

Terms of Reference on 'Evaluation of Karnataka Rural Infrastructure Development Ltd (KRIDL) from 2014-15 to 2018-19'

1. Title of the study	2
2. Concerned Organization.....	2
3. Background and context	2
4. Evaluation Need, Scope and Objectives	6
5. Evaluation Methodology, Data Collection and Sampling.....	8
6. Deliverables and timelines	11
7. Qualities expected from the Evaluation Report	14
8. Structure of the Report.....	15
9. Administrative Arrangements.....	15
10. Expert team to carry out the study	16
11. Cost and schedule of Budget release	16
12. Procedure for selection of the Consultant	16
13. Contact Details.....	16

Terms of Reference on 'Evaluation of Karnataka Rural Infrastructure Development Ltd (KRIDL) from 2014-15 to 2018-19'

1. Title of the study

Evaluation of Karnataka Rural Infrastructure Development Ltd (KRIDL) from 2014-15 to 2018-19.

2. Concerned Organization

Rural Development and Panchayat Raj Department, Government of Karnataka.

3. Background and context

Rural infrastructure plays a very crucial role in the economy of the country as well as progress in sustainable development of the society. Census of 2011 reports that in India more than 2/3rd population lives in 6.4 lakh villages. Improved rural infrastructure provides basic facilities like good health, education, electricity, water, sanitation and improved connectivity to the market. Thus, it improves the job opportunities and hence increased productivity and better livelihood.

Rural infrastructure are assets such as rural roads, tracks, bridges, irrigation schemes, water supply schemes, power supply schemes, schools, hostels, health centres, community halls and markets which are essentially required in rural areas for the local population to fulfil their basic needs and live a social and economic productive life.

Government of India implements many schemes like Mahatma Gandhi National Rural Employment Guarantee Program, Pradhan Mantri Gram Sadak Yojana, Sampoorna Grameen Rozgar Yojana, Integrated Watershed Development program, Indira Awas Yojana, Rural Infrastructure Development Fund Scheme and schemes under 14th Finance Commission.

Karnataka has 27,937 villages and 1,943 uninhabited villages spread over 6,021-gram panchayats¹. Major responsibilities are entrusted to panchayat raj institutions by devolving all the 29 functions of rural development in Karnataka. These include rural roads, electrification, schools, hostels, hospitals and clinics, minor irrigation tanks, water supply schemes, sanitation and communication etc.

Karnataka state, in addition to the schemes of Government of India, implements schemes like Suvarna Gramodaya Yojana, Chief Minister's Gram Vikas Yojana and many other schemes of rural electrification, rural water supply schemes etc.

For successful and timely implementation of such rural infrastructure projects, Government of Karnataka has established an exclusive agency like, Karnataka Rural Infrastructure Development Ltd (KRIDL).

¹ Economic Survey Report of Karnataka 2019-2020 published by Government of Karnataka.

These organizations were created with certain organizational structure, vision, mission and well-defined objectives of creating rural infrastructure through its various activities. There is a need to revisit the organizational structure, defined objectives, activities keeping in view the changing circumstances and the kind of services to be provided to the society.

Karnataka Rural Infrastructure Development Ltd (KRIDL)

The organization commenced its activities as **Directorate of Land Army** in the year 1971 under the administrative control of Rural Development Ministry. It was incorporated as a company on 9th August 1974 as **Karnataka Land Army Corporation** under the full ownership of Government of Karnataka. Later on, it was renamed as **Karnataka Rural Infrastructure Development Ltd (KRIDL)** on 6th August 2008.

It is classified as State Public Sector Undertaking in the infrastructure category. The organization was started with an authorized share capital of Rs.1.00 crore and subscribed capital of Rs.25.00 Lakh. Now, its authorized share capital is Rs 50.00 Cr and paid up share capital is Rs 9.99 Cr as reported in the latest annual report.

Vision

- a. To be the best and most efficient public sector enterprise in Karnataka.
- b. To be always in the front position in construction activities in Karnataka.
- c. To take up quality construction at cheaper cost and provide employment to rural people.

Mission

- a. To avoid loss of time and cost escalation in the implementation of projects.
- b. To ensure that all works are executed with credibility.
- c. To maintain winning position in the field of providing rural infrastructure activities.
- d. To ensure full commitments from the employees in all the fields of activities.
- e. To keep the customers' expectation and needs a priority always.

Objectives

- a. To focus on creation of labor-intensive infrastructure works in rural area which are vital for social and economic development while creating employment opportunities for unemployed and under-employed youth and thus improve their livelihood.
- b. To undertake all rural development works directly by eliminating middlemen like contractors and thus avoid exploitation of rural poor, thereby passing on the full worth of the investment to the community.

Organization

At present, KRIDL is chaired by the Hon'ble Minister for Rural Development and Panchayat Raj, Government of Karnataka. The affairs of the company are managed by the board of directors who are state level heads of the departments like Finance, Rural Development and Panchayat Raj, Water Resources, Social Welfare, Backward Classes,

Minorities, Engineering and other departments. Day to day administration is managed by the Managing Director.

KRIDL works in three-tier system i.e. Corporate Office, Divisional Offices and Sub-divisional Offices. Corporate Office is located at Bangalore. There are 42 Divisional Offices and 65 Sub-divisional Offices across the state with 932 employees in various cadres, of which more than 350 are qualified civil engineers. For operational convenience KRIDL is divided into five regions namely, Bangalore, BBMP, Mysore, Belgaum and Kalburgi.

Project Management

After receiving the proposal for construction from the intending department, KRIDL prepares the plan and estimate for the project as per the prevailing scheduled rates applicable to the location, add 10% over and above the estimated cost and send to the department for administrative approval. After receipt of administrative approval, the technical committee in KRIDL accords technical sanction. Then the work is executed as per the approved plan and estimate directly by the site engineers of the company without involving any contractors.

Adherence to the quality standards is top most priority for KRIDL. A system of compulsory inspection by senior officers has been put into practice in addition to third party inspection by local engineering colleges. It is mandatory for conducting quality control tests on the materials used for construction and the quality testing report is part of the monthly account statement to the approving authority.

Future plan

- a. To increase efficiency in execution of works the following facilities are being included.
- b. Establishment of a full-fledged Design and Architecture section in KRIDL.
- c. Establishment of Consultancy Centre to provide technical services for execution of quality works both for self-execution and for others.
- d. Formation of Technical Committees like Think Tank Committee, Quality Assurance Committee and Technical Committee to provide expert technical and quality advice to the officers and staff of KRIDL on regular basis.

Performance

KRIDL is permitted to avail exemption under section 4G of KTPP Act 1999 for works up to Rs 5.00 Cr. The company has earned profits continuously for the last five years and paid dividend to the state government which holds the entire investment in the company. The company has kept up a practice of spending 2% of its profit towards Corporate Social Responsibility. A committee under the chairmanship of the Managing Director is set up to approve the works to be taken under CSR and monitor the progress at regular intervals. KRIDL has completed 40715 works from the year 2015-16 to 2019-20, presented in table 1. Year-wise CSR activities undertaken by KRIDL is presented in Table 2

Table 1. Progress of KRIDL

SI No	Department Name	Completed works					Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
1	Agriculture Marketing Dept				3		3
2	Agriculture Dept				22	20	42
3	Animal Husbandry & Veterinary Services - Dept	11	170	383	34	19	617
4	Backward Classes Dept				73	13	86
5	BBMP Bengaluru	1623	1550	4281	3486	3246	14186
6	BDA				97	61	158
7	Boards and Corporations				418	178	596
8	Commercial Tax Dept				6	178	184
9	Department of Employment and Training					1	1
10	Co-Operation Dept				1		1
11	Director mines and geology				12	3	15
12	Director of Commerce and Institution				3		3
13	E Governance Dept				3		3
14	Education Dept	14	139	248	97	26	524
15	Fisheries Dept				4	1	5
16	Forest Dept				19	1	20
17	Health Dept				10	1	11
18	HKRDB			122			122
19	Horticulture Dept				57	41	98
20	Irrigation Dept				625	306	931
21	Kannada & Culture Information Dept				2	1	3
22	Karnataka Water Supply and Sewerage Board	1073	7003	2630			10706
23	Karnataka State Beverages Company Limited			1			1
24	Liabrary Dept				6	2	8
25	Medical Education Dept				12	5	17
26	Mujarai Dept (Dharmika Datti Ilakhe)				5	1	6
27	Municipal Administration Dept				93	28	121
28	Other Dept				1814	6	1820
29	Police Dept				46	28	74
30	RD & PR Department	1064	1289	166	2193	1012	5724
31	Revenue Department				1315	683	1998
32	Social Welfare Dept (SWD)	341	748	592	393	381	2455
33	Tourism Dept			110	8	7	125
34	Women & Child Welfare Dept				33	9	42
35	Youth Service and Sports Dept				4	5	9
	Total	6896	8193	12947	10894	6095	40715

Table 2: Year-wise CSR activities undertaken by KRIDL

Year	No. of CSR activities	Total amount in Lakhs
2015-16	5	100
2016-17	39	311
2017-18	53	727
2018-19	5	35
2019-20	34	353.5
Total	136	1526.5

4. Evaluation Need, Scope and Objectives

Need

Evaluation of KRIDL is needed to examine the performance of the company vis-à-vis its stated objectives of creation of labour-intensive infrastructure works and elimination of middlemen while adhering to quality, cost effectiveness and timeliness. Evaluation is necessary to provide evidence and accountability for the relevance of the Company in the infrastructure development sector. Evaluation is required to address the issues like labour intensification, eliminate middlemen and reduce lingering works.

Scope

The study should cover the corporate office, divisional offices and sub divisional offices including field works, CSR activities and lingering works of KRIDL from 2015-16 to 2019-20. Managerial, operational and financial performance to be evaluated based on organizational capacity, motivation and external environment.

Analyse the performance of KRIDL activities against its stated objectives using the relevance, effectiveness, efficiency, sustainability and impact criteria (REESI criteria). Analyse the benefits of KRIDL's interventions to socio-economic development of rural communities. Determine the strengths, weakness, opportunities and threats and suggest policy measures towards sustainability.

This evaluation should provide insights for promoting long term financial viability of the Company and provision of quality and timely services at minimal cost to the customers.

Objectives of evaluation

1. Analyse the impact of infrastructure works on employment and livelihood
2. Examine the impact on eliminating middlemen
3. Estimate the organizational efficiency
4. Comparative analysis of KRIDL vis-à-vis private construction companies and similar models in other states.
5. Supply-Demand analysis of infrastructure works
6. Study the quality of infrastructure works

7. Estimate the impact of Covid-19 on implementation of works
8. Analyse the CSR activities and its compliance to policy

The following issues need to be factored into the objectives of the study:

- Employment generated for unemployed and under-employed youth as against the number of works executed and turnover made, Employment generation through KRIDL works vis-à-vis employment generated through community projects of Gram Panchayats, Socio-economic impact of the employment created
- Quality control standards laid down to check technical and managerial inadequacies and operational skills. Quality of supervision, material management responsibility & control, procurement, material handling, constructability, change management
- Proper use of scheduling techniques, site-layout planning, procurement scheduling, work assignment and organization, and proper approaches to crisis management, feedback, and control mechanisms.
- Performance assessment of officers and staff, employee turnover rate, employee review, work allocation, co-ordination among cadres, accountability of staff at different levels, Labor distribution, Equipment distribution, Material report
- Efficiency of KRIDL in using fixed assets to generate sales (Turnover of Property, Plant and Equipment), KRIDL's ability to meet short-term and long-term financial liabilities (Calculation of Cash ratio, Quick ratio and Current ratio based on current assets, Cash, inventory and marketable securities), SCP/TSP works implemented to the total works
- Cost control technique followed while procuring machines, goods and services
- Policies adopted for human resource (labour) management: Motivation, Safety, healthy and proper working conditions, communication, training, social security, compliance with labour laws, Measures taken to improve leadership, team building, competency, skill, etc.
- Planned versus actual utilisation of tools and equipment, functionality of the works completed and achievement of 'fitness for purpose', degree of conformance to technical and financial aspects.
- Financial Efficiency of KRIDL vis-à-vis Industry Standards, profitability of works undertaken by KRIDL (the increment by which revenues exceed costs), Value created by KRIDL per unit of investment (Profitability Index), Present and the future earning capacity and solvency status of the organization
- Measures taken to monitor and control project costs, setting labour burden markups, tracking general overhead budgets, Setting the minimum profit margin for use in bidding and analysing the profitability of different parts of the company and making the necessary changes to improve profitability
- Capacity of the organisation to adopt to modern technology, best and sustainable practices at all levels from planning to execution of work
- Competitiveness of overhead costs and bidding price, brand equity developed by KRIDL, sustainability of KRIDL in the absence of exemption from KTPP Act.

5. Evaluation Methodology, Data Collection and Sampling

5.1. Data

The evaluation study should consider both secondary and primary data from 2015-16 to 2019-20.

Secondary data: should be collected from different sources like annual reports, publications, digitised data on works carried out and operational records of KRIDL.

Primary data: should be collected from company staff at corporate office, divisional and sub-divisional offices, government departments which have assigned work to KRIDL, labourers hired by KRIDL and end users of infrastructures using multistage stratified proportional random sampling.

5.2. Sampling

Sampling of works undertaken by KRIDL is presented in Table 3. Data should be collected using a pre-tested structured questionnaire from various departments/schemes which have allotted work to KRIDL as well as the users.

Primary data should be collected from 481 works estimated at a Confidence level of 97% and 5% Margin of Error from a population of 40715 works which were completed between 2015 and 2020. This sample size accounts to 1.06% of the total completed works. Data should be collected from at least 962 users of these infrastructure works at a rate of 2 sample users per project. In addition, data to be collected from at least 15 CSR projects out of 136 completed during 2015-16 to 2019-20(Data given in annexure). The sample should be drawn representatively across departments, schemes, time (2015-2020) and space (zone, division, sub-division, district and taluk). The sample should also consider the satisfactory and not satisfactory works as graded by District Quality Monitoring Unit (DQM) at probability proportional to population criteria across the departments.

Table 3: Sampling of Works

SI No	Department Name	Total	Sample	Sample Users
1	Agriculture Marketing	3	1	2
2	Agriculture	42	1	2
3	Animal Husbandry & Veterinary Services	617	6	13
4	Backward Classes	86	1	2
5	BBMP Bengaluru	14186	146	293
6	BDA	158	2	3
7	Boards and Corporations	596	6	12
8	Commercial Tax	184	2	4
9	Department of Employment and Training	1	1	2
10	Co-Operation	1	1	2

Sl No	Department Name	Total	Sample	Sample Users
11	Director mines and geology	15	1	2
12	Director of Commerce and Institution	3	1	2
13	E Governance	3	1	2
14	Education	524	5	11
15	Fisheries	5	1	2
16	Forest	20	1	2
17	Health	11	1	2
18	HKRDB	122	1	3
19	Horticulture	98	1	2
20	Irrigation	931	10	19
21	Kannada & Culture Information	3	1	2
22	Karnataka Water Supply and Sewerage Board	10706	157	313
23	Karnataka State Beverages Company Limited	1	1	2
24	Liabrary	8	1	2
25	Medical Education	17	1	2
26	Mujarai Dept (Dharmika Datti Ilakhe)	6	1	2
27	Municipal Administration	121	1	2
28	Other	1820	19	38
29	Police	74	1	2
30	RD & PR	5724	59	118
31	Revenue	1998	21	41
32	Social Welfare	2455	25	51
33	Tourism Dept	125	1	3
34	Women & Child Welfare	42	1	2
35	Youth Service and Sports	9	1	2
	Total	40715	481	962

Corporate office, Divisional and sub-divisional office Staff:

Sampling framework is presented in Table 3. The Corporate Office and 5 Zonal Offices should be considered for the study. 15 divisional offices out of the 42 Divisional offices should be selected as 3 each from each Zone based on the criteria of high, moderate and low profits. Similarly, 15 sub-divisional offices, 3 each from each Zone should be selected based on the same criteria.

Table 4: IDIs

Details	Total	Sample for IDI
Corporate Office	1	1
Zonal Offices	5	5
Divisional Offices	42	15
Sub-divisional Offices	65	15
Total	113	36

Data should be collected using a structured and pre-tested questionnaire from 5% of the staff of KRIDL including Chief Engineers, Executive engineers, Assistant Executive Engineers, Assistant Engineers and other field staff. By using this criterion, if less than 1 sample respondent is arrived then, minimum of 1 sample respondent should be considered. Sample respondents should be selected based on the Probability Proportional to Population criteria. Interactions will include office support staff performing various roles and at various levels. In addition, information should be collected using semi-structured interviews from the Chairman (Hon'ble Minister for RDPR, GoK) and the Managing Director.

Focussed Group Discussions (FGDs)

FGDs should be conducted with a group of sample officials at various levels in the company, departments and beneficiaries. It should have representation across levels and functions. FGD participants should be (a) homogeneous group and (b) heterogeneous group across verticals and levels, to capture perception differences, in order to enrich the outcome of the exercise and add value to the study. A minimum of 13 FGDs to be carried with the composition given in Table 5.

Table 5: Sampling of FGDs

Sl. No.	Type	Composition	No of FGDs
1	Corporate office	Chairman +Board of Directors+ Managing Director	1
2.	Zonal Office	CE South+CE North+ CE Central +SE Bengaluru/BBMP+ SE Kalaburgi/Belagavi+SE Mysuru/Chitradurga	1
3.	Divisional Office	EEs and AEEs from Divisional and sub-divisional offices	5
4.	Arch, Design and Work section	Arch +Design/Consultancy +Work section officers across the zones	1
5.	CAO	MD +Admin + Computer staff	1
6.	CFO	MD +EE Audit + Account Section+Audit Officers+Audit Section	1
7.	South Zone	CE South+SE Bengaluru/BBMP) +EE Divisions + AEEs Sub-division	1
8.	North Zone	CE North+SE Kalaburgi/ Belagavi+EE Divisions + AEEs Sub-division	1
9.	Central Zone	CE Central+SE Mysuru/Chitradurga+EE Divisions + AEEs Sub-division	1
Grand total			13

Analytical techniques

Primary and secondary data collected should be analysed using qualitative and quantitative analytical techniques such as descriptive statistics (measures of central tendency & dispersion), scaling, correlation, regression (quantitative & qualitative), SWOT, managerial,

operational and financial ratios, cost-benefit and sensitivity analysis, productivity and efficiency analysis.

Note that Consultants are encouraged to propose robust sampling criteria, analytical tools and techniques or improvements to the suggested methodology to realise the larger goals of the study. Any change by Consultant to the suggested methodology should be duly approved by KEA on or before the approval of the inception report.

6. Deliverables and timelines

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

- I. **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
 - (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 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 ^{###}					
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.
- a) **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.
- b) **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

7. Qualities 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) Regarding recommendations, the number of recommendations is no measure of the quality of evaluation. Evaluation should 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.

8. 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:

- i. Title and Opening Page
 - ii. Index (Table of Contents)
 - iii. List of acronyms and abbreviations
 - iv. Executive Summary- A standalone section that describes the program/organisation and its objectives, purpose, scope and objectives of evaluation, methodology, key findings, and recommendations.
1. Background- A section that briefly covers the scenario of the program/ organisation in the State including rationale and importance, physical and financial analysis, scope and objectives of evaluation, outline of the report.
 2. Review of literature- objective/Issue based from reports, journals, etc.
 3. Evaluation Methodology - research design, Log-frame and Evaluation Matrix, Data collection (tools and techniques) and analysis (analytical techniques), limitations of the evaluation study.
 4. Results and Discussion- objective/issue based and discussion of results to be also drawn from literature, FGDs and case studies
 5. Findings- to be arranged as per the objectives/issues
 6. Recommendations - to be arranged as per the objectives/issues

Annexures

- a. Sanctioned Terms of Reference of the study.
- b. Survey 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 (brief socio-economic background of the sample unit, intervention, and outcome)
- f. Table showing details of major deviations and non-conformities

9. Administrative Arrangements

Introduction to KRIDL and authorisation to carry out the tasks and meet relevant personnel, facilitating access to stakeholders for meetings / FGDs. Timely response to submissions and presentations by KEA.

10. Expert team to carry out the study

The core team shall carry the manpower as mentioned below. They should also possess the requisite qualifications and experience as listed below.

No	Experts	Qualification	Experience
1	Principal Investigator	Ph.D./ M. Tech in Civil Engineering	5 years in evaluation of Govt. construction works
2	1 st Core Team Member	Postgraduate preferably in Economics	5 years' in evaluation of Public Sector Enterprises.
3	2 nd Core Team Member	Postgraduate in Business Administration	organizational structure, functional divisions, accounting systems and other such operations.
4	3 rd Core Team Member	Postgraduate in Management/ Engineering / Social Sciences.	5 years' experience in evaluation of governmental programs.

11. Cost and schedule of Budget release

The Output based budget release will be as specified in the RFP.

12. Procedure for selection of the Consultant

Qualifying bidders shall submit their bids covering their understanding the assignment, qualifications to carry out the task, relevant experience, CVs of experts, project schedule, client expectations, financial bids and expected schedule of payments. The selection of evaluation agency should be finalized as per provisions of KTPP Act and Quality and Cost Based Selection (QCBS).

13. Contact Details

Sl. No.	Name	Contact Details
KEA		
1	Dr. Chaya Degaonkar,	Addl. Chief Evaluation Officer, Karnataka Evaluation Authority, Mob:9342331301.
2	Dr. A. V. Manjunatha	Director (Evaluation) Karnataka Evaluation Authority. Mob: 9448402848.
KSBPE		
3	Smt. Hemalatha	Deputy Secretary, Karnataka State Bureau of Public Enterprises, 7th Floor, M S Building, Bangalore-560001. Ph No. 080-22032541.
KRIDL		
4	Managing Director	Managing Director, Karnataka Rural Infrastructure Development Ltd, 4 th Floor, Grameen Abhivruddhi Bhavan, Ananda Rao Circle, Bangalore- 560009. Phone No: 080-22879990. Email ID: md@kridl.net, Website: www.kridl.org

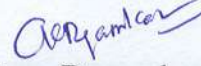
ToR prepared by:

Dr. Roopa D.
Research Fellow,
Karnataka Evaluation Authority

Under the guidance of:



Dr. A. V. Manjunatha
Director (Evaluation)
Karnataka Evaluation Authority



Dr. Chaya Degaonkar,
Addl. Chief Evaluation Officer,
Karnataka Evaluation Authority



Shri G. A. Sudarshan, IFS
Chief Evaluation Officer
Karnataka Evaluation Authority