

Agenda item: 1

Agenda item 1. To confirm the resolutions of the first Governing Body Meeting of Karnataka Evaluation Authority (KEA) held on 2nd April, 2012 and to review the action taken thereof.

Brief note on the resolutions and action taken are furnished in annexure 1.

The subject is placed before the Governing Body:

- 1. To confirm decisions taken, and**
- 2. To ratify the follow up action taken thereof.**

Annexure 1

List of Resolutions of 1st Governing Body Meeting held on 2nd April, 2012 **and** **Action Taken Report**

Resolution 1: ToR for Empanelment Manual approved and resolved to entrust the drafting work to GRAAM on sole outsourcing basis.

Action taken: Work was entrusted to GRAAM. Technical Consultation Committee to GRAAM was appointed in July, 2012. First meeting of the committee was held in August, 2012. Drafting work is in progress. Initial Draft is due to be submitted.

Resolution 2: ToR for Benchmarking Manual approved and resolved to entrust the drafting work to GRAAM on sole outsourcing basis.

Action taken: Drafting work was entrusted to GRAAM and first installment of the contract amount was released on 10th July, 2012. Drafting work is under progress. Draft will be submitted after the Empanelment manual.

Resolution 3: ToR for a study of RFD submitted by ISEC approved and resolved to entrust the work to ISEC on sole outsourcing basis.

Action taken: Study was entrusted. Presentation was also made by ISEC. The same has been completed and a final report has been submitted. It has been forwarded to Director PMI for necessary action. The task is completed.

Resolution 4: Resolved to hire two peons and two driver (one for the CEO and one for the SLCC, HDD) on contract basis through a HR agency on outsourcing contract after due advertisement in the news papers.

Action taken: Contract appointments have been done accordingly. There is a high attrition rate of the personnel. Raw hands are provided and most of them are found unsuitable for KEA work.

Resolution 5: Resolved to appoint KEA officers and staff on two year contract basis from the market based on open advertisement.

Action taken: Process completed. Candidates for two posts of Research Assistants, one post of Web & MIS Manager, One post of Office Assistant and one post of DTP Operator posts could be shortlisted. No suitable candidates for Program Wing were found, probably because the terms are not attractive.

Resolution 6: Clarification regarding applicability of central scales to Program Wing officers and state pay scales for the Administrative Wing Staff.

Action taken: Scales has been retained accordingly.

Resolution 7: Resolved to create an independent website for KEA using NIC resources. Treasurer should take necessary action.

Action taken: Web site could not be created. However, the PD website is being updated with necessary information vide agenda item 11(a).A new and independent website will be created once the Web & MIS Manager is appointed and a person takes charge.

Resolution 8: Approved a logo for KEA.

Action taken: Approved logo is being used regularly by KEA in all the correspondence and also on the reports.

Resolution 9: Resolved to seek office space in Khanija Bhavana or in the private buildings nearby.

Action taken: Office space has been found in BMTC Complex in Shantinagar. Further action to be taken is placed at agenda item no 7 for this meeting.

Resolution 10: KEA to become a member of 3ie.

Action taken: KEA has been enrolled as a member of 3ie, New Delhi.

Agenda item: 2

Agenda item 2. To review the ongoing studies and other issues in KEA. The following five sub-items are placed before the Governing Body:

2(a). To review the status of ongoing external evaluation studies:

Five studies were initiated by KEA since its inception: two evaluation studies in the last financial year and one in this year and two general studies. Details and their current status are as under:

- i. Study EE 1/2011-12 pertaining to education sector: Final report titled 'A critical Study of Secondary and PU Education in Karnataka' has been received from F-KARE in the first week of October, 2012. After scrutiny, five copies of the report were forwarded in the last week of October, 2012 to the Secretary Education Department for placing in the Departmental Evaluation Committee, taking follow up action and filing Action Taken Report. KEA is yet to hear from the department on the follow-up action. Copies of the report were also sent to the Chief Secretary & the President of KEA Governing Body, ACS & Development Commissioner, Finance Department, DPAR and the Functional Director in the Planning Dept. A policy brief has been prepared and placed at annexure 2 (a) for the information of the Governing Body members.

This item is placed before the Governing Body for information. It will be posted on the KEA website for public viewing and comments. Brief press release is proposed to be released to the media after getting it approved from the President of the Governing Body.

- ii. Study EE 2/2011-12 on NRHM: Agreement for this study was signed on 2nd December, 2011. First installment was released in January, 2012. Total contract period is 10 months. Phase - I report of NRHM was received on 22nd October, 2012 from GRAAM, Mysore. It is delayed by about six months. It is a desk review of NRHM in Karnataka state. Two copies of the report were forwarded to the Principal Secretary, Health and Family Welfare Department for his information, comments and advice if any for the next phase of the study which is just starting. He was also requested to circulate the message about the Phase II study among the departmental officers for extending necessary cooperation. An executive summary of the report is placed at annexure 2 (b) for the information of the members. II installment has been released on 27th November, 2012. They have six months time to submit the next report.

This agenda item is placed before the Governing Body for information.

- iii. Study G 1/2012-13: RFD - A Critical Appraisal: Final study report has been received from ISEC on 16th November, 2012. It has been forwarded to Planning Dept (PMI Director) for further action. Executive summary is placed annexure 2 (c) for the information of members.

This agenda item is placed before the Governing Body for information.

- iv. Study G2/2012: A study titled 'An Analytical Study on the Criteria and Processes for Devolution of Plan Funds Through Centrally Sponsored Scheme and Central Assistance' by the Centre for Policy and Budget Studies was launched in accordance with the resolution no 12 of the first General Body Meeting held on 7th January, 2012. Agreement was signed with CPBS on 8th June, 2012. Advance of Rs. 1.43 lakh was released on 28th July, 2012. Report was due by the end of November. It has not been received. The agency has been reminded and they have promised to submit the report by the end this month.

This agenda item is placed before the Governing Body for information.

- v. Study EE 1/2012-13 on evaluating JNNURM: Study has been launched recently. Advance of Rs: 21.86 lakh was released on 2nd November, 2012. The study is about to begin. All the implementing officers have been informed of the study and have been provided with a copy of the KEA agreement and ToR for extending necessary cooperation.

This agenda item is placed before the Governing Body for information.

2b. To review the progress of internal evaluations in 2012-13: The following table represents the current state of internal evaluations. KEA is aware of only five evaluation studies in different stages of progress. Details are as follows:

Table: Status of Internal Evaluations as on 30th November, 2012

Sl no .	Schemes proposed by the Line Department for evaluation during 2012-13	Name of the Line Department	Present stage
1	Arogya Bandu - Scheme for involving private medical colleges and other agencies in the management of PHCs	Health& Family Welfare Department	Tender process completed
2	Emergency response services (Emri model): Ambulance Service 108 in State of Karnataka	Health& Family Welfare Department	Tender process completed
3	Status of community sanitary complexes built under Nirmal Bharth Abhiyan	RDPR	ToR is cleared by KEA
4	Sustainability Status of Nirmal Gram Puraskar awarded Grama Panchayats Under TSC/NBA in the State of Karnataka	RDPR	ToR is cleared by KEA
5	Bhoochethana	Agriculture	Already launched by Agriculture department. Inception report is due
6	Evaluation of Karnataka Handloom Development Corporation Limited, Bangalore	Department of Public Enterprises	Proposal received by KEA
7	Evaluation of Karnataka Vidyuth Karkane Limited, Bangalore	Department of Public Enterprises	Proposal received by KEA

8	Evaluation of Karnataka Silk Industries Corporation Limited, Bangalore	Department of Public Enterprises	Proposal received by KEA
9	100 Crore CM's Special Grants to City Corporation Gulbarga	Directorate of Municipal Administration	Proposal received by KEA
10	Urban Infrastructure Development Scheme for Small and Medium Towns (UIDSSMT) in CMC Bijapur –Evaluation of Water Supply Scheme	Directorate of Municipal Administration	Proposal received by KEA
11	City Corporation of Hubli-Dharwad – Evaluation of Roads, Drains & Water Supply	Directorate of Municipal Administration	Proposal received by KEA

This agenda item is placed before the Governing Body for information.

2c. To review the status of drafting KEA manuals:

Five manuals have been contemplated for KEA. All are outsourced. Details are as under:

- i. Preparation of Accounting and Human Resources Manuals: A contract was given to M/s Lekka Consultancy Services Pvt Ltd, Bangalore for drafting two manuals for KEA – one for Human Resources and the second for Accounts. Agreement was signed on 11th January, 2012 and advance money was released on 27th January, 2012. The contract period was only seven weeks. Outline of the manual were to KEA in June, 2012. Discussions were held in July, 2012. The agency submitted its first draft of Accounting & Finance Manual on 20th September, 2012. It was too sketchy and woefully inadequate to meet the needs of KEA. Nevertheless, an expert group was constituted for reviewing the draft and suggesting improvements. The Expert Committee met on 16th October, 2012 and suggested many improvements to the Accounting Manual. M/s Lekka Consultancy Services Pvt Ltd promised to re-draft the Accounting Manual and submit the same by 31st October, 2012. But the agency, in spite of repeated follow ups, has not submitting the revised draft till date. A notice has been issued on 29th November. They have given time the end of December, 2012.

M/s Lekka assured KEA that a similar sketchy draft on Human Resource Manual submitted along with the Accounting & Finance Manual will be revised once the Accounting Manual is finalized. But it is doubtful whether this agency will be able to accomplish the job of producing an acceptable quality manual for KEA. It may be necessary to terminate the contract with M/s Lekka Consultancy Services Pvt Ltd after getting the revised draft of the Accounting Manual for which it is qualified, cancel the remaining part of the contract pertaining to HR manual, engage another suitable agency and complete the same before the end this financial year.

Approval of the Governing Body is requested for cancelling the remaining part of the contract and entrusting the same to an alternate agency.

- ii. Preparation of empanelment and Benchmarking manuals: Work of drafting these two manuals was entrusted to GRAAM, Mysore. Both the agreements were signed on 13th June, 2012. Advance was released for both the studies on 10th July, 2012. As per the terms of the agreement, KEA has to appoint an expert committee to advice and guide GRAAM on the contents. It was done and a GO was issued from the Planning Department on 20th July, 2012. The Committee met on 22nd August, 2012 and rendered necessary advice to GRAAM. Thereafter, GRAAM staff met the expert group members individually to solicit further guidance on the drafting of Empanelment Manual. The work is in advanced stage. First draft of the Empanelment Manual is expected to be submitted soon. There is a delay of more than two months. GRAAM will take up Benchmarking Manual after submitting Empanelment Manual. Both are expected to be finalized before the end of this financial year.

This agenda item is placed before the Governing Body for information.

- iii. Drafting of Training Manual: Vide clause 5 (vi) of the GO on Karnataka Evaluation Policy, 2011, KEA is required to prepare a training manual. After a preliminary survey, the Administrative Staff College (ASCI), Hyderabad, was identified as the suitable agency for drafting the training manual because of many years of their engagement with evaluation work as well as teaching. They also expressed interest in undertaking the assignment for KEA. Negotiations have been completed, and their proposal for Rs. 4.71 lakh is already approved by the President of the Governing Body. Agreement has been signed and first installment of Rs. 1.88 lakh has just been released. Time line for completing the work is six weeks.

Governing Body is requested to ratifying the action taken in awarding the contract to ASCI at a cost of Rs. 4.71 lakh.

2d. To review the KEA budget position: The Honorary Treasures of KEA is pleased to place the following summary information before the Governing Body.

A. Current year expenditure (as on 30th November, 2012):

Bank balance as on 30th November is Rs.3,88,82,222/-

Money spent on evaluation studies is Rs.70,35,101/-

Money spent on HDD and RFD studies is Rs.33,08,750/-

Money spent on salaries is Rs.27,76,639/-

Money spent on O & M is Rs.13,96,796/-

Total expenditure since 1st April, 2012: Rs.1,45,17,286 /

B. Current liabilities till March, 2013:

HDD studies – Rs. 81 lakh
Interior works of new KEA office – Rs.450 lakh
Purchase of furniture to new office – Rs.200 lakh
Pending payments for ongoing studies – Rs.66.29 lakh
New studies likely to be launched – Rs.50 lakh
Salaries and other O&M costs Rs.30 lakh
Total liabilities: Rs.877.29 lakh.

More details on the account current of KEA receipts and disbursements during the last eight months are placed at annexure 2 (d). Bank balance as at the end of November, 2012 and balance as per the KEA cashbook has been reconciled. Separate ledgers have been maintained for contract works, establishment costs, O & M expenditure.

KEA has requested the Planning Department to release the grants for the current financial year. Rs. 500 lakh is likely to be released shortly.

Governing Body is requested to approve the accounts of KEA. Honorable President is requested to countersign the accounts as required under KEA Rule 16 (8) (c) of 2011.

2e. To ratify the budget proposed for the year 2013-14:

Planning department asked KEA to submit its budget proposals for the next financial year (2013-14). Accordingly, KEA prepared the proposals based on the anticipated expenditure in respect each major head of expenditure – salaries and establishment costs, study costs, training costs, O & M costs and submitted the same on 3rd November, 2012. Details are furnished in annexure 2 (e). Summary of the proposal is place hereunder:

Total budget required for KEA for the year 2013-14 (lakh)		
1	Salary	40000000
2	Furniture	6000000
2	O & M	19000000
3	Studies	90000000
	Total	155000000

Governing Body is requested to ratify the budget proposal submitted by KEA for the year 2013-13.

Annexure 2 (a)

Policy Briefing Paper

On

CRITICAL STUDY OF SECONDARY & PRE-UNIVERSITY SECTORS IN KARNATAKA

This Critical study report analyses the secondary and pre-university education sectors in the state, from various perspectives, identifies critical issues and proposes several options for improvement of these two sectors in Karnataka.

Current Scenario: Out of a hundred children entering class 1, at present only 77 children reach class 8 and 64 reach class 10. Around 50 students pass out Class 10. Out of them 43 enter PUC, 23 pass out of PUC and 16 enter higher education. Even though there is a significant improvement in retention and dropouts, during the past decade, the state should further design strategies to retain the remaining children in the secondary system.

Around 42% of the child population in the 14–16 years age group are not able to attend secondary school. A majority of these children are from socially disadvantaged groups who find other vocations more attractive than schooling. Gender disparity in enrolment is as high as one lakh in the three classes of 8, 9 and 10. Efforts should be made to bring all girls into the secondary stage by designing suitable incentives.

Issue of Defunct Schools: Even though, there were 13,352 secondary schools registered in the state, only 11,968 schools sent up their students for the 2011 SSLC Public Examination. That means 1,384 schools (10.36%) did not send their students for the examination. It is important that the department identifies these schools and withdraws permission and recognition to defunct schools. Otherwise there is every possibility of misuse of the permission and recognition granted to such schools.

Sanction of institutions is still being done indiscriminately which has resulted in a large number of unviable institutions. There are more than a thousand such government and aided unviable institutions in each of the two sectors. Some of these institutions have even less than 25 student strength. These are a definite drain on the state's resources and call for immediate remedial action. There is an urgent need to take a policy decision to close down or merge unviable institutions.

Grant-in-Aid: About 25% of all secondary schools and 16% of all PU colleges are grant-in-aid institutions. Successive governments are continuously bringing more and more institutions under grant-in-aid. The financial commitment on GIA institutions is now a substantial portion of states' secondary education outlay (37.80%), and amounts to more than 1,100 crore of rupees as in 2010-11. In order to bring efficiency in use of limited government resources, the Grant-in- Aid system needs to be reformed. There is also a need to make grants conditional on achieving certain performance standards as well as to bring in transparency, accountability and increased community participation in management of grant-in-aid institutions.

Development of Infrastructure: There is need for increasing allocations to secondary education sector, curtail grants to private institutions, and allocate at least 20% for developing infrastructure and provide for other non-salary expenditure.

Improvement of Quality: Government needs to have long term, medium term and short term plans to improve quality of education in government institutions. These further require improvement of quality in pre-service and in-service teacher training, curriculum reform, quality assurance, examination reforms, judicious use of modern technology, and efficient systems to test quality in schools. In-service teacher training courses need to be skill and competency based. Certified courses based on skill map analysis are to be taken up.

Integration of Secondary & PU Stages: To bring the system of education in Karnataka on line with the national pattern, there is a very strong case for integrating the secondary and PU stages in Karnataka. Such integration will bring lot of benefits to the state in the long run.

Need for Reforms: There is need for comprehensive academic and examination reforms in the PU sector. There is a considerable wastage and stagnation within the 2 year Pre University Course. Every year, more than a lakh students leave the PU course, mid-way, before completion, due to various reasons. Another 50% fail in the II PU examination. This trend needs to be arrested through suitable remedial measures and introduction of new course combinations.

The Study Report has put forward a host of recommendations to improve the working of the PU education sector – grading of PU colleges on the lines of NAAC, re-introduction of direct recruitment to principal's posts, periodic orientation training in management for these principals, introduction of eligibility test for promotion to the cadre of both lecturers and principals, orientation of lecturers in their respective subjects, introduction of Guidance and Counselling Centres in all PU colleges, bringing in teacher accountability, etc. There is also need for increasing allocations to the PU sector as a whole.

Other Important Recommendations:

1. Educationally Backward districts need more attention and resources, to bring them on par with the rest of the state. Starting of new schools and PU Colleges should be limited to only these districts.
2. Since it is not possible to universalise secondary education on the lines of elementary education, and since all the youth in the age group of 14-18 years will not be able to enter the formal system due to various reasons, it is necessary for the State to focus on distance learning facilities in collaboration with the National Open School.
3. Indiscriminate Permission to open new institutions should be completely stopped as government institutions are getting closed down due to migration of children from government institutions to private institutions as a result of attraction of 'English Medium Education'.
4. Karnataka Education Act, 1983, which is more than 30 years old, needs urgent revision in the light of various Supreme Court Judgements, implementation of 'Right to Education Act' as well as Universal Secondary Education Program.

5. There is need for creating additional education blocks in urban areas to improve efficiency in management of both elementary and secondary education sectors. Currently there are 3.47 lakh elementary teachers, and nearly 1.33 lakh secondary school teachers in the state. This number works out to an average of 2300 teachers per block. The Perspective Plan in 2007 took 1200 teachers as the ideal work load for an education block. It estimated that the state needed another 74 Education Blocks.
6. The state should constitute the 'State Education Advisory Council' as per provisions of the Karnataka Education Act. This will help to look at various issues in education in the right perspective, as the Council will have experts from all related fields.
7. A system of accountability has to be brought among the teaching community. Every teacher may be appraised and graded once in 3 years. Incentives may be given to outstanding teachers. Similarly, there should be a provision in the service conditions for compulsory retirement of incompetent teachers.
8. The per-district and per-child expenditure of the state under various central programs like SSA/RMSA are the lowest when compared to several states. This indicates low absorption capacity of central funds by the state. In fact, during the decadal existence of SSA programs, the state has been able to spend 100% of the budgeted outlay only once (in 2007-08). The State should devise ways and means to optimise expenditure of central funds and increase per-child and per-district expenditure to match other states in this regard.
9. The state is facing severe shortage of science graduates (and science teachers) in all fields. In order to attract bright students to science streams, there is need for introduction of incentives to those opting for science streams at graduate level.

10.Shift System: Even after several decades, a large percentage of government High Schools and PU Colleges are still being run in shift system severely impacting the academic work of both the institutions. Even here, some of the districts are disadvantageously placed. For example, in Belgaum district 55 out of 60 government PU colleges are running in shift system. These colleges work only for 4 hours a day which seriously affects quality of academic work.

It is important that every PU college must compulsorily function for at least 6 ½ hours every day (including lunch time). This will help improve quality and also contribute to the all-round development of personality of students.

Sub-Studies: As a part of this Critical Study, the following sub-studies were also conducted – Linkages between various sub-sectors of education, In-service Teacher education, Minority Education, Incentive schemes, Curriculum & Textbooks, and Residential Schools. Important recommendations have been made as a part of these sub-studies.

Annexure 2 (b)

Executive Summary of NRHM Phase I Report

The National Rural Health Mission (NRHM) was introduced in the year 2005, as a flagship programme of the United Progressive Alliance (UPA) government, to rejuvenate the public system of health care in the country. As the initially drafted time frame of NRHM is coming to an end, significant challenges remain in translating all the expected outcomes of NRHM into realities. Mainly, the targeted increase in budgetary allocation and decline in IMR and MMR are not met. Decentralized planning, community monitoring and governance and the reduction of regional disparities in health have not been effectively achieved.

In this context, this evaluation aims to thoroughly analyse NRHM's planning and its implementation. It assesses the planning and design of the funds allocation and expenditure. Using this assessment, the project focuses on regional disparities and analysing the role of fund allocation, expenditure on physical and human infrastructure, and development indicators on the health indicators of the region. Further, the results of this analysis will be validated across representative districts.

In the first phase of this project, the following activities were carried out in the first phase of the study.

1. Detailed literature review and critique
2. Process evaluation of the Program Implementation Plan (PIP) preparation,
3. Mapping of fund allocation, fund flow and expenditure (up to the district level)
4. Analysis of expenditures and health indicators at the state and district levels
5. Analysis of regional disparities,
6. Correlation analysis of expenditure and infrastructure variables with health indicators.

The major findings of this phase are:

Though the funding for health and family welfare has not increased in the way envisioned in the NRHM mission document, there has been significant raise in annual allocations both by the GoK and the GoI.

About 78% (Rs 651 crore) of the funds allotted by the Centre went through the State Health Society in 2011. NRHM flexi-pool is the major component of funds under NRHM (about 44%), followed by RCH flexi-pool (27%) and infrastructure and maintenance grants (channelled through the treasury route (22%)), and Immunization funds form only 1%-2% of the total funds.

In the recent years, Karnataka has not only utilized the full release from GoI, but has also been able to utilize unspent amounts from previous years. However, increased utilization capacities are also a matter of concern, especially because of the critical loopholes in planning and PIP preparation related processes. The analysis of planning documents (successive PIPs and DHAPs) shows that there are serious concerns in the levels of internalization of various planning related processes related to NRHM within the health personnel and the lack of focus and prioritization of local health issues in the preparation and use of DHAPs and PIPs. Further, planning processes of NRHM in Karnataka do not show long term practical strategies and commitment to reduce regional disparities (other than converting PHCs in North Karnataka to 24 X 7 PHCs).

The analysis of expenditures shows that in general, NRHM funds have been transferred considerably to districts with actual needs. However other districts

have also been benefitted substantially (and in some cases, more than those districts that are worse off). Thus, there are no clear trends of prioritized fund flows to districts identified as vulnerable.

The district allotment and expenditures strongly display facility based (rather than need based) funding patterns. Funds under NRHM flexi-pool and Routine immunization have not targeted the imbalance in health indicators. Further, the over-all expenditure under NRHM is strongly and positively correlated with existing infrastructure (and not with health indicators). This also indicates that facility based fund allocation does not necessarily improve overall health indicators.

In the second phase of the study, the detailed results of this analysis will be validated across representative districts. This phase would also help to better understand local NRHM related processes, perspectives and interpretation of NRHM related activities among service providers, status of bottom up planning, fund allocation and expenditures from the local perspective. Further, the first phase of the study did not provide sufficient scope to understand the levels of community engagement, monitoring and ownership of public health systems in the state. These issues, together with the identification of local challenges and possible advocacy strategies will be the focus of the next phase of the study.

Annexure 2 (c)

Results Framework Document: A Rapid Appraisal

Executive Summary

Accountability in the public sector has been conventionally judged based on compliance with rules and procedures relating to the financial outlays by the government. Performance emphasis was based mainly on the outlays. Budget allocations are traditionally guided by line item incrementalism. Results of such spending programs seldom received any attention. It resulted in serious problems such as mushrooming of schemes, bloating of public expenditure and growing fiscal deficits. It is sought to be addressed partly through RFD which is a popular instrument among some of the leading countries. It is used as a tool to monitor/track the performance of governmental programs for their results/outcomes.

Government of India too has adopted RFD in the last few years. RFD intends to move the focus of the department from process-orientation to outcome orientation and provides an objective and fair basis to evaluate department's overall performance at the end of the year. The intended targets which are consistent with the department's vision, mission and objectives are disaggregated into achievable annual targets which are negotiated and agreed upon at the beginning of the year. The matrix that results from this exercise is locked into an online MIS system which is then tracked through the year. The department's progress against these set targets is first reviewed periodically the performance is rated based on the actual achievements. Recently a few state governments including Karnataka too have initiated the RFD process.

The Government of Karnataka requested ISEC to do a quick appraisal of RFD for its usefulness, taking a sample of five departments and suggest the way forward. ISEC actually did this with six departments: Health and Family Welfare, School Education (Public Instruction), Agriculture, Horticulture, Public Works Department and Rural Development and Panchayat raj. The study entailed a desk review of the frameworks used by Government of Karnataka and discussions with the officers associated with the preparation of RFD, senior officers from the select departments and the officers who have actually developed the tool.

A gist of the findings of the report: Two aspects of the current RFD need to be addressed - the first one relates to the multiplicity of programs intended towards similar ends. There are several redundant programs which continue to get funding. There is also a hug overlap of programs. Both need to be addressed. A thorough review of schemes and programs is necessary to eliminate the multiplicity and the overlap that is widely prevalent in public programs. Secondly, the RFD has an excessive focus on rating the performance to the detriment of overall effectiveness. How to assign the weight for different programs is now entirely left to the departments and this is leading to cherry picking –assigning higher weightage to schemes where the results are easy to achieve. This should be done more rationally and by an independent body like the ATF. It is also necessary to look at the overall performance rating of the departments using a “Family of performance measures” such as inputs, outputs, outcomes and efficiency. RFD can be made much more meaningful by encouraging the departmental officers to cast their activities into

meaningful programs and sub programs and identify the indicators that help track their performance.

Other suggestions to improve the effectiveness of RFD are as under:

- RFD should be so designed as to encourage honest disclosure of information. This will be facilitated if it is embedded into a **formal legal framework** which is not the case now. Many countries like Australia, New Zealand, Canada, and France etc., have been doing this. It enhances the commitment to performance measurement greatly and leads to better assessment.
- **RFD exercise should be timely.** It should start early in the financial year and go through a structured calendar.
- Innumerable duplicative reporting formats: There is an urgent need to **review the current reporting formats** and consolidate them into one meaningful performance report. Too many reporting formats can cause considerable amount of wastage of manpower and financial resources without commensurate gains.
- There is a need to build the capacity of the officers to develop meaningful RFDs. There are gaps between the guidelines and the information provided in the RFDs of the departments at present. Problems relate to identification of success indicators that are largely in the nature of activities rather than outcomes. Often too many indicators are listed. **Training** is needed in order to help the officers to frame good RFDs.
- The RFD initiative being new in Indian context, a detailed **manual** to guide through the process of RFD preparation would serve as a ready Reckoner in the preparation of a meaningful RFD by the departments.

Annexure 2 (d)

Statement of the KEA Accounts Current as on 30th November, 2012

(Rs.)

Receipts			Expenditure: 2011-12 (Up to 31st March 2012)		Balance
Sl.No.	Receipts	Amount	Particulars	Amount	
1	2	3	4	5	6 (Col 3 -Col 5)
A	Grant-in Aid from GoK	5,00,000	1. Salary	3,06,357	
		1,71,50,000	2. O & M	1,58,796	
		1,50,000	3. Studies	42,44,908	
		20,00,000			
		2,50,00,000			
		50,00,000			
B	Bank Interest	62,926			
C	Miscellaneous				
	Total	4,98,62,926	Total	47,10,061	4,51,52,865

(Rs.)

Receipts			Expenditure: 2012-13 (Up to 30th November 2012)		Balance
Sl.No.	Receipts	Amount	Particulars	Amount	
	2	3	4	5	6 (Col 3 – Col 5)
A	Amount Carried Forward from 2011-12	4,51,52,865	1. Salary	27,76,639	
B	Grant-in-Aid: UNDP	50,00,000	2. O & M	13,96,796	
C	Bank Interest	7,13,324	3. Studies	1,03,43,851	
D	Miscellaneous				
(i)	Application Fee	18,600			
(ii)	Others	16,172			
	Total	5,09,00,961	Total	1,45,17,286	3,63,83,675

Annexure 2 (e)

KEA Budget Proposals for the year 2013-14

There are three major expenditure items viz salaries and wages, O & M costs and evaluation studies costs. They are presented in the following tables. Summary is presented in table 4. The total estimated budget for 2013-14 is Rs. 1550 lakh.

Table 1: Estimate of salaries and wages for 2013-14					
(in Rs.)					
Sl.No	Name of the Post	No. of Posts	Gross monthly pay of the post	Minimum monthly expenditure to KEA	Annual Expenditure
1	Chief Evaluation Officer	1	150000	150000	1800000
2	Addl. Chief Evaluation Officer	1	135000	135000	1620000
3	Administrative Officer	1	100000	100000	1200000
4	Director Evaluations	5	140000	700000	8400000
5	Associate Director Evaluations	10	100000	1000000	12000000
6	Research Analyst	10	50000	500000	6000000
7	Extension Executive	1	50000	50000	600000
8	MIS and Web Manager	1	50000	50000	600000
9	Accountant	1	40000	40000	480000
10	Section Officer	1	35000	42000	420000
11	Office staff (1 DTPO + 2 Office Assistants)	3	25000	75000	900000
12	Personal Secretary	1	30000	30000	360000
13	Telephone Operator	1	20000	20000	240000
14	Drivers	2	20000	40000	480000
15	Peons	2	15000	30000	360000
Total		41		2962000	35460000
	Human Development Division				
16	Coordinator	1	80000	80000	960000
17	Senior Research Assistants	2	50000	100000	1200000
18	Drivers	1	20000	20000	240000
	Total	4	150000	200000	2400000
	Others Staff				
19	Security Staff to office	3	15000	45000	540000
20	EPF Contribution@10%, etc.,				1600000
	Total			3207000	40000000

Table2: Estimate of O & M costs in KEA for 2013-14 (in Rs.)					
Sl.No	Particulars	No.	Monthly expenditure per unit	Monthly total expenditure to KEA	Annual Pay (Consolidated)
1	Cars	9	30000	270000	3240000
2	Phones (land lines and mobile)	40	1500	60000	720000
3	News papers	9	500	4500	54000
4	Refreshment	9	1250	11250	135000
5	Tour and travel	30	9000	270000	3240000
6	Office rent	1	550000	550000	6600000
7	Electricity charges	1	100000	100000	1200000
8	Water charges	1	50000	50000	600000
9	Petty maintenance	1	25000	25000	300000
10	AMC for cleaning	1	100000	100000	1200000
11	Stationary	1	50000	50000	600000
12	AMC for computers	1	50000	50000	600000
	Unanticipated costs				511000
	Total		967250	1540750	19000000

Table 3: Estimated cost of KEA evaluation studies and training in 2013-14		
(in Rs.)		
Sl no	Cost of Evaluation Studies	Cost
1	Payments for spill over studies	
a	KEA	10000000
b	HDD	17000000
2	New Evaluation Studies	60000000
3	Training to KEA Officer and Staff	1000000
4	Line Department Officers' Training	1000000
5	Meeting Expenses	500000
6	Publications	500000
	Total	90000000

Total budget required for KEA for the year 2013-14 (lakh)		
1	Salary	40000000
2	Furniture	6000000
2	O & M	19000000
3	Studies	90000000
	Total	155000000

Agenda item: 3

- 1. Agenda item 3: To approve the audited statement of income and expenditure of KEA for the year 2012-13.**

M/S H. R. Suresh and Co were appointed as the Statutory Auditors to audit the books of accounts for KEA for the year 2012-13. They completed the audit on 28th June, 2013. Their report was placed before the KEA Governing Body Meeting held on 29th June and it was accepted. Copy of the same is placed as an annexure to this agenda note.

The General Body is requested to approve the Audit Report of KEA for the year 2012-13.

Agenda item: 4

Agenda item 4. To approve the recruitment guidelines and the service conditions of KEA employees:

Being a Society, KEA is required to have its own employees vide article 7. The Governing Body of KEA is required to formulate appropriate administrative and service regulations vide rule 14. Keeping the role envisaged for KEA in GO PD/8/EVN(2)2011, Bangalore, dated 11-07-2011 in mind and subject to the broad parameters laid down in Karnataka Civil Service Regulations (KCSR) for appointments which are quasi-governmental in nature, recruitment guidelines and terms of service conditions for the employees of KEA have been drafted and placed at annexure 4. If approved, candidates already selected for the posts in KEA will be issued appointment orders. Also the round of recruitment will be launched soon in accordance with these guidelines to fill up the remaining posts.

Governing Body is requested to approve the KEA recruitment guidelines, and the terms & conditions of employment in KEA vide annexure 4.

Annexure 4

Recruitment and Service Conditions of KEA Employees

These rules shall be called “Recruitment and Service Conditions of KEA Employees Rules, 2012”.

- **Part I. Creation of posts and recruitment**

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1. Creation of posts: The number of technical, administrative, ministerial and other posts in Karnataka Evaluation authority (KEA) shall be such as may be determined by its General Body in accordance with article 5(7) of the Memorandum of Association. Number of posts approved is furnished in table 1.

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2. Recruitment: Posts in KEA shall be filled by recruiting eligible candidates directly through an open and competitive process. Earmarked posts may be filled by deputation of suitable persons from government departments, public sector undertakings, universities, and other reputed academic and research institutions.

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3. Direct recruitment to any post in KEA shall be purely temporary and based on contract agreement. It does not entail regularization of service under any circumstance. Tenure for any incumbent in KEA shall normally be for a period of three years. Subject to satisfactory performance, it is extendable by two years.

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4. Direct recruitment in KEA shall be consistent with Karnataka Civil Service (General Recruitment) Rules, 1977; Karnataka Civil Services (Appointment by Competitive Examination and Selection) (General) Rules, 2006 and SC/ST/OBC (Reservation in Appointments) Act, 1990.

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5. Eligibility criteria for appointment in KEA shall be as specified in table 2. Posts in the Program Wing shall be based on such qualifications as may be required for teaching & research in universities and shall be considered as technical posts. Posts in Administrative Wing shall be based on such academic qualifications as may be applicable to similar posts in the state government. In all cases prior experience shall be mandatory.

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6. Posts in KEA shall be advertized in prominent news papers and on the website. Applications received shall be scrutinized by a committee of three officers nominated by the Chief Evaluation Officer and a merit list of eligible candidates shall be prepared. Shortlisted candidates will be called for a test and/or interview by a Selection Committee appointed by the Governing Body under rule 16 (6) of KEA in the ratio of 1:5. The Selection Committee for the posts in the Program Wing shall include two eminent Academicians named by the Governing Body as members. Candidates shall be selected based purely on their merit.

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7. Subject to the approval of Governing Body, retired government servants may be appointed by KEA if they have the required skills and expertise on such terms and conditions as may be deemed appropriate, independent of the recruitment processes such as written test and interview.

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8. Government shall be the Appointing Authority in respect of deputation posts. The President of KEA Governing Body shall be the Appointing Authority for the Directors and Associate Directors if recruited directly. For the rest, CEO, KEA shall be the Appointing Authority.

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9. Subject to these rules, CEO, KEA shall be competent to take up recruitments and make appointments to any vacant or newly created posts.

Table: 1. No of posts in KEA as on 30-11-2012

Sl no	Designation	No of posts originally sanctioned	No of additional posts agreed to be sanctioned	Total
Programme Wing				
1	Chief Evaluation Officer	1	-	1
2	Addl Chief Evaluation Officer	1	-	1
3	Directors of Evaluations	-	5	5
4	Associate Directors	-	10	10
5	Research (Analysts) Fellows	6 (Evaluation Officers)	4	10
Sl no	Designation	No of posts originally sanctioned	No of additional posts agreed to be sanctioned	Total
6	Web & MIS Manager	1	-	1
7	Research Assistants	2	(-2)	0
Administrative Wing				
8	Administrative Officer	1	-	1
9	Desk Officer (US rank)	-	1	1
10	Accounts Officer	1		1
11	Office Assistants	1	1	2
12	Personal Secretary	-	1	1
13	Telephone operator	-	1	1
14	DTP Operator	1	-	1
15	Drivers	2	-	2
16	Attenders	2	-	2
	Total	19	21	40

Part II. Terms and conditions of employment in KEA

1. Pay: Posts in KEA shall carry the following pay scales:

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A. Posts in Program Wing carry Central/UGC scales with all admissible allowances. Directly recruited officers will be borne on flexi-pay. For the new recruits the pay will be fixed at the lowest basic pay in the time scale, plus one increment for each year of working experience in research/teaching/consultancy subject to a maximum of ten increments plus one additional fitment increment. If a PhD candidate is selected for a post for which it is not an essential qualification, or PhD has been acquired during

KEA employment, he/she is entitled to three bonus increments from the day of joining duty or from the day of award of the degree whichever is early. Time scales for the Program Wing shall be as follows:

Sl no	Designation	Pay scale
1	Chief Evaluation Officer	HAG Scale (67000 - 79000, 3% Increment)
2	Addl Chief Evaluation Officer	Super time scale (37400 - 67000, Grade pay - 10,000)
3	Director of Evaluations	Selection grade (37400 - 67000, Grade pay - 9,000)
4	Associate Director of evaluations	JA Grade (37400 - 67000, Grade pay - 8,000)
5	Research (Analyst) Fellow	Senior time scale (15600 - 39000, Grade pay - 6,600)
6	Web & MIS Manager	Senior time scale (15600 - 39000, Grade pay - 6,600)

Table 2: Eligibility criteria for appointment to various posts in KEA

Sl. no	Designation	Essential educational qualifications	Desirable qualifications	Minimum experience required (years)	Age limit Min-Max (years)	Grade	Sourcing
		Program Wing					
1	Chief Evaluation Officer	PhD in Public policy/ Public Administration/ Economics/Management/ any other relevant social science discipline	Publication of articles and books/teaching experience	20	50-55	ACS/ Principal Secretary	All India Service officer on deputation
2	Additional Chief Evaluation Officer	Post graduate in Public policy/Public Administration/ Economics/Management/ any other relevant social science	Publication of articles and books/teaching experience	15	45-55	Secretary to Government of Karnataka	AIS/ Central service officer /University Professor on contract appointment/deputation
3	Director of Evaluations	PhD in Public Policy/ Public Administration/ Economics / Econometrics/ Business Management/ Engineering/Statistics /or any other Social Sciences	Publication of articles and books/teaching experience	12	40-55	Associate Professor/ Sr. Director in the State Government	Contract appointment/ deputation
4	Associate Director of Evaluations	PhD in Public Policy/ Public Administration/ any area of Economics / Econometrics / Business Management/ Engineering/Statistics /or any other Social Sciences	Publication of articles and books/teaching experience	7	35-45	Assistant Professor/ Director in the State Government	Contract appointment/ deputation
5	Research Fellow (Analyst)	Post-Graduate with a first class in the relevant discipline	Research experience and publications	5	30-50	Senior Class I in state Government	Contract appointment
6	MIS and Web Manager	First class in MCA and Specialization in Web designing	Work experience as team leader	3	25-35	Senior Class I in state government	Contract appointment

Sl. no	Designation	Essential educational qualifications	Desirable qualifications	Minimum experience required (years)	Age limit Min-Max (years)	Grade	Sourcing
Administrative Wing							
7	Administrative Officer	KAS/Any other State service/Central service Officer	Teaching or research experience	15	45-55	Addl/Joint Secretary	Deputation
8	Desk Officer	Any Graduate with a first class from a recognized university	Specialization in HR/ procurement	12	30-45	Under Secretary in secretariat	Contract appointment
9	Accounts Officer	B.Com with first class from a recognized university	ICWA/CA Inter and experience in Tally	10	35-50	Asst Controller in SAD	Deputation or contract appointment
10	Office Assistant	Any graduate from a recognized university	---	5	25-35	FDA	Contract appointment
11	Personal Secretary	Graduate with English Stenography	---	5	25-45	FDA	Contract appointment
12	DTP Operator	PUC with Computer skills in MS Office and graphics	---	3	20-35	SDA	Contract appointment
13	Telephone Operator	PUC with basic computer and telephone operation knowledge	---	5	25-40	SDA	Contract appointment
14	Driver	10 th Class with a LMV driving license	---	5	25-45	DRV	Contract appointment
15	Attender	10 th Class	---	5	25-50	Group D	Contract appointment

Note:

1. Proficiency in MS Office is essential for all posts. Working knowledge in Kannada is desirable.
2. Upper age limit will be relaxed by five years for SC and ST candidates and three years for OBC candidates.
3. Medical fitness as prescribed by KEA shall be mandatory for appointment. Only those who were found medically fit are eligible to get appointed even if he/she is otherwise qualified.

B. Posts in the Administrative Wing will have same pay scales as are applicable to similar posts in Government of Karnataka. Directly recruited officers and staff will be placed in the minimum of the time scale applicable to that post with all admissible allowances. Existing pay scales in KEA are as follows:

Sl no	Designation	Pay scale
1	Administrative Officer	40050 – 56550
2	Desk officer (Under Secretary rank)	28100 – 50100
3	Accounts Officer	28100 – 50100
4	Office Assistant	14550 – 26700
5	Personal Secretary	14550 – 26700
6	DTP Operator	12500 – 24000
7	Telephone Operator	12500 – 24000
9	Driver	11600 – 21000
8	Attender	9600 – 14550

C. Officers coming on deputation to KEA will be on their own grade and pay. However, they will be entitled to 10% of their basic pay (without allowances) as deputation allowance.

D. Retired officers who are re-employed by KEA are not entitled to time scale of pay or increments. They shall be paid remuneration equal to consolidated gross salary admissible at the minimum of the time scale of the post to which they are appointed.

2. Perks: The following perks will be admissible to KEA officers and staff:

A. Annual increment at the rate admissible for the time scale from the 1st of the month in which it falls due.

B. EPF contribution at the statutory rates is applicable but not pension.

C. TA & DA for travel outside the headquarters, reimbursement of residence and mobile phone bills, group insurance, reimbursement of medical bills, entertainment allowance, one time leave travel concession, earned leave

encashment, conveyance by official vehicle/hired taxi or conveyance allowance in lieu, home orderly allowance, reimbursement of news paper & magazine costs etc., will be paid at the rates admissible to equivalent posts in the state government or at a higher rate as determined by the Governing Body of KEA. For officers coming on State or Central deputation, Transfer Travelling Allowance will be paid by KEA as per the admissible scale.

D. Reimbursement of actual lodging charges for the CEO, ACEO, Directors and Associate Directors for outstation tours subject to a maximum of Rs. 12000/night in Metropolitan cities, Rs.8000/night in state capitals and Rs. 5000/night in other places. For all other officers and staff, it will be paid at the rates applicable to equivalent posts in the state government.

E. Miscellaneous perks: KEA may require officers to teach or publish research articles in peer reviewed journals. For publication of articles as the first author in 'A' grade journals, Program Wing officers and staff will be entitled for an honorarium of Rs. 10000/each time and Rs. 5000/each time in case of 'B' grade journals. Classification of journal grades in KEA shall be the same followed by IIM, Bangalore. For teaching on evaluation related topics in any class/college/institution, the officer concerned is entitled to receive honorarium/fee/incentive etc., and retain the same as a part of perks.

F. Any other allowance/incentive/rewards which may be granted by the KEA Governing Body to specific individuals in recognition of their personal contribution to the advancement of KEA objectives.

However, retired officers who are reemployed by KEA will not be eligible for perks other than conveyance, TA, DA and halting charges.

3. Leave: KEA Employees are entitled to 12 days of casual leave and 30 days of earned leave (@ 2.5 days/completed month of service) per year. One time maternity leave up to 180 days may be availed by female employees on production of medical certificate for the first child.

However, retired government servants who are reemployed by KEA are eligible only for casual leave but not to any other leave. Leave can't be claimed as a matter of right by any employee of KEA. It has to be availed only with the prior permission of the controlling officer.

4. Performance assessment: The performance of every KEA employee is subject to annual evaluation, the details of which will be set out by a committee appointed by the Governing Body. Continuance in the service, extension or renewal of contract is subject to satisfactory performance.
5. Application of Karnataka Civil Service Rules and Regulations: Karnataka Civil Service (Conduct) Rules, 1966 shall apply *mutatis mutandis* to KEA employees. Until separate rules are framed, relevant provisions of Karnataka Civil Service Rules and Regulations will apply to KEA employees to the extent practicable.
6. Other service regulations: There will be no promotion to a higher post or re-appointment to the same post within KEA during or after the expiry of the contract period. However, prior employment in KEA is not a disqualification for filing an application and seeking fresh appointment on merit to a higher post in response to a KEA advertisement in the normal course. Once the full contract term is completed, KEA may utilize the services of employee(s) who have gained expertise as consultant at its discretion on such terms as it may deem fit.
7. Disciplinary action/Removal/termination of service/Resignation etc:
 - A. If the performance of any employee is unsatisfactory, the person concerned may be issued one month notice and removed from service by the CEO.
 - B. Anyone wanting to resign and leave KEA may do so by giving one month advance notice or one month's gross pay in lieu thereof.

- C. Unauthorized absence for one month or more will lead to automatic termination of the appointment. If the CEO is convinced of the reasons for unauthorized absence, he/she may condone the unauthorized absence by a special order. Otherwise the employee is deemed to have been terminated.
- D. For any official misconduct or court conviction, disciplinary action including removal from service may be taken based on a simple enquiry as deemed fit by the Appointing Authority. Appeals lie with the next higher authority or the government as the case may be, whose decision shall be final and binding on the employee.
8. A separate and up-to-date record of service shall be maintained for every employee of KEA in the form of a Service Register. The same shall be archived after the person demits office and maintained as a permanent record. The employee concerned shall be entitled to see his/her service register anytime during the service and seek necessary posting/updation/correction to the entries in the Service Register.
9. Power to remove difficulties: If any difficulty arises in giving effect to these rules, the Chairperson of the KEA Governing Body may, by an order in writing, remove such difficulties.

Agenda item: 5

Agenda item 5. To approve matters relating to establishment of new office:

In pursuance of the decision taken in 2nd GBM, KEA is renting 15000 sft of office space at the BMTC Complex, Shantinagar. The lease agreement has been signed. Terms of lease agreement are placed at annexure 5 (a). GBM also approved KRIDL as the agency to entrust the interior construction work. Accordingly, they have been invited to take up the work. To start with, they were requested to develop a plan for the interior layout. Based on mutual consultations, one best and most economical interior plan has been developed. Copy of the same is placed at annexure 5 (b). It meets all the needs of KEA, except a seminar/ conference hall for which additional space is not available with BMTC.

KRIDL has been asked to furnish a detailed cost estimate for undertaking the interior construction work for the final plan. They have accordingly furnished a cost estimate for Rs.469.5 lakh vide annexure 5 (c). Based on an approximation, KEA proposed a budget of Rs. 200 lakh for interior construction and another Rs. 200 lakh for acquiring office furniture and equipment and got the same approved in the GBM. Detailed costing is now available. The increase in cost is due to construction of a false ceiling for the entire office and installation of centralized air conditioning both of which are necessary because it is a busy location with lot of noise and dust pollution load. KEA has sufficient savings in this financial year because the expected number of external evaluations is not forthcoming and the status studies related to HDD have been transferred to the Planning Department. This leaves KEA with enough savings to meet the additional costs of the new office premises.

KRIDL has forwarded a template for the contract agreement which is place at annexure 5 (d). The contract terms require KEA to deposit 50% of the estimated

cost at the time of signing the construction agreement. They are willing to complete the interior work before March, 2013.

The Governing Body is requested to:

- 1. Ratify the terms of the lease agreement signed with the BMTC for hiring 15000 sft of the office space vide annexure 5 (a).**
- 2. Approve the layout of interior design of the proposed new office for KEA at the BMTC complex, Shantinagar vide annexure 5 (b).**
- 3. Accord administrative approval for the estimated cost of interior construction of Rs.469.5 lakh vide annexure 5 (c).**
- 4. Accord permission to KEA to enter into contract agreement with KRIDL in accordance with the terms indicated in annexure 5 (d) and get the work completed before March, 2013.**
- 5. Accord permission for paying 50% of the estimated cost if Rs. 235 lakhs as advance to KRIDL at the time of signing the agreement.**

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Annexure 5 (a)

Agreement for Grant of License for Office Space at Fifth Floor of Shanthinagar TTMC 'A' Block of BMTC Annex

This agreement is made on Friday, 9th November, 2012 between the Chief Traffic Manager (Com), BMTC, Central Offices, Bangalore - 560027 here after called the “Licensor” of the One Part (Which terms shall mean and include his successors and administrators in interest) and the Chief Evaluation Officer of the Karnataka Evaluation Authority, Department of Planning, Programme Monitoring and Statistics, Government of Karnataka, Bangalore - 560001, herein after called the “Licensee” of the Second Part (Which term shall mean and include his/her successors and administrators in interest).

Whereas, the Karnataka Evaluation Authority (KEA), a newly created entity of the Government of Karnataka, is in need of 15000 sq feet of space to locate its independent office and sought the same on the fifth floor in the South Wing of TTMC Complex, Block ‘A’ (Annex) at Shantinagar owned by BMTC on lease basis. The BMTC has agreed to the request of KEA to provide the space on lease & license basis in consideration of which the KEA has agreed to pay license fee @ Rs.21.71 paise (Rs.Twenty One and Seventy One paise only) per sq.ft./month, subject to other terms herein after mentioned. This agreement is entered into on behalf of the two organizations by the officers named above in pursuance of this understanding.

WHEREAS, the area leased is in aggregate and is inclusive of common areas. The exact measurement of the area assigned to the licensee shall be determined by the licensor and communicated at the time of handing over the space. The lease is initially for a period of six years from the date of occupation of the building by the licensee. For the first year the license fee shall be Rs.21.71 Paise/sft/month. The monthly license fee is subject to escalation by 5% over the previous year license fee from the second year onwards upto the end of the period of contract. However the license fee will be re-fixed with effect from 01.01.2014 and further escalations will be on 1st of every January every year. The details of the monthly license fee for every year payable by the licensee is as detailed below:

Year	Period	License Fee Payable per month in Rs. (excluding Service Tax)
First Year	From the day of handing over of space till 31.12.2013	Rs. 21.71 per sft/month
Second Year	01.01.2015 to 31.12.2014	Rs. 22.80 per sft/month
Third Year	01.01.2016 to 31.12.2015	Rs. 23.94 per sft/month
Fourth Year	01.01.2017 to 31.12.2016	Rs. 25.13 per sft/month
Fifth Year	01.01.2018 to 31.12.2017	Rs. 26.39 per sft/month
Sixth Year	01.01.2019 to 31.12.2018	Rs. 27.71 per sft/month

The KEA has been granted license to run their office from the leased space subject to the following terms and conditions:

The following are the terms & conditions:

1. The Licensee is granted to the licensee to run only office activity in the space allotted.
2. The initial license period is 6 (Six) years. It would be extendable further for a period of 4 (Four) years subject to satisfactory performance of the licensee in payment of license fee, applicable taxes and all other charges payable.
3. The Licensee will do the interior design at their own cost according to their requirement without causing any physical damage to the structure. He/she is free to dismantle and carry all the interior design materials at the time of vacating the premises.
4. The Licensee shall arrange for firefighting clearance with equipment fully operational/functional before commencement of the office.
5. The Licensee shall keep and maintain the office space in and around the premises in clean, proper and decent conditions. He/she shall also not cause any obstructions to the normal activity of the Licensor and shall not in any manner damage the wall, floor or other structures of the office premises as the user of the establishment in any manner whatsoever.
6. The Licensee shall be liable to pay the cost of any damages caused by him or his servants to the premises of the establishment.
7. Over all control of the premises vests with the Licensor and Officers of the Corporation shall have access at all reasonable time to the premises for the purpose of inspection and also to ensure the terms and conditions herein.

8. (a). The licensee shall not display or exhibit pictures, posters, statues or other articles which are obscene, indecent, immoral or otherwise improper. It is expressly agreed that the decision of the Licensor in this behalf shall be conclusive and binding on the licensee and shall not be a subject matter of dispute.
(b). The Licensee is however entitled to put up name board/signage pertaining to the Office being carried on in the inside premises in question, without in any way affecting the design and beauty of the building. However, if the licensee desires to display on any other part of the complex, he shall obtain prior written permission from the Licensor.
9. The Licensee shall not display or exhibit any advertisement, erect hoarding in any part of the exterior wall of the Office premises. No displays on the interior wall/glass which is visible outside will be allowed as all advertisements rights vest with BMTC. Further BMTC will have exclusive rights to display or lease space to display any advertisements on such exterior glass/walls.
10. The Licensee shall have no interest in the property of the Office Premises except to use it for the designated purpose nor shall he be deemed to have exclusive possession thereof, except the right of use of the premises during the stipulated period and the licensee shall not be deemed to be the tenant of the Licensor.
11. In the event of BMTC proposing to construct upper floors, it shall be at liberty to do so without any hindrance by the licensee and without affecting the office of the licensee.

12. BMTC will obtain a single connection for water supply which will be metered. Sub meters will be provided to each of the occupants. The total bill amount billed by the water supply authorities will be divided proportionately and according to the reading of the sub meters, water will be supplied only for toilets.
13. There are two panels for the supply of power to the complex. The power required by the licensee will be provided by the licensee. The licensee shall pay the electricity charges as proportionate to the consumption of electricity by the licensee to the licensor; a separate meter will be installed by BMTC to indicate the power consumed by the licensee. The tariff will be distributed as explained below among the consumers.

Fixed Tariff:-

The fixed tariff, which depends on the load sanction, shall be charged to all occupants proportionately to the load indicated by them.

Variable Tariff:-

BESCOM charges are based on the units consumed and metered on the main meter. The average rate per unit will be calculated based on the total build amount divided by the total units meter on the main meter. BMTC will charge the licensee at the average rate arrived at multiplied by the readings on the sub meter. The licensee shall pay the fixed and variable tariff as explained above. The principle being that the charges would be proportionate to the load and the consumption.

14. The licensee shall also pay all license fees or other fees or all other taxes payable to the Government or BBMP or other local bodies in connection with the conduction office in the Office premises. Only property tax will be paid by the licensor to the BBMP.

15. After one year of commencement of this license, if the licensee terminates his/her license and closes down the office prior to the expiry of the term of the license he/she may do so by paying an amount equivalent to 4 months license fee or licensor reserves the right to forfeit four months license fee in case of premature closure without intimation.
16. The licensee shall obtain all statutory permission and clearances from the authorities concerned to carry out the specified activities within one month from the date of execution of this agreement.
17. The licensee shall pay the monthly license fee along with electricity charges, housekeeping charges and water charges on or before 15th of next month. In case the licensee fails to pay the monthly licensee fee & other charges as stipulated above or in case the licensee commits breach of any of the terms and conditions aforesaid, the licensor may notify the licensee about the amount due including interest at 12% per annum for delayed / partly paid amounts. If the Licensee fails to pay the arrears within a fortnight of such notification and continues to commit the breach of agreement, the license granted shall stand determined. Thereon the Licensor shall be deemed to have resumed possession of the premises.
18. In case of nonpayment of license fee and other dues for consecutive three months or accumulated arrears including interest and all other charges equivalent to three times initial license fee, the agreement may be terminated by the licensor and evict licensee from the licensed premises.
19. The Licensee shall be responsible for the safety of the furniture's or any other materials or articles belonging to the Office provided by the Licensor and shall be liable for any loss or damages if any to the property of licensor except by any act of god or any act beyond its control.

20. The Licensor shall have the right to revoke the license in the event of breach of any of the terms and conditions of this agreement by the licensee.
21. On the expiry of the period fixed in the license or on revocation of the license under the terms and conditions thereof any belongings of the licensee found in the office premises shall be liable to be auctioned unless claimed within a fortnight of the expiry of the license period or revocation of the license as the case may be. The Licensor shall be entitled to appropriate proceeds from such sale against dues from the licensee and the balance if any shall be paid over to the licensee or his legal representatives after deducting the cost of auction.
22. In case premises is destroyed or damaged by the natural calamities or riot or civil disturbances or war so as to make it unfit for use by the licensee, the license shall stand determined automatically.
23. The licensee hereby undertakes to vacate and handover the Office premises to the licensor on the date of expiry of this agreement or in the event of revoking the agreement.
24. That in case of judicial orders if this license is terminated, in such event, the licensor is not liable to pay any damages or compensation to the licensee.
25. The licensee understands that this deed of agreement is pure deed of license to run the Office premises for which license is granted and he clearly understands that he is only a licensee and not a lessee and the amount of license fee paid by licensee is not a rent. In case of violation of this term, the license shall stand determined.
26. The licensee while handing over Office premises to the licensor shall have to hand over the same at the condition as was there at the time of handing

over subject to normal wear and tear. In case of any damages to the main structure and interiors, the proportionate cost will be paid by the licensee.

27.The licensee also agrees to reimburse any amount spent by the corporation/Licensor in cleaning and entering the premises after the premises is taken possession by the corporation on account of willful action of the licensee in not handing over the possession of the premises voluntarily. The licensee agrees that he shall not claim any damages or losses from the corporation in such an event.

28.Licensor agrees to allot one free parking slot for every 1,000 sft of super built up area of the premises. In case more parking slot is required, than the allotted parking slots, the licensee shall have to tie up with the licensee who runs the parking lot at the complex or shall have to obtain prior permission from the licensor. The licensee shall also be entitled to appoint one employee at his own cost to have control over the parking of vehicles to ensure the exclusive nature of the parking space allotted to the licensee.

29.The licensee shall be allowed to use allocated parking space at the parking lot for parking their vehicles which is more-fully described in the schedule. However, the space should not be allowed to be used by the vehicles not owned by the licensee.

30.Upon mutual agreement the licensor agrees to attend to the repairs and such other maintenance.

31.The work of internal decoration etc will have to be carried out by the licensee at his own cost without structural alteration / Damage.

32.Telephone connections have to be taken by the licensee. BMTC will issue no objection certificate to the concerned.

33.In case of any dispute arising between the licensor and licensee in respect of the interpretation or performance of any of terms and conditions of this

licensee the same shall be referred to arbitration of a single arbitrator to be appointed by mutual consent of the parties. The arbitration has to be held in Bangalore and shall subject to the provisions of the Arbitration and Conciliation Act, 1996.

34.BMTC will carry out the repairs only to the civil structure annually.

35.BMTC will engage an agency for comprehensive management services for Shanthinagar Bus Station Complex. The licensee shall bear the charges for the common area usage on prorated basis. The licensee can make their own arrangement of housekeeping and disposal of waste for the licensed area allotted. The licensee shall pay at Re.1/- per sq. ft. per month towards housekeeping of the common area during the first three years of the license period, @ Rs.1.50ps per sq. ft. per month during the next three years of the license period Rs.4/- per sq. ft. per month during the last four years of license period in case of any extension.

36.Nothing herein constrained shall be construed as conferring upon the licensee any right, title or any interest over, in or to the premises and property of the licensor.

In Witness wherefore, the parties to the agreement have signed this deed on the day first above mentioned. A copy of the agreement signed both the parties has been delivered to the licensee.

Schedule A

Office premises of 15,000 sq. ft. at 5th floor, in the South Block, TTMC Complex at Shanthinagar, 'A' Block, Bangalore (including Common Area) owned by BMTC.

Schedule B

Free Parking Space for 15 (fifteen) Four-wheelers in the Multi Level Car
Parking block of Shanthinagar TTMC 'B' Block.

Licensor	Licensee
Chief Traffic Manager (Com) Bangalore Metropolitan Transport Corporation, BMTC Annex, Shantinagar, Bangalore – 560027.	Chief Evaluation Officer, Karnataka Evaluation Authority, Planning, Programme Monitoring & Statistics Department, Government of Karnataka, M.S. Building, Bangalore - 560001

Witness for Licensor	Witness for Licensee
1.	1.
2.	2.

Annexure 5 (d)

CONSTRUCTION AGREEMENT TEMPLATE

THIS AGREEMENT IS MADE AND EXECUTED ON ____ DAY, THE ____ DECEMBER, TWO THOUSAND TWELVE (___/___/2012) AT BANGALORE,

BY AND BETWEEN:

The Chief Evaluation Officer, Karnataka Evaluation Authority (KEA), Bangalore, hereinafter called as the **“FIRST PARTY”** (Which terms shall mean and include wherever the context so requires his/her successors in interest, assignees etc.,) on one part:

AND:

M/s KARNATAKA RURAL INFRASTRUCTURE DEVELOPMENT LTD, a Company Registered under the provisions of Indian Companies Act. 1956, (Owned by the Govt of Karnataka), BANGALORE, represented by its Deputy Director, KRIDL, 18th Cross, 2nd Floor, Vanavikasa Building, Malleshwaram, Bangalore-560003, hereinafter called as the **“SECOND PARTY”** (which terms shall mean and include wherever the context so requires its successors in interest and assigns etc.,) on the other part:

WITNESSETH AS FOLLOWS:

WHEREAS the First Party intended to entrust the Proposed Civil and Interior works of its new Office building at BMTC Terminal (5th Floor) at Shantinagara, Bangalore as per the approved plans and estimates;

WHEREAS the Second Party hereto agreed to execute the same according to the approved plans and designs, to the satisfaction of the First Party;

IN CONSIDERATION WHEREOF the first party agrees to pay Rs.4,69,49, 980 (Rupees four crore sixty nine lakh forty nine thousand nine hundred eighty only) as all inclusive cost to the second party expect for any later additions which will be paid as per the PWD SSR rates;

WHEREAS both the parties wish to reduce this mutual understanding into a written agreement;

WHEREFORE this contract agreement is entered into subject to the following the terms and conditions:

NOW THIS AGREEMENT WITNESSETH AS FOLLOWS:

In consideration of the Offer and Acceptance of the entrustment of the Proposed Civil and Interiors works of the new KEA Office Premises at BMTC Terminal (5th Floor) at Shantinagara, Bangalore at a cost of Rs. 4,69,49, 980 (Rupees four crore sixty nine lakh forty nine thousand nine hundred eighty only) on the following terms and conditions.

1. Karnataka Rural Infrastructure Development Ltd., shall execute the work based on the current SR 2012-13 of Bangalore PWD circle. Data and rate for non schedule items shall be as per the prevailing market rate.
2. The First Party agrees to pay Agency Charges to Second Party @ 5%, VAT @ 5.5% and labour welfare cess @1% on the estimated cost of construction.
3. If there is any revision in the corresponding schedule of rates, the same will be incorporated in the bills/estimates, which has to be borne by the First Party. If there are any changes to the original design or in the quality of materials used for actual construction, cost will be revised appropriately by the Second Party and the same shall be accepted by the First Party.
4. The First Party (Entrusting Authority) reserves the right of altering the drawing of the work and specification. Such changes shall be intimated in writing to the Second Party well in time. The extra cost of such changes and additional time required for changes will be intimated by the Second Party to the First Party for approval. The same shall be approved expeditiously by the first party in order to keep up the time schedule as per the Agreement. Costs on the additional works will charged by the Second Party as additionality to the original cost estimate and shall be paid on the same terms and conditions as the original works.

5. Interest free Mobilization advance @ 50% of the estimated cost shall be paid to Karnataka Rural Infrastructure Development Ltd., by the First Party along with the letter of entrustment of work and administrative approval to the estimate. Second instalment @ 40% of the approved cost shall be paid to Karnataka Rural Infrastructure Development Limited after submission of Utilization Certificate (UC) for 75% of the previous advance paid by the First Party. The balance will be paid after handing over the construction site, complete in all respects. The Second Party is liable to pay taxes as per law or produce the exemption certificate.
6. The Second Party agrees to complete the work within 04(four) months from the date of handing over of site/ administrative approval/ release of funds, whichever is later. The second party shall not subcontract the work without the prior written permission of the Firsts Parry.
7. Physical and financial progress will be submitted before 5th of every month by Second Party to the First Party without fail. If the construction work does not start within 30 days from the time of release of advance money, the First party is at liberty to cancel the contract, recall the advance money with 6% simple interest and entrust the same any other agency at their will.
8. Delay in delivering the premises after completing all the interior construction works to the satisfaction of the First Party beyond one month will attract a penalty @ 1% of the estimated cost to be paid as compensation to the First Partly. The penalty shall be doubled geometrically (DOUBLE OF PREVIOUS MONTH) for every successive month of delay.
9. The Second Party agrees to maintain highest processional standards in the quality of the materials used and the execution of works; and agrees to provide a cost free warranty on the quality of works for a period of one year. Any repairs or maintenance during this period will be taken up to the satisfaction of the First Party at the cost of the second party.
10. Any advance amount given to KRIDL in excess of the final bill shall be returned by KRIDL along with the final bill. In case of excess expenditure over and above the amount paid to KRIDL the balance will be claimed by Second Party with the final bill and the same will be settled by the First

Party within one month after submission of final bill subject to funds being available. KRIDL will submit an audited statement of account for the money paid by the first party within six months from the date of completion of the works.

11. Any dispute arising shall be referred to The Principal Secretary, Planning, Programme Monitoring, Statistics Department, Bangalore and his/her decisions shall be the final and binding on both parties. Both parties agree that dispute will not be subjected to any suit in any court of law.

IN WITNESS WHERE OF THE PARTIES ABOVE NAMED HAVE SIGNED AND EXECUTED THIS AGREEMENT ON THE DAY, MONTH AND YEAR FIRST ABOVE WRITTEN IN THE PRESENCE OF THE ATTESTING WITNESSES:

Firsts Party	Signature	Chief Evaluation Officer, Karnataka Evaluation Authority, Bangalore.
Second Party	Signature	Deputy Director, M/s FRIDL, Malleswaram, Bangalore.
Witness 1	Signature	Name: Designation: Office
Witness 2	Signature	Name: Designation: Office

Agenda item: 6

Agenda item 6. To approve the proposal for organizing the first training program on evaluation:

Extant knowledge among the government departments about evaluation seems too low for supporting rigorous evaluations. At present, it is being dealt with as a one-off operation to be completed somehow. This trend has to be reversed. There is an urgent need to educate and train at least one or two officers from each department to overcome this problem. Although the required infrastructure is not in place yet, it is proposed to organize one short training course on a pilot basis to senior state government officers in the rank of Joint Directors and Additional Directors in December/January, 2012. Work in progress is as follows:

1. KEA has requested secretariat departments to nominate suitable officers for a one week training program. We have received about 36 nominations so far. A reminder has been issued to all the departments once again. About 50 nominations may yield a final participation of about 35-40 people. KEA is hopeful of getting this number.
2. KEA has drawn up a course outline for the proposed training.
3. Fiscal Policy Institute has a new campus at Kengeri. It is a full-fledged campus with all facilities for conducting any training. They have agreed to provide the space for the initial training on rental. The proposed training will be held in the FPI new campus at Kengeri. They have already been requested to indicate the rental. Reply is expected shortly.
4. There are no known or recognized faculty members in Bangalore for delivering the proposed evaluation training lectures. A lot of ground work has to be done for locating appropriate faculty and arranging for the training

because it is the first one ever on evaluation. KEA does not have the wherewithal to do this. Hence it is proposed to outsource the work of organizing the training to a qualified external agency. After detailed search, Centre for Symbiosis of Technology, Environment and Management (STEM), Bangalore was found suitable for this purpose. They have agreed to organize the training and submitted a proposal for Rs. 4.85 lakh. Their proposal is placed at annexure VI (a) to (d).

5. Organizing more of such short term courses will be decided based on the feedback received from the participants.

The matter is placed before the Governing Body:

- 1. To approve the proposal to conduct one week short training program at the FPI Campus, Kengeri in the third week of January to a batch of about 30-40 senior officers of various state government departments.**
- 2. To approve the KEA proposal to outsource the work of organizing the training to STEM at a cost of Rs. 4.85 lakh.**
- 3. To authorize the KEA to pay the rental fixed by Fiscal Policy Institute for renting the required facilities to KEA for the training period.**

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Annexure 6 (a)

MDP on Programme Evaluation for Senior Officials of Karnataka Government (Five Days)

Tentative Programme Schedule

DAY & DATE	SESSION 1 9.00 – 10.30	SESSION 2 11.00 – 12.30	SESSION 3 14.00 – 15.30	SESSION 4 16.00 – 17.30
Monday	Welcome, Introductions and Expectations	Karnataka Evaluation Policy	Programme Evaluation - An Introduction	TOR
Tuesday	LFA	Performance Indicators	Performance Indicators – Group Work	Performance Indicators - Group Presentation
Wednesday	Sampling	Quantitative Methods	Case study – Group Work	Case Study - Group Presentations
Thursday	Qualitative Methods	Analysis of data	Interpretation of Evaluation data	Case study
Friday	Communicating Evaluation Results	Using Evaluation Data	Managing Evaluation	Feedback and Evaluation

Morning Tea Break: 10.30 to 11.00 am; **Lunch Break:** 12.30 to 14.00 pm; **Afternoon Tea Break:** 15.30 to 16.00 pm

Group Photograph: On Tuesday at 15.30 hrs.

Fellowship Dinner: On Friday at 19.30 hrs.

Annexure 6 (b)

Estimated Budget for 30 Participants for a 5 Day KEA Training Programme

S. No.	COST HEAD	UNIT	UNIT RATE (Rs.)	NO. OF UNITS	AMOUNT (Rs.)
1	STEM PROFESSIONALS				
a	Programme Direction	Mandays	6000	12	72000
b	No. of sessions	Sessions	3000	8	24000
c	Travel cost of STEM staff	Days	2000	6	12000
2	STEM Administration Staff	Mandays	2000	24	48000
3	Guest faculty				
a	Local				
i	Honorarium	Sessions	3000	6	18000
ii	Local travel	Trips	2000	3	6000
b	Out station				
i	Honorarium	Days	12000	3	36000
ii	Intercity travel	Air Trips	20000	3	60000
iii	Per diem	Days	5000	3	15000
5	Training material				
a	Kit (Bag, reading material, pad)	Kit	1500	35	52500
b	Flip charts, markers etc.	LS	500	5	2500
6	Sub total				346000
7	Institutional Support cost		25% of subtotal		86500
8	Total				432500
9	Service Tax		12.36% of Total		53457
10	Grand Total				485957

Annexure 6 (c)

Professional Profile of Dr P.H. RAO



DATE OF BIRTH

September 26, 1954

EDUCATION

July 1981 - April 1989 Indian Institute of Management, Bangalore, Karnataka
Fellow in Management

July 1977 – Aug 1979 Banaras Hindu University – IT, Varanasi, U.P.
M. Pharm. II RANK

Aug 1972 – Feb 1977 Birla Institute of Technology, Mesra Ranchi, Bihar
B. Pharm. III RANK

1975 Ranchi University Ranchi, Bihar
Elementary Certificate in German .. DISTINCTION

PROFESSIONAL EXPERIENCE

Since 17th October 2011 to present. STEM, Bangalore. CEO.

Sept. 1998 – September 2011. Administrative Staff College of India (ASCI), Hyderabad, A.P. - **Professor & Chairperson – Health Studies Area** (September 2007 to August 2009).

May 1994 – Sept. 1998. Indian Institute of Health Management Research (IIHMR), Jaipur, Rajasthan – **Associate Professor & Director (Officiating)** from June 1995 to October 1996

April. 1986 – May 1994. Operations Research Group (ORG), Baroda, Gujarat
Specialist – Pharmaceuticals

July 1979 – July 1981. Bihar College of Pharmacy, Patna, Bihar

Lecturer

CORE COMPETENCIES

- ➔ Functioned as Director at IIHMR
- ➔ Functioned as Chairperson – Health Studies Area at ASCI
- ➔ Launched two post graduate programmes at IIHMR and ASCI
- ➔ Developed case studies and training modules
- ➔ Conducted over 100 training programmes
- ➔ Visiting faculty in various management

KEY EXPERTISE AREAS

- ☞ Quality improvement
- ☞ Monitoring and evaluation
- ☞ Behaviour change communication and social marketing
- ☞ Capacity building

TRAINING

MANAGEMENT DEVELOPMENT PROGRAMMES CONDUCTED

Monitoring and Evaluation

- ☞ Using data for monitoring and evaluation – **Five programmes** (Two for UNICEF)
- ☞ Programming for HIV/AIDS and Reproductive Health of Young People in South and South East Asia, IIHMR, Jaipur, May 5-16, 2008.
- ☞ Induction cum Orientation Programme for State Programme and PMU Officials under RCH II. - **Two programmes** at Jaipur and Raipur September 19-24, 2005.)

Quality Improvement

- ☞ Improving Quality in Health Care – **Three programmes**. Another programme conducted exclusively for ESIC Medical Officers, Hyderabad.

- ☞ Medical Audit – so far conducted **16 programmes**, attended by more than 200 health professionals from Health Ministry, Government of India, State Health System Development Projects, State Governments, Medical Colleges, Corporate and other private Hospitals and NGOs.
- ☞ Core Managerial Skills for Health Professionals – **Six programmes**
- ☞ “Managing Hospital Waste Management Systems.” Attended by professionals from Government of India, six State Governments, Medical Colleges, Private and Corporate Hospitals and Bhutan - **Four programmes**
- ☞ Medical Laws and Ethics – **Three** programmes Medical Laws and Ethics – **Three** programmes

Capacity Building

- ☞ Under RCH II on Programme Management and Financial Management. - Three programmes – **Two programmes**.
- ☞ Under Orissa Health Systems Development Project. Hyderabad and Bhubaneswar – **Three Programmes**
- ☞ Behaviour change communication – **Two programmes**
- ☞ Conducted for the state governments of Maharashtra, West Bengal and Orissa and IMTI faculty, Tamilnadu and ICMR

Communication and Advocacy

- ☞ Health Communication
 - Annual Workshops on ‘Advances in Health Communication and Advocacy’. **Three programmes** in collaboration with the Center for Communication Programmes (CCP) of Johns Hopkins University (JHU).
 - IEC for Senior Health Professionals. – One programme for the Government of West Bengal.
 - Communication and Advocacy Skills for Health Professionals – One Programme
- ☞ Principles and Practice of Social Marketing for Health and Allied Professionals – Three programmes
- ☞ Marketing for Hospitals and Health Care Professionals – One programme

Other areas such as

- MIS
- Executive Health
- General Management

POSTGRADUATE COURSES IN HEALTH MANAGEMENT TAUGHT

- † Quality Improvement
- † Research Methodology
- † Health Care Marketing and Social Marketing
- † Principles of Management
- † MIS

Also closely associated with launching of postgraduate diploma in health management at IIHMR, Jaipur and ASCI, Hyderabad.

IMPORTANT CONSULTANCY ASSIGNMENTS

Monitoring & Evaluation

- Andhra Pradesh Community Intervention Project (APCHIP) implemented by RISE, TB Alert and DFID in six districts of Andhra Pradesh.
- Consultancy to UNICEF, Hyderabad for developing monitoring system of folk media performances in Raichur district, Karnataka.
- Assessment of Effectiveness of BCC Training in Raichur and Medak districts
- Impact Assessment of Social Marketing of ITBN in urban slums of Vijayawada.
- Developing an M & E framework for outcome evaluation of Orissa State Health Plan
- Evaluation of BOLEP and JUNLEP in Orissa.
- Evaluation of Training of Self help Groups in Andhra Pradesh under A.P. Social Marketing Project.
- Evaluation of Induction Training of Medical Officers working in PHCs in A.P.
- Evaluation of Universal Salt Iodization in India
- Evaluation of Junagarch and Sidphur health system development project in Gujarat.

Performance Appraisal

Evaluating the performance of surveillance officers and assessing the staffing needs in the NPSP – Pulse Polio Project.

Quality Improvement

- Consultancy for SPIU of Health Sector Reform Project of Government of Andhra Pradesh for Institutionalizing Medical Audit in Government Hospitals.
- Consultancy for SPIU of Health Sector Reform Project of Government of Andhra Pradesh for preparing bid document for procuring medicines.
- Prescription Audit of Out Patient Attendees of MHSDP Hospitals
- Consultancy for SPIU of Health Sector Reform Project of Government of Andhra Pradesh in Preparing Essential List of Medicines and Rational Use of drugs.

Capacity Building

- Consultancy to UNICEF, Hyderabad on capacity building on Strategic Communication and Integrated IEC plan for district officials of Medak district.

- Consultancy to UNICEF, Hyderabad on capacity building of Master Trainers of the Project on Behaviour Change Communication.
- Strategising training and preparation of training modules for PMU staff under RCH II.
- Training Needs Assessment for Implementing RNTCP in A.P.
- Institutional development assistance for Public Health Institute, Nagpur.
- Training of Trainers, SIHFW, Bhubaneswar, Orissa

Project Feasibility/Formulation

- Feasibility study for community welfare hospital.
- Comprehensive health service improvement and school health education in selected districts of Rajasthan in collaboration with SANIPLAN Germany.
- Development of Methodology on district health plan.
- Planning project on STD/HIV prevention among inter-city truck drivers.
- A feasibility study for phase III of DANIDA assisted H & FW project in M.P.

Drugs and Pharmaceuticals

- Consultancy for SPIU of Health Sector Reform Project of Government of Andhra Pradesh for preparing bid document for Drugs and Medicines.
- Options for Improved Post Marketing Surveillance and Monitoring of Adverse Drug Reactions in India.
- **Demand Estimation & Forecasting** – Bulk drugs and formulations
- **Project Feasibility** – bulk drugs, hotels, natural gas for domestic use, etc.
- **Concept Testing/New Products Introduction** - Pharmaceuticals
- **Retail Store Audit of Pharmaceutical Formulations, Pharmaceutical Promotion Index, etc.; Veterinary Audit, Institutional Audit and other Audits**
- **Prescription Practices and Prescription Audit**
- **Drug Utilization Studies, Rational Use of Drugs and others**
- Impact of Drug Policy and DPCO on prices, product mix of pharmaceutical companies, etc. Drugs and Pharmaceuticals

Users of the consultancy services include,

International Agencies

Aga Khan Foundation, DANIDA, DFID, FHI, KfW, ODA, UNICEF, UNFPA and WHO

Government

State Governments of A.P., Maharashtra, M.P., Orissa, West Bengal and MOHFW, GOI

Health System Development Projects

APVVP, MHSDP, OHSDP etc.

NGOs

Community Welfare Society, Family Planning Association of India and Catholic Hospital Association of India, A.P. Social Marketing Project, Lepa India, TB Alert India.

AWARDS & INVITATIONS

Invited to be a panel member in the workshop on 12th Five year plan on Health organized by CESS, Hyderabad on 22 September 2011.

Invited to be a member of ‘Health Panel’ of CII, Andhra Pradesh for the year 2010-2011 and 2011-2012.

Trustee Member of TB Alert India, Hyderabad since 2009.

Invited to be a member of Screening Committee and Standing Committee of Government of Andhra Pradesh for formulating Essential Medicines List in 2009.

Invited to be a Panel Member of Social Audit of Dr Reddy’s Foundation for Health Education, Hyderabad during the year 2009.

Invited as an expert for designing a management development programme on “Improving Quality in Health care” by NIHF-WBI collaboration, Shimla 4-8 June, 2008.

Invited as a Management Expert in the Core Group for developing training modules on “Adolescent Reproductive and Sexual Health” funded by WHO and managed by IIHMR, Jaipur in 2007.

Invited as a core faculty for the World Bank Institute’s Flagship Programme on Health policy in Management.” Was also part of the technical group in Indianising this programme, in 2006.

Invited to be a member of sub-group on “Programme Implementation and Organizational Restructuring” by NACO, MOHFW, 24.8.05.

Invited to present a paper on “Quality of Care in Private Sector” at the annual seminar on Population of Madhya Pradesh, Bhopal, February 2005, organized by the Population Resource Center, RCVN Noronha Academy of Administration, Bhopal.

Invited to present a paper on “Quality of Care” at the annual seminar on Population of Madhya Pradesh, Bhopal 23 - 25, February 2004, organized by the Population Resource Center, RCVN Noronha Academy of Administration, Bhopal.

Selected by USAID, India to attend the International Workshop on “Advances in Health Communication and Advocacy” June 3-29, 2002 organized and sponsored by Center for Communication Programmes, Johns Hopkins University in Baltimore, USA.

Invited to present a paper on ‘Consumer Protection – Health Care’ at the Regional Seminar, March 7-9, 2001, Hyderabad organized by University of Hyderabad and Association of Indian Management Schools (AIMS)

Invited to deliver the Key Note Address on Quality of Care at the “Superintendents Conference 2001” February 19-23, 2000 at Visakhapatnam, organized by TLM India.

Invited to present a paper on “Competency Building for Quality Improvement” at the Workshop “Population Stabilization” 24-25 November, 2000, Bhopal, organized by Academy of Administration, Bhopal and Center for Policy Research, Bhopal.

Invited to present a paper on “Quality of Care – An Indian Perspective” and act as a resource person at the Workshop “Applications of Quality Management in Health Care” 21-22 November 2000, Calcutta organized by GTZ Basic Health Care Project West Bengal.

Invited to deliver the Key Note Address and act as a resource person at the Workshop “Quality Assurance Programme in District Hospitals”, 18-19 October 2000, Hyderabad organized by APVVP- APFRHSP.

Invited to deliver the Key Note Address at the Workshop on Quality September 19-22, 2000, at Dhaka. organized by The Leprosy Mission SEA,

Awarded the WHO, SEARO Fellowship in 1997 to attend a one-month “International Practical Training Course in Quality Assurance in Health Care” in Indonesia, October 13 – November 7, 1997.

PROFESSIONAL CONTRIBUTIONS

Books Contributed chapters on “Social Marketing of Condoms” and “Marketing for Health Care” in two books.

Papers

1. Rao PH. (2011). Reporting of adverse drug reactions by consumers: Rationale and potential. PHARMBIT, 22(2); 110-114.
2. Rao PH, Kabra SG (2011). Prescription audit of outpatient attendees of secondary level government hospitals in Maharashtra. Indian Journal of Pharmacology, 43(2): 150-56.

3. Rao P H, Kabra S G (2010). Use of drugs and cost of treatment of diarrhoea in secondary level hospitals in Maharashtra. *Indian Journal of Pharmaceutical Sciences*, May-June 72(3):404-408.
4. Rao P H (2010). A Framework for Building Competency: Improving the Quality of Care at the Primary Health Level. *ASCI Journal of Management*, 39(2): 68-94.
5. Rao P H (2009). GIS in Health Sector: Scenario in India. Predication and Surveillance of diseases. *GIS India*., March: 4-6.
6. Rao P H (2009). GIS in Health Sector: Scenario in India. Health Programme Monitoring and Evaluation. *GIS India*, April: 3-5.
7. Rao P H (2009). GIS in Health Sector: Scenario in India. Future Scenario. *GIS India*, May 2009: 5-6.
8. Rao P H (2009). Hospital Waste Management in a south Indian city – A case study of macro and micro systems. *Waste Management & Research*. *Waste Management & Research*, June, 27(4): 322-327
9. Rao P H (2008). Hospital Waste Management – Awareness & Practices - A study of Three States in India, *Waste Management & Research*, June, 26(3): 297-303.
10. Rao P H (2007). Options for Improved Post Marketing Surveillance and Monitoring Adverse Drug Reactions, *CBP Newsletter*, Volume 3, Issue No.8, April, 2007. Published by the World Bank Funded Capacity Building Project for Food Safety and Quality Control of Drugs, Ministry of Health and Family Welfare.
11. Rao P H (2005). Private medical Practitioners in Rural India – A profile. *Health and Population Perspectives*, 28(1), 40-9.
12. Rao P H (2004). Indicators of executive health, *ASCI Journal of Management*, Volume 33 (1&2), pp. 52-58, 2004.
13. Management Training in Health Care – A comparative analysis of Indonesian and Indian systems, *Regional Health Forum*, vol.5, No.2, 2001, pp. 30 – 37. (WHO South-East Asia Region).
14. Quality in Family Welfare Services in India – A review in systems framework. (Prepared for publication as working paper of ASCI)
15. Developing Methodology for District Health Plan. (Mimeograph, IIHMR, Jaipur).
16. “Moulding Professionals in Health Management”, *The Hindu*, September 5, 1996.
17. “Professionalism in Health Management”, *The Hindu*, June 28, 1996.
18. “Fertility Control and Contraceptives use in India: A Marketing Perspective”, *The Journal of Family Welfare*”, Vol.42, No.2, June 1996, pp. 21-30.
19. “Determinants of Community Willingness to Contribute for Medical Care”, *Journal of Health Management*, Vol. 8(1), Jan-June, 1995 pp. 35-44.
20. “MR and Promotion of Pharmaceutical Formulations in India”, *Chemical Weekly*, March 7, 1995, pp. 137-141.
21. “Emergence of Ciprofloxacin: New Dimension to Antibacterials”, *Chemical Weekly*, July 20, 1993, pp. 117-120.
22. “ORG Scan on Pharmaceutical Industry”, *Chemical Weekly*, July 28, 1992, pp. 145-150.
23. “Population and Development in Systems Perspective”, *Abhipraya*, Vol.4, No.1 & 2 September, 1985, pp. 38-51. Indian Institute of Management, Bangalore.

24. "The Health Care System: A Case Study of Utilization in a PHC in Bihar", The Indian Journal of Social Work, Vol. XLV, No. 4, January, 1985, pp. 491-504.
25. "The Impact of World Health Organization's International Code on the Marketing of Breast-Milk Substitutes on the Baby Food Industry – A Sample Study", Abhipriya, Vol. (2) No.2 & 3 , August/December, 1981, pp. 39-52. Indian Institute of Management, Bangalore.
26. "Voyage through Warm Blood", 1st Anniversary Issue, Bihar College of Pharmacy, Patna, 1980, pp. 10-11.
27. "Alkaloids of *Crinum Pratense*", Phytochemistry, 20, 1981, pp. 41-49.
28. "The Pharmacology of Beta – Adrenergic Blocking Agents", The Pharmstudent, Vol. 18, 1978, pp. 41-49. Banaras Hindu University, Varanasi.
29. "The Pharmaceutical Industry – Problems and Prospects", Birla Institute of Technology Journal, 1972, B.I.T., Mesra, Ranchi.

Cases

- ❑ Behaviour change management in Manjira District
- ❑ Monitoring, Supervision and Quality of DOTS in RNTCP - A case study of two districts in a South Indian State in India – Sponsored by NIHFW-WBI, MOHFW Consortium.
- ❑ Monitoring of Quality Indicators in Secondary Level Hospitals of Dakshin Bharat - – Sponsored by NIHFW-WBI, MOHFW Consortium.
- ❑ Marketing for hospitals – Sponsored by ASCI, Hyderabad.
- ❑ Hospital Waste Management System – A case study of Chennai city. Sponsored by ASCI, Hyderabad.
- ❑ Helmet use by two-wheelers in Hyderabad city. Self (Prepared for MDP on Social Marketing).
- ❑ Performance Indicators for Hospitals (sponsored by DOPT, GOI, New Delhi)
- ❑ Managing Waste Management Systems in Hospitals – Hyderabad Hospitals
- ❑ Strategic Planning for NGO Hospital
- ❑ Social Marketing of Eye Care – The Arvind Way
- ❑ Managing Training

Training Modules

- 1) Units on "Focus Group Discussion" and "Presenting data" in the module on "Qualitative Methods" sponsored by Teaching Evaluation in South Asia (TESA), Colombo (2010).
- 2) Module on Monitoring and Evaluation – Adolescent Reproductive and Sexual Health sponsored by WHO (2008).
- 3) Training modules for PMU staff on programme management and financial management under RCH II sponsored by UNFPA (2005).
- 4) Training Modules on Nutrition for IAS Probationers" Nutrition Board, Department of Women and Children, Ministry of HRD, GOI, New Delhi.
- 5) Module on Monitoring and Evaluation for the "Specialized Management Training for District Health Officers under RCH", NIHFW, New Delhi.

PROFESSIONAL MEMBERSHIP

Indian Society for Training and Development
Indian Hospital Association
Indian Society of Health Administrators
Federation of Hospital Administrators
All India Management Association

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Annexure 6 (d)

**Brief Write up on Proposed Resource Persons
For the KEA Trainings**

Prof. B. Bhaskara Rao was Dean and Professor at IIM, Bangalore. He was also UN advisor, Consultant to Government of Saudi Arabia and Bhutan. As the founder Director of STEM, he has led more than 200 research and consultancy assignments, including a number of impact evaluations of development programmes. Prof. Bhaskara Rao is invited as a guest faculty by number of management and urban development institutes in the country.

Dr. G. Giridhar has a Doctorate in Science in Public Health from Harvard University, Boston, USA. He was the Chairman and Professor, Public Systems Group at I.I.M., Ahmedabad, India. Later he was the Director UNFPA for East and South East Asia till 2009. His other affiliations include the following.

- a. Visiting Professor, ASEAN Institute of Health Development, Mahidol University, Bangkok, Thailand.
- b. Director, Indian Institute of Health Management, Jaipur
- c. Adjunct Professor, Deptt. Of Health Policy and Administration, University of North Carolina, USA.

Dr Nirmala Murthy has a D. Sc. from Harvard School of Public Health and was a Professor at IIM, Ahmedabad in Public Systems Group. She is President of Foundation for Research in Health Systems, Ahmedabad. She has also worked at Massachusetts Institute of Technology (MIT) and Management Sciences for Health in Boston.

She was a MIS consultant on several health, nutrition and population projects, mainly in India but also in Bangladesh, Yemen and Vietnam. Her international experience includes evaluation of large programs – their management and impact such as the Ford Foundation's health and

nutrition program in Asia and Africa, International Health Policy Program (IHPP); of International Clinical Epidemiology Network (INCLEN)'s program in India, ICDDR research program and Global Forum for Health Research.

Prof. S. Madheswaran is a Professor, Centre for Economic Studies and Policy, Institute for Social and Economic Change, Bangalore. He is currently Advisor, Department of Planning, Programme Monitoring & Statistics Department, Government of Karnataka. He has extensive experience in management of evaluation and rich experience in training. He has a Ph. D in Econometrics. He has a large number of publications in peer reviewed journals to his credit.

Dr Muraleedhran VR is currently is a Professor, and Heads the Department of Humanities and Social Sciences at Indian Institute of Technology (Madras). He teaches regularly a course on survey methods and report writing to postgraduate students. He has evaluated a number of health programmes and extensively published books and articles in peer reviewed journals.

Dr RS Goyal is Dean, Faculty of Population and Health Sciences and Director, Himagiri Research and Training Centre, Himgiri Zee University, Dehradun. The institute offers a one year Diploma in Programme Evaluation in collaboration with TESA (Teaching Evaluation in South Asia, Colombo). He holds Ph. D in Demographics. Earlier he was Dean, IIMR Jaipur and offered a number of training programmes and monitoring and evaluation such as a) Outcome mapping and evaluation of health care interventions, and b) Surveillance, monitoring and evaluation of HIV/AIDS programmes

Dr Goyal has also lead a number of evaluation projects. He attended international programmes on evaluation such as a) Teaching Evaluation in South Asia organized by Sri Lanka Evaluation Association (SELVA), Colombo, b) Training Programme in Evaluation held at UN Training Institute at Turin, Italy organized by UNICEF ROSA and c) Expert Panel Meeting on the Curriculum Development for establishing Evaluation Training in South Asia, UNICEF ROSA, Katmandu. He is a member of Community of Evaluators,

Dr Dhirendra Kumar is currently Director, IHMR, Bangalore. He has a Ph. D in Population Sciences. Dr Kumar has worked as Country Director in Afghanistan in collaboration with Johns Hopkins University Bloomberg School of Public health to implement Third Party Evaluation of

the Basic package of Health Services. He is also adjunct faculty in JHBSPH, USA and University of North Carolina, USA. He is associated with large scale evaluation survey namely NFHS and DLHS. He has extensive experience in conducting evaluation of large programmes.

S. Srikumar as the Director (Projects) with STEM has extensive experience in planning, managing and evaluation of large projects in different sectors. He looks after documentation and report submission, costing of evaluation projects. He has a Masters in Environmental Management.
