

## PROCEEDINGS OF GOVERNMENT OF KARNATAKA

SUB: Work study relating to functional diagnosis of Panchayat Raj Institutions & RDPR Secretariat – Entrustment to Indian Institute of Management, Bangalore- orders reg.

READ: 1) Government letter No: RDP 122 MIS 2011, dt: 5-9-2011.  
2) Letter dt: 15-11-2011 from Professor, Public Systems, IIM, Bangalore.

Consequent to the enactment of the Karnataka Zilla Parishads, Taluk Panchayat Samithis, Mandal Panchayats and Nyaya Panchayats Act, 1983 w.e.f. 1-4-1987 and then the Karnataka Panchayat Raj Act, 1993 w.e.f. 10-5-1993, the establishment of the three tier system of Panchayats with 30 Zilla Panchayats, 176 Taluk Panchayats and 5628 Gram Panchayats came into existence in the State ensuring active participation of the above local bodies in the process of decision making and control over the resources. Besides, as many as 6 functional directorates operate under the RD & PR Secretariat to ensure effective co-ordination between the functional directorates and Panchayat Raj Institutions.

With a view to right size the administration and review various schemes for functional directorates and effective delivery mechanism, it is proposed to entrust the work study to an external agency. In this regard, the Government has approved the Indian Institute of Management, Bangalore(IIMB) and Institute for Social & Economic Change(ISEC), Bangalore with a proposal to take-up the work study on certain terms of reference.

IIMB in its letter read at (2) above, has submitted a study proposal containing the terms of reference with a proposed budget of ₹ 10,35,000. IIMB is a renowned institution with expertise in conducting quality research in management. Therefore, it is decided to entrust the work study of the Panchayat Raj Institutions & RDPR Secretariat to this institution. Further, the Finance department has exempted the above proposal from the KTPP Act, 1999. Hence, the following order.

### ***GOVERNMENT ORDER NO: RDP 122 MIS 2011, dt: 7-2-2012.***

Sanction is accorded to entrust the work study relating to functional diagnosis of Panchayat Raj Institutions & RDPR Secretariat to the Indian Institute of Management, Bangalore at a total cost of ₹ 10.35 lakhs (Rs. ten lakhs & thirty five thousand only), as per the terms of reference appended.

This order issues with the concurrence of Finance department (Procurement Cell) vide Notification no: FD 03 Exp-12/12, dt: 19-1-2012.

By order and in the name of  
Governor of Karnataka

  
(S.U. SHIVAPPA) 7/2/12

Under Secretary to Government  
Rural Development & Panchayat Raj department

To:

- 1) Accountant General, Karnataka, Bangalore.
- 2) Dr. S. Nayana Tara, Professor, Public Systems, Indian Institute of Management, Bannerghatta Road, Bangalore-76.
- 3) Chief Executive Officer of Zilla Panchayats, Gulbarga / Mysore / Belgaum / Tumkur.
- 4) All Directors of RD & PR Department.
- 5) Director(Panchayat Raj), RD & PR Department.
- 6) Executive Officer of Taluk Panchayats, Sedam /Periyapatna/ Gokak & Athani / Sira & Tiptur.
- 7) Under Secretary to Government(Procurement Cell), Finance Department, Vidhana Soudha, Bangalore.
- 8) Private Secretary to Minister for RD & PR.
- 9) Personal Secretary to Principal Secretary to Government / Secretary to Government(PR) / Personal Assistant to Deputy Secretary to Government(Admn-1 & 2), RD & PR Department.
- 10) Computer Cell / SGF / Spare copies.

# WORK STUDY OF THE FUNCTIONAL DIAGNOSIS OF PANCHAYAT RAJ INSTITUTIONS AND RDPR SECRETARIAT - TERMS & REFERENCES

## Outlines of the work study

### STUDY OBJECTIVES :

1. To examine the functioning of the offices of Taluk Panchayat, Zilla Panchayat and Rural Development and Panchayat Raj Secretariat in order to assess the quantum of existing work load vis-a-vis administration of various schemes and programmes.
2. More specifically, the study seeks to address the following aspects:
  - a. Span of control of officers
  - b. Job clarity in terms of providing clear job charts enumerating duties and responsibilities as well as administrative powers vested among the functionaries
  - c. Existing system of monitoring, supervision and reporting.
  - d. Existence of dynamic relational database system
  - e. Nature and extent of decentralization processes
  - f. Role and Effectiveness of Standing Committees
3. To assess the feasibility of alternate service delivery systems through participation of NGOs and other community based agencies/institutions
4. On the basis of the information gathered offer suggestions and recommendations for organizational modifications for right-sizing and improved delivery mechanisms

### METHODOLOGY:

1. The study shall be carried out in four Zilla Panchayats and six Taluk Panchayats detailed below:

Zilla Panchayats	Taluk Panchayats
Gulbarga	Sedam
Mysore	Periyapatna
Belgaum	Gokak & Athani
Tumkur	Sira & Tiptur

2. Field visits shall be made to the above locations by the study team and detailed personal interviews and discussions shall be held with the key officials in each of the study Panchayats including officers and other staff members with the aid of semi-structured interview schedules and checklists.
3. Efforts shall also be made to gather opinions and suggestions of a sample of elected representatives in the sample Panchayats regarding the functioning of various programmes being implemented as well as identify the challenges and major areas of concern.

4. Personal interviews shall be conducted with the key officials of the RDPR secretariat and detailed discussions be held in order to study various managerial issues related to (a) monitoring and supervision mechanisms; (b) decision making processes and their effectiveness ; and ( c) Seek suggestions for improvement, among others.

5. Efforts shall be made to study the operational models and systems adopted by other RDPR departments in other states in order to identify best practices and how they can be adopted effectively in Karnataka.

#### EXPECTED OUTCOMES

Suggestions and recommendations for organizational Modifications for right-sizing for improved delivery mechanisms

#### DURATION

The study duration will be 4 months from the date of receipt of first installment of the approved budget.

#### THE STUDY TEAM

The following are the members of the study team:

Prof. S Nayana Tara, Professor, Public Systems

Sri,N S Sanath Kumar, Research Fellow

Sri S Ramaswamy, Research Fellow

#### BUDGET

Sl.No	Budget Head	Amount in ₹
1	Travel and Stay expenses	200000
2	Photocopying, stationary and communication	50000
3	Data management	50000
4	Professional fees for the study team	600000
5	Institute Overheads@ 15 %	135000
	<b>Grand Total</b>	<b>1035000</b>

#### MODE OF PAYMENT

50% of the total budget to be released as first installment and remaining 50% within two weeks after submission of the final report.

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