

Term of Reference (TOR) for
Evaluation of the Performance of Karnataka State Coir Development
Corporation (KSCDC)

1. Study Title

Title of the proposed study is 'Evaluation of the Performance of Karnataka State Coir Development Corporation

2. Background Information

Karnataka State Coir Development Corporation Products.

The Government Of Karnataka has extended financial supports to the Corporation For implementing various programmes in Coir production centres. The support Reversed was many for technology upgradation.

The Central as well as State Government has extended market development assistance for the promotion and enlargement of our products to markets.

3. Evaluation Scope and Purpose:

Despite all this, the corporation has been in the red for quite few years. It is thus Necessary to have an evaluation done with regards to the functioning of the Corporation as well as to know as to whether it has been meeting its objectives or not. It also needs to know if the weak Financial performance has any correlation to the achievement of the objectives for which it was set up, positive or negative.

4. Evaluation Questions:

1. What are the causes for the poor Financial performance of the Corporation ?
2. Whether the objectives for which the Corporation was set up have been achieved? If yes, to What extent? If no, Why not?
3. Is there any correlation between poor Financial performance for the Corporation with the achievement/non achievement of some/all objectives of the Corporation?
4. What measures, If taken, will pull the Corporation out of the red?
5. What measures need to be taken for fulfillment /better fulfillment of the objectives of the Corporation?

5. Evaluation Methodology:

1. The Evaluatory Agency should analyze in depth the profit & loss statesmen's of the Corporation from since the year of its inception. All years where profit or loss has been significant or substantially different from the preceding years trends should be investigated for the cause that gave rise to it. Good and bad practice can be preferred from that.

2. The Evaluatory Agency should examine the balance sheets; cost of production, sales Figures (quantity of sale and probability more on), the expenditures on various items and function of the company (modernization, market promotion, production, establishment, parks, purchases etc) and analyze if there has been any extraordinary spending (less or more in any sector /item that was contra productive to profits or the realization /non realization of the objectives for which the Corporation was created.
3. What is the morale and feeling of the work force of the Corporation? Are they proud of the Corporation? If not, Why not? What is their suggestion for taking the Corporation out of the red? [For this, the evaluation agency should interview the detail at least 1% of the work force of all sections like others, accounts, sales, stores, workers, etc.]
4. Whether it is relevant with reasons to have the corporation for now?
5. Is it possible to get the Corporation in profit? If yes, approximately When ?

6. End User of the Evaluation report:

The findings of the evaluation will be used by the government of Karnataka and One Corporation.

7. Relevance of the Study:

The Study will help the Corporation in entering a phase of profits with meeting the objectives for which it was created. The study will be used by the Government of Karnataka to help the corporation to do so by direct and indirect intervention and /or Policy support.

8. Deliverables and time schedule

The Corporation will provide the required information and data to the expert who is expected to adhere to the following timelines and deliverables.

- a. Work plan submission-within one month after the release of first installment of the contract sum.
- b. Primary data collection should be completed within two months after the work plan is approved by KEA.
- c. Draft evaluation report submission within one month after completing field data Collection for approval by a joint team of KEA and line department/agency officers.
- d. Final report submission within one month after the draft report is approved. thus excluding the time taken for approval, the evaluation study must be completed within 5 months of time.

9. Cost and schedule of budget releases:

Output based budget release by the Department of Public Enterprises shall be as follows:

30 per cent of the contract cost will be released on signing of the MOU

30 per cent will be released after the work plan is approved by KEA

20 per cent will be released after the draft evaluation report is approved KEA and the Corporation

20 per cent will be released after the final report is submitted to the Corporation

Income tax @10 per cent will be deducted from each payment, in addition, the Consultant is expected to pay service tax at their end.

10. Contact Person for Details about the study:

Sri H Ramakrishne Gowda, Managing Director (ph No- 08022865866) will be the Contact person for getting information and details for this study.

11. Agency for Evaluation:

Since the evalutory agency has already been fixed , this need not be elaborated.