



Capacity & Competencies in **HEALTH SECTOR AND RELATED AREAS**

Centre for Symbiosis of Technology, Environment & Management (STEM) is an inter-disciplinary professional research group registered as a society under the Karnataka Societies Registration Act, 1960. It was established as a not-for-profit organization, on September 1, 1987, at Bangalore. The Founder Directors of STEM include **Padmabhushan Prof. N. S. Ramaswamy**, National Professor in Management and former Director, IIM-B; and the **Late Mr. D. V. N. Sarma**, former President, ORG & ASE Management Services. Another Founder Director, **Prof. B. Bhaskara Rao**, former IIM-B Dean and UN Adviser, is currently the Society's President & Executive Director.

Over the past two and a half decades, STEM has undertaken well over 200 **Research & Consultancy** assignments in a wide range of development sectors, in various locations spread over as many as 17 states/ UTs, and catered to more than 120 clients.

To consolidate its capacity building activities and expertise, STEM commenced MINDS, the training wing, in July 2005. MINDS has been regularly conducting short-duration **Professional Enrichment Programmes (PEPs)**, organization-specific/ sponsored in-service training programmes and project-tied/ linked workshops & training programmes.

This folder highlights the capacity and competencies of STEM and MINDS in the health sector and related areas.



- Carrying out pre-feasibility studies
- Preparation of project proposals
- Formulation of project implementation & development plans
- Project management consultancy
- Monitoring and evaluation, including baseline studies, needs assessments & facility surveys
- Technical assistance for tendering, contracting, procurement & quality assurance
- Professional advice in streamlining administrative procedures and developing human resources
- Poverty and equity focussed interventions
- Capacity building and institutional development

Research and Consultancy

HEALTH SYSTEMS DEVELOPMENT

Health Systems Development Projects (HSDPs) were mainly aimed at revamping and modernizing the secondary level health care systems and improving the quality of care, and covered district & sub-district hospitals and CHCs.

Assignments

- *Consultancy for Preparation of Karnataka Health Systems Development Project (KHSDP) Proposal*
- *Strengthening Secondary Level Hospital Services in Karnataka*
- *Strengthening of Secondary Level Hospitals Services in Gulbarga Division of Karnataka*
- *Consultancy for Implementation of Karnataka Health Systems Development Project (KHSDP)*
- *Preparation of Project Implementation Plan (PIP) for Uttar Pradesh Health Systems Development Project (UPHSDP)*
- *Baseline Study of Health Systems in Uttar Pradesh*
- *Consultancy for Technical Support to Strategic Support Group (SSG) under Uttaranchal Health Systems Development Project (UAHSDP)*

FAMILY WELFARE, MCH & RCH

STEM carried out Family Welfare and Maternal & Child Health (MCH)-related Studies and extended Research & Consultancy support to Reproductive & Child Health (RCH) Projects.

Assignments

- *Strengthening of Family Welfare and Maternal & Child Health (MCH) Services in Karnataka*
- *Phased Implementation Plan for Reproductive & Child Health (RCH) Project in Karnataka*
- *Preparation of Concept Paper on RCH Project II*
- *Proposal for Implementing Selected Components of Reproductive and Child Health (RCH) Project I in Bellary*
- *Baseline Survey for Agra Reproductive Health Project*

MONITORING & EVALUATION

Monitoring & Evaluation (M&E) plays an important role in implementing health programmes efficiently and in ensuring that the expected outputs and outcomes are achieved effectively. STEM professionals have developed core competence in M&E including development of M&E frameworks, training modules and case studies, besides capacity building in M&E.

Assignments

- *Beneficiary Needs Assessment and Role of Private Sector in Health Care in Uttar Pradesh*

- *Existing System of Distribution of Nutrition (under ICDS III Project in UP) and its Quality, Satisfaction of Beneficiaries, and Need for Alternative Cost-effective System*
- *Development of Information, Education and Communication (IEC) Material on Community Based Health Monitoring (CBHM) System in Andaman & Nicobar Islands*
- *Socio-economic Assessment of Interventions implemented by Brooke Hospitals for Animals*
- *Mid-term Evaluation Study of Total Sanitation Campaign (TSC) in South Tripura District*
- *Process Documentation of IEC Interventions ICDS-III in UP*
- *Assessment of Institutional Care Project at Institute of Road Transport-Perundurai Medical College Hospital (IRT-PMCH) at Erode, Tamil Nadu*
- *Andhra Pradesh Community Intervention Project (APCHIP) implemented by RISE, TB Alert and DFID in Six Districts of Andhra Pradesh.*
- *Consultancy to UNICEF, Hyderabad for developing Monitoring System of Folk Media Performances in Raichur District, Karnataka.*
- *Assessment of Effectiveness of BCC Training in Raichur and Medak Districts*
- *Impact Assessment of Social Marketing of ITBN in Urban Slums of Vijayawada.*
- *Developing an M&E Framework for Outcome Evaluation of Orissa State Health Plan*
- *Evaluation of BOLEP and JUNLEP in Orissa.*
- *Evaluation of Training of Self Help Groups in Andhra Pradesh under AP Social Marketing Project.*
- *Evaluation of Induction Training of Medical Officers working in PHCs in Andhra Pradesh*

WATER, SANITATION & HYGIENE

Safe drinking water, good sanitation and hygienic practices contribute to health status of people significantly. However, these remain as the basic issues in rural India, even today. Understanding the factors influencing the knowledge, attitudes & practices, and designing effective behaviour change communication strategies are crucial to improving the health status of the people living in rural areas and urban slums. With its multidisciplinary moorings, STEM has accumulated vast experience in this vital area.

Assignments

- *Motivation of Villagers for Formation of Water and Sanitation (WATSAN) Committees*
- *HSHE Management Consultancy for Karnataka Integrated Rural Water Supply & Environmental Sanitation (KIRWS&ES) Project*
- *Community Participation through Non-government Individuals (NGIs) under Karnataka Integrated Rural Water Supply & Environmental Sanitation (KIRWS&ES) Project*
- *Water Quality Analysis (WQA) for Phase I Villages of Karnataka Integrated Rural Water Supply & Environmental Sanitation (KIRWS&ES) Project*

- Study on Sanitation and Hygiene Promotion (SHP) Strategy under Karnataka Integrated Rural Water Supply & Environmental Sanitation (KIRWS&ES) Project
- Sanitation and Hygiene Promotion (SHP) Management Consultancy for Jal Nirmal Project in Karnataka
- Consultancy for Promoting Community Led Total Sanitation (CLTS) under TSSM Project in Madhya Pradesh
- Technical Consultancy for Hogenakkal Water Supply and Fluorosis Mitigation Project
- Consultancy for Technical Support to Strategic Support Group (SSG) under Uttaranchal Health Systems Development Project (UAHSDP)
- Consultancy for strengthening Accredited Social Health Activist (ASHA) Support System at State & District Levels in Uttarakhand

DRUGS & PHARMACEUTICALS

STEM professionals have a portfolio of studies relating to drugs & pharmaceuticals. These assignments mainly pertain to the process of rationalization of the use of essential drugs, taking into account factors such as requirements, supplies, prescription policies and other qualitative issues, as well as the WHO Guidelines on the subject.

Assignments

- Consultancy for SPIU of Health Sector Reform Project of Govt of Andhra Pradesh for preparing Bid Document for Drugs and Medicines
- Options for Improved Post-marketing Surveillance and Monitoring of Adverse Drug Reactions in India
- Prescription Audit of Outpatient Attendees of MHSDP Hospitals
- Study on Drug Requirement in Uttar Pradesh (in collaboration with DSPRUD) and developing Standard Treatment Guidelines
- Drug Management & Status of Treatment of Tuberculosis in India
- Drug Requirement Study for the State of Chattisgarh

URBAN HEALTH

STEM has carried out a substantial number of urban slum surveys in support of the various governmental initiatives in the domain of health & family welfare. These exercises have gone a long way in assessing the socio-economic status of slum populations; evaluating the infrastructure facilities/ services available in the slums; and identifying areas for qualitative & quantitative improvements.

Assignments

- Family Welfare Project for Urban Slums in Bangalore
- Family Welfare Project for Urban Slums in Hyderabad – Facilities Survey & Design for India Population Project (IPP) VIII
- Baseline Survey and Beneficiary Needs Assessment – India Population Project (IPP) VII: Bangalore Urban Slums
- Concept plan for Bangalore Healthy City Project (BHCP)
- Gender Analysis of Slums in Bangalore

HUMAN RESOURCES

STEM has considerable experience in the development of human resources for the Health Sector, including: identification of manpower resource gaps and surpluses; formulation of strategies for rationalising human resources; reviewing of prevailing human resource policies; and conceptualizing new policies.

Assignments

- Study of Human Resources of Health systems in Uttaranchal

FACILITY SURVEY

Facility surveys have been STEM's forte. The broad objectives of such surveys conducted by STEM were to estimate the expenditure involved in modifying/ expanding health facilities; and evaluate the adequacy of health infrastructure and supply of equipment/ other inventories in terms of WHO norms.

Assignments

- Survey of Health Care Facilities in Non-government Sector in Karnataka
- Building Environment Survey (Facility Survey) for Andhra Pradesh Health Systems Development Project (APHSDP)
- Facility Survey for Karnataka Health Systems Development Project (KHSDP)

Capacity Building & Training

PROFESSIONAL ENRICHMENT PROGRAMMES

MINDS has organised a number of PEPs in the development sector. Nearly 200 participants from government as well as private sector, from different states, benefitted from these programmes.

STEM has professionals with experience of conducting over 100 programmes for middle and senior level health officials, programme managers and hospital administrators. The focal areas include

- Quality in Health Care, Medical Audit, Prescription Audit, ICD Coding and Medical Records
- Managing Hospital Waste Management Systems

- IEC, Behaviour Change Communication, Health Communication, Social Marketing and Health Care Marketing
- Monitoring & Evaluation using Data Logframe Approach (LFA)
- Core Managerial Skills for Health Professionals
- Risk Management in Health/ Hospitals
- Medical Laws & Ethics

PROJECT- LINKED PROGRAMMES

Over the years, STEM has conducted a large number of capacity building and training programmes, in conjunction with the various Research & Consultancy assignments undertaken by it. These include

- *Training Programme on Quality Improvement of IEC Interventions for Field Functionaries under Integrated Child Development Services (ICDS) III in UP*
- *Participatory IEC Training Programmes for Quality Improvement of Integrated Child Development Services (ICDS) III in UP*
- *Training Programme in conjunction with the Study on “Drug Management & Status of Treatment of Tuberculosis in India”*
- *A Series of Workshops on the “Karnataka Health Systems Development Project (KHSDP)”*
- *Workshop on “Identification of Norms and Infrastructure Needs for Secondary Level and Tertiary Level Hospitals”*
- *National Seminar on “City Health Plan” and Workshop on “Preparation of Bangalore City Health Plan”*
- *“Soft Skills Development for Effective Change Management”: A Series of 24 Executive Development Programmes (EDPs) in Change Management in Water & Sanitation Sector for Engineers of Government of Andhra Pradesh*
- *Training Programmes (State, District, Taluk & Village Levels) on Health, Sanitation & Hygiene Education (HSHE) under Karnataka Integrated Rural Water Supply & Environmental Sanitation (KIRWS&ES) Project*
- *Training of Trainers Programme on Health, Sanitation & Hygiene Education (HSHE) for the Functionaries of Danida-assisted Karnataka Rural Water Supply and Sanitation Project*
- *Workshop on “Standard Treatment Guidelines” (in collaboration with DSPRUD)*

Clientele

- **Multilateral/ Bilateral Agencies:** UNICEF, WHO, IDA, World Bank, Water & Sanitation Program (WSP), JICA, DFID, KfW, and others
- **Government of India:** Ministry of Health & Family Welfare and other Ministries
- **State and Local Governments:** 17 states and UTs
- **Health Systems Development Projects:** Andhra Pradesh, Karnataka, Uttar Pradesh, Uttarakhand, etc.
- **NGOs:** CARE India, OXFAM, APAC and others
- **International Organizations:** Management Sciences for Health-USA, Mediconsult-Malaysia, Brooke Hospitals for Animals, and others

Professional Team

STEM has a Core Professional Team of sectoral experts, supported by **project-specific specialists** comprising senior executives & research staff (doctorates and post-graduates), central and zonal

co-ordinators, trained multi-lingual field supervisors and investigators, as well as a **national network of experienced consultants** in a variety of disciplines.

Key Contact

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Over 27 years' consultancy, research, capacity building and training expertise in the health care domain and pharmaceutical management. Formerly, Professor & Chairperson, Health Studies Area, ASCI, Hyderabad; Director (Officiating), IIMR, Jaipur; and Specialist – Pharmaceuticals, ORG, Baroda.

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