



KARNATAKA ROAD DEVELOPMENT CORPORATION LTD.

No: KRDC/M (F&A)/Evaluation /2013-14 /1160

Date: 08.08.2013

To
The Chief Evaluating Officer,
Karnataka Evaluation Authority,
Room No: 542, 5th Floor,
M.S. Building,
Bangalore.
Sir,

Sub: Conducting Evaluation of KRDC - Approval to Terms of Reference to Undertake study on KRDC.

Ref: 1) This office letter No: KRDC/M (F&A)/evaluation/2013-14/520/dt:04.06.2013.

2) Messers Tecso Email dated: 30.07.2013.

In continuation of this office letter dated: 04.06.2013 as already discussed with your kindself, I am here with submitting Terms of Reference for conducting Evaluation of KRDC for information and approval.

Thanking you,

Yours faithfully,

Managing Director
KRDC, Ltd., Bangalore.

Copy to the :

1. Joint Secretary to Govt. (Technical) Dept of Public Enterprises, No:709, Gate No:2, 7th Floor, M.S. Building, Dr. B.R. Ambedkar Veedhi, Bangalore.-560001 for information and needful action.
2. To the CEO and Chief Advisor Technical Constancy Services Organization of Karnataka, 4th Floor, Basava Bhavana, Basaveshwara Road, High Grounds, Bangalore-560001. With reference to your Email dated: 30.07.2013.

MANAGING DIRECTOR

Evaluation of KRDCL

Draft Terms of Reference

1. Title: Evaluation of Performance of KRDCL
2. Background & context:

KRDCL is a public enterprise engaged in undertaking road projects in Karnataka. The Dept. of Public Enterprises desires evaluation of the performance of KRDCL, with reference to its mandated objectives and achievements. The purpose of the evaluation is to provide an insight into the possible areas of improvement over a reference period of past three years.

3. Evaluation, Scope, Purpose & Objectives:

The objectives of the evaluation is to document the performance of KRDCL as a public sector enterprise, with the purpose of obtaining an independent assessment for providing inputs for KRDCL to improve on its performance. The scope of the study would be as follows:

- To broadly examine activities performed by the Company with reference to its objectives outlined in the MOA for its creation.
- Performance of KRDCL with reference to its set objectives and fulfilment of the same for reference period 2007-08 to 2011-12.
- Viability & self-sustainability of KRDCL with reference to business model.
- Benchmarking of financial performance of KRDCL vis-à-vis one similar organization.
- Performance in promoting PPP projects (BOT, BOOT, BOLT, BOST, Annuity etc.)
- Leveraging status of KRDCL, being a company for mobilizing resources
- Identification of constraints with respect to the following:

- Culture of company vis-à-vis PWD extension of activities
 - Organization structure constraints
 - Financial constraints
 - Income generating constraints
 - Viability constraints
- Suggesting broad ways & means to address the constraints
 - Conclusions & specific recommendations

4. Evaluation & Methodology:

- Obtaining annual reports of KRDCCL for the past five years and analysing the same.
- Obtaining information on similar organization and benchmarking the same with KRDCCL.
- Obtaining information on PPP projects undertaken by KRDCCL, if any.
- Key factors affecting the performance of KRDCCL.

5. Deliverables & Time Schedule:

Deliverables & time schedule to be as per the time frame specified in the Government Order No. DPE08ARU2013 dt. 8.3.2013

- Inception reports & work plan – within two weeks of signing of agreement with DPE.
- Collection of information, field visits and analysis & generation of Draft report – within ten weeks of submission of inception report.
- Submission of final report: within two weeks of approval of draft report.
- Post acceptance of final evaluation report: extended service for incorporation of findings upto three months' duration.

Managing Director
KRDCCL