

ವಿನಿದು ಈ ಸಾಕ್ಷಾತ್ಕಾರ?

ಸರ್ಕಾರದ ವಿಶ್ವಾಸಾರ್ಹತೆ ಪ್ರದ್ಧಿಗೆ ಸಾಕ್ಷಾತ್ಕಾರ : ವಿನಿದು ಈ ಸಾಕ್ಷಾತ್ಕಾರ(PROOF) :

ಸಾಧನೆಯ ಪರಿಶೋಧನೆ ಮತ್ತು ತ್ರೈಮಾಸಿಕ ಅರ್ಥಿಕ ಹೇಳಿಕೆಗಳು ಪ್ರಗತಿಯ ಹಾಗೂ ಪ್ರಗತಿಗಾಗಿರುವ ಆಗತ್ಯ ಕ್ರಿಯಾಕೋಶ ಮತ್ತು ಒಪ್ಪಂದಗಳೆಂದು ಸರ್ವಸಾಮಾನ್ಯವಾಗಿ ವ್ಯಾಪ್ತ ಹೆಚ್ಚಿನ ಕಾರ್ಪೊರೇಟ್ ವಲಯ, ಸರ್ಕಾರದ ಸ್ವಯಂನಿಷ್ಠಾ ಪ್ರಪಂಚ, ವಾಣಿಜ್ಯ ವ್ಯಾಪಾರ ಸಂಸ್ಥೆಗಳು ಹಾಗೂ ಜಾಗೃತ ಸಮುದಾಯಗಳು ಈ ವಿಚಾರವನ್ನು ಒಪ್ಪಿಕೊಂಡಿರುವುದಲ್ಲದೆ, ಮೌಲ್ಯಮಾಪಕದ ಸ್ವಯಂನಿಷ್ಠಾತ್ಮಕತೆಯೂ ಬಳಸಿಕೊಳ್ಳುತ್ತವೆ. ಸರ್ಕಾರಗಳೂ ಇವನ್ನು ಆಳದಣಿಗೆ ತರಬೇಕೆಂದು ಬಯಸುತ್ತವೆ.

ಛಾತ್ರದ ದೇಶಭಕ್ತಿಯನ್ನು ಅಳವಡಿಸಿ ನಿರ್ವಹಣೆಯ ಪ್ರಮಾಣವನ್ನು ಗುರುತಿಸಲು ಹೋಗಿರುವ ಹಾಗೂ ಪಾರದರ್ಶಕತೆಯನ್ನು ನಿರೂಪಿಸಲಾಗಿದೆ. ಸಾಕ್ಷಾತ್ಕಾರ (PROOF) ಇವೆರಡನ್ನು ಭದ್ರತೆಯಲ್ಲಿ ತಳವೊಯ್ಯುವ ಕಟ್ಟುನಿಟ್ಟಿನ ವ್ಯವಸ್ಥಿತ ಸಾಧನವೆಂದು ಪರಿಗಣಿಸಬಹುದಾಗಿದೆ. ಸರ್ಕಾರ ಹಾಗೂ ಪೌರ ಸಮುದಾಯಗಳು ಪರಸ್ಪರ ಕೈಜೋಡಿಸಿ ಸಾರ್ವಜನಿಕ ಸಂಪನ್ಮೂಲಗಳು ಸಾರ್ವಜನಿಕ ಒಳಿತಿಗಾಗಿಯೇ ಬಳಕೆಯಾಗುತ್ತಿರುವುದನ್ನು ನಿರೂಪಿಸುವ ಸಮಾರಂಭದ ಅವಕಾಶವನ್ನು ಸೃಷ್ಟಿಸುತ್ತದೆ.

ಸಾಕ್ಷಾತ್ಕಾರ ಅಂದೇನೂ ಸರ್ಕಾರ ಸಂಸ್ಥೆಗಳಲ್ಲಿ ಸಾಧನಾ ಪರದಿಗಳಲ್ಲಿನ ಪಾರದರ್ಶಕತೆಯ ಕೊರತೆಯನ್ನು ಜಾಗೃತ ಪಡಿಸುವುದು. ಅದೇ ನಾಣ್ಯದ ಮಗ್ಗುಲಿನ ಮುಖವೆಂದರೆ ಬಗ್ಗಿನೋಲನ್ನು ಪ್ರವೃತ್ತಿ ಮತ್ತು ಕ್ರಿಯಾಪಟುತ್ವಗಳು

(ಇನಿಯೋಟಿವ್) ಸರ್ಕಾರ ಸಂಸ್ಥೆ ಗಳಿಂದ ಕ್ರಮಬದ್ಧವಾದ ಮತ್ತು ಪ್ರಮಾಣಬದ್ಧವಾದ ಸಾಧನೆಯನ್ನು ತ್ರಿಪದವಿವಿಧತೆಯನ್ನು ಪ್ರದರ್ಶಿಸುವ ಸಾಧನಗಳಂತೆಯನ್ನು ರೂಪಿಸಲು ತಮ್ಮ ಶಕ್ತಿ ತನ್ನ ಗಳನ್ನು ವ್ಯಯಿಸುತ್ತವೆ. ಗಣಪತಿವೆಂಟರ್ ಅಸೊಸಿಯೇಷನ್ಸ್ ಸ್ಪೋರ್ಟ್ಸ್ ಬೋರ್ಡ್ (ಪಿ.ಎ.ಎಸ್.ಬಿ) ಒಬ್ಬ ಹೇಳುವ ಲೆಕ್ಕ ಮತ್ತು ಅರ್ಥಿಕ ವರದಿ ಪ್ರಮಾಣಗಳು ನಮ್ಮ ಪ್ರಜಾ ಪ್ರಭುತ್ವ ವ್ಯವಸ್ಥೆಯ ಸಮರ್ಥ ಹಾಗೂ ಸ್ಥಳೀಯ ಸಮರ್ಥ ನಿರ್ವಹಣೆಗೆ ಅತಿ ಆಗತ್ಯ ಎಂಬ ಅಭಿಪ್ರಾಯ ಈ ಅಂಶವನ್ನು ಮತ್ತಷ್ಟು ಮನದಟ್ಟುಗೊಳಿಸುತ್ತದೆ.

ಸಾಕ್ಷಾತ್ಕಾರ ಇದನ್ನು ವಾಸ್ತವಕ್ಕೆ ಪರಿವರ್ತಿಸುವ ಸಾಮರ್ಥ್ಯ ಹೊಂದಿದೆ.

ಪತ್ತು ತಿಂಗಳ ಈ ಅಂದೇನೂನ ಜುಲೈ ೪, ೨೦೨೨ ರಂದು ಶುಭಾರಂಭವಾಗಿದೆ. ಇದರ ಕಾರ್ಯಕೂಲಿಗಳ ಸರ್ಕಾರದ ಸಾಧನಾ ವರದಿಗಳು ಖಾಸಗಿ ರಂಗದಲ್ಲಿರುವದೇ ವ್ಯವಸ್ಥಿತ ಸ್ವರೂಪದಲ್ಲಿರಬಹುದಾಗಿದೆ. ಇದು ಸರ್ಕಾರದ ಸಾಧನಾ ಸಾಧನಾ ಪ್ರಯತ್ನದ ಬೀಜ ಮಂತ್ರವಾಗುವುದಲ್ಲದೆ, ಇನ್ನಷ್ಟು ಸಾಧನಾ ಸೂಚನೆಗಳು ಮತ್ತು ವಿವರಣಾ ಪತ್ರಗಳೊಂದಿಗೆ ಸಾಧನೆಯನ್ನು ಉದ್ದೇಶಿಸಿ ಸಮರ್ಪಕ ಪ್ರಭಾವ ಬೀರಬಲ್ಲದ್ದಾಗಿದೆ. ಕೆಲವೇನೂ ಸಾಕ್ಷಾತ್ಕಾರದ ಅಂಶಗಳ ಹುರುಳು ಹೆಚ್ಚಿತ್ತು ಪ್ರಮಾಣಬದ್ಧವಾಗುವುದಲ್ಲದೆ, ಸಾಧನಾ ಮಾಹಿತಿಗಳನ್ನು ಮೂರು ಪ್ರಮುಖ ರಂಗಗಳ ಮುಖಾಂತರ ಒಂದು ಛೋಕ್ಕುನೀಳಿಗೆ ಕ್ರೋಢೀಕರಿಸಲು ಉತ್ತಮಿಸುತ್ತದೆ.

೧ ಪರಿವೀಕ್ಷಣೆಗೆ ಬರುವ ಸಂಬಂಧಿತ ಸಂಸ್ಥೆಗಳ ಅರ್ಥಿಕ ಹೇಳಿಕೆಗಳು:

ಅ) ಆದಾಯ ಮತ್ತು ಖರ್ಚುಗಳ ಮೂಲ ಒಪ್ಪಂದ ಅಂದಾಜಿನೊಂದಿಗೆ ಹೋಲಿಸುವುದು.

ಆ) ಸೂಚಕ ಖಾಲ್ತಿಯ ಶಿಲ್ಪ-ಹಾಲಿ ಮತ್ತು ದೀರ್ಘಕಾಲೀನ ಸ್ವತ್ತು ಮತ್ತು ಹೊರಗಿನ ವಿವರ ಒಳಗೊಂಡಿರುವುದು.

"ನಾನು ಸಾಕ್ಷಾತ್ಕಾರ ಅಂದೇನೂನನ್ನು ತುಂಬು ಪ್ರಯತ್ನದಿಂದ ಚೆಲ್ಲಿಸುತ್ತೇನೆ. ನಾನು ಮುಖ್ಯವಾಗಿರುವ ಸಂಸ್ಥೆಯಲ್ಲಿ ವಿಶ್ವಾಸಕ್ಕೆ ಮಾರ್ಕುತಿಯನ್ನು ಸೃಷ್ಟಿಸಿದ ವ್ಯಾಪಾರವಾಗಿ ನಿರೀಕ್ಷಿಸುವುದನ್ನು ಪಾಲಿಸುವುದು-ಪೂರೈಸುವುದು, ಅಳವಡಿಸುವುದು, ಮಂಡಳಿ ಸದಸ್ಯರು ಹಾಗೂ ಅರ್ಥಿಕ ಮಾಲೀಕರು-ನಿಯಂತ್ರಣಾ ಒಳಪಡಿಸುವ ಸಂಸ್ಥೆ ಮುನ್ನಡೆಸುವುದನ್ನು ಊಹಿಸುವುದನ್ನು ನಂಬುವುದಾಗಿದೆ. ಒಳಪಡಿಸುವ ಪ್ರಸ್ತುತ ಪರಿಷ್ಕರಣೆಯ ಅಂತಿಮ ಮಾಹಿತಿ ಕೊಡುವ ಸಾಧನೆಯ ಲಕ್ಷಣವಾಗಿದೆ. ಎದುರಿಸುವ ಸಮಗ್ರತೆಯ ಪ್ರತಿಷ್ಠೆಯನ್ನು ಹೆಚ್ಚಿಸುತ್ತದೆ."

ನೀವು ಹೇಳಿಕೊಂಡರೆ, ಕಳೆದ ೩೦ ತಿಂಗಳಲ್ಲಿ ಆಗದ ಸಂಪನ್ಮೂಲವನ್ನು ಪೂರೈಸುವುದಲ್ಲದೆ, ಏಕಾಂಕ ಲಕ್ಷ್ಯವನ್ನು ಗಳಿಸುವುದನ್ನು ವ್ಯಯಿಸಿ, FBS ಹಾಗೂ ಗಣಿಮಾಪನ ಅರ್ಥಿಕ ನಿರ್ವಹಣಾ ವ್ಯವಸ್ಥೆಯನ್ನು ರೂಪಿಸಿಕೊಳ್ಳುವುದರಲ್ಲಿ BATF, ಬೆಂಗಳೂರು ಮಹಾನಗರ ಪಾಲಿಕೆಗೆ ಹಾಗೂ ಕೊಡುವ ಕಾರ್ಯಾಚರಣೆಯ ಇದುವೇ ಆಗಿದೆ. ಅಂತಿಮವಾಗಿ ಇದರ ಫಲ ಸಾಮಾಜಿಕ ಕ್ಷೇತ್ರದಲ್ಲಿ, ಎಲ್ಲಿ ಜನರ ಅದರ ಫಲಾನುಭವ ಹೆಚ್ಚಿರುವುದೇ ಆಗಿರುತ್ತದೆ.

ರಾಜ್ಯದ ಮುಖ್ಯಮಂತ್ರಿಗಳ ದೂರದೃಷ್ಟಿಯೊಂದಿಗೆ ಬೆಂಗಳೂರು ಮೇಯರ್ ಮತ್ತು ಕೆಬಿಎನ್ಎಲ್ ಅಧಿಕಾರಿಗಳ ಬಿಡುಗಡೆ ಹಾಗೂ ಅರ್ಜಿಯನ್ನು ಸರಿಗೊಳಿಸುವ ಸಂಪನ್ಮೂಲವಾಗಿ ತನ್ನನ್ನು ತಾನು ಸ್ವೀಕರಿಸಿಕೊಳ್ಳುವ ಅಪ್ರತಿಮ ಅಪಾರ ವೆಚ್ಚವನ್ನು ಮುಂದಿಡಿದೆ. ಅಂತಿಮವಾಗಿ ರಾಜ್ಯದ ಸಮಗ್ರತೆಯನ್ನು ಉತ್ತರಿಸಲು, ಉಪಜನಕ, ಖಾಸಗಿ ಸಂಪರ್ಕಣೆ ಮತ್ತು ಪ್ರತಿಪರ ಸಾಮರ್ಥ್ಯವನ್ನು ಹೊಂದಿರಬೇಕು ಬಹಳ ಅಪರೂಪವಾಗಿದೆ.

ಸಾಕ್ಷಾತ್ಕಾರ ಈ ಸ್ವೀಕರಣದ ಪ್ರಭಾವಿ ಭಾಗವಾಗಬಹುದು."

ನಂದನ್ ನೀಲೇಶ್ ಕೆ ಮುಖ್ಯ ಕಾರ್ಯನಿರ್ವಾಹಕ - ಇನ್ ಫೋರ್ಮ್

೨ ಸಾಧನಾ ಸೂಚಕಗಳು :

- ಅ) ಒಳಸುರಿಗಳು(ಇನ್‌ಪುಟ್ಸ್)
- ಆ) ಬಾಹ್ಯಸುರಿಗಳು(ಔಟ್‌ಪುಟ್ಸ್)
- ಇ) ಸಾಮರ್ಥ್ಯ ಸೂಚಕಗಳು
- ಈ) ವಿವರಣಾ ತತ್ವಗಳು

೩) ಆಡಳಿತ ಸಮಾಲೋಚನೆ ಮತ್ತು ವಿಶ್ಲೇಷಣೆ :

- ಅ) ಸಮಗ್ರ ಸಾಧನೆ
- ಆ) ಆಯ್ಕೆ ಚಟುವಟಿಕೆಗಳ ಬಗ್ಗೆ ಸಮಾಲೋಚನೆ.

ಜನವರಿ ೩೦, ೨೦೦೨ ದಂದು

ಕೆ.ಎಸ್.ಸಿ.ಎಸ್.ಎಸ್. ತ್ರೈಮಾಸಿಕ ಅರ್ಥಿಕ ಹೇಳಿಕೆಯಿಂದ ತಿಳಿದುಬಂದಂತೆ, ಬೆಂಗಳೂರು ಮಹಾನಗರ ಪಾಲಿಕೆಯ ಅರ್ಥಿಕ ಸಾಧನೆಯ ಸಮಗ್ರ ಹಾಗೂ ನಿಖರ ಮಾಹಿತಿಯನ್ನು, ನಗರ-ನಾಗರಿಕ ಪಾಲುದಾರರಿಗೆ ಒಪ್ಪಿಸುವಂತೆ ಕೇಳಿಕೊಳ್ಳಲಾಗುವುದು. ಈ ಸಾಕ್ಷ್ಯಾಧಾರವನ್ನು ಪ್ರತಿ ಮೂರು ತಿಂಗಳಿಗೊಮ್ಮೆ ನೀಡತಕ್ಕದ್ದು ಕೇಳಲಾಗುವುದು. ತತ್ಪರಿಣಾಮವೆಂದರೆ ಇಲ್ಲಿ ವಾರ್ಷಿಕವಾಗಿ ಸಾಲ್ವ ಪಾದಗಳಲ್ಲಿ ಪರಿವೀಕ್ಷಣೆಗೆ ಅವಕಾಶ ದೊರಕುತ್ತದೆ. ಇದು ಸಾರ್ವಜನಿಕ ಚರ್ಚೆ, ತರ್ಕ ಹಾಗೂ ಸಮಾಲೋಚನೆಯ ರೂಪತಾಳಲಿದೆ. ಮೊದಲನೆಯ ಅಂತಹ ಸಮಾವೇಶ ಆಗಸ್ಟ್ ಮೊದಲ ವಾರದಲ್ಲಿ ನಡೆಯಲಿದೆ.

ಆಂದೋಲನ ಸಹವರ್ತಿಗಳು :

ಈ ವಿಮರ್ಶೆಯು, ತಾಂತ್ರಿಕ ಅರ್ಥಿಕ ಹೋಣೆಗಾರಿಕೆ ಮತ್ತು ಸಾಧನೆಯನ್ನು ಸಾರ್ವಜನಿಕ ಆವಲೋಕನಕ್ಕೆ ಇಡುವಂತಹ ಅವಕಾಶ ಒದಗಿಸಿಕೊಡುತ್ತದೆ. ಜೊತೆಗೆ, ಆನೇಕ ವಿಧದಲ್ಲಿ ಸರ್ಕಾರ ಹಾಗೂ ಜನತೆಯನ್ನು ಸನಿಹಕ್ಕೆ ತರುವ ಮಾತುಪ್ರಕ್ರಿಯೆಯ ಬೇಗವರ್ಧಕವಾಗಿಯೂ ಚುರುಕು ತರಬಲ್ಲದು.

ಕಾರ್ಯಸಾಧನೆ ದೃಷ್ಟಿಯಲ್ಲಿ ಇಂತಹ ಪ್ರಯೋಗವು ವಿಮರ್ಶೆಯೂ ಒಂದು ನ್ಯಾಯಾತ್ಮಕ ಪ್ರಮಾಣವಾಗಿ (ವೇಟ್‌ಮಾರ್ಕರ್) ಪ್ರಭಾವ ಬೀರಲಿದೆ. ಇತರ ವಿಶ್ಲೇಷಣೆ ಮತ್ತು ಭಾಗವಹಿಸುವಿಕೆಯು ಕಾರ್ಯಕರ್ತರತೆಯನ್ನು ಅಭಿವೃದ್ಧಿಪಡಿಸಲು, ಪ್ರಸನ್ನರೂಪಿಸಲು ಮತ್ತು ತ್ವರಿತಗೊಳಿಸಲು ಆಧಾರವನ್ನು ಪೂರೈಸಲಿದೆ. ಈ ಪ್ರಕ್ರಿಯೆಯನ್ನು ಯಥಾರ್ಥಗೊಳಿಸಲು ಮತ್ತು ಈ ಸೃಷ್ಟಿವನ್ನು ಸಾರಾಂಶಗೊಳಿಸಲು

ಒಬ್ಬರಾಗ ಪರಿಷುವಿಕೆಯಿಂದ ಆದರಲ್ಲೂ ಅರ್ಥಿಕ ಸ್ಥಿತಿಗತಿಯನ್ನು ಬಿಂಬಿಸುವುದರಿಂದ ಮಾಹಿತಿ ಹಂಚಿಕೊಳ್ಳುವಿಕೆ ರೂಢಿ ಆಗುತ್ತಿದೆ. ಕಾರ್ಪೊರೇಟ್ ಮತ್ತಿತರ ಸಂಸ್ಥೆಗಳು ಆವೃಗ ತ್ರೈಮಾಸಿಕ ಅರ್ಥಿಕ ಫಲಿತಾಂಶವನ್ನು ಪ್ರಕಟ ಪಡಿಸುವಿಕೆಯಾಗುವಾಗ, ಸಾರ್ವಜನಿಕರಿಂದ ಕಂಡಾಯ ವಸೂಲು ಮಾಡುವಂಥ ಸರ್ಕಾರಿ ಸಂಸ್ಥೆಗಳೂ ತಮ್ಮ ತ್ರೈಮಾಸಿಕ ಹಣಕಾಸು ಸ್ಥಿತಿಗತಿಯನ್ನು ಒಬ್ಬರಾಗಗೊಳಿಸದಿರಲು ಸರ್ಕಾರವೇನೂ ಇಲ್ಲ.

ಸಾಕ್ಷ್ಯಾಧಾರ ಆಂದೋಲನ ಪ್ರಯೋಗವನ್ನು ಎಚ್ಚರಿಸಲು ಮತ್ತು ಅವರನ್ನು ತರ್ಕಬದ್ಧವಾಗಿ ಮುಂದಡಿಯುವಂತೆ ಕಾರ್ಯನಿರ್ವಹಿಸುವಾಗ, ಎಲ್ಲ ಪಾಲುದಾರರಿಗೂ ಫಲಿತಾಂಶವನ್ನು ತಂದು ಇತ್ತರಂತಾಗುತ್ತದೆ. ನಾನು ಈ ಆಂದೋಲನವನ್ನು ಸಂಪೂರ್ಣವಾಗಿ ದೃಢೀಕರಿಸುತ್ತೇನೆ.

ಆರ್.ತೋತಾದಿ,
ನಿಪತ್ತ ಆಡಳಿತ ನಿರ್ದೇಶಕರು
ಭಾರತೀಯ ಜೀವವಿಮಾ ನಿಗಮ

ಸಾಲ್ವ ಸಹವರ್ತಿಗಳು - ಪ್ರಯೋಗದೂ ಪ್ರತ್ಯೇಕ ರಂಗಗಳಲ್ಲಿ ತಮ್ಮದೇ ಆದ ವಿಶಿಷ್ಟ ಭಾಷೆ ಮೂಡಿಸಿರುವಂತಹವು-ತಮ್ಮ ಆಸಕ್ತಿಯನ್ನು ಸಾಕ್ಷ್ಯಾಧಾರದ ಚಾವರದಡಿಯಲ್ಲಿ ಸಮೀಕರಣಗೊಳಿಸುವೆ.

ಆ ಸಹವರ್ತಿಗಳೆಂದರೆ.....

ಸಂಸ್ಥೆ	ವಿಚಾರ-ಕಾರಣ
೧ ಸೆಂಟರ್ ಫಾರ್ ಬಜೆಟ್ ಆಂಡ್ ಪಾಲಿಸಿ ಸ್ಟಡೀಸ್	ಸಾಧನೆ ಪರಿವೀಕ್ಷಣೆ
೨ ಪಬ್ಲಿಕ್ ಆಫ್ಫೈರ್ಸ್ ಸೆಂಟರ್	ವರದಿಪತ್ರ, ಮುಖೇನ ಪಾರದರ್ಶಕತೆ
೩ ವಾಯ್ಸ್	ಸಾಮುದಾಯಿಕ ತಿಳುವಳಿಕೆ ಮತ್ತು ಸಂವಹನ
೪ ಜನಾಗ್ರಮ	ಜನ ಸಂಘಟನೆ ಹಾಗೂ ಭಾಗವಹಿಸುವಿಕೆ

ಪರಿಸಮಾಪ್ತಿ :

ಸರ್ಕಾರ ಮತ್ತು ಜನತೆಯ ನಡುವಣ- ಒಬ್ಬರಾಗ ಪ್ರಕಟಣೆ, ಚರ್ಚೆ, ಮಾತುಕತೆ ಮತ್ತು ಸಮಾಲೋಚನೆಗಳು ಸಾಕ್ಷ್ಯಾಧಾರದ ಅಂತರಾಷ್ಟ್ರ ಹಾಗೂ ಪ್ರಕ್ರಿಯೆಯನ್ನು ವಿಶಿಷ್ಟೀಕರಿಸುತ್ತವೆ. ಇವೆಲ್ಲ ಸಂಯೋಜನೆಯಿಂದ ಬಯಸಿದಂತಹ ಪ್ರಯೋಗ ಸಫಲವಾಗುತ್ತದೆ. ಭರವಸೆ ಹಾಗೂ ಸಾಧನೆಗಳು ಸಮೀಕರಣವಾಗಿ ಪ್ರಜಾಪ್ರಭುತ್ವ ತತ್ವ ಆಳವಾಗಿ ಬೇರೂರುತ್ತದೆ. ನಿಮ್ಮ ಭಾಗವಹಿಸುವಿಕೆಯಿಂದ ಸಾಕ್ಷ್ಯಾಧಾರವು ತನ್ನ ಭರವಸೆಯನ್ನು ಯಥಾರ್ಥಗೊಳಿಸುವಂತೆ ತ್ವರಿತವಾಗಿ ಮುನ್ನಡೆಯಲು ಸಾಧ್ಯ.

ಅರ್ಥಿಕ ಸಾಧನೆಯನ್ನು ಸಾರ್ವಜನಿಕರಿಂದ ಪರಿಶೋಧಿಸುವ ಒಂದು ಆಂದೋಲನವಾಗಿ ಸಾಕ್ಷ್ಯಾಧಾರವನ್ನು ನಿಜವಾಗಿ ಮೆಚ್ಚಲೇಬೇಕು. ಸಾರ್ವಜನಿಕ ತೀರ್ಮಾನಗಳಲ್ಲಿ ಪಾರದರ್ಶಕತೆ, ಹೋಣೆಗಾರಿಕೆ ಮತ್ತು ವ್ಯಕ್ತಿಯನ್ನು ಪ್ರವರ್ಧಿಸಲು ಇವರಿಂದ ಛಾಯೆ ಸಹಾಯವಾಗುತ್ತದೆ.

ಡಾ. ಎಂ. ಗೋವಿಂದ ರಾವ್
ನಿರ್ದೇಶಕರು
ಸಾಮಾಜಿಕ ಅರ್ಥಿಕ ಬದಲಾವಣೆ ಸಂಸ್ಥೆ.

ಹೆಚ್ಚಿನ ಮಾಹಿತಿಗಾಗಿ ನಮ್ಮನ್ನು ಇಲ್ಲಿ ಸಂಪರ್ಕಿಸಬಹುದು :

ಸಾಕ್ಷ್ಯಾಧಾರ (PROOF)
#೧೯೯,ನಂದಿಮಾರ್ಗ ರಸ್ತೆ,
ಬೆಂಗಳೂರು-೫೬೦೦೪೬
ದೂರವಾಣಿ :೩೫೪೨೩೮೧/೩೫೪೨೩೮೨/೩೫೪೨೯೬೭
ಫ್ಯಾಕ್ಸ್ :೩೫೪೨೯೬೬
ಇ ಮೇಲ್ : proof@vsnl.net

ಸಾಧನೆ ಸೂಚಕಗಳ ಅಭಿವೃದ್ಧಿ :

ನಿರ್ದಿಷ್ಟ ಸಾಧನೆ ಸೂಚಕಗಳು ಇನ್ನೂ ಅಭಿವೃದ್ಧಿಯಾಗಲಿಲ್ಲ. ಅಂತಹ ಸಾಧನಾ ಪರಿಮಾಣಗಳು ಆಗತ್ಯವಿದ್ದರೂ ಬೆಂಮಾಪಾ ದ ಆಡಳಿತ ಮತ್ತು ನಾಗರಿಕರ ಕಳಕಳಿಯ ಕ್ಷೇತ್ರಗಳಲ್ಲಿ ಅವನ್ನು ಕ್ರಮೇಣ ಅಭಿವೃದ್ಧಿ ಪಡಿಸಬೇಕಾಗುತ್ತದೆ. ಈ ಕೆಳಗೆ ಸೂಚಿಸಲಾಗಿರುವ ವಿಷಯಗಳು ಸಾಧನಾ ಪರಿಮಾಣಗಳಿಗೆ ಸಂಬಂಧಿಸಿದ ಸ್ಕೂಲ ಪ್ರಶ್ನೆಗಳಾಗಿದ್ದು, ಆಸಕ್ತಿಯ ವಿಷಯ ಮತ್ತು ಕ್ಷೇತ್ರಗಳನ್ನು ಗುರುತಿಸುವ ಪ್ರಕ್ರಿಯೆಯನ್ನು ಮೊದಲು ಮಾಡುವ ಉದ್ದೇಶ ಹೊಂದಿದೆ.

ಸಾ.ಸೂ-೧- ಶಿಕ್ಷಣ :

- ಶಿಕ್ಷಣ ಇಲಾಖೆ ಮೇಲೆ ಎಷ್ಟು ಹಣ ವ್ಯಯವಾಗುತ್ತಿದೆ?
- ಕಾರ್ಪೊರೇಶನ್ ಶಾಲೆಗಳೆಷ್ಟು; ಮತ್ತು ಪ್ರತಿ ಶಿಕ್ಷಕನಿಗೆ ಎಷ್ಟು ಶಿಕ್ಷಣಾರ್ಥಿಗಳ ಸಂಖ್ಯೆ ಎಷ್ಟು?
- ಪ್ರತಿ ಶಿಕ್ಷಣಾರ್ಥಿಗೂ ಪ್ರತಿ ವರ್ಷ ತಗಲುವ ವೆಚ್ಚ, ನೀಡಲಾಗುತ್ತಿರುವ ಶಿಕ್ಷಣ ಗುಣಮಟ್ಟಕ್ಕೆ ಹೊಂದಿಕೆಯಾಗುತ್ತಿದೆಯೇ?
- ಹೌದಾದರೆ, ಇದನ್ನು ನಿಜವು ಹೇಗೆ ನಿಶ್ಚಯಿಸುತ್ತೀರಿ? ಇಲ್ಲವಾದರೆ, ನಿಜವೇನು ಮಾಡುತ್ತೀರಿ?
- ನಿಮ್ಮ ಅತ್ಯುತ್ತಮ ಹಾಗೂ ಅತಿ ಕೆಟ್ಟ ಸಾಧನೆಯ ಶಾಲೆಗಳಾವವು?
- ನಿಮ್ಮ ಅನಿಸಿಕೆಯಂತೆ, ಈ ಇಲಾಖೆಗೆ ಸೂಕ್ತವಾದ ಸಾಧನಾ ಪರಿಮಾಣಗಳಾವವು?

ಸಾ.ಸೂ-೨-ಆರೋಗ್ಯ :

- ನಮ್ಮಲ್ಲಿ ಆಸ್ಪತ್ರೆಗಳೆಷ್ಟು ಮತ್ತು ಡಿಸ್ಪೆನ್ಸರಿಗಳೆಷ್ಟು ?
- ನಮ್ಮಲ್ಲಿರುವ ಆಸ್ಪತ್ರೆ, ಡಿಸ್ಪೆನ್ಸರಿಗಳಿಗೆ ತಗಲುವ ವೆಚ್ಚವೆಷ್ಟು?
- ಬೆಂಮಾಪಾ ಎಷ್ಟು ಒಳರೋಗಿಗಳು ಮತ್ತು ಹೊರರೋಗಿಗಳಿಗೆ ಚಿಕಿತ್ಸೆ ನೀಡುತ್ತಿದೆ ?
- ಒಳರೋಗಿಗಳಿಗಾಗುತ್ತಿರುವ ವೆಚ್ಚ/ ಹೊರರೋಗಿಗಳಿಗಾಗುತ್ತಿರುವ ವೆಚ್ಚವನ್ನು ಮಾಪನ ಮಾಡುವ ಕ್ರಮವೇನಾದರೂ ರೂಪಿತವಾಗಿದೆಯೇ?
- ಈ ಇಲಾಖೆಗೆ ನಿಮ್ಮ ಅನಿಸಿಕೆಯಂತೆ ಸೂಕ್ತವಾದ ಸಾಧನಾ ಪರಿಮಾಣಗಳಾವವು?
- ನಿಮ್ಮ ಅತ್ಯುತ್ತಮ ಹಾಗೂ ಅತಿ ಕೆಟ್ಟ ಸಾಧನೆಯ ಡಿಸ್ಪೆನ್ಸರಿಗಳಾವವು? ಆಸ್ಪತ್ರೆಗಳಾವವು?

ಸಾ.ಸೂ-೩ ತೋಟಗಾರಿಕೆ :

- ಬೆಂಮಾಪಾ ಗೆ ಸೇರಿದ ನರ್ವರಿಗಳೆಷ್ಟು?
- ಈ ನರ್ವರಿಗಳಿರುವ ಒಟ್ಟು ಪ್ರದೇಶವೆಷ್ಟು?
- ತೋಟಗಾರಿಕೆಯನ್ನು ಬೆಂಮಾಪಾ ಗೆ ಕಂಡಾಯ ಸೃಜಿಸುವ ಯಜುವಿಲೆಯನ್ನಾಗಿ ಪರಿಗಣಿಸಲಾಗುತ್ತಿದೆಯೇ? ಅಥವಾ ಉಣ್ಣೆ ಕಾರ್ಯಕ್ರಮವಾಗಿ ನಡೆಸಲಾಗುತ್ತಿದೆಯೇ?
- ಈ ಇಲಾಖೆಯಿಂದ ಬರುವ ಆದಾಯವೆಷ್ಟು?
- ಒಳಕೆಯಾದ ಭೂಮಿಗೆ ಸರಿಯಾದ ಆದಾಯ ಬರುತ್ತಿದೆಯೇ? ಅದರಲ್ಲಿ ಯಾಕೆ ಆ ರೀತಿ ಹೇಳುತ್ತೀರಿ. ಇಲ್ಲವಾದರೆ, ಮುಂದಿನ ೩/೬/೯ ತಿಂಗಳಿಗೆ ಯೋಜನೆಗಳೇನು?
- ನಿಮ್ಮ ಅನಿಸಿಕೆಯಂತೆ ಈ ಇಲಾಖೆಗೆ ಸೂಕ್ತವಾದ ಸಾಧನಾ ಪರಿಮಾಣಗಳೇನು?

ಸಾ.ಸೂ-೪-ಇಂಜಿನಿಯರಿಂಗ್ :

- ಎಷ್ಟು ಕಾಮಗಾರಿಗಳು (ಸಂಖ್ಯೆ ಹಾಗೂ ಒಟ್ಟು ಮೌಲ್ಯ) ಇಂಜಿನಿಯರಿಂಗ್ ಇಲಾಖೆ ವತಿಯಿಂದ ಸದ್ಯಕ್ಕೆ ಪ್ರಗತಿಯಲ್ಲಿವೆ ಹಾಗೂ ಈ ಕಾರ್ಯಗಳ ಯಾವ್ಯಾವ ವರ್ಷಕ್ಕೆ ಸಂಬಂಧಿಸಿದ್ದವು?

- ಎಷ್ಟು ಕಾಮಗಾರಿಗಳು(ಸಂಖ್ಯೆ ಹಾಗೂ ಆದರ ಮೌಲ್ಯ) ಮುಂದಿನ ವರ್ಷಕ್ಕೆ ವಾಕಿಯುಳಿದಾವು ಹಾಗೂ ಅಂತಹ ವಾಕಿಯುಳಿಕೆಗೆ ಕಾರಣಗಳೇನು?
- ಈ ಕಾಮಗಾರಿಗಳಲ್ಲಿ ಎಷ್ಟು ನಿರ್ವಹಣಾ ಸ್ವರೂಪದವು, ಮತ್ತು ಎಷ್ಟು ಕಾಮಗಾರಿಗಳನ್ನು ದೀರ್ಘಕಾಲೀನ ಹೂಡಿಕೆ ವೆಚ್ಚವಾಗಿ ನಿಜವು ವರ್ಗೀಕರಿಸುತ್ತೀರಿ ?
- ನಿಮ್ಮ ಅನಿಸಿಕೆಯಂತೆ ಈ ಇಲಾಖೆಗೆ ಸೂಕ್ತವಾದ ಸಾಧನಾ ಪರಿಮಾಣಗಳೇನು?

ಆಡಳಿತ ಸಮಾಲೋಚನೆ ಮತ್ತು ವಿಶ್ಲೇಷಣೆ :

ಈ ಛಾಗವನ್ನು ಆಡಳಿತದವರು ವಿವಿಧ ಮುಖಗಳ ಬಗ್ಗೆ ನಿಜವಾದುದಾದ ಮೆಚ್ಚುಪರಿ ಗುಣಾತ್ಮಕ ಮಾಹಿತಿಗಾಗಿ ತೆರೆದಿದೆ. ಉದಾಹರಣೆಗೆ ಈ ಕೆಳಗೆ ವಿಚಾರಗಳು ಅಂತಹ ಸಂಬಂಧಪಟ್ಟವುಗಳಾಗಿವೆ.

- ಈ ಆಡಳಿತ ವರ್ಷದ ಹಿಂದಿನ ಮೂರು ತಿಂಗಳು ಹಾಗೂ ಮುಂದಿನ ೩/೬/೯ ತಿಂಗಳುಗಳಲ್ಲಿ ಆಡಳಿತದವರ ಪ್ರಾರ್ಥನೆಗಳೇನು
- ಕಳೆದ ಮೂರು ತಿಂಗಳಲ್ಲಿ ಕೆಂಡು ಬಂದ ಪ್ರಧಾನ ಸಮಾಜಗಳೇನು ಹಾಗೂ ಅವಕ್ಕೆ ಸಂಬಂಧಪಟ್ಟ ವಿಷಯಗಳಾವವು?
- ಮಾನವ ಸಂಪನ್ಮೂಲ ಅಭಿವೃದ್ಧಿ ಸಮಾಲೋಚನೆ
- ಇನ್ನಾವುದೇ ಯೋಜನೆ ಮತ್ತು ನಿರ್ವಹಣಾ ವಿಚಾರಗಳು.

ಪದೇ ಪದೇ ಕೇಳಬರುವ ಪ್ರಶ್ನೆಗಳು :

೧. ಕಾರ್ಪೊರೇಟ್ ವಲಯಗಳು (ಎನ್ಎನ್ ಇತ್ಯಾದಿ) ಎದುರಿಸುತ್ತಿರುವ ಸಮಸ್ಯೆಗಳನ್ನು ನೋಡುವಾಗ ಈ ಬಹಿರಂಗ ಪಡಿಸುವಿಕೆ ಕ್ರಮ ಅತ್ಯುತ್ತಮ ಪದ್ಧತಿ ಎಂದು ಹೇಗೆ ಪರಿಗಣಿಸಲು ಸಾಧ್ಯ?

ಸರ್ಕಾರಿ ಸಂಸ್ಥೆಗಳಿಗಿಂತ, ಖಾಸಗಿ ರಂಗವಾಗಿರಲಿ ಬಹಿರಂಗ ಪಡಿಸುವಿಕೆಯೊಂದೇ ಉತ್ತಮ ಆಡಳಿತಕ್ಕೆ ಸಾಕಾಗುವಂತಹ ಪರಿಸ್ಥಿತಿ ನಿರ್ಮಿಸುವುದಿಲ್ಲ. ಆದರೂ ಕರಾರುವಾಕವಾದ ಮತ್ತು ಸಮಯಕ್ಕೆ ಸರಿಯಾದ ಮಾಹಿತಿ ಬಹಿರಂಗ ಪಡಿಸುವಿಕೆ ಉತ್ತಮ ಆಡಳಿತಕ್ಕೆ ಅಗತ್ಯ ಪರತ್ತು ಆಗಿರುತ್ತದೆ. ಬಹಿರಂಗ ಪಡಿಸುವಿಕೆಯಿಲ್ಲದೆ ಎಲ್ಲಿಯೂ ಉತ್ತಮ ಆಡಳಿತವಿಲ್ಲ ಸಾಧ್ಯವಿಲ್ಲ. ಖಾಸಗಿ ಕ್ಷೇತ್ರದ ಸಮಸ್ಯೆಗಳ ಉದ್ಭವವಿದಾಗಿ ಉತ್ತಮ ಗುಣಮಟ್ಟದ ಮಾಹಿತಿ ಪ್ರಕಟಗೊಳ್ಳಬೇಕು ಮತ್ತು ಎಲ್ಲ ಪಾಲುದಾರರೂ ಅಂತಹ ಮಾಹಿತಿಯನ್ನು ಜಾಗರೂಕವಾಗಿ ಪರಿಶೀಲಿಸಬೇಕೆಂದು ಸ್ಪಷ್ಟವಾಗುತ್ತದೆ.

೨. ಈಗಾಗಲೇ ಬಜೆಟ್ ಎಂಬುದಿರುವಾಗ ನಮಗೆ ಸಾಕ್ಷ್ಯಾಧಾರದ (PROOF) ಅಗತ್ಯವೇನು?

ಬಜೆಟ್ ಯೋಜನೆ ಸಲಕರಣೆಯಾಗಿ ಬಹು ಮುಖ್ಯ ಉದ್ದೇಶ ಈಡೇರಿಸುತ್ತದೆ. ಪಾಲುದಾರರೂ ವರ್ಷ ಪೂರ್ತಿ ಸಾಧನಾ ವಿಚಾರಗಳಲ್ಲಿ ತೊಡಗಿಸಿಕೊಳ್ಳಬೇಕಾಗುವುದೂ ನಮಗೆ ಅಷ್ಟೇ ಮುಖ್ಯವಾಗಿರುತ್ತದೆ.

೩. ಈ ಮಾಹಿತಿಗಳೆಲ್ಲವನ್ನು ಸಿದ್ಧಗೊಳಿಸಲು ಬೆಂಮಾಪಾ ಮೇಲೆ ಅಧಿಕ ಒತ್ತಡ ಬಿದ್ದಂತಾಗುವುದಿಲ್ಲವೇ?

ಸಾಕ್ಷ್ಯಾಧಾರದಲ್ಲಿ ಕೇಳಲ್ಪಡುವ ಅಧಿಕ ಮಾಹಿತಿ ಪ್ರಮಾಣಬದ್ಧ ರೀತಿಯಲ್ಲಿರುತ್ತದೆ. ಬೆಂಮಾಪಾ ತನ್ನ

ಆಡಳಿತವನ್ನು ಚುರುಕುಗೊಳಿಸುವುದಕ್ಕಾಗಿ ಇಂತಹ ಮಾಹಿತಿಯನ್ನು ಈಗಾಗಲೇ ಬಳಸುತ್ತಲಿದೆ. ರೂಪ್ಯ ತಾಳುತ್ತಿರುವ ಜಾಗತಿಕ ಆಡಳಿತದ ಅಧೀಕರ ಬಹಿರಂಗಪಡಿಸುವಿಕೆ ಪ್ರಮಾಣಬದ್ಧತೆಯೂ ಈ ಸಾಕ್ಷ್ಯಾಧಾರದ ಸಮಾಹಿನಿಯೇ ಇದೆ. ಬೆಂಮುಪಾ ಹಾಗೂ ಬಿಎಪಿಎಫ್ ೨ ಲಕ್ಷ ಮಾಸದ ಗಂಟೆಗಳಿಗೂ ಹೆಚ್ಚು ಕಾಲ ಪೂಡಿ ಜಾಗತಿಕ ಮಟ್ಟದ ಅಧೀಕರ ನಿರ್ವಹಣಾ ವ್ಯವಸ್ಥೆಯನ್ನು ಸಿದ್ಧಗೊಳಿಸಬೇಕೆಂದು ಇಂತಹ ಮಾಹಿತಿ ಸೃಜಿಸುವುದು ಹೆಚ್ಚಿನೂ ಸಮಸ್ಯೆಯಾಗಲಾರದು.

೪. ಇಂತಹ ಮಾಹಿತಿಯನ್ನು ವ್ಯಾಪಕವಾಗಿ ಹರಡುವುದಕ್ಕೆ ಕಾನೂನು ಆವೇಕ್ಷಣೆಗಳು ಏನಿವೆ?

- ಕರ್ನಾಟಕ ಮುನಿಸಿಪಲ್ ಕಾರ್ಪೊರೇಶನ್ ಕಾಯ್ದೆ(ಕೆಎಂಸಿ ಆಕ್ಟ್) ರೆಡ್ಯೂಲ್ಡ್ ೩-೧(೩) : "ಕಾರ್ಪೊರೇಶನ್ ಲೆಕ್ಕಪತ್ರಗಳು ತೆರಿಗೆ ಸಲ್ಲಿಸುವ ಯಾವನೇ ವ್ಯಕ್ತಿಗೂ ಅಥವಾ ಆತನಿಗೆ ನಿಯುಕ್ತಿಗೊಳಿಸಲ್ಪಟ್ಟ ಪ್ರತಿನಿಧಿಯ ಪರಿಶೀಲನೆಗೆ ಪ್ರತಿ ತಿಂಗಳೂ ಕಾರ್ಪೊರೇಶನ್ ನಿಗದಿಪಡಿಸಿದ ದಿನ ಯಾ ದಿನಗಳಲ್ಲಿ ಯಾವುದೇ ರುಲ್ಡ್‌ವಿಲ್ಲದೆ ಲಭ್ಯವಿರಬೇಕು."
- ಕೆಎಂಸಿ ಕಾಯ್ದೆ ರೆಡ್ಯೂಲ್ಡ್ ೧ ರೂಲ್ ೪ : "ಏಪ್ರಿಲ್, ಜೂನ್, ಆಗಸ್ಟ್, ಅಕ್ಟೋಬರ್, ಡಿಸೆಂಬರ್ ಮತ್ತು ಫೆಬ್ರವರಿ ತಿಂಗಳಲ್ಲಿ ನಡೆಸಲ್ಪಡುವ ಪ್ರತಿಯೊಂದು ಸಾಮಾನ್ಯ ಸಭೆಯಲ್ಲಿ ಮೇಯರ್ ಅವರು ಕಾರ್ಪೊರೇಶನ್ ವಸೂಲಾತಿ ಮತ್ತು ವಿತರಣೆ ಹೇಳಿಕೆಯನ್ನು ಹಿಂದಿನ ಅಧೀಕರ ವರ್ಷಾಂತರಿಂದ ಸಭೆ ನಡೆಯುವ ಹಿಂದಿನ ತಿಂಗಳ ಅಂತ್ಯದವರೆಗೂ ಸಂಬಂಧಿಸಿದಂತೆ ನೀಡಬೇಕು."
- ಕೆಎಂಸಿ ಕಾಯ್ದೆ ಸೆಕ್ಷನ್ ೮೧-ಎ-(೧) : "ಲೆಕ್ಕ ಪಾತ್ರ ಸ್ಥಾಯಿ ಸಮಿತಿಯು ಲೆಕ್ಕ ಮತ್ತು ಪರಾಮರ್ಶೆ ಸಂಬಂಧಿತ ಎಲ್ಲಾ ವಿವಾರಗಳನ್ನು ನೋಡಿಕೊಳ್ಳಬೇಕು."
- ಕೆಎಂಸಿ ಕಾಯ್ದೆ ೬೧-ಎ-೩(ಎ)(ಬಿ) : "ಸ್ಥಾಯಿಸಮಿತಿ, ಕಾರ್ಪೊರೇಶನಿನ ಲೆಕ್ಕಪಾತ್ರ ಪರಾಮರ್ಶನವನ್ನು ಪ್ರತಿ ತಿಂಗಳೂ ನಡೆಸುವುದು ಹಾಗೂ ಕಮೀಷನರ್ ಒದಗಿಸುವ ಮಾಹಿತಿ ವಸೂಲಾತಿ ಮತ್ತು ವಿತರಣೆಗೆ ಸಂಬಂಧಿಸಿದಂತೆ, ಆ ಹಿಂದಿನ ತಿಂಗಳ ತಾತ್ಕಾಲಿಕವನ್ನು ಪರಿಶೀಲಿಸುವುದಕ್ಕೆ ಬದ್ಧವಾಗಿರುತ್ತದೆ."
- ಕೆ ಎ ಸಿ ಕಾಯ್ದೆ ೯(೨)-ಭಾಗ ೨ ರೆಡ್ಯೂಲ್ಡ್ ೯ : "ಕಮೀಷನರ್ ಅವರು ಹಿಂದಿನ ವರ್ಷಕ್ಕೆ ಸಂಬಂಧಿಸಿ ಲೆಕ್ಕ ಮತ್ತು ದಾಖಲೆಗಳನ್ನು ಸಿದ್ಧಗೊಳಿಸಿ ಮರುವರ್ಷ ಅಕ್ಟೋಬರ್ ಮೊದಲ ದಿನದ ಅನುಚಿತವಾಗಿಯೇ ಅಡಿಟರ್ ತನಿಖೆಗೆ ಒಳಪಡಿಸಬೇಕು."
- ಕೆ ಎ ಸಿ ಕಾಯ್ದೆ ೧೨-ಭಾಗ -ರೆಡ್ಯೂಲ್ಡ್ ೯ : "ಲೆಕ್ಕಪತ್ರ ಪರಿಶೀಲಕರು ತೆರಿಗೆ ಮತ್ತು ಹಣಕಾಸು ಸ್ಥಾಯಿ ಸಮಿತಿಗೆ ಸಂಬಂಧಿತ ಅಂತಿಮ ಹೇಳಿಕೆಯನ್ನು ಮತ್ತು ಅದರ ಪ್ರತಿಯನ್ನು ಪರಿಶೀಲನೆಗೆ ಅಧೀಕರ ವರ್ಷಾಂತರವಾದ ಮೂರು ತಿಂಗಳೊಳಗಾಗಿ ಯಾ ಸರಕಾರದಿಂದ ಸೂಚಿಸಲ್ಪಟ್ಟ ಅವಧಿಯೊಳಗಾಗಿ ಸಲ್ಲಿಸಬೇಕು."
- ಇವು ಕೆಲವು ನಿಬಂಧನೆಗಳು. ತೆರಿಗೆ ಮತ್ತು ಹಣಕಾಸು ಸ್ಥಾಯಿ ಸಮಿತಿಗೆ ಹಾಗೂ ಮುಖ್ಯ ಲೆಕ್ಕಪತ್ರ ಪರಿಶೀಲಕರ ಅಧಿಕಾರಕ್ಕೆ ಸಂಬಂಧಿಸಿದಂತೆ ಇನ್ನೂ ಕೆಲವು ನಿಬಂಧನೆಗಳಿವೆ.

೫. ಸಾಧನಾ ಸೂಚಕಗಳನ್ನು ಹೇಗೆ ಸೃಷ್ಟಿಸಬಹುದು?

ಈ ಸಾಧನಾ ಸೂಚಕಗಳು ಕಾಲಕ್ರಮೇಣದಲ್ಲಿ ಅಭಿವೃದ್ಧಿಯಾಗಬೇಕು. ಬೆಂಮುಪಾ ಮತ್ತು ವಿವಿಧ ಪಾಲುದಾರರ ನಡುವಣ ಸಮಾಲೋಚನೆಗಳಿಂದ ಸೂಕ್ತ ಸಾಧನಾಸೂಚಕಗಳನ್ನು ರೂಪಿಸಬಹುದು. ಉದಾಹರಣೆಗೆ ರಸ್ತೆ ಕಾಮಗಾರಿಗಳಿಗಾಗಿ ಎಸ್ಟಿಮೇಟ್, ಎಂ. ಸಾಧನಾ ಸೂಚಕಗಳ ವಿಭಾಗದಲ್ಲಿ ಸದ್ಯಕ್ಕೆ ಕೇಳಲ್ಪಡುತ್ತಿರುವ ಪ್ರಶ್ನೆಗಳು ಸಾಧನಾ ಪರಿಮಾಣಗಳ ಕ್ಷೇತ್ರದಲ್ಲಿ ಸಾರ್ವಜನಿಕ ಭಾಗವಹಿಸುವಿಕೆಯ ಮೊದಲ ಪ್ರಕ್ರಿಯೆಗಳಾಗಿವೆ.

೬. ಸಾಕ್ಷ್ಯಾಧಾರ(PROOF) ದಾಖಲೆಗಳ ಮೂಲಕ ವಿಷಯ ತಿಳಿಸಿ ನೀಡಲಾಗುವ ಮಾಹಿತಿಯಲ್ಲಿ ಸಾರ್ವಜನಿಕರು ಭಾಗವಹಿಸಲು ಹೇಗೆ ಸಾಧ್ಯ?

ಪ್ರತಿ ತ್ರೈಮಾಸಿಕದಲ್ಲೂ ಒಂದೊಂದು ಸಾರ್ವಜನಿಕ ಚರ್ಚೆ ಸಂಚಿಕೆಗಳಿಗಾಗುವುದು. ಬೆಂಮುಪಾ ತ್ರೈಮಾಸಿಕ ಸಾಧನೆಯ ಬಗ್ಗೆ ಎತ್ತಲ್ಪಡುವ ಪ್ರಧಾನ ವಿಷಯಗಳ ಬಗ್ಗೆ ಇನ್ನೂ ದೊಡ್ಡ ಸಾರ್ವಜನಿಕ ಚರ್ಚೆಗಳನ್ನು ಪ್ರಚೋದಿಸಬೇಕೆಂಬುದೇ ನಿರೀಕ್ಷೆ ಉದ್ದೇಶ.

೭. ಬೆಂಮುಪಾ ಸಾಕ್ಷ್ಯಾಧಾರ ಬಿಡುಗಡೆಗಳ ಪಡಿಸಿದ ಬಳಿಕ ಸಾಮಾನ್ಯ ನಾಗರಿಕರು ಈ ದಾಖಲೆಗಳನ್ನು ಹೇಗೆ ಅರ್ಥೈಸಿಕೊಳ್ಳಬಹುದು?

ಸಾಕ್ಷ್ಯಾಧಾರ ಶೈಲಿ ಅರ್ಥ ಮಾಡಿಕೊಳ್ಳಲು ಬಹಳ ಸರೀಸು. ಅಧೀಕರ ಹೇಳಿಕೆಯು ಬಹಳ ಸರಳವಾಗಿವೆ; ಮತ್ತು ಸರಳವಾಗಿವೆ. ಮತ್ತುದನ್ನು ಪ್ರಮಾಣಬದ್ಧ ಶೈಲಿಯಲ್ಲಿ ಒದಗಿಸಲಾಗುತ್ತದೆ.

ಪ್ರಮಾಣಬದ್ಧ ಬಹಿರಂಗಪಡಿಸುವಿಕೆ ಪದ್ಧತಿಯನ್ನು ಬಳಸುವುದರ ಅನುಕೂಲವೇನೆಂದರೆ ಅದನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಲು - ಬಾರ್ಟರ್ಡ್ ಅಕೌಂಟಿಂಗ್, ಅಧೀಕರ ವಿಶ್ಲೇಷಕರು, ಸ್ವಯಂಸೇವಾ ಸಂಘಟನೆಗಳು, ಶಿಕ್ಷಣಾಧೀಕರ ಇತ್ಯಾದಿ ಹಲವರುತ್ತಾರೆ.

ಈ ನೈಪುಣ್ಯ ಈಗಾಗಲೇ ಸಮುದಾಯಗಳಲ್ಲಿ ಮತ್ತು ಸಾಕ್ಷ್ಯಾಧಾರ ಸಂಬಂಧಿತ ತಳಮಟ್ಟದ ಸಮಾಲೋಚನಾ ಅಧೀಕರನಗಳಿಗೆ ಉಪಯೋಗಿಸಲು ಲಭ್ಯ.

ಸಾಕ್ಷ್ಯಾಧಾರವನ್ನು ಅರ್ಥೈಸಿಕೊಳ್ಳಲು ಮತ್ತು ಅಂತಹ ದಾಖಲೆಗಳ ಬಗ್ಗೆ ಹೆಚ್ಚಿನ ತಿಳುವಳಿಕೆ ನೀಡಲು ತರಬೇತಿ ಕಾರ್ಯಕ್ರಮಗಳನ್ನು ಹಾಕಿಕೊಳ್ಳಲಾಗುವುದು. ಈ ಅಂದೋಲನದ ನಾಲ್ವರು ಸಮರ್ಪಕಗಳಲ್ಲದೆ, ಇನ್‌ಸ್ಟಿಟ್ಯೂಟ್ ಆಫ್ ಬಾರ್ಟರ್ಡ್ ಅಕೌಂಟಿಂಗ್, ಕೂಡಾ ಅಸ್ತಿಯುಳ್ಳವರಿಗೆ ಅಂತಹ ತರಬೇತಿ ಒದಗಿಸಲು ಮುಂದೆ ಬಂದಿದೆ.

೮. ಸಾಕ್ಷ್ಯಾಧಾರ(PROOF)ದಾಖಲೆಗಳನ್ನು ಎಷ್ಟು ಬಾರಿ ಬಿಡುಗಡೆಗೊಳಿಸಲಾಗುವುದು ಮತ್ತು ಈ ಸಂಬಂಧ ಎಷ್ಟು ಬಾರಿ ಸಾರ್ವಜನಿಕ ಚರ್ಚೆಗಳನ್ನು ಏರ್ಪಡಿಸಲಾಗುವುದು?

ಸಾಕ್ಷ್ಯಾಧಾರ ಅಂದೋಲನ ತ್ರೈಮಾಸಿಕ ಆಧಾರದಲ್ಲಿ ಇಂತಹ ದಾಖಲೆಗಳನ್ನು ಪಡೆಯುತ್ತದೆ ಹಾಗೂ ಸಾರ್ವಜನಿಕ ಚರ್ಚೆಗಳನ್ನು ಪ್ರತಿ ಮೂರು ತಿಂಗಳೊಮ್ಮೆ ನಡೆಸಲಾಗುತ್ತದೆ.

ಅಂತಹ ಮೊದಲ ಸಾರ್ವಜನಿಕ ಚರ್ಚೆಯನ್ನು ಆಗಸ್ಟ್ ೧೭ ರಂದು, ಬೆಂಮುಪಾ ಅಧೀಕರ ವರ್ಷ ೨೦೦೨-೦೩ ರ ಮೊದಲ ತ್ರೈಮಾಸಿಕ ಸಾಧನೆಯ ಸಂಬಂಧಿತವಾಗಿ ಸಂಘಟಿಸಲಾಗುತ್ತಿದೆ.

ಆ ಬಳಿಕದ ಸಾರ್ವಜನಿಕ ಚರ್ಚೆಗಳಿಗೆ, ಮಹಾನಗರದ ವಿವಿಧ ಪಾಲುದಾರರ ವತಿಯಿಂದ ಅದನ್ನು ಹೆಚ್ಚು ಜನರು ಭಾಗವಹಿಸಲು ಅನುಕೂಲವಾಗುವಂತೆ, ಪೂರ್ವಭಾವಿಯಾಗಿ ದಿನಾಂಕ ಪ್ರಕಟಿಸಲಾಗುವುದು.

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ಜೈನ್ಯ

ಜನಾಂಗೀಕರಣಗನ್ನು ಪ್ರತಿಬಂಧಿಸುವ ಮಾತೃಕೆ (ಅರ್ಥಕೃತ ಕ್ಷಮಾ ಯೋಜನೆ)

ಸಂಪುಟ-1 ಸಂಚಿಕೆ-19

ಬೆಂಗಳೂರು

ಆಗಸ್ಟ್ 16-31, 2002

ಗುಣಾತ್ಮಕ ಬದಲಾವಣೆಗೆ ಪಾರದರ್ಶಕತೆ ಅನಿವಾರ್ಯ

ಬೆಂಗಳೂರು ಬಜೆಟ್ 2002-03 ವಿಶ್ಲೇಷಣೆ ; ವಾರ್ಡ್ ಕಾಮಗಾರಿಗಳು ಈ ವರ್ಷ ತ್ವರಿತ

“ಪ್ರಜ್ಞಾಪೂರ್ವಕವಾದ ಕಾರಣಗಳಿಂದ ಗಂಡು ಆಡಳಿತದಲ್ಲಿ ಪಾರದರ್ಶಕತೆ ಬಂದಾಗ ಗುಣಾತ್ಮಕ ಬದಲಾವಣೆಗಳು ಬಂದೇ ಬರುತ್ತವೆ. ಈ ಹಿನ್ನೆಲೆಯಲ್ಲಿ ಕರ್ನಾಟಕ ಗ್ರಾಮ ಪಂಚಾಯಿತಿ ಕಾಯ್ದೆ ಪ್ರಚಾರ ಅಭ್ಯಾಸಕ್ಕೆ ಒಳ್ಳೆಯ ದಾರಿ ತೆರೆದಿದೆ.”

ಈ ವಿಚಾರ ಅಭ್ಯಾಸವು ವ್ಯಕ್ತಪಡಿಸಿದುದು ದೇಶದಲ್ಲೇ ಪ್ರಥಮವಾಗಿ ಸಂಪೂರ್ಣ ಗಣಕೀಕರಣಗೊಂಡಿರುವುದಲ್ಲದೆ, ನಿರ್ವಹಣೆಯಲ್ಲಿ ಪಾರದರ್ಶಕತೆಯನ್ನು ಮನ್ನಪಡಿಸಿರುವ ಬೆಂಗಳೂರು ಸಮೀಪದ ಬೆಳ್ಳಂದೂರು ಗ್ರಾಮಪಂಚಾಯಿತಿ ಅದ್ಭುತ ತ್ರೀಜನಾಗ್ರಹ. ಬೆಂಗಳೂರು 2002-03 ಸಾಲಿನ ಬಜೆಟ್ ಬಗ್ಗೆ ಸಿಎಚ್ ಹಾಗೂ ಸ್ವಾಭಿಮಾನ ಸಂಸ್ಥೆ ನಡವಿದ ಮುಕ್ತ ಸಭೆ ಸಮಾಲೋಚನೆಯಲ್ಲಿ ಆದುದು ಮಾತನಾಡುತ್ತಿದ್ದರು.

ಅಂಚೂಣಿಗಳೊಂದಿಗೆ ಈಗ ತೆಗೆದುಕೊಂಡು ಬರುವುದು. ವಾರ್ಡ್ ಕಾಮಗಾರಿ ಗ್ರಾಮ ಸಭೆಗಳಿಂದ ಪ್ರತಿನಿಧಿಗಳ ಮತ ಚಲಾಯಿಸಿ ಪ್ರತಿನಿಧಿಗಳ ನಡವಬಾರದ ವಿಷಯವಲ್ಲ. ನಿಂತುಬಿಡುವ ಪ್ರಕ್ರಿಯೆಯನ್ನು ಕಾರ್ಪೊರೇಷನ್ ಗಳು ಮತ್ತು ಪುರಸಭೆಗಳು ಆಳವಡಿಸಿಕೊಳ್ಳುವುದು ಉತ್ತಮವೆಂದು ಜನಾಗ್ರಹ ಸೂಚಿಸಿದೆ. ಗ್ರಾಮದ ಕಂದಾಯ ಪಾವತಿ ಮತ್ತು ವಿರ್ತ, ವೇಳೆಗಳನ್ನು ಜನರಿಗೆ ನಿಯತವಾಗಿ ಒಪ್ಪಿಸಲಾಗುತ್ತಿದೆ ಮತ್ತು

ಇತ್ತೀಚೆಗೆ ಗ್ರಾಮಸಭಾ ಪಂಚಾಯತಿಯನ್ನು ಕೇವಲ ಓದಿ ಮುಖಾಂತರ ನೇರವಾಗಿ ಮಾಹಲಾಯಿತು ಎಂದವರು ಅನುಭವ ಹಂಚಿಕೊಂಡರು.

ಮುಕ್ತ ಚರ್ಚೆಯಲ್ಲಿ ವಾಲ್ಮೀಕಿ ಪ್ರಮುಖದಲ್ಲಿ ಬೆಂಗಳೂರು ಮೇಯರ್ ಶ್ರೀ ಚಂದ್ರಶೇಖರ್, ಕಾರ್ಪೊರೇಷನ್ ತೆಗೆದುಕೊಂಡು ಸಮಿತಿ ಅಧ್ಯಕ್ಷ ಶ್ರೀ ನೆ.ಎ. ಸರೋಜಮ್ಮ, ಅಧಿಕಾರಿ ಜಂಟಿ ಅಧ್ಯಕ್ಷ ಶ್ರೀ ಎ.ಕೆ.ಶ್ರೀಧರ, ವಿಶೇಷ ಅಧ್ಯಕ್ಷ ಶ್ರೀ ಎನ್.ಎನ್. ಪ್ರಸಾದ್ ಹಾಗೂ ಸೆಂಟರ್ ಫಾರ್ ಬಜೆಟ್ ಅಂಡ್ ಪಾಲಿಸಿ ರಿಸೀನ್ ನೆ ನಿದೇಶಕ ಡಾ.ವಿ.ನೀಲದೇವನ್ ಸೇರಿರುತ್ತಾರೆ.

ಬೆಂಗಳೂರು ನಾಗರಿಕರ ಬದುಕನ್ನು ಸುಲಭಗೊಳಿಸುವಂತಹ ಕಾಮಗಾರಿಗಳನ್ನು ಮಹಾಸಭೆ ವಾಲಿ ಕೈಗೆತ್ತಿಕೊಂಡಿರುವುದು ಮೇಯರ್, ಕೆಳದಿ 24 ವರ್ಷಗಳಲ್ಲಿ ಮೊದಲ ಬಾರಿಗೆ 50% ತೆರಿಗೆ ಈ ಸಾಲಿನಲ್ಲಿ ಕಡಿಮೆ ಸಮಯದಲ್ಲಿ ವಸೂಲಾಗಿದೆ ಎಂದರು. ಜನರಿಂದೂರುಗಳನ್ನು ಬಯಲಿಸಿ ನಿರೂಪಿಸುವುದಕ್ಕೆ ಕೆಂಪುಬೀದಿ ನೆರವಾಗುತ್ತಿರುವುದರಿಂದ ಪಾರದರ್ಶಕತೆ ಸೃಷ್ಟಿಸುತ್ತದೆ. ತುಂತುಂದಾಗಿ ಕೆಲವರಿಗೆ ನಿರ್ವಹಣೆ ಮುಖ್ಯವಾಗುತ್ತದೆ ಎಂದರು. ಈ ಹಿಂದಿನ ವರ್ಷಗಳಲ್ಲಿ ಕೆಲವು ತಡವಾಗಿ ಆರಂಭವಾಗಿ, ಮುಂದಿನ ವರ್ಷಗಳಲ್ಲಿ ಮುಂದೂಡಲ್ಪಡುವುದು ಪರಿವಾರವಾಗಿದ್ದರೆ, ಈ ವರ್ಷ ವಾರ್ಡ್ ಕಾಮಗಾರಿಗಳು

ಈಗಾಗಲೇ ಕಾರ್ಯಾರಂಭಿಸಿ ಎಂದು ತಿಳಿಸಿದರು. ಬೆಂಗಳೂರು ಅನೇಕ ಯೋಜನೆಗಳನ್ನು ಹಾಕಿಕೊಂಡಿದ್ದು, ಅಭ್ಯಾಸಕ್ಕೆ ಉತ್ತಮ ಸನ್ನಿವೇಶವನ್ನು ಹೊಂದಿರುವುದು, ರಸ್ತೆಪ್ರತಿಭಟನೆ ಕಾರ್ಯಗಳನ್ನು ನಡವಿಸುವಂತೆ ಮಾಡುವುದು, ಸಂಚಾರದೊಡನೆ ಹಾಗೂ ಪಯಣಕಾಲ ಇಳಿಸಲು ಸುಲಭವಾಗಿ ವಿಮರ್ಶಣೆ ಇಡುತ್ತಿರುವುದು ಸೇರಿವೆ ಎಂದರು. ಪ್ರತಿಯೊಂದು ವಾರ್ಡ್ ಗಳಲ್ಲಿಯೂ ಒಂದೊಂದು ಮಾದರಿ ಪ್ರದೇಶ ಅಭಿವೃದ್ಧಿ ಪಡಿಸುವ ಉದ್ದೇಶವಿದೆ. ಮೂಲಭೂತ ಸೌಕರ್ಯಗಳನ್ನು ಕೊಡಿಯುವ ನೀರು, ಸ್ವಚ್ಛತೆ ಮತ್ತು ಇತರ ವಾರ್ಡ್ ಗಳಲ್ಲಿ ಅಭ್ಯಾಸಕ್ಕೆ ಒದಗಿಸಲಾಗುವುದು. ಜನರಿಗೆ ಓದಾಡುವ ಅನುಕೂಲಕ್ಕಾಗಿ ಉತ್ತಮ ಪುಸ್ತಕಾಲಯಗಳ ರಚನೆ ಕಾರ್ಯಕ್ಕೆ ನಾಗರಿಕರ ಸಹಕಾರ

(ನೀತಿ ಸುಖ)

ಹಿಂದುಗರಕ್ಕೆ ಮನವಿ

ಮುಂದುವರಿದು ಬಾಬುಗಳೊಳಗಿನ ಅನೇಕ ವರ್ಷಗಳಿಂದ ಪ್ರಭಾವಿ ಪರಿವಾರವೆಂಬುದು ವರ್ಷ ಬಿಟ್ಟು ಬಿಟ್ಟು ನಡೆಯುತ್ತಿದೆ. ಈ ಸಮುದಾಯ ಭಾಗವಹಿಸಿಕೊಳ್ಳುವುದು ಉತ್ತಮವಾಗಿರುವಂತೆ ಸ್ಪಷ್ಟ, ಹಯವು ಹೇಗೆ? ಜನಾಗ್ರಹದಲ್ಲಿ ನಾಗರಿಕರ ಬಾಬುಗಳೊಳಗಿನ ವೈವಿಧ್ಯವು ಬಿಡುಗಡೆಗೊಳ್ಳುವ ಪ್ರಯತ್ನ ನಡೆಯುತ್ತಿದೆ. ಜನಾಗ್ರಹ ಟ್ರಸ್ಟ್ ಇದಕ್ಕೊಂದು ಕಿರು.

ಮನವಿ ಮತ್ತು ಅನಿವಾರ್ಯಗಳಿಗೆ ಸಹಜ ಸಮುದಾಯಗಳ ಮಹತ್ವವೇ ಆರಂಭ. ಜನಾಗ್ರಹ ಟ್ರಸ್ಟ್ ಜನರಿಗೆ ತಮ್ಮನ್ನು ತಿಳಿಸುವ ಪ್ರಮುಖ ವಿಧಾನಗಳಾಗಿ ಬಿಟ್ಟು ತಿಳಿದುಕೊಂಡು ಸಮಾಲೋಚಿಸಲು, ಚರ್ಚಿಸಲು ಮತ್ತು ಮಾತನಾಡಲು ಅವಕಾಶವನ್ನು ಸಾಮಾಜಿಕ ವ್ಯವಹಾರಗಳಲ್ಲಿ ಪ್ರಜ್ಞಾವಂತ ಅನಿವಾರ್ಯಗಳನ್ನು ತಿಳಿದುಕೊಳ್ಳುವುದು ಸರಿಯಾಗುತ್ತದೆ. ಹಾಗೆಯೇ, ನಾಗರಿಕರ ಬಾಬುಗಳೊಳಗಿನ ಅನಿವಾರ್ಯ ಉತ್ಪತ್ತಿಸುತ್ತದೆ.

ಜನತಾ ಅಂದೋಲನಗಳ ಈ ಗುಣಾತ್ಮಕ ಮಟ್ಟಕ್ಕೇರಿಸಿದಾಗ ಜನಾಗ್ರಹ ಟ್ರಸ್ಟ್ ಇನ್ನು ಮುಂದೆ ಹೊಸ ಅನಿವಾರ್ಯವನ್ನು ಕೈಗೆತ್ತಿಕೊಳ್ಳುವುದು. ಅನೇಕ ನವನವನ ಆಚಾರಗಳನ್ನು, ಚಿಂತನೆಗಳು, ಪರಿಗಣಿಸುವುದು ಹೆಚ್ಚು ಓದುತ್ತಿರುವ ಬಾಬುಗಳೊಳಗೆ ಸಮೀಪದ ಪ್ರಯತ್ನವೆಂದಿಗಾಗಿ, ವಾಕ್ಯವಾಗಿ ಮುಕ್ತ ಹೆಜ್ಜೆಗಳಿರುತ್ತವೆ.

ದಯವಿಟ್ಟು, ಜನಾಗ್ರಹ ಟ್ರಸ್ಟ್, ಉತ್ತರದಲ್ಲಿನ ನಾಗರಿಕರ ನಮ್ಮ ಪ್ರತಿಜ್ಞೆಗಳನ್ನು ಅನುಕೂಲಿಸುವುದು ಸೂಚನೆಗಳನ್ನು ಬರೆಯುವ ಕನಿಷ್ಠವಾಗಿ ನಮ್ಮ ಸಹಕಾರ, ಪ್ರೋತ್ಸಾಹವೇ ಸಮಗ್ರ ದಾರಿಯಿದೆ.



ಮುಕ್ತವಾಗಿ ನಾಗರಿಕರೊಡನೆ ನಡೆಸಿದ ಸಭೆಯ ವಾರ್ಡ್ 7ರ ಕಾರ್ಪೊರೇಷನ್ ಹಾಗೂ ವಿ.ಎ.ಎ. ಜೊತೆ ಸಮಾಲೋಚಿಸಿ ನಡೆಸಿದರು (ಪರಂಪರಾ ಸುಖ)

ಜನಾಗ್ರಹದ ದ್ವಿತೀಯ ಹಂತಕ್ಕೆ ಕಾದಿರುವ ನಾಗರಿಕರು

ಜನಾಗ್ರಹ ಈಗ ದ್ವಿತೀಯ ಹಂತಕ್ಕೆ ಕಾಲಿಟ್ಟಿದೆ. ಪ್ರಥಮ ಹಂತದ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಭಾಗವಹಿಸಿದವರ ಪ್ರತಿಗಳು, ಎರಡನೆಯ ಹಂತಕ್ಕೂ ಕಾಣಿಸಿದ್ದಾರೆ. ಯಾಕೆಂದರೆ ಜನತಾ ಪಕ್ಷದ ಅಧಿಕಾರವು ಸುಧಾರಿಸಿತು. ಅಧಿಕಾರವು ಸುಧಾರಿಸಿತು. ಅಧಿಕಾರವು ಸುಧಾರಿಸಿತು. ಅಧಿಕಾರವು ಸುಧಾರಿಸಿತು.

ದ್ವಿತೀಯ ಹಂತದ ಮಾಹಿತಿ ಸಂಗ್ರಹ ನಮೂನೆಗಳು ಜನಾಗ್ರಹ ಕೇಂದ್ರದಲ್ಲಿ ಅಭ್ಯರ್ಥಿಗಳಿಗೆ ಹರಿಯುತ್ತಿವೆ. ಈ ಸಂದರ್ಭದಲ್ಲಿ 7 ರ ಮೇಲ್ಪರಿಹಾರ ಸ್ಥಾಪಿಸುವ ನಿಯಮಿತವಾಗಿ 12 ವರ್ಷದ ಇತಿಹಾಸಕ್ಕೆ ಸ್ವೀಕರಿಸಿ ಕಾರ್ಯಕ್ರಮಕ್ಕೆ ತ್ರೀ ಬಿ. ಮುನಿಯಾಹ ಹಾಗೂ ಎಚ್ ಸದಾಚಂದ್ರ ಅವರನ್ನು ಸಂದರ್ಶಿಸಿ, ಎರಡನೇ ಹಂತ ಹಾಗೂ ಮಾಹಿತಿ ಸಂಗ್ರಹ ನಮೂನೆ ತಯಾರಿಸುವ ಬಗ್ಗೆ ಸಮಾಲೋಚಿಸಿದರು. ಕಾರ್ಪೊರೇಟರ್ ಹಾಗೂ ಎಚ್ ಸದಾಚಂದ್ರ ನಿಗದಿ, ನಾಗರಿಕರ ಕಾರ್ಯಕ್ರಮಗಳ ಉತ್ತಮ ನಡವಳಿ.

ಸಂವಿಧಾನದ ಅನುಚಿತರು: ಕಾರ್ಪೊರೇಟರ್ ಬಿ. ಮುನಿಯಾಹ ಎಚ್ ಸದಾಚಂದ್ರ ಮೆತ್ತು ಮೇಲ್ಪರಿಹಾರದ ಸ್ಥಾಪಿಸುವ ನಿಯಮಿತವಾಗಿ (ಎಂಎಸ್) 12 ವರ್ಷದ. ಆದರೂ ಈ ನಡವಳಿ ಸಮಾಜದ ನಾಣಿಯಾಗಿದೆ.

ವಾರ್ಡ್ ಹಾಗೂ ಯುವಪಕ್ಷ ಪ್ರಾರಂಭ, ಯಾವತ್ತು ಮುಂಗಡವಾಗುವ ಮೂಲ ಮಾಹಿತಿ ಕೇಳುವುದರಿಂದ ಗುಣಮಟ್ಟದ ಕೊಡುವುದು.

ಮಕ್ಕಳಾದಲ್ಲಿ ರಸ್ತೆ ಹಾಕುವುದು ಹಾಕುವ ಕೆಲಸ ಪ್ರಾರಂಭವಾಯಿತು. ಕೆಲಸ ಚೆರಿದಿ ಹೊಕ್ಕುತುಂಬಿ ಮತ್ತು ದರನ್ನು ಯಾವ ಕೆಲಸವನ್ನು ಮಾಡಿ ದೊರೆಯುವ ಸಾಧ್ಯತೆ. ಅದೇ, ಮಕ್ಕಳಾದಲ್ಲಿ ರಸ್ತೆ ಹಾಕುವುದು ಎಚ್ ಸದಾಚಂದ್ರ ಬೇಕಾದಲ್ಲಿ, ಎಚ್ ಸದಾಚಂದ್ರ ಇಂಜಿನಿಯರಿಂಗ್ ವಿಭಾಗ ಮಾಹಿತಿ ತಿಳಿಸಿ ಬಲ್ಲಿದರು. ಈ ಪ್ರದೇಶದ ಜನರಿಗೆ, ಕೆಲಸದ ಮೇಲೆ ಸುಧಾರಣೆ ಗಮನಿಸಲು ಆಸಕ್ತಿಯಾಗುವಂತೆ ಮಾಡುವುದು.

ಗಾಂ ಪ್ರಾರಂಭ - ಅಂತರ್ದಿವಾಕ ಯಗ್ರಮಾಹಿತಿ ಬೇಕೆಯಾಗುತ್ತದೆ ಮನಗಾಂ ಅಥವಾ ತಿಳಿದುಕೊಡುವುದು.

ಸುಧಾರಿಸಿ: ನಮಗೆ ಕಾರ್ಮಿಕರ ತಪೇಲುಗಳ ಅಧಿಕಾರವನ್ನು ನಿಮ್ಮ ಬದುಕಿನಲ್ಲಿ, ಅದನ್ನೆಲ್ಲಾ ಬೇಕಾದಂತೆ. ಹಾಗೆಯೇ ನಮ್ಮ ಸಂಘಟನೆಯ ಸದಸ್ಯರು, ಸಂಯೋಜನೆಗಾಗಿ ಗೌರವದೊಂದಿಗೆ ಎಂದು ಸಮಾಜದ ಲಯನುತ್ಪಾದನೆ.

ಎಚ್ ಸದಾಚಂದ್ರ: ನಮಗೆ ಕಾರ್ಮಿಕರ ತಪೇಲುಗಳ ಅಧಿಕಾರವನ್ನು ನಿಮ್ಮ ಬದುಕಿನಲ್ಲಿ, ಅದನ್ನೆಲ್ಲಾ ಬೇಕಾದಂತೆ. ಹಾಗೆಯೇ ನಮ್ಮ ಸಂಘಟನೆಯ ಸದಸ್ಯರು, ಸಂಯೋಜನೆಗಾಗಿ ಗೌರವದೊಂದಿಗೆ ಎಂದು ಸಮಾಜದ ಲಯನುತ್ಪಾದನೆ.

ಮಲ್ಲೇಶ್ವರ ಸ್ವಾಭಿಮಾನ, ಕಾರ್ಪೊರೇಟರ್, ಹಾಗೂ ಎ.ಇ.ಇ. ನಡುವೆ ಸಂವಾದ

ರವರು ಕೆಳಪಾದ್ದು. ಅದರಿಂದ ಮೇಲುಸುಧಾರಣೆ ನೋಡಲು ನಿಮ್ಮಂತಹ ಯೋಧಾದರೂ ಅಲ್ಲಿದ್ದರೆ ಒಳ್ಳೆಯದೇ ಆಯಿತು.

ಸ್ವಾಭಿಮಾನ: ಎಚ್ ಸದಾಚಂದ್ರ ಕೆಲಸ ನಮೂನೆಯಂತೆ ನಡೆಯುವುದರಿಂದ ನಮ್ಮ ಗಮನಕ್ಕೆ ಬಂದಿದೆ. ಉದಾಹರಣೆಗೆ ಹೇಳುವುದಾದರೆ 15 ಕ್ಷೇತ್ರದ ಡಿ.ಇ.ಇ.ಗಳನ್ನು ಕಾಂಕ್ರೀಟ್ ಚರ್ಚಿಸಲು ಈಗಾಗಲೇ ಸಜ್ಜೆಯಾಗುತ್ತಿದೆ.

ಅಧಿಕಾರ: ಇಂಜಿನಿಯರಿಂಗ್ ಬಗ್ಗೆ ನಮಗೆ ತಿಳಿದು ಸಲಾನುಕರಿಸುವ ವಿವರಗಳು ಇತ್ತೀಚೆಗೆ ಮೊದಲು ತಿಳಿಯಿತು, ಅದನ್ನು ಕೇಳುವುದರಿಂದ ನಿರೀಕ್ಷಿಸಲಾಗುತ್ತದೆ. ಇದನ್ನು ಮತ್ತೆ ಮತ್ತೆ ಮಾಡಿ ಚರ್ಚಿಸುವುದರಿಂದ ಗೌರವಿಸಲಾಗುತ್ತದೆ. ಸ್ವಾಭಿಮಾನ ಇಂಜಿನಿಯರಿಂಗ್ ನಡವಳಿ, ರಸ್ತೆ ಅಭಿವೃದ್ಧಿ ಇವೆ.

ಸರಕಾರಿ ಉದ್ಯೋಗಗಳನ್ನು ಕಾರ್ಪೊರೇಟರ್ ಇಂಜಿನಿಯರಿಂಗ್ ವಿಭಾಗದ ಜೊತೆಗೆ ಕೆಲಸ ಸಮಾಲೋಚಿಸಬೇಕೆಂದೇ ಮನುಷ್ಯನು ಬಯಸುತ್ತಾನೆ. ಹಾಗೆಯೇ, ಚಿಂತರ ಕಾರ್ಮಿಕರಿಗೂ ಎಚ್ ಸದಾಚಂದ್ರ ಕೆಲಸವನ್ನು ನಿರ್ಧರಿಸುವುದು. ಆಯಿತು ಮತ್ತು ಕೆಲಸವನ್ನು ನಿರ್ಧರಿಸುವುದು.

ಎಚ್ ಸದಾಚಂದ್ರ: ನಮಗೆ ಕಾರ್ಮಿಕರ ತಪೇಲುಗಳ ಅಧಿಕಾರವನ್ನು ನಿಮ್ಮ ಬದುಕಿನಲ್ಲಿ, ಅದನ್ನೆಲ್ಲಾ ಬೇಕಾದಂತೆ. ಹಾಗೆಯೇ ನಮ್ಮ ಸಂಘಟನೆಯ ಸದಸ್ಯರು, ಸಂಯೋಜನೆಗಾಗಿ ಗೌರವದೊಂದಿಗೆ ಎಂದು ಸಮಾಜದ ಲಯನುತ್ಪಾದನೆ.

ಸ್ವಾಭಿಮಾನ: ಕಾರ್ಪೊರೇಟರ್ ತಪೇಲುಗಳ ಸಮಾಲೋಚನೆಗಾಗಿ, ಕಾರ್ಮಿಕರ ಪ್ರಾರಂಭದ ದಿವಸದೊಂದಿಗೆ ಗುರುತಿಸುವುದು. ಹಾಗೆಯೇ ನಮಗೆ ಕಾರ್ಮಿಕರ ತಪೇಲುಗಳ ಅಧಿಕಾರವನ್ನು ನಿಮ್ಮ ಬದುಕಿನಲ್ಲಿ, ಅದನ್ನೆಲ್ಲಾ ಬೇಕಾದಂತೆ. ಹಾಗೆಯೇ ನಮ್ಮ ಸಂಘಟನೆಯ ಸದಸ್ಯರು, ಸಂಯೋಜನೆಗಾಗಿ ಗೌರವದೊಂದಿಗೆ ಎಂದು ಸಮಾಜದ ಲಯನುತ್ಪಾದನೆ.

ಕಾರ್ಮಿಕರ ತಪೇಲುಗಳ ಅಧಿಕಾರವನ್ನು ನಿಮ್ಮ ಬದುಕಿನಲ್ಲಿ, ಅದನ್ನೆಲ್ಲಾ ಬೇಕಾದಂತೆ. ಹಾಗೆಯೇ ನಮ್ಮ ಸಂಘಟನೆಯ ಸದಸ್ಯರು, ಸಂಯೋಜನೆಗಾಗಿ ಗೌರವದೊಂದಿಗೆ ಎಂದು ಸಮಾಜದ ಲಯನುತ್ಪಾದನೆ. ಕಾರ್ಪೊರೇಟರ್ ತಪೇಲುಗಳ ಸಮಾಲೋಚನೆಗಾಗಿ, ಕಾರ್ಮಿಕರ ಪ್ರಾರಂಭದ ದಿವಸದೊಂದಿಗೆ ಗುರುತಿಸುವುದು. ಹಾಗೆಯೇ ನಮಗೆ ಕಾರ್ಮಿಕರ ತಪೇಲುಗಳ ಅಧಿಕಾರವನ್ನು ನಿಮ್ಮ ಬದುಕಿನಲ್ಲಿ, ಅದನ್ನೆಲ್ಲಾ ಬೇಕಾದಂತೆ. ಹಾಗೆಯೇ ನಮ್ಮ ಸಂಘಟನೆಯ ಸದಸ್ಯರು, ಸಂಯೋಜನೆಗಾಗಿ ಗೌರವದೊಂದಿಗೆ ಎಂದು ಸಮಾಜದ ಲಯನುತ್ಪಾದನೆ.

ನಮ್ಮ ಕಾರ್ಪೊರೇಟರ್ (ವಾರ್ಡ್-92)

ಸಿ.ಎಸ್. ಸೂರ್ಯಕಾಂತ್ ರಾವ್

ನಮ್ಮ ಕಾರ್ಪೊರೇಟರ್ ತ್ರೀ ಸೋಲಂತ್ ರಾವ್ (39 ವರ್ಷ) 2001 ಮಾರ್ಚಿನಲ್ಲಿ ಕಾರ್ಪೊರೇಟರ್ ನಿಯಮಿತವಾಗಿ ಮೊದಲ ಬಾರಿಗೆ ನಡವಳಿ. ದಿನದಿಂದ ತಮ್ಮ ಕಾರ್ಮಿಕರ ಉದ್ಯೋಗದ ಸಂಘಟನೆಯನ್ನು ಇಂದು ಸೇರಿ ಮೊಟ್ಟಲೆ ಸ್ಥಾಪಿಸಿ ಟ್ರೇಡ್ ಯೂನಿಯನ್ ಆಗಿ ರೂಪುಗೊಂಡಿದೆ. ಹಾಗೂ ಕೆಲಸದ ಅಧಿಕಾರವನ್ನು ಸದಾ ಕಾಲಕ್ಕೂ ಕಾಯ್ದಿರಿಸಿ, ನಡವಳಿಯನ್ನು ನಮ್ಮ ಸಂಘಟನೆಯ ಮೇಲೆ ಸೂಚಿಸುವಂತೆ ಮಾಡುವುದು.

ಕೆಳದೆಯ ತಿಂಗಳಲ್ಲಿ ಅವರ ಸಾಧನೆಗಳು ಹಲವಾರು. ಹಳೆಯ ನಿರಂತರ ಪ್ರಗತಿ ಮತ್ತು ನಗರ ಸ್ವಚ್ಛತೆಗೆ ಕೊಡುವ ನೆರವು ತೆಗೆದು ಹೊಸತನವನ್ನು ಹಾಕಿದ್ದಾರೆ. ವಾರ್ಡ್ ಹಳೆಯವರನ್ನು ಕೆಲವು ಚರ್ಚೆಗಳನ್ನು ಹಾಕಿದ್ದಾರೆ. ಕೆಳದೆಯ ನಗರ ಸ್ವಚ್ಛತೆಗೆ ಕೊಡುವ ನೆರವು ತೆಗೆದು ಹೊಸತನವನ್ನು ಹಾಕಿದ್ದಾರೆ. ವಾರ್ಡ್ ಹಳೆಯವರನ್ನು ಕೆಲವು ಚರ್ಚೆಗಳನ್ನು ಹಾಕಿದ್ದಾರೆ.

ಇಂತಹ ಒಳ್ಳೆ ಚಟುವಟಿಕೆಯ ಕಾರ್ಪೊರೇಟರ್ ನಿಯಮಿತವಾಗಿ ವಾರ್ಡ್ ನಾಗರಿಕರಲ್ಲಿರುವ ಜನತಾ ದ್ವೈಪದ ಸಾಧನೆ.

ಸರ್ವಜ್ಞ ನಗರ ನಾಗರಿಕರ ವೇದಿಕೆಗೆ ಜನಾಗ್ರಹದ ಹೆಜ್ಜೆ. ಅಧಿಕಾರವನ್ನು, ಜನ ಉದ್ಯೋಗವನ್ನು ಅಧಿಕಾರ ಪ್ರಯೋಜನಕ್ಕೆ ಚೋರಿಸಲು ಬಳಸಲಾಗುವುದಿಲ್ಲ.

ನಮ್ಮ ಈ ವೇದಿಕೆ ವಾರ್ಡ್ 85 ರಲ್ಲಿ ಜನರ 2002 ರಂದು ಪ್ರಾರಂಭವಾಯಿತು. ಜನಾಗ್ರಹದ ಉತ್ಪಾದನೆ ಸಮಾಲೋಚನೆಗೆ ದಾಖಲಾಗುತ್ತಿದೆ. ಇದಕ್ಕೆ 40 ಮೂಲಕ ಚಟುವಟಿಕೆಯನ್ನು ನಡವಳಿಸಿ, ಎರಡು ಬಾರಿ ಮುಖಾಂತರವಾಗಿ ಅಧಿಕಾರವನ್ನು ನಿರೀಕ್ಷಿಸಿಕೊಂಡಿದೆ. ಹಾಗೂ ಅಧಿಕಾರವನ್ನು ನಿರೀಕ್ಷಿಸಿಕೊಂಡಿದೆ. ಹಾಗೂ ಅಧಿಕಾರವನ್ನು ನಿರೀಕ್ಷಿಸಿಕೊಂಡಿದೆ.

ನಮ್ಮ ಒಳ್ಳೆ ಕೆಲಸದ ಒಬ್ಬ. ಉದ್ಯೋಗವನ್ನು ನಾಗರಿಕರಲ್ಲಿರುವ ಸಮಾಲೋಚನೆಗೆ ಸೂಚಿಸುವುದು. ಹಾಗೂ ಅಧಿಕಾರವನ್ನು ನಿರೀಕ್ಷಿಸಿಕೊಂಡಿದೆ. ಹಾಗೂ ಅಧಿಕಾರವನ್ನು ನಿರೀಕ್ಷಿಸಿಕೊಂಡಿದೆ.



ನಡವಳಿಯಲ್ಲಿರುವ ಮೇಯರ್ ಕೆಳದೆಯ ಉದ್ಯೋಗವನ್ನು ನಿರೀಕ್ಷಿಸಿಕೊಂಡಿದೆ. ಹಾಗೂ ಅಧಿಕಾರವನ್ನು ನಿರೀಕ್ಷಿಸಿಕೊಂಡಿದೆ. ಹಾಗೂ ಅಧಿಕಾರವನ್ನು ನಿರೀಕ್ಷಿಸಿಕೊಂಡಿದೆ.

ಸರ್ವಜ್ಞ ನಗರದ ವಾರ್ಡ್ ಕಾರ್ಮಿಕರಿಗೂ

ವೇದಿಕೆ ಅಧಿಕಾರ, ಕಾರ್ಮಿಕರ ಹಾಗೂ ಕೆಲವು ಸದಸ್ಯರನ್ನು ಕಾರ್ಪೊರೇಟರ್ ಇಂಜಿನಿಯರಿಂಗ್ ವಿಭಾಗಕ್ಕೆ ಛೇದಿಸಿ ನಿರೀಕ್ಷಿಸಿಕೊಂಡಿದೆ. ಹಾಗೂ ಅಧಿಕಾರವನ್ನು ನಿರೀಕ್ಷಿಸಿಕೊಂಡಿದೆ. ಹಾಗೂ ಅಧಿಕಾರವನ್ನು ನಿರೀಕ್ಷಿಸಿಕೊಂಡಿದೆ.

ಎಸ್. ಮೂರಕೆ, ಕಾರ್ಮಿಕರ ಸರ್ವಜ್ಞ ನಗರ (ಕಲ್ಕತ್ತಾ) ನಾಗರಿಕರ ವೇದಿಕೆ

ಸಮರ್ಥ ಸರಕಾರದ ನಿರೀಕ್ಷೆ

ಕಳೆದ ಕೆಲವು ವಾರಗಳಿಂದ, ಬೇಸಾಯಕ್ಕೆ ವಾಣಿಜ್ಯ ಸರಕಾರದ ಕಾರ್ಯ ನಿರ್ವಹಣೆಯಲ್ಲಿನ ಅಸಮರ್ಥತೆಯನ್ನು ಹಾಗೂ ಕೋಟಾಂತರದ ರೂಪಾಯಿಗಳನ್ನು ಸರ್ಕಾರದಿಂದ ಹಣದ ಮೂಲಕವೇ ಹಣದ ಸಾಧನೆಯನ್ನು ಕೂಡಾ ಬಲರಂಗಪಡಿಸಿದೆ. ನಮಗೆ ಪರಿಚಿತವಾಗಿರುವ ದೇಶೀ-ವಿದೇಶೀ ವಿದ್ಯಾರ್ಥಿಗಳಿಗೆ, ಇನ್ನೂ ಇನ್ನೂ ಕಾಲ ಎಂಬ ಭಾವನೆ ನಮ್ಮನ್ನಾಳುತ್ತಿರುವಂತೆಯೇ ನಾವು ದಿನಾಂಕಗಳನ್ನು ಒದಗಿಸುತ್ತಿರುವುದನ್ನು ಬಹಳಷ್ಟು ಅಳವಡಿಸಿ ಓದಿದ್ದೇವೆ.

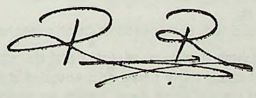
ಅದೇನೇ ಇರಲಿ, ಎಲ್ಲರೂ ವಿಷಯಗಳನ್ನು ಸಮರ್ಥವಾಗಿ ಮನ್ನಣೆಯಿಂದ ಸರ್ಕಾರದ ಅಧೀನವಾಗಿ ಇದ್ದೇ ಇದೆ. ಆ ಮಾರ್ಗದಲ್ಲಿ ನಮ್ಮ ಗಮನ ಸೆಳೆಯುವುದಕ್ಕೆ ನಮ್ಮ ಅನುಮತಿ ಇದೆಯೆಂದು ಭಾವಿಸುತ್ತೇನೆ.

- 1) ಕೋಟಾಯುಕ್ತ ವ್ಯಾಜ್ಯಂ ಧನಂ ವ್ಯವಹರಿಸ್ತು ? : ಸಾರ್ವಜನಿಕ ಹಣದ ಮೂಲಕವೇ ನಮ್ಮ ಬಹುರಂಗಪಡಿಸಿದ್ದು.
- 2) ಅನವು ಪರಿಶೀಲಿಸಿದ್ದೇನು ? : ಲೆಕ್ಕಪತ್ರ ಹೇಳಿಕೆಗಳು/ವಾಚಕ ದಾಖಲೆಗಳು/ಗುತ್ತಿಗೆ ಕರಾರುಗಳು.
- 3) ಇದರ ಕರಡೇನು ? : ಹಣಕಾಸು ಕಾರ್ಯದ ಹಿಡಿದು, ಹಣಕಾಸು ಹಾಗೂ ವಾರದರ್ಶಕಿಯನ್ನು ಪಡೆಯುವ.
- 4) ರವರವರ ಕೋಟಾಯುಕ್ತ ವ್ಯವಹರಿಸ್ತು ? : ಲೋಕಾಯುಕ್ತ, ಅದರಂತೆ ವ್ಯವಸ್ಥೆಗೊಂಡು ಮಾರ್ಗ ನೀಡಿದೆ. ಪ್ರತಿ ವಾರಿಯು ನಮ್ಮ ವ್ಯವಸ್ಥೆಯಲ್ಲಿನ ಸೋಲಿಗಳ ಬಗ್ಗೆ ಮತ್ತೇ ನೋಡುವುದಕ್ಕಾಗಿ ನಾವು ಬಿಡುಗಡೆ ಮಾಡುವುದು ಸಲ್ಲದು. ಮುಂಬರುವ ದಿನಗಳಲ್ಲಿ ಇದುವೇ ಮಾರುಕಳಿಸುವಂತೆ ಸ್ವರೂಪದಲ್ಲಿ ಬದಲಾವಣೆ ನಮಗೆ ಅನುಮೋದಿಸಿದೆ.
- 5) ಈ ಬದಲಾವಣೆ ನಮ್ಮಗಿಲ್ಲವೆಂದರೆ ? : ಲೋಕಾಯುಕ್ತ ಎಲ್ಲರಿ, ಕೆಲವು ವಾಯುಬದಿಯೇ - ಲೆಕ್ಕಪತ್ರ, ಹಣಕಾಸು ಅಧಿಕಾರದೇ ಪ್ರಾರಂಭಿಸಿ.
- 6) ಅದರ ನಡವಳಿಯನ್ನು ನಮ್ಮ ರಸ್ತೆ, ವಾಹನ, ಅನುಕ್ರಮಣೆ, ಲೆಕ್ಕಪತ್ರದ ಮೇಲೆ ಇವೆಲ್ಲವೂ ಪೋಷಿಸುವ ಹಾರವೆಂದರೆ-ಹಣ. ಹಣಕಾಸು ಹಿಡಿದು ಓದಿದರೆ ನೀವು ವಾರದರ್ಶಕಿಯನ್ನು ಪಡೆಯಬಹುದಾಗಿದೆ. ವಾರದರ್ಶಕಿಯಿಂದ ನೀವು ಹಣಕ್ಕೆ ತಕ್ಕ ಮೌಲ್ಯ ಪಡೆಯುವಿರಿ. ಹಣಕ್ಕೆ ತಕ್ಕ ಮೌಲ್ಯ ದೊರಕಿಸಿ, ನಿಮಗೆ ಉತ್ತಮ ರಸ್ತೆ ವಾಹನ, ಅನುಕ್ರಮಣೆ ಸಿಕ್ಕಿಯೇ ಸಿಕ್ಕುತ್ತವೆ.
- 7) ಅದರ ನಾವು ಲೆಕ್ಕ ಪತ್ರಗಳು ಬದಲಾಯಿಸುವುದೇಕೆ ? : ಮಹಾನ್ವರಣದಲ್ಲಿಯೂ ಸರ್ವಕಾರ್ಯ ಹಣಕಾಸು ವ್ಯವಸ್ಥೆಯೇ ಕುಸಿದಿತ್ತು ? : ಕುಸಿದಿತ್ತು, ಬೆಂಪುಮಾಂಗಿ ಅದನ್ನು 30 ತಿಂಗಳು ಹಾಗೂ 2 ಲಕ್ಷ ಮಾರ್ಕೆ ಬೆಂಚಿಗಳನ್ನು ವ್ಯಯಿಸಿ ಪುನಃನಿರ್ಮಿಸಲಾಗಿದೆ. ಈ ನಗರದಲ್ಲಿ ಜಗತ್ತಿನಲ್ಲೇ ಅತ್ಯಂತ ಹಣಕಾಸು ನಿರ್ವಹಣೆ ವ್ಯವಸ್ಥೆ ಅಳವಡಿಸಿಲ್ಲ. ಸರ್ಕಾರಕ್ಕೆ ಅತ್ಯಂತ ಪರಿಶೀಲನೆಯ ತಂದಿರುವುದಕ್ಕೆ ಬಿಡುವಿಲ್ಲದ ಅಧಿಕಾರವೇ ಇದೆ. ನಾವು ಇದುವರೆಗೆ ಲೆಕ್ಕಪತ್ರ - ದಾಖಲೆ ಇವೆವೆ ಹಾಗೂ ಬಗ್ಗೆ ತಿಳಿಸಿದ್ದೇ ಇಲ್ಲವಲ್ಲ.
- 8) ಇದರಿಂದ ನಮ್ಮಗೆ ಯಾವ ರೀತಿ ನೆರವಾಗಬಹುದು ? : ಲೆಕ್ಕಪತ್ರ ವ್ಯವಸ್ಥೆಯು ಮೊದಲು ಕೊಡುವ ವ್ಯವಸ್ಥೆ ಹೋಲಿಕೆ ಮಾಡಿ. ನಗರಿಯನ್ನು ತಿರುಗಿಸಿ ಅದರಿಂದ ನೀರು ಬರುವಂತೆ, ಹೋಣೆಗಾರಿಕೆ ಮತ್ತು ವಾರದರ್ಶಕಿಯಿಂದ, ಅಧಿಕ ಮೊಟಕಿ ಎಂಬ ಸಲ್ಲಿಯುವ ತೆರಿಗೆಯೇ ಆಗಿರುತ್ತದೆ.
- 9) ಈ ವ್ಯವಹಾರಗಳು ನಮ್ಮಗೆ ದೊರಕುತ್ತವೆ ? : ಬೆಂಪು ಮೊಟಕಿ ಈ ಜಾಗತಿಕ ಮಟ್ಟದ ಅಧಿಕ ಅಡಿಗಟ್ಟಿನಲ್ಲಿ ಬರುವಂತಹ ಹೊಣೆಗಾರಿಕೆ ಅಂದೇ ಅಲಸ ಪ್ರಾರಂಭವಾಗಿದೆ. ಅದೇನಂದರೆ ವಿಶ್ವಾಸಾರ್ಹತೆ ವ್ಯಕ್ತಿಯ ಸಾಕ್ಷಾತ್ಕಾರ (PROOF). ನಾವು ವಿಧಿಯಲ್ಲದ ಹಾಕಿರಿಯುತ್ತಿರುವ ಹೋಣೆಗಾರಿಕೆಯನ್ನು ಸಮರ್ಪಿಸಿದರೆ ಅದರ ಉದ್ದೇಶ. ಒಮ್ಮೆಯೂ ಬೇಕಾದಷ್ಟುಗಾಗಿ ಅಲ್ಲ; ಎಲ್ಲ ಕಾಲಕ್ಕೂ ಇರುವಂತಹ ಹೋಣೆಗಾರಿಕೆ. ಪ್ರತಿಯೊಂದು ತ್ರಿಮಾಸಿಕದಲ್ಲಿಯೂ, ಮುಂಬರುವ ದಿನಗಳಲ್ಲಿ ಅಧಿಕಾರವನ್ನು ಹೋಣೆಗಾರಿಕೆ. ಇದರ ಶ್ರೇಷ್ಠತೆಯೇನೆಂದರೆ, ಇಲ್ಲಿ ಎಲ್ಲರೂ ವಿಷಯಗಳನ್ನು ತಿಳಿಸಿ, ಅಯುಕ್ತ ಮತ್ತವರ ತಡೆ, ಕಾರ್ಯರೇಖೆಗಳು, ಹಾಗೂ ದಾಖಲೆಗಳನ್ನು, ಪ್ರತಿಯೊಂದು ವಿಷಯಗಳನ್ನು ತಿಳಿಸಿ.
- 10) ಇದರಲ್ಲಿ ಇದ್ದೇ ಇರುವುದು ಸಾಧನ ? : "ನಿಜವಾಗಲೂ ಸಾಧನವಿದೆ ಅಲ್ಲ, ನಿಜವಾಗಲೂ ಆಗಿಯೇ ಬಿಟ್ಟಿದೆ". ಈ ದೇಶದ ಇನ್ನಾವುದೇ ನಗರದಲ್ಲಿ ಇಂತಹ ದೃಢಕ್ಕೆ ಬರು ಸಾಧಾರಣ ಹಾಗೂ ಹಕ್ಕುಪತ್ರವು ಬಿಡಿ ಜವಾಬ್ದಾರಿಗಳಿಂದ ಸಂದೇಶವಾಗುವುದಿಲ್ಲ. ನಾವು ಸಿಕ್ಕಿಸುವುದನ್ನು ದೊರಕಿಸುವಂತಹ ಕಾಲ ಬಂದೇ ಬಿಟ್ಟಿದೆ.
- 11) ಸರಿ, ನಮ್ಮಗಿಂತ ಈ ವ್ಯವಹಾರಗಳು ದೊರಕುತ್ತವೆ, ಅದರಿಂದ ಉಪಯೋಗಿಸುವೆ ?

ಈ ಕೆಳಗಿನವುಗಳನ್ನು ನಮಗಾಗುವ ಸಾಧನೆಯನ್ನು.

- ನಗರದಲ್ಲಿಯೂ ಜಾಗತಿಕ ಮಟ್ಟದ ರಸ್ತೆಗಳು ಹಾಗೂ ಬಂದಿರಬಹುದು ಬೆಳಗುತ್ತಿಕೆಯಿಂದ ದೊರಕುತ್ತವೆ!
 - ನಮ್ಮ ಕಾರ್ಪೊರೇಷನ್ ಕಾಲಿಂಗ್ ಉತ್ತಮ ಗುಣಮಟ್ಟದ ಶಿಕ್ಷಣ.
 - ನಮ್ಮ ಕಾರ್ಪೊರೇಷನ್ ಅನುಕ್ರಮಣೆ ಉತ್ತಮ ಗುಣಮಟ್ಟದ ಅಧೀನವೇ ನೀವೆ.
 - ಕೌಶಲವನ್ನು ಮಟ್ಟು ಬಡವರನ್ನು ಬದುಕಿಸಿ, ಪರಗರ ಬದಲಾವಣೆ ಮತ್ತು ಕೊಡತೆ ಪ್ರದರ್ಶನ ಸಾಧಾರಣ.
 - ನಂಬುತಿದ್ದೇನೆ, ಬಡವರನ್ನು, ಇವೆಲ್ಲವೂ ಸಾಧನವಾಗಿಸುವುದಕ್ಕೆ ಸಾಕಾಗುವಷ್ಟು ಹಣಕಾಸು ಇದೆ.
- 12) ಇದಲ್ಲ ನಿಜವಾಗುವುದು ನಮ್ಮ ಪ್ರಾರ್ಥನೆಯೇ ? : ಇವೆಲ್ಲವೂ ನಗರದ ಅಯುಕ್ತ ಪ್ರದರ್ಶನಕ್ಕೆ ಪಕ್ಕಿಯಂತೆ ಪಕ್ಕಿಯಂತೆ ಮತ್ತೆ ಆಗಲೂ ಸಾಧನ. ನಮ್ಮ ದೃಷ್ಟಿಯಿಂದ ನೀವೇ ಕೆಲಸ ಮಾಡಬಹುದು. ನಗರಕ್ಕಾಗಿ ಮೇಲು ಸೆಕ್ಟರ್, ಸುರಂಗ ಮಾರ್ಗಗಳು ಎಲ್ಲಾಗಬೇಕು, ಹೋಣೆಗಾರಿಕೆ ಮತ್ತು ದಾಖಲೆಗಳ ಬಗ್ಗೆ ನಿರ್ಧಾರ ತೆಗೆದುಕೊಳ್ಳುವುದಕ್ಕೆ ನೀವು ಜಾಗರಣಿಸಬಹುದು.
 - ನಗರವನ್ನು ಹಾಗೂ ನಿರ್ವಹಿಸಲಾಗುತ್ತಿದೆ ಎಂಬ ಬಗ್ಗೆ ನಮ್ಮ ನಿರ್ಧಾರವೂ ಮುಖ್ಯವೆಂದು ಅರ್ಥ, ನೀವು ಅಸಹಾಯಕಿಯ ಭಾವನೆಯೇ ಬೇಕಾಗಿಲ್ಲ.
 - ಅದರಲ್ಲಿ ನಮ್ಮ ಸಮಕೋಶನವನ್ನು ಅಲ್ಲವು ಬಿಡುಗಡೆ-ಕುಸಿದು, ಅಲ್ಲೋ ಅಮರವೆಂಬುದನ್ನು ನೋಡುವಂತೆ ಕೆಲಸಗೊಂಡಿರುತ್ತದೆ.
 - 13) ಬೇರೆ ಇನ್ನಾವುದಾದರೂ ಕಾರ್ಯ ಇದೆಯೇನು ? : ಬೆಂಚಿಗಳು ನಮ್ಮ ದೇಶದ ಸಮುದಾಯ ರಾಜಧಾನಿ ಹಾಗೂ ಜನಾಧಿಕಾರದ ಕೇಂದ್ರವಾಗಿ ಆವರಿಸುವಂತೆ ಮಾಡುವುದಕ್ಕೆ ದಕ್ಷಿಣ ವಿಶಿಯದಲ್ಲಿ ಈ ಪ್ರಕ್ರಿಯೆ ಪಡೆಯಬಹುದು. ರಾಜ್ಯ ಇತರದೇಗಲೂ, ನಗರ ಪ್ರದೇಶವಿರಲಿ, ಗ್ರಾಮಾಂತರವಿರಲಿ ಸ್ವಯಂ ಸಂಸ್ಥೆಗಳ ಅಧಿಕಾರವನ್ನು ಹೇಗೆ ಪರಿಣಾಮಕಾರಿಯಾಗಿ ನಿರ್ವಹಿಸಬಹುದೆಂಬುದಕ್ಕೆ ನಾವೆಂದು ಮಾರ್ಗದರ್ಶನ ನೀಡಬಹುದು.
 - ನಮ್ಮ ಪ್ರಭುತ್ವವನ್ನು ಇತರ ರಾಜ್ಯಗಳಲ್ಲಿಯೂ ಕುಳಿತಿಸುವ ಸರ್ಕಾರಗಳು ಮತ್ತು ಜನತೆ ಅನುಮತಿಸಬಹುದು.
 - ಅತ್ಯಂತ ಮಿಶ್ರ ವಿಚಾರವೇನೆಂದರೆ ಇದಕ್ಕೆ ಅಭಿಪ್ರಾಯ ಹಾಕುವ ಕೆಲವರ ಕಠಿಣ ಶ್ರಮವನ್ನೇ ಈಗಾಗಲೇ ಮಾಡಿ ಮುಗಿಸಿದೆ.

- 14) ಇದರಲ್ಲಿ ಒಳ್ಳೆಯದು ಇದೆ ? : ವಿಷಯ ಇಲ್ಲ. ನಮ್ಮ ದೇಶದ ಮಹಾನ್ ಸಾಧನೆ ಬಗ್ಗೆ ಹೆಚ್ಚುಮಟ್ಟದಲ್ಲಿ ಬಿಟ್ಟು ಅದನ್ನು ಸಾಧನಗಳೇನು ಸಮಯ ಬಂದಿದೆ ಎಂಬುದೇ ಇದರ ಸೂಚನೆ. ಬಹಳ ಕೆಲಸಗಳನ್ನು ಮಾಡುವ ಪ್ರಶಸ್ತಿ ಹಾಗೂ ಮಹಾ ಕೂಲಿ ಬಂದಿದೆ. ನಾವು ಬದುಕಿದರೆ ಅಲ್ಲಿಗೆ ತಲುಪುವುದನ್ನು ತಡೆಗಟ್ಟುವುದಕ್ಕೆ ಯಾವುದಕ್ಕೆ ಸಾಧನವಲ್ಲ ಎಂಬುದೇ ಇದರ ಒಳಗಿನ ಸಂಕೇತ.



ರಮೇಶ್ ರಾಮನಾಥನ್
ಅಧಿಕಾರ ಸಂಯೋಜಕ

Published by JANAAGRAHA at 198, Nandiyurga Road, Jayamahal, Bangalore - 560 046 and Printed at Shubhodaya Printers, No.117/78, Surveyor Street, Basavanagudi, Bangalore - 560 004. Ph - 6679508. Editorial Team: Chandrika Krishna, K. Bheema, C.N. Deepak, Sapna, H.B. Kulkarni, K.N. Sunil Kumar. Circulation : Col. Rudra, Prasad. Communication Adviser : Ishwar Dailota

JANAAGRAHA TIMES
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ತಿಳುವಳಿಕೆ ನೀಡಿದರೆ ಜನಾಗ್ರಹದಲ್ಲಿ ಪಾಲುಗೊಳ್ಳಲು ಯುವಜನಾಂಗ ಸಿದ್ಧ

ಜನಾಗ್ರಹ ಈಗ ದ್ವಿಪದಿಯ ವರೆಗೆ ಪಾಪಾಪಕ್ಕೆ ಮಾದರಿ. ಮದಕವಿವರವಲು ಬಲಿಯ ನಾಗರಿಕರು ಮಾತ್ರ ಏಳಿ ತೆರವನಾಗುವುದು ಮಾತ್ರ ಈ ಅಂದೇಶವಾಗಿದ್ದು ಪಾಲುಗೊಂಡರು. ಆಗ ಏನೆಯರ ಸಂಖ್ಯೆ ತಿಂಟಾ ದಿವಳವಾಗಿದ್ದು ಮೇ 18ರಂದು "ದೀವನಿಂಗ್ ದೆವಲೇಳು" ಅಂಬ ಪಾಪಾಲೀನೆಯಲ್ಲಿ ರೇಡಿಯೋ ಬಿಡುಹಾಕಿದರೆ ದೇಶೀಕರಣ, ಯಶಸ್ವಿ ಜನಾಗರಣದಲ್ಲಿಯೂ ಒಂದು ಪ್ರಯೋಗ. ಜನಾಗ್ರಹ ಕ್ಷೇತ್ರವು ಆ ಪ್ರಯೋಗ ಜನಾಭಿಮತಗಳಿಂದ ವರ್ಗೀಕರಿಸುವ ವಿವರಗಳನ್ನು ಯುವಜನ ಯುವಜನರನ್ನು ಸಂಪರ್ಕಿಸುವ. ಅದರಲ್ಲಿ ಮುಖ್ಯವಾಗಿ ಯುವಜನರನ್ನು ಅಭಿಮತ ಗಾರ್ಡ್ ಕೊಡಿಸಿ ಪ್ರಚಾರ ವಾಗೂ ಜನನಗರ ನಾಗರಿಸಲ್ ಕಾಲೀನರ ವಿಶ್ವಾಸ್ಯ ದಿವ್ಯಾರ್ಥನಿಯರ ಸಂಖ್ಯೆ ಸೇರುತ್ತವೆ.

ಅಭಿಮತ ಗಾರ್ಡ್‌ನಲ್ಲಿ ಹೋಲಿಸಿದರೆ ಅಭಿಮತ ಲಿಂಗ ವೆದಿಲ್ಲ ಅರ್ಥ, ಏಳುಮುಳ್ಳು, ಮಲ್ಲಿಗಾ, ವೆಂಟಿಲೇಶನ್, ಮರ್ಬಲ್ ಸೇರಿದ ಸಂಖ್ಯೆಗಳಿಗೆ ಕಾರ್ಯಕ್ರಮ ಕೊಡಿಸಿ ಜನಾಗ್ರಹದಲ್ಲಿ ಬಗ್ಗೆ ತಿಳಿಸಿ ಪ್ರತಿ ಕೊಡಿದರು.

ಈ ಅಂದೇಶಲಕ್ಷದಲ್ಲಿ ಏಕೋದರಿಸಿ ಸೇರಲು ನಾಗ್ರಹ ಸಿದ್ಧರಾದರೆ ಎಂದು ಅರ್ಥದ ಮಾತ್ರ ಏಳುಮುಳ್ಳು ಹೇಳಿಕೊಳ್ಳುವೇ, ಹೇಗೆ ಭಾಗವಹಿಸಬೇಕೆಂದು ನೋಡಿ ತಿಳಿಸಬೇಕು. ಸಮಗ್ರವಾಗಿ ಹೊಸ ಜನಾಗರಣ ಅಂದೇಶವನ್ನು ಅಂದೇಶವನ್ನು ಸೂಚಿಸಿದರು ಮಲ್ಲಿಗಾ. ಈ ಬಗ್ಗೆ ಅಂದೇಶ ಮೂಡಿಸಲು ನಾಗ್ರಹ ಕ್ಷೇತ್ರ ಹೋಲಿಸಿದರೆ ವೆಂಟಿಲೇಶನ್ ಮೂಡಿಸಬೇಕು. ಅಭಿಮತ ಲಿಂಗ ವೆದಿಲ್ಲ ಕಾರ್ಯಕ್ರಮವನ್ನು ಸರಕಾರದ ಕೆಲಸವಾಗಿದ್ದರೆ, ಅದೇ ಹೇಗೆ ನಡೆಯುತ್ತಿರಬೇಕು ಎಂದು ನೋಡಿಕೊಳ್ಳುವುದರಲ್ಲಿ ನಮ್ಮ ಹೋಲಿಸಿದರೆ ನಮ್ಮ ಕಾರ್ಯಕ್ರಮಗಳನ್ನು ಸರಕಾರದ ಕೆಲಸವಾಗಿಸಬೇಕಾದರೆ ಬೇಕಾದ ಪ್ರತಿಭಟನೆಗಳು ಸರಕಾರದ ಕೆಲಸವಾಗಿಸಬೇಕಾದ ಅಗತ್ಯವನ್ನು ಅವರಿಗೆ ತಿಳಿಸಿಕೊಡಬೇಕು ಎಂದರು.

ನಮ್ಮ ಸರಕಾರದಲ್ಲಿ, ಮುಖ್ಯವಾಗಿ ಸರ್ಕಾರದಲ್ಲಿ ಏನೂ ಮಾಡುತ್ತಿರುವುದು ಯಾರವಾಗ, ನಾಗರಿಕರನ್ನು ನಮ್ಮದೇ ಸರ್ಕಾರ ಅಂದೇಶ ಕೆಲಸ ಮಾಡಿಕೊಳ್ಳುವುದು ಕರ್ತವಾಗ ಸೇರಬೇಕು ತಿಳಿಸಿಕೊಡುವುದೇ ಅಂದೇಶವೆಂದು ಮಲ್ಲಿಗಾ. ಅದಕ್ಕೆ ಮರ್ಬಲ್, ನಾನು ಸರಕಾರದ ಯಾರೋದರಿಗೆ ಮುಖ್ಯ ಸ್ಥಾನದಲ್ಲಿರಬೇಕು ಸರ್ಕಾರ ಅಧಿಕಾರಿಗಳಿಂದಾಗಿ ಜನಾಗ್ರಹವನ್ನು ಅಂದೇಶ ಉಪಯೋಗವನ್ನು ಅದರ ಬದಲು ಜನಾಗ್ರಹದಲ್ಲಿ ತೋರಿಸಿಕೊಳ್ಳಿ, ರಸ್ತೆ ಕಾರ್ಯ, ಪರದಿ ಮರಣಗಳಂತಹ ಕೆಲಸ ಮಾಡಿಕೊಳ್ಳುವುದು ಹೇಳುತ್ತವೆ. ಅಧಿಕಾರಿಗಳಿಂದ ಅಭಿಮತ ಸಂಬಂಧ ಇಟ್ಟುಕೊಳ್ಳುವುದು ನಮಗೆ ಅಭಿಮತವೇ ಎಂದು ಮನಗಾಣಿಸಿದರು ಹೋಲಿಸಿದರು.

ನಮಗೆ ಈ ಅಂದೇಶದಲ್ಲಿ ಯಾವ ವಿಶ್ವಾಸವಿದೆ ಎಂದು ಜನಾಗ್ರಹ ಕ್ಷೇತ್ರ ಕುತೂಹಲಕ್ಕೆ ಅಪರೀಕ್ಷಿಸಿದರೆ ಅಂದೇಶ ರಕ್ಷಣೆ, ಬಿಡುಹಾಕುವುದು ಎಂದು ನಾಗ್ರಹ ಕೆಲಸದ ಈ ಕಾರಣವೇ ಹೊಂದಿ ಹಂತ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಭಾಗವಹಿಸುವುದು ಎಂದು ವೆಂಟಿಲೇಶನ್ ಸರಕಾರದ ಬದಲಿಲ್ಲ.

ಇದೇ ಮರ್ಬಲ್‌ನಲ್ಲಿ ನಡೆಯುವ ಉತ್ತಮವಲ್ಲ ಪ್ರತಿ ತಿಂಗಳೂ ನಾಗರಿಕರು ಸೇರಬೇಕು. ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಪಾಲುಗೊಳ್ಳಬೇಕು ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಹಾಗೂ ಅಂತರರಂಗೀಕರಿಸಿದ ಸರಕಾರ, ಸಂಬಂಧ ವೆಂಟಿಲೇಶನ್‌ನಿಂದ ಜನಾಗ್ರಹ ಕ್ಷೇತ್ರವು ಸಲಹೆ ಪ್ರಕಟಿಸಬೇಕು.

ವೆಂಟಿಲೇಶನ್: ನಾವು ನಮ್ಮಕ್ಕೆ ಕಾರ್ಯಕ್ರಮದ ಬಳಿ ಇದ್ದರೆ ನಮಗೇನು ಕೊಡಬೇಕು. ಅದರ ಜನಾಗ್ರಹವೆಂದರೆ ಅಂದೇಶವರ ಭಾಗವಾಗಿ ಹೋದರೆ ನಮ್ಮ ಹುದ್ದೆಗೆ ಮನಸ್ಸು ಸಿದ್ಧವೇ ಸರಕಾರ.

ನೀವೆಲ್ಲಾ ಜನಗಣತಿ ವಾರ್ಡ್‌ನ ಇತರ ಸಂಖ್ಯೆ - ಸಂಖ್ಯೆಗಳಿಂದಲೂ ನಿಮ್ಮ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಭಾಗವಹಿಸುವುದೇ ಎಂದು ಜನಾಗ್ರಹ ಕ್ಷೇತ್ರವು ಸಲಹೆ ನೀಡಿದರೆ ಮಾತ್ರ ಸಿದ್ಧರಾದರೆ ಎಂದು ಪ್ರತಿಭಟನೆ ತೋರಿಸಿದರು.

ಜನಾಗ್ರಹ ಕ್ಷೇತ್ರ: ನೀವಾದರೂ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಭಾಗವಹಿಸುವುದೇ ಎಂದು ಜನಾಗ್ರಹ ಕ್ಷೇತ್ರವು ಸೂಚಿಸಿದರೆ, ಅದರಲ್ಲಿ ನಿಮ್ಮ ಸಂಖ್ಯೆಗಳಿಗೆ ಹೋಲಿಸಿದರು.

ಬೆಂಗಳೂರು ಕಾಲೇಜು - ಕೊಳೆಗೇರಿಗಳಲ್ಲಿ ಸಂವಾದ

ವಾರ್ಡ್‌ನ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಇದೆಯೇ?

ನೀವಾದರೂ ಸಮಗ್ರವನ್ನು ಒದಗಿಸಿಕೊಟ್ಟರೆ, ನಾವು ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಮತ್ತು ಇಂದೇಶದಲ್ಲಿ ಜನತೆ ಸಂಪರ್ಕಿಸುವುದೇ ಮುಖ್ಯ ಕಾರ್ಯಕ್ರಮಗಳು ಅನುಷ್ಠಾನ ಮಾಡುವುದು ಹೋಲಿಸಿದರು.

ವೆಂಟಿಲೇಶನ್: ನಾವು ಸ್ವಯಂ ಯುವಜನರನ್ನು ಒಟ್ಟುಗೂಡಿಸುತ್ತೇವೆ, ಜನಾಗ್ರಹದಲ್ಲಿ ತೋರಿಸಿಕೊಳ್ಳುತ್ತೇವೆ. ನಮ್ಮ ಅಧಿಕಾರಿಗಳನ್ನು ಈ ವರ್ಷದ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಸೇರಿಸುತ್ತೇವೆ. ಅದರ ಮುಂದಿನ ವರ್ಷ ನಾವು ಹೋಲಿಸಿ ಸೇರಿ ಪ್ರಯೋಗ ಅಥವಾ ವರ್ಷದಲ್ಲಿ ಜನ ಪ್ರವಾಹ ಜನಿಯೇ ಜನಿಯೇ ಈ ಜನತೆಗೆ ಏಳುಮುಳ್ಳು, ಮೂಡಿಸಿ ನಾವು ಜನಾಗ್ರಹ ಕೇಂದ್ರಕ್ಕೆ ಬರುತ್ತೇವೆ. ಅಲ್ಲಿಂದ ವಾರ್ಡ್‌ನ ಕೆಲಸವನ್ನು ಅಧಿಕಾರಿಗಳನ್ನು ತರಬೇತಿಸುವೆ ಎಂದು ದಿವ್ಯಾರ್ಥನಿಯರು ಹೇಳಿದರು.



ಜಯಸರದ ನಾಗರಿಸಲ್ ಕಾಲೇಜಿನಲ್ಲಿ ಜನಾಗ್ರಹ ಸಿದ್ಧರಾದರೆ ಅಂದೇಶವರ ಬಗ್ಗೆ ಮಾತಿನ ನೀಡಿ ಜನಾಗ್ರಹ ಪ್ರತಿಭಟನೆ, ಅಂದೇಶಲಕ್ಷಗಳು ಯುವಜನರಿಗೆ ಹೇಳಿ ನೀಡಿದರೆ ಜನಾಗ್ರಹವಾಗುತ್ತೇವೆ ಎಂದು ಪ್ರತಿಭಟನೆಯ ಸಂವಾದ ನಡೆಯಿತು.

ವೆಂಟಿಲೇಶನ್: ನಾವು ನಮ್ಮಕ್ಕೆ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಭಾಗವಹಿಸುವುದು ಎಂದು ವೆಂಟಿಲೇಶನ್ ಸರಕಾರದ ಬದಲಿಲ್ಲ. ಇದೇ ಮರ್ಬಲ್‌ನಲ್ಲಿ ನಡೆಯುವ ಉತ್ತಮವಲ್ಲ ಪ್ರತಿ ತಿಂಗಳೂ ನಾಗರಿಕರು ಸೇರಬೇಕು. ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಪಾಲುಗೊಳ್ಳಬೇಕು ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಹಾಗೂ ಅಂತರರಂಗೀಕರಿಸಿದ ಸರಕಾರ, ಸಂಬಂಧ ವೆಂಟಿಲೇಶನ್‌ನಿಂದ ಜನಾಗ್ರಹ ಕ್ಷೇತ್ರವು ಸಲಹೆ ಪ್ರಕಟಿಸಬೇಕು.

ವೆಂಟಿಲೇಶನ್: ನಾವು ನಮ್ಮಕ್ಕೆ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಭಾಗವಹಿಸುವುದು ಎಂದು ವೆಂಟಿಲೇಶನ್ ಸರಕಾರದ ಬದಲಿಲ್ಲ. ಇದೇ ಮರ್ಬಲ್‌ನಲ್ಲಿ ನಡೆಯುವ ಉತ್ತಮವಲ್ಲ ಪ್ರತಿ ತಿಂಗಳೂ ನಾಗರಿಕರು ಸೇರಬೇಕು. ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಪಾಲುಗೊಳ್ಳಬೇಕು ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಹಾಗೂ ಅಂತರರಂಗೀಕರಿಸಿದ ಸರಕಾರ, ಸಂಬಂಧ ವೆಂಟಿಲೇಶನ್‌ನಿಂದ ಜನಾಗ್ರಹ ಕ್ಷೇತ್ರವು ಸಲಹೆ ಪ್ರಕಟಿಸಬೇಕು.

ನಾಗ್ರಹವನ್ನು ನೋಡಿ, ನಾವು ಬಾಗಳು ಬಂದರೆ ಜನಾಗ್ರಹ ಕೆಲಸವನ್ನು ನಡೆಸಬೇಕು, ಅದರ ಜನಾಗ್ರಹ ಕೆಲಸವಾಗುತ್ತೇವೆ ಎಂದು ವೆಂಟಿಲೇಶನ್ ಹೇಳಿದರು.

ಜನಾಗ್ರಹ ಕ್ಷೇತ್ರ: ಯುವಜನರಿಗೆ ಜನಾಗ್ರಹವನ್ನು ಬಗ್ಗೆ ತಿಳಿಸುವುದು ಎಂದು ಜನಾಗ್ರಹ ಕ್ಷೇತ್ರವು ಸೂಚಿಸಿದರು.

ಅಗಾಧ ಇಂತಹ ಸಭೆಗಳನ್ನು ನಡೆಸಬೇಕು. ಪ್ರತಿಯೊಂದು ಕಾಲೇಜಿನ ಹೋಟೆಲಿನಲ್ಲಿ ಮಾತನಾಡಬೇಕು. ಒಮ್ಮೆ ಈ ಬಗ್ಗೆ ವಿಚಾರ ಮಾಡಿದರೆ, ಯುವಜನರು ಅದರ ಪ್ರತಿಭಟನೆಯನ್ನು ಸ್ವೀಕರಿಸಲು ಕಾರ್ಯಕ್ರಮವಾಗುತ್ತದೆ. ನಿಮ್ಮ ಹೊಂದಿಕೊಳ್ಳುವುದು ಜನಾಗ್ರಹವನ್ನು ಬೇರೆ ಬೇರೆ ಕಡೆ ಹಾಕಿಕೊಡಲು ಸೂಚಿಸಿದರೆ ನಾಗ್ರಹವೆಂದೆ, ಬರಹ, ವಿಶ್ವಾಸ್ಯ ಕಾರ್ಯಕ್ರಮವನ್ನು ತಿಳಿಸಬೇಕು.

ಜನಾಗ್ರಹ ಕ್ಷೇತ್ರ: ಯಶಸ್ವಿ ಇಂದಿನ ಯುವಜನರಲ್ಲಿ ನಾಗರಿಕ ರಕ್ಷಣೆ ಕೆಲಸವು. ಜನಗಣತಿ: ನಮಗೆ ನಮ್ಮ ರೂಪವೇ ಬೇಕು. ಇಟ್ಟುಕೊಳ್ಳುವುದು ಇಂದಿನ ಇಂದು ಇನ್ನೂ ಹೊಂದಿಕೊಳ್ಳುವುದು ಹೋಲಿಸಿದರು. ಇಂದಿನ ಯುವಜನರನ್ನು ಒಟ್ಟುಗೂಡಿಸಲು ಉತ್ತಮವೆಂದೆ ಬಂದರು.

ವಿಶೇಷ: ನಾವು ನಮ್ಮ ಪ್ರತಿಭಟನೆಯನ್ನು ಸೇರಿಸುವುದೇ ಮಾಡಬೇಕು. ಅಂತರರಂಗೀಕರಿಸುವುದು ಮತ್ತು ಜನಾಗ್ರಹವನ್ನು ಸ್ವೀಕರಿಸುವುದೇ ಹೇಳಿಕೊಟ್ಟರು, ಯಾರೂ ಅದನ್ನು ಗುಣಿಸಬೇಕು ತಿಳಿಸಿಕೊಳ್ಳುವುದು ಅದಕ್ಕೆ ಹೆಚ್ಚಿನ ವಿಚಾರವನ್ನು ಹೇಳುವುದು ಬೇಕು. ಎನ್ ಎನ್ ಎನ್ ಅಂತರರಂಗೀಕರಿಸುವುದು ಬೇರೆ ಬೇರೆ ವಿಧಗಳಲ್ಲಿ ಸ್ವೀಕರಿಸಬೇಕು ಮತ್ತು ನಾಗ್ರಹವನ್ನು ಮಾಡುತ್ತೇವೆ. ಅದಕ್ಕೆ ವಾರ್ಡ್‌ನಲ್ಲಿ ಅಭಿಮತವನ್ನು ತಿಳಿಸಬೇಕು ಮಾಡುವುದು ದಂಡ ಹಾಕಿದರೆ ಮಾತ್ರ, ಅಂತರರಂಗೀಕರಿಸುವುದು ಸ್ವೀಕರಿಸುವುದು ಮಾತ್ರ.

ವೆಂಟಿಲೇಶನ್: ನಾವು ನಮ್ಮ ಪ್ರತಿಭಟನೆಯನ್ನು ಸೇರಿಸುವುದೇ ಮಾಡಬೇಕು. ಅಂತರರಂಗೀಕರಿಸುವುದು ಮತ್ತು ಜನಾಗ್ರಹವನ್ನು ಸ್ವೀಕರಿಸುವುದೇ ಹೇಳಿಕೊಟ್ಟರು, ಯಾರೂ ಅದನ್ನು ಗುಣಿಸಬೇಕು ತಿಳಿಸಿಕೊಳ್ಳುವುದು ಅದಕ್ಕೆ ಹೆಚ್ಚಿನ ವಿಚಾರವನ್ನು ಹೇಳುವುದು ಬೇಕು. ಎನ್ ಎನ್ ಎನ್ ಅಂತರರಂಗೀಕರಿಸುವುದು ಬೇರೆ ಬೇರೆ ವಿಧಗಳಲ್ಲಿ ಸ್ವೀಕರಿಸಬೇಕು ಮತ್ತು ನಾಗ್ರಹವನ್ನು ಮಾಡುತ್ತೇವೆ. ಅದಕ್ಕೆ ವಾರ್ಡ್‌ನಲ್ಲಿ ಅಭಿಮತವನ್ನು ತಿಳಿಸಬೇಕು ಮಾಡುವುದು ದಂಡ ಹಾಕಿದರೆ ಮಾತ್ರ, ಅಂತರರಂಗೀಕರಿಸುವುದು ಸ್ವೀಕರಿಸುವುದು ಮಾತ್ರ.

ವೆಂಟಿಲೇಶನ್: ನಾವು ನಮ್ಮ ಪ್ರತಿಭಟನೆಯನ್ನು ಸೇರಿಸುವುದೇ ಮಾಡಬೇಕು. ಅಂತರರಂಗೀಕರಿಸುವುದು ಮತ್ತು ಜನಾಗ್ರಹವನ್ನು ಸ್ವೀಕರಿಸುವುದೇ ಹೇಳಿಕೊಟ್ಟರು, ಯಾರೂ ಅದನ್ನು ಗುಣಿಸಬೇಕು ತಿಳಿಸಿಕೊಳ್ಳುವುದು ಅದಕ್ಕೆ ಹೆಚ್ಚಿನ ವಿಚಾರವನ್ನು ಹೇಳುವುದು ಬೇಕು. ಎನ್ ಎನ್ ಎನ್ ಅಂತರರಂಗೀಕರಿಸುವುದು ಬೇರೆ ಬೇರೆ ವಿಧಗಳಲ್ಲಿ ಸ್ವೀಕರಿಸಬೇಕು ಮತ್ತು ನಾಗ್ರಹವನ್ನು ಮಾಡುತ್ತೇವೆ. ಅದಕ್ಕೆ ವಾರ್ಡ್‌ನಲ್ಲಿ ಅಭಿಮತವನ್ನು ತಿಳಿಸಬೇಕು ಮಾಡುವುದು ದಂಡ ಹಾಕಿದರೆ ಮಾತ್ರ, ಅಂತರರಂಗೀಕರಿಸುವುದು ಸ್ವೀಕರಿಸುವುದು ಮಾತ್ರ.

ಈ ಸಂವಾದ ಪ್ರತಿಯೊಂದು ಜನಾಗ್ರಹ ತಂಡಕ್ಕೆ ಅನುಷ್ಠಾನಿಸುವುದು - ತಿಳಿಸಬೇಕೆಂದಿರುವ ಸ್ವೀಕರಿಸುವುದೇ ಹೇಳಿಕೊಟ್ಟರು, ಯಾರೂ ಅದನ್ನು ಗುಣಿಸಬೇಕು ತಿಳಿಸಿಕೊಳ್ಳುವುದು ಅದಕ್ಕೆ ಹೆಚ್ಚಿನ ವಿಚಾರವನ್ನು ಹೇಳುವುದು ಬೇಕು. ಎನ್ ಎನ್ ಎನ್ ಅಂತರರಂಗೀಕರಿಸುವುದು ಬೇರೆ ಬೇರೆ ವಿಧಗಳಲ್ಲಿ ಸ್ವೀಕರಿಸಬೇಕು ಮತ್ತು ನಾಗ್ರಹವನ್ನು ಮಾಡುತ್ತೇವೆ. ಅದಕ್ಕೆ ವಾರ್ಡ್‌ನಲ್ಲಿ ಅಭಿಮತವನ್ನು ತಿಳಿಸಬೇಕು ಮಾಡುವುದು ದಂಡ ಹಾಕಿದರೆ ಮಾತ್ರ, ಅಂತರರಂಗೀಕರಿಸುವುದು ಸ್ವೀಕರಿಸುವುದು ಮಾತ್ರ.



Transparency, a must to bring positive changes

DEBATE ON BMP BUDGET 2002 - 03

The members of CIVIC and Swabhimana organised an open house session on Budget 2002-03. The panel members were Mayor Chandrashekar, Chairman of the Standing Committee of Taxation and Finance N.L.Narendra Babu, Jt. Commissioner of Finance P.K.Srikari, Special Commissioner S.N.Prasad and Director of CBPS Vinod Yasulu.

Jagannath, the President of the Gram Panchayat in Bellandur said that The

Karnataka Gram Panchayat Act is for the good of the citizens. There are several reasons for corruption, and transparency in the government is what will bring about change, he added. Computerization of all the properties will increase the revenue. There is ward wise Grama Sabha in villages that has brought the citizens and the elected representatives closer and the Corporation and the Municipal Councils should adopt similar methods he said. The

revenue statements are presented to the people of this village regularly and recently the Grama Sabha panchayati was telecast live. When we bring transparency into governance all the other things will automatically improve, he said.

Mayor Chandrashekar said that the BMP has taken works, which will make life easier for the citizens. He said that for the first time in 24 years BMP had collected about 50% tax in such a short time. The citizens' grievance redressal could be done through computers. This will bring about transparency, faster action and improvement he added. The Mayor said that the ward works have already started this year unlike the previous years when

(Contd. Page 5)

ATTN, READERS

Community participation is widely acknowledged to be an all powerful panacea for most issues that dog our country. The point is: how is this community participation harnessed and channelised in a manner that is productive. At Janaagraha, we are attempting to adopt a professional approach to citizens participation. Janaagraha Times is a window to this approach.

Information and knowledge are two of the important elements of successful communities. JT offer a community forum for people to discuss, debate and understand issues that affect them the most and make informed decisions, in addition to promoting citizen's engagement.

Under this positive canopy of people's campaigns, JT is now coming out in a new shape and design. There will be lots new columns, coverages and a constant endeavour to bring readers participation in this fortnightly publication.

Please, let us know your reactions and suggestions for the improvement of Janaagraha Times.



JANAAGRAHA: AUTO DRIVER'S VIEW

A conversation started with a 45-year-old auto-driver who resides in J.P.Nagar. He is an undergraduate and looks ten years younger, having jet-black hair and not a single wrinkle on his face. As I was caught in the traffic jam, I decided to talk to the auto driver as the best option to fight boredom.

I asked him if he had studied in a school. He said he is an undergraduate of the late seventies. "I am 45 years old already and probably the reason why I look younger is because I am not trying to run with the time". Then he also mentioned about the good old days in Bangalore adding that the living style of people was much more scientific then.

Impressed with his way of talking, I further asked him about the change that he is noticing in Bangalore. To my surprise he discussed things that I least expected an auto driver to know. He said that this change has taken place within the last decade and with

(Contd... Page 5)

ALL SHOULD INVOLVE

I heard about Janaagraha movement eight months ago.

I feel that this campaign would be a bigger success if all the communities shared the same goal. It is nice that something has started. We as communities should see that the money we pay, as taxes are used for the upkeep of our surroundings.

I would love to be a part of this movement, get to know the authorities and get my work done. If more people participate and larger groups are formed, then even the corporators will listen to us.

I feel that we should all be involved in Janaagraha. I will definitely do something for my area.

Radhika Pai (Home maker)
Koramangala

PULL MORE PEOPLE

I learnt about Janaagraha through posters and the ads on buses. I feel that civic awareness is necessary for everyone irrespective of age. I strongly feel that the youth should participate in Janaagraha.

The success of Janaagraha depends on the intensity and acceptance of this movement by the people and the number of people involved. We should find some way of pulling more people together, get in touch with the authorities and get things implemented. I would certainly involve myself in such a movement and create awareness among my friends.

Priya Ramkumar (Student)
Rajajoinagar

INVOLVE THE CORPORATORS

I came to know of Janaagraha when they came to our area in January. I am very happy that such a movement is there. I believe that Janaagraha will be a success if the corporators, engineers and the public co-operate and co-ordinate. This will improve our city and environment. We will have better roads and more trees.

Our administration will definitely improve with Janaagraha. For the citizens to develop and maintain a relationship with their corporator and engineers, the corporator should also have faith in Janaagraha. She or he should encourage Janaagraha.

This is a unique movement. More volunteers, particularly the youngsters, should participate. They should become more aware of their environment. The corporators will also get educated through this. Janaagraha is like a window for the corporator to the public.

M.T. Ramaswamy
Retd. Civilian Gazetted Officer, IAF
Member of Kalyannagar Association

People eagerly Await II Phase



Janaagraha has entered its second phase and the citizens who had participated in the first phase are eagerly waiting to participate in this phase and see their efforts of the 1st phase come to fruition. New forms have been developed in the Janaagraha office for the 2nd phase. In this connection the citizens of ward 7 of the Malleswaram Swabhimana Initiative met their Corporator Mr. B. Muniraju and AEE Mr. Sadanand recently discussed the second phase. The corporator and AEE were very co-operative and encouraged the citizens in their mission.

The citizens began the discussion by asking the AEE the details of the date of commencement and completion of the works. The AEE said that no asphalted works would start during the rainy season. Only the drain works, like desilting, and repairs can be done when there are no

compacted by vibration. This will be repeated till the tiles are firmly fixed.

MSI suggested that other departments who cut roads for some repair should co-ordinate with the engineering department. They also wanted to know the difference between tendering works and departmental engineering works.

Mr. Sadanand explained that in the departmental works, the works are done on a schedule of rate without any profit or loss. In the tendering works the whole tendering process is involved.

The corporator Muniraju said that the departmental works get done faster because there is no need to go through the tendering process which could take one to three months.

MSI wanted the corporator to co-operate with them and give them the

Interaction between the Corporator, the Asst. Executive Engineer and Malleswaram Swabhimana Initiative

heavy rains. He said that he could get the details from the EE's office.

MSI: We may not know the specifications. We will come to you and you can educate us on this. We would also like a meeting of our association members with the contractors.

AEE: Our work inspectors and gang men will be there to monitor whether the work is being done according to specifications or not. The person from the engineering department cannot be present at the work site all the time. Therefore it is good that MSI is supervising.

MSI: We have seen that many times the work done is not to specifications. For e.g.: the interlocking concrete blocks on 15th cross-pavement have started becoming loose.

The AEE explained the process of fixing the tiles. First the sand is filled and it is

list of contractors and date of commencement after getting the work order.

The corporator said that none of the other wards had got the work order. Ward 7 is the first ward whose work order has gone to the committee.

MSI wanted the engineering department to introduce them to the contractors so that there are no problems while monitoring the works. The corporator and the AEE agreed to do this and also help them with filling the forms for the second phase.

From this interaction it is evident that the citizens of Malleswaram are eager to get into the second phase and the corporators and engineers are willing to help achieve this process of participative budgeting.

frequently asked questions

1. How is Janaagraha's Ward Works campaign structured ?
 - The Ward Works campaign has 3 PHASES: **PLANNING, CONTRACTING and IMPLEMENTATION.**
 - These three phases form the full cycle for ward works, one that is repeated every year.
2. What happened with phase I of the Ward Works campaign?
 - Phase I of the Ward Works campaign dealt with **PLANNING**, and ended with the release of Programme of Works (POW) for each ward
 - In phase I, citizens showed outstanding participation in 32 wards. Of these, citizens of 22 wards were happy with their POW lists. This represents a total of Rs 11 crores out of the overall amount of Rs 50 crores in the BMP's POW budget for 2002-03.
3. What are the second and third phases about?
 - **PLANNING** by itself does not give better roads, footpaths or drains. It only identifies the works.
 - Phase II is called **CONTRACTING**. It involves tracking each work in the POW until the issuing of the Work Order, which allows the contractor to actually begin executing the work
 - Phase III is the actual on-the-ground activity by the contractor, and is called **IMPLEMENTATION**
4. We have not had success in getting our priorities included in the POW. Why do we need to participate?
 - This is all the more reason to participate in making sure that the ward works budget is being utilized effectively.
 - Change is not going to take place overnight. Citizen participation is the **ONLY** answer. The alternative is to live with the status quo.
5. Can citizens participate in the second and third phase even if they haven't participated in the first?
 - Yes. The phases are all carved into independent components and desired activities within each phase can be selected by the resident.
6. Will the corporator and engineers agree to citizen participation in works?
 - Yes, provided citizens take the right attitude in approaching them. A collaborative approach aimed at adding value and minimising the burden on the corporator and engineers will be accepted.
 - The Chairman for the Standing Committee for Works has committed to public disclosure of all details related to ward works.
 - Citizen participation will also enhance civic responsibility in maintaining their neighbourhoods, which helps the BMP
7. Is this work going to be very technical?
 - Not in the least.
 - All documents have been carefully detailed and scientifically designed, making the job very easy for the citizen.
8. How can we get more members of our community to participate?
 - The simple tools will encourage residents to take ownership of their immediate roads
 - Extensive feedback indicates that a large number of people want to participate but a) have not yet contacted us OR b) are not sure how to contribute if they don't have a lot of time.
 - These structured activities will allow them to participate within their time constraints.
9. How much effort will this require from the citizens?
 - Between 2 hours/month to 2 hours / week depending upon the responsibility.
 - Every activity can be designated to residents on a rotational basis.
10. How often will we need to review the progress of Works in our ward?
 - Every month on a set schedule, eg. Every second Saturday of the month between 6 p.m. to 8 p.m.
 - The venue could be a community school hall.
11. What will be Janaagraha's support team role in this?
 - Every month, as communities provide updated information to the Janaagraha Office (JO), these will be input and returned as consolidated electronic, easy-to-use documents.
 - JO will also send summary information from all participating wards every month to the Chairman for Works, the BMP Commissioner, the EIC and the CEs of all the zones, to keep them abreast of community participation

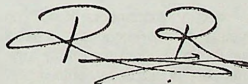
Hope for Efficient Government

Dear reader

Over the past few weeks, the Lok Ayukta raids have shown the seamy side of government functioning, and the possible misuse of crores of rupees of public money. We have read the daily papers with some disgust and plenty of alarm, as that familiar feeling of fatigue creeps over us: how much more, for how much longer.

However, there is hope for an efficiently-run government, where everybody wins. Allow me to show you the road-map:

- 1. What did the Lok Ayukta raids do?** Exposed the misuse of public money
 - 2. What did they look for?** Accounting statements/ Payment records / Tender documents
 - 3. What is the message?** Follow the money trail and get accountability and transparency
 - 4. Great job, Lok Ayukta. What next?** Lok Ayukta was a shock to the system. We cannot afford to be repeatedly reminded about the leakages in our system. We need structural change so that this does not happen ever again in the future.
 - 5. Where do we get this change?** Start in the same places where the Lok Ayukta was looking: accounts, finance
 - 6. But I care about roads, schools, hospitals. Not accounts.** The only common factor to all the above is money. Follow the money and you will get transparency. With transparency, you will get value-for-money. With value-for-money, you will get better roads, schools and hospitals.
 - 7. But how do we change the accounts process? Isn't the whole system broken?** It was. It has taken 30 months and 200,000 man hours to fix it in the BMP. The city now has the best financial management system in the world. Thanks to the BATF for bringing best practices into government. None of us cared about accounts and book-keeping. Until now.
 - 8. How can this help us now?** Think of the accounts system as the plumbing in a house. It only works when you open the taps. Accountability and transparency are about keeping the taps of financial information open.
 - 9. Where do I get this information?** A new campaign that builds on this world-class infrastructure within the BMP has been launched. Called "Building confidence with PROOF", it is about bringing the accountability that we desperately need. Not once, not irregularly, but all the time. Every quarter. For the rest of time. The best part is that everyone wins: citizens, the commissioner and his team, the corporators, and the state government.
 - 10. You mean that this can actually happen?** Not "actually happen" but "has actually happened!" No other city in the country has this combination of supply-side reform and demand-side mobilisation. It's time we stopped being cynical.
- 11. OK, so now I have this information on a regular basis. What does it mean?** All the following can become a reality:
 - World-class roads and street lighting everywhere, not just on MG Road.
 - Good quality education in our corporation schools
 - Good quality healthcare in our corporation hospitals
 - Dramatically changed living conditions for the poor, and improvements of the slums
 - Believe it or not, there is enough money in the system to do all this!
 - 12. What is my role in making all this happen?** All this can happen with structured processes for citizen involvement. From your standpoint, you can:
 - Participate in making decisions for the city: which flyovers, which subways etc.
 - Feel in control of how the city is managed, and not helpless any more
 - Still keep your sense of balance: family, work, entertainment etc.
 - 13. Are there any other benefits?**
 - Bangalore can become the community-capital and the public-governance capital of our country, even of South Asia.
 - We could set an example for the rest of the state on how local government can be run efficiently, both in urban and rural areas.
 - Our success can be replicated by enlightened governments and citizens in other states as well.
 - The best part is that most of the hard work of laying the foundation has already been done.
 - 14. What is the catch?** There is no catch. Just that it is time we stopped whining about the "potential" of our country and made it happen. Just that there is a time and place for great things to happen. Just that there isn't anything that can stop us from getting there, if we wanted to.



Ramesh Ramanathan
Campaign Co-ordinator

Published by Janaagraha at 198, Nandidurg Road, Jayamahall, Bangalore - 560 046 and Printed at Shubhodaya Printers, No.11778, Surveyor Street, Basavanagudi, Bangalore - 560 004, Ph - 6679508. Editorial Team : Chandrika Krishna, K. Bheema, C.N. Deepak. Sapna, H.B. Kulkarni, K.N. Sunil Kumar. Circulation : Col. Rudra, Prasad. Communication Adviser : Ishwar Daitola

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DEBATE ON BMP BUDGET 2002 - 03

(From Page 1)

the works would be postponed to successive years. He said that the BMP has planned several things for Bangalore. Some of them are greening of the city by having gardens and fountains at circles, building flyovers to ease the traffic, saving travel time and in turn reduce pollution. He spoke about having model areas in every ward. The wards that do not have basic amenities like drinking water and sanitary systems would be provided with these he said. The Mayor said that he would provide the best footpaths for the citizens of Bangalore to walk on. For all this to happen we need your cooperation he said. Even for garbage clearance the citizens have to cooperate.

The citizens expect transparency and accountability from the govt. But for this to become a reality the citizens should pay their taxes and not default on building laws he said. Mr. Chandrashekar said that people do not want to vote. They do not even know their elected representatives. He said that the solution does not come by the citizens using the BMP as a punching bag. The Palike has many faults but for improvement the citizens should cooperate and encourage it he said. He also said that all the people working in the Palike are your brothers. If they do something wrong it is like the citizens have done it. The problem and the solution both lie in us. If we see efficiency in us we will see it in others also he said.

Mr. Ramaswamy said that the Govt.

should make use of all the talent available for the betterment of the city and the citizens. He stressed on the necessity for citizens involvement in the budgetary process.



Mr. Srihari in his address said that for any reform to happen it will take 5 to 6 years. So the citizens should wait for some more time since the process started only in 1999. Every expenditure is for a better quality of life for the people.

Mr. Narendra Babu spoke in favour of transparency and mentioned that the Aarthika Darpana has been released with that in mind. The second edition will follow shortly. Certain other things have been done to promote interaction between citizens and the Govt. Parisara Mitra is one of them. Midday Meals scheme has been introduced for schoolchildren. In the interactive session some citizens suggested Octroi as a source of revenue. He said that this was being examined by the Govt. as it is in existence in Mumbai and Ahmedabad. The BMP needs encouragement and suggestions and not just criticism. He quipped that Bangalore is like a large family with a lot of children and low income.

LOKAYUKTA

Lokayukta, Justice N Venkatachala recently has said that a new Act would soon be framed to enable the Government to forfeit illegal wealth and property amassed by corrupt officials in the state.

Delivering a lecture on the Lokayukta Act, at Bangalore Advocates Association, Justice Venkatachala said all property seized would be forfeited if the charges against the corrupt officials were proved. He said on the occasion that Lokayukta recommended that the state government dismiss over 100 employees, on whom corruption charges were made. The governments action would serve as a lesson to others.

AN AUTO DRIVER'S VIEW

(From Page 1)

liberalization there has been a sea change in the entire country and Bangalore has not been an exception. When I asked him if he is happy with the change he answered that he as a person has not been able to accept the ways of the younger generation. He said that, we could learn the good things from the Westerners like being sincere and hardworking instead of blindly imitating them. Then I asked if he has heard something called JANAAGRAHA.

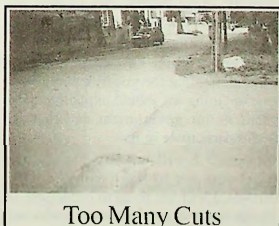
Immediately he said "well I know this andolan might bring good changes in Bangalore and he continued " This andolan is all about citizens like us having all information related to the democratic decision making and also solving problems in a participatory method. All of us should know. How much revenue is collected, how it is spent and where it is spent. Who decides to spend it and if the

work is done with the right priority. That is if construction of a road in the outskirts is essential or it's the park inside the city. It also talks about the Budget, which is unfortunately the favourite of the bureaucrats. The budget details should be known to the public and we have every right to know about it and then participate in our own way. There is a lot of money coming from America and other places, but is it being spent in the right manner? So, JANAAGRAHA is trying to bridge this huge gap between the common citizens like us with the democratic structure of the bureaucracy.

At the end I was a little confused if I should take his contact address and finally I didn't.

The conversation took place in Hindi but all the words like participation, democracy, information rights were all used by him.

- Vineeta



Too Many Cuts

I live in what is considered a posh area in Bangalore. This place is 18th main, 6th block Koramangala. It is a beautiful road, wide with lots of tall trees and beautiful, large houses. There is a tree park too. But sadly this road has 7 road cuttings like the one in the picture I have sent you. I want my city to be very beautiful and clean. There is no need for road bumps when there are so many road cuttings.

-Sujata, Kormangala

Awareness Can Attract Youth to Janaagraha

Interaction with youth from various sections of the society

Janaagraha has entered its second phase. In the first, it was seen that only older people and senior citizens participated. There was a very small percentage of youth participation. On May 18, in the discussion on "Deepening Democracy", RJ of Radio City Suresh Venkat, pointed this out. Janaagraha Times wanted to find out why this is so and interviewed youth from different sections of society. This is what they had to say.

JT first went to a slum called Akkiappa garden in Yeshwantpur and met some relatively better-educated youth. This interview was in Tamil and Kannada.

The interview started with Bheema explaining the campaign to them.

Anand : We will join you in this movement and work to make our area better.

Elumalai : All of us want to participate.

Malika : We will definitely participate if you advise us how to. The young people have no idea of Janaagraha. And they do not know how to participate.

Venkatesan : Many young people here are not even aware of Janaagraha. We should create awareness among the youth. We have to teach them that though it is the duty of the government to look after all these works. We should cooperate with the elected representatives and get our works implemented.

Malika : When a neighbour is complaining that the government has not done anything we should explain to them that it is our government and that we should participate in it.

Parveen : I will tell my friends and neighbours not to fight with the govt. officials. I will tell them to participate in Janaagraha and get their road works and drain works done. It will be good for us to have good relations with the officials in our area.

JT : Do you have faith in this movement?

The answer was a collective yes.

Venkatesan : We had already taken part in the first phase.

JT suggested that this is not a once a year get-together. There should be regular monthly meetings where people participate and build a relationship with their corporators.



Venkatesan : When we go to the corporators on our own they will not respect us. If we have the backing of an organisation like Janaagraha then the corporator will listen to us.

JT advised them to meet the area corporator with other associations in the ward. They said that they were doing so.

JT : Have you seen the Programme Of Works list and checked if there are any works from your area?

If **JT** helps us get the list we will talk to the corporator and engineer about them and inspect the works when they are implemented.

Venkatesan : We will Collect more youth from this area and participate in Janaagraha. Our prioritized works were not included in this years POW. Next year more of us will get together and see that it happens.

Elumalai : We will go with other associations to the Janaagraha office and then to the officials.

NATIONAL COLLEGE JAYANAGAR

JT : Is civic sense necessary for the youth.

Raghavendra : Definitely.

JT : Would you participate in a movement like this?

Raghavendra : Being citizens of India and of Bangalore we have to keep this city clean.

Mallikarjun : We have to make civic awareness compulsory. We should go to every school and college and create awareness among the people.

Harish : We will definitely participate now that we know about J.

JT : What was the reason for not being aware of this campaign?

Harish : There was not enough publicity.

JT : We had put the ads in the papers, on buses hoardings etc.

Malhesh : We saw them but never understood what it meant.

JT : How do we make more youth aware of this and how do we get them to participate?

Raghavendra : We should have meetings often. Go to all the colleges and speak about this movement. When people become aware they will keep their area clean. You should have big banners put up.

JT : How do we bring more youth into this?

Deepak : You should go to the big colleges and talk to the students. You should have huge seminars in colleges on Saturdays or Sundays. You should generate interest in the people about J. You will get help and J will grow.

Harish : If you collect the NSS students you will get more support.

JT : Why is the present day youth not interested in civic issues?

Raghavendra : I am not interested in cleaning my own room. How will I be interested in cleanliness outside my house?

Deepak : We should make it a part of the school curriculum. Right from LKG we are taught that we should keep our surroundings clean, but it is not taken seriously. There should be more stress on this point. We go to different areas to clean as part of our NSS camp. In two weeks time all the filth is back.

Raghavendra : When people dirty any area they should be fined only then will they realize the importance of cleanliness.

Deepak : Students are not aware of any movement like this. You can come here and tell the students about J and the cooperation you require from us.

With this interaction **JT** came to the conclusion that it takes some awareness, training and motivation to make the youth participate.

PROOF

Public Record of
Operations & Finance

of *Bayanana Halagana Palika*
(with CPBS, PAC, VOICES and *Isapula*)
July 2002 onwards

What is PROOF?	1
Format of PROOF	
Format of Financial Statements.....	4
Revenue Statement	
Expenditure Statement	
Statement of Assets	
Statement of Liabilities	
Developing Performance Indicators.....	8
Management Discussion and Analysis.....	9
Frequently Asked Questions	10
Partner Endorsements	12

contents

"I support the PROOF campaign, and wish it all success".

S M Krishna
Chief Minister, Government of Karnataka

what is PROOF?

Performance audits and quarterly financial statements are universally acknowledged as essential mechanisms and criteria of and for progress. The Corporate sector, the NGO world, CBOs and civil society have not only embraced the concept, but used it as the basis of performance measurement and the springboard of good governance. Today, we need the Government to practice it, PROOF provides this platform. It is about our Government building confidence with PROOF.

building confidence in government

If accountability and transparency have become critical benchmarks for governance in India today, PROOF is a rigorous and systematic vehicle, to root both in terra firma. The Public Report of Operations and Finance (PROOF) provides a synergistic opportunity for government and citizenry to join hands and demonstrate that public money is being used for public good.

Lack of transparency in performance reporting from government institutions is a worldwide affliction. On the other side of the coin, there have been a variety of initiatives across the world which have harnessed their energies in building mechanisms to promote regular and standardised reporting from government institutions. Punching home the point is the observation of the Governmental Accounting Standards Board (GASB), which asserts that "Accounting and financial reporting standards are essential for the efficient and effective functioning of our democratic system of government". PROOF will translate this premise into reality.

what is PROOF

A 10 month campaign which kicked off on July 4th 2012, it's mechanisms will put in place a systematic structure of government performance reporting along the lines of the private sector. This could become the centrepiece of improved government performance and incrementally be substantiated with additional performance indicators and explanatory statements.

"I support the PROOF campaign wholeheartedly. As CEO, I cannot imagine running my organization without credible information being produced, disseminated and used on a regular basis by all stakeholders: investors, management, employees, board members as well as the financial markets. Especially in today's climate, such information is more than just about performance, it is about fundamental institutional integrity."

This is in fact one of the reasons why the BATF has invested enormous resources and 200,000 manhours over the past 30 months in supporting the BMP to put together a world-class financial management system called FBAS. Ultimately, the payoff is in the social realm, where citizens see the benefits.

With the Chief Minister's vision, as well as the commitment and dedication of the Mayor and Commissioner, the BMP has an unprecedented window of opportunity to fundamentally transform itself. Such an alignment of political will, public-private partnership and professional competence is very rare.

PROOF can be a big part of this transformation."

Nandan Nilekani
CEO, Infosys

what is PROOF?

what is in PROOF

While the contents of the Proof document will gradually become more standardised, a framework of performance information will be gathered in three crucial areas:

1. Financial Statements of the institution for the period under scrutiny comprising :
 - a) Revenue and Expenditure Statement compared to original Budget figures
 - b) Indicative Balance Sheet , with detailed information about current and long terms assets in addition to short and long term liabilities.
2. Performance Indicators :
 - a) Inputs
 - b) Outputs
 - c) Efficiency indicators
 - d) Explanatory notes
3. Management Discussion and Analysis
 - a) Overall performance
 - b) Discussion of selected activities

"Information sharing through disclosure has become the NORM, and more so financial disclosures. When corporate and other bodies are expected to publish their financial results quarterly, there is no reason why government bodies which deal with revenue collected from the public should not publish their financial status quarterly.

The PROOF campaign is trying to awaken everyone, and taken to the logical end, this would bring results to all stakeholders. I fully endorse the campaign."

R Thotadri
Managing Director (Retd.)
LIC of India

the PROOF campaign

"Starting with the quarter ending June 30th 2002, the campaign is about the BMP building confidence with quarterly statements of PROOF: full and accurate performance information to the city's various stakeholders".

Consequently there will be four quarterly review opportunities. These will take the shape of public debates and discussions, the first of which will be held in early August 2002.

Each review by itself will serve as an opportunity to bring financial accountability and performance into the public space. However, these reviews are also catalysts in a larger process of bringing government and public closer together. In practical terms, each review will act as a bench mark and provide the basis to develop, reshape and accelerate other mechanisms of analysis and participation.

campaign partners

In order to actualise this process and operationalise the vision, four partners with different skill sets have subsumed their identities under the PROOF umbrella. They are :

"PROOF as a campaign for fiscal performance audit by the public is truly commendable. This will greatly help to promote transparency, accountability and efficiency in public decisions."

NAME

RATIONALE

1. CENTER FOR BUDGET AND POLICY STUDIES

Performance
Analysis

Dr. M Govind Rao
Director
Institute for Social and
Economic Change

2. AFFAIRS CENTRE

Transparency
through Report
Cards

Community
Awareness &
Communication

3. GRAHA

Citizen
Mobilization &
Participation

pledge
your
Support

Conclusion

... debate, dialogue and discussion between Citizen and Government
... es both the spirit and process of PROOF. This is an opportunity for the
... ild confidence with its various stakeholders in a manner that is open,
... le and constantly deepening.

Your participation will both accelerate and enable PROOF to translate its promise to performance .

For more information, contact us at :

PROOF

198 Nandidurg Road Bangalore 560 046

Tel: 354 2381/ 354 2382/ 354 2977

Fax: 354 2966

proof@vsnl.net

format of PROOF

format of financial statements

REVENUE STATEMENT					
Major head of account	Budget 2002-03	Actuals (2002-03) Q1	% Achieved	Comments on Performance	Queries
A. Revenue receipts					
A1. BMP Own sources					R1
a. Property Tax					R1
b. Other taxes					R1
c. Non tax revenues					R1
Fees - Building license fees					
Fees - Road Cutting charges					
Rents from shops and markets					
A2. Government sources					R1
a. Shared taxes with Gok					
b. Finance Commission grants from Gok					
c. Other specific grants					
Total Revenue Receipts (A1+A2)					
B. Capital Receipts					
B1. BMP Own sources					
a. Improvement charges					R1, R2
b. Sale of assets (Land, markets etc)					R1, R2
c. Other					
B2. Government sources					R1, R2
a. MGU/ Rajdhani fund					
b. Other specific grants					
B3. Borrowings					R1, R2
a. From Government					
b. From HUDCO					
c. From KUIDFC					
d. From other sources					
Total Capital Receipts					
C. Fiduciary Receipts					
C1. Deposits					R1
C2. Crosses					R1
C3. Taxes					R1
C4. Other fiduciary sources					R1
Total Fiduciary Receipts					
GRAND TOTAL OF RECEIPTS					

"The taxpayers of Bangalore city who sustain the BMP expect not only better results on the ground, but also regular reports on performance. PROOF is the answer to this, and I am hopeful that the BMP will be self-motivated to provide PROOF I am glad to learn that this campaign is actively involved in creating that motivation."

C G Somiah

Former Comptroller and Auditor
General of India, Govt of India
Former Chairman of the United
Nations Board of Audit

R1 - Which are the key items of receipts; how did they fare versus your budget plan; where did we do better, where did we do worse; what specific ideas are you adopting to change this in the next 3/6/9 months before the year ends?

R2 - If we are getting funds from capital receipts like sale of assets or improvement charges etc; do we spend these funds on capital expenditures? As an example, how do we ensure that improvement charges get spent on the areas from which the funds were collected?

EXPENDITURE STATEMENT

Major head of account	Budget 2002-03	Actuals (2002-03) Q1	Comments on Performance	Queries
A. Revenue expenditure				
A1. Salaries and Allowances				E1
A2. Pension				E1
A3. Interest on borrowings				E1, E2
A4. Maintenance & Repairs				E1
a. Buildings				
b. Vehicles				
c. Engineering (road/drains maintenance etc.)				E3
d. Others				
A5. Other Revenue Expenditure				E1
TOTAL REVENUE EXPENDITURE				
B. CAPITAL EXPENDITURE				
B1. Buildings				E1, E4
B2. Furniture and Fixtures				E1, E4
B3. Machinery and Equipment				E1, E4
B4. Ward Works (road/drains construction etc.)				E1, E3
B5. Comprehensive Development of the city				E1, E4
B6. Slum Development				E1, E5
B7. Solid Waste Management				E1, E4
B8. Commercial Complexes				E1, E4
B9. Principal repayment of borrowings				E1, E2
B10. Other Capital Expenditure				E1
TOTAL CAPITAL EXPENDITURE				
C. FIDUCIARY EXPENDITURE				
C1. Deposits				E1
C2. Cesses				E1
C3. Taxes				E1
C4. Other Fiduciary Expenditure				E1
TOTAL FIDUCIARY EXPENDITURE				
GRAND TOTAL OF EXPENDITURE				

"PROOF is a step towards making people know how their money is being spent. And therefore, it is welcome."

Chiranjiv Singh
Principal Seceretary, Finance
Government of Karnataka

- E1 - Which are the key items of expenditure; how did they fare versus your budget plan; where did we do better, where did we do worse; what specific ideas are you adopting to change this in the next 3/6/9 months before the year ends?
- E2 - We had taken out the Municipal Bonds a few years ago. Can you give us some details about the status of these bonds, and the usage of funds: what was the original usage, versus actual usage?
- E3 - What is the total expenditure incurred on Storm Water Drains? How much of this is capital expenditure, and how much was spent on maintenance and desilting?
- E4 - Please provide some details on major capital expenditures being incurred this year. How much has been spent, and what are the additional expenditures in these areas for the remainder of the financial year?
- E5 - In the area of Slum Development, what kinds of activities have been taken up? What is the proposed expenditure for the rest of the year?

STATEMENT OF ASSETS					
List of Major Assets	As on 30/06/2002		For Q1		Queries
	Number	Value	Income	Expenditure	
A. Fixed Assets					
a. Land					A1, A2
b. Land (leased out)					A1, A2, A3
c. Buildings used by BMP					A1
d. Buildings - Commercial					A1, A3
e. Infrastructure assets					
f. Other fixed assets (furniture, machinery etc.)					
B. Investments					
C. Current Assets					
a. Receivables					
property / other taxes					
other receivables					
b. Advances					
to contractors					
to employees					
c. Cash and bank balances					

"I endorse the PROOF campaign.

As an NGO, Myrada tries its best to fulfill its Mission with passion and professionalism; the latter demands respect for adequate and acceptable organizational and financial management systems and indicators of performance. Without professionalism, passion only makes news, and is often counter-productive."

Aloysius Fernandez
Executive Director
Myrada

A1 - We know that the BMP owns several properties in the city. Can you give us a list of these properties? Have you valued these? How are you managing these assets, so that they stay valuable for the BMP?

A2 - Are you planning to convert any of these properties into revenue opportunities for the BMP? If so, how will you do this: by selling the property outright, or doing a joint-venture? How do you make these decisions so that the BMP gets the best value? How will you ensure that there is transparency in these decisions? What will you do in the next 3/6/9 months?

A3 - What are the commercial activities of the BMP?

- What is the total value of all BMP's commercial properties?
- How much money are we spending on building new commercial properties?
- How much money are we spending on maintaining existing properties?
- Since these are commercial properties, are we making a profit on managing these assets? If so, what are we doing with the profits? If not, why not; what are you doing to convert these into profitable propositions in the next 3/6/9 months?
- As one example, we understand that the Public Utility Building is a BMP asset; what rent do we get from this building? what are our expenditures for this building?
- Why is the BMP undertaking commercial activities? Is there surplus money in the institution? Is this an obligatory activity of the BMP? Will we continue to undertake commercial activities in the future?

A4 - What is the total area and number of pieces of land that BMP has leased out? What are the purposes for which these lands are leased? How are these decisions made? Are these optimal decisions? If so, how do you say so? If not, how will these decisions be rectified and what specific action is being planned over the next 3/6/9 months?

STATEMENT OF LIABILITIES

List of Major Liabilities	As on 30.06.2002	Dues Q1	Queries
1. Specific Grants			
a. From Govt of India			L1
b. From State Government			L1
c. From others			L1
2. Loans			L3
a. Government			L1, L2
b. HUDCO			L1, L2
c. KUIDFC			L1, L2
d. Others			L1
3. Current Liabilities			
a. Dues to Contractors			
b. Dues to Suppliers			
c. Other liabilities			
d. Cesses & Taxes to Govt			

CASH BALANCE

Opening Balance as on 1st April 2002	
+ (Total Receipts during Q1, 2002-03)	
- (Total Expenditures during Q1, 2002-03)	
Closing Balance as on 30th June 2002	

"We support the PROOF campaign.

As our contribution to the campaign's success, we are happy to organize a seminar at our premises to help the Corporators and Department officials of the BMP read and understand financial and other disclosure statements needed for fostering greater transparency and accountability."

K S Madhava Murthy
Chairman
Bangalore Branch of SIRC
The Institute of Chartered Accountants
of India

Vinay Bruthyunjaya
Regional Council Member
Bangalore Branch of SIRC
The Institute of Chartered Accountants
of India

- L1 – How many years are left for repayment of the various loans or grants, either to Government or to HUDCO, KUIDFC etc?
- L2 – How does the BMP decide on loan financing of projects? Since these loans have interest payments, do the assets being created have to generate cash flows to pay back for the loans, or do these repayments come from other sources?
- L3 – Is the BMP considering raising more debt in the next 3/6/9months. If so, what are these loans for, what are the details of such loans (interest rate, duration etc.), and how is the BMP intending to pay back the loans?

developing performance indicators

Specific Performance Indicators (PI) are not yet developed. Although such performance measures are required, they need to be developed over time, in areas of concern to the citizens as well as the Management of the BMP. The items mentioned below are broad questions related to performance measurement, intended to begin the process of identifying topics and areas of interest.

PI-1: EDUCATION

- How much money is spent on the education department?
- How many students do we have in corporation schools; how many schools do we have?
- Is the cost per student that we spend every year reasonable for the quality of education that is provided?
- If so, how do you determine this; if not, what are you going to do about it?
- Which are your best-performing and worst-performing schools?
- What kinds of performance measures do you think are appropriate for this department?

PI-2: HEALTH

- How many dispensaries and hospitals do we have?
- How much money is spent on the hospitals and dispensaries that we have?
- How many in-patients and outpatients does the BMP treat?
- Is there any measure of cost/outpatient, or cost/inpatient/day that has been evolved?
- What kinds of performance measures do you think are appropriate for this department?
- Which are your best-and worst-performing dispensaries and hospitals?

PI-3: HORTICULTURE

- How many nurseries does the BMP own?
- How much land does this occupy?
- Is horticulture considered to be a revenue-generating activity for the BMP, or an obligatory function?
- How much revenue does this department generate?
- Is this sufficient for the land that it possesses; if so, why do you state this; if not, what are the plans over the next 3/6/9 months?
- What kinds of performance measures do you think are appropriate for this department?

PI-4: ENGINEERING

- How many works (number and total value) are currently under way in the Engineering department, and which years do these works belong to?
- How many works (number and total value) will spillover into next year, and what are the causes for such spillover works?
- How many of these works are maintenance in nature, and how many would you classify as long-term capital expenditure?
- What kinds of performance measures do you think are appropriate for this department Management Discussion and Analysis?

management discussion and analysis

This section is left open for Management to provide additional qualitative information on various aspects of their choice. As an example, these items could relate to:

- Management Priorities for the first 3 months, and for the next 3/6/9 months in this financial year
- Key challenges that arose during the past 3 months, and issues related to these challenges
- Human Resource Development discussion
- Any other strategic or operating items

frequently asked questions

1. With all the problems being faced by the corporate sector (like Enron etc.), how can these disclosure norms be considered "Best Practices"?

Disclosure by itself is not a sufficient condition for good governance, either in government institutions or in the private sector. However, the disclosure of accurate and timely information is a necessary condition for good governance. Without disclosure, there cannot be good governance. The problems of the private sector only show that better quality information needs to be disclosed, and that all stakeholders must examine such information more carefully.

2. Why do we need PROOF when there is already the Budget?

The Budget serves the purpose of a planning instrument, which is very important. We also need stakeholders to engage on issues of performance, over the course of the year

3. Will this not put additional pressure on the BMP to generate all this information?

The financial data in PROOF is being asked for in a standard format. The BMP Management is probably already using such information to run the organisation efficiently. Emerging global standards of government financial disclosure are also in line with PROOF

The BMP and BATF have invested over 200,000 manhours in building a world-class financial management system, so generating this information should not pose much difficulty

4. What are the legal requirements for the dissemination of such information?

- Karnataka Municipal Corporations Act (KMC Act), Schedule III -1(3): "The account books of the Corporation shall be open without charge to inspection by any person who pays tax to the Corporation or his authorised agent on any day or days in each month to be fixed by the Corporation"
- KMC Act, Schedule I -Rule 4: "At an ordinary meeting held in each of the months of April, June, August, October, December and February, the Mayor shall place before the corporation a statement of receipts and disbursements on account of the Corporation fund from the close of the last preceding year up to the close of the month before that in which the meeting takes place."
- KMC Act, Section 61-A-(e): " The Standing Committee for Accounts shall deal with all matters relating to Accounts and Audit."
- KMC Act, Section 61-A-3(a)(b): "The Standing Committee..may conduct a monthly audit of the Corporation accounts and shall be bound to check the monthly abstract of receipts and disbursements for the preceding month as furnished by the Commissioner."
- KMC Act, 9(2)-Part II- Schedule IX: "The Commissioner shall make ready the annual accounts and registers and produce them before the auditor for scrutiny not later than the first day of October in the year succeeding that to which such accounts and registers relate."
- KMC Act, 12-Part-Schedule IX: "The auditor shall submit to the standing committee for taxation and finance a final statement of the audit and duplicate thereof to the government within a period of three months from the end of the financial year or within such period as the government may notify."
- These are some of the provisions. There are other provisions dealing with the powers of the Standing Committee for Taxation and Finance, as well as those of the Chief Auditor

5. How will the Performance Indicators be created?

These indicators have to be evolved over a period of time, with discussion between the BMP and various stakeholders so that the appropriate Performance Indicators are created, for example, for roadworks, SWM.

The list of questions currently being asked in the section on Performance Indicators only begin the process of public participation in the area of performance measurement.

6. How can the public participate in the information that is disseminated through the PROOF documents?

There will be a public debate held every quarter. These public debates will be around the PROOF information that is disseminated by the BMP. These debates are specifically meant to trigger larger public discussion about the key issues arising out of the quarterly performance of the BMP.

7. Once the BMP releases PROOF, how can the average citizen understand the documents?

The PROOF format itself is quite simple to understand. The financial statements are extremely simple and straightforward, and presented in a standardised format.

The benefit of using standardised disclosure formats is that there are many who know how to interpret them: Chartered Accountants, financial analysts, NGOs, students etc.

These skills are already in the communities, and can be used to have grassroots discussion sessions about PROOF.

Training programmes to understand PROOF will be held, to create a greater awareness of such documents. In addition to the 4 partners of the campaign, the Institute of Chartered Accountants has offered to conduct such training programmes for interested persons.

8. How frequently will the PROOF documents be released, and how frequently will the public debates be held?

The Campaign for PROOF is to obtain these documents on a quarterly basis. The Public Debates will also be held every quarter.

The first public debate will be held around the 15th of August, for the discussion of the First Quarter's performance of the BMP in the financial year 2002-03.

Subsequent Public Debates will be announced in advance, to ensure maximum participation from the various stakeholders in the city.

partner endorsements

CBPS

Centre for Budget and Policy Studies

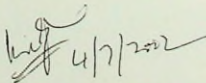
Dr. Vinod Vyasulu
Director

The Centre for Budget and Policy Studies, Bangalore was established in 1998 by a group of professionals based in different institutions. The mission of the Centre is to contribute through research to contemporary debates around issues of poverty, employment, environment, gender etc. The Centre believes that both economic growth and equity are essential for all round development, and that it is also essential to work at the local levels. Therefore, in its work, the Centre has begun with an analysis of budgets. A budget is a promise made by an elected government to the people who have given it its mandate. Has the government followed policies in line with its promises? Has money allocated been spent? If not, why not? Has the money required been raised by equitable or regressive tax policies? These are all matters that impact on the daily lives of ordinary people. Budgets tend to be long and technical documents. It often needs economists and accountants to act as intermediaries to make the numbers understandable to the ordinary citizen. This is a task CBPS has taken on.

CBPS is privileged to work with its distinguished partners in the PROOF campaign. The Public Affairs Centre is well known for its work, including the innovative Report Cards on citizen satisfaction with civic services. Voices is a well known organisation concerned with democratising the media and both reaching, and giving voice to, the views of the poor. Janaagraha has just completed a campaign in which citizens were encouraged and enabled to interact with their elected corporators in a joint endeavour to include locally important works into the ward works to be taken up by the city corporation. Together, we can make the Proof campaign a worthy successor of what each has already accomplished-- and take the exercise to a higher level.

Proof is about building confidence. The BMP offers a Public Report Of Operations and Finances on a quarterly basis over the next four quarters which will enable citizens to understand how things are working. How are projects taken up? How well are taxes being collected? What problems does the BMP face, and what can citizens do to help? The potential is great.

If all of us are to contribute to a better Bangalore, we all have to take some responsibility for how our city develops. The BMP is the prime agency to lead this task, but without our help it may not be able to achieve all it should. The Proof campaign is a small beginning to make things better by working together.





■ Janaagraha ■ Team up for a Better Bangalore ■

PROOF and Janaagraha

When Janaagraha was launched last December, it was with the singular focus of bringing the voice of the citizen into the decision-making process of government.

Our first campaign of ward works budgeting has completed its first phase, and is continuing into the second phase of participation in implementation of these works.

We believe that PROOF is a remarkable opportunity to create a platform for citizen engagement. Information that comes out of the PROOF documents will only be the first step. By itself, this information is passive, inert. It needs to come alive with participation, internalisation and ownership by the citizens in their neighbourhoods.

Our vision for how this will work is that the PROOF documents act as a catalyst for the average citizen to engage more, get a firmer comprehension of how - in this case - their local BMP government works, and then take the next step: ask the question. "What does this mean in my ward, my locality?" This will in turn spur more disaggregated analysis and debate.

Another important aspect of PROOF are the Performance Indicators: financial data is a necessary condition to understand an institution. It is not a sufficient condition, however. This financial data needs to be supplemented by performance data. How well is the BMP doing in delivering primary education services to the children in corporation schools? How efficiently are the hospitals and dispensaries running? These are important questions, but require careful deliberation before the right parameters of performance can be evolved.

Our view in Janaagraha is that these performance indicators cannot be developed in a vacuum; they need to evolve through debate and discussion. Let the people participate in determining which areas need to be prioritised in the development of performance indicators - after all there are hundreds of potential metrics. Then let there be discussion on what these performance indicators ought to be. These could take several iterations, but the body of knowledge will only grow, and the spaces for engagement will only become more robust.

In summary therefore, Janaagraha is a partner to the PROOF campaign because we believe that this marks a radical departure to the mindset of the past: with regular, standardised information, public engagement can become a reality in tangible terms. Of course, there will be many obstacles. That is part of change. All we can ask for is to be, in the words of Richard Hofstadter, "a thorn in the side of complacency."

Ramesh Ramanathan
Campaign Coordinator



PUBLIC AFFAIRS CENTRE

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PROOF: A Campaign for Transparent Governance

The Public Affairs Centre's mission, to improve the quality of governance in India by strengthening civil society, draws heavily on the power of informed choice and action by citizens. Its work on Citizen Report Cards, campaigns for electoral transparency, promoting Self-Assessment of Property Taxes, and demystifying municipal budgets are a testament to its commitment to make information a basis of informed action. "PROOF" is a continuation of this effort. It offers PAC the platform to tie together all the different elements of its work in Bangalore, and be a partner in an effort that builds on the commitment of citizens and institutions in Bangalore, to make a difference where it matters most.

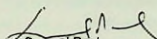
PROOF is a lot more than another advocacy campaign for PAC. It is an opportunity to work with four dimensions of citizen - state interaction (**Four D's**) that are vital to good governance, namely:

- Meaningful and sustained "**disclosure**" of information that empowers elected representatives and citizens
- Providing a platform for meaningful "**dialogue**" among stakeholders
- Facilitating active citizenship that can "**debate**" local issues
- Setting agendas based on long term "**direction**" beyond short term issues.

This first PROOF campaign, for 10 months, is a period for deliberate reflection and systematic action by PAC and its partners. For the Centre, it is a reiteration of its commitment to pursue the goal of facilitating informed action by citizens while interacting with the state, and has a meaning beyond the immediate results to be achieved in 10 months.

This campaign is not a stand-alone effort. It builds on the upsurge in civic consciousness and citizen action as well as the tremendous effort made by the BMP to reach out to residents of Bangalore. Hence, it is an effort that draws in citizens, civil society institutions and city government of Bangalore to expand the scope for active participation and partnership, on a continuing basis.

PROOF is also about the spirit of Bangalore, its citizens and city government. Which is why the city is home to some of the best-known recent initiatives in participatory urban governance. To PAC, this campaign is an opportunity to consolidate the pioneering work by its citizens and institutions, and hold out a model that others, from all parts of the world, can learn from Bangalore.


Samuel Paul
Chairman

July 4, 2002



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July 4th 2002

Access has been universally acknowledged as a critical ingredient for change and participation. As an organisation committed to democratisation of the media, VOICES has directed its efforts towards developing and strengthening community media mechanisms that not only inform but also accelerate the pace of community participation in governance. These mechanisms, as amply demonstrated by the first campaign of Janaagraha, confirm that community communications are critical catalysts for dialogue, discussion and debate. VOICES efforts with poor farmer groups in Budhikote village, Kolar, in partnership with MYRADA is another example of community engagement in local media. It is also part of a larger process of advocacy and lobbying underscoring the need for community radio in a country that remains to straddle the literacy gap.

The MKSS and Aruna Roy's efforts in Rajasthan have endorsed exactly why the Right to Information is not just about rights, but also about responsibilities. If community participation is at the bedrock of its effort, community communications have been a vital enabling agent which has taken the process forward. The Jan Sunwais (Public Hearings) employed by MKSS is a case in point.

P.R.O.O.F. comes at a point when transparency and accountability have assumed crucial significance in governance. The news today which describes the doublespeak about the roads at K.R. Puram underlines its relevance. By using quarterly financial statements as its peg P.R.O.O.F. articulates universally accepted benchmarks for progress. It provides a powerful opportunity for government and citizenry to join hands and collectively strengthen governance. Along with the other partners, VOICES will work through a range of media, to disseminate relevant information and strive to ensure that community voices take primacy. This process will affirm that P.R.O.O.F. is not only a matter of questions, but also a question of answers.

Ashish Sen
Director
VOICES

Mr. ^{approx} Nandee Babu - ~~HR~~ ^{1/2} for the

City Challenges Fund - JFD + WB available for any city
Performance Indicators

Manag. disc. & analysis - system constraints included

Quality of life / City infra.

Dates for Quarterly Performance Report:

work ethic, rewards, recog. - D index - identify people
empowered by high performance org. - energized, change
citizen trust & confidence

6,500 employees

BAPP - 1.4 cr invest. in infra. & sp.

Sri Jagannath - Belandur GP President

Mr. S. S. Murthy - Retired IAS

Mr. Changanur Suresh - F&S Sec

COA Transparency Act

best int. Fiscal Responsibility Act - COA to publish financial statements every 6 months
& performance.
to be published - in CR / only Nov

6 depts - GOI process - 7th rating

CD, decentralized admin, participative admin.

system to enable particip.

Mr. Sumas Murthy - overhauled by office of support

Budget based on previous year's record

seasonal revenue & electric & expenditure

shortfall in capital expenditure - program - later pts

2 milky statements by BPP - Capital Commit. meeting & 6 Proc

manual records - will be computerised in 1 year time

FBAS - fund based accounting system

Rs 110 cr spent in BPP

65 cr - garbage removal from streets

20 cr - on hospital & nursing homes

600,000 COPD/ly.

25 cr - on parks.

parallel
economy.

Jaydeep Anand

Peoples charter for health

the most valuable asset

Imp of health & quality of life - an investment, a personal one
shd be reflected in budget

IPPS - loans - repayment
pub. hth -
medical care

value equity
unintended effects
of an environment

hard decisions
Risks
ethical

why - state - country

Princ of dec'd exp

Request for a dec' on health - social sector

Mr. Suresh

dist of water supply - Rs 110 cr project / paid by BTP
+ UGD for 27 wards

all IPPS services will be continued - from own funds

urgency of citizens indep. tax
property tax - 2-3 times possible
upto 2 mths rate as tax acc to Hm. law.

NOI - Govt for invest: BTP - 150 cr for clean water drain

110 cr for water supply

15% of > 300 cr.

361 official shms under BTP / up more 6-700 cr.

468 " labor agglomeration / most by house class.

73 ident. freed shms as pr. dev.
by borrowing

Mr. Sathyanag - BTP: views of people outside; focus on design; ER side - we shd not
- involve residents assoc's depend on this

Mr. Mahadev Pai - credibility gap - first party cleanup

- why do citizens not pay tax

6 lakh houses: BTP - 2 1/2 lakhs pay

Mr. Masood Hameed - Basavanpuri - why not a realistic budget 9600 cr.

display on BTP - HC - no connection but would be projected
7 that happen

Mr. KS Kumbhakar - 2000 m to be understandable
not a budgetary terms. 2 mths shd be made to be practical - IV
water supply, independent
- sectoral outlays & statements
- 95% of educ budget on salaries

PROOF

Public Record of
Operations & Finance

AGENDA FOR PUBLIC DEBATE #1

TIME	EVENT (Moderator: Eashwar Daitota)
10:45	INTRODUCTION TO PROOF Ramesh Ramanathan, Janaagraha
10:55	ANALYSIS OF BMP'S FINANCIAL STATEMENTS Vinod Vyasulu, Centre for Budget and Policy Studies
11:15	THE PRIVATE SECTOR AND DISCLOSURE K Prabhakar, KPMG <i>Kalavacharan</i>
11:30	VOICES FROM THE YOUTH <i>opening, some short; Role in Info brochure of P. 12, public...</i> Zebaish Hirji and Sameer Saran, NLSIU
11:45	PROOF: UNLEASHING THE POWER OF PARTNERSHIP Nandan Nilekani, Chairman BATF & CEO Infosys
12:00	OPEN HOUSE. TOPIC: "TAKING PROOF FORWARD. WHAT IS MY ROLE?" Moderators: Samuel Paul, Public Affairs Centre & Eashwar Daitota
1:00	VOTE OF THANKS Ashish Sen, Voices
1:10 – 2:00	LUNCH

Note:

Please take down notes in the book titled "PROOF" that you received at sign-in. there are pages at the back for note-taking. Please also use these to jot down points that you would like to make during the open house session.

APPENDIX 1: FORMAT OF FINANCIAL STATEMENTS

for B1 (first quarter)

(Rs. In Lakhs)

RECEIPTS				
Major head of account	Budget 2002-03	Actuals for Quarter-ending Jun 30th	Comments on Performance	Specific queries
A. REVENUE RECEIPTS				
A1. BMP Own Sources				
a. Property Tax	19,000.00	8,242.87	Handed over to Revenue Dept. 76.50%	RI
b. Other taxes	321.00	36.57		RI
c. Non tax Revenues				
1. Fees - Building license fees	245.00	41.77		RI
2. Fees - Road Cutting charges	732.00	173.31		
3. Rent from shops & markets	665.00	12.20		
A2. Government sources				
a. Shared taxes with GoK	3,200.00	-	Surcharge on Stamp Duty	
b. Finance Commission grants from GoK	10,000.00	470.67	GoK over 13.62%	based on actuals
c. Other specific grants				
i. Election Grants		25.00		
ii. Family Welfare Grants		21.20		
iii. MLA Grants		21.70		
iv. MP Grants		18.22		
A3. Others				
TOTAL REVENUE RECEIPTS (A1+A2)	50,028.72	9,779.16		

B CAPITAL RECEIPTS				
B1. BMP Own Sources				
a. Improvement Charges	3,500.00	416.13		RI, R2
b. Sale of Assets (Land, markets etc)	7,930.00	-		RI, R2
c. Others				
B2. Government Sources				
a. MoU/ Rajdhani Fund	10,418.61	20,000.00	50% over - cash in hand	
b. Other specific grants				
B3. Borrowings				
a. From Government				
b. From HUDCO	2,984.00	-		
c. From KUIDFC	8,202.00	-		
d. From Other sources	-	-		
e. Joint Loans from HUDCO / KUIDFC	2,896.00	-		
TOTAL CAPITAL RECEIPTS	35,930.61	416.13		

C FIDUCIARY RECEIPTS				
C1 Deposits	1,391.00	371.87		RI
C2 Cesses	5,890.10	2,737.86		RI
C3. Taxes	900.65	432.42		RI
C4. Other fiduciary sources	750.35	615.38		RI
TOTAL FIDUCIARY RECEIPTS	8,932.10	4,157.53		

GRAND TOTAL OF RECEIPTS	94,891.43	14,352.82		
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has 3 pur file
CG
selection cut-off

- 900 crores estimated to be raised way down
actual collection around 600 crores. Opmt. include loans
debt + equity
speechless revenue than expected < 25%
B1. cashed in deficit

APPENDIX I: FORMAT OF FINANCIAL STATEMENTS

(Rs. In Lakhs)

EXPENDITURE				
Major head of account	Budget 2002-03	Actuals for Quarter ending Jun 30th	Comments on Performance	Specific queries
A. REVENUE EXPENDITURE				
A1. Salaries and Allowances	12,739.62	3,150.70	24%	E1
A2. Pension	2,850.00	785.91		E1
A3. Interest on borrowings	4,260.07	650.00		E1, E2
A4. Maintenance & Repairs				E1
a. Buildings	2,145.62	54.55		
b. Vehicles	1,189.38	39.35		
c. Engineering (roads/ drains maintenance etc.)	700 lakhs	303.03		E3
d. Others	-	233.27		
A5 Other Revenue Expenditures	4,368.11	380.40		E1
A6 Garbage Cleaning Expenses	3,000.00	690.89	on Budget	
TOTAL REVENUE EXPENDITURE	30,552.80	6,288.10		

B. CAPITAL EXPENDITURE				
B1. Buildings	1,648.94	350.82	over budgeting	E1, E4
B2. Furniture and fixtures	50.00	4.24		E1, E4
B3. Machinery and Equipment	100.00	298.65	Xs-12 old machine	E1, E4
B4. Ward Works (roads/ drains construction etc.)	19,941.81	3,658.30	need more details	E1, E3
B5. Comprehensive Development of the city	10,711.11	96.00	not shown	E1, E4
B6. Slum Development	-	-		E1, E5
B7. Solid Waste Management	1,370.00	-	no expense	E1, E4
B8. Commercial Complexes	-	161.88	what is the expenditure	E1, E4
B9. Principal repayment of borrowings	5,938.30		not shown	E1, E2
B10. Other Capital Expenditure	20,625.00	2,995.27	Water Supply	E1
TOTAL CAPITAL EXPENDITURE	60,385.16	7,565.16		

C. FIDUCIARY EXPENDITURE				
C1 Deposits	1,418.51	314.25		E1
C2 Cesses	3,170.74	-		E1
C3. Taxes	901.82	696.76		E1
C4. Other Fiduciary expenditure	785.19	438.28		E1
TOTAL FIDUCIARY EXPENDITURE	6,276.26	1,449.29		

GRAND TOTAL OF EXPENDITURE	97,214.22	15,302.55		
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Money can be spent - for ind. bus. activity
 when it was best school - purchasing school near Knowledge Hotel, based on para 7
 BMP over 100 educ. inst. - Govt. asked Govt for educ. & health care
 Switching to secured eye of accounts from cash method
 P&L is vulgarism for 70 lakhs - 4-7 more likely budgeted for the day
 New areas incl. in city
 BMP completed - 1999-2000

Health Care (Hospital) Waste

The indicators are on pages 9 and 10

The Mahanagara Palike has to do lot more wrk. respect to health care services. These are indicated in the earlier pages. If indicators are needed, they can be worked out.

Contractors
20/9/2002 -

Ragpickers	not considered, as the management of health care waste has to avoid these interventions.
Contractors	
Animals	
Birds	

Health Indicators

IMR

Under-5 mortality Rate

MMR

Crude Birth Rate

Crude Death Rate

Expectation of life at birth.

Antenatal check ups

Institutional deliveries

Deliveries by trained health-personnel

Post-natal check-ups

Immunizations

Persons with disabilities

- Rehabilitation

Allocations (budget)

for health

for health-related activities

Utilization of funds

for health

for health related activities

Charter of patients' rights ; people's rights

Corruption.

Buildings available (BMP)

	Required	Constructed	Beds
Hospitals	- 6		covered
Maternity Homes	- 36		not agree to use charges
Health Centres	^{WC} - 36		
Dispensaries	23		
OPD	54 (44)	none spent - 100%	112 covered if 75% for

Buildings - maintenance (BMP)

- Hospitals
- Maternity Homes
- Health Centres
- Dispensaries

Number of patients treated in BMP health care facilities

- OPD - average/day
- IP - average/day

Cost per patient

- OP
- IP

Health Care personnel Needed Sanctioned In position

- Doctors
- Dental Surgeons
- Nurses
- ANMs
- Pharmacists
- Laboratory Technicians
- Physiotherapists
- Others

Training programmes, conducted by BMP
 Continuing Medical Education
 Conferences/workshops, sponsored by BMP

Quality assurance
 Standards — structure
 process
 outcome

Facilitation/regulation

Equipment: Purchase, maintenance

Drugs: Essential drug list

Allocation/utilization of funds

Availability of drugs.

Laboratory

Facilities, equipment, staff.

Allocation of funds

Reagents/chemicals

Public Health

Water supply - availability

quality ; monitoring at source ; at point of utilization

Sanitation

Disease Surveillance:

Communicable diseases

Non-communicable diseases

Health promotion

Waste disposal

Solid waste

Liquid waste

Health Care Waste, including hospital waste.

Waste reduction — physical (incineration); biological (composting)

re-use — after dis-infection/de-contamination

recover

recycle — paper, plastic, metal.

Waste Management Policy.

Systems within the health care facility (point of generation)

Segregation — colour coding

Decontamination of potentially infectious waste

Containment of segregated infectious waste

Systems outside health care settings

On-site — incineration, etc

Off-site — land fillings

Personal protective devices

Waste processing

Containment

Autoclave

Segregation — disinfection

Burning

Incineration

Burial, deep burial.

Transportation

Waste management committee.

Training/retaining.

Colour coding:Yellow: anatomical waste, body parts
blood soaked bandages? swabs?Red/blue: Those needing disinfection.
Laboratory waste, blood and urine bags,
IV sets, syringes.

Black: General waste, food waste

Types of waste

Remains of surgery, pathology, laboratory culture

Placenta

Needles, syringes

Instruments (broken, out of use)

Glassware, ampoule, IV sets

Bandage, cloth, cotton, linen

Paper

Plastic -- blood bags, urine bags, tumbler -
sharps.

Left over food, banana peels, leaves, general waste

Samples of body fluids, ~~ex~~ Blood/CSF/Plural/ascitic/urine/stool/sputum
vomit

Chemical and pharmaceutical ; mercury

Liquid waste disposal

Soak pit

Septic tank

Closed drain

Open drain

What can the Corporation do?

- Have guidelines for a policy on handling health care waste
 - these will be implemented in the corporation health care institutions
 - these will be given to other health care institutions (Government, private and voluntary) who will be encouraged to have their own institution policy, strategy and plan of action.
- Training programmes for health care personnel in the health care institutions in the City.
- Insist on universal precautions,
- Monitor implementation of biomedical waste, as per the Biomedical Waste Rules, 1998 under the Environment Protection Act, 1986.
- Provide transportation (covered) for waste not disposed off at site
- Provide sanitary land fillings and ensure proper upkeep; composting.
- Provide common incinerators, as indicated (Commercial)
 - autoclaves
 - microwaves.

Information required

Responsibilities of BMP (Act and Rules), as regards health and related sectors

Annual reports of the Metropolitan Cities (Mumbai, Kolkata, Delhi and Chennai) with reference to health

Indicators

- The BMP has produced guidelines for a policy on handling health care waste.
- The BMP has worked out strategies and action plans for the health care institutions under its management for the safe disposal of waste.
 - Hospitals
 - Maternity homes
 - Health centres
 - Dispensaries
- BMP has ensured implementation of the action plans for safe disposal of waste
 - Segregation, with colour coding
 - decontamination
 - disposal
 - burial/deep burial
 - land fillings
 - incinerator
 - other
- BMP has disseminated the policy guidelines to all health care institutions in the city. (give percentages for hospitals, nursing homes, health centres, dispensaries, others).
- BMP has taken steps to motivate the health care institutions in the city towards safe disposal of waste.
- BMP has conducted training programmes for health care personnel on safe disposal of waste (give number of programmes/participants)
 - own institutions
 - other institutions.
- BMP has spread the message/information regarding universal precautions
 - own institutions
 - other institutions.

- BMP has instituted universal precautions in all its health care institutions
- BMP has conducted inspections of health care institutions to ensure that they observe the Biomedical Waste Rules.
 - own institutions
 - other institutions in the city.
- BMP has trained teams of inspectors for the proper conduct of inspection.
- BMP has provided transport for waste not disposed off at site
 - own institutions
 - other institutions
- BMP has provided suitable land fillings
- BMP ensures proper upkeep of the land fillings.
- BMP has sites for composting of suitable waste
- Composting is done properly and material utilized.
- BMP has installed incinerators for (?)
 - its own use
 - common use by health care institutions
- BMP ensures proper working of the incinerators by periodic inspection and maintenance.
 - autoclaves
 - microwaves.

PROOF

Bangalore Mahanagara Palike

Q1, 2002-03

REVENUE STATEMENT				
Major head of account	Budget 2002-03	Actuals (2002-03) Q1	%Achieved	Queries
A. Revenue receipts				
A1: B.M.P. Own sources				
a. Property Tax	19,000.00	8,942.87		R1
b. Other taxes	321.00	36.57		R1
c. Non Tax Revenues				R1
Fees - Building license fees	245.00	41.77		
Fees - Road cutting charges	732.00	173.31		
Rents from shops and markets	665.00	12.20		
A2: Government sources				
a. Shared taxes with GoK	3,200.00	1,208.40		
b. Finance Commission grants from GoK	10,000.00	1,362.67		
c. Other specific grants	1,280.00	X		
i. Election Grants	X	25.00		
ii. Family Welfare Grants	X	21.20		
iii. M.A Grants	X	21.70		
iv. M.P Grants	X	18.22		
A3. Others	14,585.72	715.65		
Total Revenue Receipts (A1+A2+A3)	30,028.72	11,259.56		
B. Capital Receipts				
B1: B.M.P. Own Sources				
a. Improvement Charges	3,500.00	416.13		R1, R2
b. Sale of Assets (Land, markets etc)	7,930.00	X		R1, R2
c. Other	X	X		
B2: Government Sources				
a. MoU/ Rajdhani Fund	10,418.61	2,000.00		R1, R2
b. Other specific grants	X	X		
B3: Borrowings				
a. From Government	X	X		R1, R2
b. from HUDCO	2,984.00	X		
c. From KUIDFC	8,202.00	X		
d. From Other sources	X	X		
e. Joint loans from HUDCO/ KUIDFC	2,896.00	X		
Total Capital Receipts	25,930.61	2,416.13		
C. Fiduciary Receipts				
C1. Deposits	1,391.00	371.87		R1
C2. Cesses	5,890.10	2,737.86		R1
C3. Taxes	900.65	432.42		R1
C4. Other Fiduciary sources	750.35	615.38		R1
Total Fiduciary Receipts	8,932.10	4,157.53		
GRAND TOTAL OF RECEIPTS	54,891.43	19,153.22		

Query	Response
<p>R1 - Which are the key items of receipts; how did they fare versus your budget plan; where did we do better, where did we do worse; what specific ideas are you adopting to change this in the next 3/6/9 months before the year ends</p>	<p>The key item of receipt of BMP continuous to be property taxes. Subject to reconciliation the collection up to 30-6-2002 for the first three month of the Financial year 02-03, is Rs.89.42 crores. Compare to the same period last year the improvement in collection is to the tune of Rs.14 crore. In the next quarter the efforts will be made to step up collections from arrears khata drive, and collection from newly added areas</p>
<p>R2 - If we are getting funds from capital receipts like sale of assets or improvement charges etc., do we spend these funds on capital expenditures? As an example, how do we ensure that improvement charges get spent on the areas from which the funds were collected</p>	<p>The capital receipt in general are spent on capital expenditure. The collections under the improvement charges are applied in improving the basic infrastructure of the area such as water supply, UGD, RSD and Roads. The provisions under the KMC Act stipulate that an estimate to provide basic infrastructure requires to be made and apportioned to number of house holds coming under that area which can be collected as improvement charges per house hold. It has been the experience of BMP that such an attempt results in the charges to the tune of Rs. 200/- per square yard. BMP however collects Rs. 100 per square yard from each house hold in such area and in slums a nominal charge of Rs.500 from an house hold is being collected.</p> <p>The provision of KMC Act and orders of the Government require that BMP shall maintain sinking fund -- to service the debts the borrowed for improving the infrastructure receipts from sale of assets requires to be credited, into such account.</p>

EXPENDITURE STATEMENT			
Major head of account	Budget 2002-03	Actuals (2002-03) Q1	Queries
A. Revenue expenditure			
A1. Salaries and	12,739.62	3,150.70	E1
A2. Pension	2,850.00	785.91	E1
A3. Interest on borrowings	4,260.07	650.00	E1, E2
A4. Maintenance & Repairs			E1
a. Buildings	2,145.62	54.55	
b. Vehicles	1,189.38	39.35	
c. Engineering (roads/ drains maintenance etc.)	X	303.03	E3
D. Others	X	233.27	
A5 Other Revenue Expenditures	4,368.11	380.40	E1
A6. Garbage cleaning	3,000.00	690.89	
Total Revenue Expenditure	30,552.80	6,288.10	
B. Capital Expenditure			
B1. Buildings	1,648.94	350.82	E1, E4
B2. Furniture and fixtures	50.00	4.24	E1, E4
B3. Machinery and Equipment	100.00	298.65	E1, E4
B4. Ward Works (roads/ drains construction etc.)	19,941.81	3,658.30	E1, E3
B5. Comprehensive Development of the city	10,711.11	96.00	E1, E4
B6. Slum Development	X	X	E1, E5
B7. Solid Waste Management	1,370.00	X	E1, E4
B8. Commercial Complexes	X	161.88	E1, E4
B9. Princlal repayment of borrowings	5,938.30	X	E1, E2
B10. Other Capital Expsnditure	20,625.00	2,995.27	E1
Total Capital Expenditure	60,385.16	7,565.16	
C. Fiduciary Expenditure			
C1. Deposits	1,418.51	314.25	E1
C2. Cesses	3,170.74	X	E1
C3. Taxes	901.82	696.76	E1
C4. Other Fiduciary expenditure	785.19	438.28	E1
Total Fiduciary Expenditure	6,276.26	1,449.29	E1
Grand Total of Expenditure	97,214.22	15,302.55	

Query	Response																																		
<p>E1 - Which are the key items of expenditure; how did they fare versus your budget plan; where did we do better, where did we do worse; what specific ideas are you adopting to change this in the next 3/6/9 months before the year ends</p>	<p>Revenue expenditure items are arrived at after ascertaining the amount that requires to be spent before incorporating the same in the budget. For instance an elaborate exercise is made to arrive at actual strength of the employees against the sanctioned post and compute allocation towards the salary and other allowances. As it can be seen, against a provision of Rs.127.00 crore for the full year the expenditure incurred during the first quarter is at Rs.31.50 crore (24%).</p>																																		
<p>E2 - We had taken out the Municipal Bonds a few years ago. Can you give us some details about the status of these bonds, and the usage of the funds: what was the original usage, versus actual usage</p>	<p>BMP mobilised an amount Rs.125.00 crore through privately placed Municipal Bonds during November 1997. Issue document specified that the funds will be used to improve the Arterial & Sub Arterial Roads of the City of Bangalore. The Document had credit rating from Crisil at A(SO). The entire amount collected under Municipal Bond has been applied to improve the Arterial & Sub Arterial Roads of the city of Bangalore. BMP has repaid the first installment of principal amount of Rs.25.00 crore during December 2001 in accordance with the issue document. The interest to the subscribers has been paid in time. CRISIL has subsequently enhanced the rating to A+(SO).</p>																																		
<p>E3 - What is the total expenditure incurred on Storm Water Drains? How much of this is capital expenditure, and how much on maintenance and desilting</p>	<p>The amount incurred on Storm Water Drains is basically on account of repairs resetting and improvement at critical points. During rains in the recent past works to the tune of Rs.5.00 crore has been taken up to combat the flood situation. Under the Comprehensive Development of SWD an out lay of Rs.180.00 crore has been proposed, to improve four drainage valleys. Consultants are working on the preparation of DPR.</p>																																		
<p>E4 - Please provide some details on major capital expenditures being incurred this year. How much has been spent, and what are the additional expenditures in these areas for the remainder of the financial year.</p>	<p>The Major capital expenditure that are proposed in the budget 2002-03 are as follows.</p> <table border="1" data-bbox="578 785 865 1110"> <thead> <tr> <th>Project</th> <th>Rs in lakhs</th> </tr> </thead> <tbody> <tr> <td>Comprehensive Modernization of SWD</td> <td>2000.00</td> </tr> <tr> <td>CDP for New areas (WSUGD/Roads)</td> <td>2800.00</td> </tr> <tr> <td>Rejuvenation of Old Areas</td> <td>3300.00</td> </tr> <tr> <td>Flood Management Works(Capital)</td> <td>970.00</td> </tr> <tr> <td>Development of Slams</td> <td>475.00</td> </tr> <tr> <td>Improvement to SKR and other Markets</td> <td>467.00</td> </tr> <tr> <td>Other Development Works</td> <td>1475.00</td> </tr> <tr> <td>Mega city Projects(Ongoing)</td> <td>1960.00</td> </tr> <tr> <td>Other Projects from BMP Funds(Ongoing)</td> <td>2128.00</td> </tr> <tr> <td>Plyovers & Grade Separators</td> <td>4234.91</td> </tr> <tr> <td>Roll'v/Rolls</td> <td>2190.00</td> </tr> <tr> <td>Arterial & Sub-Arterial</td> <td>1500.00</td> </tr> <tr> <td>The additional projects that are in planning stage</td> <td>Rs in Crores</td> </tr> <tr> <td>1. Improvement of side walks</td> <td>70.00</td> </tr> <tr> <td>2. Providing Additional 100 toilets</td> <td>10.00</td> </tr> <tr> <td>3. Rejuvenation of Tanks</td> <td></td> </tr> </tbody> </table>	Project	Rs in lakhs	Comprehensive Modernization of SWD	2000.00	CDP for New areas (WSUGD/Roads)	2800.00	Rejuvenation of Old Areas	3300.00	Flood Management Works(Capital)	970.00	Development of Slams	475.00	Improvement to SKR and other Markets	467.00	Other Development Works	1475.00	Mega city Projects(Ongoing)	1960.00	Other Projects from BMP Funds(Ongoing)	2128.00	Plyovers & Grade Separators	4234.91	Roll'v/Rolls	2190.00	Arterial & Sub-Arterial	1500.00	The additional projects that are in planning stage	Rs in Crores	1. Improvement of side walks	70.00	2. Providing Additional 100 toilets	10.00	3. Rejuvenation of Tanks	
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<p>E5 - In the area of Slum Development, what kinds of activities have been taken up? What is the proposed expenditure for the rest of the year.</p>	<p>There are over 360 slums, in the city of Bangalore out of which the BMP has under taken comprehensive development of 73 slum areas, with an initial out lay of Rs 4.00 crore during the year 2002-03. The consultant has been identified to prepare a DPR. A pilot project to improve VV Giri Slum at a cost of Rs.71.00 lakhs has been taken up under BMP funds which is in the advance stage, of implementation.</p>																																		

STATEMENT OF ASSETS					
List of Major Assets	As on 30/06/2002		For Q1		Queries
	Number	Value	Income	Expenditure	
A. Fixed Assets					
a. Land	X	X		X	A1, A2
b. Land (leased out)	X	X	X	X	A1, A1, A3
c. Buildings used by BMP	X	X	X	X	A1
d. Buildings - Commercial	X	X	X	X	A1, A3
e. Infrastructure assets	X	X		X	
f. Other fixed assets (furniture, machinery etc.)	X	X	X	X	
B. Investments					
C. Current Assets					
a. Receivables					
- property / other taxes		X			
- other receivables		X			
b. Advances					
- Contractors		X			
- employees		X			
c. Cash and Bank balances		X			

Query	Response
A1 - We know that the BMP owns several properties in the city. Can you give us a list of these properties; have you valued these; how are you managing these assets, so that they stay valuable for the BMP	BMP maintains a list of properties owned by itself. When ever a decision is taken regarding of the usage of any property the value as per the Registration Department will be taken for analysis. BMP continues to take up fencing of parks and CA sites.
A2 - Are you planning to convert any of these properties into revenue opportunities for the BMP; if so, how will you do this; by selling the property outright, or doing a joint-venture; how do you make these decisions so that the BMP gets the best value; how will you ensure that there is transparency in these decisions; what will you do in the next 3/6/9 months	BMP has been using its properties to achieve its obligatory functions enshrined under section 58 of KMC Act of providing citizens utility services such as Shops and Stalls. Of late the development of properties for commercial purposes is taken up under the Joint Venture through Public Tendering System.
A3 - What are the commercial activities of the BMP: a. What is the total value of all BMP's commercial properties. b. How much money are we spending on building new commercial properties c. How much money are we spending on maintaining existing properties d. Since these are commercial properties, are we making a profit on managing these assets; if so, what are we doing with the profits; if not, why not; what are you doing to convert these into profitable propositions in the next 3/6/9 months e. As one example, we understand that the Public Utility Building is a BMP asset; what rent do we get from this building; what are our expenditures for this building f. Why is the BMP undertaking commercial activities; is there surplus money in the institution; is this an obligatory activity of the BMP. Will we continue to undertake commercial activities in the future	BMP does not undertake any commercial activities perse as it is not a business organisation. As stated in previous para, to provide for shops or stalls for the sale of necessities of life is a obligatory function of BMP. A number of complex were built by BMP to achieve this objective which are leased out to the interested citizens through a public action.
A2 - What is the total area and number of pieces of land that BMP has leased out. What are the purposes for which these lands are leased? How are these decisions made? Are these optimal decisions? If so, how do you say so. If not, how will these decisions be rectified, and what specific action is being planned over the next 3/6/9 months	As per the records of BMP the lands are leased basically for social purposes like Hospitals, Schools, Colleges, Charitable Institutions etc., since BMP is not a profit making organization. The lease amount is worked out as 10% of value of the land. However in certain deserving cases, reduction is given depending upon social objective of the organization seeking the lease of land. There are about 531 properties leased out at an annual rent of Rs.26.77 lakhs.

Note: 'X' - Information not provided

STATEMENT OF LIABILITIES			
List of Major Liabilities	As on 30.06.2002	Dues Q1	Queries
1. Specific Grants			
a. From Govt. of India	Nil		L1
b. From State Government	X		L1
c. From others	X		L1
2. Loans			
a. Government	Nil	X	L1, L2
b. HUDCO	69.00	X	L1, L2
c. KUIDFC	69.00	X	L1, L2
d. Others	100.00	X	L1
3. Current Liabilities			
a. Dues to Contractors	80.00	X	
b. Dues to Suppliers	Nil	X	
c. Other liabilities	Nil	X	
d. Cesses & Taxes to Govt.	2737.86	X	

CASH BALANCE	
Opening Balance as on 1st April 2002	156.49 Crore
+ (Total Receipts during Q1, 2002-03)	189.53 Crore
- (Total Expenditures during Q1, 2002-03)	153.02 Crore
Closing Balance as on 30th June 2002	X

Query	Response
L1 - How many years are left for repayment of the various loans or grants, either to Government or to HUDCO, KUIDFC etc.	The term of loan to HUDCO is between 15 to 20 years where as it is 7 years for KUIDFC. Depending upon the scheme and date of the borrowals. The repayment schedule varies. As records to Municipal Bond issued 1997 the repayment period is for next three years.
L2 - How does the BMP decide on loan financing of projects? Since these loans have interest payments, do the assets being created have to generate cash flows to pay back for the loans, or do these repayments come from other sources	A large number of projects the BMP under takes is of social infrastructure nature which does not generate any revenue.
L3 - Is the BMP considering raising more debt in the next 3/6/9 months. If so, what are these loans for, what are the details of such loans (interest rate, duration etc.) and how is the BMP intending to pay back the loans.	As per the Budget 2002-03, BMP is seeking finance HUDCO & KUIDFC under Megacity Scheme. HUDCO loans have pay back period of 20 years, with rate of interest of 12.75% where as KUIDFC charges 5%.



performance indicators

PI-1: EDUCATION

Query	Response
How much money is spent on the education department	An amount of Rs 18.46 crores is spent under Education Dept. Apart from this Rs 7 crore under the maintenance of Education buildings and playgrounds is provided.
How many students do we have in corporation schools; how many schools do we have	
Is the cost per student that we spend every year reasonable for the quality of education that is provided	BMP has 78 Nursery schools, 11 Primary schools, 32 High schools and 11 Junior Colleges totaling in all 132 educational institutions. As per the admission recorded for the academic year 2002-2003 there are about 5100, 3000, 8229 and 3350 students totaling in all 19679 students.
If so, how do you determine this; if not, what are you going to do about it	Educational institutes are basically catering to the challenge sections of the society which is taken up as discretionary function of BMP. The educational institutions of BMP are basically to motivate the parents of lower economic strata to send their children to the schools. The passing percentage of recorded in BMP schools and colleges is 86.8% in the 7th std, 34.56% in SSLC and 47.55% in II PUC. BMP has made efforts to improve the student strength in the schools by way of offering mid-day meals, free text books, note books, free uniforms and shoes.
Which are your best-performing and worst-performing schools	As per the results of the Academic year 2001-2002 the best performing school in SSLC is Kasturabanagar High School bagging a result of 60% and the worst performing school are the Jaymahal and Broadway High Schools.
What kinds of performance measures do you think are appropriate for this department	The strength of the students, their attendance, passing percentage, admission to professional and higher education institutes may constitute measures to evaluate performance in the department.

PI-2: HEALTH

Query	Response
How many dispensaries and hospitals do we have	Referral Hospitals - 6, Maternity Homes - 24 (BMPS), IPP - 3, Allopathic - 16, Mobile - 3, Ayurvedic - 1 and Unani Dispensary - 1, 38 Health Centres under IPP & 19 Urban Family Welfare Centres
How much money is spent on the hospitals and dispensaries that we have	Rs 15.39 crores as per 2002-2003 Budget
How many in-patients and outpatients does the BMP treat	In-patients 39,000 numbers and out-patients 6 lakhs
Is there any measure of cost/outpatient, or cost/inpatient/day that has been evolved	Cost per patient Rs 240.00
Which are your best-and worst-performing dispensaries and hospitals	Neelasandra and Broadway Dispensaries are the best. All the Referral Hospitals are doing well
What kinds of performance measures do you think are appropriate for this department	Number of patients and their economic strata can be taken as measures to evaluate the performance of the Department.

PI-3: HORTICULTURE

Query	Response
How many nurseries does the BMP own	BMP has prepared a handbook on parks and gardens in which all the relevant details are captured. In total there are over 630 numbers of parks, gardens, medians, traffic junctions etc belonging to BMP
How much land does this occupy	-Do-
Is horticulture considered to be a revenue-generating activity for the BMP, or an obligatory function	All the activities of BMP are social in nature. The activities under Horticulture Dept is an obligatory function of the BMP
How much revenue does this department generate	An amount of Rs 44 lakhs is expected to be mobilized from this department under various categories.
Is this sufficient for the land that it possesses; if so, why do you state this; if not, what are the plans over the next 3/6/9 months	BMP has undertaken to involve private participation to reduce the budgetary requirement of its department in the development and maintenance of parks. As of now 67 number of parks, medians, traffic junctions have been under "Adoption" and other 120 numbers are in the pipeline.
What kinds of performance measures do you think are appropriate for this department	Since the parks and greenery are in the nature of protection of environment and urban forestry, reduction in pollution levels within the city can be a performance indicator. Area under green covers and persons visiting parks.

PI-4: ENGINEERING

Query	Response																					
How many works (number and total value) are currently under way in the Engineering department, and which years do these works belong to	<table border="1"> <thead> <tr> <th colspan="3">Ward Works</th> </tr> <tr> <th>Category</th> <th>Number</th> <th>Value (Rs)</th> </tr> </thead> <tbody> <tr> <td>Spill over upto 31.3.2001</td> <td>350</td> <td>8</td> </tr> <tr> <td>Spill over upto 31.3.2002</td> <td>792</td> <td>20</td> </tr> <tr> <td>Total spill over works</td> <td>1142</td> <td>28</td> </tr> <tr> <td>Flood mgmt works</td> <td>120</td> <td>5</td> </tr> <tr> <td>Ward works for 2002-03</td> <td>1500</td> <td>40</td> </tr> </tbody> </table>	Ward Works			Category	Number	Value (Rs)	Spill over upto 31.3.2001	350	8	Spill over upto 31.3.2002	792	20	Total spill over works	1142	28	Flood mgmt works	120	5	Ward works for 2002-03	1500	40
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Ward works for 2002-03	1500	40																				
How many works (number and total value) will spillover into next year, and what are the causes for such spillover works	BMP has taken measures to reduce the spill over works continuing from year to year by way of making provision for such categories in the budget.																					
How many of these works are maintenance in nature, and how many would you classify as long-term capital expenditure	Most of the works are of maintenance in nature.																					
What kinds of performance measures do you think are appropriate for this department	Cost effectiveness.																					

management discussion and analysis

This section is left open for Management to provide additional qualitative information on various aspects of their choice. As an example, these items could relate to:

- Management Priorities for the first 3 months, and for the next 3/6/9 months in this financial year

As the citizens of B'lor e are aware that the first 3 months the priority has been to take up flood mgt works. It is proposed to concentrate on the infrastructure needs of the city, apart from launching citizen friendly schemes.

I. Infrastructure Projects taken up.

a) ROB/RUBs.	Rs 21 crores
b) Water Supply and UGD facility to newly added areas	Rs 100 crores
c) Re-modeling of storm water drains	Rs 180 crores
d) Rejuvenation of old areas	Rs 100 crores
e) Improving of side walks	Rs 70 crores
f) 100 public toilets	Rs 10 crores
g) Fly overs at Rajajinagar Entrance	Rs 14 crores
h) Solid waste mgt	Rs 14 crores

II. Citizen Friendly Schemes.

- Sulabha Nakshe
- Relaunching of Sarala Katha
- Simplifications of Trade Licences
- Computerised system of Grievance Redressal

- Key challenges that arose during the past 3 months, and issues related to these challenges

- As above -

- Human Resource Development discussion

BMP has initiated a number of Capacity Building Training programmes for the personnel. Some of the activities are 5200 PKs trained in motivation and skilled development under Swacha Bengaluru programme. About 207 Principals, Head Masters, Teachers are trained under School Net and Intel Programmes. 180 junior level, 100 middle level and 40 senior officers have been trained in computerized basics. About 80 employees have been trained in HRD matters such as leave encashments, retirement benefits, advances, etc., HRD training is a continuing feature of BMP's administration which are being taken up under on going basis.

- Any other strategic or operating items

- Complete internalising of FBAS
- Complete computerisation and net working of BMP offices throughout the City.
- Complete the BMP audit and evaluation to compile the first ever balance sheet in the govt sector
- Improve the basic facilities in the newly added areas
- Addition to the infrastructure needs of the City
- Making the Departments of BMP more responsible and accountable particularly the health and Education Departments.

PROOF

Public Record of
Operations & Finance

PERFORMANCE INDICATORS WORKSHOP SESSION # 1

SATURDAY, 7TH SEPTEMBER, 2002

CONTENTS

- I. INTRODUCTION TO PERFORMANCE MEASUREMENT
- II. TYPES OF PERFORMANCE INDICATORS WITH EXAMPLES.
- III. BMP'S PERFORMANCE INDICATOR STATUS
- IV. TAKING IT FORWARD IN BANGALORE

I. INTRODUCTION TO PERFORMANCE MEASUREMENT

A. "Full Disclosure: A Strategy for Performance - Excerpts" –Regina Herzlinger

Regina Herzlinger is the Nancy R. McPherson Professor of Business Administration at the Harvard Business School. She is an authority on the health care industry, nonprofit management, and financial management control.

AMERICANS expect results from their business, government, and nonprofit organizations. We also expect information about the performance of those institutions: Who's in charge? How is money spent? And what have they accomplished? In the business world, the demands imposed by lenders and investors -- and, of course, the Securities and Exchange Commission -- force companies to disclose precise details of their operations -- earnings, expenses, performance, and levels of executive compensation relative to peer groups.

Yet when it comes to 39 percent of the national economy -- the nearly \$3 trillion consumed by government and social sector organizations -- Americans have few instruments for collecting information and comparing results. For all the talk of reinventing government and strengthening the social sector, there is still no way to systematically gather and disclose information about their performance.

Our public and voluntary institutions are literally the public's business. They are entrusted with taxpayer and donor dollars to educate our children, preserve and enrich our culture, and assure the health and security of all citizens. They are too important to be excused from the obligations of performance and accountability. They cannot afford the erosion of public confidence that has followed recent scandals at some of our best-known nonprofits, and has dogged government for decades.

Most of these organizations perform remarkably well under difficult circumstances. But because they are run by humans, they sometimes let us down. Problems can range from inefficiency -- for instance, arcane procurement practices that result in the military's legendary \$600 hammers -- to malfeasance, as in the recent fundraising scandal at the Foundation for New Era Philanthropy or the 1995 fraud conviction of the former president of United Way. Institutions can also fall victim to the private inurement of insiders and the unchecked financial risk of asset investments.

To alert responsible leaders to such potential problems -- and, more important, to restore public confidence in our most crucial institutions -- we need strong medicine. Local, state, and federal agencies should implement the same kind of financial reporting as publicly traded companies, and should share that information with their constituents. And state and federal government -- that is, we the voting public -- should require our large nonprofit organizations to do the same.

Public and nonprofit organizations may lack the clear financial measures that drive business, but they can develop useful measures of performance by asking themselves four questions:

- *Are the organization's goals consistent with its financial resources?* An organization's leaders may aim too high relative to the available resources -- or too low. For example, the Robert Wood Johnson Foundation had assets of \$2.6 billion in 1990 but spent only \$66 million in actual grants.
- *Is the organization practicing intergenerational equity?* Agencies must balance the needs of present and future beneficiaries by neither hoarding assets for a distant future nor consuming them all today.
- *Are the sources and uses of funds appropriately matched?* Fixed expenses such as salaries and mandated benefits should not be funded by variable revenues such as research grants or interest income.
- *Is the organization sustainable?* Even if the answers to the first three questions are positive, the organization might find itself overly dependent on a single individual, project, or funding source. Today's blue skies can turn stormy with little warning.

Ultimately, performance outcomes must be measured relative to cost. If you're feeding twice the people as a neighboring charity, but are spending 10 times the money, how well are you really doing?

Radical changes in government and nonprofit management are inevitable. The push will come from the public, and eventually the organizations themselves, who will benefit from greater credibility. As more and more money goes to state and local governments, we will see more questions about financial management and service delivery. Likewise, as nonprofits step up to the enormous social task being handed them, we're going to see more questions about their performance.

I propose a four-part process that will largely remedy the woeful gaps in our understanding of public and voluntary sector performance. I call it DADS, for disclosure, analysis, dissemination, sanctions. I spoke recently with four organizations, each of which has taken seriously its duty to account for its performance. Independently, each has developed a strategy that illustrates a different aspect of DADS.

- *Disclosure.* The United Way of America is an example of an organization that's reaching for more disclosure, partly in response to the damaging actions of its past president. United Way has pioneered a serious effort to measure not only the outcomes of programs but also their impact on the community. But even at United Way, which is far ahead of most nonprofits, evaluation processes are uneven. Ninety-eight percent of its participating organizations measure the volume of services delivered, but only 17 percent measure participant satisfaction. And 18 percent are attempting to assess the results of their programs in the form of measurable changes in the community. If those numbers sound low, it is because the concept is so new. Unlike the business world, for public and nonprofit agencies, the notion of tracking constituent satisfaction is revolutionary.
- *Analysis.* Stephen Goldsmith, mayor of Indianapolis, exemplifies how analysis can improve government performance. He invited a national accounting firm to introduce activity-based costing and performance measures into local government. That information enabled city employees to compete against private-sector vendors to provide municipal services. The results have been dramatic. Competition has generated over \$240 million in savings and has allowed the city to reduce its non-public safety workforce by 44 percent since 1992.

When the city's fleet services were opened to competition, the union beat out three national firms by increasing productivity and service quality. Subsequent savings to the city totaled \$8 million. Likewise the street repair division used activity-based costing to reveal hidden overhead, and won a competition to fill potholes. Line employees redesigned their work and in the process cut their costs by 25 percent. In every area in which competition has been introduced, costs have plummeted, services have improved, and customer satisfaction (as measured by city surveys) has increased.

- *Dissemination.* When John Moorlach, the treasurer who is guiding the financial turnaround of bankrupt Orange County, ran against the former incumbent, he told voters the prosperous county was on the brink of bankruptcy -- and people thought he was nuts. Why? They never saw the financial statements. Now, every month, Moorlach produces a public statement that resembles a monthly money market report. He lists the investments by type of investment, indicating inflows and outflows, rates of return, monthly balances. Anyone who wanted to spend 30 minutes reviewing such a report would know whether the county was in trouble.
- *Sanctions.* Donald Berwick, who directs the Institute for Healthcare Improvement, is widely known as an early advocate of the once-preposterous notion that the quality of health care can and should be measured by somebody other than physicians. As a senior executive of the Harvard Community Health Plan in the early 1980s, he won praise for putting that principle into practice. Berwick soon concluded that the problem was not measurement alone, but also involved changing the caregiving process. But any organization is subject to inertia and politics, and Berwick discovered that even if you measure a process, parts of your organization will resist doing anything with the results. So we need to educate and, failing that, apply sanctions to those who do not measure up. In health care, that could mean loss of accreditation or disqualification for providers of employer-paid health benefits.

The kind of oversight I propose is consistent with a powerful force in modern society -- decentralization. Decentralization is impossible without good information. The best example of that is Johnson & Johnson -- arguably the most decentralized corporation in the world. Johnson & Johnson comprises over 150 companies, and the CEO of each company is captain of his or her ship. It's hard for a company as big as J&J to grow as much as it has, to keep making good products and good profits, without giving its operating divisions real autonomy.

But to think that an organization as decentralized as Johnson & Johnson has no accountability would be naive. In fact, it has more measures of performance, more oversight, and better communication between top management and unit management than do most centralized organizations. Decentralization means giving responsibility and authority to local levels, not abrogating oversight.

B. Government Accounting Standards Board (GASB) on Performance Measurement

What exactly is performance measurement?

Simply put, it is the assessment of how well an organization (a government, in this case) performs when providing goods and services. In other words, it is the process of asking and answering the questions above. Performance measurement produces information that can be used to help make decisions. Literally, it creates *measures* or *indicators* of the volume, quality, efficiency and outcomes of public services. Like the measure "miles per gallon" for an automobile, the products of performance measurement are yardsticks we can use to figure out if government is working well or poorly, or somewhere in between.

What is so important about performance measurement?

Governments should be accountable for the proper use of tax dollars and for providing the services citizens demand. Performance measures equip citizens with the information necessary to ensure accountability—to make sure that governments do what they are supposed to and achieve results that will improve people's lives.

Successful long-range planning requires reliable and useful data. Performance measures give governments the kind of information they need to make accurate assessments of what has happened and what needs are not being met, and to devise a plan to meet those needs. Governments also require this information to ensure their day-to-day operations run smoothly.

In general, performance measures aid persons in making decisions. For example, suppose you are planning to move and want to compare the schools in several districts. Will my child get enough attention from the teacher? Comparing each school's number of students per teacher might help to answer your question. Are the classes crowded? Check the student-to-classroom ratio. What about academic standards? Take a look at graduation rates, mastery test scores, or changes in student achievement as they progress through the school system. These and other measures give you the ability to make informed choices.

A municipal sanitation department could use performance measures to decide how to respond to rapid residential growth (and, therefore, increased demand for garbage collection). Two indicators could help the department determine if there is enough room in the trucks and if the workers have enough time to collect the additional garbage: Tons per truck shift (how much trash, on average, each truck collects each day) and the average number of hours it takes workers to complete a daily collection route. If the tons per truck are below capacity and routes are completed in less than a full day, then the extra trash could be collected by simply extending the routes. If the opposite is true, then the department will have to buy more trucks and hire more employees.

Performance information is needed for:

- Setting goals and objectives
- Planning program activities to accomplish these goals and objectives
- Allocating resources to programs
- Monitoring and evaluating results to determine if progress is being made toward achieving the goals and objectives, and
- Modifying program plans to enhance performance.

Performance measures organize information for use by the decision-makers engaged in those activities. Through the measurement, analysis, and evaluation of performance data, public officials can identify ways to maintain or improve the efficiency and effectiveness of activities and provide the public with objective information on their results.

What characteristics should performance information possess?

- Relevance
- Understandability
- Comparability
- Timeliness
- Consistency
- Comparability

What role can citizens play in performance measurement?

Although more governments are engaging in performance measurement than ever before, according to a Government Accounting Standards Board (GASB) survey more than half still do not. Furthermore, only one out of five governments reports its performance measures to the public. Citizens are the largest and most important audience for performance measures, but most do not have the opportunity to use such information to make decisions. Citizens should let their governments—state, city, county, village, school district—know that performance measures are crucial, and ask that they be collected and reported to the public. Citizens and governments should collaborate to identify what performance information is needed, to develop useful measures and to establish a system for collecting and reporting those measures.

C. Report on the GASB Citizen Discussion Groups on Performance Reporting

Executive Summary

The GASB performance measurement research team conducted nineteen citizen discussion groups across the United States on state and local government performance reporting, from November 2000 through July 2001. One hundred thirteen citizens who are not government staff participated, along with sixteen other participants who brought a citizen or government customer perspective to the discussions. Participants were asked to respond to a series of questions about performance measures and whether and how they might be of use to them.

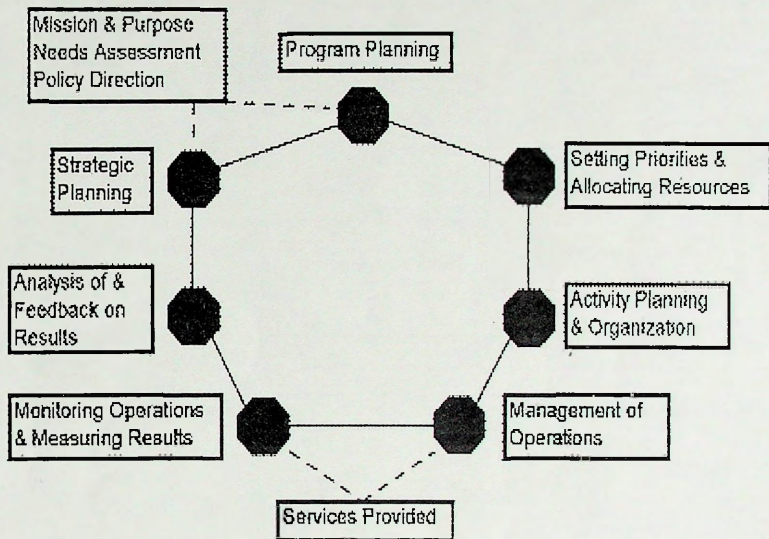
Highlights of Significant Findings

- Participants want to see performance information reported that citizens say is important, determined by involving citizens in selecting performance measures.
- Participants want a range of services and different types of performance information reported.
- Measures of outcomes were considered important by participants in all discussion groups, though they sometimes used other phrases to connote outcomes.
- Measures based on surveys of citizen and customer perceptions and satisfaction were discussed and supported in sixteen of the nineteen discussion groups with participants in each of those groups showing strong interest in this type of information.
- Participants want disaggregated performance information. Their primary interest was in geographic disaggregation, with some interest in demographic disaggregation. Disaggregations offer just some of the variety of different types of data comparisons of interest to participants.
- Participants want performance information reported in several comparative contexts.
- Participants want explanatory information reported along with performance data.
- Participants want to know that government is making good use of performance information.
- Participants want to know performance information has been independently verified, which they considered critical for credibility of the information among citizens.
- Participants urged the use of multiple communication modes with citizens about performance, from printed reports, to the Internet, to the press and other media, to public forums.
- Participants want performance information to be provided in more than one "layer" or level of detail, with different communication channels used for different layers
- Participants encouraged educating citizens about performance information and its use.
- Participants identified and discussed five main uses of performance measurement: increase government accountability; increase citizen engagement; enable citizens to analyze, interpret, and evaluate public performance; support citizen decision making; and increase citizens' confidence in government.

D. Managing For Results

The managing for results process is a comprehensive approach to focusing an organization on its mission, goals, and objectives. It establishes the accomplishment of those goals and objectives as the primary endeavor for the organization and provides a systematic method for carrying out the endeavor. It requires the establishment of performance measures and the use and reporting of those measures so that management, elected officials, and the public can assess the degree of success the organization is having in accomplishing its mission, goals, and objectives.

Managing for Results Process



II. TYPES OF PERFORMANCE INDICATORS WITH EXAMPLES

Input Indicators.

Government Accounting Standards Board (GASB) defines them as indicators that are designed "to report the amount of resources, either financial or other (especially personnel), that have been used for a specific service or program. Input indicators are ordinarily presented in budget submissions and sometimes external management reports." Examples of such indicators include total dollars spent, the number of teachers or nurses employed, or the number of garbage trucks or fire engines used.

Output/Workload Indicators.

These indicators report units produced or services provided by a program. Workload measures indicate the amount of work performed or the amount of services received. For example, school graduation rates, number of patients treated in the emergency room, tons of garbage collected, or number of fires extinguished.

Outcome/Effectiveness Indicators.

These measures are designed to report the results (including quality) of the service. According to Paul D. Epstein, "effectiveness measurement is a method for examining how well a government is meeting the public purpose it is intended to fulfill. In other words, effectiveness refers to the degree to which services are responsive to the needs and desires of a community. It encompasses both quantity and quality aspects of a service." Examples of outcome indicators are the change in students' test scores, change in the value of property lost due to crime, cleanliness ratings based on routine inspections describing a city's success (or lack thereof) at cleaning its streets or parks. To gauge its success, a fire department might track the number of fire-related deaths and injuries, or the dollar value of property lost to fire. A hospital might utilize mortality rates and the results of random patient surveys. A school district might collect information on the percentage of graduating students gainfully employed or continuing education two years after graduation.

Efficiency (and Cost-Effectiveness Indicators).

As Epstein defines them, *efficiency measurement* is a method for examining how well a government is performing the things it is doing without regard to whether those are the right things for the government to do. Specifically, *efficiency refers to the ratio of the quantity of the service provided (e.g., tons of refuse collected) to the cost, in dollars or labor, required to produce the service.* According to GASB, these indicators are defined as indicators that measure the cost (whether in dollars or employee hours) per unit of output or outcome. Examples of *input-output* comparisons include annual cost per inmate in jail, cost per lane-mile of road repaired, and ratio of nurses to patients discharged. *Input-output* measures include cost per inmate successfully rehabilitated, cost per lane-mile of road maintained in good or excellent condition, and cost per patient cured without remission.

Productivity indicators.

David N. Ammons defines productivity indicators as combining the dimensions of efficiency and effectiveness in a single indicator. For instance, whereas "meters repaired per labor hour" reflects efficiency, and "percentage of meters repaired properly" (e.g., not returned for further repair within 6 months) reflects effectiveness, "unit costs (or labor-hours) per effective meter repair" reflects productivity. The costs (or labor-hours) of faulty meter repairs as well as the costs of effective repairs are included in the numerator of such a calculation, but only good repairs are counted in the denominator--thereby encouraging efficiency and effectiveness of and by meter repair personnel.

Explanatory Information

In many cases, along with the above-mentioned indicators, some additional information is needed to make a sound judgment about service provision. GASB, for example, specifies certain types of Explanatory Information for its suggested list of indicators for service efforts and accomplishments. GASB defines a variety of information about the environment and other factors that may affect an organization's performance on Service Efforts and Accomplishments indicators, for example weather conditions for road maintenance.

Explanatory information includes socioeconomic and other factors that are largely beyond the control of government, such as median household income, inflation, and annual inches of snowfall. It also covers factors within the government's control, like ratios of public employees to service recipients.

Types of Performance Measurement Indicators: An Example

<i>Municipal Function</i>	<i>Input Measures</i>	<i>Output/ Workload Measures</i>	<i>Efficiency Measures</i>	<i>Effectiveness measures</i>	<i>Productivity Measures</i>	<i>Explanatory Information</i>
Sanitation	The amount of labor-hours of the Sanitation Department, the budget of the Sanitation Department, number of vehicles	Tons of refuse collected; miles of roads cleaned; Number of customers served	Employee-hours per ton of refuse collected;	Percentage of clean streets (e.g., measured by periodical visual inspection; citizen surveys)	Cost per mile of a clean street (i.e., total cost of all road cleaning divided by the total miles of clean streets)	Composition of solid waste; Climatic conditions; Terrain; Crew size of vehicles; Type of vehicles

Recommended Indicators for Elementary and Secondary Education

Indicator	Rationale for Selecting Indicator
Inputs:	
Expenditures (may be also broken out by type of activity such as instructional and administrative)	To provide a measure of resources used to provide services
Total number of personnel	To provide a measure of the size of the organization
Outputs:	
Number of student-days (thousands)	To provide a general measure of workload
Number of students promoted/graduated	To provide a measure of students satisfactorily completing educational requirements
Absenteeism rate	To provide a measure of student participation in classes and an indication of their interest in learning
Dropout rate	
Outcomes:	
Test score results <i>for each major subject area</i>	To indicate the school's success in keeping students actively involved in the learning process
Percentage of students reaching their grade level of proficiency or higher	To provide measures of student achievement in academic subjects and a comparison with expected achievement and established norms
Percentage of students achieving specified physical fitness test standards	
Percentage of graduates gainfully employed or continuing education two years after graduation	To provide an indication of the school system's results in preparing graduates for further education or to become members of the workforce

Recommended Indicators for Hospitals

Indicator	Rationale for Selecting Indicator
Inputs:	
Total cost <i>Capital + Running</i>	To provide a measure of resources used to provide services, to permit efficiency calculations, and to encourage resource comparisons
Support cost	
Medical care costs (nursing, etc.) <i>Salary</i>	
Physical plant	
Full-time equivalent (medical staff, personnel, all staff, etc.) <i>Days Required</i>	
Outputs:	
Admissions (by payer class) <i>Cost Controlling</i>	To continue the long tradition of reporting such data, which industry and experienced managers find useful, and to encourage output and efficiency comparisons
Patient days	
Average length of stay	
Occupancy rate	
Outpatient visits	
Discharges	
Outcomes:	
Mortality rates <i>Costs fatalities</i>	To temper hospitals' quest for efficiency by focusing on a number of indicators of quality of care; "mortality rates" are self-explanatory; "surgeries related to admissions" attempts to identify an unusually high rate of surgeries; "infection rates" addresses care while in the hospital; "patient surveys" provide important clientele feedback on a wide array of issues; "admission denials" focuses on a hospital's possible tendency to admit only healthier patients to maximize Medicare payments, while attention to "readmission rates" reduces the chance that a hospital will release patients prematurely due to cost considerations
Surgeries per 100 admissions	
Infection rates (hospital-acquired)	
Results of random patient surveys (to collect patient views of care, food, cleanliness) <i>3/3</i>	
Preadmission or admission denials	
Readmission rates (within 31 days)	
Admission rates (within 31 days for op surgery)	

Efficiency:	
Total cost per inpatient day	To provide a variety of measures of efficiency of operations
Labor cost per inpatient day	
Cost per outpatient day	
Cost per discharge	
Nursing hours per inpatient day, FTEs per occupied bed <i>Full Time Employees</i>	
X Cost per patient discharged who did not have a hospital-acquired illness during his or her stay	To provide an efficiency measure that relates inputs to service outcomes
X	
Explanatory:	
Severity of illness	Any explanatory material needed to present clarification of specific measures and to discuss variations in the indicators from peer group and/or historical performance
Source of admission (elective, required, emergency)	
Comorbidity or complicating factors (disease factors, not intrinsic to the primary disease, that may have an impact on the patient outcome)	
Age	
Gender	
Staffing level (doctors, nurses)	
Percentage of admitted patients with income below poverty level	

*Waiting Time
 diagnostic Spoke for radiology
 Ambulance
 Referral System.*

Recommended Indicators for Road Works

Indicator	Rationale for Selecting Indicator
Inputs:	
Expenditures (current and constant)	Data normally gathered; provides a breakdown by type of resources used
Total	
By activity	
Labor hours	
Quantity of material by type	
Equipment hours by type	
Outputs:	
Pavement miles resurfaced	Measures accomplishments of maintenance program
Number of potholes repaired (or tons of premix applied)	
Miles of curb/gutter/sidewalk replaced	
Number of street utility cuts repaired	
Number of storm inlets repaired/cleaned	
Miles of preventive maintenance	Important measures that require careful definition and typically must be based on engineering judgment
Miles of deferred maintenance (i.e., postponed work)	
Outcomes/Quality:	
Number and percentage of lane miles of road whose condition was either improved or maintained at a satisfactory level	Ties maintenance accomplishments to changes in road condition and level-of-service goals
Lane miles in poor, fair, satisfactory, and excellent condition	
Road rideability as measured by such devices as Mays Meter	A reliable, repeatable, and commonly used method for measuring roughness
Percentage of lane miles at acceptable rating level	Relates pavement condition to level-of-service goal
Average quality assurance measures achieved on completion of maintenance resurfacing (e.g., average smoothness)	>Measures on-site work quality; quality assurance/control >is becoming increasingly important in road work
Year-to-year change in the average service life of different types of maintenance work on different categories of highways	Indicates whether maintenance work is longer lasting
Citizen perceptions of road condition based on public opinion surveys	Measures perceptions of users
Average time to respond to citizen complaints	Measures responsiveness to concerns of road users

Efficiency	
Ratio of inputs to outputs:	
Average unit cost for labor, equipment, and material for particular types of repair such as average labor-hours per mile of street resurfaced	Measures efficiency in a widely used and easy-to-compute manner
Measures related to outcomes/quality:	
Number of miles maintained in a "satisfactory" or better condition per dollar of expenditure by road category (i.e., PSI > 2.5)	Relates productivity to changes in road condition and level-of-service goal
Number of miles improved to or maintained at PSI > 2.5 per unit of expenditure by road category	Relates productivity to quantitative level-of-service goal
Comparison of performance measures for in-house and contract labor by maintenance activity	Helps determine whether different types of maintenance should be contracted out
Explanatory Data:	
Weather (rain days etc)	Helps explain exceptional or unusual values of performance indicators
Terrain (flat, rolling, mountainous)	
Type of road (flexible, rigid)	
Traffic volume and percentage of trucks (or equivalent single-axle loads)	
Average time or distance to work sites	
Lane miles of agency maintenance responsibility by road type	
Pavement age distribution	
Other unusual work circumstances	

III. BMP'S PERFORMANCE INDICATOR STATUS

PI-1: EDUCATION

Query	Response
How much money is spent on the education department	An amount of Rs 18.46 crores is spent under Education Dept. Apart from this Rs 7 crore under the maintenance of Education buildings and playgrounds is provided.
How many students do we have in corporation schools; how many schools do we have	
Is the cost per student that we spend every year reasonable for the quality of education that is provided	BMP has 78 Nursery schools, 11 Primary schools, 32 High schools and 11 Junior Colleges totaling in all 132 educational institutions. As per the admission recorded for the academic year 2002-2003 there are about 5100, 3000, 8229 and 3350 students totaling in all 19679 students.
If so, how do you determine this; if not, what are you going to do about it	Educational institutes are basically catering to the challenge sections of the society which is taken up as discretionary function of BMP. The educational institutions of BMP are basically to motivate the parents of lower economic strata to send their children to the schools. The passing percentage of recorded in BMP schools and colleges is 86.8% in the 7th std, 34.56% in SSLC and 47.55% in II PUC. BMP has made efforts to improve the student strength in the schools by way of offering mid-day meals, free text books, note books, free uniforms and shoes.
Which are your best-performing and worst-performing schools	As per the results of the Academic year 2001-2002 the best performing school in SSLC is Kasturabanagar High School bagging a result of 60% and the worst performing school are the Jaymahal and Broadway High Schools.
What kinds of performance measures do you think are appropriate for this department	The strength of the students, their attendance, passing percentage, admission to professional and higher education institutes may constitute measures to evaluate performance in the department.

PI-2: HEALTH

Query	Response
How many dispensaries and hospitals do we have	Referral Hospitals - 6, Maternity Homes - 24 (BMPS), IPP - 3, Allopathic - 16, Mobile - 3, Ayurvedic - 1 and Unani Dispensary - 1, 38 Health Centres under IPP & 19 Urban Family Welfare Centres
How much money is spent on the hospitals and dispensaries that we have	Rs 15.39 crores as per 2002-2003 Budget
How many in-patients and outpatients does the BMP treat	In-patients 39,000 numbers and out-patients 6 lakhs
Is there any measure of cost/outpatient, or cost/inpatient/day that has been evolved	Cost per patient Rs 240.00
Which are your best and worst-performing dispensaries and hospitals	Neelasandra and Broadway Dispensaries are the best. All the Referral Hospitals are doing well
What kinds of performance measures do you think are appropriate for this department	Number of patients and their economic strata can be taken as measures to evaluate the performance of the Department.

PI-3: HORTICULTURE

Query	Response
How many nurseries does the BMP own	BMP has prepared a handbook on parks and gardens in which all the relevant details are captured. In total there are over 630 numbers of parks, gardens, medians, traffic junctions etc belonging to BMP
How much land does this occupy	-Do-
Is horticulture considered to be a revenue-generating activity for the BMP, or an obligatory function	All the activities of BMP are social in nature. The activities under Horticulture Dept is an obligatory function of the BMP
How much revenue does this department generate	An amount of Rs 44 lakhs is expected to be mobilized from this department under various categories.
Is this sufficient for the land that it possesses; if so why do you state this; if not, what are the plans over the next 3/6/9 months	BMP has undertaken to involve private participation to reduce the budgetary requirement of its department in the development and maintenance of parks. As of now 67 number of parks, medians, traffic junctions have been under "Adoption" and other 120 numbers are in the pipeline.
What kinds of performance measures do you think are appropriate for this department	Number of patients and their economic strata can be taken as measures to evaluate the performance of the Department.

PI-4: ENGINEERING

Query	Response																					
How many works (number and total value) are currently under way in the Engineering department, and which years do these works belong to	<table border="1"> <thead> <tr> <th colspan="3">Ward Works</th> </tr> <tr> <th>Category</th> <th>Number</th> <th>Value (Rs)</th> </tr> </thead> <tbody> <tr> <td>Spill over upto 31.3.2001</td> <td>358</td> <td>8</td> </tr> <tr> <td>Spill over upto 31.3.2002</td> <td>792</td> <td>20</td> </tr> <tr> <td>Total spill over works</td> <td>1142</td> <td>28</td> </tr> <tr> <td>Flood mgt works</td> <td>120</td> <td>5</td> </tr> <tr> <td>Ward works for 2002-03</td> <td>1500</td> <td>40</td> </tr> </tbody> </table>	Ward Works			Category	Number	Value (Rs)	Spill over upto 31.3.2001	358	8	Spill over upto 31.3.2002	792	20	Total spill over works	1142	28	Flood mgt works	120	5	Ward works for 2002-03	1500	40
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How many works (number and total value) will spillover into next year, and what are the causes for such spillover works	BMP has taken measures to reduce the spill over works continuing from year to year by way of making provision for such categories in the budget.																					
How many of these works are maintenance in nature, and how many would you classify as long-term capital expenditure	Most of the works are of maintenance in nature.																					
What kinds of performance measures do you think are appropriate for this department	Cost effectiveness.																					

IV. TAKING IT FORWARD IN BANGALORE

- Areas to focus on
- Prioritising top 3 areas for performance measurement for Q2 public debate.
- Identifying the performance indicators for these top three areas.
- Collecting data.
- Analysing and making recommendations.
- Decisions on how the BMP can use these Performance Indicators in day-to-day management.

PROOF

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ಏನಿದು ಈ ಸಾಕ್ಷ್ಯಾಧಾರ?

ಸರ್ಕಾರದ ವಿಶ್ವಾಸಾರ್ಹತೆ ವೃದ್ಧಿಗೆ ಸಾಕ್ಷ್ಯಾಧಾರ : ಏನಿದು ಈ ಸಾಕ್ಷ್ಯಾಧಾರ(PROOF) :

ಸಾಧನೆಯ ಪರಿಶೋಧನೆ ಮತ್ತು ತ್ರೈಮಾಸಿಕ ಅರ್ಥಿಕ ಹೇಳಿಕೆಗಳು ಪ್ರಗತಿಯ ಹಾಗೂ ಪ್ರಗತಿಗಾಗಿರುವ ಅಗತ್ಯ ಕ್ರಿಯಾಕೌಶಲ್ಯ ಮತ್ತು ಒರೆಗಲ್ಲುಗಳೆಂದು ಸರ್ವೇಸಾಮಾನ್ಯವಾಗಿ ಮನ್ನಣೆ ಪಡೆದಿವೆ. ಕಾರ್ಪೊರೇಟ್ ವಲಯ, ಸರ್ಕಾರೇತರ ಸ್ವಯಂಸೇವಾ ಪ್ರಪಂಚ, ವಾಣಿಜ್ಯ ವ್ಯಾಪಾರ ಸಂಘ ಸಂಸ್ಥೆಗಳು ಹಾಗೂ ನಾಗರಿಕ ಸಮುದಾಯಗಳು ಈ ವಿಚಾರವನ್ನು ಒಪ್ಪಿಕೊಂಡಿರುವುದಲ್ಲದೆ, ಮೌಲ್ಯಮಾಪನದ ಸ್ಪಿಂಗ್‌ಬೋರ್ಡ್‌ಗಳನ್ನಾಗಿಯೂ ಬಳಸಿಕೊಳ್ಳುತ್ತಿವೆ. ಸರ್ಕಾರಗಳೂ ಇದನ್ನು ಆಚರಣೆಗೆ ತರಬೇಕೆಂಬುದೇ ನಮ್ಮೆಲ್ಲರ ಬಯಕೆ. ಸಾಕ್ಷ್ಯಾಧಾರ ಇದಕ್ಕೊಂದು ಸಿದ್ಧವೇದಿಕೆ ಒದಗಿಸುತ್ತಿದೆ.

ಧಾರತ ದೇಶದಲ್ಲಿಯೂ ಆಡಳಿತ ನಿರ್ವಹಣೆಯ ಪ್ರಮಾಣಬದ್ಧ ಗುರುತುಗಳಾಗಿ ಹೋಗಲಾರಿಕೆ ಹಾಗೂ ಪಾರದರ್ಶಕತೆಯನ್ನು ನಿರೂಪಿಸಲಾಗಿದ್ದು. ಸಾಕ್ಷ್ಯಾಧಾರ (PROOF) ಇವೆರಡನ್ನು ಭದ್ರನೆಯಲ್ಲಿ ತಳವೂರಿಸುವ ಕಟ್ಟುನಿಟ್ಟಿನ ವ್ಯವಸ್ಥಿತ ಸಾಧನವೆಂದು ಪರಿಗಣಿಸಬಹುದಾಗಿದೆ. ಸಾಕ್ಷ್ಯಾಧಾರ (ಸಾರ್ವಜನಿಕ ಕಾರ್ಯಪ್ರಮಾಣ ಹಣಕಾಸು ಆಧಾರ) ಸರ್ಕಾರ ಹಾಗೂ ಖೌರ ಸಮುದಾಯಗಳು ಪರಸ್ಪರ ಕೈಬೋದಿಸಿ ಸಾರ್ವಜನಿಕ ಸಂಪನ್ಮೂಲಗಳು ಸಾರ್ವಜನಿಕ ಒಳಿತಿಗಾಗಿಯೇ ಬಳಕೆಯಾಗುತ್ತಿವೆಯೆಂದು ದೃಢಪಡಿಸಿಕೊಳ್ಳುವ ಸಮೀಕರಣದ ಅವಕಾಶವನ್ನು ಸೃಜಿಸುತ್ತದೆ.

ಸಾಕ್ಷ್ಯಾಧಾರ ಆಂದೋಲನ ಸರ್ಕಾರ ಸಂಸ್ಥೆಗಳಲ್ಲಿ ಸಾಧನಾ ಪರದಿಗಳಲ್ಲಿನ ಪಾರದರ್ಶಕತೆಯ ಕೊರತೆಯೆಂದು ಜಾಗೃತ ಪಡುಗಾಗಿದೆ. ಅದೇ ನಾಣ್ಯದ ಮಗ್ಗುಲಿನ ಮುಖವೆಂದರೆ

ಜಗತ್ತಿನಗಲಕಲ್ಪಿ ವೈವಿಧ್ಯಮಯ ಕ್ರಿಯಾಪಟುತ್ವಗಳು (ಇಫಿಶಿಯೇಟಿವ್) ಸರ್ಕಾರ ಸಂಸ್ಥೆಗಳಿಂದ ಕ್ರಮಬದ್ಧವಾದ ಮತ್ತು ಪ್ರಮಾಣಬದ್ಧವಾದ ಸಾಧನೆಯನ್ನು ತುತ್ತುಪಡಿಸುವಿಕೆಯನ್ನು ಪ್ರಪರ್ಥಿಸುವ ಕಾರ್ಯಕುಶಲತೆಯನ್ನು ನಿರೂಪಿಸಲು ತಮ್ಮ ಶಕ್ತಿಚೈತನ್ಯಗಳನ್ನು ಪ್ರಯುಕ್ತವೆ. ಗವರ್ನಮೆಂಟ್ ಆಕೌಂಟಿಂಗ್ ಸ್ಟ್ಯಾಂಡರ್ಡ್ಸ್ ಬೋರ್ಡ್ (ಪಿ.ಐ.ಎಸ್.ಬಿ) ಒತ್ತಿ ಹೇಳುವ ಲೆಕ್ಕ ಮತ್ತು ಅರ್ಥಿಕ ವರದಿ ಪ್ರಮಾಣಗಳು ಸಹಜ ಪ್ರಜ್ಞಾಪುಸ್ತಕ ವ್ಯವಸ್ಥೆಯ ಸಮರ್ಥ ಹಾಗೂ ಫಲಪ್ರದ ಕಾರ್ಯ ನಿರ್ವಹಣೆಗೆ ಅತೀ ಅಗತ್ಯ ಎಂಬ ಅಭಿಪ್ರಾಯ ಈ ಅಂಶವನ್ನು ಮತ್ತಷ್ಟು ಮೆನದೆಟ್ಟಾಗಿಸುತ್ತದೆ. ಸಾಕ್ಷ್ಯಾಧಾರ-ಇದನ್ನು ವಾಸ್ತವಕ್ಕೆ ಪರಿವರ್ತಿಸುವ ಸಾಮರ್ಥ್ಯ ಹೊಂದಿದೆ.

ಹತ್ತು ತಿಂಗಳ ಈ ಆಂದೋಲನ ಜುಲೈ ೪, ೨೦೦೨ ದಂದು ಶುಭಾರಂಭವಾಗಿದೆ. ಇದರ ಕಾರ್ಯಕುಶಲತೆಗಳು ಸರ್ಕಾರದ ಸಾಧನಾ ವರದಿಗಳನ್ನು ಖಾಸಗಿ ರಂಗದಲ್ಲಿರುವವೇ ವ್ಯವಸ್ಥಿತ ಸ್ವರೂಪದಲ್ಲಿರಿಸಬಹುದಾಗಿದೆ. ಇದು ಸರ್ಕಾರದ ಸುಧಾರಿತ ಸಾಧನಾ ಪ್ರಯತ್ನದ ಬೀಜ ಮಂತ್ರವಾಗುವುದಲ್ಲದೆ, ಇನ್ನಷ್ಟು ಸಾಧನಾ ಸೂಚನೆಗಳು ಮತ್ತು ವಿವರಣಾ ಪತ್ರಗಳೊಂದಿಗೆ ಸಾಧನೆಯನ್ನು ಉರ್ಜಿತಗೊಳಿಸುವಂತಹ ಪ್ರಭಾವ ಬೀರಬಲ್ಲದ್ದಾಗಿದೆ. ಕ್ರಮೇಣ ಸಾಕ್ಷ್ಯಾಧಾರದ ಅಂತರ್ಗತ ಹುರುಳು ಹೆಚ್ಚಿಷ್ಟು ಪ್ರಮಾಣಬದ್ಧವಾಗುವುದಲ್ಲದೆ, ಸಾಧನಾ ಮಾಹಿತಿಗಳನ್ನು ಮೂರು ವಿಮುಖ ರಂಗಗಳ ಮುಖಾಂತರ ಒಂದು ಚೌಕಟ್ಟಿನೊಳಗೆ ಕ್ರೋಢೀಕರಿಸಲು ಉಪಕ್ರಮಿಸುತ್ತದೆ.

೧ ಪರಿಮೀಣೆಗೆ ಬರುವ ಸಂಬಂಧಿತ ಸಂಸ್ಥೆಗಳ ಅರ್ಥಿಕ ಹೇಳಿಕೆಗಳು:

ಅ) ಆದಾಯ ಮತ್ತು ಖರ್ಚುಬೆಚ್ಚಿದ ಹೇಳಿಕೆಗಳನ್ನು ಮೂಲ ಬೆಚ್ಚಿ ಆಂದಾಜಿನೊಂದಿಗೆ ಹೋಲಿಸುವುದು.

ಆ) ಸೂಚಕ ಬ್ಯಾಲೆನ್ಸ್ ಶೀಟ್-ಹಾಲಿ ಮತ್ತು ದೀರ್ಘಕಾಲೀನ ಸ್ವತ್ತು ಮತ್ತು ಹೊರಗೆಳ ವಿವರ ಒಳಗೊಂಡಿರುವುದು.

“ನಾನು ಸಾಕ್ಷ್ಯಾಧಾರ ಆಂದೋಲನವನ್ನು ತುಂಬು ಹೃದಯದಿಂದ ಬೆಂಬಲಿಸುತ್ತೇನೆ. ನಾನು ಮುಖ್ಯಸ್ಥನಾಗಿರುವ ಸಂಸ್ಥೆಯಲ್ಲಿ ವಿಶ್ವಾಸಾರ್ಹ ಮಾಹಿತಿಯನ್ನು ಸೃಜಿಸದ ವ್ಯಾಪಕವಾಗಿ ನೀಡದೇಮತ್ತದನ್ನು ಖಾಲುದಾರರು-ಹೊರಿದಿವಾರರು, ಆಡಳಿತ, ನೌಕರರು, ಮಂಡಳಿ ಸದಸ್ಯರು ಹಾಗೂ ಅರ್ಥಿಕ ಮಾರುಕಟ್ಟೆಗಳು-ನಿಯಂತ್ರಣ ಬಳಸದ ಸಂಸ್ಥೆ ಮುನ್ನಡೆಸುವುದನ್ನು ಊಹಿಸುವುದು ನನ್ನಿಂದಾಗದು. ವಿಶೇಷವಾಗಿ ಪ್ರಸ್ತುತ ಪರಿಸ್ಥಿತಿಯಲ್ಲಿ ಅಂತಹ ಮಾಹಿತಿ ಕೇವಲ ಸಾಧನೆಯ ಲಕ್ಷಣವಲ್ಲ; ಅದು ಮೂಲತಃ ಸಂಸ್ಥೆಯ ಸಮಗ್ರತೆಯ ಪ್ರತೀಕವೂ ಹೌದು.

ನಿಜ ಹೇಳುವೇಕೆಂದರೆ, ಕಳೆದ ೨೦ ತಿಂಗಳಲ್ಲಿ ಅಗಾಧ ಸಂಪನ್ಮೂಲವನ್ನು ಹೂಡಿದವುದರಲ್ಲದೆ, ಎರಡು ಲಕ್ಷ ಮಾನವ ಗಂಟೆಗಳನ್ನು ವ್ಯಯಿಸಿ **FBAS** ಜಾಗೃತ ಗುಣಮಟ್ಟದ ಅರ್ಥಿಕ ವರ್ಗಹಣಾ ವ್ಯವಸ್ಥೆಯನ್ನು ನಿರೂಪಿಸಿ ಕೊಳ್ಳುವುದರಲ್ಲಿ **BATF**, ಬೆಂಗಳೂರು ಮಹಾನಗರ ಪಾಲಿಕೆಗೆ ಹೆಚ್ಚು ಕೊಟ್ಟಿರುವ ಕಾರಣಗಳಲ್ಲೊಂದು ಇದುವೇ ಆಗಿದೆ. ಅಂತಿಮವಾಗಿ ಇದರ ಫಲ ಸಾಮಾಜಿಕ ಕ್ಷೇತ್ರದಲ್ಲಿ, ಎಲ್ಲಿ ಜನರಿಗೆ ಆದರ ಫಲಾನುಭವ ಕಂಡುಬರುತ್ತದೋ ಅಲ್ಲಿರುತ್ತದೆ.

ರಾಜ್ಯದ ಮುಖ್ಯಮಂತ್ರಿಗಳ ದೂರದೃಷ್ಟಿಯೊಂದಿಗೆ ಬೆಂಗಳೂರು ಮೇಯರ್ ಮತ್ತು ಕಮಿಷನರ್ ಅವರುಗಳ ಬದ್ಧತೆ ಹಾಗೂ ಅರ್ಪಣಾಭಾವ ಸೇರಿಕೊಂಡು-ಮೂಲಭೂತವಾಗಿ ತನ್ನನ್ನು ತಾನು ಸ್ವತಂತ್ರರಗೊಳಿಸುವ ಆಪ್ತತೆವು ಆವಕಾಶ ಬೆಂದುವಾ ಮುಂದಿದೆ. ಅಂತಹದೊಂದು ರಾಜಕೀಯ ಇಚ್ಛಾಶಕ್ತಿಯ, ಸಾರ್ವಜನಿಕ, ಖಾಸಗಿ ಸದವರ್ತನತೆ ಮತ್ತು ವ್ರತ್ತಿಪರ ಸಾಮರ್ಥ್ಯಕೆಯ ಹೊಂದಾಣಿಕೆ ಬಹಳ ಅಪರೂಪದ್ದು.

ಸಾಕ್ಷ್ಯಾಧಾರ ಈ ಸ್ವತಂತ್ರವಾದ ಪ್ರಭಾವಿ ಭಾಗವಾಗಬಹುದು.”

ನಂದನ್ ನೀಲೇಕಣಿ
ಮುಖ್ಯ ಕಾರ್ಯನಿರ್ವಾಹಕ - ಇನ್‌ಫೋಸಿಸ್

೨ ಸಾಧನಾ ಸೂಚಕಗಳು :

- ಅ) ಒಳಸುರಿಗಳು(ಇನ್‌ಪುಟ್ಸ್)
- ಆ) ಬಾಹ್ಯಸುರಿಗಳು(ಔಟ್‌ಪುಟ್ಸ್)
- ಇ) ಸಾಮರ್ಥ್ಯ ಸೂಚಕಗಳು
- ಈ) ವಿವರಣಾ ಪತ್ರಗಳು

೩) ಅಡಳಿತ ಸಮಾಲೋಚನೆ ಮತ್ತು ವಿಶ್ಲೇಷಣೆ :

- ಅ) ಸಮಗ್ರ ಸಾಧನೆ
- ಆ) ಆಯ್ದು ಚಟುವಟಿಕೆಗಳ ಬಗ್ಗೆ ಸಮಾಲೋಚನೆ.

ಜೂನ್ ೨೦, ೨೦೦೨ ದಂದು

ಕೊನೆಗೊಳ್ಳುವ ತ್ರೈಮಾಸಿಕ ಅರ್ಥಿಕ ಹೇಳಿಕೆಯಿಂದ ತೋಡಗುವಂತೆ, ಬೆಂಗಳೂರು ಮಹಾನಗರ ಪಾಲಿಕೆಯ ಅರ್ಥಿಕ ಸಾಧನೆಯ ಸಮಗ್ರ ಹಾಗೂ ನಿಖರ ಮಾಹಿತಿಯನ್ನು, ನಗರ-ನಾಗರಿಕ ಪಾಲುದಾರರಿಗೆ ಒದಗಿಸುವಂತೆ ಕೇಳಿಕೊಳ್ಳಲಾಗುವುದು. ಈ ಸಾಕ್ಷ್ಯಾಧಾರವನ್ನು ಪ್ರತಿ ಮೂರು ತಿಂಗಳಿಗೊಮ್ಮೆ ನೀಡುವವಾಗಿ ಕೇಳಲಾಗುವುದು. ತತ್ಪರಿಣಾಮವೆಂದರೆ ಇಲ್ಲಿ ವಾರ್ಷಿಕವಾಗಿ ಸಾಲ್ಯು ಪಾದಗಳಲ್ಲಿ ಪರಿವೀಕ್ಷಣೆಗೆ ಅವಕಾಶ ದೊರಕುತ್ತದೆ. ಇದು ಸಾರ್ವಜನಿಕ ಚರ್ಚೆ, ತರ್ಕ ಹಾಗೂ ಸಮಾಲೋಚನೆಯ ರೂಪತಾಳಲಿದೆ. ಮೊದಲನೆಯ ಅಂತಹ ಸಮಾವೇಶ ಆಗಷ್ಟೆ ಮೊದಲ ವಾರದಲ್ಲಿ ನಡೆಯಲಿದೆ.

ಆಂದೋಲನ ಸಹವರ್ತಿಗಳು :

ಈ ವಿವರಣೆಯು, ತಾನಗಿಯೇ ಅರ್ಥಿಕ ಹೊಣೆಗಾರಿಕೆ ಮತ್ತು ಸಾಧನೆಯನ್ನು ಸಾರ್ವಜನಿಕ ಅವಲೋಕನಕ್ಕೆ ಇರುವಂತಹ ಅವಕಾಶ ಒದಗಿಸಿಕೊಡುತ್ತದೆ. ಜೊತೆಗೆ, ಆನೇಕ ವಿಧದಲ್ಲಿ ಸರ್ಕಾರ ಹಾಗೂ ಜನತೆಯನ್ನು ಸನಿಹಕ್ಕೆ ತರುವ ಮಹಾಪ್ರಕ್ರಿಯೆಯ ವೇಗವರ್ಧಕವಾಗಿಯೂ ಚುರುಕು ತರಬಲ್ಲದು.

ಕಾರ್ಯಸಾಧ್ಯ ದೃಷ್ಟಿಯಲ್ಲಿ ಇಂತಹ ಪ್ರತಿಯೊಂದು ಓಮಾರ್ಶಿಯೂ ಒಂದು ನ್ಯಾಯಯುತ ಪ್ರಮಾಣವಾಗಿ (ಬೆಂಚ್‌ಮಾರ್ಕರ್) ಪ್ರಭಾವ ಬೀರಲಿದೆ. ಇತರ ವಿಶ್ಲೇಷಣೆ ಮತ್ತು ಭಾಗವಹಿಸುವಿಕೆಯ ಕಾರ್ಯಕರಣತೆಯನ್ನು ಅಭಿವೃದ್ಧಿಪಡಿಸಲು, ಪುನರ್ರೂಪಿಸಲು ಮತ್ತು ತ್ವರಿತಗೊಳಿಸಲು ಅಧ್ಯಾರವನ್ನು ಪೂರೈಸಲಿದೆ. ಈ ಪ್ರಕ್ರಿಯೆಯನ್ನು ಯಥಾರ್ಥಗೊಳಿಸಲು ಮತ್ತು ಈ ಸ್ಪಷ್ಟವನ್ನು ಸಾರಕಗೊಳಿಸಲು

ಒಬ್ಬರಂಗೆ ಪಡಿಸುವಿಕೆಯಿಂದ ಆವರಲೂ ಅರ್ಥಿಕ ಸ್ಥಿತಿಗತಿಯನ್ನು ಬಿಂಬಿಸುವುದರಿಂದ ಮೂಲಕ ಹಂಚಿಕೊಳ್ಳುವಿಕೆ ರೂಢಿ ಆಗುತ್ತಿದೆ. ಕಾರ್ಪೊರೇಟ್ ಮತ್ತಿತರ ಸಂಸ್ಥೆಗಳು ಅವುಗಳ ತ್ರೈಮಾಸಿಕ ಅರ್ಥಿಕ ಫಲಿತಾಂಶವನ್ನು ಪ್ರಕಟ ಪಡಿಸಬೇಕಾಗಿರುವಾಗ, ಸಾರ್ವಜನಿಕರಿಂದ ಕೆಂವಾಯಿ ಮನೂಯು ಮಾಡುವಂಥ ಸರ್ಕಾರ ಸಂಸ್ಥೆಗಳೂ ತಮ್ಮ ತ್ರೈಮಾಸಿಕ ಹಣಕಾಸು ಸ್ಥಿತಿಗತಿಯನ್ನು ಒಬ್ಬರಂಗೆಗೊಳಿಸದಿರಲು ಸರ್ಕಾರವೇನೂ ಇಲ್ಲ.

ಸಾಕ್ಷ್ಯಾಧಾರ ಆಂದೋಲನ ಪ್ರತಿಯೋರ್ವರನ್ನು ಎಚ್ಚರಿಸಲು ಮತ್ತು ಅವರನ್ನು ತರ್ಕಬದ್ಧವಾಗಿ ಮುಂದುವರಿಸುವಂತೆ ಕಾರ್ಯೋದೀವನಗೊಳಿಸುವಾಗ, ಎಲ್ಲ ಪಾಲುದಾರರಿಗೂ ಫಲಿತಾಂಶವನ್ನು ತಂದು ಇತ್ತೊತ್ತಾಗುತ್ತದೆ. ನಾನು ಈ ಆಂದೋಲನವನ್ನು ಸಂಪೂರ್ಣವಾಗಿ ಪ್ರೋತ್ಸಾಹಿಸುತ್ತೇನೆ.

ಆಲ್.ತೋತಾದ್ರಿ
ನಿಪುತ್ರ ಅಡಳಿತ ನಿರ್ದೇಶಕರು
ಭಾರತೀಯ ಜೀವವಿಮಾ ನಿಗಮ

ಸಾಲ್ಯು ಸಹವರ್ತಿಗಳು - ಪ್ರತಿಯೊಂದೂ ಪ್ರತ್ಯೇಕ ರಂಗಗಳಲ್ಲಿ ತಮ್ಮದೇ ಆದ ವಿಶಿಷ್ಟ ಭಾಷೆ ಮೂಡಿಸಿರುವಂತಹವು-ತಮ್ಮ ಅನುಭವತೆಯನ್ನು ಸಾಕ್ಷ್ಯಾಧಾರದ ಚಾಮರದಡಿಯಲ್ಲಿ ಸಮೀಕರಣಗೊಳಿಸಿವೆ. ಆ ಸಹವರ್ತಿಗಳೆಂದರೆ.....

ಸಂಸ್ಥೆ	ವಿಚಾರ-ಕಾರಣ
೧ ಸೆಂಟರ್ ಫಾರ್ ಬಚೆಟ್ ಆಂಡ್ ಪಾಲಿಸಿ ಸ್ಟಡೀಸ್	ಸಾಧನೆ ಪರೀಕ್ಷಣೆ
೨ ಜೆಪೈರ್ ಆಪ್ಲೈಡ್ ಸೆಂಟರ್	ವರದಿಪತ್ರ ಮುಖೇನ ಪಾರದರ್ಶಕತೆ
೩ ವಾಯ್ಸಸ್	ಸಾಮುದಾಯಿಕ ತಿಳುವಳಿಕೆ ಮತ್ತು ಸಂವಹನ
೪ ಜನಾಗ್ರಯ	ಜನ ಸಂಘಟನೆ ಹಾಗೂ ಭಾಗವಹಿಸುವಿಕೆ

ಪರಿಸಮಾಪ್ತಿ :

ಸರ್ಕಾರ ಮತ್ತು ಜನತೆಯ ನಡುವಣ- ಒಬ್ಬರಂಗೆ ಪ್ರಕಟಣೆ, ಚರ್ಚೆ, ಮಾತುಕತೆ ಮತ್ತು ಸಮಾಲೋಚನೆಗಳು ಸಾಕ್ಷ್ಯಾಧಾರದ ಅಂತರಾತ್ಮ ಹಾಗೂ ಪ್ರಕ್ರಿಯೆಯನ್ನು ವಿಶಿಷ್ಟೀಕರಿಸುತ್ತವೆ. ಇವೆಲ್ಲ ಸಂಯೋಜನೆಯಿಂದ ಬಯಸಿದಂತಹ ಪೂರೈಕೆ ಸಫಲವಾಗುತ್ತದೆ. ಭರವಸೆ ಹಾಗೂ ಸಾಧನೆಗಳು ಸಮೀಕರಣವಾಗಿ ಪ್ರಜಾಪ್ರಭುತ್ವ ತತ್ವ ಆಳವಾಗಿ ಬೇರೂರುತ್ತವೆ. ನಿಮ್ಮ ಭಾಗವಹಿಸುವಿಕೆಯಿಂದ ಸಾಕ್ಷ್ಯಾಧಾರವು ತನ್ನ ಭರವಸೆಯನ್ನು ಯಥಾರ್ಥಗೊಳಿಸುವಂತೆ ತ್ವರಿತವಾಗಿ ಮುನ್ನಡೆಯಲು ಸಾಧ್ಯ.

ಹೆಚ್ಚಿನ ಮಾಹಿತಿಗಾಗಿ ನಮ್ಮನ್ನು ಇಲ್ಲಿ ಸಂಪರ್ಕಿಸಬಹುದು :

ಸಾಕ್ಷ್ಯಾಧಾರ (PROOF)
#೧೯೮,ನಂದಿಮಗ ರಸ್ತೆ,
ಬೆಂಗಳೂರು-೫೬೦೦೪೬
ದೂರವಾಣಿ :೩೫೪೨೩೮೧/೩೫೪೨೩೮೨/೩೫೪೨೯೬೬
ಫ್ಯಾಕ್ಸ್ :೩೫೪೨೯೬೬
ಇ ಮೇಲ್: proof@vsnl.net

ಅರ್ಥಿಕ ಸಾಧನೆಯನ್ನು ಸಾರ್ವಜನಿಕರಿಂದ ಪರಿಶೋಧಿಸುವ ಒಂದು ಆಂದೋಲನವಾಗಿ ಸಾಕ್ಷ್ಯಾಧಾರವನ್ನು ನಿಜವಾಗಿ ಮೆಚ್ಚಲೇಬೇಕು. ಸಾರ್ವಜನಿಕ ತೀರ್ಮಾನಗಳಲ್ಲಿ ಪಾರದರ್ಶಕತೆ, ಹೊಣೆಗಾರಿಕೆ ಮತ್ತು ದಕ್ಷತೆಯನ್ನು ಪ್ರವರ್ಧಿಸಲು ಇದರಿಂದ ಧಾರಿ ಸಹಾಯವಾಗುತ್ತದೆ.

ಡಾ. ಎಂ. ಗೋವಿಂದ ರಾವ್
ನಿರ್ದೇಶಕರು
ಸಾಮಾಜಿಕ ಅರ್ಥಿಕ ಬದಲಾವಣೆ ಸಂಸ್ಥೆ.

ಸಾಧನೆ ಸೂಚಕಗಳ ಅಭಿಪ್ರಾಯ :

ನಿರ್ದಿಷ್ಟ ಸಾಧನೆ ಸೂಚಕಗಳು ಇನ್ನೂ ಅಭಿವೃದ್ಧಿಯಾಗಿಲ್ಲ. ಅಂತಹ ಸಾಧನಾ ಪರಿಮಾಣಗಳು ಆಗತ್ಯವಿದ್ದರೂ ಬೆಂಚುಮಾಡ ಅಡಕತೆ ಮತ್ತು ನಾಗರಿಕರ ಕಳಕಳಿಯ ಕ್ಷೇತ್ರಗಳಲ್ಲಿ ಅವನ್ನು ಕ್ರಮೇಣ ಅಭಿವೃದ್ಧಿ ಪಡಿಸಬೇಕಾಗುತ್ತದೆ. ಈ ಕೆಳಗೆ ಸೂಚಿಸಲಾಗಿರುವ ವಿಷಯಗಳ ಸಾಧನಾ ಪರಿಮಾಣಗಳಿಗೆ ಸಂಬಂಧಿಸಿದ ಸೂಕ್ತ ಪ್ರಶ್ನೆಗಳಾದ್ದು, ಆಸಕ್ತಿಯ ವಿಷಯ ಮತ್ತು ಕ್ಷೇತ್ರಗಳನ್ನು ಗುರುತಿಸುವ ಪ್ರಶ್ನೆಯನ್ನು ಪೂರೈಸಿ ಮಾಡುವ ಉದ್ದೇಶ ಹೊಂದಿದೆ.

ಸಾ.ಸೂ-೧-೧- ಶಿಕ್ಷಣ :

- ಶಿಕ್ಷಣ ಇಲಾಖೆ ಮೇಲೆ ಎಷ್ಟು ಹಣ ವ್ಯಯವಾಗುತ್ತಿದೆ?
- ಕಾರ್ಪೊರೇಟ್ ಶಾಲೆಗಳೆಷ್ಟು; ವ್ಯತ್ಯಾಸಗಳಲ್ಲಿರುವ ಶಿಕ್ಷಣಾರ್ಥಿಗಳ ಸಂಖ್ಯೆ ಎಷ್ಟು?
- ಪ್ರತಿ ಶಿಕ್ಷಣಾರ್ಥಿಗೂ ಪ್ರತಿ ವರ್ಷ ತಗಲುವ ವೆಚ್ಚ.
- ನಿಜಲಾಭಿರುತ ಶಿಕ್ಷಣ ಗಣಮಟ್ಟಕ್ಕೆ ಪೂರೈಕೆಯಾಗುತ್ತಿದೆಯೇ?
- ಪಾಠ್ಯಪಠ, ಇದನ್ನು ನೀವು ಹೇಗೆ ನಿರ್ವಹಿಸುತ್ತೀರಿ? ಇಲ್ಲವಾದರೆ, ನೀವೇನು ಮಾಡುತ್ತೀರಿ?
- ನಿಮ್ಮ ಅತ್ಯುತ್ತಮ ಹಾಗೂ ಅತಿ ಕೆಟ್ಟ ಸಾಧನೆಯ ಶಾಲೆಗಳಾವವು?
- ನಿಮ್ಮ ಆಸಿಕ್ರಿಯಂತೆ, ಈ ಇಲಾಖೆಗೆ ಸೂಕ್ತವಾದ ಸಾಧನಾ ಪರಿಮಾಣಗಳಾವವು?

ಸಾ.ಸೂ-೨-೨-ಆರೋಗ್ಯ :

- ನಮ್ಮಲ್ಲಿ ಆಸ್ಪತ್ರೆಗಳೆಷ್ಟು ಮತ್ತು ಡಿಸ್ಪೆನ್ಸರಿಗಳೆಷ್ಟು ?
- ನಮ್ಮಲ್ಲಿರುವ ಆಸ್ಪತ್ರೆ, ಡಿಸ್ಪೆನ್ಸರಿಗಳ ಶೇಖರಣ ವೆಚ್ಚವೆಷ್ಟು?
- ಬೆಂಚುಮಾ ಎಷ್ಟು ಒಳರೋಗಿಗಳು ಮತ್ತು ಒಳರೋಗಿಗಳಿಗೆ ಚಿಕಿತ್ಸೆ ನೀಡುತ್ತಿದೆ ?
- ಒಳರೋಗಿಗಳಾಗುತ್ತಿರುವ ವೆಚ್ಚ, ಪೂರೈಕೆಗಳಾಗುತ್ತಿರುವ ವೆಚ್ಚವನ್ನು, ಮಾತನು ಮಾಡುವ ಕ್ರಮವೇನಾದರೂ ರೂಪಿತವಾಗಿದೆಯೇ?
- ಈ ಇಲಾಖೆಗೆ ನಿಮ್ಮ ಆಸಿಕ್ರಿಯಂತೆ ಸೂಕ್ತವಾದ ಸಾಧನಾ ಪರಿಮಾಣಗಳಾವವು?
- ನಿಮ್ಮ ಅತ್ಯುತ್ತಮ ಹಾಗೂ ಅತಿ ಕೆಟ್ಟ ಸಾಧನೆಯ ಡಿಸ್ಪೆನ್ಸರಿಗಳಾವವು? ಆಸ್ಪತ್ರೆಗಳಾವವು?

ಸಾ.ಸೂ-೩-ತೋಟಗಾರಿಕೆ :

- ಬೆಂಚುಮಾ ಗೆ ಸೇರಿದ ಸರ್ಕಾರಗಳೆಷ್ಟು?
- ಈ ಸರ್ಕಾರಗಳಿರುವ ಒಟ್ಟು ಪ್ರದೇಶವೆಷ್ಟು ?
- ತೋಟಗಾರಿಕೆಯನ್ನು ಬೆಂಚುಮಾ ಗೆ ಕಂಪನು ಸ್ವಸೂಚ ಪಟ್ಟುಕೊಂಡಿರುವುದಾಗಿ ಪರಿಗಣಿಸಲಾಗುತ್ತಿದೆಯೇ? ಆಥವಾ ಬಗ್ಗುವುದು ಕಾರ್ಯಕ್ರಮವಾಗಿ ಸರ್ಕಾರಾಗುತ್ತಿದೆಯೇ?
- ಈ ಇಲಾಖೆಯಿಂದ ಉರುವ ಆದಾಯವೆಷ್ಟು?
- ಒಳಕೆಲಸದ ಭೂಮಿಗೆ ಸಂಬಂಧ ಅದಾಯ ಏನುತಿ ಬೆಯೇ?
- ಇದ್ದರೆ ಯಾಕೆ ಅ ರೀತಿ ಹೇಳಬೇಕು. ಇಲ್ಲವಾದರೆ, ಮುಂದಿನ ೩/೪/೫ ತಿಂಗಳ ಯೋಜನೆಗಳೇನು?
- ನಿಮ್ಮ ಆಸಿಕ್ರಿಯಂತೆ ಈ ಇಲಾಖೆಗೆ ಸೂಕ್ತವಾದ ಸಾಧನಾ ಪರಿಮಾಣಗಳೇನು ?

ಸಾ.ಸೂ-೪-ಇಂಜಿನಿಯರಿಂಗ್ :

- ಎಷ್ಟು ಕಾಮಗಾರಿಗಳು (ಸಂಖ್ಯೆ ಹಾಗೂ ಒಟ್ಟು ವರ್ಗಾಂಶ) ಇಂಜಿನಿಯರಿಂಗ್ ಇಲಾಖೆ ವತಿಯಿಂದ ಸದ್ಯಕ್ಕೆ ಪ್ರಗತಿಯಲ್ಲಿವೆ ಹಾಗೂ ಈ ಕಾರ್ಯಗಳು ಯಾವ್ಯಾವ ವರ್ಷಕ್ಕೆ ಸಂಬಂಧಿಸಿದ್ದವು?

- ಎಷ್ಟು ಕಾಮಗಾರಿಗಳು(ಸಂಖ್ಯೆ ಹಾಗೂ ಆದರ ವರ್ಗಾಂಶ) ಮುಂದಿನ ವರ್ಷಕ್ಕೆ ಯಾಕೆಯೇನಾವು ಹಾಗೂ ಅಂತಹ ಯಾಕೆಯೇಕೆಗೆ ಕಾರಣಗಳೇವು?
- ಈ ಕಾಮಗಾರಿಗಳಲ್ಲಿ ಎಷ್ಟು ನಿರ್ವಹಣಾ ಸ್ತರೋಪವದು, ಮತ್ತು ಎಷ್ಟು ಕಾಮಗಾರಿಗಳನ್ನು ಯೇರ್ಷಕಾಲೀನ ಸೂಕ್ತ ವಿಸ್ತರಣಾ ನಿವೃತ್ತಿ ವರ್ಗೀಕರಿಸುತ್ತೀರಿ ?
- ನಿಮ್ಮ ಆಸಿಕ್ರಿಯಂತೆ ಈ ಇಲಾಖೆಗೆ ಸೂಕ್ತವಾದ ಸಾಧನಾ ಪರಿಮಾಣಗಳೇನು?

ಆಡಳಿತ ಸಮಾಲೋಚನೆ ಮತ್ತು ವಿಶ್ಲೇಷಣೆ :

- ಈ ಭಾಗವನ್ನು ಅಡಕತೆದವರು ವಿವಿಧ ಮುಖಗಳ ಒಗ್ಗಿ ನಿಷ್ಕರಿಸುವುದು ಹೆಚ್ಚುವರಿ ಗಣಾತ್ಮಕ ಮಾಹಿತಿಗಾಗಿ ತೆರೆದಿದೆ. ಉದಾಹರಣೆಗೆ ಈ ಕೆಳಗಿನ ವಿಚಾರಗಳು ಅಂತಹ ಸಂಬಂಧಪಟ್ಟವುಗಳಾಗಿವೆ.
- ಈ ಅಡಕತೆ ವರ್ಷದ ಹಿಂದಿನ ಮೂರು ತಿಂಗಳು ಹಾಗೂ ಮುಂದಿನ ೩/೪/೫ ತಿಂಗಳುಗಳಲ್ಲಿ ಅಡಕತೆದವರ ಪ್ರಾಶಸ್ತ್ಯಗಳೇನು
- ಕಳೆದ ಮೂರು ತಿಂಗಳಲ್ಲಿ ಕಂಪು ಒಂದ ಪ್ರಧಾನ ಸಮಾಜಗಳೇನು ಹಾಗೂ ಅವಕ್ಕೆ ಸಂಬಂಧಪಟ್ಟ ವಿಷಯಗಳಾವವು?
- ಮಾನವ ಸಂಪನ್ಮೂಲ ಅಭಿವೃದ್ಧಿ ಸಮಾಲೋಚನೆ
- ಇನ್ನಾವುದೇ ಯೋಜನೆ ಮತ್ತು ನಿರ್ವಹಣಾ ವಿಚಾರಗಳು.

ಪದೇ ಪದೇ ಕೇಳಬೇಕಾದ ಪ್ರಶ್ನೆಗಳು :

೧. ಕಾರ್ಪೊರೇಟ್ ವಲಯಗಳು (ಎನ್.ಎಸ್.ಇ.ಟಿ.ಎಂ.) ಎದುರಿಸುತ್ತಿರುವ ಸಮಸ್ಯೆಗಳನ್ನು ನೋಡುವಾಗ ಈ ಒಬ್ಬರಂಗೆ ಪರಿಮಿತಿ ಕೆಲವು ಅತ್ಯುತ್ತಮ ಪದ್ಧತಿ ಎಂದೂ ಹೇಗೆ ಪರಿಗಣಿಸಲು ಸಾಧ್ಯ?

ಸರ್ಕಾರ ಸಂಸ್ಥೆಗಳಲ್ಲಿ, ಮಾನ್ಯ ರಂಗವಾಗಲಿ ಒಬ್ಬರಂಗೆ ಪರಿಮಿತಿಹೋದಂತೆ ಉತ್ತಮ ಅಡಕತೆಕ್ಕೆ ಸಾಕಾರದಂತಹ ಪರಿಮಿತಿ ಸಂಬಂಧಿಸಿದ್ದು, ಆದರೂ ಕಾರಣವಾಗುವುದು ಮತ್ತು ಸಮಯಕ್ಕೆ ಸಂಬಂಧಿಸಿದಂತೆ ಒಬ್ಬರಂಗೆ ಪರಿಮಿತಿ ಉತ್ತಮ ಅಡಕತೆಕ್ಕೆ ಆಗತ್ಯ ಪರಿಹಾರಗಳಿವೆ. ಒಬ್ಬರಂಗೆ ಪರಿಮಿತಿಹೋದಂತೆ ಎಲ್ಲಿಯೂ ಉತ್ತಮ ಅಡಕತೆವಿರುವ ಸಾವ್ಯವಿಲ್ಲ. ಮಾನ್ಯ ಕ್ಷೇತ್ರದ ಸಮಸ್ಯೆಗಳ ಉದ್ಭವವಿರುವಾಗ ಉತ್ತಮ ಗುಣಮಟ್ಟದ ಮಾಹಿತಿ ಪ್ರಕಟಗೊಳ್ಳಬೇಕು ಮತ್ತು ಎಲ್ಲ ಸಾಲುವಾರರೂ ಅಂತಹ ಮಾಹಿತಿವನ್ನು ಹಾಗೂಕೆಲವಾಗಿ ಪರಿಶೀಲಿಸಬೇಕೆಂದು ಸ್ಪಷ್ಟವಾಗುತ್ತದೆ.

೨. ಈಗಾಗಲೇ ಒಪ್ಪಿಟ್ ಎಂಬುದಿರುವಾಗ ನಮಗೆ ಸಾಕ್ಷ್ಯಾಧಾರದ (PROOF) ಅಗತ್ಯವೇನು ?

ಒಪ್ಪಿಟ್ ಯೋಜನೆ ಸಲಕರಣೆಯಾಗಿ ಒಂದು ಮುಖ್ಯ ಉದ್ದೇಶ ಈಡೇರಿಸುತ್ತದೆ. ಬಾಲುವಾರರೂ ವರ್ಷ ಪೂರ್ತಿ ಸಾಧನಾ ವಿಚಾರಗಳಲ್ಲಿ ತೋಷಿಸಿಕೊಳ್ಳಬೇಕಾಗುವುದರೂ ನಮಗೆ ಅಷ್ಟೇ ಮುಖ್ಯವಾಗಿರುತ್ತದೆ.

೩. ಈ ಮಾಹಿತಿಗಳಿಲ್ಲವನ್ನು ಸಿದ್ಧಗೊಳಿಸಲು ಬೆಂಚುಮಾ ಮೇಲೆ ಅಧಿಕ ಒತ್ತಡ ಬಿದ್ದಿರಂತಾಗಿರುವುದಿಲ್ಲವೇ?

ಸಾಕ್ಷ್ಯಾಧಾರದಲ್ಲಿ ಕೇಳುತ್ತಿರುವ ಅಧಿಕ ಮಾಹಿತಿ ಪ್ರಮಾಣವಿದ್ದು ರೀತಿಯಲ್ಲಿರುತ್ತದೆ. ಬೆಂಚುಮಾ ತಕ್ಕ

ಆಡಳಿತವನ್ನು ಚುರುಕುಗೊಳಿಸುವುದಕ್ಕಾಗಿ ಇಂತಹ ಮಾಹಿತಿಯನ್ನು ಈಗಾಗಲೇ ಬಳಸುತ್ತಲಿವೆ. ರೂಪು ತಾಳುತ್ತಿರುವ ಜಾಗತಿಕ ಆಡಳಿತದ ಅರ್ಥಿಕ ಒಬರಂಗಪಡಿಸುವಿಕೆ ಪ್ರಮಾಣಬದ್ಧತೆಯೂ ಈ ಸಾಕ್ಷ್ಯಾಧಾರದ ಸರ್ವಜನಿಯೇ ಇದೆ. ಬೆಂಮಾಪಾ ಹಾಗೂ ದಿವಿಟಿಎಫ್ ಎ ಲಕ್ಷ ಮಾನಕ ಗಂಟೆಗಳಿಗೂ ಹೆಚ್ಚು ಕಾಲ ಹೊದಿ ಜಾಗತಿಕ ಮಟ್ಟದ ಅರ್ಥಿಕ ನಿರ್ವಹಣಾ ವ್ಯವಸ್ಥೆಯನ್ನು ಸಿದ್ಧಗೊಳಿಸುವುದರಿಂದ ಇಂತಹ ಮಾಹಿತಿ ಸ್ವಪ್ರಿಯವು ಹೆಚ್ಚಿನೂ ಸಮಸ್ಯೆಯಾಗಲಾರದು.

೪. ಇಂತಹ ಮಾಹಿತಿಯನ್ನು ವ್ಯಾಪಕವಾಗಿ ಹರಡುವುದಕ್ಕೆ ಕಾನೂನು ಅಪೇಕ್ಷಣೀಕಳ ಏನಿವೆ?

- ಕರ್ನಾಟಕ ಮುನಿಸಿಪಲ್ ಕಾರ್ಪೊರೇಶನ್ ಕಾಯ್ದೆ(ಕೆಎಂಸಿ ಆಕ್ಟ್) ಶೆಡ್ಯೂಲ್ ೩-೧(೩) : "ಕಾರ್ಪೊರೇಶನ್ ಲೆಕ್ಕಪತ್ರಗಳು ತೆರಿಗೆ ಸಲ್ಲಿಸುವ ಯಾವನೇ ವ್ಯಕ್ತಿಗೂ ಅಥವಾ ಆತನಿಂದ ನಿಯಂತ್ರಿಸಲ್ಪಟ್ಟ ಪ್ರತಿನಿಧಿಯ ಪರಿಶೀಲನೆಗೆ ಪ್ರತಿ ತಿಂಗಳೂ ಕಾರ್ಪೊರೇಶನ್ ನಿಗದಿಪಡಿಸಿದ ದಿನ ಯಾ ದಿನಗಳಲ್ಲಿ ಯಾವುದೇ ಶುಲ್ಕವಿಲ್ಲದೆ ಲಭ್ಯವಿರಬೇಕು."
- ಕೆಎಂಸಿ ಕಾಯ್ದೆ ಶೆಡ್ಯೂಲ್ ೧ ರೂಲ್ ೪ : "ಎಸ್ಟ್ರೀ, ಜೂನ್, ಆಗಸ್ಟ್, ಆಕ್ಟೋಬರ್, ಡಿಸೆಂಬರ್ ಮತ್ತು ಫೆಬ್ರವರಿ ತಿಂಗಳಲ್ಲಿ ನಡವಲ್ಪಡುವ ಪ್ರತಿಯೊಂದು ಸಾಮಾನ್ಯ ಸಭೆಯಲ್ಲಿ ಮೇಯರ್ ಆದವರ ಕಾರ್ಪೊರೇಶನ್ ವಸೂಲಾತಿ ಮತ್ತು ವಿತರಣೆ ಹೇಳಿಕೆಯನ್ನು ಹಿಂದಿನ ಅರ್ಥಿಕ ವರ್ಷಾಂತ್ಯದಿಂದ ಸಭೆ ನಡೆಯುವ ಹಿಂದಿನ ತಿಂಗಳ ಅಂತ್ಯದವರೆಗೂ ಸಂಬಂಧಿಸಿದಂತೆ ನೀಡಬೇಕು."
- ಕೆಎಂಸಿ ಕಾಯ್ದೆ ಸೆಕ್ಷನ್ ೬೧-ಎ-(೪) : "ಲೆಕ್ಕ ಪಾತೆ ಸ್ಥಾಯಿ ಸಮಿತಿಯು ಲೆಕ್ಕ ಮತ್ತು ಪೂರಾವರ್ತ ಸಂಬಂಧಿತ ಎಲ್ಲಾ ವಿಚಾರಗಳನ್ನು ನೋಡಿಕೊಳ್ಳಬೇಕು."
- ಕೆಎಂಸಿ ಕಾಯ್ದೆ ೬೧-ಎ-೩(ಬಿ) : "ಸ್ಥಾಯಿ ಸಮಿತಿ, ಕಾರ್ಪೊರೇಶನಿನ ಲೆಕ್ಕಪಾತಿಯ ಪೂರಾವರ್ತನನ್ನು ಪ್ರತಿ ತಿಂಗಳೂ ನಡವಲ್ಪಡುವ ಹಾಗೂ ಕಮಿಷನರ್ ಒದಗಿಸುವ ಮಾಸಿಕ ವಸೂಲಾತಿ ಮತ್ತು ವಿತರಣೆಗೆ ಸಂಬಂಧಿಸಿದಂತೆ, ಆ ಹಿಂದಿನ ತಿಂಗಳ ತಾತ್ಕಾಲಿಕವನ್ನು ಪರಿಶೀಲಿಸುವುದಕ್ಕೆ ಬದ್ಧವಾಗಿರುತ್ತದೆ."
- ಕೆ ಎಂ ಸಿ ಕಾಯ್ದೆ ೯(೨)-ಭಾಗ ೨ ಶೆಡ್ಯೂಲ್ ೯ : "ಕಮಿಷನರ್ ಆದವರ ಹಿಂದಿನ ವರ್ಷಕ್ಕೆ ಸಂಬಂಧಿಸಿ ಲೆಕ್ಕ ಮತ್ತು ದಾಖಲೆಗಳನ್ನು ಸಿದ್ಧಗೊಳಿಸಿ ಮರುಪರ್ಚ ಆಕ್ಟೋಬರ್ ಮೊದಲ ದಿನದ ಮುಂಚಿತವಾಗಿಯೇ ಆಡಿಟರ್ ತನಿಖೆಗೆ ಒಳಪಡಿಸಬೇಕು."
- ಕೆ ಎಂ ಸಿ ಕಾಯ್ದೆ ೧೨-ಭಾಗ -ಶೆಡ್ಯೂಲ್ ೯ : "ಲೆಕ್ಕಪತ್ರ ಪರಿಶೋಧಕರು ತೆರಿಗೆ ಮತ್ತು ಹಣಕಾಸು ಸ್ಥಾಯಿ ಸಮಿತಿಗೆ ಪರಿಶೋಧಿತ ಅಂತಿಮ ಹೇಳಿಕೆಯನ್ನು ಮತ್ತು ಆದರ ಪ್ರತಿಯನ್ನು ಸರಕಾರಕ್ಕೆ ಅರ್ಥಿಕ ವರ್ಷಾಂತ್ಯವಾದ ಮೂರು ತಿಂಗಳಿಗೊಳಗಾಗಿ ಯಾ ಸರಕಾರದಿಂದ ಸೂಚಿಸಲ್ಪಟ್ಟ ಅವಧಿಯೊಳಗಾಗಿ ಸಲ್ಲಿಸಬೇಕು."
- ಇವು ಕೆಲವು ನಿಬಂಧನೆಗಳು. ತೆರಿಗೆ ಮತ್ತು ಹಣಕಾಸು ಸ್ಥಾಯಿ ಸಮಿತಿಗೆ ಹಾಗೂ ಮುಖ್ಯ ಲೆಕ್ಕಪತ್ರ ಪರಿಶೋಧಕರ ಅಧಿಕಾರಕ್ಕೆ ಸಂಬಂಧಿಸಿದಂತೆ ಇನ್ನೂ ಕೆಲವು ನಿಬಂಧನೆಗಳಿವೆ.

೫. ಸಾಧನಾ ಸೂಚಕಗಳನ್ನು ಹೇಗೆ ಸ್ಪಷ್ಟಿಸಬಹುದು?

ಈ ಸಾಧನಾ ಸೂಚಕಗಳು ಕಾಲಕ್ರಮೇಣದಲ್ಲಿ ಅಭಿವೃದ್ಧಿಯಾಗಬೇಕು. ಬೆಂಮಾಪಾ ಮತ್ತು ವಿವಿಧ ಪಾಲುದಾರರ ನಡುವಣ ಸಮಾಲೋಚನೆಗಳಿಂದ ಸೂಕ್ತ ಸಾಧನಾಸೂಚಕಗಳನ್ನು ರೂಪಿಸಬಹುದು. ಉದಾಹರಣೆಗೆ ರಸ್ತೆ ಕಾಮಗಾರಿಗಳಿಗಾಗಿ ಎಸ್ಟಿಮೇಟ್. ಸಾಧನಾ ಸೂಚಕಗಳ ವಿಭಾಗದಲ್ಲಿ ಸದ್ಯಕ್ಕೆ ಕೆಳಕಂಡಿರುವ ಪ್ರಶ್ನೆಗಳು ಸಾಧನಾ ಪರಿಮಾಣಗಳ ಕ್ಷೇತ್ರದಲ್ಲಿ ಸಾರ್ವಜನಿಕ ಭಾಗವಹಿಸುವಿಕೆಯ ಮೊದಲ ಪ್ರಕ್ರಿಯೆಗಳಾಗಿವೆ.

೬. ಸಾಕ್ಷ್ಯಾಧಾರ (PROOF) ದಾಖಲೆಗಳ ಮೂಲಕ ವಿಸ್ತೃತವಾಗಿ ನೀಡಲಾಗುವ ಮಾಹಿತಿಯಲ್ಲಿ ಸಾರ್ವಜನಿಕರು ಭಾಗವಹಿಸಲು ಹೇಗೆ ಸಾಧ್ಯ?

ಪ್ರತಿ ತ್ರೈಮಾಸಿಕದಲ್ಲೂ ಒಂದೊಂದು ಸಾರ್ವಜನಿಕ ಚರ್ಚೆ ಸಂಘಟಿಸಲಾಗುವುದು. ಬೆಂಮಾಪಾ ದ ತ್ರೈಮಾಸಿಕ ಸಾಧನೆಯ ಬಗ್ಗೆ ಎತ್ತಲ್ಪಡುವ ಪ್ರಧಾನ ವಿಷಯಗಳ ಬಗ್ಗೆ ಇನ್ನೂ ದೊಡ್ಡ ಸಾರ್ವಜನಿಕ ಚರ್ಚೆಗಳನ್ನು ಪ್ರಚೋದಿಸಬೇಕೆಂಬುದೇ ನಿರೀಕ್ಷೆ ಉದ್ದೇಶ.

೭. ಒಮ್ಮೆ ಬೆಂಮಾಪಾ ಸಾಕ್ಷ್ಯಾಧಾರ ಬಿಡುಗಡೆಗಳಪಡಿಸಿದ ಬಳಿಕ ಸಾಮಾನ್ಯ ನಾಗರಿಕರು ಈ ದಾಖಲೆಗಳನ್ನು ಹೇಗೆ ಅರ್ಥೈಸಿಕೊಳ್ಳಬಹುದು?

ಸಾಕ್ಷ್ಯಾಧಾರ ಶೈಲಿ ಅರ್ಥ ಮಾಡಿಕೊಳ್ಳಲು ಬಹಳ ಸರೀಸು. ಅರ್ಥಿಕ ಹೇಳಿಕೆಗಳು ಬಹಳ ಸರಳವಾಗಿವೆ; ಮತ್ತು ಸರಾಗವಾಗಿವೆ. ಮತ್ತೆದನ್ನು ಪ್ರಮಾಣಬದ್ಧ ಶೈಲಿಯಲ್ಲಿ ಒದಗಿಸಲಾಗುತ್ತದೆ.

ಪ್ರಮಾಣಬದ್ಧ ಬಹಿರಂಗಪಡಿಸುವಿಕೆ ಪದ್ಧತಿಯನ್ನು ಬಳಸುವುದರ ಅನುಕೂಲವೇನೆಂದರೆ ಅದನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಲು - ಬಾಟರ್ಮ್ ಆಕೌಂಟಿಂಗ್, ಅರ್ಥಿಕ ವಿಶ್ಲೇಷಕರು, ಸ್ವಯಂಸೇವಾ ಸಂಘಟನೆಗಳು, ವಿಶ್ಲೇಷಾರ್ಥಿಗಳು ಇತ್ಯಾದಿ ಹಲವರಿದ್ದಾರೆ.

ಈ ನೈಪುಣ್ಯ ಈಗಾಗಲೇ ಸಮುದಾಯಗಳಲ್ಲಿದೆ ಮತ್ತು ಸಾಕ್ಷ್ಯಾಧಾರ ಸಂಬಂಧಿತ ತಳಮಟ್ಟದ ಸಮಾಲೋಚನಾ ಅಧಿವೇಶನಗಳಿಗೆ ಉಪಯೋಗಿಸಲು ಲಭ್ಯ.

ಸಾಕ್ಷ್ಯಾಧಾರವನ್ನು ಅರ್ಥೈಸಿಕೊಳ್ಳಲು ಮತ್ತು ಅಂತಹ ದಾಖಲೆಗಳ ಬಗ್ಗೆ ಹೆಚ್ಚಿನ ತಿಳುವಳಿಕೆ ನೀಡಲು ತರಬೇತಿ ಕಾರ್ಯಕ್ರಮಗಳನ್ನು ಹಾಕಿಕೊಳ್ಳಲಾಗುವುದು. ಈ ಅಂದೋಲನದ ನಾಲ್ಕು ಸಹವರ್ತಿಗಳಲ್ಲಿದೆ, ಇನ್ಸ್ಟಿಟ್ಯೂಟ್ ಆಫ್ ಬಾಟರ್ಮ್ ಆಕೌಂಟಿಂಗ್ ಕೂಡಾ ಆಸಕ್ತಿಯುಳ್ಳವರಿಗೆ ಅಂತಹ ತರಬೇತಿ ಒದಗಿಸಲು ಮುಂದೆ ಬಂದಿದೆ.

೮. ಸಾಕ್ಷ್ಯಾಧಾರ (PROOF) ದಾಖಲೆಗಳನ್ನು ಎಷ್ಟು ಬಾರಿ ಬಿಡುಗಡೆಗೊಳಿಸಲಾಗುವುದು ಮತ್ತು ಈ ಸಂಬಂಧ ಎಷ್ಟು ಬಾರಿ ಸಾರ್ವಜನಿಕ ಚರ್ಚೆಗಳನ್ನು ಏರ್ಪಡಿಸಲಾಗುವುದು?

ಸಾಕ್ಷ್ಯಾಧಾರ ಅಂದೋಲನ ತ್ರೈಮಾಸಿಕ ಆಧಾರದಲ್ಲಿ ಇಂತಹ ದಾಖಲೆಗಳನ್ನು ಪಡೆಯುತ್ತದೆ ಹಾಗೂ ಸಾರ್ವಜನಿಕ ಚರ್ಚೆಗಳನ್ನು ಪ್ರತಿ ಮೂರು ತಿಂಗಳಿಗೊಮ್ಮೆ ನಡೆಸಲಾಗುತ್ತದೆ.

ಅಂತಹ ಮೊದಲ ಸಾರ್ವಜನಿಕ ಚರ್ಚೆಯನ್ನು ಆಗಸ್ಟ್ ೧೭ ರಂದು, ಬೆಂಮಾಪಾ ಅರ್ಥಿಕ ವರ್ಷ ೨೦೦೨-೦೩ ರ ಮೊದಲ ತ್ರೈಮಾಸಿಕ ಸಾಧನೆಯ ಸಂಬಂಧಿತವಾಗಿ ಸಂಘಟಿಸಲಾಗುತ್ತದೆ.

ಆ ಬಳಿಕದ ಸಾರ್ವಜನಿಕ ಚರ್ಚೆಗಳಿಗೆ, ಮಹಾನಗರದ ವಿವಿಧ ಪಾಲುದಾರರ ವತಿಯಿಂದ ಅದನ್ನು ಹೆಚ್ಚು ಜನರು ಭಾಗವಹಿಸಲು ಅನುಕೂಲವಾಗುವಂತೆ, ಪೂರ್ವಭಾವಿಯಾಗಿ ದಿನಾಂಕ ಪ್ರಕಟಿಸಲಾಗುವುದು.

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PROOF

Campaign Update

About the campaign

The PROOF campaign was launched July 4th, 2002 with the aim of putting in place a systematic structure of government performance reporting along the lines of the private sector. The focus of the 10-month campaign is all about the Bangalore Mahanagara Palike (BMP) building confidence with various stakeholders in the city with full and accurate performance information.

Four quarterly reviews over the course of the campaign will provide the opportunity to bring financial accountability and performance measurements into the public space, catalysts in the larger process of bringing the government and the public closer together.

Review of the First Quarter's Performance

The first of these four quarterly reviews was held in the form of a Public Debate on August 17th, 2002 where the BMP circulated its financial statement showing the budgeted receipts compared to actual expenditure for the first quarter of this financial year.

Current Status Report

Since the first Public Debate on August 17th, the PROOF team has been working on 4 different facets of the campaign:

1. Analysis of the BMP Q1 Financial Statements
2. Developing Performance Indicators for various activities of the BMP
3. Putting together comprehensive training material on understanding financial statements, for citizens, elected representatives etc.
4. Community participation and ownership.

It must be noted here that the central theme of the campaign is to define a new space for constructive engagement among all stakeholders of the BMP. This process is a difficult one, requiring the establishment of trust, and the open dissemination of performance data. The administration and elected leadership of the BMP, for their part, have been extraordinarily forthcoming in participating in this novel exercise, both at the first public debate, as well as in subsequent activities, like the development of the Performance Indicators.

1. Analysis of the BMP Q1 Financial Statements

An in depth analysis of the BMP's quarterly financial statement was made by the PROOF team on release of the data by the BMP on August 17th, 2002. A general summary of the types of questions being raised is provided below, while the details are present in the Bangalore Mahanagara Palike - PROOF Analysis of Q1, 2002 - 03 (Reference page numbers mentioned below can be looked up in the Bangalore Mahanagara Palike - PROOF Analysis of Q1, 2002 - 03 document.)

Financials

- Revenues of Rs 191 crores for the Q1, versus full-year projections of Rs 948 crores. Given that about 50% of the year's property tax has already been collected, this implies a fairly large shortfall in revenues for the full year. (Item GRAND TOTAL OF RECEIPTS, Page 1)
- Expenditures for Q1 are Rs 153 crores. BMP's expenditures are a direct result of the revenue mobilisation initiatives. Given an overall budget of Rs 972 crores, the issue is which items get sacrificed as the year progresses. (Item GRAND TOTAL OF EXPENDITURES, Page 3)
- The actual cash position of the BMP at the end of Q1 is not provided. Given the opening balance, and the funds usage for the quarter, this should be Rs 93 crores lying in various bank accounts of the BMP, as on June 30th 2002. This figure needs to be confirmed. Cash is the ultimate measure of an institution's health. (Item CLOSING BALANCES ON 30th JUNE 2002, Page 7)

Efficiency

- Assuming that 25% of the total budgeted amount for the year could be done in the first quarter (except for Property Tax receipt, which is 50%), most revenues and expenditures fall short.
- However in some cases, for example in Fiduciary Expenditures and Fiduciary Receipts, both revenues and expenditure have exceeded the target amount. For example Item C2 (Page 1), Cesses receipts for the first quarter is 185% of the target, similarly Item C3 (Page 3) Taxes expenditure is 309% of the target.
- Property tax is the main source of revenue for the BMP, forming approximately 20% of total receipts. At the current rate of Rs 82 crores, this looks to be around Rs 165 crores for the full year, resulting in a shortfall in collection of around Rs 28 crores. (Item A1.a, Page 1)

Sources and Uses

- Revenues: Does the corporation get what is due from the State Government? For example in Revenue Receipts, Finance commission grants from GoK (Item A2.b, Page 1) only 54% of the revenue due to the BMP in the first quarter have been received. Under Other Specific Grants (Item A2.c, Page 1) there is no receipt in the first quarter.
- For receivables such as improvement charges, the sources of the funds need to be analysed since it is mentioned, "Collections under the improvement charges are applied in improving the basic infrastructure of the area". (Item R2, Page 2) Do funds coming in from an area go back to that area? Which are the areas where the Rs 4.16 crores of Improvement Charges came from? (Item B1.a, Page 1)
- Some line items are not budgeted for but expended, for example in Revenue Expenditure, Engineering (Item A4.c, Page 3) on which 3 cores was spent. Under Capital Expenditure, Slum development (Item B6, Page 3) has not been budgeted for, however it is mentioned under the proposed Major Capital Expenditures (Item E4, Page 4) for the year for an amount of 4.75 crores.
- Items such as road cutting charges (Rs 1.7 crores, Item A1.c.2, Page 1) should be matched by corresponding expenditure like road cutting expenses.
- In Revenue Receipts, (Items A2.c.i-iv, Page 1) a total amount of 0.76 crores was received but not budgeted for.
- There is mention of a sinking fund for debt servicing. (Item R2, Page 2) Does it exist? If so, what are the funds in this, and how does it match with the actual debt servicing liabilities for this year, and the coming years
- There is no budget for Commercial Complex expenditure, (Item B8, Page 3) yet Rs 1.6 crores has been spent. How was this spent, and what are these expenditures?

Level of Detail:

- A greater level of detail on many items would greatly enhance the usability of the information. The following are some examples
- Engineering Works: Rs 199 crores is indicated, but Programme of Works (PoW) is only Rs 40 crores. What are the other items, given that this is the single largest expenditure item (Item B4, Page 3)
- Borrowings: It is mentioned that the HUDCO/ KUIDFC borrowings are meant for the Megacity Schemes. What are projects that come under the Megacity scheme? (Item L3, Page 7)
- Loan Repayment Schedules: Why is the interest payment not linear? What are the repayment schedules for Q2, Q3 and Q4? (Item L3, Page 7)
- Garbage Clearance: It was mentioned during the Q1 Public Debate that Rs 64 crores was being spent on garbage clearance, the budgeted amount however is Rs 30 crores. Which items does the Rs 64 crore include? (Item A6, Page 3)
- Capital expenditure on Buildings: Rs 3.5 crores has been spent out of a budgeted amount of Rs 16 crores. Which are the buildings being referred to? (Item B1, Page 3)
- Comprehensive development of the City: Rs 0.96 crores has been spent on the Comprehensive Development of the City against a budgeted amount of Rs 107 crores, which is well below 2% K. What does Comprehensive Development of the City constitute in concrete terms? (Item B5, Page 3)
- Other Capital Expenditures: Rs 30 crores has been spent as against a budgeted amount of Rs 206 crores. What are the other items of capital expenditure? (Item B10, Page 3)
- BMP's Commercial activities: What is the actual number of BMP's commercial properties? What are the revenues being generated and what is the expenditure being incurred (both maintenance and capital) on these properties? (Item A.d, Page 5 and Item A3, Page 6)
- Assets owned by the BMP: No details have been provided about the BMP's assets such as details of the properties owned and the total value of these properties. (Item A1, A2, Page 6)
- Details of leased lands of the BMP: It is mentioned, "there are about 531 properties leased out at an annual rent of Rs 26.77 lakhs". What are the lease details regarding these 531 properties? (Item A4, Page 6)
- Nurseries in the Horticulture Department: Information on parks and gardens has been provided in response to a question on number of nurseries owned by the BMP. (Item P1-3, Page 9)

Decision-making process

- In many items, the process of making decisions is not clear. For example,
- What are the processes followed while raising debt? How are the decisions regarding amount of debt, the sources and fund allocations made?
- How are decisions made on sale of land? Which pieces of land, at what rates, in what process? Why not have joint ventures? What are the alternative methods of generating cash from assets owned by the BMP, besides outright sale (Rs 79.3 crores, Item B1.b, Page 1)
- Many items are indicated to be obligatory, but with some degree of vagueness. An example is commercial complexes. Section 58 of the KMC Act provides for shops and stalls. How does this include large commercial complexes that are currently owned by the BMP? How are the lessees for these complexes decided? How does the BMP establish that it is carrying out its obligatory function fully or not, or exceeding the demands of this function?
- How does the BMP determine the prioritisation of its various obligatory activities, given limited resources?
- It was mentioned that Rs 70 crores was being planned for Pavement works, and that Rs 4 crores was being earmarked for Slum Development. Given this disparity in prioritisation, how are such decisions taken, in the face of fund constraints. (Item E4, Page 4)

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I have gone through the BMP's Q1 2002-03 MIDCF document. I am interested in participating in the Q2 Public Debate. Specifically, I am interested in knowing more about the financial and operating performance of the BMP in the following areas:

Specific details being sought

Area of activity

Item #

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Name : _____
Address _____
Phone Number : _____
E - Mail address if any : _____

(Please tear along this line and send it, or email it, to the name (above))

2. Developing Performance Indicators

Starting September 7th, 2002 the PROOF campaign held four workshops on developing Performance Indicators for the BMP, in which representatives from the BMP, the Community and Private sector organisations participated.

The aim of these workshops was to discuss Performance Measurement and Evaluation systems and to apply these systems to the working of the BMP. Based on the interactions between the various stakeholders during the course of these workshops, Performance Indicators were developed for the departments of Education and Health.

Currently the PROOF team is working on collecting data on these Performance Indicators. In the coming month the aim of the PROOF team will be to collate the collected data and initiate discussions based on the findings with the BMP management, the Departments of Education and Health and Community Groups.

3. Training Sessions

An integral part of the PROOF campaign involves the training of the stakeholders on the Budget of the BMP.

The PROOF team has developed a training document, which will be used to impart knowledge on Basics of Budgeting and Financial Statements to representatives of the government and community groups.

Beginning Friday October 5th, the campaign launched a series of bilingual training sessions for communities. This will be extended to Corporators and other stakeholders over the coming weeks.

4. Community Participation and Ownership

If transparency is to truly usher in social change, citizen's participation and ownership is vital. Towards this end, the idea of community hubs that would ultimately serve as information vehicles of, for and by communities has been recently initiated in the form of the Proof Energy Centre (PEC).

Fortnightly meetings, which have commenced from early September, have attempted to bring individuals across communities together to comprehend and internalise the performance of the BMP in the first quarter and design platforms of information dissemination.

Its first activity, the PROOF PUTTANA weekly series on AIR (FM) provides a platform for collaborative discussion and analysis between all the stakeholders who are involved in the process. The series started on September 18th, 2002.

Second Public Debate

The second review/ Public Debate of the PROOF campaign is slated for mid-November, 2002. Given the nature of the debate, we require informed and concerned participants to make the session productive. If you are interesting in participating in the debate, please fill in the following information, and either send it by post, or as an email to the PROOF campaign.

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Bangalore Mahanagara Palike

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Document

Analysis of Q1, 2002-03

PROOF

Analysis Q12002-03

ANALYSIS OF Q1 2002-03, BMP PROOF DOCUMENT

Major head of account	Budget 2002- 03	Actuals Qtr. ending Jun 30	Specific Queries	Analysis and Queries
A. Revenue receipts				
A1. BMP Own sources				
a. Property Tax	19,000.00	8,242.87	RI	Property tax is the main source of own revenue. This bunches in Q1 and Q3. What was the target for Q1 and was it achieved?
b. Other taxes	321.00	36.57	RI	
c. Non tax Revenues			RI	
1. Fees Building license fees	245.00	41.77		Why is the budget figure for this so low in a growing city like Bangalore? How many buildings does this estimate represent? Why is Q1 below 25% of annual estimate?
2. Fees Road Cutting charges	732.00	173.31		How are road-cutting charges used? Why is there no road-cutting expenses equal to the amount received?
3. Rent from shops & markets	665.00	12.20		Why is this figure so much below target, not even 10% of the pro-rata figure. What is the break-up of this from various markets/ shops of the BMP?
A2. Government sources				
a. Shared taxes with GoK	3,200.00	1,208.40		
b. Finance Commission grants from GoK	10,000.00	1,362.67		This is well short of 25%. Why has this, which is a constitutional right of the BMP, not been received by the BMP? Has any action, if any, to claim what is due been taken? In what manner can Proof help the BMP?
c. Other specific grants	1,280.00	X		What are the details of these grants?
i. Election Grants	X	25.00		
ii. Family Welfare Grants	X	21.20		
iii. MLA Grants	X	21.70		
iv. MP Grants	X	18.22		
A3 Others	14,585.72	715.65		
Total Revenue Receipts (A1+A2+A3)	50,028.72	12,579.56		
B CAPITAL RECEIPTS				
B1. BMP Own Sources				
a. Improvement Charges	3,500.00	416.13	RI, R2	
b. Sale of Assets (Land, markets etc)	7,930.00	X	RI, R2	What is the basis for decisions on sale of land? How is the price fixed?
c. Other	X	X	RI, R2	
B2. Government Sources				
a. MoU/Rajdhanl Fund	10,418.61	2,000.00		What is the Rajdhanl fund, from which 10,418.61 are expected over the year? What are these funds meant to be used for, or is there no restriction?
b. Other specific grants	X	X		
B3. Borrowings				
a. From Government	X	X	RI, R2	
b. From HUDCO	2,984.00	X		Against what projects are these to be borrowed? What revenue streams, if any, are expected from these projects when they are complete? What plans are there for the repayment? details of the purpose of the borrowing, the terms, and why these agencies have been selected over a preference for others in the market may please be given.
c. From KUIDFC	8,202.00	X		
d. From Other sources	X	X		
e. Joint loans from HUDCO/ KUIDFC	2,896.00	X		
Total Capital Receipts	35,930.61	2,416.13		
C. FIDUCIARY RECEIPTS				
C1. Deposits	1,391.00	371.87	RI	
C2. Cesses	5,890.10	2,737.86	RI	
C3. Taxes	900.65	432.42	RI	
C4. Other Fiduciary sources	750.35	615.38	RI	
TOTAL FIDUCIARY RECEIPTS	8,932.10	4,157.53	RI	
GRAND TOTAL OF RECEIPTS	94,891.43	19,153.22		

Note: 'X' - Information not provided

Query	Response	Analysis and Queries
<p>R1 :Which are the key items of receipts; how did they fare versus your budget plan; where did we do better, where did we do worse; what specific ideas are you adopting to change this in the next 3/6/9 months before the year ends</p>	<p>The key item of receipt of BMP continuous to be property taxes. Subject to reconciliation the collection up to 30-6-2002 for the first three month of the Financial year: 02-03, is Rs.82.42 crores. -Compare to the same period last year the Improvement in collection is to the tune of Rs.14 crore. In the next quarter the efforts will be made to step up collections from arrears khata drive, and collection from newly added areas</p>	<p>What is the expectation for arrears collection , khata drive and newly added areas for Q2, Q3 and Q4 Given that overall receipts are lower than budget, which are the items of expenditure that get prioritised? What is the planning process for such decisions?</p>
<p>R2 : If we are getting funds from capital receipts like sale of assets or improvement charges etc., do we spend these funds on capital expenditures? As an example, how do we ensure that improvement charges get spent on the areas from which the funds were collected</p>	<p>The capital receipt In general are spent on capital expenditure.The collections under the improvement charges are applied in improving the basic infrastructure of the area such as water Supply, UGD, RSD and Roads.The provisions under the KMC Act stipulate that an estimate to provide basic infrastructure requires to be made and apportioned to number of house holds coming under that area which can be collected as Improvement charges per house hold. It has been the experience of BMP that such an attempt results in the charges to the tune of Rs. 200/- per square yard. BMP however collects Rs. 100 per square yard from each house hold in such area and in slums a nominal charge of Rs. 500 from an house hold is being collected.</p> <p>The provision of KMC Act and orders of the Government require that BMP shall maintain sinking fund –to service the debts the borrowed for improving the infrastructure receipts from sale of assets requires to be credited, into such account.</p>	<p>Where did the Rs 4.16 crores of improvement charges come from?Are these funds being allocated into the provision of basic infrastructure in these areas only? The same question for the Rajdhani fund: are these funds earmarked for specific activities, or are they for general purposes? If for specific activities, which ones,and what is the amount spent on these items, what is the balance</p> <p>Does the BMP have a sinking fund as mandated? How much money has been put into the sinking fund? How much is expected to be put in, based on the BMP's debt obligations and covenants? If there is a difference, what explains this?What is expected to be done over the next 3/6/9 months</p>

APPENDIX I: FORMAT OF FINANCIAL STATEMENTS

Major head of account	Budget 2002-03	Actuals Qtr. ending Jun 30	Specific Queries	Analysis and Queries
A. Revenue expenditure				
A1. Salaries and Allowances	12,739.62	3,150.70	E1	
A2. Pension	2,850.00	785.91	E1	
A3. Interest on borrowings	4,260.07	650.00	E1, E2	Only Rs 650 crores has been paid out. Why are the payouts not linear? What is the interest payment schedule for Q3, Q4?
A4. Maintenance & Repairs	X	X	E1	
a. Buildings	2,145.62	54.55		Which buildings are included in this budget item? Given the low spend, is maintenance activity being given a low priority in the BMP? What steps are being taken to correct this distortion?
b. Vehicles	1,189.38	39.35		This item deals with vehicles. Rs 11.89 seems a great deal for maintenance alone. But less than 40 lshs. have been spent in Q1. Is this what was needed? If so, is this a case of over budgeting? Details on the kind of vehicles owned, maintenance schedules etc may be provided to understand this item better.
c. Engineering (roads/ drains maintenance etc)	X	303.03	E3	Why is budget amount blank for the year, while 303.03 lshs have been spent in Q1? Is this expenditure without budgetary sanction, to cover an emergency? Details may be provided.
d. Others	X	233.27		Same as above
A5. Other Revenue Expenditures	4,368.11	380.40	E1	What items are included in this category? Are they regular activities? If so, why is the Q1 spend not even close to 25% of the overall budget figure.
A6. Garbage Clearing	3,000.00	690.89		It was mentioned that Rs 64 crores was being spent on garbage clearance. Is this budget only for the contracted areas, while the remaining expenditure is coming under salaries?
TOTAL REVENUE EXPENDITURE	30,552.80	6,288.10		
B. CAPITAL EXPENDITURE				
B1. Buildings	1,648.94	350.82	E1, E4	What are the buildings referred to? Details are needed for a deeper analysis
B2. Furniture and fixtures	50.00	4.24	E1, E4	
B3. Machinery and Equipment	100.00	298.65	E1, E4	100 lshs has been provided for the year, and 298.65 have been spent in Q1. This is way over target almost 12 fold. Details are essential.
B4. Ward Works (roads/drains construction etc)	19,941.81	3,658.30	E1, E3	Programme of Ward projects to be taken up comes to only Rs 40 crores. But almost 200 crores has been shown for the year, and in Q1 over 36 crores have been spent. Citizens would like to know more on this item.
B5. Comprehensive Development of the city	10,711.11	96.00	E1, E4	Well below 25% has been spent. What is comprehensive development in concrete terms? What are the specific sources of funds for this activity?
B6. Slum Development	X	X	E1, E4, E5	Blank expenditure plan for the year. And in Q1, nothing has been spent on slums. Where will the Rs 70 lshs and Rs 4 crores funding coming from, if no expenditure is budgeted?
B7. Solid Waste Management	1,370.00		E1, E4	Nothing has been spent. Why? What is the link between this item and above on garbage clearance?
B8. Commercial Complexes	X	161.88	E1, E4	What is the expenditure of 161.88 on commercial complexes in B8 when there is no plan for the year?
B9. Principal repayment of borrowings	5,938.30	X	E1, E2	Details are requested. Which loans, where is the fund source for this etc. Why has none been repaid yet? What is the schedule for Q3, Q4?
B10. Other Capital Expenditure	20,625.00	2,995.27	E1	Is the entire amount of Rs 30 crores all for water supply? If not, what are the other items? Is this different from the BVSSB's Cauvery Stage 3 project? What is the source of funds for this item
TOTAL CAPITAL EXPENDITURE	60,385.16	7,565.16		
C. FIDUCIARY EXPENDITURE				
C1. Deposits	1,418.51	314.25	E1	
C2. Cesses	3,170.74	X	E1	
C3. Taxes	901.82	696.76	E1	
C4. Other Fiduciary expenditure	785.19	438.28	E1	
TOTAL FIDUCIARY EXPENDITURE	6,276.26	1,449.29	E1	Fiduciary expenditure shown for the year of 6276.26 does not match with the fiduciary receipts of 8932.10. Why? Even in Q1, receipts are shown as 4157.53 and expenditures as 1,449.29. This is a big mismatch. Given that this is an item in which the BMP acts as a trustee, this is most unexpected. Does the cash balance in the bank, match these figures in the Q1 budget figures? These amounts should be in separate accounts. Details are requested.
GRAND TOTAL OF EXPENDITURE	97,214.22	15,302.55		

Note: 'X' - Information not provided

Query	Response	Analysis and Queries																																		
E1 : Which are the key items of expenditure; how did they fare versus your budget plan; where did we do better, where did we do worse; what specific ideas are you adopting to change this in the next 3/6/9 months before the year ends	Revenue expenditure items are arrived at after ascertaining the amount that requires to be spent before incorporating the same in the budget. For Instance an elaborate exercise is made to arrive at actual strength of the employees against the sanctioned post and compute allocation towards the salary and other allowances. As it can be seen, against a provision of Rs.127.00 crore for the full year the expenditure incurred during the first quarter is at Rs.31.50 crore (24%).	We know that certain expenditures like salaries, pensions etc have to be met. What are these items and what is this total committed expenditure for the rest of the year? What funds will be available for other items? Since receipts are coming in far less than budgeted, how are prioritisation decisions being made for cutting back expenditures? Can you give us specific plans for Q2, Q3, Q4 where budget heads will not be used due to lower-than-expected receipts?																																		
E2 : We had taken out the Municipal Bonds a few years ago. Can you give us some details about the status of these bonds, and the usage of the funds: what was the original usage, versus actual usage	BMP mobilised an amount Rs.125.00 crore through privately placed Municipal Bonds during November 1997. Issue document specified that the funds will be used to improve the Arterial & Sub Arterial Roads of the City of Bangalore. The Document had credit rating from Crisil at A(SO). The entire amount collected under Municipal Bond has been applied to improve the Arterial & Sub Arterial Roads of the city of Bangalore. BMP has repaid the first installment of principal amount of Rs.25.00 crore during December 2001 in accordance with the issue document. The interest to the subscribers has been paid in time. CRISIL has subsequently enhanced the rating to A+(SO).	Could we get details like: - total length of roads expected to be laid - total length of roads actually laid - cost/km of road as originally planned - cost/km of road actually spent - total funds used so far for the project as originally conceived; is the project complete, or is there still work to be done. If so, how much more is expected to be spent - source(s) of additional funds, and terms of these funds, if borrowed money																																		
E3 : What is the total expenditure incurred on Storm Water Drains? How much of this is capital expenditure, and how much on maintenance and desilting	The amount incurred on Storm Water Drains is basically on account of repairs resetting and improvement at critical points. During rains in the recent past works to the tune of Rs.5.00 crore has been taken up to combat the flood situation. Under the Comprehensive Development of SWD an out lay of Rs.180.00 crore has been proposed, to improve four drainage valleys. Consultants are working on the preparation of DPR.	Were these funds expected to be spent, or are they emergency expenditures? If the latter, how are we doing better planning for this activity, since it recurs as a problem every year? How much of the money was spent on de-silting versus civil works?																																		
E4 : Please provide some details on major capital expenditures being incurred this year. How much has been spent, and what are the additional expenditures in these areas for the remainder of the financial year.	The Major capital expenditure that are proposed in the budget 2002-03 are as follows.	How much has been spent on these items? Given the paucity of funds, will any of these projects actually see activity this year? If so, which items? What will be the sources of funds for these? How are these priorities made? What is the expected activity in Q2, Q3, Q4																																		
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E5 : In the area of Slum Development, what kinds of activities have been taken up? What is the proposed expenditure for the rest of the year	There are over 360 slums, in the city of Bangalore out of which the BMP has under taken comprehensive development of 73 slum areas, with an initial out lay of Rs.4.00 crore during the year 2002-03. The consultant has been identified to prepare a DPR. A pilot project to improve VV Giri Slum at a cost of Rs.71.00 lakhs has been taken up under BMP funds which is in the advance stage, of implementation.	There was no budget expenditure indicated under Slum Development. Is there an allocation for either the Rs 70 lakhs, or for the Rs 4 crores? What are the activities being taken up in VV Giri Slum? How much of this money is already spent? Can the residents of VV Giri slum participate in this activity? Who is the project consultant for the DPR? Can slum residents participate in defining this project? Where will the funds for this come from? How will this item be prioritised given fund constraints? What are the expenditures anticipated in Q2, Q3, Q4																																		

STATEMENT OF ASSETS						
List of Major Assets	As on 30/06/2002		For Q1		Queries	Analysis and Queries
	Number	Value	Income	Expenditure		
A. Fixed Assets						
a. Land	X	X		X	A1, A2	
b. Land (leased out)	X	X	X	X	A1, A2, A3	
c. Buildings used by BMP	X	X	X	X	A1	
d. Buildings – Commercial	X	X	X	X	A1, A3	
e. Infrastructure assets	X	X		X		
f. Other fixed assets (furniture, machinery etc.)	X	X	X	X		
B. Investments						
C. Current assets						
a. Receivables						
- property / other taxes		X				
- other receivables		X				
b. Advances						
- Contractors		X				
- employees		X				
c. Cash and Bank balances		X				

Query	Response	Analysis and Queries
<p>A1 : We know that the BMP owns several properties in the city. Can you give us a list of these properties; have you valued these; how are you managing these assets, so that they stay valuable for the BMP</p>	<p>BMP maintains a list of properties owned by itself. When ever a decision is taken regarding of the usage of any property the value as per the Registration Department will be taken for analysis. BMP continues to take up fencing of parks and CA sites.</p>	<p>Can we have details about the properties? How many, what is the total value etc?</p>
<p>A2 : Are you planning to convert any of these properties into revenue opportunities for the BMP; if so, how will you do his: by selling the property outright, or doing a joint-venture; how do you make these decisions so that the BMP gets the best value; how will you ensure that there is transparency in these decisions; what will you do in the next 3/6/9 months</p>	<p>BMP has been using its properties to achieve its obligatory functions enshrined under section 58 of KMC Act of providing citizens utility services such as Shops and Stalls. Of late the development of properties for commercial purposes is taken up under the Joint Venture through Public Tendering System.</p>	
<p>A3 : What are the commercial activities of the BMP; a. What is the total value of all BMP's commercial properties. b. How much money are we spending on building new commercial properties c. How much money are we spending on maintaining existing properties d. Since these are commercial properties, are we making a profit on managing these assets; if so, what are we doing with the profits; if not, why not; what are you doing to convert these into profitable propositions in the next 3/6/9 months e. As one example, we understand that the Public Utility Building is a BMP asset; what rent do we get from this building; what are our expenditures for this building f. Why is the BMP undertaking commercial activities; is there surplus money in the institution; is this an obligatory activity of the BMP. Will we continue to undertake commercial activities in the future</p>	<p>BMP does not undertake any commercial activities parse as it is not a business organisation. As stated in previous para, to provide for shops or stalls for the sale of necessities of life is a obligatory function of BMPRA number of complex were built by BMP to achieve this objective which are leased out to the interested citizens through a public action.</p>	<p>Section 58, item 10 mentions "public markets and slaughter houses". Does the construction and maintenance of shopping complexes like Jayanagar, and properties like Public Utility Building etc, fall under this category? How many such properties does the BMP own? Can specific details be provided.</p> <p>How does the BMP determine the appropriate prioritisation of these activities, given several other obligatory functions? Since these are not being measured on commercial terms, what terms are appropriate for measuring rents and other lease amounts from tenants?</p> <p>Can details requested on amount spent on construction & maintenance of these buildings, and rentals from them etc, be provided?</p> <p>How does the BMP determine if this obligatory function is completely delivered? What specific criteria will be used?</p>
<p>A4 : What is the total area and number of pieces of land that BMP has leased out. What are the purposes for which these lands are leased? How are these decisions made? Are these optimal decisions? If so, how do you say so. If not, how will these decisions be rectified, and what specific action is being planned over the next 3/6/9 months</p>	<p>As per the records of BMP the lands are leased basically for social purposes like Hospitals, Schools, Colleges, Charitable Institutions etc., since BMP is not a profit making organization. The lease amount is worked out as 10% of value of the land. However in certain deserving cases, reduction is given depending upon social objective of the organization seeking the lease of land. There are about 531 properties leased out at an annual rent of Rs.26.77 lakhs.</p>	<p>Can details of the 531 properties be provided: location & size of property; value of land; lessee and lease amount; purpose of lease; term of lease; original lease date etc. What are the total number of such lease-able properties? How is the decision for 531 taken? How are decisions for new leases, or renewals of leases taken?</p>

STATEMENT OF LIABILITIES				
List of Major Liabilities	As on 30/06/2002	Dues Q1	Specific Queries	Analysis and Queries
1. Specific Grants				
a. From Govt of India	Nil		L1	
b. From State Government	X		L1	
c. From others	X		L1	
2. Loans				
a. Government	Nil	X	L1, L2	See question A3 on Receipts See question A3 on Expenditures See question B9 on Expenditures
b. HUDCO	69.00	X	L1, L2	
c. KUIDFC	69.00	X	L1, L2	
d. Others	100.00	X	L1	
3. Current Liabilities				
a. Dues to Contractors	80.00	X		
b. Dues to Suppliers	Nil	X		
c. Other liabilities	Nil	X		
d. Cesses & Taxes to Govt	2737.86	X		

CASH BALANCE		
Data		Analysis and Queries
Opening Balance as on 1 st April 2002	56.49 crores	
+ (Total Receipts during Q1, 2002-03)	189.53 Crore	How much of the fiduciary receipts are still with the BMP How does the BMP ensure that this money is not spent
- (Total Expenditures during Q1, 2002-03)	153.02 Crore	
Closing Balance as on 30th June 2002	X	What was the closing balance on June 30 th 2002

Query	Response	Analysis and Queries
L1 : How many years are left for repayment of the various loans or grants, either to Government or to HUDCO, KUIDFC etc.	The term of loan to HUDCO is between 15 to 20 years where as it is 7 years for KUIDFC. Depending upon the scheme and date of the borrowals. The repayment schedule varies. As records to Municipal Bond issued 1997 the repayment period is for next three years.	
L2 : How does the BMP decide on loan financing of projects? Since these loans have interest payments, do the assets being created have to generate cash flows to pay back for the loans, or do these repayments come from other sources	A large number of projects the BMP under takes is of social infrastructure nature which does not generate any revenue.	
L3 : Is the BMP considering raising more debt in the next 3/6/9 months. If so, what are these loans for, what are the details of such loans (interest rate, duration etc.), and how is the BMP intending to pay back the loans.	As per the Budget 2002-03, BMP is seeking finance HUDCO & KUIDFC under Megacity Scheme. HUDCO loans have pay back period of 20 years, with rate of interest of 12.75% where as KUIDFC charges 5%.	What are the projects that come under the Megacity scheme? Are there other sources of funds for this scheme, or only this? What is the amount of debt that is being raised? How are the decisions about priorities, fund allocation, sourcing etc taken? Can citizens participate in these decisions?

PI-2: HEALTH

Query	Response	Analysis and Queries
How many dispensaries and hospitals do we have	Referral Hospitals - 6, Maternity Homes - 24(BMPS), IPP - 3, Allopathic - 16, Mobile - 3, Ayurvedic- 1 and Unani Dispensary - 1, 38 Health Centres under IPP & 19 Urban Family Welfare Centres	
How much money is spent on the hospitals and dispensaries that we have	Rs 15.39 crores as per 2002-2003 Budget	
How many in-patients and outpatients does the BMP treat	In-patients 39,000 numbers and out-patients 6 lakhs	
Is there any measure of cost/outpatient, or cost/inpatient/day that has been evolved	Cost per patient Rs 240.00	
Which are your best-and worst-performing dispensaries and hospitals	Neelasandra and Broadway Dispensaries are the best. All the Referral Hospitals are doing well	
What kinds of performance measures do you think are appropriate for this department	Number of patients and their economic strata can be taken as measures to evaluate the performance of the Department.	

PI-3: HORTICULTURE

Query	Response	Analysis and Queries
How many nurseries does the BMP own	BMP has prepared a handbook on parks and gardens in which all the relevant details are captured. In total there are over 630 numbers of parks, gardens, medians, traffic junctions etc belonging to BMP	Could we have details of the nurseries that the BMP owns, as opposed to parks and gardens
How much land does this occupy	- Do -	
Is horticulture considered to be a revenue-generating activity for the BMP, or an obligatory function	All the activities of BMP are social in nature. The activities under Horticulture Dept is an obligatory function of the BMP	
How much revenue does this department generate	An amount of Rs 44 lakhs is expected to be mobilized from this department under various categories.	How is the revenue for this department measured, or benchmarked? Would it be reasonable to benchmark it to private nurseries?
Is this sufficient for the land that it possesses; if so, why do you state this; if not, what are the plans over the next 3/6/9 months	BMP has undertaken to involve private participation to reduce the budgetary requirement of its department in the development and maintenance of parks. As of now 67 number of parks, medians, traffic junctions have been under "Adoption" and other 120 numbers are in the pipeline.	
What kinds of performance measures do you think are appropriate for this department	Since the parks and greenery are in the nature of protection of environment and urban forestry, reduction in pollution levels within the city can be a performance indicator. Area under green covers and persons visiting parks.	

PROOF

Analysis Q I 2002-03

PI-4: ENGINEERING

Query	Response	Analysis and Queries																					
How many works (number and total value) are currently under way in the Engineering department, and which years do these works belong to	<table border="1"><thead><tr><th colspan="3">Ward Works</th></tr><tr><th>Category</th><th>Number</th><th>Value (Rs)</th></tr></thead><tbody><tr><td>Spill over upto 31.3.2001</td><td>350</td><td>8</td></tr><tr><td>Spill over upto 31.3.2002</td><td>792</td><td>20</td></tr><tr><td>Total spill over works</td><td>1142</td><td>28</td></tr><tr><td>Flood mgt. works</td><td>120</td><td>5</td></tr><tr><td>Ward works for 2002-03</td><td>1500</td><td>40</td></tr></tbody></table>	Ward Works			Category	Number	Value (Rs)	Spill over upto 31.3.2001	350	8	Spill over upto 31.3.2002	792	20	Total spill over works	1142	28	Flood mgt. works	120	5	Ward works for 2002-03	1500	40	
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How many works (number and total value) will spillover into next year, and what are the causes for such spillover works	BMP has taken measures to reduce the spill over works continuing from year to year by way of making provision for such categories in the budget.																						
How many of these works are maintenance in nature, and how many would you classify as long-term capital expenditure	Most of the works are of maintenance in nature.																						
What kinds of performance measures do you think are appropriate for this department	Cost effectiveness.	Can we develop indicators along the lines of: cost over-runs; timely completion; quality of work; degree of citizen participation in work identification																					

management discussion and analysis

This section is left open for Management to provide additional qualitative information on various aspects of their choice. As an example, these items could relate to:

- Management Priorities for the first 3 months, and for the next 3/6/9 months in this financial year

As the citizens of B'lore are aware that the first 3 months the priority has been to take up flood mgt works. It is proposed to concentrate on the infrastructure needs of the city, apart from launching citizen friendly schemes.

I. Infrastructure Projects taken up

a) ROB/RUBs.	Rs 21 crores
b) Water Supply and UGD facility to newly added areas	Rs 100 crores
c) Re-modeling of storm water drains	Rs 180 crores
d) Rejuvenation of old areas	Rs 100 crores
e) Improving of side walks	Rs 70 crores
f) 100 public toilets	Rs 10 crores
g) Fly overs at Rajajinagar Entrance	Rs 14 crores
h) Solid waste mgt	Rs 14 crores

II. Citizen Friendly Schemes.

- Sulabha Nakshe
- Relaunching of Sarala Katha
- Simplifications of Trade Licences
- Computerised system of Grievance Redressal

- Key challenges that arose during the past 3 months, and issues related to these challenges

- As above -

- Human Resource Development discussion

BMP has initiated a number of Capacity Building Training programmes for the personnel. Some of the activities are 5200 PKs trained in motivation and skilled development under Swacha Bengaluru programme. About 207 Principals, Head Masters, Teachers are trained under School Net and Intel Programmes. 180 junior level, 100 middle level and 40 senior officers have been trained in computerized basics. About 60 employees have been trained in HRD matters such as leave encashments, retirement benefits, advances, etc., HRD training is a continuing feature of BMP's administration which are being taken up under on going basis.

- Any other strategic or operating items

- Complete internalising of FBAS
- Complete computerisation and net working of BMP offices throughout the City.
- Complete the BMP audit and evaluation to compile the first ever balance sheet in the govt sector
- Improve the basic facilities in the newly added areas
- Addition to the infrastructure needs of the City
- Making the Departments of BMP more responsible and accountable particularly the health and Education Departments.

PROOF

Public Record of
Operations & Finance

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Feb

PROOF
Public Record of
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proof@vsnl.net

Thelma Narayan
Bangalore

August 20th, 2002

Dear Thelma

Sub.: First Quarter's Public Debate on BMP's PROOF

We wish to express our deep appreciation for your participation at the first quarter's public debate on PROOF held at Infosys on Saturday, August 17th, 2002.

The debate itself marked a turning point in history, where citizens and the government could engage with specific information on performance. The participants – although numbering only around a hundred – were from different sections of society: students, academics, advocacy NGOs, grassroot NGOs, corporates, community members and representatives from the State Government. The feedback that we have received has been overwhelming: unanimously, people found the session to be breaking new ground.

We hope that you found the exercise useful as well. Clearly, there are things that we could do better. We will strive to make these changes as we go forward.

The central point that we would like to emphasise is that there must be opportunities for constructive engagement, where hard, specific data is being used to deliberate on matters of common concern. We are confident that the tone of such engagements will get only more robust, as all stakeholders recognise the true nature of the PROOF debates as that of finding participatory solutions, and not fault-finding.

We will be completing the formal PROOF document for Q1, 2002-03 with the information that the BMP has provided within the next few days. We shall send you a copy of this document for your records.

Sincerely

Ramesh Ramanathan
Campaign Coordinator
Janaagraha

Dr. Suresh Balakrishnan
Director, PAC

Dr. Vinod Vyasulu
Director, CBPS
(Co-Promoters of the Campaign)

Ashish Sen
Director, VOICES

file - Karnataka
- B'lore

Attached: selected photographs of the event

Feb

To Dr CHB/RN

IN
27/8/02

IN
27/8

CHB
28/8

21
2/4

email
Dear friends of PROOF,
Thank you for the letter + photographs.
We appreciate the initiative and effort that
all of you have taken to make PROOF happen.
We will offer our support + collaboration
with regards. Y/S, In 20/8

Sent 25/8

Dear Vilasini,

Greetings from Community Health Cell!

Given below are some of the points that I raised during the public debate with BMP on Saturday 17/8/02.

1. Health is one of the most valuable assets for any human being and is important for attaining a good quality of life.
2. Therefore there is a need for greater investment in health by the public sector in partnership with the private and voluntary sectors and communities. We therefore will look at the BMP budget from a health perspective with a focus on equity and social development ie looking at services particularly for the poor and marginalised sections of society in urban slums.
3. On going through the BMP financial statements for the first quarter (1st April to June 30th), other than a small receipt of a family welfare grant, we are unable to assess the receipts and expenditure for health / medical care. We would suggest that breakups / disaggregated analysis for the social sector including health, education and social welfare be made available, if possible wardwise.
4. We would like to know about expenditures incurred under the India Population Project (IPP) VIII. This was a World Bank loan of several hundred crores of rupees to develop and run health care services in Bangalore city. In the signed agreement the Corporation (BMP) had agreed to sustain the services. However on project completion the link workers were disbanded and salaries were not paid to doctors, and other staff for several months. This has adversely affected the running of the services. These are aspects of performance that need to be looked into. The repayment of the loan is another aspect.
5. Health investments have two components - for medical care and public health. The indicators in the PROOF documents focus on medical care eg. outpatients and inpatients etc. However public health is the more important though neglected component. It includes safe water supply and sanitation facilities, in recognized and unrecognized slums. Other aspects such as pollution of air, water and soil from industrial and other sources affect all citizens and sections of society. The regulatory role of government / BMP and removal of pollutants needs greater attention. The storm water drains, and their contamination with sewage and solid waste adversely affect public health.
6. Additionally there are hard decisions to be taken about tobacco and alcohol which are thought to generate revenue but also have serious adverse health and social effects. Long term studies by the Indian Council of Medical Research and the World Bank show that the government spends for more on health care costs for tobacco and

PROOF file (Subang)

etc

sent
12/08/02
Lini

alcohol related medical problems than the aggregate revenue it earns from the manufacture, sale and export of these products. The costs and suffering to the families and concerned persons is much more.

with best wishes,
Shelene.

MP 2nd draft - carefully
to

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Vol 4. We would like to know about expenditures incurred under the India Population Project (IPP). This was a World Bank loan of several hundred crores of rupees to develop and run health care services in Bangalore city. In the signed agreement the Corporation (BMP) had agreed to sustain the services. However on project completion the link workers were disbanded and salaries were not paid to doctors, and other staff for several months. This has adversely affected the running of the services. These are aspects of performance that ~~also~~ need to be looked into. The repayment of the loan is another aspect.

PROOF 5. Health investments have two components - ^{for} medical care and public health. The indicators in the ~~proof~~ documents focus on medical care eg. Outpatients and inpatients etc. However public health is the more important though neglected component. It includes safe water supply and sanitation facilities, in reorganized and unrecognized slums. Other aspects such as pollution of air, water and soil from industrial and other sources affect all citizens and sections of society. The regulatory role of government / BMP and removal of pollutants needs greater attention. The storm water drains are also a case in point and their contamination with sewage and solid waste adversely affect public health. ^{or} ^{recognized}

standard 6. Additionally there are hard decisions to be taken about tobacco and alcohol which are thought to generate revenue but also have serious adverse health and social effects. Long term ^{by} the Indian Council of Medical Research and the World Bank show that ~~the~~ government ~~and~~ ~~have~~ ~~not~~ ~~adequately~~ ~~responded~~ ~~for~~ ~~issues~~ on health care costs of tobacco and alcohol related medical and ~~other~~ problems. ^{than} the aggregate revenue it ^{is} ^{earned} ^{from} ^{the} ^{manufacture} ^{of} ^{these} ^{or} ^{export} ^{of} ^{these} ^{products}. The cost ^{of} ^{suffering} ^{to} ^{the} ^{population} ^{is} ^{concerned} ^{person} ^{is} ^{much} ^{higher}.

PERFORMANCE INDICATORS FOR HEALTH

INPUT	OUTPUT	OUTCOME	EFFICIENCY	PRODUCTIVITY	EXPLANATORY
<ul style="list-style-type: none"> Minimum Infrastructure Standard General Ward Labor Ward Operation Theatre (OT) Minor Operation Theatre Toilets Condition of toilet Bathrooms: <ul style="list-style-type: none"> -- Availability of hot water -- Availability of sewage system. Laboratory Waiting Area Patient Attendant Space Outpatient Area Availability of drinking water Linen Service Generator set Store Room Ambulance Service Quarters for Doctors and Drivers Telephone Service Privacy of examination area Fumigation <p><i>Disc i Health of P. R. S. Dr Veda, TH, S.F.C.</i></p> <ul style="list-style-type: none"> Minimum Equipment Standard. Availability of required Equipment in all rooms. Drugs Availability of minimum essential drugs. Availability of emergency drugs. 	<ul style="list-style-type: none"> Number of deliveries Normal Caesarean and Assisted Number of family welfare procedures. Number of high risk pregnancies detected during labor / antenatal care Number of immunizations against measles. Number of admissions. Number of admission slips. Number of patients registered for postnatal care. Number of patients registered for antenatal care. Number of Medically Terminated Pregnancies (MTP). 	<ul style="list-style-type: none"> Number of maternal deaths. Number of neo natai deaths. Number of stillbirths. Number of infant deaths. Number of perinatal deaths. Number of measles cases. Number of deaths due to measles Number of admission to number of admission slips. Complaint redressal system. Patient feedback forms. Percentage of patients coming in for 3 postnatal check ups. Number of patients registered for antenatal care prior to 12 weeks. Number of days with stock outs of essential drugs. 	<ul style="list-style-type: none"> Downtime of key equipment. Autoclave. Laparoscope. Refrigerator. Generator. Ambulance BP Apparatus Instrument Sterilisers Weighing Machine - Adult and Infant Incubators Boyle's Apparatus Pulse Oxinator Hysteroscopes Time taken to fill up vacancies to sanctioned strength. Nurse patient ratio. Doctor patient ratio. Full time employees per occupied bed. Waiting time for patient. Cost of drugs per patient (inpatient / outpatient). Cost per inpatient day. Cost per outpatient day. 	<ul style="list-style-type: none"> Staffing patterns. Number of patients below the poverty line. Inventory / Store management maintenance mechanism. 	

PROOF file
To
29/4/03

Need for community perspective
- primary health care as a framework
- process approach - involvement of urban pop. in process
- input from the beginning.
Jall

EC-2 214

PROOF
Public Record of
Operations & Finance

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May 2003

Dear *Ravi Narayan*,

We invite you to the fourth quarterly public discussion of the PROOF campaign to be held on Saturday, May 17th, 2003 at:

**JN TATA Management Council Room,
Infosys Technologies Ltd.,
Gate No: 2, Electronic City,
Hosur Road, Bangalore - 561 229.**

Timing: 09.30 am to 01:30 pm.

The fourth quarterly discussion is the last in the series of quarterly discussions of the PROOF campaign for the year 2002 – 2003.

Your participation will be valuable to both accelerate and enable PROOF to translate its promise to performance.

Please be there.

Yours sincerely,

Ramesh Ramanathan
Campaign Co-Ordinator

Dr Suresh Balakrishnan
Executive Director, PAC

Dr. Vinod Vyasulu
Director, CBPS

Ashish Sen
Director, Voices

Please confirm participation and bring this invitation with you for security reasons.

Admit one.

Transportation will be arranged from *PAC to Infosys and back. Please confirm your seat by May 15th 2003

R.S.V.P.
Sapna / Bheema
354-2381 /82.

*Public Affairs Centre, 422, 80 Ft Road, VI Block, Koramangala, Opp Akhila Karnataka Prani Daya Sangha
Tele: 553-7260 / 3467

196
13/5/03

NH - pl. inform that RN is away + cannot attend
(file)

SW
13/5

sent
13/5