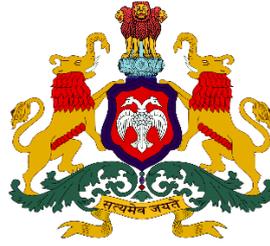


**Localising Governance: Strengthening the Role of Last  
Mile Institutions in Karnataka  
Volume 2**

**Submitted to  
Administrative Reforms Commission-2**



**Submitted by**



**Public Affairs Centre  
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## **Preface**

Public Affairs Centre (PAC) engages in action research focussing on Sustainable Development Goals (SDG) in the context of India. PAC is a not for profit Think Tank established in 1994 with a mandate to improve the quality of governance in India. The Centre is also a pioneer in deploying innovative Social Accountability Tools (SAT) to measure the quality and adequacy of public services. Over the years, its scope of work has expanded to include the whole gamut of research-advocacy-action to lead evidence-based research on governance across sectors, geographies and populations in India.

PAC was one of the first civil society-led institutional initiatives to mobilise demand for good governance in India. Dr. Samuel Paul (Founder Chairman) was instrumental in establishing PAC with a select group of friends. PAC is registered under Karnataka Societies Registration Act 1960 as a Society.

Designing and Editing by: PEC

## **Disclaimer**

While every effort has been made for the correctness of data/information used in this report, neither the authors nor PAC accept any legal liability for the accuracy or inferences for the material contained in this report and for any consequences arising from the use of this material.

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## Introduction

The Directorate of Municipal Administration established in Karnataka in 1984 to oversee the affairs of the City Corporations and Urban Local Bodies (ULBs) of the State except Bruhat Bangalore Mahanagara Palike (BBMP). The history of urban local self-governing bodies (commonly called Municipalities) in Karnataka State dates back to more than a century. Based on the population Urban local bodies are classified into various categories like City Corporations, City Municipalities, Town Municipalities and Town Panchayats. The Municipal bodies are now governed by the provisions contained in Karnataka Municipalities Act, 1964 (for City Municipalities, Town Municipalities and Town Panchayats) and Corporation Act, 1976 (for Corporations).

The Government of Karnataka has reconstituted the municipalities according to the 74th Constitutional Amendment Act. The towns have now been classified based on the population and other criteria as Town Panchayat (Population 10,000 to 20,000), Town Municipal Councils (Population 20,000 to 50,000) City Municipal Councils (Population 50,000 to 3,00,000) and City Corporations (Population 3.0 lakhs and above). Accordingly, at present there are 10 City Corporations, 59 City Municipal Councils, 116 Town Municipal Councils and 97 Town Panchayats in the state. Government has created Notified Area Committees (NAC) to provide municipal services for specified areas like industrial areas and presently there are 4 NAC in the state. In order to discharge Obligatory and Discretionary functions notified in the Act, Municipalities have been vested with the powers to levy certain taxes and fees and in spite of this State Government also transfers a portion of its general revenues to the urban local bodies. The main sources of income for the municipalities are derived from (a) taxes on building and lands, (b) user charge for water supply (c) license fee for regulating the building construction activities and fee from other trade license (d) taxes on advertisement (e) duty on certain transfers of property. The municipalities can also raise loans from Central and State Governments and other Financial Institutions to meet the expenditures under capital heads of accounts.

Apart from the Municipal Corporation office itself, there are six key institutions that cover the basic human development parameters at the last mile - the Primary Health Centre (PHC) and Sub Centre (Health), Primary and Secondary School (Education), Anganwadi Centre (Nutrition) and Fair Price Shop (Food Security). Secondary data and PAC's own work in previous projects point to gaps in the functioning of each of these institutions that must be addressed for efficient administration at the last mile. The role and significance of each of these institutions are provided below:

- Municipal Corporation - The 74<sup>th</sup> amendment of the constitution has classified towns based on the population and other criteria as Town Panchayat, Town Municipal Councils and City Municipal Councils a uniform government and provides transfer of powers from the government at the state level to the urban bodies. Their primary responsibilities include preparing implementation plans for economic development and social justice.
- The Primary Health Centre (PHC) occupies a key position in the nation's health care system as it is the first point of contact to a certified doctor. The PHCs are the principal institutions providing integrated curative and preventive health services to a rural population. The PHC complex constitutes the core of the rural health care services programme

- A sub-centre is the basic village-based unit and the first point of contact between the primary health care system and a community. A sub-centre provides interface with the community at the grass-root level, providing primary health care services
- The goal of universalisation of education is achieved through the last mile service delivery unit- the Primary school promoting Science Education in the state, designing and implementing in service teacher training courses in content, innovative methods like theatre in education, use of low cost and no cost teaching learning materials in schools, other strategic interventions like Mid-day Meals, uniforms, textbooks, school bags and scholarships
- Secondary school apart from the provisioning of quality elementary and secondary education, a secondary school focus on commerce, physical, arts, craft and music educations
- An Anganwadi centre serves as the first outpost for health, nutrition and early childhood care and education services at the village level. It is the functional unit through which ICDS scheme caters to the developmental needs of children below six years of age, pregnant women and lactating mothers
- The Targeted Public Distribution System (TPDS) carried out through Fair Price Shops (FPS) at the village level, is strengthened by the National Food Security Act (NFSA), 2013, a major vehicle of India's food security policy, designed to help especially the poorest households. The Public Distribution System has been crucial to the well-being of tens of crores of families in India; however, there is scope for improvement in its functioning - recent estimates find that up to half the grains purchased from farmers at the start of the chain do not reach the beneficiaries at the end in some States (Drèze & Khera, 2015).

The Karnataka Administrative Reforms Commission II (ARC 2) invited the Public Affairs Centre (PAC), Bengaluru to extend research support to help the Commission make appropriate recommendations for the functioning of these 6 institutions crucial for last mile governance on the basis of the Terms of Reference set out by the ARC 2. PAC has conducted a study in Tumkur City Corporation as insisted by the Commission in the state to study the current functioning, the gaps between actual and normative standards and suggest how the performance of the 6 institutions can be improved to foster efficiency and effectiveness at the last mile.

The broad areas of the study include:

- An activity analysis of the core sectors of governance to identify the need for and the rationale to restructure the departments, programmes, and processes to enhance outcome
- An evaluation of the delivery of key social services to identify the gaps and propose relevant process re-engineering to improve the adequacy and quality of service
- An assessment of the span of control in both the staff and line functions and consider shifts to self-directed cross functional teams for efficiency improvements, and rationalisation of staff strength
- An evaluation of the indicators used to measure employee productivity to introduce structural and parametric improvements in the measurement framework, and training and capacity-building.

## Evaluation Title and Background Information

### Evaluation Title

“Localising Governance: Strengthening the Role of Last Mile Institutions in Karnataka”

### Background

Structural changes and adjustments are critical for an effective and efficient public administration machinery. A new governance paradigm is emerging which facilitates citizen-centric, effective, efficient and quality delivery of services at the last mile with emphasis on using digital platforms and data driven accountability and transparency.

The challenge of forging this new governance paradigm is two-fold. The first involves the optimisation of the government’s institutional architecture to achieve the functioning that qualifies as ‘minimum government but maximum governance’, to best meet the governance challenges for the next 20 years. The second is to address the complex issue of civil service productivity, particularly in the human development sectors, where the responsibility of the state predominates. There is a need for an incentive structure that rewards good performances and helps improve employee productivity.

The Government of Karnataka has set up the Second Administrative Reforms Commission (ARC-II) to examine the administrative processes in the government and its agencies and provide recommendations for administrative reforms. The ARC is expected to do so in light of the significant changes that have occurred in the government’s structure, functions, processes, programmes, citizen expectations, and technology. The ARC-II as part of its mandate covers a wide array of administrative reforms including in citizen service delivery, public grievance redress, training and capacity building, rationalisation of departments, performance management, strengthening evidence-based decision making, evaluation of schemes, and improving the field offices.

## Theory of Change/ Output-Outcome Framework

The Theory of Change or Output-Outcome Framework builds a comprehensive roadmap indicating the action necessary to improve the delivery of last mile services effectively and efficiently with accountability and transparency by mapping Functions, Functionaries and Funds framework among Local Self-Government Institutions to bring significant reform in local governance.

The Output-Outcome Framework for the project is provided below.

Impact	Strengthen the role of last mile institutions in Karnataka							
Objective	Evidence-based recommendations for administrative reforms in government and its agencies to restructure existing institutions and make them more effective, efficient and accountable Effective utilisation of resources being allocated by various line departments at the last mile institutions in Karnataka.							
Outcome	Reformed framework for departments, programmes and processes to intensify the delivery of good governance	Gap analysis report through evaluation of the delivery of key social services and proposal of adequate measures accordingly	Establish span of control in both human resource and line functions for effective self-directed cross functional activities	Defined roles and responsibilities matrix to ensure parametric improvements in measurement of employee productivity, training and capacity building				
Outputs	An action research based analytical report with a gap analysis and a set of recommendations for administrative reforms to make each institution effective for development at the third tier of governance			An implementation roadmap indicating the action necessary and a responsibility matrix specifying the roles and responsibilities of various stakeholders in the reform process for effective delivery of key services				
Activities	Map 3 Fs by reviewing the respective institutional guidelines, roles and responsibilities as service providers	A week-long observation of selected last mile institutions	Mapping of the indicators for evaluation of delivery and gap analysis	Develop KII and CSCs guides to understand the demand and supply side perspectives.	Conduct field work to observe daily functioning and challenges	Conduct in depth KII with key stakeholders to assess span of control and CSC to identify common modes of improvement	Develop Analytical Report	Develop and present recommendations

## Evaluation Criteria and Framework

### Purpose

To be able to assess the following issues identified through literature review by developing adequate assessment criteria -

- Absence of service workers from service facilities that cause serious problems in health, education, and women and child development departments
- Constraints in successful delivery of various services due to incorrect deputation of human resources or non-availability of human resources
- Non-adherence to timely delivery of services affecting effectiveness
- Non-availability of services at different levels at required time
- Inappropriate financial allocation and expenditure (H Ramaswamy Report, 2001, Karnataka Administrative Reforms Commission).

### Scope

To enhance policy coherence and enable coordinated action especially in the social/citizen-centric services at the last mile, the study

- Assessed the functioning of decentralized government structures in providing various services
- Rationalised the departments and programmes and schemes - vertically and horizontally
- assessed the current application of technology to move towards a digital, contact-less delivery of services, thus enabling optimization of available human, material, and financial resources
- assessed application of data science in the seven administrative units as identified for this study,

### Objectives

The research objectives were two-fold -

- Examine whether the existing management structures, functions and processes in the six identified last mile institutions are adequate, efficient and effective through vertical and horizontal diagnosis using the 3F framework -Funds, Functionaries and Functions
- Identify the gaps in functioning of the last tier of governance through a gap analysis and suggest actionable recommendations through reform road maps for better functioning of the last mile service delivery institutions.

## Evaluation Approach

PAC focused on one sample and used a mixed methodology of both qualitative and quantitative tools to provide actionable recommendations. The study selected one ward from

Tumkur City Corporation in consultation with the ARC. This ensured that a representative sample is analysed to make recommendations. In the ward selected, the following institutions were studied.

- Ward/Corporation Office
- 2 Primary Schools
- 1 Secondary School
- 2 AWCs
- 2 FPS
- 1 PHC and 1 Sub-Centre

To understand the performance of these institutions and their role as the last tier of governance most proximate to citizens, the following 3-pronged approach was adopted -

### **Week-Long Observation**

- A detailed week-long observation of the identified last mile institutions to understand their day to day functioning and the infrastructure availability -physical, human and financial
- The team spent the week understanding not just the roles and responsibilities of the officers but also the challenges faced and the inefficiencies caused thereof
- The observations were based on the normative structures, processes and templates mandated by the Government and used measurable indicators to assess performance in a scientific and rigorous manner

### **Key Informant Interviews (KIIs)**

- KIIs were conducted with stakeholders at the government level who are associated with the units identified for study
- The KIIs provided an understanding from the supply side on the gaps within the institutions and the barriers or enablers to efficient service delivery. The stakeholders selected for the KIIs included immediate supervisors for the unit, the unit managers, other related or elected representatives, Monitoring Committee members etc
- The KIIs along with the observation exercise helped assess span of control and the performance of both the office and the officers to provide a streamlined and scientific mechanism to improve the productivity of the civil service.

### **Community Score Card**

- Finally, to assess the role of the City Corporation office from the demand-side perspective if they are citizen-friendly, a minimal version of the Community Score Card (CSC) approach (without the rigorous follow up due to time constraints) was adopted to identify mutually agreed modes of improving the administrative machinery of each of the identified institutions.

## Evaluation Framework

Evaluation criteria	Key Evaluation Question##	Specific sub questions## for each Key Question	Indicators / success standards/ KPI	Data sources	Data collection methods / Analytical tools#	Analytical Method / Analysis method
	(1)	(2)	(3)	(4)	(5)	(6)
<b>Relevance:</b>						
Programme objectives & Actual requirements	Need to strengthen the role of last mile institutions in Karnataka	Are the Gram Panchayats and other human development institutions effectively performing the functions under the 73 <sup>rd</sup> Amendment to the Constitution		Semi - Structured Interviews, Observatory approach	Open Ended Surveys, Direct observation	Qualitative content analysis, Community Score Card
		Do each PRI possess the required technical and administrative capabilities to effectively render the services to the citizens		Semi - Structured interviews, observatory approach	FGDs, KIIs	Qualitative content analysis, Community Score Cards
	Need to undertake an activity analysis of the core human development	Does the City Corporation implement all central and state		Literature Review, Semi-structured	KIIs	Qualitative content analysis

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Evaluation criteria	Key Evaluation Question##	Specific sub questions## for each Key Question	Indicators / success standards/ KPI	Data sources	Data collection methods / Analytical tools#	Analytical Method / Analysis method
	(1)	(2)	(3)	(4)	(5)	(6)
	institutions at the last mile of governance	sponsored schemes effectively		interviews, observatory approach		
	<b>Effectiveness</b>					
Inputs & Process of implementation	Activity mapping of the functions, funds and functionaries to the CITY CORPORATIONS and other human development institutions	Identify the rationale to implement administrative reforms	<ul style="list-style-type: none"> <li>• Availability of equipment</li> <li>• Supply of goods</li> <li>• Accessibility to school and literature programmes</li> <li>• Education allowances and equipment</li> <li>• Provision of schooling facilities</li> <li>• Enrolment and retention in schools</li> <li>• Accessibility to PHC</li> <li>• Accessibility to sub centres</li> </ul>	Literature review, Desk Research	Data from secondary sources	Desk Research, Secondary Data Analysis
		Understand the functions of key personnel at the last mile of Governance		Literature Review, Desk Research, Semi Structured Interviews	Observatory approach, Desk Research	Qualitative content analysis
	Evaluate the delivery of key services offered at the last mile	Whether the institution was able to provide services fairly to the people		Semi Structured Interviews	FGDs, KIIs	Qualitative Analysis, Citizen Score Scards

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Evaluation criteria	Key Evaluation Question##	Specific sub questions## for each Key Question	Indicators / success standards/ KPI	Data sources	Data collection methods / Analytical tools#	Analytical Method / Analysis method
	(1)	(2)	(3)	(4)	(5)	(6)
	Identify the need to restructure the existing system to enhance the quality of delivery of key services	If the institution provided the service to the people was it done, effectively and equitably to cater to the needs of the people	<ul style="list-style-type: none"> <li>• Provision for improving drinking water sources</li> <li>• Quality of food grains at FPS</li> <li>• Functioning of the PDS</li> <li>• Accessibility of electricity, roads, bridges, irrigation, agricultural equipment etc.</li> </ul>	Desk Research, Semi Structured Interviews	FGDs, KIIs	Qualitative analysis, Citizen Score Cards
	<b>Efficiency</b>					
Cost benefit analysis	Are the last mile institutions ensuring efficient and safe delivery of services to the people	Were the CITY CORPORATIONs able to devise strategies to systematically allocate funds to offer key services to the people	<ul style="list-style-type: none"> <li>• Funds allocate from the state government</li> <li>• Percentage of local bodies whose accounts are audited</li> </ul>	Semi structured interviews	FGD, KIIs	Analysis from secondary data sources

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Evaluation criteria	Key Evaluation Question##	Specific sub questions## for each Key Question	Indicators / success standards/ KPI	Data sources	Data collection methods / Analytical tools#	Analytical Method / Analysis method
	(1)	(2)	(3)	(4)	(5)	(6)
Fund utilization and capacity building	Were the CITY CORPORATIONs able to efficiently allocate funds to all the mandated functions and provide sufficient training/capacity building activities to its officials	Did the CITY CORPORATIONs efficiently collect taxes and utilized the funds devolved from the State Government	<ul style="list-style-type: none"> <li>• Own revenue of CITY CORPORATION as a percentage of expenditure</li> <li>• Untied funds as a percentage of total plan and non-plan grants</li> <li>• Funds allocate and utilized under various schemes by the Centre and State Government</li> </ul>	Semi structured interview	FGD, KIIs	Analysis from secondary data sources
Output produced	Were the CITY CORPORATIONs able to efficiently able to plan and formulate their budget activities for carrying out their functions	Did the funds generated by the PRI and the funds devolved from the State Government sufficient		Semi structured interviews	FGD, KIIs	Analysis from secondary data sources
<b>Impact</b>						
Outcomes-immediate	An inception report based upon the	Review of the respective	Understand the funds, functions and	Desk research,	Desk Research	Desk Research,

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Evaluation criteria	Key Evaluation Question##	Specific sub questions## for each Key Question	Indicators / success standards/ KPI	Data sources	Data collection methods / Analytical tools#	Analytical Method / Analysis method
	(1)	(2)	(3)	(4)	(5)	(6)
	preliminary desk research	institutional guidelines, roles and responsibilities as service providers at the last mile	functionaries of the selected Corporation	Literature Review		Secondary Data Analysis
Outcomes- Short term	Conduct a scoping visit to one selected CITY CORPORATION to observe daily functioning and challenges	Mapping of indicators for evaluation, delivery and gap analysis	Prepare a roadmap for further field related activities	Observatory approach	Ethnographic approach	Qualitative content analysis
Outcomes- Medium term	Gap analysis report through evaluation of delivery of key services offered at the Corporation	Identify modes of improvement in the existing practices	Provide ARC II with a gap analysis report based on the findings from the field	Mixed Method of Qualitative and Quantitative tools	Observatory approach, FGD, KII, Citizen score cards	Qualitative analysis, Primary and Secondary Data Analysis
Outcomes – Roadmap	Provide an implementation roadmap for the	Present our findings and recommendations to the ARC II	Develop an analytical report and present the findings to ARC II	Findings from the field,	--	--

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Evaluation criteria	Key Evaluation Question##	Specific sub questions## for each Key Question	Indicators / success standards/ KPI	Data sources	Data collection methods / Analytical tools#	Analytical Method / Analysis method
	(1)	(2)	(3)	(4)	(5)	(6)
	stakeholders in the reform process			Primary and Secondary Data		
	<b>Sustainability</b>					
Sustainability of the project in the long run	The implementation roadmap should provide the ARC II, evidence-based recommendations to restructure the existing institutions and make them more effective, efficient and accountable thereby utilizing its resources efficiently	---	---	---	---	--

## Data Analysis Techniques

### Sampling of Institutions

The Public Affairs Centre (PAC) identified 6 key institutions which cover the basic human development parameters at the last mile – the Sub Centre (Health), the Primary Health Centre (Health), Primary and Secondary School (Education), Anganwadi Centre (Nutrition) and Fair Price Shop (Food Security).

PAC-CODR w.r.t to the Work Order received from the Karnataka Evaluation Authority (KEA) agreed upon performing a mixed approach of qualitative and quantitative tools to provide actionable recommendations for the Administrative Reforms Commission (ARC) over the course of the study. The study selected Ward No. 30 of Tumkur City Corporation as suggested by the Corporation and the Commission.

### Socio-economic background of the selected Corporation

Tumkur is a city located in the southern part of Karnataka. Tumkur is included in the Smart Cities Mission list and is among the 100 smart cities to be developed in India. The district has been identified as good performing district with the MPI score of 0.0092 and Tumkur taluk as best performing with score of 0.0053. The district also been identified as best performing district with the HDI score of 0.5376 and Tumkur taluk as best performing with HDI score of 0.6505. Tumkur taluk has population of 592397 and urban population of 302143. The City Corporation is divided into 35 Wards with households of 72300.

## Data Analysis Framework

### Evaluation Matrix for Evaluation of Institutions

City Corporation Evaluation Matrix			
Evaluation Parameters	Efficiency in	Effectiveness through	Economy in
<b>Function</b>	<ol style="list-style-type: none"> <li>1. Planning</li> <li>2. Execution / Implementation of -</li> <li>3. Development Work</li> <li>4. Training and Capacity Building</li> <li>5. Powers and Authorities</li> <li>6. Public Infrastructure</li> <li>7. Education</li> <li>8. Health</li> <li>9. Administration</li> <li>10. Women and Child Development</li> <li>11. Politics</li> <li>12. Public Distribution System</li> <li>13. Committees</li> <li>14. Election</li> </ol>	<ol style="list-style-type: none"> <li>1. Programmes and Scheme implementation</li> <li>2. Evaluation of activities and programmes</li> <li>3. Monitoring activities and programmes</li> <li>4. Maintenance</li> <li>5. Awareness and Knowledge Provision</li> <li>6. Grievance Redressal</li> <li>7. Service Delivery</li> <li>8. Interdepartmental Coordination</li> <li>9. Conduct of Meetings (As per Act and Guidelines)</li> <li>10. Identification of Development site and Area</li> </ol>	<ol style="list-style-type: none"> <li>1. Revenue Generation</li> <li>2. Service Delivered</li> </ol>

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<p><b>Functionaries</b></p>	<ol style="list-style-type: none"> <li>1. Performing Roles and Responsibilities</li> <li>2. Responsiveness</li> <li>3. Participation</li> <li>4. Literacy rate of Body</li> <li>5. Number of Staff</li> <li>6. Awareness and Knowledge</li> <li>7. Committee Formation</li> </ol>	<ol style="list-style-type: none"> <li>1. Accountability</li> <li>2. Service Delivery</li> <li>3. Public Participation</li> <li>4. Grievance Redressal</li> <li>5. Committee members Participation</li> </ol>	
<p><b>Funds</b></p>	<ol style="list-style-type: none"> <li>1. Tax Collection</li> <li>2. Receipt of Budget and Funds</li> <li>3. Administrative Expenses</li> <li>4. Transparency</li> </ol>	<ol style="list-style-type: none"> <li>1. Allocation of Budget</li> <li>2. Utilization of Funds towards development plans</li> <li>3. Utilization of Funds towards other Expenses</li> <li>4. Vendor Selection</li> </ol>	<ol style="list-style-type: none"> <li>1. Revenue Generation</li> <li>2. Development of Institution</li> </ol>

<b>Primary Healthcare Centre-Evaluation Matrix</b>			
<b>Evaluation Parameters</b>	<b>Efficiency in</b>	<b>Effectiveness through</b>	<b>Economy in</b>
<b>Function</b>	<ol style="list-style-type: none"> <li>1. Planning</li> <li>2. Execution</li> <li>3. Implementation</li> <li>4. Training and Capacity Building</li> <li>5. Powers and Authorities</li> <li>6. Infrastructure</li> <li>7. Administration</li> <li>8. Politics</li> <li>9. Committees (Arogya Rakshana Samithi) management</li> </ol>	<ol style="list-style-type: none"> <li>1. Programmes and Schemes</li> <li>2. Evaluation of activities and programs</li> <li>3. Monitoring activities and programmes</li> <li>4. Maintenance of infrastructure</li> <li>5. Awareness and Knowledge</li> <li>6. Grievance Redressal</li> <li>7. Service Delivery</li> <li>8. Interdepartmental Coordination</li> <li>9. Conduct of Meetings (As per Act and Guidelines)</li> </ol>	<ol style="list-style-type: none"> <li>1. Service Delivered (value for money)</li> </ol>
<b>Functionaries</b>	<ol style="list-style-type: none"> <li>1. Roles and Responsibilities</li> <li>2. Responsiveness</li> <li>3. Participation</li> <li>4. Literacy rate of Body</li> <li>5. Number of Staff as per guidelines</li> <li>6. Awareness and Knowledge</li> <li>7. Committee Formation</li> </ol>	<ol style="list-style-type: none"> <li>1. Accountability</li> <li>2. Service Delivery</li> <li>3. Public Participation</li> <li>4. Grievance Redressal</li> <li>5. Committee members Participation</li> <li>6. Number of staff currently working</li> </ol>	
<b>Funds (as applicable)</b>	<ol style="list-style-type: none"> <li>1. Receipt of Budget and Funds</li> <li>2. Administrative Expenses</li> </ol>	<ol style="list-style-type: none"> <li>1. Allocation of funds</li> <li>2. Utilization of Funds towards development plans</li> <li>3. Utilization of Funds towards other Expenses</li> </ol>	<ol style="list-style-type: none"> <li>1. Service Delivery</li> <li>2. Infrastructure Development</li> </ol>

### Primary / Secondary School -Evaluation Matrix

Evaluation Parameters	Efficiency in	Effectiveness through	Economy in
<b>Function</b>	<ol style="list-style-type: none"> <li>1. Planning</li> <li>2. Execution</li> <li>3. Implementation</li> <li>4. Teaching and Training</li> <li>5. Development Work in school</li> <li>6. Training and Capacity Building</li> <li>7. Powers and Authorities</li> <li>8. Infrastructure</li> <li>9. Administration</li> <li>10. Politics</li> <li>11. Committees (SDMC)</li> </ol>	<ol style="list-style-type: none"> <li>1. Programmes and Schemes</li> <li>2. Evaluation of activities and programmes</li> <li>3. Monitoring activities and programs</li> <li>4. Maintenance of infrastructure</li> <li>5. Awareness and Knowledge</li> <li>6. Grievance Redressal</li> <li>7. Service Delivery</li> <li>8. Influence</li> <li>9. Interdepartmental Coordination</li> <li>10. Conduct of Meetings (As per Act and Guidelines)</li> </ol>	<ol style="list-style-type: none"> <li>1. Service Delivered</li> <li>2. Drop Out reduction</li> <li>3. Enrolment</li> </ol>
<b>Functionaries</b>	<ol style="list-style-type: none"> <li>1. Roles and Responsibilities</li> <li>2. Responsiveness</li> <li>3. Participation</li> <li>4. Literacy rate of Body</li> <li>5. Number of Staff as per guidelines</li> <li>6. Awareness and Knowledge</li> <li>7. Committee Formation</li> </ol>	<ol style="list-style-type: none"> <li>1. Accountability</li> <li>2. Service Delivery</li> <li>3. Public Participation</li> <li>4. Grievance Redressal</li> <li>5. Committee members Participation</li> <li>6. Number of staff currently working</li> </ol>	<ol style="list-style-type: none"> <li>1. Dropouts</li> </ol>
<b>Funds</b>	<ol style="list-style-type: none"> <li>1. Receipt of Budget and Funds</li> <li>2. Administrative Expenses</li> </ol>	<ol style="list-style-type: none"> <li>1. Allocation of funds</li> <li>2. Utilization of Funds towards development plans</li> <li>3. Utilization of Funds towards other Expenses</li> </ol>	<ol style="list-style-type: none"> <li>1. Service Delivery</li> <li>2. Infrastructure Development</li> </ol>

Anganwadi Centre (AWC)-Evaluation Matrix			
Evaluation Parameters	Efficiency in	Effectiveness through	Economy in
Functions	<ol style="list-style-type: none"> <li>1. Planning</li> <li>2. Execution</li> <li>3. Implementation</li> <li>4. Development Work in AWC</li> <li>5. Training and Capacity Building</li> <li>6. Powers and Authorities</li> <li>7. Infrastructure Administration</li> <li>8. Politics</li> <li>9. Committees</li> </ol>	<ol style="list-style-type: none"> <li>1. Programmes and Schemes</li> <li>2. Evaluation of activities and programmes</li> <li>3. Monitoring of activities and programmes</li> <li>4. Maintenance of infrastructure</li> <li>5. Awareness and Knowledge</li> <li>6. Grievance Redressal</li> <li>7. Service Delivery</li> <li>8. Influence</li> <li>9. Interdepartmental coordination Conduct of Meetings (as per acts and guidelines)</li> </ol>	<ol style="list-style-type: none"> <li>1. Service Delivered</li> <li>2. Immunization</li> <li>3. Mortality</li> <li>4. Malnutrition</li> </ol>
Functionaries	<ol style="list-style-type: none"> <li>1. Roles and Responsibilities</li> <li>2. Responsiveness</li> <li>3. Participation</li> <li>4. Literacy rate of Body</li> <li>5. Number of Staffs as per guidelines</li> <li>6. Awareness and Knowledge</li> <li>7. Committee Formation</li> </ol>	<ol style="list-style-type: none"> <li>1. Accountability</li> <li>2. Service Delivery</li> <li>3. Public Participation</li> <li>4. Grievance Redressal</li> <li>5. Committee members Participation</li> <li>6. Number of staff currently working</li> </ol>	<ol style="list-style-type: none"> <li>1. Meals/Ration provision</li> </ol>
Funds	<ol style="list-style-type: none"> <li>1. Receipt of Budget and Funds</li> <li>2. Administrative Expenses</li> </ol>	<ol style="list-style-type: none"> <li>1. Allocation of funds</li> <li>2. Utilization of Funds towards development plans</li> <li>3. Utilization of Funds towards other Expenses</li> </ol>	<ol style="list-style-type: none"> <li>1. Service Delivery</li> <li>2. Infrastructure Development</li> </ol>

<b>Fair Price Shop - Evaluation Matrix</b>			
<b>Evaluation Parameters</b>	<b>Efficiency</b>	<b>Effectiveness</b>	<b>Economy</b>
<b>Function</b>	<ol style="list-style-type: none"> <li>1. Planning</li> <li>2. Execution</li> <li>3. Implementation</li> <li>4. Development Work</li> <li>5. Training and Capacity Building</li> <li>6. Powers and Authorities</li> <li>7. Infrastructure</li> <li>8. Administration</li> <li>9. Politics</li> <li>10. Committees</li> </ol>	<ol style="list-style-type: none"> <li>1. Programs and Schemes</li> <li>2. Evaluation of activities and programs</li> <li>3. Monitoring activities and programs</li> <li>4. Maintenance of infrastructure</li> <li>5. Awareness and Knowledge</li> <li>6. Grievance Redressal</li> <li>7. Service Delivery</li> <li>8. Influence</li> <li>9. Interdepartmental Coordination</li> <li>10. Conduct of Meetings (As per Act and Guidelines)</li> </ol>	<ol style="list-style-type: none"> <li>1. Ration Provided to beneficiaries</li> </ol>
<b>Functionaries</b>	<ol style="list-style-type: none"> <li>1. Roles and Responsibilities</li> <li>2. Responsiveness</li> <li>3. Participation</li> <li>4. Literacy rate of Body</li> <li>5. Number of Staffs as per guidelines</li> <li>6. Awareness and Knowledge</li> <li>7. Committee Formation</li> </ol>	<ol style="list-style-type: none"> <li>1. Accountability</li> <li>2. Service Delivery</li> <li>3. Public Participation</li> <li>4. Grievance Redressal</li> <li>5. Committee members Participation</li> <li>6. Number of staffs currently working</li> </ol>	<ol style="list-style-type: none"> <li>1. Ration received from depot</li> </ol>
<b>Funds</b>	<ol style="list-style-type: none"> <li>1. Receipt of Budget and Funds</li> <li>2. Administrative Expenses</li> </ol>	<ol style="list-style-type: none"> <li>1. Allocation of funds</li> <li>2. Utilization of Funds towards development plans</li> <li>3. Utilization of Funds towards other Expenses</li> </ol>	<ol style="list-style-type: none"> <li>1. Service Delivery</li> <li>2. Infrastructure Development</li> </ol>

## Results

### Observation and Discussion

#### City Corporation/Ward Office

Some general findings are as follows –

1. Development plans are prepared by conducting Samanya Sabha. Under the chairpersonship of the Mayor of the Corporation, the Sabha is conducted and the development activities are decided mainly by the Mayor mostly not supported by requirements based on field inspections. Development plans or actionplans are made based on the budget received by the Corporation.
2. Other Institutions (PHC, Schools, AWC and FPS) prepare their development plans and implement it on their own in coordination with their respective department. It was observed that there is coordination between CITY CORPORATION and other line department in development and implementation.

#### **Efficiency of City Corporation (Performance of Functionaries, Functions and Funds)**

To assess the efficiency of City Corporation by its functionaries, their functions and administration of funds, many parameters were evaluated qualitatively and quantitatively.

The observations wrt Functionaries are as follows -

1. The staff members expressed their awareness of training and capacity building activities conducted mostly at the Taluk or District level or virtually, where Commissioner and Corporation staffs are trained as and when programmes and schemes are to be executed and implemented.
2. Members of Corporation were trained on the functions of the City Corporation and roles and responsibilities at the time of Body formation; however, there were no refresher training conducted for the same.
3. Roles and Responsibility charters were not available at the City Corporation Office and contractual staff members were not provided with any kind of training on functions and functionaries of a Corporation.
4. Training matrix was not available at City Corporation office and there was no reporting of training evaluation / feedback conducted post the training (assessment of Individuals)

### **Main observations are as follows -**

1. Results from the KIIs carried out among the staff in the three City Corporation offices indicate that the capture of attendance is not digital for all staffs and HRMS is not linked automatically with Salary Crediton. Attendance are entered manually at the time of release of salaries which is leading to malpractice.
2. There is documented digital grievance redressal procedure in the Corporation. However, it was observed that there was no specified time to address and close the grievance or complaint.
3. Understanding and performing mandated roles and responsibilities (Functions) at the City Corporation office by staff and members is critical. In one of the cases, it was noticed that Deputy Mayor was unaware of the activities and requested her assistant to answer on behalf of her.
4. Books of accounts of the City Corporation are audited in a timely manner by auditors on fund utilization against funds received. There are no audits or evaluations conducted on the implementation process of development plans, programmes and schemes.

### **Effectiveness of City Corporation (Functions, Functionaries and Funds)**

Effectiveness of City Corporation service delivery can be achieved by performing the functions of City Corporation at its best. To perform functions of Corporation, functionaries should be aware of all the functions of Corporation. Upon interviews it was found that the awareness on the functions are poor.

To execute and implement programmes and schemes effectively in the City Corporation, functionaries of City Corporation should be trained well on their activities and responsibilities. As per the guidelines, every City Corporation should constitute the following Committees -

- Production Committee for performing functions relating to agricultural production, animal husbandry and rural industries and poverty alleviation programmes
  - Social Justice Committee for performing functions relating to the following aspects
    - Promotion of educational, economic, social, cultural and other interests of the Scheduled Castes and Scheduled Tribes and Backward Classes
    - Protection of such castes and classes from social injustice and any form of exploitation
    - Welfare of Women and Children;
  - Amenities Committee to perform functions in respect of education, public health, public works and other functions of the City Corporation
  - Any other committees can be appointed to perform specific functions at the City Corporation.
1. At the time of study, it was found that there were no appropriate Committees formed under one City Corporation and in two cases, the Committees were found to be inactive with the members of the committees unaware about the responsibilities of the committees.
  2. Results from the KIIs show that that the meetings are conducted as per the specified guidelines. However, during field visits it was observed that the meetings are

conducted without full quorum, and in some cases the Mayor and Commissioner with the support of opposition party leader would decide on behalf of the Committee.

3. All staff members responded that the proceedings or record of meetings are documented and maintained at the City Corporation office.

### **Economy (Functions, Functionaries and Funds)**

Economy of the City Corporation was assessed by its revenue generation and service delivery capacities. The study found that revenue generation by the CITY Corporation was good.

## Representing findings on the 3E/EF Framework

The Study team applied the following indicators to assess the Efficiency, Effectiveness and Economy with Functions, Functionaries and Funds of City Corporation Three by three matrices were created using 3 E's and 3F's and respective indicators were mapped.

07 KII were conducted in the City Corporation to understand involvement of Corporation in development planning, service delivery and awareness of functions and responsibilities using the indicators outlined below. The subsequent graph shows the extent of adherence. The detailed framework is attached as Annexure 1 and KII Questionnaires are attached as Annexure 2.

PILLAR	THEME	INDICATORS
Efficiency	Functions	<ol style="list-style-type: none"> <li>1. Percentage of City Corporation staff who responded that the panchayat members are involved in the Annual Plan preparation of development projects implemented in the area</li> <li>2. Percentage of staff who responded that the panchayat members are involved in the budgeting of the development projects implemented in the area</li> <li>3. Percentage of staff who responded that the panchayat members have attended any training programme at block/state level for effective functioning of Corporation</li> <li>4. Percentage of staff who responded that the panchayat members' training programmes were helpful to carry out panchayat duties more efficiently</li> <li>5. Percentage of staff who responded that further trainings are required for effective functioning of panchayat, record maintenance and understanding the future areas of planning and development of the panchayat</li> <li>6. Percentage of staff who responded that there is a grievance redressal mechanism</li> <li>7. Percentage of staff who responded that the City Corporation coordinates with the line department</li> <li>8. Percentage of staff who responded that the line departments coordinate with the City Corporation</li> </ol>

	Functionaries	1. Percentage of City Corporation staff who were aware of their functions and responsibilities in the City Corporation
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		<ol style="list-style-type: none"><li>2. Percentage of City Corporation staff who responded that the members are aware of the guidelines provided by the PRI</li><li>3. Percentage of City Corporation staff who responded that they had received the guidelines issued by the State Government or concerned Ministry</li><li>4. Percentage of City Corporation staff and members specified the correct name of Department</li><li>5. Percentage of Staff and members listed functions as per the Guidelines (Assessment – answered 7 to 10 functions correctly considered as Aware, 4 to 6 considered as Partially aware and 3 and below 3 considered as Not Aware)</li><li>6. Percentage of literate members</li><li>7. Percentage of Computer literate members</li><li>8. Percentage of Vacancies</li><li>9. Percentage of Deputed Staff</li><li>10. Percentage of Contract Staff</li></ol>
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	Funds	<ol style="list-style-type: none"><li>1. Percentage of staff who responded that the panchayat collects tax</li><li>2. Percentage of staff who responded that the City Corporation received funds as per the budget prepared / approved</li><li>3. Percentage of staff who responded that the grant funds received for development projects are sufficient</li><li>4. Percentage of staff who responded that they were satisfied with the time taken by the funding department to disburse project funds</li><li>5. Percentage of staff who responded that they were able to divert the fund for a development work which they felt is more important for the panchayat than the project for which the fund is received</li><li>6. Percentage of staff who responded that there is a regular audit of implemented programmes and schemes at the City Corporation</li><li>7. Percentage of staff who responded that there is regular audit of accounts of the City Corporation</li></ol>
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Effectiveness	Functions	<ol style="list-style-type: none"> <li>1. Percentage of staff who responded that the Gram Sabha meetings are conducted as per the guidelines</li> <li>2. Percentage of staff who responded that the records of panchayat meetings are maintained</li> <li>3. Percentage of staff who responded that the records of meetings are maintained (Manually / Computerised)</li> </ol>
	Functionaries	<ol style="list-style-type: none"> <li>1. Percentage of services delivered to the citizens of the City Corporation out of 32 services</li> <li>2. Percentage of staff who responded that the public participation in meetings and programmes conducted by the City Corporation is good</li> </ol>
	Funds	<ol style="list-style-type: none"> <li>1. Percentage of budget amount utilised</li> <li>2. Percentage of budget amount utilised for development projects</li> </ol>
Economy	Functions	Service Delivered by CITY CORPORATION out of 32 Services
	Functionaries	Percentage of Vacancies
	Funds	Revenue collected (Number of Sources)

## Assessment of the City Corporation Office by Communities of Users

Service delivery by the City Corporation was assessed by communities of users adapting the CommunityScore Card (CSC) social accountability tool to the project, where CSC included following themes -

1. Conduct of Gram Sabhas
2. Provision of drinking water services
3. Provision of village infrastructure
4. Implementation of Programmes and Schemes
5. Levying of Taxation

A detailed analysis on the community scoring exercise carried out among the Communities of Users in the selected City Corporation on the above themes is as follows -

### 1. Conduct of Gram Sabhas

Sub-themes include - Information about Gram Sabha meetings, Participation of women and marginalized sections, Quorum and Participation, Discussion on development plans, Environment of meeting, Grievance Redressal.

It is seen that overall, the scores are on the lower side with the highest score being less than 6 out of 10 which goes to prior information on Sabha, followed by the environment of the meeting which does witness arguments, especially due to lack of sharing of development plans more transparently. Themes such as participation of vulnerable groups, maintenance of quorum and grievance redress have been given scores of less than 5 as it is felt that the atmosphere is not conducive for universal participation leading to grievances not being addressed as well. Emerging factors influencing meetings are lack of knowledge and awareness by women and marginalized section, lack of transparency in providing information to public on Development plans and funds utilization, dominance of President and political influence causing fear in public to speak and demand the rights.

Score (Out of 10)	Information about Gram Sabha meetings	Participation of women and marginalised sections	Quorum and Participation	Discussion on development plans	Environment of meeting	Grievance Redressal
	5.9	3.75	2.1	2.55	2.8	3.75

### 2. Provision of drinking water services

The main aspects discussed and scored included - adequacy of taps in terms of number, adequacy of Hand Pumps, adequacy of drinking water RO units, adequacy of water supply, quality of drinking water, functionality of hand pumps, functionality of drinking water RO units, time taken in reporting, and repair time.

Communities of users were found to be generally satisfied with the quality of water, adequacy of taps and water supply in the City Corporation with scores of more than 7. Public sources therefore, such as handpumps were not adequately available. However, a matter of concern

were the RO plants which were non-functional and repair time was taking longer than expected.

Score (out of 10)	Adequacy of Taps	Adequacy of Hand Pumps	Adequacy of Drinking water RO units	Adequacy of water supply	Quality of drinking water	Functionality of hand pumps	Functionality of Drinking water RO units	Delays in reporting	Repair time
	7.45	2.05	4.45	8.6	7.65	2.05	1.3	3.4	3.2

### 3. Provision of village infrastructure

Infrastructure in the City Corporation was measured by indicators like adequacy of roads, adequacy of street lights, maintenance of roads, maintenance of street lights, adequate supply of electricity, new development plans and execution of new development plans.

City Corporation office was facilitated with digital infrastructure (computers and Software). High scores on the adequacy of electricity supply by the communities of users indicated that basic infrastructure such as water (as shown in the previous point) and electricity are not service delivery issues in city any more. Adequacy of streetlights and their maintenance were not found to be issues either. However, roads as an infrastructure amenity needs attention since scores were average for both their adequacy and maintenance the reason for the latter being the time taken to repair roads. A matter of higher concern is abysmal scores given to the development of new plans and their execution, the reason being that they were neither developed nor uploaded.

Score (out of 10)	Adequacy of roads	Maintenance of roads	Adequacy of street lights	Maintenance of street lights	Adequate supply of electricity	New development plans	New development plans execution
	5.2	6.2	5.55	6.6	6.2	2.4	3.3

### 4. Implementation of Programmes and Schemes

Information on programmes and schemes, their execution and implementation were evaluated in the CSC using indicators such as - providing information about Programmes and Schemes, selection of beneficiaries, support from the project staff, behavior of projectstaff, support received from Gram Panchayat, behavior of City Corporation staff when approached.

Analysis of the scores reveals that communities in the City Corporation were well informed about programmes and schemes and they very satisfied with the process of selection and the with implementing staff of the line departments. The main issue in availing the programs and schemes are being having to make multiple visits to the department office to avail benefits where the behavior of the staff was not good and scored poor. The City Corporation also do not score very high, since the selection process was biased with City Corporation members playing an influential role.

<b>Score (out of 10)</b>	<b>Information about Programmes and Schemes</b>	<b>Selection of beneficiaries</b>	<b>Support from Programme staff</b>	<b>Behaviour of Programme staff</b>	<b>Support from City Corporation</b>	<b>Behaviour of City Corporation staff</b>
	7.2	3.3	5.95	5.45	7.1	2.6

#### 5. Levying of taxation

Taxation and its information were assessed through CSC with indicators like information about taxes, information about rates of taxes, regularity in collection of taxes, transparency in tax collection and transparency in revenue utilization.

All the above-mentioned indicators were given average scores with communities stating reasons like tax collectors provide information about tax only at the time of tax collection and information on rates are not provided earlier to the beneficiaries. As the rates of taxes are unknown, the transparency in utilization of funds is scored poor.

<b>Score (out of 10)</b>	<b>Information about taxes</b>	<b>Information about rates of taxes</b>	<b>Regularity in collection of taxes</b>	<b>Transparency in tax collection</b>	<b>Transparency in revenue utilisation</b>
	6.25	5.85	5.75	5.7	2.9

## **PRIMARY HEALTH CENTRE**

The PAC Study team found that the planning, execution and implementation of programmes and schemes were being performed well. The selected PHCs were implementing programmes and schemes efficiently due to active participation of staff and Arogya Raksha Samiti (ARS) committee members.

Effectiveness of functions, functionaries and funds at PHC was assessed by looking at parameters like implementation of programmes and schemes, evaluation of programmes and schemes post implementation, awareness and knowledge about responsibilities, accountability, grievance redressal mechanism at PHC, services delivered, infrastructure and maintenance, conduct of regular meetings laid down by guidelines. Effectiveness of service delivery was also assessed through CSC exercises.

Funds are required to execute functions of the institution (PHC), which were assessed by looking at parameters like allocation and utilization of budget towards development plans and other expenditures. Economy of the PHC was evaluated by service delivered and infrastructure development.

### **Efficiency of PHC (Functions, Functionaries and Funds)**

1. Staff responded that they have no idea of ARS committee members and their involvement in the annual plan preparation.
2. When it comes to training and capacity building it was found that staffs attended the training programmes specific to the programmes and schemes.
3. However, there was no training conducted with regard to PHC-related guidelines and their implementation and hospital administration. Through the KIIs it was observed that many of the staff at PHC had no clue about the institutional guidelines except those about specific schemes implemented. Most of the staff were on contract recruited under NHM.
4. Staffs reported being aware of their self-roles and responsibilities and also familiar with the guidelines or procedure provided by the department on programmes and schemes, but not of the functions of a PHC as per standard guidelines.
5. It was also observed that there were vacant positions at the PHC.
6. When monitoring and audits at PHC were assessed, staff had no clue about the regular audit for programmes implemented and informed that everything was undertaken by Taluk Health Officer.
7. The institution was situated in a rented house building which was too small for a PHC and was heavily crowded, there wasn't even place to store medicine and dispense. The infrastructure of PHC was very poor and average OPD was about 50-60 patients.

### **Effectiveness of PHC (Functions, Functionaries and Funds)**

1. The staff responded that meeting proceedings and other records are documented manually and not computerized.
2. Documentation and maintenance of records at pharmacy was done in both manual and digital format, the difficulty faced by staff was to enter same data in both manual and digital format as there were too many data points and more than 2 softwares used at PHC.
3. The Medical Officer was accountable for all the activities performed at the PHC and the MO was on contract. It was observed that the lab technician at PHC was unaware of the activities with regard to calibration and maintenance of equipment.
4. There were no standard operating procedures at the PHC pertaining to laboratory equipment operation and maintenance.
5. With regard to grievance redressal, 73% of staff responded that there is a grievance redress mechanism, but when interviewed in detail it was found that all the grievances are addressed by THO.

### Assessment of the PHC by Communities of Users

When service delivery of PHC was evaluated through the CSC, it was found that availability of doctors and allied staff was rated poor compounded by the availability of medicines which was rated 2 out of 10 stating that most of the time required medicines weren't available at the institution. Frequency of immunization and frequency of visit by the ASHA worker to the field were rated poor and average respectively. Behaviour and responsiveness of staff and grievance redress were rated average by the community.

#### PHC – Community scoring of Health Service delivery

Score (out of 10)	Availability of doctors	Availability of allied staff	Availability of medicines	Frequency of immunisation	Frequency of Asha worker visit	Availability of doctors or nurse at emergency	Behaviour of staff in health institution	Grievance redressal
	1.6	3.9	3.15	3.8	5.5	4.45	5.25	6.25

## **PRIMARY AND SECONDARY SCHOOL**

Efficiency of the schools' function, functionaries and funds were evaluated by assessing aspects that included planning, execution and implementation of programmes and schemes, training and capacity building, development activities, infrastructure, administration, formation of Committees and its functioning, awareness and knowledge on roles and responsibilities, responsiveness and receipt of budget and utilization.

Effectiveness of the schools' functions, functionaries and funds were assessed by evaluating aspects like conduct of meetings, record maintenance, coordination between line department the schools, grievance redress mechanism, public participation and service delivery.

Economy of school was evaluated by services delivered, new enrolment, dropouts and infrastructure development.

### **Efficiency of Primary and Secondary School (Functions, Functionaries and Funds)**

1. Development plans for schools are prepared annually in the presence of SDMC members and Councilor as mentioned by staff.
2. SDMC members are involved in budgeting the development activities and implementation of programmes and schemes at school. It was also observed that the development activities are influenced by SDMC members and Councilors and elected body, sometimes not taking into consideration the concerns raised by the Head Master.
3. Staff responded that the grant received for development activities is insufficient.
4. In critical situations by conducting SDMC meeting the funds are diverted from one budget header to another to perform immediate required development activities and Staffs confirmed that they have option to divert funds from one development budget head to the other.
5. In terms of training and capacity building, staff confirmed attending of training programmes. It was observed that training programmes for SDMC members happens only at the time of committee formation which are sparsely attended. Staff are selected by the respective Head Master of the school for specific training conducted by the department, one from each school for one training and capacity building programme. Staff responded that the training and capacity building conducted by department was helpful.
6. Staff were aware of the functions of the school, and their own roles and responsibilities. Most of them were familiar with the guidelines provided by the department on programmes and schemes.
7. There was no process of independent monitoring or evaluation for implemented programmes and schemes at schools. Staff responded that there is regular audit conducted for programmes and schemes and there was regular financial audit conducted for budget spent on development activities.
8. Major problems at schools observed included lack of safe drinking water facility, lack of good infrastructure with regard to toilets, vacant positions.

### **Effectiveness of Primary and Secondary School (Function, Functionaries and Funds)**

1. Regular meetings were conducted as per guidelines and records of meetings were maintained at school. However, all the documentation process were found to be manual
2. The staff affirmed that the schools coordinate with the City Corporation and other line departments for programme implementation. However, it was observed that response from the line department post the initial coordination is delayed and many a times response are quicker if there are any benefits out of coordination.
3. With regard to grievance redressal mechanism at school, 58% staff mentioned that there is a mechanism to address grievances but there was no documented standard operating procedure for the same.

### **Economy of school (Functions, Functionaries and Funds)**

1. With reference to funds or budget received, the received budget is completely utilized. The budget received is less compared to the need of development activity.

### **Assessment of Schools by Communities of Users**

The CSC exercise assessed service delivery through indicators that included - punctuality of teacher, attendance of boys and girls and behavior of teacher that scored well, whereas adequate infrastructure, quality of teacher and grievance redressal were rated average, with the reasons given that due to non-availability of adequate teachers at school new enrolments are less compared to the previous year. Midday meals is one of the functions of the school and services with regard to midday meals like quality of food and timeliness of food provided were rated good whereas quantity of food is rated average.

#### **Primary and Secondary School – Community Scoring on Service delivery**

Score (out of 10)	Distribution of text books and other learning materials	Attendance of boys	Attendance of girls	Punctuality of Teacher	Adequate infrastructure	Quality of teacher	Behaviour of teacher	Grievance redressal
7		7	7.75	7.65	6.8	5.45	6.25	7.15

#### **Community scoring on Mid-day Meals**

Score (out of 10)	Quality of Food provided	Quantity of food provided	Time of food provided
	8.3	5.25	6.7

### **ANGANWADI CENTRES (AWC)**

Efficiency of Anganwadi functionaries, their functions and funds were evaluated by assessing aspects like planning, execution and implementation of programmes and schemes, training and capacity building, development activities, infrastructure, administration, formation of the committee and its functioning, awareness and knowledge on roles and responsibilities, responsiveness and receipt of budget and utilization.

Effectiveness of Anganwadi Centre functions, functionaries and funds were assessed by evaluating aspects that included conduct of meetings, record maintenance, coordination between the line departments, grievance redress mechanisms, public participation and service delivery.

### **Efficiency of Anganwadi Centre (Functions, Functionaries and Funds)**

1. Staff affirmed that development plans for schools are prepared annually in the presence of Bal Vikas Samiti (BVS) and supervisors. Bal Vikas Samiti members are involved in budgeting the development activities and implementation of programmes and schemes in the AWC.
2. However, it was also observed that development activities are very poor at AWCs because most of them are rented and there is no maintenance undertaken. At the same time, for own buildings budget allocated is less compared to need for improvement activities. Staff responded that the grant received for development activities is insufficient and time taken to release those budgets are long.
3. Staff at the AWC shared that funds allocated cannot be diverted from one budget head to another to perform immediate development activities. It was also observed that allowances are not provided to Anganwadi workers with regard to travel and this is spent from their own pocket and there is no option for claiming.
4. Staff confirmed participation in a training and capacity building programme. Staff responded that the training and capacity building conducted by department was helpful. It was observed that Bal Vikas Samiti members do not attend the training programmes as there was no reporting on training conducted specifically for BVS members.
5. BVS members were aware of the functions of AWCs and actively participating in the activities of AWC.
6. Staff responded that there is regular audit conducted for programmes and schemes.
7. Major problems observed at AWCs included lack of infrastructure development, poor coordination between City Corporation and Anganwadi Centres and influence of Councilors and elected bodies in development activities.
8. Another major observation identified was, due to high meetings at HQ and other offices, less field visits were undertaken by DD, CDPO and Supervisors. It was also mentioned by DD that he will be completely occupied with at least 20 days per month.

### **Effectiveness of Anganwadi Centre (Function, Functionaries and Funds)**

1. The PAC study team found that regular meetings were conducted as per guidelines, and records of meetings were maintained at the AWC. When it comes to following prescribed formats for recording meetings and maintain them, all the documentation was found to be manual as confirmed by all the staff members.
2. Staff confirmed that the AWC coordinates with the City Corporation and other line departments for programme implementation and development activities. It was observed that response from line department is delayed and sometimes there will be no response.
3. With regard to grievance redress mechanism at the AWC, there was no documented standard operating procedure for grievance redressal mechanism observed. Public participation in any programme or meeting conducted by the AWC was good

### **Economy of Anganwadi Centre (Functions, Functionaries and Funds)**

1. With reference to funds or budget received, the received budget are utilized. The budget received is usually less compared to the need of the AWC. Most of the time the Anganwadi Worker is not informed about any budget allocation with respect to AWC development and maintenance as everything is controlled at District HQ.

### **Assessment of AWCs by Communities of Users**

Service delivery was assessed using the Community Score Card (CSC) approach where punctuality of Anganwadi teacher, availability of Anganwadi staff, adequacy in distribution of food supplies, quality of food supplies, and day care and play area of the Anganwadi were the indicators. Punctuality and availability of staff scored on the higher side though there were clear points made that there is no fixed time for the arrival of the Anganwadi Worker. Distribution of food supplies and quality of food also scored high, whereas day care and play area scored poor with due poor infrastructure for the children in the Anganwadi.

#### **WCD – Community Scoring on Anganwadi Centre**

Score (out of 10)	Punctuality of Anganwadi teacher	Availability of Anganwadi staff	Adequate distribution of food supplies	Quality of food supplies	Day care and play area of Anganwadi
	7.75	7.7	7.35	7.6	4.4

### **FAIR PRICE SHOP**

Efficiency of Fair Price Shop (FPS) on indicators related to function, functionaries and funds were evaluated through planning, execution and implementation of the Public Distribution Scheme, training and capacity building, development activities, infrastructure, administration, formation of the Vigilance committee and its functioning, awareness and knowledge on roles and responsibilities, responsiveness and receipt of budget and utilisation.

Effectiveness of FPS functions, functionaries and funds were assessed by evaluating indicators that include conduct of meetings, maintenance of records, coordination with the line department, grievance redress mechanism, public participation and service delivery.

### **Efficiency of Fair Price Shop (Functions, Functionaries and Funds)**

1. Development plans for FPS are prepared annually in the presence of Assistant Director and food inspectors
2. Staff members expressed that they felt that the grant given for FPS is sufficient
3. However, all staff confirmed that they have no option to divert funds from one development budget head to other to be able to carry out any development activities, there has been reporting of delayed payment of commission to the FPS.
4. Staff confirmed that they attended training and capacity building programmes.
5. Members were aware of functions of FPS and staffs were aware of their roles and responsibilities.
6. Staffs responded that there is audit conducted on PDS by the Food Inspector.
7. A major problem reported with regard to FPS is related to connecting to the server to register and enter biometrics of the card holders, so despite FPS operations being fully digitalized, performance has decreased due to server issues.

### **Effectiveness of FPS (Function, Functionaries and Funds)**

1. The KIIs carried out by the team found that regular meetings were conducted as per guidelines and records of meetings was maintained at the FPS.
2. Staff confirmed coordination with the line department.
3. Staff mentioned that there is a mechanism to address grievances but then observed there was no documented standard operating procedure for grievance redress mechanism.

### **Economy of FPS (Functions, Functionaries and Funds)**

With reference to funds or budget received, 100% of the received budget are utilized.

## **Assessment of Fair Price Shops (FPS) by Communities of Users**

Quality of service delivery was assessed through Community Score Card (CSC) where quantity of ration provided, frequency of distribution of ration and quality of ration provided scored good. Information about distribution (Time, Place and date), behavior of staff, and grievance redress scored the average

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**PDS - Community Scoring on Fair Price Shop**

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Score (out of 10)	Information about distribution (Time, Place and date)	Quantity of ration provided	Quality of ration provided	Behaviour of staff	Frequency of distribution of ration	Grievance redressal - PDS
	6.85	8.2	8	8.7	7.2	6.05

## Conclusion

Findings from the interviews carried out among staff members of each of the 'first mile' (closest to the citizens) institutions covered shows that there is a gap between these institutions and the 3<sup>rd</sup> tier of governance – the City Corporation Office which needs to be bridged if the Principle of Subsidiarity is to be established.

The major highlights of the study that the team arrived at in the conclusion are as follows –

From the Supply side:

1. The current roles and responsibility Guidelines which distributes the activities among the Corporation is not comprehensive and the roles and responsibilities are not specific to the functionaries of Corporation with regard to the functions that they are mandated to perform. As a result, it has been difficult to ensure responsibility and accountability for proper and successful completion of development works.
2. There is lack of regular supervision and monitoring of activities of Corporation, due to gaps in the procedures to be followed seamlessly and non-availability of Standard Operating Procedure (SOP) at all three tiers.
3. Absence of observation and monitoring of functioning of Corporation and their functionaries is hampering active participation and cooperation of other line departments leading to malpractices in the administration of City Corporations and improper programme implementation.
4. City Corporations are not able to prepare need-based development plans because of political influence.
5. The City Corporations followed their mandatory function of documenting their works through digitalized procedures, there was no independent effort of evaluating the actual conduct of meetings, development works, utilization of allocated funds and accountability with regard to any misuse or misconduct in the City Corporation.
6. Lack of regular training programmes and capacity building exercises through a standard training calendar for staff at all the service delivery institutions including among the City Corporation elected members has resulted in lack of willingness in taking responsibility towards service implementation impacting service delivery. Targeted training for each level of officers regarding their mandatory services and those related specifically to the programmes / schemes that they needed to implement was found missing.
7. The team found a general lack of awareness and understanding amongst communities regarding the purpose of various functionaries, working procedures, execution of programmes, implementation plans, maintenance of accounts, and duties and responsibilities of officers and elected representatives of Corporation. As a result, public participation is poor resulting in almost none of the officials or elected members being held accountable for their activities.
8. Non-availability of standard public grievance mechanism timeline led to delayed maintenance affecting service delivery at City Corporation office, Schools, Anganwadi Centers, Primary Health Centers and Fair Price Shops.
9. Institutionalisation of budgeting, accounting, auditing, procurement including execution of public works, development work and revenue assessment does not witness any active public participation through either the mandatory or institution-based committees.

**Multi-poverty Index (MPI) and Human Development Index (HDI) Scoring of Taluk**  
**Multi-poverty Index was developed by PAC-CODR using following pillars and constructive indicators**

**MPI Pillars and Indicators**

Pillar	Constructive Indicators	Indicator
Health	Nutrition	Households with adult between 15-49 whose BMI <18.5 m/Kg.
		Households with children under 5 years who are stunted or wasted
	Child mortality	Households with any one person under 18 years who has died in the family.
Education	Years of schooling	Households with Not even one household member has completed six years of schooling.
	School Attendance	Households with Any school age children not attending school (6-14)
Standard of Living	Sanitation	Households with no sanitation facility
	Drinking water	Households with no safe drinking water or 30 min away
	Cooking fuel	Households that cook using solid fuel
	Electricity	Households that have no electricity
	Housing	Households that have inadequate housing material in either floor, roof or wall
	Assets	Households which do not own more than one asset (radio, TV, telephone, computer, animal cart, bicycle, motorbike or refrigerator) and does not own a car or truck

By the Multi-poverty Index, it was found that Tumkur Taluk of Tumkur District is performing Best

**Taluk wise MPI**

District	Taluka	Incidence	Intensity	MPI	Quartile	Rank
Tumkur	Tumkur	0.028451	0.186510	0.005306	Best Performing	29

Same as MPI, Human Development Index was developed by PAC-CODR using following Themes and indicators

Theme	Indicator
Standard of Living	Percentage of HHs having access to modern cooking fuel like LPG, electricity, gas etc
	Percentage of HHs having access to toilet within the premises
	Percentage of HHs having access to water - tap water (treated and untreated), well water (covered), hand pump, tube well (bore hole) (*as per Census 2011 definition)
	Percentage of HHs having electricity
	Percentage of HHs having pucca houses (*good houses as per 2011 definition) (computed based on permanency in roof and wall)
	Percentage of non-agricultural workers (main + marginal) to total workers
	Per Capita Income (GDP) at Taluk level at current prices (2008-09)
Health	Children (0-5 years) died for 1000 live births
	Maternal deaths per 100000 live births
Education	Male Literacy Rate
	Female Literacy Rate
	Gross Enrolment Rate (Elementary)
	Gross Enrolment Rate (Secondary)

Human development index shows that Tumkur Taluk of Tumkur District is performing best

### Taluk Wise HDI

District	Taluka	Standard of Living	Health	Education	HDI	Quartile	Rank
Tumkur	Tumkur	0.6603	0.6669	0.6252	0.6505	Best Performing	39

### Community Score of City Corporation and its Institutions.

In Tumkur City Corporation of Tumkur Taluk, City Corporation development and Health requires immediate attention and functioning of City Corporation office would help the line department in performing will in their individual service delivery. Individual indicators are assessed and tabulated in the results section of this report. Below table gives the average score of individual indicator and overall performance score of Tumkur City Corporation

<b>District</b>	<b>Taluk</b>	<b>City Corporation</b>	<b>Institution</b>	<b>Community Scoring on Institute Functioning</b>
Tumkur	Tumkur	Tumkur City Corporation	City Corporation Office	4.6818
Tumkur	Tumkur	Tumkur City Corporation	Primary Health Centre	4.2375
Tumkur	Tumkur	Tumkur City Corporation	Primary and Secondary School	6.8454
Tumkur	Tumkur	Tumkur City Corporation	Anganwadi Centre	6.96
Tumkur	Tumkur	Tumkur City Corporation	Fair Price Shop	7.5
<b>Average Score of City Corporation</b>				<b>6.0449</b>

## Recommendations

Recommendation will be on following aspects covering majors of administration, service delivery, Funds and Human Resource

1. Organizational Structure
2. Service Delivery
3. Span of Control
4. Training and Capacity Building

Setting up new control systems with comprehensive organizational structure, firming up processes with Manuals for each institution, laying down procedures with standard operating procedures (SOP) for each institution, training and capacity building matrix and it should be converted into mandatory rules and regulations. Mandated new rules and regulations should be institutionalised. Routinisation and monitoring the implementation of laid down rules and regulations will lead to reform in administration, improving good governance at City Corporations and its last mile delivery institutions.

1. Organization Structure - A new administrative control system

To current organogram of City Corporation, to strengthen and enhance the administration of City Corporation and service delivery, it is recommended to add Roles and responsibility matrix along with job description for each designation which is currently not available at the Corporations.

2. Service Delivery – Process re-engineering

Meetings conducted at City Corporation should be transformed to AV recording and document meeting proceeding. Meeting proceeding to be finalized and uploaded on portal within 24 hours of conduct. AV recording will enhance the quorum of participation and 24 hours will reduce any kind of malpractice in documentation.

All the processes related to City Corporation to be made paperless and transcribed to digital format to reduce duplication of work, overburdening of staffs and increase the quality of work which will also impact on better service delivery.

Three step evaluation of development work should be carried out with standard operating procedure. Standard operating procedure should consist of 3 steps as follows

- Start of Development work
- Intermediate level of Development work
- Completion of Development work

At the start of development work, pictures of the location along with video sample should be captured for 3 consecutive days and at intermediate level same procedure should be followed and 3 days before completion of work same procedure of capturing image and video samples should be followed.

Video sample should be minimum of 30 Seconds with high quality and must cover details of development activity. Video samples should be captured on working day and if any of the above criteria is not obeyed funds towards the respective activity can be put on hold unless is justified.

Standard operating Procedure should be drafted for grievance redressal and publicly accessible digital portal with specific timelines to address the grievance by the officials to be created at City Corporation with centralized control on all list mile service delivery institution.

Standard Timesheet to be created for all the officials to ensure timely field visits and inspections are undertaken to address the development lag. Timesheet should be created at all the department catering to last mile delivery to ensure seamless development and service delivery by the Institutions.

Assessment of development plans should be need based and release of budget/grant should be made on 1<sup>st</sup> of every quarter, which will lead to improve in execution and implementation of development work. Need based assessment of development plan should be done 3 months prior to start of financial year by Town Plan Officer from Corporation and submit report on budget approval and sanctioning of budget/Grants to District Collector 2 months prior to start of financial year.

Education institutions with very less students and vacant staff positions can be merged, which can reduce financial burden to the Govt. by reducing staff from 4 to 1 and increase the student load by diverting all students to one institution. Cost saved from the closing of schools can be diverted to transportation facility for students which will impact in admissions to the school.

Digitalization of records at anganwadi will helps to improve the service delivery and reduce burden on staff. Current digital platform is faulty and device provided to use digital platform are poor quality. Internet facility should be provided to the institutions all centres to work efficiently, presently no internet facility is available and recharge for device is not done impacting the performance and going back to manual documentation leading to poor quality of data capture.

### 3. Span of Control – Awareness and Knowledge

A guideline with specific roles and responsibility matrix should be drafted for City Corporation functionaries, which reduces confusion between the City Corporation Functionaries in performing specific roles and responsibilities which increases the efficiency of Corporation.

A Vigilance committee should be formed to monitor and control the misuse of power and authority and to eliminate family member involvement in running of Corporation. The vigilance committee should monitor female elected body rigorously, in most of the scenarios it is observed that the family members of female elected body misuses the power and authority of the position for their benefit.

Orders should be issued stating that any kind of misuse of power and authority are occurring at City Corporation should be brought to notice of the Office of Secretariat coping to District Collector by Commissioner, City Corporation. In case of misuse or any malpractice if caught or found by Vigilance committee on surprise field visit, Commissioner will be suspended and lawsuit will be filed on elected member and the persons involved in the misuse of powers and people benefited through malpractice.

#### 4. Training and Capacity Building

A calendar of regular training and capacity building of elected representatives and Committee members to be conducted in the nearest Samarthya Soudhas or District Training Centres to ensure active and constructive participation and ownership. Training matrix to be prepared for each institution and training evaluation procedure to be implemented to evaluate the staffs post training. Refresher training to be conducted biannually to keep staffs aware of their roles and responsibilities. Matrix should include topics on institution administration, Roles and responsibilities of self and functioning of Institution and should cover the area of Functions, Functionaries and Funds.

## Annexures Log Frames

### Evaluation of Institutions, their functions, functionaries and Funds

#### Gram Panchayat

PILLAR	THEME	SUB-THEMES	QUESTIONS	POSSIBLE INDICATORS
Efficiency	Functions	1. Planning 2. Execution 3. Implementation of Development Work 4. Training and Capacity Building	1. How do you identify the need for development programmes in the CITY CORPORATION? 2. Does your panchayat members are involved in the Annual Plan Preparation for development projects implemented in your area? 3. Are panchayat members involved in the budgeting of the development projects implemented in your area? 4. Have the panchayat members attended any training programmes at block/state level for effective functioning of Corporation? 5. Were these trainings helpful to carry out panchayat duties more efficiently? 6. Do you need any further training for effective functioning of panchayat, record maintenance and understanding the future areas of planning and development of your panchayat?	1. Percentage of CITY CORPORATION staffs who responded that the panchayat members are involved in the Annual Plan preparation of development projects implemented in the area 2. Percentage of staffs who responded that the panchayat members are involved in the budgeting of the development projects implemented in the area 3. Percentage of staffs who responded that the panchayat members have attended any training programme at block/state level for effective functioning of Corporations 4. Percentage of staffs who responded that the panchayat members' training programmes were helpful to carry out panchayat duties more efficiently 5. Percentage of staffs who responded that further trainings are required for effective functioning of panchayat, record maintenance and understanding the future areas of planning and

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			<p>7. Do you have mechanism or procedure to address grievance?</p> <p>8. Do CITY CORPORATION coordinates with line department?</p> <p>9. Do line departments coordinate with CITY CORPORATION?</p> <p>10. How is the coordination between the line department officials in development or programmes execution and implementation?</p>	<p>development of your panchayat</p> <p>6. Percentage of staffs who responded that there is a grievance redressal mechanism</p> <p>7. Percentage of staffs who responded that the CITY CORPORATION coordinates with the line department</p> <p>8. Percentage of staffs who responded that the line departments coordinate with the CITY CORPORATION</p>
	Functionaries	<p>1. Performing roles and responsibilities</p> <p>2. Responsiveness</p> <p>3. Participation</p> <p>4. Literacy Rate</p> <p>5. Number of staff</p> <p>6. Awareness and Knowledge</p> <p>7. Committee Formation</p>	<p>1. Are you aware of the functions and responsibilities of Gram Panchayat?</p> <p>2. Are the members aware of the guidelines provided by the PRI?</p> <p>3. Have you received the guidelines issued by the State Government or concerned Ministry?</p> <p>4. Please list down the important functions and responsibilities of Gram Panchayats</p> <p>5. What is the literacy rate of your members?</p> <p>6. Please specify the No. of Computer literate Panchayat members (Those who have any computer related formal education/course or who can operate computers)</p> <p>7. Total number of Vacancies</p>	<p>1. Percentage of CITY CORPORATION staffs who were aware of the functions and responsibilities of the CITY CORPORATION</p> <p>2. Percentage of CITY CORPORATION staffs who responded that the members were aware of the guidelines provided by the PRI</p> <p>3. Percentage of CITY CORPORATION staffs who responded that they had received the guidelines issued by the State Government or concerned Ministry</p> <p>4. Percentage of CITY CORPORATION staffs and members specified the correct name of Department</p> <p>5. Percentage of Staffs and members listed functions as per the Guidelines (Assessment – answered correct functions 7 to 10 considered as Aware, 4</p>

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			<p>8. Total number of Staff on Deputation</p> <p>9. Total number of Contract Staff</p>	<p>to 6 considered as Partially aware and below 3 are considered as Not Aware)</p> <p>6. Percentage of members literacy</p> <p>7. Percentage of Computer literate members</p> <p>8. percentage of Vacancies</p> <p>9. Percentage of Deputed staffs</p> <p>10. Percentage of Contract Staffs</p>
	Funds	<p>1. Tax Collection</p> <p>2. Receipt of Budget and Funds</p> <p>3. Administrative Expenses</p> <p>4. Transparency</p>	<p>1. Does your panchayat collect Tax?</p> <p>2. Do you receive fund amount as per the budget prepared/approved?</p> <p>3. Are the granted funds received for development projects are sufficient?</p> <p>4. Are you satisfied with the time taken by the funding Department to disburse project funds?</p> <p>5. Are you able to divert the fund for a development work which you feel is more important for the panchayat than the project for which the fund is received?</p> <p>6. Does regular audit of implemented programmes and schemes at your panchayat takes place?</p> <p>7. Does regular audit of accounts of your panchayat takes place?</p>	<p>1. Percentage of staffs who responded that the panchayat collects tax</p> <p>2. Percentage of staffs who responded that the CITY CORPORATION received funds as per the budget prepared/approved</p> <p>3. Percentage of staffs who responded that the granted funds received for development projects are sufficient</p> <p>4. Percentage of staffs who responded that they were satisfied with the time taken by the funding department to disburse project funds</p> <p>5. Percentage of staffs who responded that they were able to divert the fund for a development work which they felt is more important for the panchayat than the project for which the fund is received</p> <p>6. Percentage of staffs who responded that there is a regular audit of</p>

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				implemented programmes and schemes at the CITY CORPORATION 7. Percentage of staffs who responded that there is regular audit of accounts of the CITY CORPORATION
Effectiveness	Functions	<ol style="list-style-type: none"> <li>1. Programme and Scheme Implementation</li> <li>2. Evaluation of activities and programmes</li> <li>3. Monitoring activities and programmes</li> <li>4. Maintenance</li> <li>5. Awareness and Knowledge Provision</li> <li>6. Grievance Redressal</li> <li>7. Service Delivery</li> <li>8. Interdepartmental Coordination</li> <li>9. Conduct of Meetings (as per Act and Guidelines)</li> <li>10. Identification of development site and area</li> </ol>	<ol style="list-style-type: none"> <li>1. Do you conduct meetings (Gram Sabha) as per the laid down procedures?</li> <li>2. Do you keep records of panchayat meetings?</li> <li>3. Specify the ways in which records are maintained by the panchayat?</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage of staffs who responded that the Gram Sabha meetings are conducted as per the guidelines</li> <li>2. Percentage of staffs who responded that the records of panchayat meetings are maintained</li> <li>3. Percentage of staffs who responded that the records of meetings are maintained (Manually/Computerised)</li> </ol>
	Functionaries	<ol style="list-style-type: none"> <li>1. Accountability</li> <li>2. Service Delivery</li> <li>3. Public Participation</li> <li>4. Grievance Redressal</li> </ol>	<ol style="list-style-type: none"> <li>1. Among the following service areas, please tick the areas in which the services have been delivered to the citizens of the CITY CORPORATION</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage of services delivered to the citizens of the CITY CORPORATION</li> <li>2. Percentage of staffs who responded that the public participation in meetings</li> </ol>

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		5. Committee members participation	2. How is public participation in meetings and programmes conducted by CITY CORPORATION?	and programmes conducted by the CITY CORPORATION is Good
	Funds	1. Allocation of Budget 2. Utilization of Funds towards development 3. Utilization of funds towards other expenses 4. Vendor selection	1. Budget received and amount utilized 2. Budget received and amount utilized for development projects	1. Percentage of budget amount utilized 2. Percentage of budget amount utilized for development projects
Economy	Functions	1. Revenue Generation 2. Service Delivered		
	Functionaries	-		
	Funds	1. Revenue Generation 2. Development of Institution		

## Primary Health Centre

PILLAR	THEME	SUB-THEME	QUESTIONS	POSSIBLE INDICATORS
Efficiency	Functions	<ol style="list-style-type: none"> <li>1. Planning</li> <li>2. Execution</li> <li>3. Implementation</li> <li>4. Training and Capacity Building</li> <li>5. Powers and Authorities</li> <li>6. Infrastructure</li> <li>7. Administration</li> <li>8. Politics</li> <li>9. Committees (Arogya Rakshana Samithi) management</li> </ol>	<ol style="list-style-type: none"> <li>1. Are your ARS members involved in the Annual plan preparation for development projects implemented in your area?</li> <li>2. Have the members of your PHC attend any training programme at block/state level for effective functioning of PHC?</li> <li>3. Were these trainings helpful to carry out duties more efficiently?</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage of ARS members involved in the Annual Plan preparation for development projects implemented in your area</li> <li>2. Percentage of members of your PHC who have attended any training programme at block/State level for effective functioning of PHC</li> <li>3. Percentage of members of PHC who felt that the trainings were helpful to carry out duties more efficiently</li> </ol>
	Functionaries	<ol style="list-style-type: none"> <li>1. Roles and Responsibilities</li> <li>2. Responsiveness</li> <li>3. Participation</li> <li>4. Literacy Rate of Body</li> <li>5. Number of staffs as per guidelines</li> <li>6. Awareness and Knowledge</li> <li>7. Committee Formation</li> </ol>	<ol style="list-style-type: none"> <li>1. Are you aware of the roles and responsibilities of your PHC?</li> <li>2. Are the staffs familiar with the guidelines provided by the Department (Health)?</li> <li>3. Are you aware of the roles and responsibilities of self?</li> <li>4. Please list down the important functions and responsibilities of PHC</li> <li>5. What is the literacy rate of your members?</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage members who were aware of the roles and responsibilities of PHC</li> <li>2. Percentage of staffs familiar with the guidelines provided by the Health Department</li> <li>3. Percentage of staffs aware of the roles and responsibilities of self</li> <li>4. Percentage of PHC staffs and members specified the correct name of Department (Guidelines provided by)</li> </ol>

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			<p>6. Please specify the No. of Computer literate ARC Members? (Those who have any computer related formal education/course or who can operate computers)</p> <p>7. Total number of Vacancies</p> <p>8. Total number of Staff on Deputation</p> <p>9. Total number of Contract Staff</p>	<p>5. Percentage of Staffs and members listed functions as per the Guidelines (Assessment – answered correct functions 7 to 10 considered as Aware, 4 to 6 considered as Partially aware and below 3 are considered as Not Aware)</p> <p>6. Percentage of members literacy</p> <p>7. Percentage of Computer literate members</p> <p>8. percentage of Vacancies</p> <p>9. Percentage of Deputed staffs</p> <p>10. Percentage of Contract Staffs</p>
	Funds	<p>1. Receipt of Budget and Funds</p> <p>2. Administrative Expenses</p>	<p>1. Does regular auditing of implemented programs take place?</p> <p>2. Does regular auditing of accounts of your PHC take place?</p>	<p>1. Percentage of staffs who responded that there is regular auditing of implemented programs in the PHC</p> <p>2. Percentage of staffs who responded that there is regular auditing of accounts of the PHC</p>
Effectiveness	Function	<p>1. Programmes and Schemes</p> <p>2. Evaluation of activities and programs</p> <p>3. Monitoring activities and programmes</p> <p>4. Maintenance of</p>	<p>1. Do you regularly conduct meetings as per the laid down procedures?</p> <p>2. Do you keep records of meetings?</p> <p>3. Is there any prescribed format to keep record of panchayat meetings?</p> <p>4. What is the process of keeping the</p>	<p>1. Percentage of staffs who responded that the PHC conducts regular meetings as per the laid down procedures</p> <p>2. Percentage of staffs who responded that records of</p>

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		<p>Infrastructure                      5. Awareness and Knowledge                      6. Grievance Redressal                      7. Service Delivery                      8. Interdepartmental Coordination                      9. Conduct of Meetings (As per Act and Guidelines)</p>	<p>records?                      5. Do you have mechanism or procedure to address grievance?                      6. Does this PHC coordinate with CITY CORPORATION in addition to the line department?                      7. Do line department coordinate with the PHC?                      8. How many meetings are to be conducted as per Guidelines in a year?                      9. What is the frequency of meeting that to be conducted as per guidelines?                      10. How many meetings of ARS members have been conducted in last one year?</p>	<p>meetings are maintained                      3. Percentage of staffs who responded that the prescribed format to keep records of panchayat meetings - (computer/manual)                      4. Percentage of staffs who responded that the PHC had a grievance redressal mechanism                      5. Percentage of staffs who responded that the PHC coordinates with the CITY CORPORATION in addition to the line departments                      6. Percentage of staffs who responded that the line departments coordinate with the PHC                      7. Percentage of Staffs and members specified the correct number of meetings to be conducted as per guidelines                      8. Percentage of staffs and members answered correct frequency of meeting that to be conducted as per guidelines</p>
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	Functionaries	1. Accountability 2. Service Delivery 3. Public Participation 4. Grievance Redressal 5. Committee members participation 6. Number of staffs currently working	1. How is the public participation in meetings, programmes, camps conducted by PHC?	Percentage of staffs who responded that the public participation in meetings, programmes, camps conducted by PHC are (Good/Average/Poor)
	Funds	1. Allocation of funds 2. Utilization of funds towards developmental plans 3. Utilization of funds towards other expenses	1. Budget amount received 2. Budget amount utilized	1. Percentage of budget received 2. Percentage budget utilized
Economy	Function	1. Service delivered (value for money)		
	Functionaries	-	-	
	Funds	1. Service Delivery 2. Infrastructure Development		

**Primary and Secondary School**

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PILLAR	THEME	SUB-THEME	QUESTIONS	POSSIBLE INDICATORS
Efficiency	Function	1. Planning 2. Execution 3. Implementation 4. Teaching and Training 5. Development work in school 6. Training and Capacity building 7. Powers and Authorities 8. Infrastructure 9. Administration 10. Politics 11. Committees (SDMC)	1. Are your panchayat members involved in the Annual Plan preparation for the schools? 2. Are panchayat/SDMC members involved in the budgeting of the development projects and education programmes implemented in your school? 3. Do you receive fund as per the budget prepared/approved? 4. Are the granted funds sufficient? 5. Are you able to divert the fund for a development work which you feel is more important for the School than the project for which fund is received? 6. Have the staff members attended any training programme at block/state level for effective functioning? 7. Were these trainings helpful to carry out duties more efficiently?	1. Percentage of staffs who responded that the panchayat members are involved in the Annual Plan preparation for the schools 2. Percentage of staffs who responded that the panchayat/SDMC members involved in the budgeting of the development projects and education programmes implemented in your school 3. Percentage of staffs who responded that they received the fund as per the budget 4. Percentage of staffs who responded that the granted funds were sufficient 5. Percentage of staffs who responded that they were able to divert the fund for a development work which they felt was more important for the school than the project for which fund is recieved 6. Percentage of staffs who responded that the staff members attended any training programme at block/state level for effective functioning 7. Percentage of staffs who responded that the trainings were

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				helpful to carry out duties more efficiently
	Functionaries	<ol style="list-style-type: none"> <li>1. Roles and Responsibilities</li> <li>2. Responsiveness</li> <li>3. Participation</li> <li>4. Literacy rate of body</li> <li>5. Number of staffs as per guidelines</li> <li>6. Awareness and Knowledge</li> <li>7. Committee Formation</li> </ol>	<ol style="list-style-type: none"> <li>1. Are you aware of the functions and responsibilities of the school?</li> <li>2. Are the members of your school familiar with the guidelines provided by the Department?</li> <li>3. Are you aware of the roles and responsibilities of you?</li> <li>4. Please list down the important functions and responsibilities of School</li> <li>5. What is the literacy rate of your members?</li> <li>6. Please specify the No. of Computer literate SDMC Members? (Those who have any computer related formal education/course or who can operate computers)</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage of staffs who were aware of the functions and responsibilities of the school</li> <li>2. Percentage of staffs who responded that the members of the school were familiar with the guidelines provided by the Department</li> <li>3. Percentage of staffs who were aware of the roles and responsibilities of self</li> <li>4. Percentage of School staffs and members specified the correct name of Department (Guidelines provided by)</li> <li>5. Percentage of Staffs and members listed functions as per the Guidelines (Assessment – answered correct functions 7 to 10 considered as Aware, 4 to 6 considered as Partially aware and below 3 are considered as Not Aware)</li> <li>6. Percentage of members literacy</li> <li>7. Percentage of Computer literate members</li> </ol>

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	Funds	<ol style="list-style-type: none"> <li>1. Receipt of budget and funds</li> <li>2. Administrative expenses</li> </ol>	<ol style="list-style-type: none"> <li>1. Does regular auditing of implemented programmes and schemes at your school takes place?</li> <li>2. Does regular auditing of your school takes place?</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage of staffs who responded that regular auditing of implemented programmes at the school takes place</li> <li>2. Percentage of staffs who responded that regular auditing of the school takes place</li> </ol>
Effectiveness	Function	<ol style="list-style-type: none"> <li>1. Programmes and Schemes</li> <li>2. Evaluation of activities and programmes</li> <li>3. Monitoring activities and programmes</li> <li>4. Maintenance of infrastructure</li> <li>5. Awareness and Knowledge</li> <li>6. Grievance redressal</li> <li>7. Service Delivery</li> <li>8. Influence</li> <li>9. Interdepartmental coordination</li> <li>10. Conduct of Meetings (as per act and guidelines)</li> </ol>	<ol style="list-style-type: none"> <li>1. Do you regularly conduct meetings as per the laid down procedures?</li> <li>2. Do you keep records of SDMC and other meetings?</li> <li>3. Is there any prescribed format to keep record of the meetings?</li> <li>4. What is the process of keeping the record?</li> <li>5. Does the school coordinate with the line department?</li> <li>6. Does the line department coordinate with school?</li> <li>7. How is the coordination between the line departments officials in education or programme execution and implementation?</li> <li>8. How many meetings are to be conducted as per Guidelines in a year?</li> <li>9. What is the frequency of meeting that to be conducted as per guidelines?</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage of staffs who responded that the schools conduct meetings regularly as per the guidelines</li> <li>2. Percentage of staffs who responded that they kept records of SDMC and other meetings</li> <li>3. Percentage of staffs who responded that the prescribed format to keep record of the meetings (Manual/Computerised)</li> <li>4. Percentage of staffs who responded that the school coordinates with the line department</li> <li>5. Percentage of staffs who responded that the line department coordinates with the school</li> <li>6. Percentage of staffs who responded that the coordination between the line departments officials in education or programme</li> </ol>

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			10. How many meetings of ARS members have been conducted in last one year?	<p>execution and implementation (Good)</p> <p>7. Percentage of Staffs and members specified the correct number of meetings to be conducted as per guidelines</p> <p>8. Percentage of staffs and members answered correct frequency of meeting that to be conducted as per guidelines</p>
	Functionaries	<p>1. Accountability</p> <p>2. Service Delivery</p> <p>3. Public Participation</p> <p>4. Grievance Redressal</p> <p>5. Committee members participation</p> <p>6. Number of staff currently working</p>	<p>1. Do you have mechanism or procedure to address grievance?</p> <p>2. How is the public participation in meetings and programmes conducted by the school?</p> <p>3. Total number of Vacancies</p> <p>4. Total number of Staff on Deputation</p> <p>5. Total number of Contract Staff</p>	<p>1. Percentage of staffs who responded that there was a grievance redressal mechanism</p> <p>2. Percentage of staffs who responded that the public participation in meetings and programmes conducted by the school was good</p> <p>3. percentage of Vacancies</p> <p>4. Percentage of Deputed staffs</p> <p>5. Percentage of Contract Staffs</p>
	Funds	<p>1. Allocation of funds</p> <p>2. Utilization of funds</p> <p>3. Utilization of funds towards other expenses</p>	<p>1. Budget amount received</p> <p>2. Amount utilised</p>	<p>1. Percentage of budgeted amount received</p> <p>2. Percentage amount utilized</p>

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Economy	Function	1. Service Delivered 2. Drop Out reduction 3. Enrolment	-	-
	Functionaries	1. Dropouts	-	-
	Funds	1. Service Delivery 2. Infrastructure Development	-	-

**Anganwadi Centre**

PILLAR	THEME	SUB-THEME	QUESTIONS	POSSIBLE INDICATORS
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Efficiency	Function	<ol style="list-style-type: none"> <li>1. Planning</li> <li>2. Execution</li> <li>3. Implementation</li> <li>4. Development Work in AWC</li> <li>5. Training and Capacity Building</li> <li>6. Powers and Authorities</li> <li>7. Infrastructure</li> <li>8. Administration</li> <li>9. Politics</li> <li>10. Committees</li> </ol>	<ol style="list-style-type: none"> <li>1. Are your panchayat members involved in the annual plan preparation for services implemented in your area?</li> <li>2. Are panchayat/Bal Samiti members involved in the budgeting of the programmes implemented in your area?</li> <li>3. Have staff members attended any training programme at the block/state level for effective functioning?</li> <li>4. According to you, were these trainings helpful to carry out duties more efficiently?</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage of staffs who responded that the panchayat members are involved in the annual plan preparation for services implemented in the area</li> <li>2. Percentage of staffs who responded that the Panchayat/Bal Samiti members are involved in the budgeting of the programmes implemented in your area</li> <li>3. Percentage of staffs who responded that the staff members attended any training programmes at the block/state level for effective functioning</li> <li>4. Percentage of staffs who responded that the trainings were helpful to carry out duties more efficiently</li> </ol>
	Functionaries	<ol style="list-style-type: none"> <li>1. Roles and Responsibilities</li> <li>2. Responsiveness</li> <li>3. Participation</li> <li>4. Literacy rate of body</li> <li>5. Number of staffs as per guidelines</li> <li>6. Awareness and Knowledge</li> <li>7. Committee Formation</li> </ol>	<ol style="list-style-type: none"> <li>1. Are you fully aware of the roles and responsibilities of the Anganwadi centre?</li> <li>2. Are the members of the anganwadi familiar with the guidelines provided by the department?</li> <li>3. Have you received the guidelines issued by the State Government or concerned Ministry?</li> <li>4. Are you aware of the roles and responsibilities of you?</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage of staffs who were fully aware of the roles and responsibilities of the anganwadi centre</li> <li>2. Percentage of staffs who responded that the members of the anganwadi centre were familiar with the guidelines provided by the department</li> <li>3. Percentage of staffs who responded that they received the guidelines issued by the State Government or</li> </ol>

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			<p>5. Please list down the important functions and responsibilities of Anganwadi</p> <p>6. What is the literacy rate of your members?</p> <p>7. Please specify the No. of Computer literate BVS Members? (Those who have any computer related formal education/course or who can operate computers)</p>	<p>concerned ministry</p> <p>4. Percentage of staffs who were fully aware of the roles and responsibilities of self</p> <p>5. Percentage of Anganwadi staffs and members specified the correct name of Department (Guidelines provided by)</p> <p>6. Percentage of Staffs and members listed functions as per the Guidelines (Assessment – answered correct functions 7 to 10 considered as Aware, 4 to 6 considered as Partially aware and below 3 are considered as Not Aware)</p> <p>7. Percentage of members literacy</p> <p>8. Percentage of Computer literate members</p>
	Funds	<p>1. Receipt of Budget and Funds</p> <p>2. Administrative Expenses</p>	<p>1. Do you receive fund amount as per the budget prepared/approved?</p> <p>2. Are the granted funds sufficient?</p> <p>3. Are you satisfied with the time taken by the funding Department to disburse funds?</p> <p>4. Are you able to divert the fund for an activity which you feel is more important for the Anganwadi than the activity for which fund is received?</p>	<p>1. Percentage of staffs who responded that they received the fund as per the budget</p> <p>2. Percentage of staffs who responded that the granted funds were sufficient</p> <p>3. Percentage of staffs who responded that they were satisfied with the time taken by the funding Department to disburse funds</p> <p>4. Percentage of staffs who responded</p>

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			<p>5. Does regular auditing of implemented programmes and schemes at your Anganwadi take place?</p> <p>6. Does regular auditing of accounts of your anganwadi take place?</p>	<p>that they were able to divert funds for an activity which they felt was more important for the Anganwadi than the activity for which the fund is received</p> <p>5. Percentage of staffs who responded that regular auditing of implemented programmes and schemes at your Anganwadi takes place</p> <p>6. Percentage of staffs who responded that regular auditing of accounts of your anganwadi take place</p>
Effectiveness	Function	<p>1. Programmes and Schemes</p> <p>2. Evaluation of activities and programmes</p> <p>3. Monitoring of activities and programmes</p> <p>4. Maintenance of infrastructure</p> <p>5. Awareness and Knowledge</p> <p>6. Grievance Redressal</p> <p>7. Service Delivery</p> <p>8. Influence</p> <p>9. Interdepartmental coordination</p> <p>10. Conduct of Meetings (as per acts and guidelines)</p>	<p>1. Do you regularly conduct meetings as per the laid down procedures?</p> <p>2. Do you keep records of the meetings?</p> <p>3. Is there any prescribed format to keep record of meetings?</p> <p>4. What is the process of keeping the record?</p> <p>5. Do you have mechanism or procedure to address grievance?</p> <p>6. Does the anganwadi coordinate with line department?</p> <p>7. Does the line department coordinate with the Anganwadi?</p> <p>8. How is the coordination between the line department officials in development or programme execution and implementation?</p>	<p>1. Percentage of staffs who responded that meetings are conducted regularly as per the guidelines</p> <p>2. Percentage of staffs who responded that records of meetings are maintained</p> <p>3. Percentage of staffs who responded that there is a prescribed format to keep record of meetings</p> <p>4. Percentage of staffs who responded that the process of keeping the record (manual/computerised)</p> <p>5. Percentage of staffs who responded that the they have a grievance redressal mechanism in place</p> <p>6. Percentage of staffs who responded that they coordinate with the line department</p> <p>7. Percentage of staffs who responded</p>

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			<p>9. How many meetings are to be conducted as per Guidelines in a year?</p> <p>10. What is the frequency of meeting that to be conducted as per guidelines?</p> <p>11. How many meetings of BVS members have been conducted in last one year?</p>	<p>that the line department coordinates with the AWC</p> <p>8. Percentage of staffs who responded that the coordination between the line department and officials in development or programme execution and implementation is Good</p> <p>9. Percentage of Staffs and members specified the correct number of meetings to be conducted as per guidelines</p> <p>10. Percentage of staffs and members answered correct frequency of meeting that to be conducted as per guidelines</p>
	Functionaries	<p>1. Accountability</p> <p>2. Service Delivery</p> <p>3. Public Participation</p> <p>4. Grievance Redressal</p> <p>5. Committee members participation</p> <p>6. Number of staff currently working</p>	<p>1. How is the public participation in meetings and programmes conducted by Anganwadi?</p> <p>2. Total number of Vacancies</p> <p>3. Total number of Staff on Deputation</p> <p>4. Total number of Contract Staff</p>	<p>1. Percentage of staffs who responded that the public participation in meetings and programmes conducted by the Anganwadi is good</p> <p>2. percentage of Vacancies</p> <p>3. Percentage of Deputed staffs</p> <p>4. Percentage of Contract Staffs</p>
	Funds	<p>1. Allocation of Funds</p> <p>2. Utilization of funds towards development plans</p>	<p>1. Budget amount received</p> <p>2. Amount utilized</p> <p>3. Budget amount received for developmental projects</p>	<p>1. Percentage budget amount received</p> <p>2. Percentage amount utilised</p> <p>3. Percentage budget amount</p>

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		3. Utilization of Funds towards other expenses	4. Amount utilized for developmental projects	received for developmental projects 4. Percentage budget amount utilized for developmental projects
Economy	Function	1. Service Delivered 2. Immunization 3. Mortality 4. Malnutrition		-
	Functionaries	1. Meals/Ration provision		-
	Funds	1. Service delivery 2. Infrastructure development		-

**Fair Price Shop**

Pillar	Theme	Sub-Theme	Questions	Possible Indicators
Efficiency	Function	1. Planning 2. Execution 3. Implementation 4. Development Work 5. Training and Capacity	1. Are your panchayat members involved in the Annual plan preparation of the FPS? 2. Are panchayat/CVC members involved in the budgeting of the	1. Percentage of respondents who responded that the panchayat members are involved in the Annual Plan preparation? 2. Percentage of respondents who responded that the panchayat members are

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		Building 6. Powers and Authorities 7. Infrastructure 8. Administration 9. Politics 10. Committees	development projects and education programmes implemented in your FPS? 3. Have the staff members attended any training programme at block/state level for effective functioning? 4. According to you, was these trainings helpful to carry out duties more efficiently? (Tick any one)	involved in the budgeting of development projects and programmes implemented in your FPS? 3. Percentage of staff members who have attended any training programme at block/state level for effective functioning? 4. Percentage of staff members who responded that the trainings were helpful to carry out duties more efficiently?
	Functionaries	1. Roles and Responsibilities 2. Responsiveness 3. Participation 4. Literacy Rate of the Body 5. Number of Staffs as per guidelines 6. Awareness and Knowledge 7. Committee Formation	1. Are you aware of the roles and responsibilities of the FPS? 2. Are the members of the FPS familiar with the guidelines provided by the Department? 3. Have you received the guidelines issued by the State Government or concerned ministry? 4. Are you aware of the roles and responsibilities of the self?	1. Percentage of staffs who were aware of the roles and responsibilities of FPS? 2. Percentage of staffs who were aware of the guidelines provided by the Department? 3. Percentage of staffs who responded that they received the guidelines issued by the State Government or concerned Ministry? 4. Percentage of staffs who were aware of the roles and responsibilities of self?
	Funds	1. Receipt of Budget and Funds 2. Administrative Expenses	-	-
Effectiveness	Function	1. Programs and Schemes 2. Evaluation of activities	1. Do you regularly conduct meetings as per the laid down	1. Percentage of staffs who responded that meetings are conducted regularly as per

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		<p>and programs</p> <ol style="list-style-type: none"> <li>3. Monitoring activities and programs</li> <li>4. Maintenance of Infrastructure</li> <li>5. Awareness and Knowledge</li> <li>6. Grievance Redressal</li> <li>7. Service Delivery</li> <li>8. Influence</li> <li>9. Interdepartmental Coordination</li> <li>10. Conduct of Meetings (As per Act and Guidelines)</li> </ol>	<p>procedures?</p> <ol style="list-style-type: none"> <li>2. Do you keep records of CVC and other meetings?</li> <li>3. Is there any prescribed format to keep record of the meetings?</li> <li>4. What is the process of keeping the record?</li> <li>5. Does regular auditing of implemented programmes and schemes at your FPS takes place?</li> <li>6. Does regular auditing of accounts of your FPS takes place?</li> <li>7. Do you have mechanism or procedure to address grievance?</li> <li>8. Does the FPS coordinate with line department?</li> <li>9. Does the line department coordinate with FPS?</li> <li>10. How is the coordination between the line departments officials in education or programme execution and implementation?</li> </ol>	<p>the laid down guidelines?</p> <ol style="list-style-type: none"> <li>2. Percentage of staffs who responded that the records of CVC and other meetings</li> <li>3. Percentage of staffs who responded that they have a prescribed format to keep records of the meetings?</li> <li>4. Percentage of staffs and process of keeping record of meetings?</li> <li>5. Percentage of staffs who responded that the auditing of implemented programmes of schemes at FPS takes place</li> <li>6. Percentage of staffs who responded that there is regular auditing of accounts of FPS</li> <li>7. Percentage of staffs who responded that there is a grievance redressal mechanism</li> <li>8. Percentage of staffs who responded that the FPS coordinates with the line department</li> <li>9. Percentage of staffs who responded that the line department coordinates with the FPS</li> <li>10. Percentage of staffs who responded that the coordination between the line department officials in education or programme execution and implementation is good</li> </ol>
	Functionaries	<ol style="list-style-type: none"> <li>1. Accountability</li> <li>2. Service Delivery</li> <li>3. Public Participation</li> <li>4. Grievance Redressal</li> </ol>	<ol style="list-style-type: none"> <li>1. How is the public participation in meetings and programmes conducted by FPS?</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage of staffs who responded that the public participation in meetings and programmes conducted by FPS is good</li> </ol>

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		5. Committee members participation 6. Number of staffs currently working		
	Funds	1. Allocation of funds 2. Utilization of funds towards development plans 3. Utilization of funds towards other expenses	1. Do you receive fund amount as per the budget prepared/approved? 2. Are the granted funds received sufficient? 3. Are you satisfied with the time taken by the funding Department to disburse funds? 4. Are you able to divert the fund for a development work which you feel is more important for the FPS than the project for which fund is received? 5. Budget amount received 6. Budget amount utilized 7. Developmental budget amount received 8. Developmental budget amount utilized	1. Percentage of staffs who responded that they received the fund amount as per the budget prepared/approved 2. Percentage of staffs who responded that the granted funds received are sufficient 3. Percentage of staffs who responded that they are satisfied with the time taken by the funding department to disburse funds 4. Percentage of staffs who responded that they were able to divert the fund for a development work which they felt was more important for the FPS than the project for which the fund is received 5. Percentage budget amount utilized 6. Percentage developmental budget amount utilized
Economy	Function	1. Ration provided to beneficiaries	-	-
	Functionaries	1. Ration received from depot	-	-

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	Funds	1. Service delivery 2. Infrastructure development	-	-
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## Key Informant Interviews

### Key Informant Interviews Questionnaire – Municipality Corporation

Name of the President /Vice president/Councillor/Government Official	
Designation:	
Ward Name:	Block:
District:	State:

#### A. Information on Municipality Councillors

##### I. Councillors Profile

1. Age		
2. Gender	a) Male	b) Female
3. Educational Qualification		
4. Are you Computer Literate?	a) Yes	b) No
5. Have you ever been elected before?	a) Yes	b) No

##### II. Municipality and its members

1. When was the last Municipality Corporation election held (Month and year of elections)	-----Month <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> Year			
2. Please mention the No. of Municipality Corporation members in Municipality Corporation	Permanent Member (Nos.)		Temporary Member (Nos.)	
	Male	Female	Male	Female
	<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>

3. What is the literacy rate of your members?		
3. Please specify the No. of Computer literate Corporation members (Those who have any computer related formal education/course or who can operate computers)	Male Nos. <input type="text"/> <input type="text"/>	Female Nos. <input type="text"/> <input type="text"/>

### III. Municipality Staff

1. Total Number of permanent Staff	
2. Total number of Contract Staff	
3. Total number of Vacancies	
4. Total number of Staff on Deputation	

## B. Information on Municipality Corporation Profile

### I. Please provide the following information related to your Municipality Corporation.

1. Total Number of Wards in Municipality Corporation.	
2. Total number of households in Municipality Corporation.	
3. Total Population of Municipality Corporation.	

1. Are there any committees formed as per guidelines	
a) Yes	b) No
2. If answered “yes” please list down the committees formed at Corporation level	

#### Ward Details:

2. Total number of households in ward	
3. Total Population in Ward	

Economic Details of the Ward	
1. No. of Urban Banks	
2. No. of Small-Scale Industries	
3. Predominant economic activity in the City	

1. Is there any Urban handicraft in your Municipality Corporation. which is one of the livelihood sources for Society?	
a) Yes	b) No
2. If answered "yes" to the above question then please specify the name of the handicraft and provide a brief description about it.	

Ward Connectivity				
1. Please specify the kind of road link available at your Municipality Corporation. (Tick any one)				
a) Highway link	b) Good Road	c) Average	d) Poor Road Link	e) No Proper Road
2. Specify the distance of the nearest National highway from Municipality Corporation				Km.
3. What is the most common mode of transport used by the Population?				

Electricity and Telecommunication status in Ward	
1. Please specify the number of households in Municipality Corporation having electricity connection (Nos.)	
2. Please specify the number of hours for which electricity is available per day (in 24 hrs)	hrs.

3. Please specify the number of households in Municipality Corporation having telephone connection (Nos.)	
4. How is the availability of Internet facility in the limits of Municipality Corporation?	

Other Service Centres	
1. Is there any Information Centre located in your limit of Municipality Corporation?	
a) Yes	b) No
(b)Mention the number of information centre Available (Name them)	
2. Is there any computer institute in your Ward?	
a) Yes	b) No
3. If answered "No" to the above question then how far is the nearest computer institute from the Municipality Corporation?	Km.

Natural Disasters	Yes	No
1. Which of the following natural disaster is most recurring at your City? (Tick the suitable)	a) Flood	
	b) Earthquake	
	c) Drought	
	d) Cyclone	
2. What is the frequency of recurrence of the above-mentioned natural disaster?		
a) Throughout the year	b) For three months in a year	c) Rarely

Educational Institutions		
Please provide the information about the educational institutes present in your Municipality Corporation.		
	Govt.	Private
Primary School (Nos.)		
High School (Nos.)		
Higher Secondary School (Nos.)		

Health Institutions		
Please provide the information about the Health institutes present in your Municipality Corporation.		
	Govt.	Private
Primary Health Centre		
Sub-centre/ Wellness Centre		

Anganwadi Centre		
Please provide the information about the Anganwadi Centre present in your Municipality Corporation.		
	Govt.	
Anganwadi Centre		

Public Distribution Centre		
Please provide the information about the Fair Price Shop present in your Municipality Corporation.		
	Govt.	
Fair Price Shop		

1. Are there any committees formed as per guidelines in the ward	
a) Yes	b) No
2. If answered "yes" please list down the committees formed at Ward Level	

Please list down the three major reasons of backwardness of your area and which needs immediate attention.
Problem 1:
Problem 2:
Problem 3:

## ROLES AND RESPONSIBILITIES OF MUNICIPALITY CORPORATION

Are you aware of the functions and responsibilities of Municipality Corporation (Tick any one)

a) Fully aware

b) Partly aware

c) Not aware

Please list down the important functions and responsibilities of Municipality Corporation/Ward

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

Are the members of Corporation familiar with the guidelines provided by Municipality Corporation

a) Yes

b) No

c) Only few members are aware

Have you received the guidelines issued by State Govt. or concerned ministry?	
a) Yes	b) No
If answered "Yes" to the above question, then who provided you the guidelines?	
Amongst the following services areas, please tick the areas in which the services have been delivered to the citizens of the Municipality Corporation	
Services	Tick the service provided by your Municipality Corporation
1. Primary Education	
2. Adult and non-formal education	
3. Primary health care	
4. Drinking water and sanitation	
5. Women and child development	
6. Social welfare	
7. Rural electrification	
8. Road and infrastructure development	
9. Poverty alleviation	
10. Census on BPL	
11. Promotion of Cottage Industries.	
12. Agriculture, including agricultural extension	
13. Animal husbandry, dairying and poultry	
14. Fisheries	

15. Social and farm forestry, minor forest	
16. Produce fuel and fodder	
17. Khadi, village and cottage industries	
18. Rural housing	
19. Non-conventional energy source	
20. Poverty alleviation programmes	
21. Libraries	
22. Cultural activities	
23. Markets and fairs	
24. Welfare of the weaker sections and in particular the Scheduled Castes and Scheduled Tribes	
25. Public distribution system	
26. Maintenance of community assets	
27. Construction and maintenance of dharmashalas, chatras and similar institutions	
28. Construction and maintenance of cattle sheds, pounds and cart stands.	
29. Construction and maintenance of slaughter houses.	
30. Maintenance of public parks, playgrounds etc.	
31. Regulation of manure pits in public places	
32. Establishment and control of shandies.	
33. Others (please specify)	
What are the advantages and disadvantages of working with officials of the above line departments?	
How can the disadvantages be addressed by the Municipality Corporation office?	

Does your Municipality Corporation collect any taxes? (Tick any one)

a) Yes	b) No
If answered "Yes" then please mention the nature of taxes collected by your panchayat.	
<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> </ol>	
If your Municipality Corporation does not collect any taxes then, are you aware about any taxes which come under the purview of MC?	
a) Yes	b) No
Please specify in detail the problems faced by you in effectively carrying out the roles, responsibilities and functions of Municipality Corporation. (If any)	

## ROLES AND RESPONSIBILITIES OF SELF

Are you aware of the Role and responsibilities of you (Tick any one)		
a) Fully aware	b) Partly aware	c) Not aware

Functionaries	Roles and Responsibilities	Check Box for Activities Performed				Remarks
		Daily	Weekly	Monthly	Annually	
<b>MUNICIPAL COMMISSIONER</b>	Inspect the office of any municipal council and call for any information or records of any such municipal council, shall submit the records for the orders of Government, if he is satisfied that any order or proceeding of the municipal council or its executive is contrary to law.					
	chief controlling authority in respect of all matters relating to the administration of this Act and for that purpose may exercise all powers necessary.					
	Furnish returns, statement of accounts and such other information when called for, by the Government or the auditor;					
	Inspect or cause to be inspected the accounts of institutions under the control of the Municipality Council					
	Execution of any order or resolution of a town municipal council, or the doing of anything which is about to be done or is being done by or on behalf of a town municipal council, is unlawful or is causing or is likely to cause injury or annoyance to the public, or to lead to a breach of the peace, he may, by order in writing under his signature, suspend the execution or prohibit the doing thereof. Send timely report the Government about the action taken.					
	Keep records of the municipal council. Standing committees, and other committees, Area sabha , other work done by line departments.					
	Disburse fund and plan fund to the officers concerned and furnish utilization certificate in the manner prescribed.					



Provide for the execution of any work, or the doing of any act, which a town municipal council is empowered to execute or do, and the immediate execution or doing of which is, in his opinion necessary in the interests of the general public and may direct that the expenses of executing the work or doing the act with a reasonable remuneration to the person appointed to execute or do it, shall be forthwith paid by the town municipal council					
Any communication to the government by the chief officer shall be copied to the president, vice president and Councillors					
watch over the financial and executive administration of the municipal council					
Every question shall be answered by the Municipal Commissioner or the Chief Officer at a meeting of the municipal council.					
Receive Reports of Ward Committee and address as per the need, Scrutinize the Performance of Ward Committee					
Composition of Ward committee as per Karnataka Municipality Act					
Formation of standing Committees					
Receive Reports of Standing Committee Formed under Karnataka Municipality Act					
Address the problems and incorporate of recommendation from Standing committee					
Appoint the required human force as per the requirement					
Maintenance of a corporation office and of all public monuments and open spaces and other property vesting in the corporation and keeping a true and correct account of all corporation property					
Management and maintenance of all municipal water works and the construction or acquisition of new works necessary for a sufficient supply of water for public and private purposes.					
Management and maintenance of all municipal water works and the construction or acquisition of new works necessary for a sufficient supply of water for public and private purposes					
urban forestry, protection of the environment and promotion of ecological aspects					

	contribution towards any public fund raiser for the relief of human suffering caused by natural calamities within the city or for the public welfare					
	<b>Measures to be Taken for urban poverty alleviation</b>					
	Construction of public parks, gardens, playgrounds and recreation grounds					
	securing or removal of dangerous buildings and places The construction and maintenance of residential quarters for the poura-karmikas					
<b>President</b>	Shall convene meetings of the Municipality Council, watch over the financial and executive administration of the municipal council preside at all meetings of the municipal council a copy of every resolution passed at any meeting of the municipal council to Commissioner within a period of fortnight.					
	Shall have access to the records of the corporation and may call for records and files, and pass orders thereon in accordance with the provisions in the Act, rules and other standing orders and in pursuance to resolution passed by the Municipal corporation to that effect					
	Shall exercise supervision and control over the acts of the officers and employees of the Municipality corporation					
	Shall have power to issue directions to the Municipal Commissioner or the Chief Officer to implement the resolutions of the Council.					
	May, if in his opinion the immediate execution of any work or the doing of any act which requires the sanction of a committee or of the Municipality corporation, is necessary in public interest convene a meeting for the purpose with a notice of twenty four hours					
	May, whenever he thinks fit, and shall, upon the written request of not less than one-third of the total number of members and on a date within fifteen days from the receipt of such request, call a special meeting.					

	Have power to place under suspension any officer or employee under the control of the Municipal corporation where a disciplinary proceeding against him is contemplated or pending or where a case against him in respect of any criminal offence is under investigation or trial					
	Receive the Administration Report and the Annual Report of the Council prepared and placed before the end of the year. Issue directions to the concerned officers to comply with the points made out in the audit report.					
	Any communication to the government by the chief officer shall be copied to the President					
	Receive the Request of actions to be taken for betterment of the ward from ward councilor, area sabha, public in notice.					
	shall have full access to all the records of the municipal council and the chief officer or the municipal commissioner shall comply without unreasonable delay with any requisition of the president for any information appertaining to the municipal administration					
<b>Vice President</b>	Exercise such powers and perform such of the duties of the president as the president from time to time delegates.					
	In the absence of the president, presides the house has some authority of the president under clause (a) of sub-section (1) of section 43. Ex-officio member of all standing committees but without voting power.					
	may call the attention of the proper authority to any neglect in the execution of municipal work, to any waste of municipal property or the wants of any locality, and may suggest any improvements which he considers desirable.					
<b>Councillor</b>						
	Interpellate and to move resolutions on matters connected with the municipal administration, subject to such rules as prescribed.					

	shall have access to the records of the municipal council after giving due notice to the chief officer					
	Proper solid waste management and sanitation work in the ward and finalize location of new public sanitation units					
	maintenance of street lighting in the ward and finalize location of new street lights					
	maintenance of parks, open spaces, greening of area in the ward					
	afforestation, and implementation of rain water harvesting schemes					
	Mobilize voluntary labour and donation by way of goods or money for implementation of Ward Development Scheme and various programmes and schemes of Corporation;					
	Inform the Corporation regarding any encroachment of land belonging to the Corporation					
	Perform such other functions as may be assigned to it by the Corporation as per its bye-laws.					
	Performance of ward committee, participation in ward committee					
	Sending Reports to the chief officer and President of Municipality					

## Projects Planning and Implementation

How do you identify the need for development programme in your MUNICIPALITY CORPORATION?	
Does your Municipality members are involved in the Annual plan preparation for development projects implemented in your area?	
a) Yes	b) No
If answered "Yes" to the above question then specify your extent of involvement in the planning by ticking any one of the following. (Tick any one)	
a) Project plans initiates at Ward level	
b) Plans do not initiate at Ward level but Municipality members are consulted for any inputs/views on the plan before implementation.	
Are Municipality members involved in the budgeting of the development projects implemented in your area? (Tick any one)	
a) Yes	b) No
Do you receive fund amount as per the budget prepared/approved?	
a) Yes	b) No
Are the granted funds received for development projects are sufficient? (Tick any one)	
a) Yes	b) No funds are always less than the planned amount
Average time taken to receive the fund for the project/activity after the plan is approved?	Months
Are you satisfied with the time taken by the funding Department to disburse project funds?	

a) Yes	b) No
Are you able to divert the fund for a development work which you feel is more important for the Municipality than the project for which fund is received?	
a) Yes	b) No
Please specify the name of the department or to whom the fund utilisation report is submitted?	
Apart from the Municipality Corporation which other departments involved in project implementation in the village?	
Name of the Department:	

Please tick the activities in which you feel that Municipality Corporation should have active participation? (Tick the suitable)	
a) Planning of developmental activities for Wards	
b) Budgeting of the planned activities	
c) Implementation of the development activities in Wards	

d) Monitoring and evaluation of implementation and budget utilisation towards development activities	
e) Others (please specify if you feel any other activity)	

### Budget and Funds

Please provide the following details regarding annual budget of your Municipality Corporation for these years		
	Budget amount received (Rs.)	Amount utilised out of the received amount (Rs.)
Year 2018 - 19		
Year 2019 - 20		
Year 2020 - 21		

Please provide the following details for the development projects undertaken by your Municipality Corporation during last two years.		
Mention the names of project/development activities undertaken by your Municipality Corporation.	Budget amount received (Rs.)	Amount utilised out of the received amount (Rs.)
1. Construction of roads		
2. Installing hand pumps		
3. Construction of drains and sewer		
4. Construction of buildings		
If other activities are undertaken then mention their names below		


Please provide the following details for the development projects undertaken by your Ward during last two years.

Mention the names of project/development activities undertaken by your Municipality Corporation.	Budget amount received (Rs.)	Amount utilised out of the received amount (Rs.)
1. Construction of roads		
2. Installing hand pumps		
3. Construction of drains and sewer		
4. Construction of buildings		
If other activities are undertaken then mention their names below		

Out of the developmental activities undertaken by you which one activity has provided most satisfaction to the Ward?

What is your suggestion for the improving the disbursal of funds to the Municipality Corporation?

Please provide the details for below

Sl. No.	Items of Expenditure	Monthly expenses in Rs.	Annual Expenses in Rs.	Govt./Department budget for this purpose (allowances, contingency expenses, refreshment expenses etc.)	How Expenses were met (in Rs.)		
					Claimed through reimbursement	Expenses met from officer's pocket	Expenses met from other sources
1	Stationary Expenses						
	Paper						
	Printer cartridge						
	File wrappers						
	Other expenses						
2	Travelling Expenses for spot inspections, site visits, work inspections and meetings etc,						
	Government Vehicles						



	Own vehicles						
3	Refreshments for visitors, senior officers, other officers, meetings etc.,						
4	Greetings and Welcome gifts, books, flowers etc,						
5	Expenditure for public functions and inaugural programmes						
6	Other expenses if any						

## Meetings and record keeping

Do you regularly conduct meetings (Ward Sabhas or any other Sabha) as per the laid down procedures?	
a) Yes	b) No
How many meetings are to be conducted as per Guidelines in a year?	
What is the frequency of meeting that to be conducted as per guidelines?	
How many meetings of Ward Sabhas or other sabha have been conducted in last one year?	
(Specify the Nos.)	
Do you keep records of Ward Sabhas?	
a) Yes	b) No
Is there any prescribed format to keep record of the Ward Sabhas?	
a) Yes	b) No
What is the process of keeping the record?	
a) Manually	b) Computerised
Who maintains the records of meeting conducted at MC	

Specify the reasons for which meeting of Ward Sabhas are conducted?
1
2

3	
4	

Please specify the way in which records are maintained by the ward. (Tick all that applies for your MC)

	Manually	Records which are computerised	Records which need to be computerised
a) Planning and budgeting			
b) Project implementation records			
c) Fund utilisation records			
d) Meetings			
e) Office expenses			
f) Others (specify)			

Please specify the names of the software used by your ward office for maintaining the records?

## Audit

Does regular auditing of implemented programmes and schemes at your Municipality corporation/Ward takes place?	
a) Yes	b) No
Please specify the month/year when the Municipality Corporation records were last audited?	
Month	Year
Mention the name of the auditor who conducted the audit?	

Does regular auditing of accounts of your Municipality Corporation takes place?	
a) Yes	b) No
Please specify the month/year when the Municipality Corporation records were last audited?	
Month	Year
Mention the name of the auditing agency which conducted the audit?	

## Training and Capacity Building

Have the Municipality members attended any training programme at block/state level for effective functioning of Municipality Corporation?	
a) Yes	b) No

If "Yes" then, please write below the name of the training (attended) in the first column and provide the information relevant to each training in other columns.

Training name	Where was it conducted	Duration of Training (In Days)	When was it conducted (Month & Year)	Name of the Training agencies

According to you, was these trainings helpful to carry out Corporation duties more efficiently?

(Tick any one)

a) Very helpful	b) Somewhat helpful	c) Not helpful at all
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Do you need any further training for effective functioning of Municipality Corporation, record maintenance and understanding the future areas of planning and development of your Municipality Corporation?

a) Yes	b) No
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If answered "Yes" to the above question then what training would you like to have in future?

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## Grievance Redressal

Do you have mechanism or procedure to address grievance?

a) Yes	b) No
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If Yes, please specify the mechanism

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If No, who is responsible to address grievance?

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What is the time take to resolve the grievance?

In days \_\_\_\_

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### Line department Coordination

Do Municipality Corporation coordinates with line department?

a) Yes

b) No

If Yes, please specify for what reason line department are coordinated by the Municipality Corporation and ward?

1.

2.

3.

Do line department coordinate with Municipality Corporation and ward?

a) Yes

b) No

If Yes, please specify for what reason Municipality Corporation are coordinated?

1.

2.

3.

How is the coordination between the line departments officials in development or programme execution and implementation?

a) Good

b) Average

c) Poor

If answer is average or poor, please specify the reasons affecting good coordination between line departments

1.

2.

3.

4.

## Public Participation

How is the public participation in meetings and programmes conducted by Municipality Corporation?

a) Good

b) Average

c) Poor

If answer is average or poor, please specify the reasons affecting good participation?

1.

2.

3.

4.

## Community Score Card

### A. Organising Sabhas

Parameters	Scores
Information about Gram Sabha meetings	
Participation of women and marginalised sections	
Quorum and Participation	
Discussion on development plans	
Environment of meeting (Timing, Venue, People behaviour etc.)	
Grievance Redressal	

### B. Education

Parameters	Scores
Distribution of text books and other learning materials	
Attendance of boys	
Attendance of girls	
Punctuality of Teacher	
Adequate infrastructure	
Quality of teacher	
Behaviour of teacher	
Grievance redressal	

### C. Drinking Water

Parameters	Scores
Adequate number of Taps	
Adequate number of Hand Pumps	
Adequate number of Drinking water RO units	
Adequate amount of water supply	
Quality of drinking water	
Non-functional hand pumps	

Non-functional Drinking water RO units	
Time delays in reporting	

#### D. Mid-Day Meals

Parameters	Scores
Quality of Food provided	
Quantity of food provided	
Time of food provided	

#### E. Village Infrastructure

Parameters	Scores
Adequate roads	
Adequate street lights	
Maintenance of roads	
Maintenance of street lights	
Adequate supply of electricity	
New development plans	
New development plans execution	

#### F. Health

Parameters	Scores
Availability of doctors	
Availability of allied staff	
Availability of medicines	
Frequency of immunisation	
Frequency of asha worker visit	
Availability of doctors or nurse at emergency	
Behaviour of staff in health institution	
Grievance redressal	

### G. Public Distribution System

Parameters	Scores
Information about distribution (Time, Place and date)	
Quantity of ration provided	
Quality of ration provided	
Behaviour of staff	
Frequency of distribution of ration	
Grievance redressal	

### H. Programmes and Schemes

Parameters	Scores
Information about Programmes and Schemes	
Selection of beneficiaries	
Support from the project staff	
Behaviour of project staff	
Support from City Corporation	
Behaviour of City Corporation staff	

### I. Women and Child Development

Parameters	Scores
Punctuality of anganwadi teacher	
Availability of anganwadi staff	
Adequate distribution of food supplies	
Quality of food supplies	
Day care and play area of anganwadi	

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**J. Taxation**

<b>Parameters</b>	<b>Scores</b>
Information about taxes	
Information about rates of taxes	
Regularity in collection of taxes	
Transparency in tax collection	
Transparency in revenue utilisation	





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