. 3 of financial bid for the purpose of hiring of equipments and materials.

II. Warranties on behalf of the KEA: The KEA agrees to provide the following warranties to the Consultant:

- a. That the KEA will facilitate the evaluation study in all possible and tenable ways. It agrees to issue a letter of authorization to the Consultant to access the available official records, documents, data and reports, etc., connected with the study and also for seeking interviews with key personnel connected with the execution of the programme and policies relevant to the study.
- b. That the KEA assures the Consultant that review & comments on the draft documents and any proposals submitted by the Consultants will be communicated generally within four weeks from the date of such a request or such time as may be prescribed in this agreement. The Consultant should take due notice of the comments and suggestions made and agree to undertake necessary corrective action without compromising on the facts and findings.
- c. That the KEA agrees to release the advances and payments in accordance with the timelines and schedules agreed to in clause 6 above. If payments are not released



within 15 days from the date of request for release after qualifying for the same (duly supported by necessary and sufficient documents), the consultant is entitled for commensurate extension of time in the agreement period. The agreement shall continue to be valid even on account of delay in releasing funds.

8. Other rights and obligations:

- a. The Government of Karnataka and KEA have a right for periodic spot check and /or verification of data collected, either directly, or through their subordinate officers to ascertain the rigor and quality of field work. The Consultant agrees to make good the defects, if any, observed during such checks / verifications.
- b. Copy right of the data and reports shall vest with KEA. Data, information and reports generated during the evaluation study shall be the property of KEA. Copy right of the survey formats, raw data, pictures, maps, reports and any other documents generated during the study shall vest with KEA. The Consultant cannot make use of such materials or ideas for any other purpose or transfer it to a third party without the prior written permission of KEA.
- c. Any new methodologies, techniques, principles, proprietary materials such as software, programmes, macros, algorithms and modules developed or created by the Consultant in the course of the study, which are of generic nature and not produced exclusively for KEA, will remain the exclusive property of Consultant. However, they will be shared with KEA to the extent needed to understand the processes, procedures and methodologies used in conducting the study and arriving at conclusions.
- d. Both parties to this agreement agree to indemnify, defend and hold the other parties harmless against any liabilities arising out of due discharge of duties under this agreement.

KEA may add, delete and modify any of the conditions of this contract on mutual agreement.

- e. KEA reserves the right to cancel this Agreement any time without assigning any reasons.

9. Penalties

- a. If quality of the Consultant's work is poor and beyond redemption in the opinion of KEA, it may issue a notice to that effect to the Consultant and, after hearing the Consultant's explanation both in writing and orally and if the work is proved to be poor, terminate this agreement forthwith. If any advance has been paid against Bank Guarantee to the Consultant, it shall be invoked and deposited to KEA. Thereafter, the Consultant will be removed from the list of Empanelled Consultants.
- b. If the Consultant fails to meet the timeline for any specific deliverable, upon a written request quoting reasons, he / she/they may be given an extension of Three months(Two months at the time of field visit & primary, secondary data collection and one month in general). For delay beyond three months or part thereof, KEA is entitled to impose a penalty. Extension of time is the sole discretion of KEA, which may be granted on examining the documentary evidence submitted by the Consultant.

- (i) If the Consultant does not submit the Inception Report within the stipulated time period as per this Agreement, the following penal action will be initiated:



- a) Agreement shall be cancelled after two extensions of one week each time by KEA.
 - b) EMD shall be forfeited.
- (ii) If there is a delay in the submission of draft evaluation report, which is attributable to Second Party, within the prescribed time to KEA, maximum of 10% of the corresponding payable amount (which is 80% up to DER) shall be levied by the First Party as penalty for the delay up to 3 months and the Second Party is agreeable to pay the levied amount. Beyond 3 months of delay attributable to Second Party, KEA shall terminate the MoU at the risk and cost of the Second Party. If the delay is beyond 3 months and is not attributable to the Second Party, then KEA will decide the further course of action either to extend the time with penalty or terminate the contract whatever is in the best interest of the Government. If KEA decides to terminate the contract, it reserves the right to engage any other Consultant at the risk and cost of the Second Party. Amounts payable to the Second Party shall be kept on hold for an indefinite period of time.
- (iii) If the Second Party does not submit final evaluation report to KEA, [after the period mentioned in clause 4 (d) & (e)] and the delay is attributable to the Second Party, maximum of 10% of the corresponding payable amount (which is 20% of contract amount) shall be levied by the First Party, as penalty up to three months and the Second Party is agreed to pay the levied amount. Beyond three months of delay attributable to the Second Party, KEA shall terminate the contract at the cost of Second Party. Further, KEA may engage any other Consultant to complete the tasks at the risk and cost of the Second Party. Amounts payable to the Second Party shall be kept on hold for an indefinite period of time.
- (iv) If KEA reject the reports at any stage in the process of evaluation, the Agreement shall be cancelled and the Consultant is not eligible for any payment. If payment is already made, the same will be recovered from the Consultant.
- (v) "1% penalty is levied on the total contract price shown in the agreement if 10% omissions/defects noticed in the content material of the Evaluation Report at the stage mentioned hereunder:

After the approval of Draft Evaluation Report by the Technical Committee, such report will be sent to the Consultant Organization along with the observations of KEA, Independent Assessor, Line Department and Technical Committee. The Consultant Organization submits the revised report after incorporating all the suggestions, which will be referred to Publication division for verification. Publication division will verify the suggestions are incorporated and will conduct thorough check on spelling, grammar, table, graphs etc. and suggest necessary editing to the Consultant Organization.

Consultant Organization submits re-revised Draft Evaluation Report to KEA for proof reading which will be again subjected to verification by the publication division. Then if Publication division notices 10%



omissions/defects in the content material of the evaluation report, then 1% penalty on the total contract price will be levied after issue of notice.

- c. If it is found any time that the Consultant:
- secured this evaluation work by misrepresentation of facts or by deceit; or
 - has engaged in corrupt, fraudulent, collusive, coercive or obstructive practices at any time; or
 - has indulged in malpractices such as plagiarism; or
 - committed any illegalities which may attract criminal liability;

The agreement shall be cancelled forthwith, empanelment with KEA shall be cancelled after giving a notice in writing and giving an opportunity of being heard.

If the charge is proved, all payments due to the Consultant shall be kept on hold and legal action under the relevant laws shall be initiated by KEA.

10. Amendment(s) or termination of this agreement: This agreement may be amended or terminated under the following circumstances:

- Both the parties to the agreement, by mutual consent, may modify the terms of agreement appropriately at any time.
- In the case of the Government of Karnataka making any rule or issuing any direction that is in disagreement with any of the terms of this agreement, the said change will be deemed to have been incorporated in the agreement from the date on which the said rule or direction came into effect, though such amendment in writing is not available.
- Directions given by the KEA or shall have the same effect as a clause of this agreement which the concerned party to the agreement will have to abide with within the time period prescribed, though a formal written supplementary agreement on such directions is not available.
- The KEA may terminate the agreement in accordance with Clause 9 above.

11. Grievance Redressal Mechanism

- If any party is aggrieved by any direction or order of KEA, he / she/they shall try and sort out the matter amicably by mutual consultation. If the matter could not be resolved, then the same shall be submitted in writing and a notice to this effect shall be served on the other parties as soon as possible. The other parties shall consider such a notice and make every effort for removing the difficulties. If it could not be so resolved, then the aggrieved party may appeal to the Additional Chief Secretary/Principal Secretary/Secretary, Planning, Programme Monitoring and Statistics Department, Government of Karnataka, whose decision in the matter will be final and binding on both parties.
- If any law suits arise on account of this agreement, it shall be governed by and construed in accordance with the laws of India and shall be subject to the exclusive jurisdiction of the Courts in Bengaluru, India.



12. Miscellany

- a. No party to this agreement shall be liable for any failure or delay in performance under this agreement, caused by any natural calamity, strike, bandh, lockout, curfew, riot, fire, sabotage, etc., provided that the party affected by such an event had taken all reasonable precautions, due care and reasonable alternative measures, with the objective of carrying out the terms and conditions of this agreement.
- b. A party affected by an event of *force majeure* shall give the other parties a written notice as soon as possible, with full details, and in any event not later than five calendar days of the occurrence of the cause relied upon. In the event of a *force majeure*, the dates by which performance obligations are scheduled to be met, shall be extended suitably. The Consultant shall be entitled to proportionate payment for the value of work done, in case *force majeure* leads to termination of the project.
- c. Any action taken by the KEA under this agreement to protect the public and government interest shall stand fully indemnified and he / she/it shall not be liable personally to pay any compensation or face criminal action even if the Consultant is entitled to initiate such proceedings.

Any appeal in this regard shall lie with the Additional Chief Secretary/Principal Secretary/Secretary, Planning, Programme Monitoring and Statistics Department, Government of Karnataka and his / her decision shall be final and binding on the Consultant.

- d. **Limitation to liability:** "Notwithstanding anything contained in the contract, KEA/client agrees that the Consultant shall not be liable to KEA/client, for any losses, claims, damages, liabilities, cost or expenses ("Losses") of any nature whatsoever, for an aggregate amount in excess of the fee paid under the contract for the services provided under the contract, except where such Losses are finally judicially determined to have arisen primarily from fraud or bad faith of the Consultant. In no event shall the Consultant, be liable for any consequential (including loss of profit and loss of data), special, indirect, incidental, punitive, or exemplary loss, damage, or expense relating to the services provided pursuant to this Contract."
- e. The total aggregate liability of Consultant, whether in contract, tort (including negligence) or otherwise, under or in connection with this agreement, shall in no circumstances exceed a sum equal to the fees paid or payable by the Client under this agreement.
- f. Any notice intended to be served for legal purpose shall be in writing and shall be served on the persons mentioned below under acknowledgement. No cognizance shall be taken of any notice served otherwise.

- i. For and on behalf of KEA:
Sudarshan G.A
Chief Evaluation Officer,
Karnataka Evaluation Authority,
Room No.542, M S Building,
Dr. B R Ambedkar Veedhi,
Bangalore-560 001.



Annexure III

Memorandum of Association & Articles of Association



GOVERNMENT OF INDIA

MINISTRY OF CORPORATE AFFAIRS

Registrar of Companies, Bangalore

E' Wing , 2nd Floor , Kendriya Sadana , Koramangala Bangalore - 560034, Karnataka, INDIA

Certificate of Incorporation pursuant to change of name
[Pursuant to rule 29 of the Companies (Incorporation) Rules, 2014]

Corporate Identification Number (CIN): : U45200KA1985SGC006967

I hereby certify that the name of the company has been changed from KARNATAKA STATE POLICE HOUSING CORPORATION LIMITED to KARNATAKA STATE POLICE HOUSING AND INFRASTRUCTURE DEVELOPMENT CORPORATION LIMITED with effect from the date of this certificate and that the company is limited by shares.

Company was originally incorporated with the name KARNATAKA STATE POLICE HOUSING CORPORATION LIMITED

Given under my hand at Bangalore this Twenty Second day of October Two Thousand Fourteen.

Validity unknown
Digitally signed by
Geetha Maralashmi K

Date: 2014.10.22
12:02:38 +05'30

MARPALLI RAGHUNATHA BHAT
Registrar of Companies
Registrar of Companies
Bangalore

Mailing Address as per record available in Registrar of Companies office:

KARNATAKA STATE POLICE HOUSING AND INFRASTRUCTURE DEVELOPMENT
CORPORATION LIMITED
NO. 59 RICHMOND ROAD, BANGALORE, BANGALORE,
Karnataka, INDIA

①

**Karnataka State Police
Housing Corporation Limited.**

**Memorandum of Association
and
Articles of Association**



प्रारूप • भाई • भार •

Form. I. R.

निगमन का प्रमाण-पत्र

CERTIFICATE OF INCORPORATION

ता. _____ क्र. से. _____
No. 6967 of 1985-86

मे एतद्वारा प्रमाणित करता हूँ कि आज

कम्पनी अधिनियम 1956 (1956 का 1) के अधीन निगमित का यह है और यह कम्पनी पारसीमित है।

I hereby certify that KARNATAKA STATE POLICE HOUSING CORPORATION LIMITED

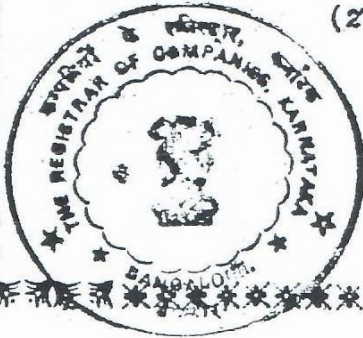
is this day incorporated under the companies Act, 1956 (No. 1 of 1956) and that the company is limited.

मेरे हस्ताक्षर से आज ता-

को दिया गया।

Given under my hand at BANGALORE this SEVENTEENTH day of JUNE one thousand nine hundred and EIGHTYFIVE.

(27th JYASTHA 1907 SAKA)



(V.S. RAJU) 17/6/1985

कम्पनियों का रजिस्ट्रार
कर्नाटक बंगलूर

Registrar of Companies,
KARNATAKA, BANGALORE

3

UNDER THE COMPANIES ACT (1 OF 1956)

COMPANY LIMITED BY SHARES

MEMORANDUM OF ASSOCIATION

OF

KARNATAKA STATE POLICE HOUSING CORPORATION LIMITED.

I. THE NAME OF THE COMPANY IS "KARNATAKA STATE POLICE HOUSING CORPORATION LIMITED".

II. THE REGISTERED OFFICE OF THE COMPANY WILL BE SITUATED IN THE STATE OF KARNATAKA.

III THE OBJECTS FOR WHICH THE COMPANY IS ESTABLISHED ARE:—

(A) The Main objects to be pursued by the company on its incorporation are:-

1. To undertake construction of buildings for housing the employees of the Government of Karnataka in the Police, Prisons, Home Guards and Fire Force Departments.

2. To undertake construction of buildings for the offices of the Departments of Police, Prisons, Home Guards such as the administrative offices, Police Stations, Jails, Fire Stations, Training Institutions, District Scientific Laboratories, Forensic Science Laboratories, Dormitories, etc.

3. To construct schools, hospitals, Health centres, shops, clubs, Auditoriums, Maternity homes, Kalyana Mantaps etc. that will be built out of the Police Benevolent Fund and also to undertake construction of any type of buildings entrusted to it by the Govt. from time to time.

(B) The objects incidental or ancillary to the attainment of the main objects:—

4. To raise funds necessary for the above and other allied objects, by securing loans from Govt. and other sources, including financial institutions and banks on reasonable rates of interest, to arrange for their utilisation and proper repayment, to obtain the grants available from the Central or/and State Govt. to achieve the aforesaid objects.

5. To borrow or raise money from the issue of or upon bonds, debentures, bills of exchange, promissory notes or other obligations or securities of the company, or by mortgage, hypothecation pledge or charge of all or any part of the property of the company or of its uncalled capital or in such other manner as the company shall think fit.

6. To enter into contracts with persons, institutions or organisations to carry out the objects of the company.

7. To procure and arrange for the necessary machinery, material, equipment, technical and Managerial assistance, information, instruction, inspection, supervision and other facilities for the purpose of carrying into effect any of the objects of the company.

8. To sell, improve, manage, develop, exchange, transfer, lease, mortgage, enfranchise, dispose of, turn to account, maintain or otherwise deal with all or any part of the property and rights of the company.

9. To acquire by purchase, exchange, lease, transfer or otherwise howsoever, the land/or buildings necessary for carrying out any of the objects of the company

10. To acquire by purchase, by direct negotiation, exchange or otherwise, any property necessary for or affected by execution of the Housing and Building or Development schemes of the company.

11. Generally to purchase, take on lease, transfer or in exchange, hire or otherwise acquire any real or personal property and any rights or privileges, which the company may think necessary or convenient for the purpose of its activities and in particular any land, buildings, easement machinery plant and stock in trade.

12. To enter into any arrangement with the Govt. of Karnataka, the Govt. of India, Govt. of any other State or Corporate Body or Local Authority, or any persons for carrying out the objects of the company or furthering its interests and to obtain from such Govt., local authority, Corporate Body or person, any charts, subsidies, loans, indemnities, grants, contracts, licences, rights, concessions, privileges or immunities which the company may think it desirable to obtain and exercise and comply with any such arrangements, rights, privileges and concessions.

13. To make, draw, accept, endorse, discount, execute, issue and negotiate cheques bills of exchange, promissory notes, debentures and other negotiable or transferable instruments (but not to the business of banking as defined in the Banking Companies Act. 1949 - Central Act 10 of 1949).

14. To invest any moneys of the company not for the time being required for any of the purposes of the company in such investments (other than shares or stocks in the company), as may be considered proper and to hold or otherwise deal with such investments.

15. To receive money on deposit and to utilise the same for the objects of the company. The acceptance of deposit shall be subject to the provision of section 58 A of the companies Act 1956 and the rules framed there under.

16. To enter into partnership or into any arrangements for sharing profits, union of interest, co-operation, joint venture, reciprocal concession or otherwise, with any person or company or companies carrying on or engaged in or about to carry on, or engage in any business or transaction which this company is authorised to carry on, engage in or any business or transaction capable of being conducted so as directly or indirectly to benefit this company.

17. From time to time, to establish or to subscribe or contribute guarantee money or to give donation to any charitable, benevolent, religious, scientific or national trusts, funds. Associations and Institutions and to any other useful objects, purpose, fund, institutions of a public

(4)

character which in the opinion of the Board of Directors is likely to promote the interests of the business of the company or to further its objects or to increase its repute or popularity among its employees, its customers, or the public or otherwise and/or to any charitable or useful funds whatsoever or for any exhibition.

18. To provide drainage facilities, lighting, laying of roads, paths and parks etc. in the construction and for housing schemes formulated, propounded, executed or adopted by the company.

19. To lay or relay-out of any land comprised in the schemes, to distribute or redistribute sites or houses, to close or demolish obstructive buildings or portions of buildings, unfit for human habitation, to demolish obstructive buildings or portions of buildings, the construction and reconstruction of buildings their maintenance and preservations the construction and alteration of streets and backlanes, the provision of drainage, water supply and lighting of the area included in the schemes; the provision of park, play-grounds and open spaces for the benefit of any area comprised in the schemes or any adjoining area and the enlargement of existing parks, approaches;

20. The collection of such information, data and statistics as may be necessary for carrying out its objects;

21. To refer all questions, disputes or differences (whether present or future) arising between the company and any other person whosoever in connection with or in respect of any matter either relating to the business or affairs of the company or otherwise to arbitration, either in India or abroad in such manner and upon such terms and conditions as the company and such other person may mutually agree upon and such reference to arbitration may be made in accordance with the provisions of any law in India relating to arbitration or in accordance with any other foreign system of law or in accordance with the rules of any Chamber of Commerce (either Indian or foreign international);

22. Subject to provisions of the Companies Act 1956 or any other enactment in force, to indemnify and keep indemnified members, officers, directors, agents, employees and servants of the company against proceedings, costs, damages, claims and demands in respect of any thing done or ordered to be done by them for and in the interest of the company and for any loss, damage or misfortune whatever which shall happen in the execution of the duties of their office or in relation thereto.

23. And generally to do all other acts, matters and things as may appear to be incidental or conducive to the attainment of the above objects or any of them or consequential upon the exercise of its powers or discharge of its duties, and for the general efficiency of its schemes.

(C) The other objects not included in (A) and (B) above - Nil

IV) The liability of the company is limited.

V) The authorised share capital of the company is Rs-10,00,00,000/- (Rupees Ten Crores) divided into 10,00,000 (Ten Lakhs) equity shares of Rs. 100/- (Rs. one hundred) each, with

rights, privileges and conditions attaching thereto as may be provided by the Articles of Association of the company, with power to increase or reduce the capital and to divide the shares into several classes and attaching thereto such preferential and other rights, as may be determined by or in accordance with the Articles of Association of the company.

We, the several persons, whose names and addresses are here unto subscribed, are desirous of being formed into a company in pursuance of this memorandum of Association and we respectively agree to take the number of shares in the Capital of the Company set against our respective names:-

Name of subscribers with their Signature	Address, Occupation and description of subscribers	No. of shares	Signatures of witness
1. B. N. Garudachar, S/o Sri B. N. Iyengar- No. 1, Nrupathunga Road, Bangalore-2 (Sd/-) B. N. Garudachar,	Government Service D.G. & I.G. of Police, Karnataka State Bangalore	5 (Five)	(Sd/-) S. C. Burman, S/o Late Sri M. C. Burman No. 2, Nrupathunga Road, Bangalore. Government Service D.I.G. of Police, Hd. Qrs. Bangalore.
2. N. S. Srinivasan S/o Sri N. Subramaniya Iyer No. 140, Railway Parallel Road, Kumarapark West, Bangalore-560020 (Sd/-) N. S. Srinivasan	Government. Service Spl.Inspr.Genl. of Police, KSRP, Police Housing Welfare- Bangalore	5 (Five)	
		<u>10 (Ten)</u>	

Place: Bangalore
Dated : 17-6-1985

5

ARTICLES OF ASSOCIATION
OF
KARNATAKA STATE POLICE HOUSING CORPORATION LIMITED

(Limited by Shares - Incorporated under the Companies Act, 1956)

PRELIMINARY

1 In these articles, unless there be something in the subject matter or context inconsistent therewith

Definition

- a) "The Act" means The Companies Act, 1956 as amended from time to time.
- b) "Board" means a meeting of the Directors duly called and constituted or as the case may be the Directors assembled at a Board.
- c) "Chairman" means the Chairman for the time being of the Board of Directors of the Company.
- d) The Company means "Karnataka State Police Housing Corporation Limited"
- e) The Directors" means the Board of Directors for the time being of the Company.
- f) "The Government" means the Government of Karnataka
- g) "The Governor" means the Governor of the State of Karnataka exercising the executive power of the State of Karnataka*
- h) "Month" means calendar month.
- i) "The Office" means Registered office for the time being of the Company.
- j) "In writing" and "written" include painting, lithography and other modes representing or reproducing words in a visible form.

Subject as aforesaid any words or expression defined in the Act shall except where the context does not permit bear the same meaning in these articles-

2. The regulations contained in Table A in the First Schedule to the Act shall as hereby modified apply to the company except in so far as the same have been specifically excluded by or under these articles.

Table A to apply as Modified

3. The Company is a 'Private Company' within the meaning of Section 3 (1) (iii) of the Companies Act 1956. and accordingly:—

- a) The right to transfer shares of the company is restricted as hereinafter provided,
- b) The number of members of the company shall not exceed fifty excluding :-
 - i) The persons who are for the time being in the employment of the company, and
 - ii) The persons who having been formerly in the employment of the company were members of the company while in that employment and have continued to be members after the employment ceased but where two or more persons hold one or more shares in the Company jointly, they shall, for the purposes of this article be treated as a single member.
- c) Any invitation to the Public to subscribe for any shares in or debentures of the Company is hereby prohibited.

**Company to be private
Company**

SHARE CAPITAL

4. The authorised share capital of the Company is Rs. 10,00,00,000/- (Rupees Ten Crores) divided into 10,00,000 (Ten lakhs) Equity shares of Rs. 100/- (Rupees one hundred) each and the Company may increase its share capital by such amount as it thinks expedient by issuing new shares in the manner prescribed in the Act subject to the approval of the Government.

Division of share capital

5. The shares shall be under the control of the Board of Directors who may with the prior approval of the Government allot or otherwise dispose of the same from time to time on such terms and conditions as the Board may determine.

- a) Subject to approval of Government, the Board, may in the general meeting, increase or decrease or alter, the share capital, by such sum to be divided into shares of such amount as the resolution shall prescribe
- b) Subject to the provisions of Section 292 & 293 of the Act, the Directors may borrow or raise money to any extent in such manner as they may deem fit and in particular by the issue of debentures perpetual or otherwise including debentures or debenture stock, convertible into shares of this or any other company and in security of any such money, so borrowed raised or received to mortgage, pledge, or charge the whole or any part of the properties, assets or revenue of the company, present or future including its uncalled capital.

**Increase or decrease of
share
capital**

Borrowing powers

Debentures, Debenture stock, bonds or other securities may be made assignable free from any equities between the company and the person to whom the same may be issued.

6. Every person whose name is entered as a member in the Register of members, shall without payment, be entitled to a certificate under the common seal of the Company specifying the share or shares held by him and the amount paid up thereon.

7. The Company shall have not less than two and not more than twelve Directors including all kinds of Directors.

8. Any individual, whether a member of the Company or not, may be appointed as a Director and no qualification by way of share holding shall be required from any Director.

9. (a) So long as the Government holds not less than 51% of the total subscribed share capital of the company, the Government shall be entitled, to appoint, subject to the rights of the financial Institutions mentioned in Article No. 10 below, all the Directors for the time being and shall be entitled to remove all or any of them, other than Directors appointed under Article 10 from their offices at any time and appoint other persons thereto.

(b) The following shall be the First Directors of the Company.

- | | |
|--|----------------------|
| 1. Shri S.B. Muddappa,
at present working as the Secretary to
Government, Home Department,
Vidhana Soudha, Bangalore. | Chairman |
| 2. Shri N.S. Srinivasan,
at present working as the Special Insp.
Genl. of Police. KSRP. Police Housing
& Welfare, Bangalore | Managing
Director |
| 3. Shri B.N. Garudachar,
now working as Director General &
Insp. Genl. of Police. Karnataka State,
Bangalore. | Director |
| 4. Shri M. Sankara Narayanan,
Commissioner and Secretary to Government
Finance Department, Vidhana Soudha,
Bangalore. | Director |
| 5. Shri K.C. Reddy,
Secretary to Government, PWD & Electricity
Department, Vidhana Soudha, Bangalore. | Director |

Share Certificates

Number of Directors.

Directors-Share
Qualifications.

First Directors.

10. If the Directors enter into any contract with the Housing and Urban Development Corporation, Housing Development Finance Corporation, Life Insurance Corporation of India, Unit Trust of India, Nationalised Banks, or with any other credit Institutions for providing financial assistance by way of loan, subscription to debentures, providing any guarantee or underwriting or subscription of shares of the Corporation, the Directors shall have the power to agree that such Institutions shall have the right to nominate by notice in writing addressed to the company one Director, on the Board of Directors of the company on such conditions as may be mutually agreed upon between the concerned Financial Institutions and the Board. The Directors may also agree that any such Directors may be removed by the person or persons entitled to appoint or nominate them and such person or persons may nominate another or others in his or their places and also fill in any vacancy which may occur as a result of such Director/s ceasing to hold that office for any reason whatsoever.

11. The Board of Directors may appoint from time to time an Alternate Director in place of an original Director during the latter's absence from Karnataka State for a duration of not less than three months. Any such appointment may be revoked at any time by the Board of Directors. Any Alternate Director shall Ipso facto vacate office as and when the original Director returns to the State.

12. If any Director is appointed to advise the Board as an expert or be called upon to perform extra services or make special exertions for any of the purposes of this Company, the Board may, subject to and in accordance with the provisions of the Companies Act, 1956 and in particular Section 384 of the Act and subject to the approval of the Government pay to such Director such special remuneration as they may think fit, which remuneration may be in the form of either salary or commission or percentage of profits and may either be in addition to or in substitution of the remunerations normally paid to the Directors-

13. The business of the company shall be managed by the Directors, who may pay all expenses incurred in setting up and registering the company and may exercise all such powers of the company as are not, by the Act, or any statutory modification thereof for the time being in force, or any other Act or by these articles, required to be exercised by the company in general meeting, subject, nevertheless to any regulation of these articles to the provision of the said Act, or any other Act and to such

Nominee Directors of Financial Institutions

Alternate Directors

Remuneration to Directors for Services

General power of company vested in Directors.

regulation being not inconsistent with the aforesaid regulations or provisions, as may be prescribed by the company in General Meeting; but no regulation made by the company in General Meeting shall invalidate any prior act of the Directors which could have been valid if that regulation had not been made.

14 Without prejudice to the general powers conferred by these Articles and subject to the provisions of the Act. the Board shall have the following powers, that is to say power.

I. to purchase, take on lease or otherwise acquired for the company, property rights or privileges which the company is authorised to acquire at such price and generally on such terms and conditions as it thinks fit.

II. to authorise the undertaking of works of a capital nature.

III. to pay for any property, rights or privileges acquired by or services rendered to the company either wholly or partially in cash or in shares, bonds, debentures or other securities which may be either specifically charged upon all or any part of the property of the company and its uncalled capital or not so charged.

IV. to secure the fulfilment of any contracts or engagement entered into by the company by mortgage or charge on all or any of the property of the company and its uncalled capital for the time being or in such manner as they may deem fit.

V. to appoint and, at their discretion, remove or suspend such managers, secretaries, officers, clerks, agents and servants for permanent, temporary or special services as it may from time to time think fit, and to determine its powers and duties and fix their salaries or emoluments and to require security in such instances and to such amount as it thinks fit.

VI. to appoint any person or persons (whether Incorporated or not) to accept and hold in trust for the company, any property belonging to the company, or in which it is interested or for any other purposes and to execute and to do all such deeds and other things as may be required in relation to any such trust, and to provide for the remuneration of such trustee or trustees.

VII. to institute, conduct, defend, compound, or abandon otherwise concerning the officers any legal proceedings by or against the company or its officers of the company, and also to compound and allow time for payment or satisfaction of any claims or demands by or against the company.

7

Specific power to Board.

To Acquire property.

To pay for property in Debentures etc.

To secure contract by Mortgage

To appoint officer etc.

To appoint Trustees

To bring and defend action etc.

VIII. to refer any claim or demand by or against the company to arbitration, and observe and perform the awards;

IX. to make and give receipts, releases and other discharges for money payable to the company and for the claims and demands of the company,

X. to determine who shall be entitled to sign on the company's behalf, bills, receipts, acceptances, endorsements, cheques, releases, contracts and documents;

XI. to provide from time to time for the management of the affairs of the company in such manner as it thinks fit and in particular to appoint any persons to be the attorney or agent of the company with such powers (including powers to sub-delegate) and upon such terms as may be thought fit.

XII. to invest subject to such general or special directives, if any, given by the Govt. in this behalf in securities or in any other scheduled bank or banks for having call deposits and opening current account and deal with any of the moneys of the company upon such investment authorised by the Memorandum and Articles of Association of the company (not being shares in this company) and in such manner as it thinks fit, and from time to time to vary or release such investments.

XIII. subject to the provisions regarding consent of the Governor, or the Government to sell dispose of or transfer the business or property, if any, of the company or any part thereof for such considerations the company may deem proper and in particular for shares, debentures or securities of any other company having objects altogether or in part similar to those of the company;

XIV. to execute in the name and on behalf of the company in favour of any Director or other person who may incur or about to incur any liability for the benefit of the company such mortgages of the company's property (present and future) as it thinks fit and any such mortgage may contain a power of sale and such other powers, covenants and provisions as shall be agreed upon;

XV. subject to the approval of the Government to give any person employed by the company a commission on the profits of the company, and such commission or share of profits shall be treated as the working expenses of the company.

To refer to arbitration

To give receipts

To Authorise acceptance etc.

To appoint attorneys

To invest moneys

Subject to Governor's consent, to sell, dispose or transfer the business or property of the company.

To execute mortgages by Way of indemnity.

To give percentage.

XVI. to make, vary and repeal from time to time Articles for the regulation of the business of the company, its officers and servants;

To Ammend Article 2

XVII. to establish from time to time and at any time any local board or Committees there of for managing any of the affairs of the company in any specified locality in the State of Karnataka, or out of Karnataka and to appoint any persons to be members of such Local Board or committee and to fix their remuneration ; and from time to time and at any time to delegate to any person so appointed any of the powers, authorities and discretion for the time being vested in the Board of Directors other than their powers to make calls; and to authorise the members for the time being of any such local Boards or committees or any of them to fill up any vacancies and any such appointment or delegation may be made in such terms and subject to such conditions as the Board of Directors may think fit, and the Board of Directors may at any time remove any person so appointed and may annul or vary any such delegation.

To establish local board or committees.

XVIII. to enter into all such negotiations and contracts and rescind and vary all such contracts and execute and do all such acts, deeds and things in the name and on behalf of the company as they may consider expedient for or in relation to any of the matters aforesaid or otherwise for the purposes of the company.

To make contracts etc.

XIX. to delegate all or any of the powers, authorities and discretion for the time being invested in it, subject, however, to the ultimate control and authority being retained by it, to the Managing Director.

To delegate powers to managing director.

15. All meetings of the Directors shall be presided over by the Chairman, if present. If at any meeting the Chairman is not present, the Managing Director will preside over the meeting.

16. (1) The Government may appoint any one of the Directors of the Board to be Managing Director for such period and upon such terms as they may think fit, for the conduct or management of the business of the company subject to the control and supervision of the Board of Directors. The Managing Director so appointed may be authorised by the Board to exercise such of the powers and discretion in relation to the affairs of the company as are specifically delegated to him by the Board and are not required to be done by the Board of Directors of the Company' at the General Meeting under the Act. The Government of Karnataka may also appoint the Managing Director as the Chairman of the Company.

Appointment of managing director

(2) The Managing Director shall be paid such salary and allowances as may be fixed by the Government.

(3) In the absence of the Managing Director on leave or otherwise, the Board may, with the previous approval of the Government, empower any other Director or any Principal Officer of the company to perform all or any of his functions and duties; provided that where such absence is not likely to exceed four months, the previous approval of the Government shall not be necessary.

17. Notwithstanding any of the provisions contained in the foregoing Articles, prior approval of the Government of Karnataka shall be obtained in respect of

- a) Each work of estimated capital expenditure exceeding Rupees Fifty lakhs.
- b) appointments to posts carrying maximum of the Pay Scale Rs. 2,750/- (Rupees two thousand seven hundred and fifty) and above;
- c) appointment of Financial Adviser/Controller of Finance/Director (Finance) of the Company.

18. Without prejudice to the generality of the above provisions, the board shall reserve for the decision of the Governor any proposal for

- 1) Sale, lease or any other disposal of the whole or substantially the whole of the under-taking of the company
- 2) formation of a subsidiary company
- 3) winding up of the company.

19. Notwithstanding anything contained in any of these articles, the Government may, from time to time, subject to the provisions of the Act issue such directives as it may consider necessary in regard to finance, conduct of the business of the company, or Directors thereof or on any other matter which Government may consider it necessary and in like manner may vary or annul any such directives. The Directors shall give immediate effect to these directives so issued and report compliance to Government.

20. No Director shall be disqualified by his office from contracting with the company nor shall any such contract entered into by or on behalf of the company in which any such Director shall be to any way interested be avoided, nor shall any Director so contracting or being so interested be liable to account to the company.

Salary of the managing director

Managing director on leave

Items requiring Approval of Government

Specific power of board to make rules

Rights of Government

Interest Disclosures

for any profit realised by any such contract by reason only of such Director holding such office or of the fiduciary relation thereby established, but the nature of his interest must be disclosed by him at the meeting of the Directors at which the contract is determined or of his interest then existing or in any other case at the first meeting of the Directors after the acquisition of the interest, whichever is earlier.

9

21. Save as otherwise expressly provided in the Act, a resolution in writing circulated in draft together with necessary papers signed by all the Directors in India or, by the majority of the Committee of Directors for the time being entitled to receive notice of the meeting of the Board or the Committee shall be as valid and effectual as if it had been passed at the meeting of the Board or the Committee duly convened and held. In the event of the signature of any one or more of the Directors to any such resolution shall be on different dates, the said resolution/s shall be deemed to have been passed on the date of the signature of the Director signing last.

Circular resolutions

22. No member shall be entitled to inspect the company's books without the permission of the Directors or to require disclosure of any information in respect of any detail of the Company's trading or any matter which is or maybe in the nature of trade secret, secret process of trade mystery which is or may relate to the conduct of the business of the company and which, in the opinion of the Directors will not be expedient in the interest of the company to communicate or to make it public.

Secrecy

23. (a) The Board shall provide a seal for the purpose of the Company, to be called 'Common Seal' and shall have power from time to time to destroy the same and substitute a new seal in lieu thereof and the Board shall provide for the safe custody of the seal for the time being.

Common seal

(b) The Common Seal of the Company shall not be affixed to any instrument except by the authority of a resolution of the Board and except in the presence of at least two Directors of the Company and Secretary/Authorised signatory.

24. Every Director, Managing Director, Agent, Auditor, Secretary or other officers of the Company shall be entitled to be indemnified out of the assets of the Company against all losses or liabilities which he may sustain or incur or about the execution

Indemnity

of the duties of his office or otherwise in relation thereto including any liability incurred by him in defending himself against any proceedings whether Civil or Criminal in which judgment is given in his favour or in which he is acquitted or in connection with any application under Section 633 of the Act in which relief is granted to him by the Court, and no Director or other officer shall be liable for any loss, damage or misfortune which may happen to or be incurred by the company in the execution of the duties of his office or in relation thereto.

Sl. No.	Name and Address, description and Occupation of the subscribers	Signature of the subscribers	Signature, name, address, description and occupation of witness
1.	Shri B. N. Garudachar, S/o Sri B. N. Iyengar- No. 1, Nrupathunga Road, Bangalore-2 Government Service D.G.&I.G. of Police, Karnataka State, Bangalore	(Sd/-) B. N. Garudachar,	(Sd/-) S. C. Burman, S/o Late Sri M. C. Burman No. 2, Nrupathunga Road, Bangalore. Government Service D.I.G. of Police, Hd. Qrs. Bangalore.
2.	Shri N. S. Srinivasan S/o Sri N. Subramaniya Iyer No. 140, Railway Parallel Road, Kumarapark West, Bangalore-20 Government Service Spl. Inspr. Genl. of Police, KSRP, Police Housing & Welfare, Bangalore	(Sd/-) N. S. Srinivasan	

Place: Bangalore
Dated: 17-6-1985

12

GOVERNMENT OF KARNATAKA

No: HD 137 POPESE 2006

Karnataka Government Secretariat,
Vidhana Soudha,
Bangalore, Dated: 11 -01-2007.

From:
The Principal Secretary
to Government,
Home Department,
Bangalore.

To:
1) Director General and
Inspector General of Police,
Nrupatunga Road, Bangalore.

2) The Chairman and Managing Director
Karnataka State Police Housing Corporation
Limited, No:59, Richmond Road,
Bangalore-25.

Sir,

**Sub: Addition to ' objects clauses' of Memorandum of
Association of KSPHC Ltd.**

Ref : Your Letter No:KHPHC:Accts/060/2003-04, Dated:
19-10-2006.

Adverting to the above, I am directed to state that the State Government conveys its approval for inclusion of the new object clause no.4 to 8 (both inclusive) after the existing the clause III (C) main objects: biz

4) To act as consulting Contractors, Engineers, Designers and Developers for infrastructure related projects.

5) To offer Services in the areas of electronic data processing using the IT Infrastructure setup that will allow various e-governance and Citizen Services.

6) To Develop, market and operate internet portals in user friendly form in all spheres of activities and provision of convenience services like utility payments, travel and tourism bookings, groceries and E-shopping and E-Commerce.

7) To design develop and market software, hardware and total information technology products for various industries. To act as consultants in implementing total information technology solutions for industries, government departments and research and development establishments.

*For u.e.
Note officials
E.D.J. 18/1
indite H
CA/PMA*

8) To establish, recruit for and operate a training facility for training personnel who can be employed in rendering the services offered by the company.

After issue of the Memorandum of Association including the above clause five copies of the Memorandum of Association may kindly be sent to the State Government for information.

Yours faithfully,
RAJOU
(R.A.KULKARNI)
Under Secretary to Government,
Home Department (Police Services)

(11)

UNDER THE COMPANIES ACT (1 OF 1956)
COMPANY LIMITED BY SHARES
MEMORANDUM OF ASSOCIATION
OF

KARNATAKA STATE POLICE HOUSING AND INFRASTRUTURE DEVELOPMENT
CORPORATION LIMITED**

I. THE NAME OF THE COMPANY IS "KARNATAKA STATE POLICE HOUSING AND INFRASTRUTURE DEVELOPMENT CORPORATION LIMITED"**.

II. THE REGISTERED OFFICE OF THE COMPANY WILL BE SITUATED IN THE STATE OF KARNATAKA

III. THE OBJECTS FOR WHICH THE COMPANY IS ESTABLISHED ARE:

(A) The main objects to be pursued by the company o its incorporation are:-

1. To undertake construction of buildings for housing the employees of Government of Karnataka in the Police, Prisons, Home Guards and Fire Force Departments.
2. To undertake construction of buildings for the offices of the Departments of police, Prisons, home Guards such as the administrative offices, Police Stations, Jails, Fire Stations, Training Institutions, District Scientific Laboratories, Forensic Science Laboratories, Dormitories etc.
3. To construct schools, hospitals, Health centres, shops, clubs, Auditoriums, Maternity homes, Kalyana Mantaps etc., that will be built out of the police Benevolent Fund and also to undertake construction of any type of buildings entrusted to it by the Govt. from time to time.
- 4*. To act as consulting Contractors, Engineers, Designers and Developers for infrastructure related projects.
- 5*. To offer services in the areas of electronic data processing using the IT Infrastructure setup that will allow various e-governance and Citizen Services.
- 6*. To develop, market and operate internet portals in user friendly form in all spheres of activities and provision of convenience services like utility payments, travel ad tourism bookings, groceries and E-shopping and E-commerce.
- 7*. To design, develop and market software, hardware and total information technology products for various industries, to act as consultants in implementing total information technology solutions for industries, government departments and research and development establishments.
- 8*. To establish, recruit for and operate a training facility for training personnel who can be employed in rendering the services offered by the company.

(B) The objects incidental or ancillary to the attainment of the main objects:-

4. To raise funds necessary for the above allied objects, by securing loans from Government and other sources, including financial institutions and banks on reasonable rates of interest, to arrange for their utilisation and proper repayment, to obtain the grants available from the Central or/and State Govt. to achieve the aforesaid objects.
5. To borrow or raise money from the issue of or upon bonds, debentures, bills of exchange, promissory notes or other obligations or securities of the company, or y mortgage, hypothecation pledge or charge of all or any part of the property of the company or of its uncalled capital or in such other manner as the company shall think fit.
6. To enter into contracts with persons, institutions or organisations to carry out the objects of the company.

*inserted vide Special Resolution passed at the AGM on 08-09-2006 and registered by the RoC on 07-02-2007

** Name changed w.e.f. 22-10-2014

CERTIFIED TRUE COPY

PK GARG  13/11/16

MANAGING DIRECTOR
KSPH & IDC Ltd.,
Bengaluru-25.

rights, privileges and conditions attaching thereto as may be provided by the Articles of Association of the company, with power to increase or reduce the capital and to divide the shares into several classes and attaching thereto such preferential and other rights, as may be determined by or in accordance with the Articles of Association of the company.

We, the several persons, whose names and addresses are here unto subscribed, are desirous of being formed into a company in pursuance of this memorandum of Association and we respectively agree to take the number of shares in the Capital of the Company set against our respective names:-

Name of subscribers with their Signature	Address, Occupation and description of subscribers	No. of shares	Signatures of witness
1. B. N. Garudachar, S/o Sri B. N. Iyengar- No. I, Nrupathunga Road, Bangalore-2 (Sd/-) B. N. Garudachar,	Government Service D.G. & I.G. of Police, Karnataka State Bangalore	5 (Five)	(Sd/-) S. C. Burman, S/o Late Sri M. C. Burman No. 2, Nrupathunga Road, Bangalore. Government Service D.I.G. of Police, Hd. Qrs. Bangalore.
2. N. S. Srinivasan S/o Sri N. Subramaniya Iyer No. 140, Railway Parallel Road, Kumarapark West, Bangalore-560020 (Sd/-) N. S. Srinivasan	Government. Service Spl.Inspr.Genl. of Police, KSRP, Police Housing Welfare- Bangalore	5 (Five)	
			<u>10 (Ten)</u>

Place: Bangalore

Dated: 17-6-1985

CERTIFIED TRUE COPY

DIC GARG  13.01.16
MANAGING DIRECTOR
KSPH & IDC Ltd.,
Bangaluru-25.

ARTICLES OF ASSOCIATION

OF

KARNATAKA STATE POLICE HOUSING AND INFRASTRUCTURE DEVELOPMENT CORPORATION LIMITED*

(Limited by Shares-Incorporated under the Companies Act, 1956)

PRELIMINARY

1. In these articles, unless there be something in the subject Matter or context inconsistent therewith

Definition

- a) "The Act" means The Companies Act, 1956 as amended from time to time.
- b) "Board" means a meeting of the Directors duly called and constituted or as the case may be the Directors assembled at a Board.
- c) "Chairman" means the Chairman for the time being of the Board of Directors of the Company.
- d) The Company means "Karnataka State Police Housing and Infrastructure Development Corporation Limited".
- e) "The Directors" means the Board of Directors for the time being of the Company.
- f) "The Government" means the Government of Karnataka.
- g) "The Governor" means the Governor of the State of Karnataka exercising the executive power of the State of Karnataka.
- h) "Month" means the calendar month.
- i) "The Office" means Registered office for the time being of the Company.
- j) "In writing" and "written" include painting, lithography and other modes representing or reproducing words in a visible form.

Subject as aforesaid any words or expression defined in the Act shall except where the context does not permit bear the same meaning in these articles-

2. The regulations contained in Table A in the First Schedule to the Act shall as hereby modified apply to the company except in so far as the same have been specifically excluded by or under these articles.

* Name changed w.e.f. 22-10-2014

Table A to apply as Modified

CERTIFIED TRUE COPY


P.S GARG  13/11/16
MANAGING DIRECTOR
KSPH & IDC Ltd.,
Bengaluru-25.

of the duties of his office or otherwise in relation thereto including any liability incurred by him in defending himself against any proceedings whether Civil or Criminal in which judgment is given in his favour or in which he is acquitted or in connection with any application under Section 633 of the Act in which relief is granted to him by the Court, and no Director or other officer shall be liable for any loss, damage or misfortune which may happen to or be incurred by the company in the execution of the duties of his office or in relation thereto.

Sl. No.	Name and Address, description and Occupation of the subscribers	Signature of the subscribers	Signature, name, address, description and occupation of witness
1.	Shri B. N. Garudachar, S/o Sri B. N. Iyengar- No. 1, Nrupathunga Road, Bangalore-2 Government Service D.G.&L.G. of Police, Karnataka State, Bangalore	(Sd/-) B. N. Garudachar,	(Sd/-) S. C. Burman, S/o Late Sri M. C. Burman No. 2, Nrupathunga Road, Bangalore. Government Service D.I.G. of Police, Hd. Qrs. Bangalore.
2.	Shri N. S. Srinivasan S/o Sri N. Subramaniya Iyer No. 140, Railway Parallel Road, Kumarapark West, Bangalore-20 Government Service Spl. Insp. Genl. of Police, KSRP, Police Housing & Welfare, Bangalore	(Sd/-) N. S. Srinivasan	

Place: Bangalore
Dated: 17-6-1985

CERTIFIED TRUE COPY

P. K. GARG  13.4.16
MANAGING DIRECTOR
KSPH & IDC Ltd.,
Bengaluru-25.

Annexure IV Government Order

ಸರ್ಕಾರದ ಆದೇಶ ಸಂಖ್ಯೆ: ಹೆಚ್‌ಡಿ 70 ಪಿಬಿಎಲ್ 2013.
ಬೆಂಗಳೂರು, ದಿನಾಂಕ:22/11/2013.

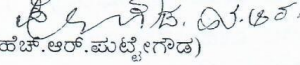
ಪ್ರಸ್ತಾವನೆಯಲ್ಲಿ ವಿವರಿಸಿರುವ ಅಂಶಗಳ ಹಿನ್ನೆಲೆಯಲ್ಲಿ, “ಪೊಲೀಸ್ ವಸತಿ ಗೃಹ-2020” ಯೋಜನೆಯಡಿಯಲ್ಲಿ 11000 ಪೊಲೀಸ್ ವಸತಿ ಗೃಹಗಳನ್ನು ನಿರ್ಮಿಸಲು ತಗಲುವ ಒಟ್ಟು ವೆಚ್ಚ ರೂ.1818 ಕೋಟಿಗಳಲ್ಲಿ ರೂ.1363.05 ಕೋಟಿಗಳನ್ನು ಹುಡುಗಡೆ ಅಥವಾ ಇತರೆ ಯಾವುದೇ ಹಣಕಾಸು ಸಂಸ್ಥೆಯಿಂದ ಸರ್ಕಾರದ ಖಾತರಿ ಮೇಲೆ ಸಾಲ ಪಡೆದು 15 ವರ್ಷಗಳ ಅವಧಿಯಲ್ಲಿ ಮರು ಪಾವತಿಸುವ ಕೆಳಕಂಡ ಷರತ್ತುಗಳೊಂದಿಗೆ ಕೆ.ಎಸ್.ಪಿ.ಹೆಚ್.ಸಿ ವತಿಯಿಂದ ಕಾಮಗಾರಿಗಳನ್ನು ಕೈಗೆತ್ತಿಕೊಳ್ಳಲು ಹಾಗೂ ರಾಜ್ಯ ಸರ್ಕಾರವು ಬಿಡುಗಡೆ ಮಾಡಬೇಕಾದ ರೂ.454.50 ಕೋಟಿಗಳ ಅನುದಾನವನ್ನು ಮೂರು ಹಂತಗಳಲ್ಲಿ -ಪ್ರಸ್ತುತ ಸಾಲಿನಲ್ಲಿ ರೂ.50 ಕೋಟಿ, 2014-15ನೇ ಸಾಲಿನಲ್ಲಿ 202.25 ಕೋಟಿ ಹಾಗೂ 2015-16ನೇ ಸಾಲಿನಲ್ಲಿ ರೂ.202.25 ಕೋಟಿಗಳನ್ನು ಬಿಡುಗಡೆ ಮಾಡಲು ಸರ್ಕಾರದ ಮಂಜೂರಾತಿಯನ್ನು ನೀಡಲಾಗಿದೆ.

1. This target shall be taken up in a phased manner to be completed over a period of 3 years, since it has to be accommodated within the overall fiscal space available.
2. The project is funded with 25% Government grants and 75% loans to be borrowed by KSPHCL.

ಈ ಆದೇಶವನ್ನು ಆರ್ಥಿಕ ಇಲಾಖೆಯ ಟಿಪ್ಪಣಿ ಸಂಖ್ಯೆ:ಆಇ 301 ವೆಚ್ಚ-11/2013 ದಿನಾಂಕ:21/10/2013ರಲ್ಲಿ ನೀಡಿರುವ ಸಹಮತಿಯ ಮೇರೆಗೆ ಹೊರಡಿಸಿದೆ.

ಕರ್ನಾಟಕ ರಾಜ್ಯಪಾಲರ ಆದೇಶಾನುಸಾರ,

ಮತ್ತು ಅಪರ ಹೆಸರಿನಲ್ಲಿ,


(ಹೆಚ್.ಆರ್.ಪುಟ್ಟೇಗೌಡ)

ಸರ್ಕಾರದ ಅಧೀನ ಕಾರ್ಯದರ್ಶಿ.

ಒಳಾಡಳಿತ ಇಲಾಖೆ, (ಪೊಲೀಸ್ ವೆಚ್ಚ)

ಪ್ರತಿ:

1. ಮಹಾಲೇಖಪಾಲರು, (ಲೆಕ್ಕ ಪರಿಶೋಧನೆ) ಕರ್ನಾಟಕ, ಬೆಂಗಳೂರು.
2. ಮಹಾ ನಿರ್ದೇಶಕರು ಮತ್ತು ಅರಕ್ಷಕ ಮಹಾ ನಿರೀಕ್ಷಕರು, ಬೆಂಗಳೂರು.
3. ಅಧ್ಯಕ್ಷರು, ಕೆ.ಎಸ್.ಪಿ.ಹೆಚ್.ಸಿ, ಬೆಂಗಳೂರು.
4. ವ್ಯವಸ್ಥಾಪಕ ನಿರ್ದೇಶಕರು, ಕೆ.ಎಸ್.ಪಿ.ಹೆಚ್.ಸಿ, ಬೆಂಗಳೂರು.
5. ನಿರ್ದೇಶಕರು, ಖಜಾನೆ ನಿರ್ದೇಶನಾಲಯ, ಬೆಂಗಳೂರು.
6. ಸರ್ಕಾರದ ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿಯವರ ಆಪ್ತ ಕಾರ್ಯದರ್ಶಿ (ಸಚಿವ ಸಂಪುಟ ವ್ಯವಹಾರಗಳು) ಸಚಿವ ಸಂಪುಟ ಟಿಪ್ಪಣಿ ಸಂಖ್ಯೆ:ಸಿ:752/2013, ದಿನಾಂಕ:13/11/2013.
7. ಸರ್ಕಾರದ ಅಧೀನ ಕಾರ್ಯದರ್ಶಿ, ಆರ್ಥಿಕ ಇಲಾಖೆ(ವೆಚ್ಚ-5)
8. ಸರ್ಕಾರದ ಅಧೀನ ಕಾರ್ಯದರ್ಶಿ, ಒಳಾಡಳಿತ ಇಲಾಖೆ [ಸಮನ್ವಯ].
9. ಶಾಖಾ ರಕ್ಷಾ ಕಡತ/ಹೆಚ್ಚುವರಿ ಪ್ರತಿಗಳು.

ಪ್ರತಿ ಮಾಹಿತಿಗಾಗಿ:

1. ಸರ್ಕಾರದ ಅಪರ ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿ, ಒಳಾಡಳಿತ ಇಲಾಖೆ ರವರ ಆಪ್ತ ಕಾರ್ಯದರ್ಶಿ,
2. ಸರ್ಕಾರದ ಅಪರ ಕಾರ್ಯದರ್ಶಿ(ಪೊಲೀಸ್‌ಸೇವೆಗಳು)ಒಳಾಡಳಿತ ಇಲಾಖೆ ರವರಆಪ್ತ ಕಾರ್ಯದರ್ಶಿ

ಕರ್ನಾಟಕ ಸರ್ಕಾರದ ನಡವಳಿಗಳು

ವಿಷಯ: ಪೊಲೀಸ್ ಗೃಹ-2020 ಯೋಜನೆಯಡಿಯಲ್ಲಿ 11000 ಪೊಲೀಸ್ ವಸತಿ ಗೃಹಗಳನ್ನು ನಿರ್ಮಾಣ ಮಾಡುವ ಕುರಿತು.

ಓದಲಾಗಿದೆ:

ಮಹಾ ನಿರ್ದೇಶಕರು ಮತ್ತು ಆರಕ್ಷಕ ಮಹಾ ನಿರೀಕ್ಷಕರವರ ಪತ್ರ ಸಂಖ್ಯೆ:ಬಿ5ಸಿ/106/2031-14, ದಿನಾಂಕ:01/08/2013. ಪ್ರಸ್ತಾವನೆ:

ಮೇಲೆ ಓದಲಾದ ದಿನಾಂಕ:01/08/2013ರ ಪತ್ರದಲ್ಲಿ ಮಹಾ ನಿರ್ದೇಶಕರು ಮತ್ತು ಆರಕ್ಷಕ ಮಹಾ ನಿರೀಕ್ಷಕರವರು ಸರ್ಕಾರಕ್ಕೆ ಪ್ರಸ್ತಾವನೆ ಸಲ್ಲಿಸಿ, ಕರ್ನಾಟಕ ರಾಜ್ಯ ಪೊಲೀಸ್ ಗೃಹ ನಿರ್ಮಾಣ ನಿಗಮ ನಿಯಮಿತವು ಪೊಲೀಸರಿಗೆ ಮತ್ತು ಸಂಬಂಧಪಟ್ಟ ಇಲಾಖೆಗೆ ವಸತಿ ಮತ್ತು ವಸತಿಯೇತರ ಕಟ್ಟಡಗಳ ನಿರ್ಮಾಣದ ಸೀಮಿತವಾದ ಮಾನದಂಡದೊಂದಿಗೆ 1985ರಲ್ಲಿ ಸ್ಥಾಪಿತವಾಗಿರುತ್ತದೆ. ಸನ್ಮಾನ್ಯ ಮುಖ್ಯಮಂತ್ರಿಗಳು 2013-14ನೇ ಸಾಲಿನ ಆಯವ್ಯಯ ಭಾಷಣದಲ್ಲಿ ಕರ್ನಾಟಕ ರಾಜ್ಯ ಪೊಲೀಸ್ ಗೃಹ ನಿರ್ಮಾಣ ನಿಗಮ ನಿಯಮಿತವು ಸಾಲದ ನೆರವಿನಿಂದ 10,000 ಪೊಲೀಸ್ ವಸತಿ ಗೃಹಗಳ ಬೃಹತ್ ಪೊಲೀಸ್ ವಸತಿ ನಿರ್ಮಾಣ ಯೋಜನೆಯನ್ನು ಜಾರಿಗೊಳಿಸಲು ಉದ್ದೇಶಿಸಲಾಗಿದೆ ಎಂದು ಘೋಷಿಸಿರುತ್ತಾರೆ. ಪೊಲೀಸ್ ಇಲಾಖೆಯಲ್ಲಿ ಅಧಿಕಾರಿಗಳ ವಸತಿ ಗೃಹಗಳಿಗಿಂತ ಸಿಬ್ಬಂದಿಗಳ ವಸತಿಗೃಹಗಳ ಅವಶ್ಯಕತೆ ಹೆಚ್ಚಿರುತ್ತದೆ. ಈ ಬಗ್ಗೆ ಜಿಲ್ಲಾವಾರು ಅವಶ್ಯಕತೆ ಇರುವ ವಸತಿಗೃಹಗಳನ್ನು ಪರಿಶೀಲಿಸಲಾಗಿದ್ದು, 11,000 (740ಅಧಿಕಾರಿಗಳಿಗೆ + 10,260 ಸಿಬ್ಬಂದಿಗಳಿಗೆ) ವಸತಿಗೃಹಗಳು ಅವಶ್ಯವಿರುತ್ತದೆ. ಆದ್ದರಿಂದ ಕರ್ನಾಟಕ ರಾಜ್ಯ ಪೊಲೀಸ್ ಗೃಹ ನಿರ್ಮಾಣ ನಿಗಮ ನಿಯಮಿತವು 11,000 ವಸತಿಗೃಹಗಳನ್ನು ನಿರ್ಮಾಣ ಮಾಡಲು ಉದ್ದೇಶಿಸಲಾಗಿದೆ ಎಂದು ವಿವರಿಸಿರುತ್ತಾ, ಪೊಲೀಸ್ ಗೃಹ-2020 ಯೋಜನೆಯಡಿ ನಿರ್ಮಾಣ ಮಾಡಬೇಕಾಗಿರುವ 11,000 ವಸತಿ ಗೃಹಗಳ ಜಿಲ್ಲಾವಾರು ವಿವರಗಳ ಪಟ್ಟಿಯನ್ನು ಕಳುಹಿಸಿರುತ್ತಾರೆ. ಕರ್ನಾಟಕ ಲೋಕೋಪಯೋಗಿ ಇಲಾಖೆಯ (ಕೆ.ಪಿ.ಡಬ್ಲ್ಯೂ.ಡಿ) ಪ್ರಸ್ತುತ ದರ ಶೆಡ್ಯೂಲ್‌ನಂತೆ 11,000 ವಸತಿ ಗೃಹಗಳನ್ನು ನಿರ್ಮಾಣ ಮಾಡಲು ಒಟ್ಟು ರೂ.1818.00ಕೋಟಿಗಳಲ್ಲಿ ವೆಚ್ಚವಾಗಲಿದೆ. ಉದ್ದೇಶಿತ ವೆಚ್ಚ ರೂ.1818.00 ಕೋಟಿಗಳಲ್ಲಿ 1363.5 ಕೋಟಿಗಳನ್ನು ಸರ್ಕಾರದ ಖಾತರಿ ಮೇಲೆ ಹುಡ್ಕೋ ಅಥವಾ ಇತರೆ ಯಾವುದೇ ಹಣಕಾಸು ಸಂಸ್ಥೆಗಳಿಂದ ಪಡೆದುಕೊಂಡು, ಸರ್ಕಾರದ ಅನುದಾನವನ್ನು ರೂ.454.5 ಕೋಟಿಗಳಿಗೆ ಮಿತಿಗೊಳಿಸಿ ಸಾಲವನ್ನು 15 ವರ್ಷಗಳ ಅವಧಿಯಲ್ಲಿ ಮರುಪಾವತಿಸಲಾಗುವುದೆಂದು ವ್ಯವಸ್ಥಾಪಕ ನಿರ್ದೇಶಕರು ಕರ್ನಾಟಕ ರಾಜ್ಯ ಪೊಲೀಸ್ ಗೃಹ ನಿರ್ಮಾಣ ನಿಗಮ ನಿಯಮಿತ ರವರು ತಿಳಿಸಿರುತ್ತಾರೆ ಎಂದು ಡಿಜಿ ಮತ್ತು ಐಜಿಪಿಯವರು ವಿವರಿಸುತ್ತಾ, 11 ಸಾವಿರ ಪೊಲೀಸ್ ವಸತಿ ಗೃಹಗಳನ್ನು ನಿರ್ಮಿಸಲು ಮಂಜೂರಾತಿ ನೀಡುವಂತೆ ಕೋರಿರುತ್ತಾರೆ.

ಮಹಾ ನಿರ್ದೇಶಕರು ಮತ್ತು ಆರಕ್ಷಕ ಮಹಾ ನಿರೀಕ್ಷಕರುರವರ ಪ್ರಸ್ತಾವನೆಯನ್ನು ಪರಿಶೀಲಿಸಿ ಈ ಕೆಳಕಂಡಂತೆ ಆದೇಶಿಸಿದೆ.

Annexure V

Letter from KSPH & IDCL



ಕರ್ನಾಟಕ ರಾಜ್ಯ ಪೊಲೀಸ್ ವಸತಿ ಮತ್ತು ಮೂಲಭೂತ ಸೌಲಭ್ಯ
ಅಭಿವೃದ್ಧಿ ನಿಗಮ ನಿಯಮಿತ

(ಕರ್ನಾಟಕ ಸರ್ಕಾರದ ಒಂದು ಉದ್ಯಮ)

* 59, ರಿಚ್ಮಂಡ್ ರಸ್ತೆ, (ಜನರಲ್ ಕೆ.ಎಸ್. ತಿಮ್ಮಯ್ಯ ರಸ್ತೆ), ಬೆಂಗಳೂರು - 560 025.

KARNATAKA STATE POLICE HOUSING AND INFRASTRUCTURE DEVELOPMENT CORPORATION LIMITED

(A Government of Karnataka Undertaking)

59, Richmond Road, (Gen. K.S. Thimmayya Road), Bangalore - 560 025.

Phone : 25584102 / 25594893 Telefax : 22942219 Website : www.kspnc.org / www.kspnc.in
CIN : U45200KA1985SGC006967

PHC/Aects/Misc. Corr/2021-22

Date: 20.12.2021

To,

The General Manager
Centre for Sustainable Development
#381, 2nd Floor, 100 Feet Road,
H.A.L. 2nd stage, Indirangar,
(Landmark: Near 12th Main Signal Junction
Bangalore- 560038.

Ref: Your letter Dated 15.12.21 regarding the clarification sought by the Govt in the KEA Meeting.

- Point-1 It is confirmed that the interest earned consists of not only Fixed Deposit but also interest earned on SB A/cs maintained out of KSPHC own funds. Hence, the interest income recorded in the P & L A/c consists of both the components and it is totally out of the own funds of the corporation.
- Point-2 Yes, interest income earned formed a part of P & L A/c till 2010-11. From the FY 2011-12, Interest earned on Govt Funds has been ploughed back to the respective schemes as per Govt orders and the interest earned on own funds has been shown as income in the P & L A/c.
- Point-3 Profit cannot be bifurcated as fixed and variable since the corporation profit depends on ETP charges earned and interest earned during the year. The corporation is acting as a pure agent of GOK in line with KPWD. It calls tenders and after processing the tenders, the works will be awarded to the contractors. Only supervision will be done by the corporation. Hence fixed and variable components in the profit cannot be not bifurcated.
- Poin -4 The Registration under RERA is not applicable for the corporation.

Chief Account Officer



(An ISO 9001:2008 & ISO 14001:2004 Certified Company)

Annexure VI

Survey Questionnaire

Questionnaire for Evaluation of Functioning of Karnataka State Police Housing and Infrastructure Development Corporation Limited (KSPHIDCL) in Karnataka State (2010-2019), GoK

Name of Surveyor:	Date:
Phase: 2010-14/Phase I/Phase II/Phase III	District:
Location:	

Introduction: This study has been allocated to CSD by Karnataka Evaluation Authority on behalf of KSPHIDCL. Please furnish the following information:

Questionnaire

1. Current Housing Accommodation								
Own		Rented		Allotted by Govt.		Others		
2. Current Accommodation Size								
1RK		1BHK		2BHK		3BHK		4BHK
3. Since how many years have you been staying in this house?								
< 1 year		1 - 2 years		2 – 5 years		6 – 10 years		> 10 years
4. How long did it take before the house was allotted to you by the Dept.?								
Immediately		Less than 3 months		3 – 6 months		6 months – 1 year		> 1 year
5. Did you face issues with house allotment by the Dept.?								
Procedural problems		Lack of adequate		Did not like allotted		Lack of adequate		Any other

		housing		housing		facilities			
6. Mention the distance of following facilities from your house									
a. Dispensary/Clinic									
Within/Just outside the housing colony		< 0.5km		0.5 – 1.0 km		1.0 – 2.0 kms		> 2.0 kms	
b. Park/Playground									
Within/Just outside the housing colony		< 0.5km		0.5 – 1.0 km		1.0 – 2.0 kms		> 2.0 kms	
c. Nearest Bus stop									
Within/Just outside the housing colony		< 0.5km		0.5 – 1.0 km		1.0 – 2.0 kms		> 2.0 kms	
d. Market/Provision store									
Within/Just outside the housing colony		< 0.5km		0.5 – 1.0 km		1.0 – 2.0 kms		> 2.0 kms	
e. Kindergarten/Primary School									
Within/Just outside the housing colony		< 0.5km		0.5 – 1.0 km		1.0 – 2.0 kms		> 2.0 kms	
f. Bank/ATM									
Within/Just outside the housing colony		< 0.5km		0.5 – 1.0 km		1.0 – 2.0 kms		> 2.0 kms	
7. Presence of backup generator/DG Sets									
Ye s		No							

Survey Questionnaire

8. Presence of common walls between house?									
Ye s		No							
9. Presence of security cameras in common areas?									
Ye s		No							
10. Presence of place of worship within the housing colony?									
Ye s		No							
11. Plants/Trees Added recently									
Yes		No							
12. Does the house have a prayer room?									
Yes		No							
13. Is there leakage in the house?									
Yes		No							
14. Satisfaction on size of bedrooms in the house?									
1		2		3		4		5	
15. Satisfaction on storage space within the houses									
1		22		33		44		55	
16. Satisfaction with the security within the housing colony?									
1		2		3		4		5	

17. Satisfaction on connectivity by road to the housing colony?									
1		2		3		4		5	
18. Satisfaction with access to public transport system to the housing colony?									
1		2		3		4		5	
19. Satisfaction on connectivity by road to the housing colony?									
1		2		3		4		5	
20. Satisfaction on mobile connectivity in the region?									
1		2		3		4		5	
21. Satisfaction level with the air quality in and around your housing?									
1		2		3		4		5	
22. Satisfaction level with the Water Quality and Quantity supplied in the housing colony?									
1		2		3		4		5	
23. Satisfaction with waste management, collection and disposal in and around the housing?									
1		2		3		4		5	
24. Satisfaction with the presence of open space for walking and trees in and around the housing?									
1		2		3		4		5	
25. Satisfaction with the presence of playgrounds/play area for children?									
1		2		3		4		5	
26. Satisfaction with the presence of community space for small social functions/social gatherings?									
1		2		3		4		5	
27. Satisfaction with maintenance of Sewerage connection in and around the housing?									
1		2		3		4		5	

Survey Questionnaire

28. Satisfaction with electricity supply in the household?									
1		2		3		4		5	
29. Satisfaction with lighting in public space within the housing colony?									
1		2		3		4		5	
30. Overall satisfaction with quality of construction									
1		2		3		4		5	
31. Problems of water leakage/flooding									
Very frequently		Frequently		Rarely		Very Rarely		Never	
32. How often is the regular maintenance conducted in the housing colony by the Dept.?									
Quarterly		Half yearly		Yearly		Once in two years		Greater than two years	
33. When was last maintenance Done? (Mention approximate month and year)									
34. Whether all maintenance issues raised by you have been addressed?									
Yes		No							
35. Satisfaction with privacy within the house									
1		2		3		4		5	
36. Satisfaction with overall noise decibel within the housing colony?									
1		2		3		4		5	
37. Satisfaction on green cover within the housing colony									

1		2		3		4		5	
38. Problems related to the excessive presence of mosquitoes/rats in houses?									
1		2		3		4		5	
39. Overall satisfaction with allotment process									
1		2		3		4		5	
40. Overall satisfaction with housing allotted									
1		2		3		4		5	
41. Satisfaction with the design of house allotted and its overall suitability to you and your family?									
1		2		3		4		5	

1 – Highly dissatisfied

2 – Dissatisfied

3 – Neutral

4 – Satisfied

5 – Highly satisfied

Note – Revisions have been shown in *italics

Demographic Information

Name of Employee/ Respondent						
ID No. (<i>Not mandatory</i>)						
Tel./Mobile No.						
Gender (Employee)						
Male		Female				
Age Group						
21 – 30		31 – 40		41 – 50		51 - 60
Professional level						
Constable/Head Constable		Asst Sub Inspector/Sub Inspector		Circle Inspector/DySup		S P/DCP
Joint Comm/DIG & Above						
Education						
PG & Above		Engineering		Medicine		UG
Others						

Note – Revisions have been shown in *'italics'

Annexure VII

Field Observations from Pilot Study

Pilot Study forms the first phase of an evaluation study. It acts as a precursor to the final study and highlights the errors in questionnaire which can be rectified at an early stage. Pilot study needs to be conducted on at least 2 percent of the total sample size as per REESI format. Keeping this in view, it was decided in consultation with KEA and KSPH & IDCL that the pilot study be conducted on a sample size of 20 at Davangere district listed under Phase II and Phase III (2016-19) of the program. The pilot study provided a fair and probabilistic representation of the possible outcome. The extract of the pilot survey is as below:

Date of Survey: 03-01-2021 and 04-01-2021

Phase: Phase II and Phase III (2016-19)

District: Davangere

1. Demography of Pilot Survey:

For the pilot survey, all the respondents were of the Police Constable/Head Constable cadre with most having completed their Post-Graduation (Figure 1).

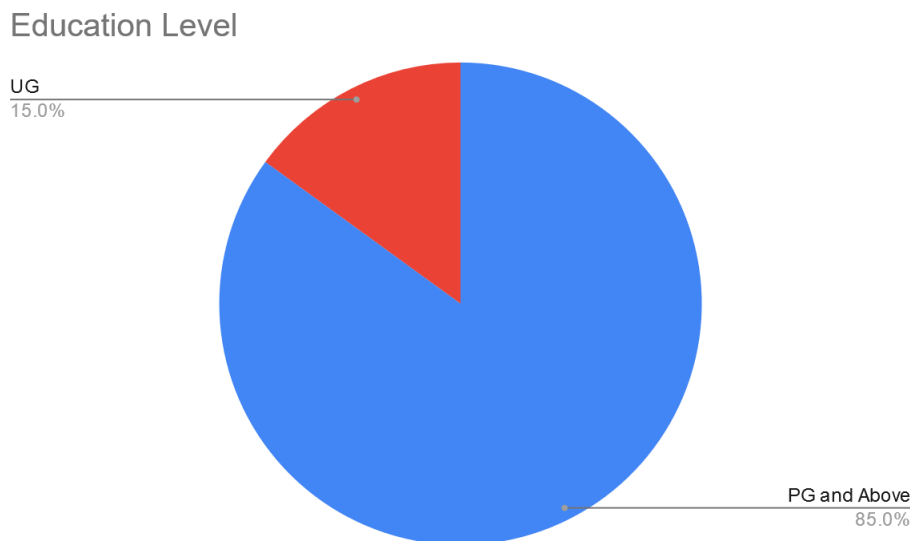


Figure 1: Education level of respondents

2. Details and Satisfaction on Allotted Housing:

Time taken for house allotment

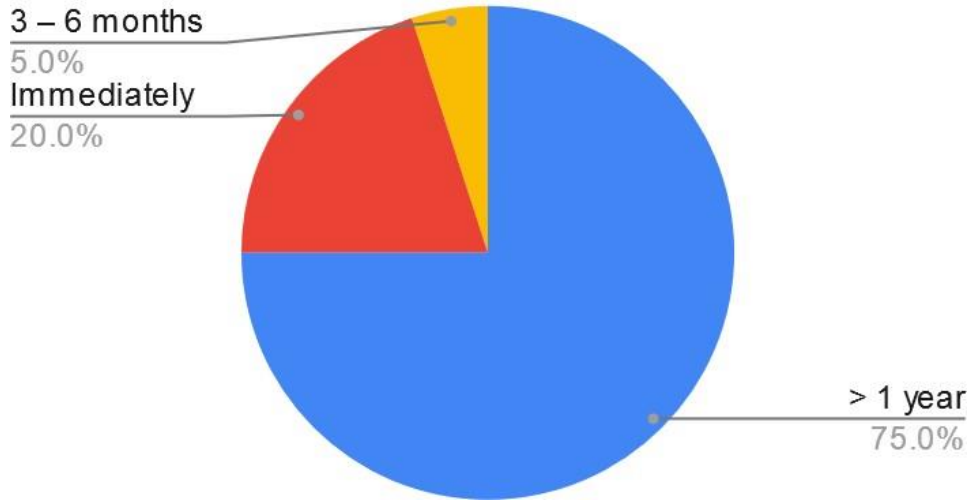


Figure 2: Time taken for allotment of house

Duration in same house

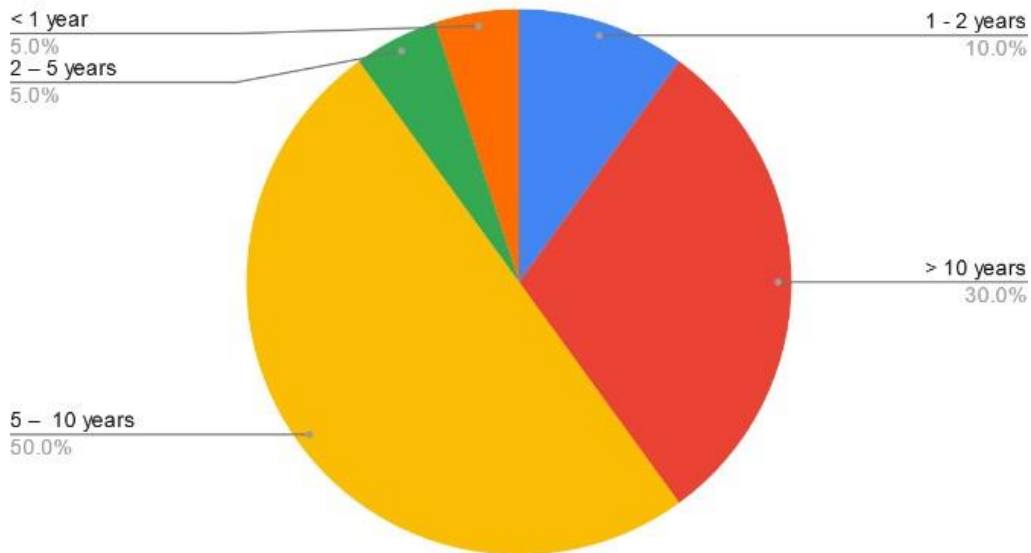


Figure 3: Duration in same house

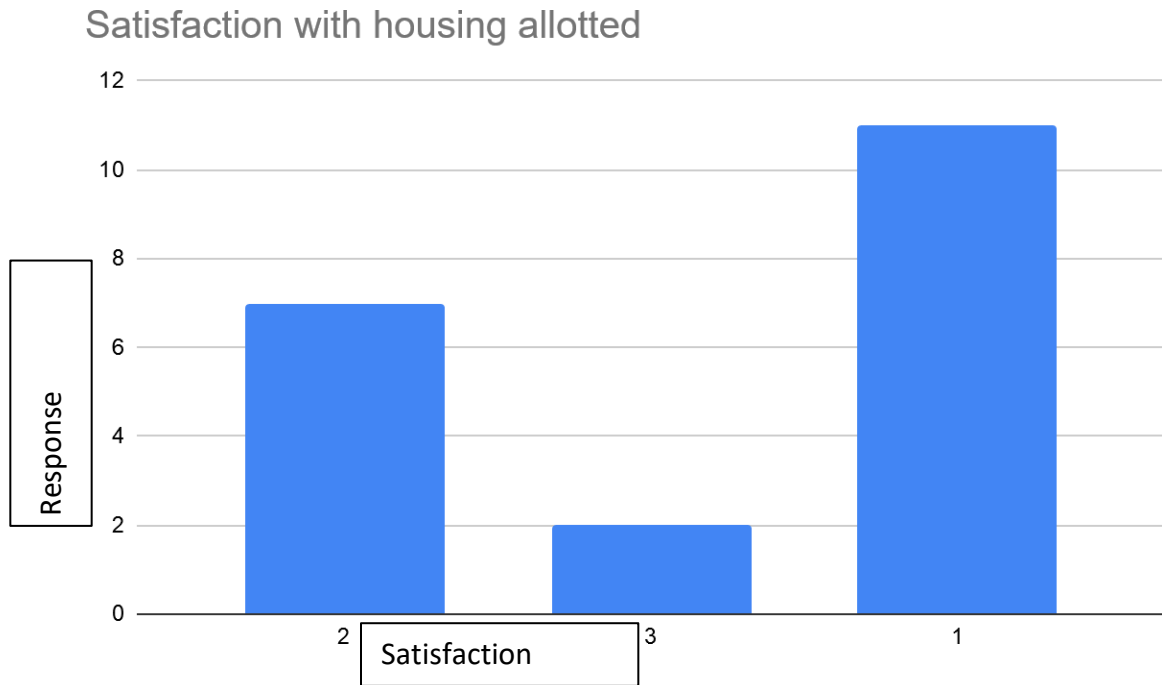


Figure 4: Overall satisfaction with housing allotted

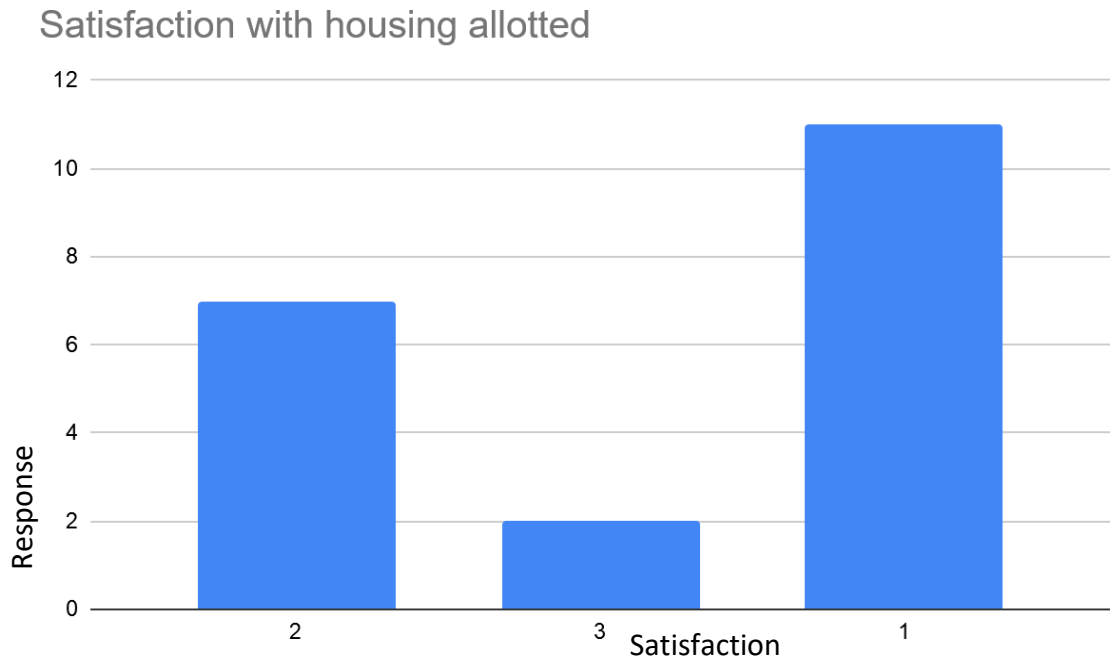


Figure 5: Overall satisfaction with allotment process

The time taken for allotment of house ranges primarily to over a year with 75 percent respondents (Figure 2) having waited for over a year in the pilot survey. Over eighty percent respondents from the pilot study mentioned they have spent over 5 years with 30 percent over ten years in the same house (Figure 3). Overall satisfaction levels (Figure 4) were comparatively low with the existing accommodation. Majority of the respondents (75%) did not express their views with regard to the allotment process (Figure 5).

1. Distance of basic facilities from the house:

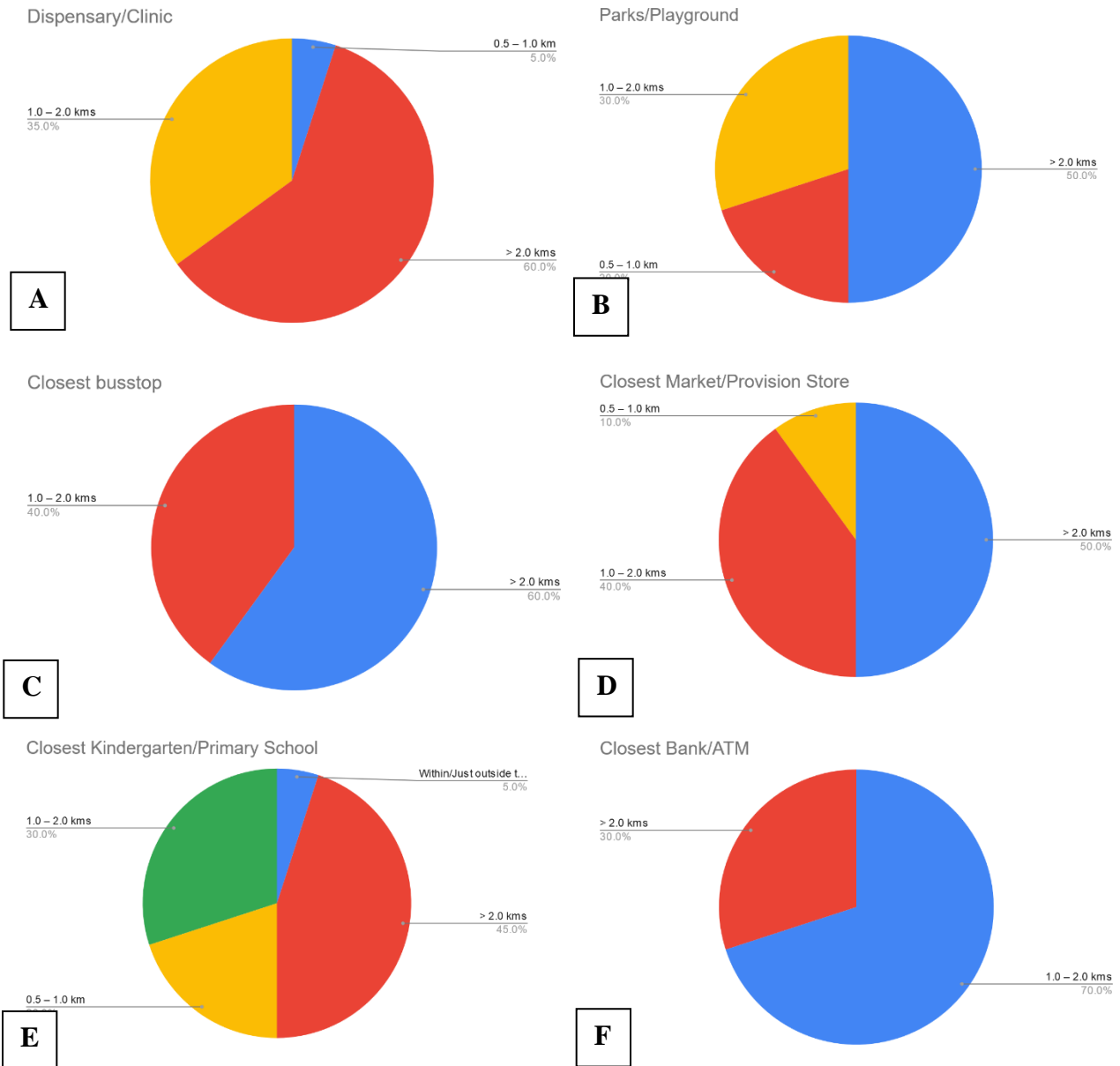


Figure 6: Distance of A. Dispensary/Clinic, B. Park/Playground, C. Busstop, D.

Market/Provision Store, **E.** Kindergarten/Primary School, and **F.** Bank/ATM from the house

Majority of the respondents mentioned that clinics, playgrounds, busstop, market, school and bank were over 2 kms away (Figure 6A, 6B, 6C, 6D, 6E and 6F) from the house.

2. Satisfaction on connectivity by road and availability of public transportation

Satisfaction on connectivity by road to the housing colony

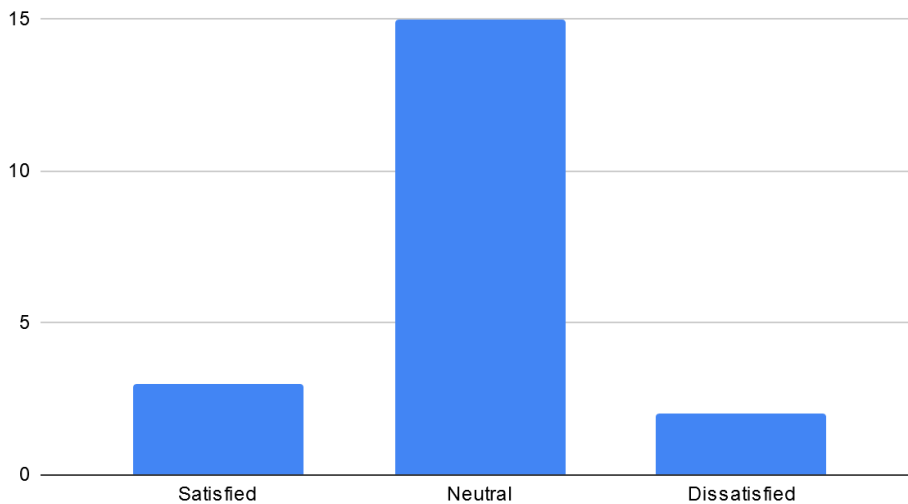


Figure 7: Satisfaction on Connectivity by road

Satisfaction with access to the public transport system to the housing colony

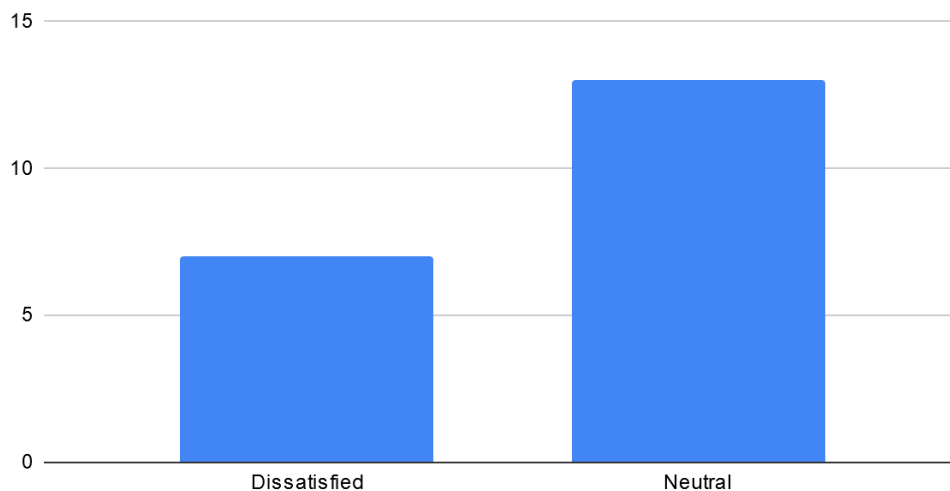


Figure 8: Satisfaction on access to public transport

Majority of the respondents did not give their view on satisfaction on access to public transportation and road connectivity (Figure 7 and Figure 8).

3. Status and Satisfaction on Basic Facilities: Electricity, Water Quality Supplied, Maintenance and Water Leakage

Satisfaction with electricity supply

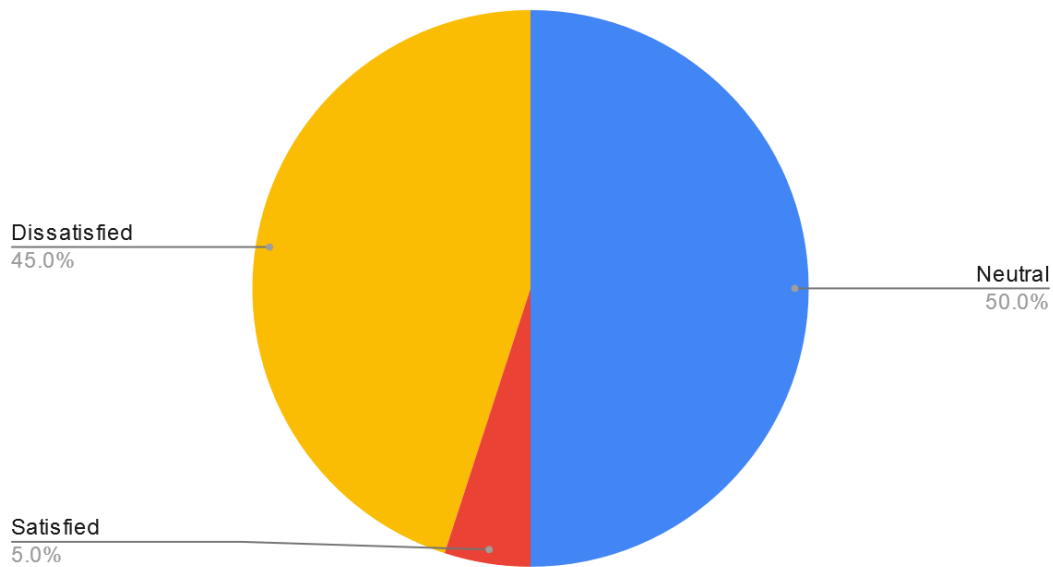


Figure 9: Satisfaction on electricity supply

Satisfaction with the maintenance of Sewerage connection

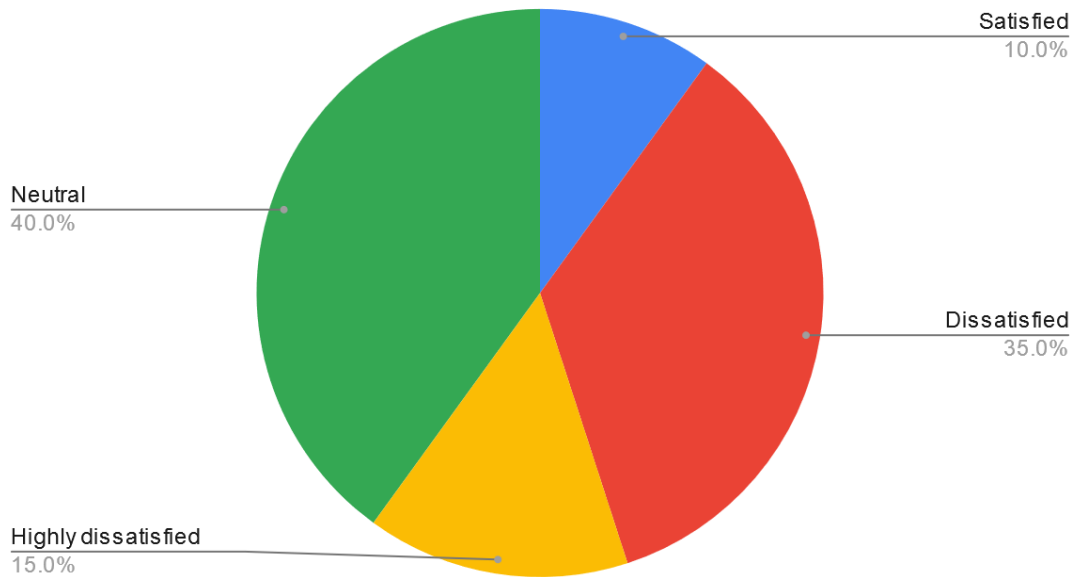


Figure 10: Satisfaction on sewerage system

Problems of water leakage/flooding

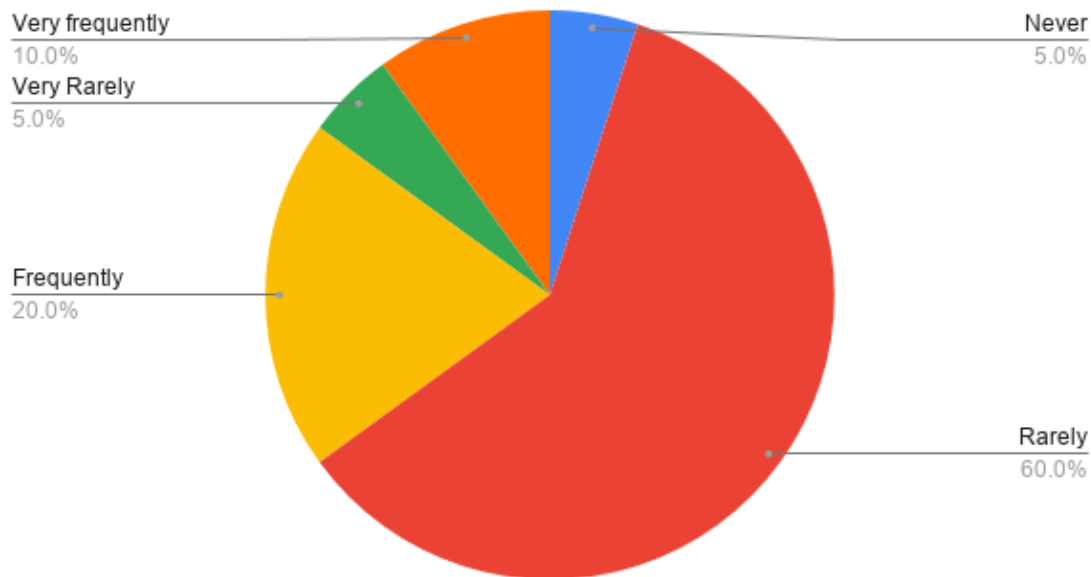


Figure 11: Problems of water leakage

Half the respondents were satisfied with the electricity supply (Figure 9). Respondents of the pilot survey were happy with the quality and quantity of water supplied. However only ten percent were satisfied with the maintenance of sewerage systems (Figure 10), although most

respondents (60 percent) said the instances of flooding was rare (Figure 11). Regular maintenance as per all twenty respondents was done once in over two years. One of the major concerns of residents was with regards to pest menace. All respondents of pilot survey mentioned rodents and mosquito menace inside the house.

4. Satisfaction on Green Cover, Air Quality and Noise level:

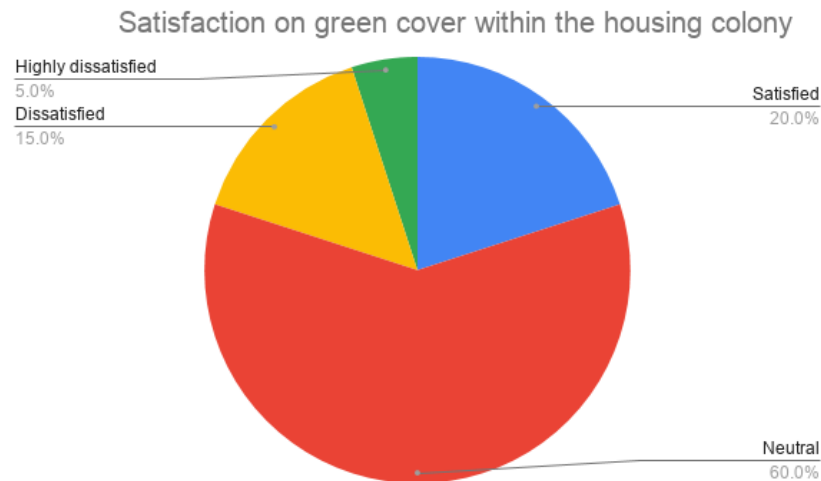


Figure 12: Satisfaction on green cover

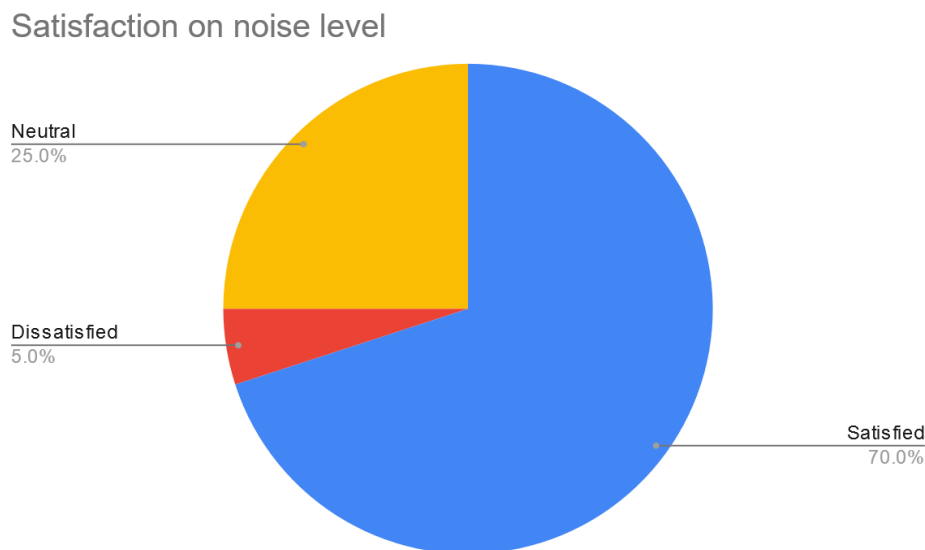


Figure 13: Satisfaction on noise level

Most respondents were neutral on the extent of green cover (Figure 12) within the housing complex. Majority of the respondents were satisfied with air quality and noise levels (Figure 13).

5. Overall satisfaction on housing

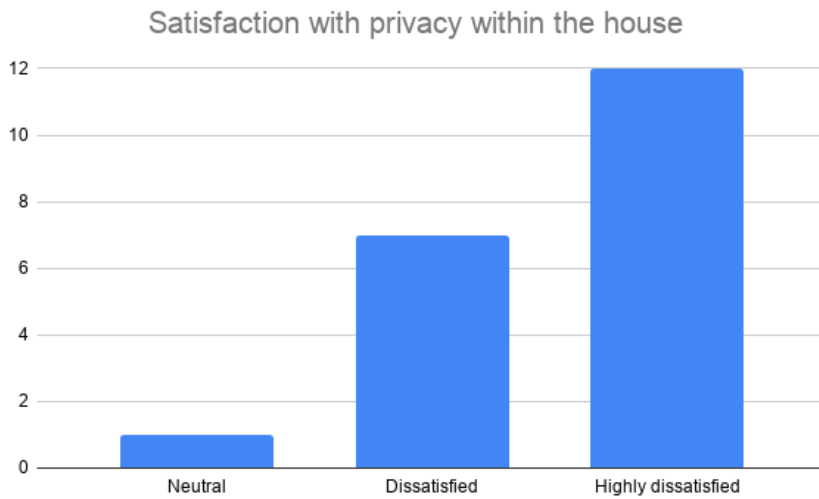


Figure 14: Satisfaction on Privacy within the house

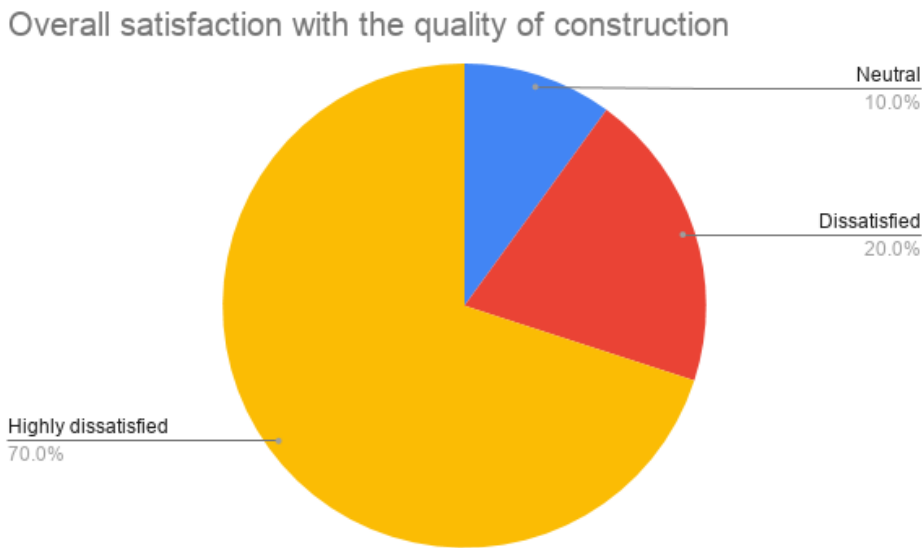


Figure 15: Overall satisfaction with the quality of construction

Dissatisfaction levels were high with regards to privacy within the house with most respondents opining that there is a lack of privacy (Figure 14) with presence of common walls being a common design aspect in the housing complexes. There was also a perceived level of not being satisfied (90 percent) in the quality of construction (Figure 15). Going forward, a more elaborate study on this issue will be conducted.

Outcome of the Pilot Survey with respect to Questionnaire:

1. The questionnaire is consistent and addresses all the key objectives of the intended study.
2. Few value additions have been made in the questionnaire taking into account the perception of the respondents from the pilot survey.

Annexure -VIII

Case Studies

The following Tables highlight the best and poorly performing districts under the evaluation study based on percentage of houses and projects completed within the schedule, timeline variance and the cumulative satisfaction index.

Table 1: Best performing districts

District	Percentage of unit houses completed within schedule			Percentage of projects completed within schedule			Timeline variance			Cumulative Satisfaction Index
	PG1	PG2	PG3	PG1	PG2	PG3	PG1	PG2	PG3	
Bellary	91.55			85.71			-1%			2.89
Chikkamagalur	100			100			+4%			2.67
Dakshina Kannada			100						Nil	2.70
Gulbarga	40	100	100	50	100	100	-3%	Nil	Nil	2.70
Haveri		100	100		100	100		Nil	Nil	2.64

Table 2: Poorly performing districts

District	Percentage of unit houses completed within schedule			Percentage of projects completed within schedule			Timeline variance			Cumulative Satisfaction Index
	PG1	PG2	PG3	PG1	PG2	PG3	PG1	PG2	PG3	
Bangalore Urban		0	0		0	0		-182%	-65%	2.31
Chamarajanagar	0		0	0		0	-29%		-135%	2.70
Chikkaballapura			32.8			50			-11%	2.50
Chitradurga	27.93		0	50		0	-15%		-11%	2.75
Gadag	0			0			-28%			2.61

Annexure IX

Centre for Sustainable Development – ECO Team

Management Team

Sr. No.	Name	Designation
1	Dr. A. Ravindra, IAS (Retd.) Former Chief Secretary, Government of Karnataka	Chairman, Centre for Sustainable Development
2	Dr. R. Srinivas MBA, PhD	Executive Director, Centre for Sustainable Development

Project Core Team

Sr. No.	Name	Designation
1	Dr. V.S. Somanath MBA, PhD, DSc (H)	Principal Investigator
2	Dr. R. Srinivas, MBA, PhD	Core Team Member
3	Lt Col L ShriHarsha B.E. (Civil), MBA	Core Team Member
4	Dr. Sruthi Subbanna M.S (Oklahoma), PhD	Core Team Member
5	Mr. Satyanarayana Y K B.E.	Core Team Member

Project Admin Executives

Sr. No.	Name	Designation
1	Mr. Harish, B.E.	Field Officer
2	Ms. Ranjitha, B. Tech.	Field Officer
3	Mr. Nagaraj Babu, M. Tech	Statistical Executive
4	Prof Sandesh Bhat, M.Com., NET	Statistical Executive
5	Mr. Janaki Raman, B.E., CAIIB	Audit Executive

Annexure X**District-wise Details of FGD and IDI****Details of FGD conducted at Davangere****FGD Group 1**

Category	Name	Designation
Beneficiary	Sangita	Women Police Constable
Non Beneficiary	Chaya	Women Police Constable
Departmental official	Shoba B S	ASI

FGD Group 2

Category	Name	Designation
Beneficiary	Sunil Kumar	Police Constable
Non Beneficiary	Karibasappa	Head constable
Departmental official	Prasad P	PSI

FGD Group 3

Category	Name	Designation
Beneficiary	Santosh Kumar	Police Constable
Non Beneficiary	Arun Kumar	Police Constable
Departmental official	Krishnappa	Head Constable

FGD Group 4

Category	Name	Designation
Beneficiary	Jayasheela	Women Police Constable
Non Beneficiary	Shanthraj Kumar	Police Constable
Departmental official	Sunil B Teli	PSI

Details of IDI conducted

Sr. No.	Name	Designation
1	N R Ramappa	Head Constable
2	Huttesh	Head Constable
3	Tippeswamy	Head Constable
4	K Laksman	ASI
5	Prakash	Head Constable
6	Anita	Woman Police Constable
7	Dadapeer	ASI
8	Nagaraj C M	Police Constable
9	Rangaswamy	Police Constable
10	Shivakumar	Police Constable

Details of FGD conducted at Gadag**FGD Group 1**

Category	Name	Designation
Beneficiary	C C Karnal	Women Police Constable
Non Beneficiary	V S Rayar	Men Police Constable
Departmental official	K Y Doddamani	PSI

FGD Group 2

Category	Name	Designation
Beneficiary	Ramareddi Belavigi	Police Constable
Non Beneficiary	Parashuram Rathode	Police Constable
Departmental official	Noorzaan	PSI

FGD Group 3

Category	Name	Designation
Beneficiary	B T Kammar	Police Constable
Non Beneficiary	G C budhihal	Women Police Constable
Departmental official	V Y Hulluru	PSI

FGD Group 4

Category	Name	Designation
Beneficiary	M S Didaguru	Police Constable
Non Beneficiary	C I Badiger	Head Constable
Departmental official	S H Balagurki	PSI

Details of IDI conducted

Sr. No.	Name	Designation
1	F I Khazi	Head Constable
2	V C Karesiri	Head Constable
3	H S Dwasalakeri	Women Constable
4	A G Budhihal	Police Constable
5	B T Ritti	Head Constable
6	H S Gubbenakoppa	Head Constable
7	M S Rathod	Police Constable
8	M S Didagur	Police Constable
9	P R Rathod	Police Constable
10	B R Bankapura	Women ASI

Details of FGD conducted at Haveri**FGD Group 1**

Category	Name	Designation
Beneficiary	Laxmi Hombal	Women Police Constable
Non Beneficiary	S H Harogoppa	Women Police Constable
Departmental official	S h Garag	PSI

FGD Group 2

Category	Name	Designation
Beneficiary	Sudha Hosmani	Women Police Constable
Non Beneficiary	M R Bullapur	Police Constable
Departmental official	S G Balareddy	ASI

FGD Group 3

Category	Name	Designation
Beneficiary	Shoba Ganiger	Women Police Constable
Non Beneficiary	Veena S Mankur	Women Police Constable
Departmental official	ANNAIAH K T	PSI

FGD Group 4

Category	Name	Designation
Beneficiary	Ravi Sarangimath	Head Constable
Non Beneficiary	Puttappa	Police Constable
Departmental official	Manjunath	PSI

Details of IDI conducted

Sr. No.	Name	Designation
1	Girijavva Kurubar	Women Police Constable
2	N R Naik	Head Constable
3	S M Palankar	Head Constable
4	V M Sanna Bommaji	Head Constable
5	Jagadish Y Annigeri	ASI
6	Ramesh Ambiger	ASI
7	S S Raikar	WASI
8	Krishnamurthy	Police Constable
9	Nagaraj Kuppeluru	Head Constable
10	Gajendra Banakar	Police Constable

Details of FGD conducted at Koppal**FGD Group 1**

Category	Name	Designation
Beneficiary	Sangita	Women Police Constable
Non Beneficiary	Vilas Bosle	ASI
Departmental official	Karemma	ASI

FGD Group 2

Category	Name	Designation
Beneficiary	Ganesh	Head Constable
Non Beneficiary	Ramesh	Head Constable
Departmental official	Prasad P	PSI

FGD Group 3

Category	Name	Designation
Beneficiary	Basavaraj	Head Constable
Non Beneficiary	Sharadamma	WASI
Departmental official	Krishnappa	Head Constable

FGD Group 4

Category	Name	Designation
Beneficiary	Vinay Kumar	Police Constable
Non Beneficiary	Channappa	Head Constable
Departmental official	Sunil	PSI

Details of IDI conducted

Sr. No.	Name	Designation
1	Manjunath Meti	Police Constable
2	Veeranna	Police Constable
3	Doddayya	Head Constable
4	Vilas Bosle	ASI
5	Urukunda	ARSI
6	Shashidaraiah	DSP
7	Nagaraj	Police Constable
8	Sri Rizvuana	Women Police Constable
9	Shashikanth	Head Constable
10	Sharanappa	Head Constable

Details of FGD conducted at Chikkaballapur**FGD Group 1**

Category	Name	Designation
Beneficiary	Raghavendra	Police Constable
Non Beneficiary	Miller	ARSI
Departmental official	Sridhar	Circle Inspector

FGD Group 2

Category	Name	Designation
Beneficiary	Shaik Fakruddin	Head Constable
Non Beneficiary	Sheshadri	Head constable
Departmental official	Chennaprasad P	PSI

FGD Group 3

Category	Name	Designation
Beneficiary	Beerappa Evoor	Police Constable
Non Beneficiary	Geetha	Police Constable
Departmental official	Shanthraj Kumar	PSI

FGD Group 4

Category	Name	Designation
Beneficiary	Ali Marthuja	Police Constable
Non Beneficiary	Shivaraj	Police Constable
Departmental official	Vishwanath	ASI

Details of IDI conducted

Sr. No.	Name	Designation
1	Vishwanath	ASI
2	Raju	ASI
3	Mahesh	Police Constable
4	Madhu	Police Constable
5	K P Nagaraj	Head Constable
6	Balaji Singh	Head Constable
7	K N Narayana swamy	ASI
8	Vishwanath	Police Constable
9	Ramakrishna M C	Police Constable
10	Shivaraj	Head Constable

Details of FGD conducted at Bengaluru Urban**FGD Group 1**

Category	Name	Designation
Beneficiary	Raju	Police Constable
Non Beneficiary	Manjunath R D	Police Constable
Departmental official	G Mahesh	ASI

FGD Group 2

Category	Name	Designation
Beneficiary	Beerappa	Head Constable
Non Beneficiary	Laxman	Police Constable
Departmental official	Prasad P	PSI

FGD Group 3

Category	Name	Designation
Beneficiary	Dinesh	Head Constable
Non Beneficiary	Manjunath	Head constable
Departmental official	Prasad P	PSI

FGD Group 4

Category	Name	Designation
Beneficiary	Manjunath B N	Police Constable
Non Beneficiary	Rajashekara	Police Constable
Departmental official	Krishnappa	PSI

Details of IDI conducted

Sr. No.	Name	Designation
1	Sunil Kumar	Police Constable
2	Naresh	Head Constable
3	Raghavendra	Police Constable
4	Gangadhara	Head Constable
5	Pradeep	Head Constable
6	Hanumanthraju	ASI
7	Ramesh	Head Constable
8	Purushottam	Head Constable
9	Rohith B	Head Constable
10	Paramesh	Police Constable

Details of FGD conducted at Belagavi**FGD Group 1**

Category	Name	Designation
Beneficiary	R G Bosale	Police Constable
Non Beneficiary	R S Nadaf	Police Constable
Departmental official	R R Talavar	ASI

FGD Group 2

Category	Name	Designation
Beneficiary	G S Kambale	Police Constable
Non Beneficiary	P B Gayakwad	Police Constable
Departmental official	A K Muranala	ASI

FGD Group 3

Category	Name	Designation
Beneficiary	S M Chougala	Police Constable
Non Beneficiary	R R Karigara	Police Constable
Departmental official	M R Madennavara	ASI

FGD Group 4

Category	Name	Designation
Beneficiary	G S Kambale	Police Constable
Non Beneficiary	S B Patil	Police Constable
Departmental official	A K Muranala	ASI

Details of IDI conducted

Sr. No.	Name	Designation
1	V G Maane	Police Constable
2	B S Poojeri	Police Constable
3	B N Maleda	Police Constable
4	S M Kamatagi	ASI
5	S B Chougala	Police Constable
6	Satish Reddy	Police Constable
7	Landage	Police Constable
8	Talandagi	Police Constable
9	B H Maali	Police Constable
10	Rajesh Kumar	Police Constable

Details of FGD conducted at Bellary**FGD Group 1**

Category	Name	Designation
Beneficiary	K Ravindra	Police Constable
Non Beneficiary	Sri Gandhi Maliyappa	Police Constable
Departmental official	Rajashekara Reddy	ASI

FGD Group 2

Category	Name	Designation
Beneficiary	Suresh Kumar	Police Constable
Non Beneficiary	J Veeresh	Police Constable
Departmental official	Basamma	PSI

FGD Group 3

Category	Name	Designation
Beneficiary	Halesh	Police Constable
Non Beneficiary	Kalakareddy	Police Constable
Departmental official	G Suresh	ASI

FGD Group 4

Category	Name	Designation
Beneficiary	Hanumantha	Police Constable
Non Beneficiary	P Parameshwarappa	Police Constable
Departmental official	Hasan sab	Police Inspector

Details of IDI conducted

Sr. No.	Name	Designation
1	Badari Narayana Naik	Head Constable
2	Bommana Gouda	Head Constable
3	Ansar S	Head Constable
4	Kumar	Head Constable
5	Srinivas	Head Constable
6	B E Kamala	Woman Police Constable
7	Sharmaswali	Head Constable
8	Ramachandrappa	Police Constable
9	Ravikumar	Police Constable
10	Rajesh Kumar	Police Constable

Details of FGD conducted at Chamarajanagar**FGD Group 1**

Category	Name	Designation
Beneficiary	Sangita	Women Police Constable
Non Beneficiary	Chaya	Women Police Constable
Departmental official	Shoba B S	ASI

FGD Group 2

Category	Name	Designation
Beneficiary	Sunil Kumar	Police Constable
Non Beneficiary	Karibasappa	Head constable
Departmental official	Prasad P	PSI

FGD Group 3

Category	Name	Designation
Beneficiary	Santosh Kumar	Police Constable
Non Beneficiary	Arun Kumar	Police Constable
Departmental official	Krishnappa	Head Constable

FGD Group 4

Category	Name	Designation
Beneficiary	Jayasheela	Women Police Constable
Non Beneficiary	Shanthraj Kumar	Police Constable
Departmental official	Sunil B Teli	PSI

Details of IDI conducted

Sr. No.	Name	Designation
1	N R Ramappa	Head Constable
2	Huttesh	Head Constable
3	Tippeswamy	Head Constable
4	K Laksman	ASI
5	Prakash	Head Constable
6	Anita	Woman Police Constable
7	Dadapeer	ASI
8	Nagaraj C M	Police Constable
9	Rangaswamy	Police Constable
10	Shivakumar	Police Constable

Details of FGD conducted at Chitradurga**FGD Group 1**

Category	Name	Designation
Beneficiary	C C Karnal	Women Police Constable
Non Beneficiary	V S Rayar	Men Police Constable
Departmental official	K Y Doddamani	PSI

FGD Group 2

Category	Name	Designation
Beneficiary	Ramareddi Belavigi	Police Constable
Non Beneficiary	Parashuram Rathode	Police Constable
Departmental official	Noorzaan	PSI

FGD Group 3

Category	Name	Designation
Beneficiary	B T Kammar	Police Constable
Non Beneficiary	G C budhihal	Women Police Constable
Departmental official	V Y Hulluru	PSI

FGD Group 4

Category	Name	Designation
Beneficiary	M S Didaguru	Police Constable
Non Beneficiary	C I Badiger	Head Constable
Departmental official	S H Balagurki	PSI

Details of IDI conducted

Sr. No.	Name	Designation
1	F I Khazi	Head Constable
2	V C Karesiri	Head Constable
3	H S Dwasalakeri	Women Constable
4	A G Budhihal	Police Constable
5	B T Ritti	Head Constable
6	H S Gubbenakoppa	Head Constable
7	M S Rathod	Police Constable
8	M S Didagur	Police Constable
9	P R Rathod	Police Constable
10	B R Bankapura	Women ASI

Details of FGD conducted at Chikkamagalur**FGD Group 1**

Category	Name	Designation
Beneficiary	Raghavendra	Police Constable
Non Beneficiary	Miller	ARSI
Departmental official	Sridhar	Circle Inspector

FGD Group 2

Category	Name	Designation
Beneficiary	Shaik Fakruddin	Head Constable
Non Beneficiary	Sheshadri	Head constable
Departmental official	Prasad P	PSI

FGD Group 3

Category	Name	Designation
Beneficiary	Beerappa Evoor	Police Constable
Non Beneficiary	Geetha	Police Constable
Departmental official	Krishnappa	Head Constable

FGD Group 4

Category	Name	Designation
Beneficiary	Ali Marthuja	Police Constable
Non Beneficiary	Shivaraj	Police Constable
Departmental official	Sunil B Teli	PSI

Details of IDI conducted

Sr. No.	Name	Designation
1	Vishwanath	ASI
2	Raju	ASI
3	Mahesh	Police Constable
4	Madhu	Police Constable
5	K P Nagaraj	Head Constable
6	Balaji Singh	Head Constable
7	K N Narayana swamy	ASI
8	Vishwanath	Police Constable
9	Ramakrishna M C	Police Constable
10	Shivaraj	Head Constable

Details of FGD conducted at Dakshina Kannada**FGD Group 1**

Category	Name	Designation
Beneficiary	Jagadeesh Benki	Police Constable
Non Beneficiary	Narayana	ARSI
Departmental official	Pramod K	ARSI

FGD Group 2

Category	Name	Designation
Beneficiary	Shashikanth Doddamani	Police Constable
Non Beneficiary	Ajay	ARSI
Departmental official	Ramanna	Police Inspector

FGD Group 3

Category	Name	Designation
Beneficiary	Avinash S C	Police Constable
Non Beneficiary	Premanath	Police Constable
Departmental official	Purushottam P	Police Inspector

FGD Group 4

Category	Name	Designation
Beneficiary	Tejesh H M	Police Constable
Non Beneficiary	Ganesh	Police Constable
Departmental official	Ravindranath	Police Inspector

Details of IDI conducted

Sr. No.	Name	Designation
1	B S Nagarajappa	ARSI
2	Ravichandra Shetty	Head Constable
3	Mohan K	Head Constable
4	Dinesh T	Head Constable
5	Prakash	Head Constable
6	Anita	Woman Police Constable
7	Dadapeer	ASI
8	Nagaraj C M	Police Constable
9	Rangaswamy	Police Constable
10	Shivakumar	Police Constable

Details of FGD conducted at Gulbarga**FGD Group 1**

Category	Name	Designation
Beneficiary	Sidrama	Police Constable
Non Beneficiary	Basavenneppa	Police Constable
Departmental official	Tirumalesh	PSI

FGD Group 2

Category	Name	Designation
Beneficiary	Timmanna	Police Constable
Non Beneficiary	Geeta	Police Constable
Departmental official	Santosh D Halluru	PI

FGD Group 3

Category	Name	Designation
Beneficiary	Parashuram	Police Constable
Non Beneficiary	Venkatesh	ASI
Departmental official	Krishnappa	Head Constable

FGD Group 4

Category	Name	Designation
Beneficiary	Ananda Kumar	Police Constable
Non Beneficiary	Laxman	Head Constable
Departmental official	Mehatab Patel	ASI

Details of IDI conducted

Sr. No.	Name	Designation
1	Babu Desai	Head Constable
2	Vishwanath	Police Constable
3	Doddappa	Police Constable
4	Hyderasa	Head Constable
5	Bheemanna	Police Constable
6	Mahantesh	Police Constable
7	Hussain Pasha	Police Constable
8	Mallappa	Police Constable
9	Mahananda	Police Constable
10	Ningana Gowda	Police Constable

**EVALUATION OF FUNCTIONING OF KARNATAKA STATE POLICE HOUSING AND
INFRASTRUCTURE DEVELOPMENT CORPORATION LIMITED (KSPH & IDCL) IN
KARNATAKA STATE (2010 - 2021) HOME DEPARTMENT, GOVERNMENT OF
KARNATAKA**

**Karnataka Evaluation Authority
#542, 5th Floor, 2nd Gate
Dr. B.R Ambedkar Veedhi
M.S. Building
Bengaluru – 560 001**

**Website: kmea.karnataka.gov.in
Contact No: 080 2203 2561
Email Id: keagok@karnataka.gov.in**