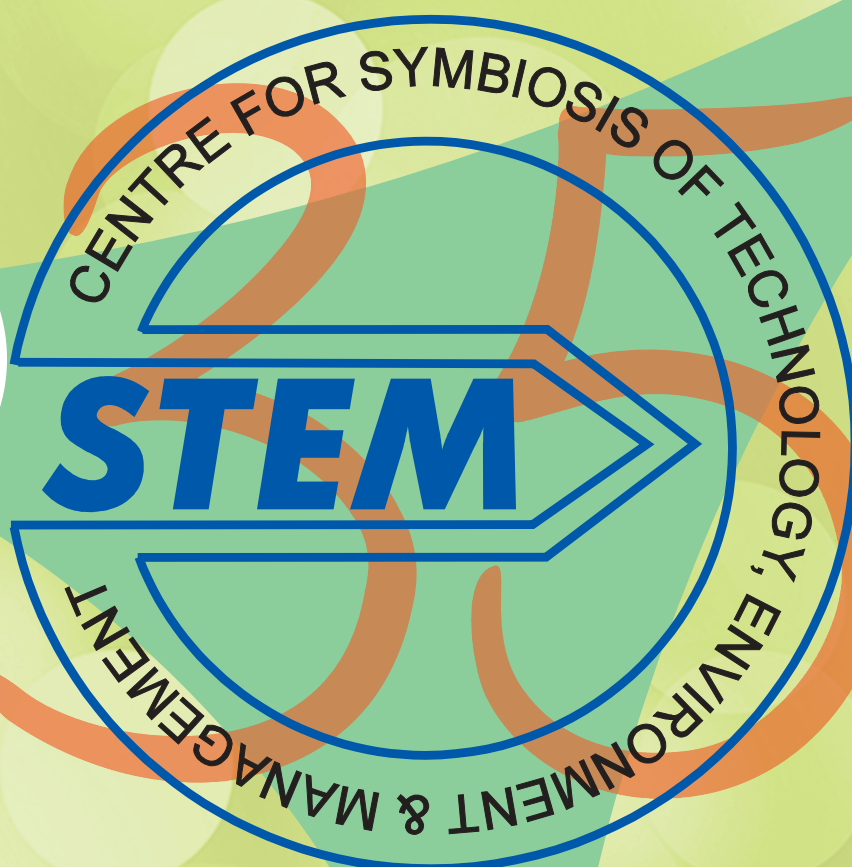


Commemorating 35 Years of Professional Excellence

1987 - 2022

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Competencies**

**Creating
Evidence
Base**



**Effective
Decision
Making**

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stembangalore@gmail.com and www.stemgroup.org

OUR PRIMARY STRENGTHENERS

 The World Bank	Directly funded and state projects supported/assisted occupy top slot. ✓ Association with Rural Water Sector in Karnataka spans over TWO DECADES. IRWS&ES Project, JAL NIRMAL Project – 6 long term (HSHE (12 districts), SHP (11 districts), and 8 other assignments; Support Agencies for MVS for water supply etc. ✓ Health Systems Development Projects in – AP, KAR, UP and UKD.
 World Health Organization	✓ Both Indian and US offices supported a wide range of projects related to Family Welfare, slums, gender, drug management, building environment, beneficiary need assessment, environment and climate change, energy-water nexus and others.
 KUIDFC	✓ First of its kind themes like Capital Investment & Infrastructure Plans (CIIPs) and City Level Investment Plan (CLIP) for different ULBs in Karnataka. Later City Development Plans (CDPs) on similar lines, emerged under JnNURM at nation level. ✓ Facility Management and Institutional Development Consultants (FMIDC-2) for ADB assisted KIUWMIP is a recent project of 3 years duration.
 unicef	✓ National Survey of Rural Community Water Supplies (NSRCWS) covering nine states of India in the year 2000. It covered 63 districts, 165 taluks/blocks, 810 villages, 4,050 households and about 12,300 borewell handpumps. ✓ Capacity building – a series of change management, Training of Trainers programmes (26 Nos) covering all 1250 RWSS Engineers in AP.
 Karnataka Evaluation Authority	✓ Starting with Palm oil study in 2013, impact assessments were done for Child Centric Scheme, Fodder Development, Ganga Kalyana, Khsheerabhagya, Student Police Cadet, Yeshasvini and latest being ATMA in 2020. ✓ A five-day Training Programme on “Programme Evaluation” for Senior Officials of Government of Karnataka in 2013 at IIM, Bangalore.
 Ministry of Urban Development Government of India	✓ Projects related to profile of building space, building materials, rural housing and technology trends, market for fly ash, bonded labour. ✓ Staff Support Unit for Capacity Building Activities of JnNURM, is a THREE year project supporting all states in the country.
 MINISTRY OF RURAL DEVELOPMENT	✓ National Level Performance Evaluation Study on CFT Strategy. ✓ National Level Monitors (NLM). Sixteen rounds during 2017 to 2022. Covered 9 states and 67 districts. ✓ Concurrent Evaluation of Swarnjayanti Gram Swarozgar Yojana (SGSY) and NREGA in Karnataka

MESSAGES FROM OUR WELWISHERS

Congratulations Professor B. Bhaskara Rao and all colleagues at STEM for sterling performance over these three decades. I do not hesitate in observing that STEM stood out for what we at the very outset envisioned and went about as its mission. As the country celebrates *Azadi Ka Amrit Mahotsv* now, STEM should celebrate its 35th anniversary with same pride.

STEM services are even more required for the country as there is renewed determination to scale developmental endeavours both quantitatively and qualitatively. STEM's holistic approach is fitting

framework to look beyond for a more rational habitat.

STEM also has proved that there is space for "independent research" and evaluation in the country and that there are professionals to stand up and meet those challenges even as a non-profit entity and even under new competitive compulsions. I am confident STEM will continue its efforts as well in the years ahead.

- Dr N Bhaskara Rao,

Chairman, Centre for Media Studies, New Delhi &
Founder Director, STEM

Dear Dr Rao: It is my pleasure and privilege to extend the heartiest congratulations to STEM for completing 35 glorious years of success. You have always been on the top of the list for serving the development community with your exclusive, dedicated and professional services. An organization like yours with the visionary leadership (of Prof Bhaskara Rao) and brilliant team of dedicated professionals and with a friendly work environment can only aim for high results, and time to time proved your worth and have gained the much deserved recognition and fame. Consistently, despite everything you

stun us through your commitment to your work even following 35 years have cruised by. Much thanks to you for that and cheerful commemoration of you and your work!. So now I'd like to praise you for reaching this significant milestone and wish you a happy thirty fifth work anniversary!

I wish you all the success for many more years to come.

Dr S Satish, Senior Social Development
Specialist, The World Bank.

I am happy to learn that the eventful journey of STEM started on the auspicious day of Varalakshmi Pooja on 1st September, 1987. The Society was the brain-child of a fraternity of ten luminaries and doyens with impeccable credentials in academics, industry and Government.

It is a matter of pride that one of the Founder Directors, Prof. B. Bhaskara Rao, is the Society's current Honorary President. A former Dean of IIM, Bangalore, and Adviser to the UN, Prof. B. Bhaskara Rao was the prime driving force of the Society and has been synonymous with the STEM Society.

STEM has been providing in research, consultancy and capacity building support to central and state governments, NGOs and private sectors. Multi-lateral and bilateral agencies such as the World Bank, UNICEF, DANIDA, USAID, KfW, ADB and other have supported STEM over a period of time.

Over the last 35 years, STEM has successfully completed over 300 assignments which are multi-sectoral and multi-functional. A major strength of STEM right from the inception is that its work encompasses a whole range of related activities.

As Secretary, Urban Development in Government of Karnataka, subsequently as MD of KUIDFC in the early part of this century, I had the privilege of interacting regularly with STEM. I would like to take this opportunity to wish STEM, Bangalore all the very best and many more decades of high quality public service.

Dr K P Krishnan, IAS

Secretary (Retired)
Government of India
Ministry of Skill Development and
Entrepreneurship

Fond Remembrance and Paying Our Respects

GENESIS

In late 80's management and development research and consultancy was still in its nascence. Sensing an opportunity and bring professionalism, *Prof. B. Bhaskara Rao*, (former Dean and Professor, IIM Bangalore and UN Advisor) brought together doyens from industry, eminent academicians and experienced administrators from Government. Centre for Symbiosis of Technology, Environment and Management (STEM) was founded on the auspicious day of **Varamahalakshmi Puja** in 1987, registering as a Society, in Bengaluru. In today's parlance, it was a 'Start Up' back then.

Founding Directors: *Shri D.V.N. Sarma* (former President of ORG and ORG Systems, Baroda); *Dr. N. Bhaskara Rao* (Chairman, Centre for Media Studies, New Delhi) and *Shri B.S. Murthy* (Managing Director, PADGRO, Chennai) - from industry. Padmabhushan *Prof. N.S. Ramaswamy* (Founder Director, IIM, Bangalore), *Prof. D.V.R. Rao* (former Professor, Indian Institute of Technology, Kharagpur and School of Planning and Architecture, New Delhi); *Prof. V.L.S. Prakasa Rao* (former Professor, Delhi University & ISEC, Bangalore); *Prof. S.D. Raj*, former Director, School of Planning & Architecture, Delhi and Anna University, Chennai - from academics. *Prof. C.S. Chandrasekara*, former Chief Planner, Town & Country Planning Organisation (TCPO), Government of India, *Dr K.S. Ramegowda*, former Director of Town Planning, Government of Karnataka and Chief Technical Advisor, UNCHS - from Government. They were instrumental in the emergence of STEM and also are the Founding Directors. *Shri. Sarma* was the FIRST Chairman of STEM.

The following Founding Directors continue to guide and support the organization, even today.



B. Bhaskara Rao



N. Bhaskara Rao



B.S. Murthy

Present Board Members: *Shri V.M. Hegde* (Former Director, DTCP, Government of Karnataka); *Prof. B. Subba Rao* (Former Professor, KMC, Manipal); *Shri P.V.A. Rama Rao* (Retired MD & Chairman I/C, NABARD and Banking Ombudsman-RBI, Mumbai); *Shri P.H. Reddy* (Former GM, ORG Systems, Baroda); *Dr P.H. Rao* (former Professor, ASCI, Hyderabad); *Shri N.P. Chandra Shekar* (Retired Executive Engineer, PWD, Government of Karnataka) and *Shri S. Srikumar*.

Other Board Members: Who also contributed to STEM, at different points of time, include Late *Shri B.S. Krishna Rao* – former Dy. General Manager – HEC, Ranchi; *Dr. H.G. Hanumappa* – Prof. & Head – Agricultural Development and Rural Transportation (ADRT) Unit, ISEC, Bangalore; *Dr. K.V. Subramanian* – Director, STEM; *Shri M.N. Joglekar* – former Executive Director, HUDCO, New Delhi; *Dr. M. Panduranga Vithal* – Director, MINDS; *Shri. P. Ravindra* – Founder and Managing Director of PEM (Personal Energy Management) Training Solutions Pvt. Ltd. and Former General Manager & Head of Learning Services, IBM India; *Late Dr. P.V.L.N. Rao* – Senior Journalist, Chennai; and *Dr. V.V. Bhanoji Rao* – former Professor, National University of Singapore and Economist, The World Bank.



Late Shri DVN Sarma


Late Prof. NS
Ramaswamy

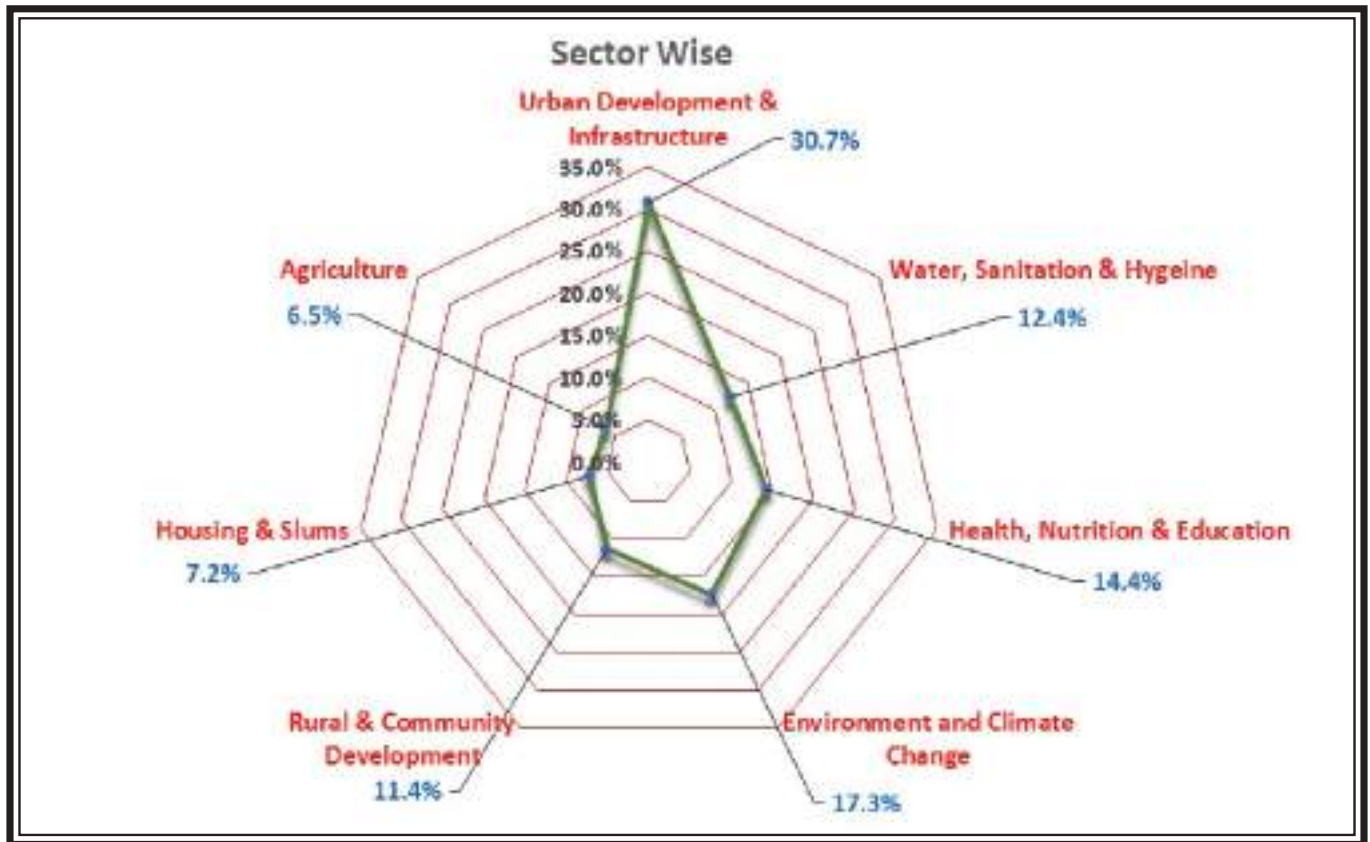

Late Prof. DVR Rao

We pay our Respects and Shradhanjali to our founder Directors and Board Members, who continue to shower their blessings on STEM from heavenly abodes.

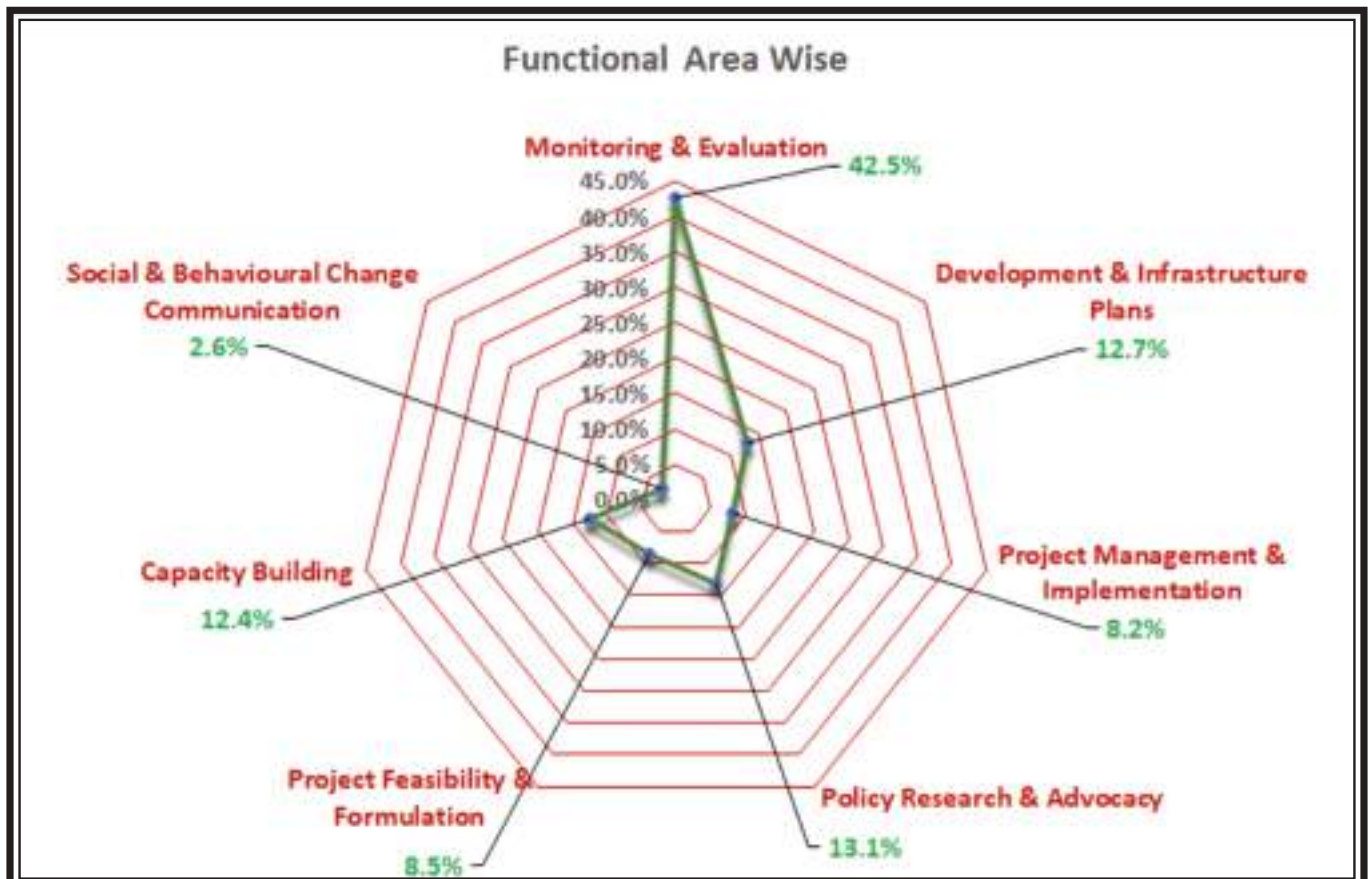


STEM IN A NUTSHELL

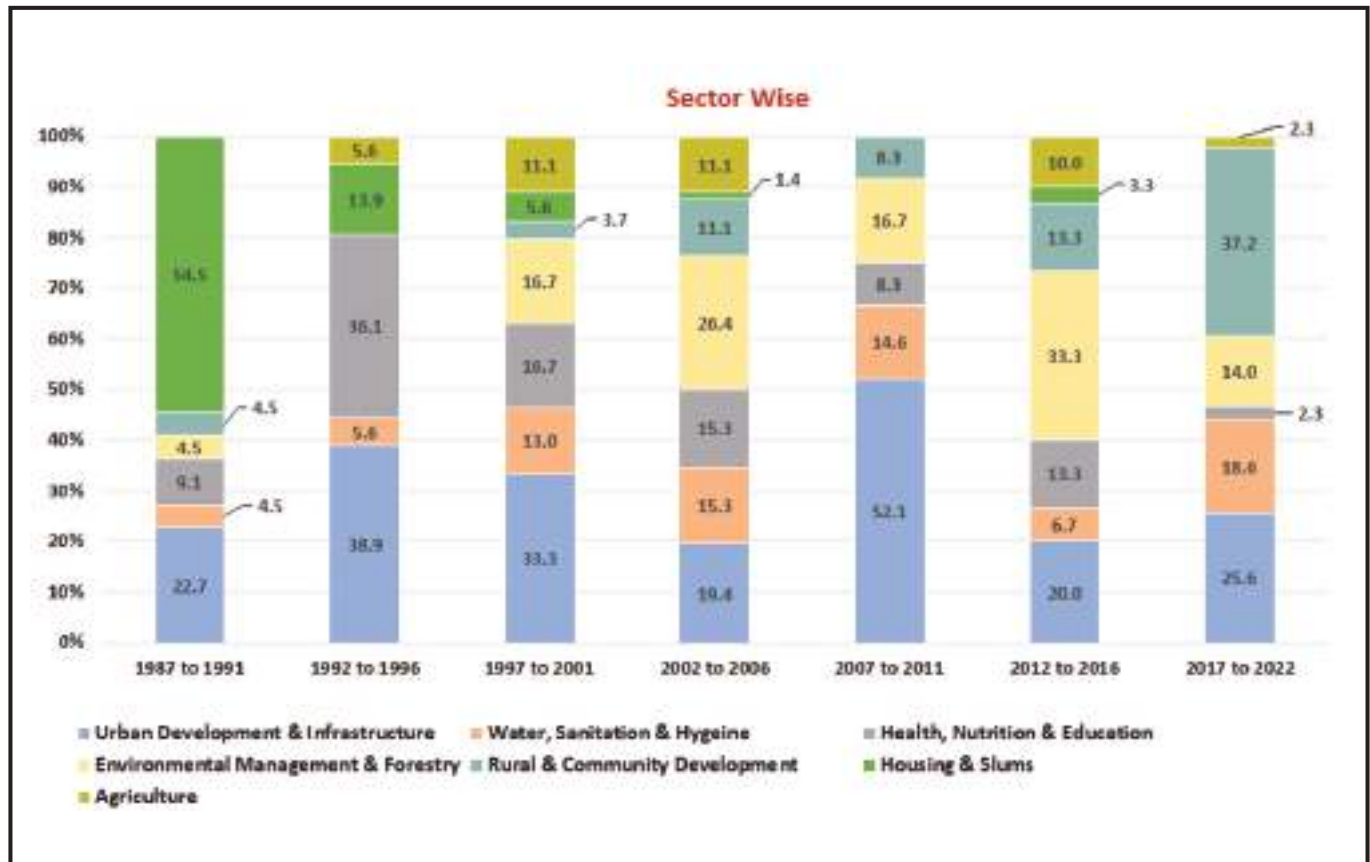
PROJECT MIX



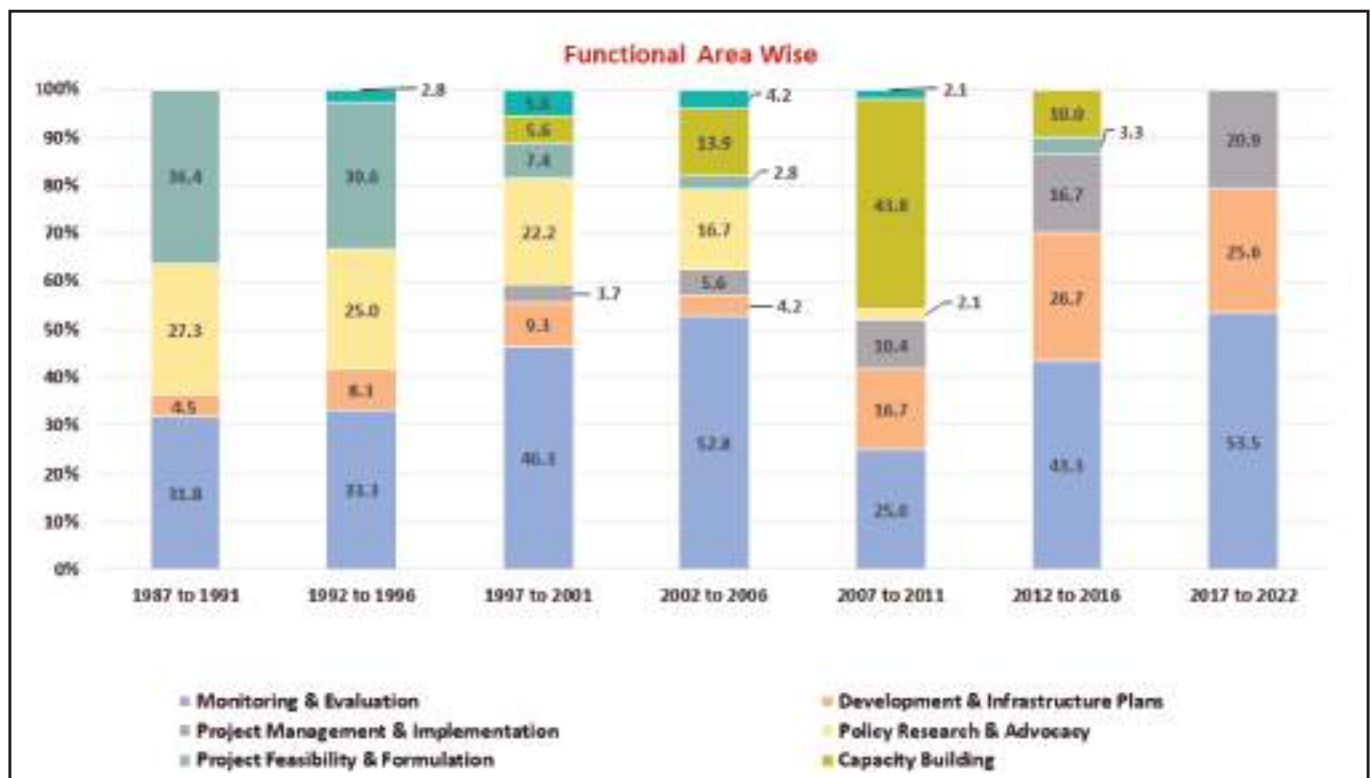
TOTAL NUMBER OF ASSIGNMENTS - 306



CHANGING FACE



Urban Development and Infrastructure Continues to be the Dominant Sector



Monitoring and Evaluation Remains Our FORTE



Honourable Chief Minister of Karnataka Shri Basavaraj Bommai inaugurating the Water Treatment Plant, Ranebennur - FMIDC Project, 28.8.2021



Stakeholder Workshop conducted at Stambhadri Urban Development Authority - Master Plan, Khammam, 1.7.2022



Interaction with workers at Solid Waste Management Unit in a Gram Panchayath – Annual Impact Assessment Study of SBM (G) and JJM, 2021



Traffic and Transportation Survey conducted in Chikmagalur District for AMRUT Master Plans for Package 2, 2021



Press Coverage of National Level Monitoring Team Visit in Warangal District Telangana, Eenadu Newspaper, 19.2.2020



Interaction session conducted during Assessment of Student Police Cadet Programme, 2017

Decadal Walk Back

FIRST HALF (2017-2022) of FOURTH DECADE

First FIVE years of this decade saw STEM exploring alternative avenues and treading new paths.



CSR Sojourn: First half of this decade saw our entry into Corporate Social Responsibility (CSR) arena. For Toyota Kirloskar Motors, Ramanagara STEM teams provided support for projects related to a) Comprehensive Environmental Assessment of Ramanagara district, b) Rejuvenation of water bodies/lakes, and c) Technical Support for Green Me Project (for school and community based interventions), in Ramanagara district. Rejuvenation of Lake in Electronic City was supported by our PMC team for Titan Company, Bengaluru.



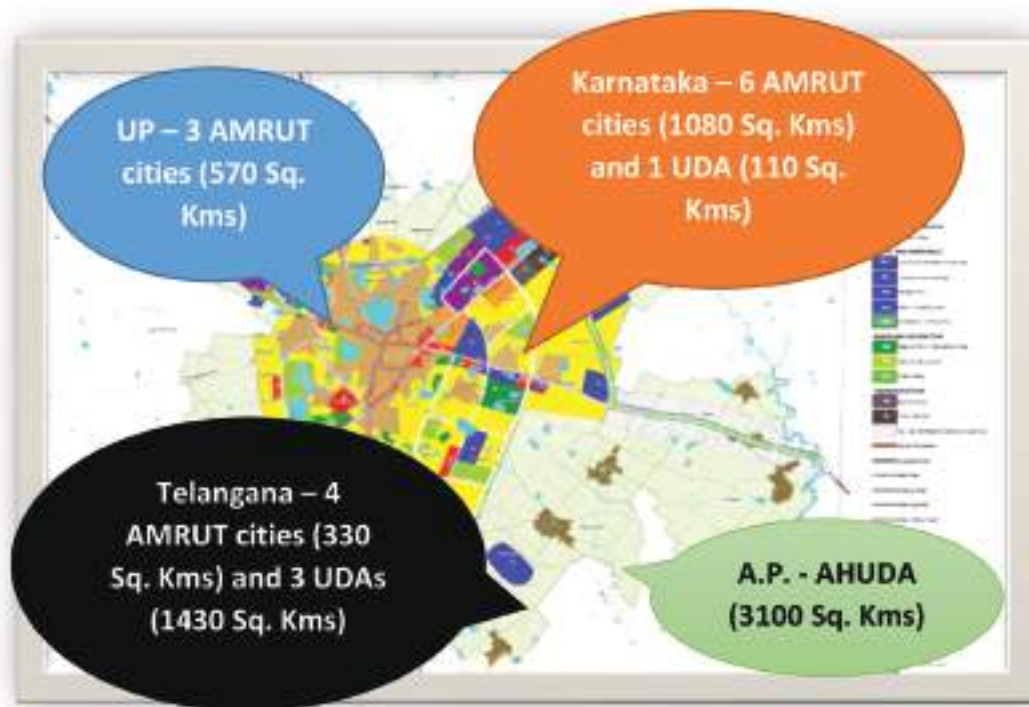
Recognition as National Level Monitor (NLM):

The Ministry of Rural Development (MoRD), Government of India (GoI) recognised STEM as an Institutional - National Level Monitor (NLM) in 2017. Since then our teams have been visiting twice a year for Regular Rounds and also made Special Round visits. The Ministry of Drinking Water and Sanitation (MoDWS) and Ministry of Panchayat Raj (MoPR) also made use of the expertise of STEM NLM teams. Nine states, 67 districts have been covered through a total of 16 Rounds (MoRD – 12; MODWS – 2 and MoPR - 2) of NLMs visits during the last 5-year period, the latest being during May 2022.

City Sanitation Plans (CSP): Under TWO packages CSPs were prepared for a total of 61 ULBs, covering six districts in Karnataka.

GIS Based Master Plans: Master Plans for FIVE Urban Development Authorities (UDAs) and 13 GIS based AMRUT - (Atal Mission for Rejuvenation and Urban Transformation) cities/ planning areas, were won by STEM.

Master Plan Era of STEM



PMC/ PMUs and Technical Consultants

PMCs for North Karnataka Urban Sector Investment Programme (NKUSIP), Asian Development Bank (ADB) assisted, for Ballari and Kalaburagi Divisions supported implementation and monitoring of

the urban infrastructure projects focusing on environmental sanitation. Services provided include proof-check of designs, processing variations and quality assurance. The duration was 22 months for both the projects.

Supervision & Programme Management of NKUSIP - Kalaburgi and Ballari Divisions

FMIDC for the Asian Development Bank (ADB) supported KIUWMIP

Bulk Water Supply Project, KR Pet, Mandya District

Technical (SLWM) Consultants for RDWSD, Bangalore

The 'Facility Management and Institutional Development Consultants' (FMIDC-2), PMU for the ADB supported 'Karnataka Integrated Urban Water Management Investment Programme (KIUWMIP)' is a 3-year Mega Assignment. A team of 17 professionals provide support for program management, monitoring and coordination and institutional reform monitoring functions in

implementing the 10 Under Ground Drainage and 15 Water Supply projects under KIUWMIP.

The PMC for the 'Bulk Water Supply Project in K.R. Pet' in Mandya district, Karnataka was for 21 months. Design inputs, Physical and Financial Monitoring, Reporting, Quality Assurance including 3rd Party Inspection, Contract Management, Joint measurement and Certification of the works

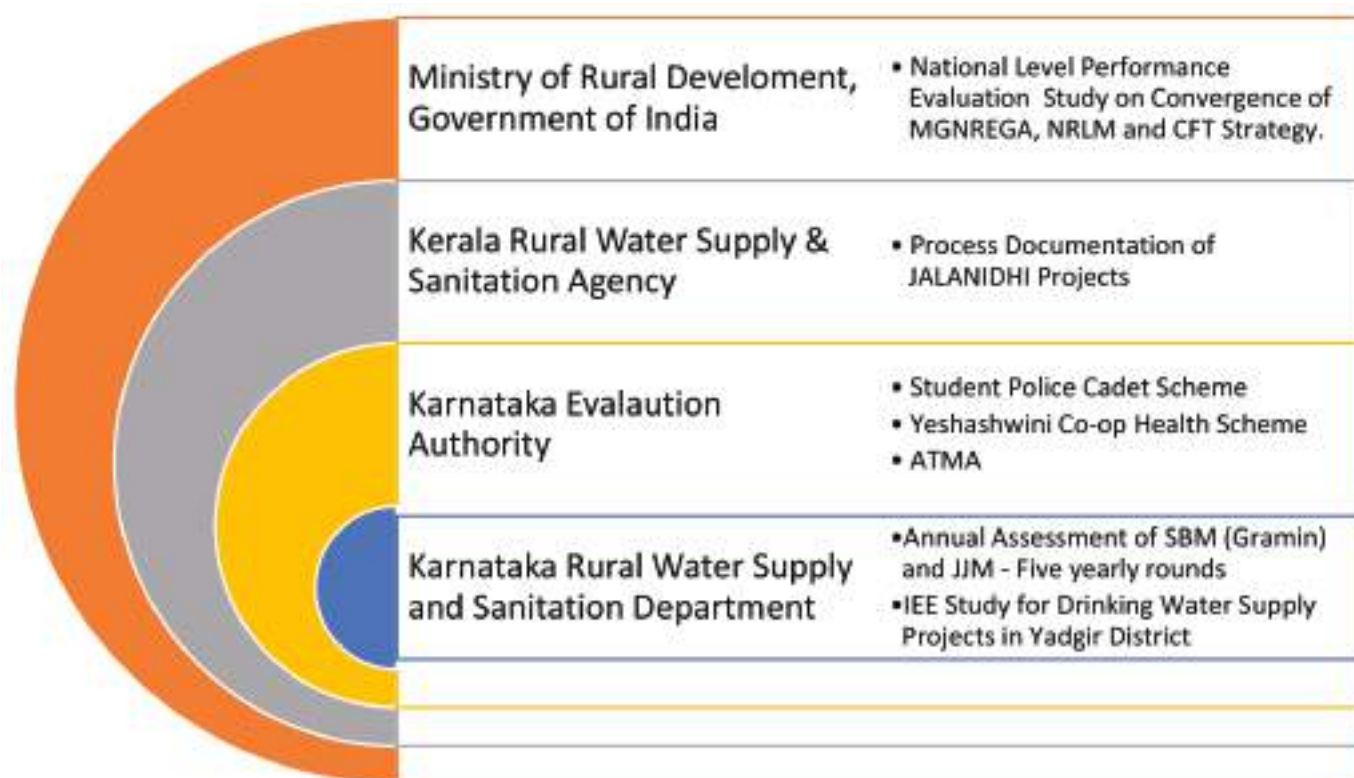
completed are some of the activities performed under this assignment.

All the four PMC/PMU assignments are for KUIDFC, Bengaluru.

STEM has been extending the support of the Technical Consultants (Solid & Liquid Waste Management and Water Quality Monitoring System)

for the Rural Water Supply & Sanitation Department (RWS&SD), Government of Karnataka, Bangalore for last 3 years. A team of 20 Environmental/ Civil Engineers provide support to district level officials in preparation of DPRs, monitoring and coordination, reporting, field checks, quality assurance and other administrative matters in implementation of Swachh Bharat Mission (Gramin).

STEM Forte - Monitoring and Evaluation (M&E)



The outbreak of Covid-19 has posed diverse challenges and severely affected the progress of most of the projects, but our SQUAD saw through the pandemic. Facility of working home was provided to the staff, during this period and paid leave was given to those affected. Also Group Insurance was taken for all the regular as well as project based employees of the organization.

Formed Joint Ventures (JVs) with organizations like CED, Trivandrum; AARVEE Associates, Hyderabad; L&T Infra Engineering Ltd., Hyderabad; and others is a



new direction taken by the organization for bidding and winning projects.



ISO 9001:2015 Certification process was initiated during the year 2017 and the first certification was obtained in 2018. Thereafter, every year surveillance review audits and recommendation for continuation and renewal is being accorded.



Silver Jubilee Celebrations of STEM, 2012



Anthropometric Measurements – Evaluation of Mid-day Meals Scheme, 2012



Training Programme Organised for Karnataka Evaluation Authority, 2013



Seminar on crisis in Urban Development and Governance, 2007



Effective Change Management Programme, Hyderabad, 2007

THIRD DECADE (2007 to 2016)

The Society undertook its first **overseas assignment** – the UNDP-assisted **Sector Study of Water and Sanitation in The Sudan** in 2008.



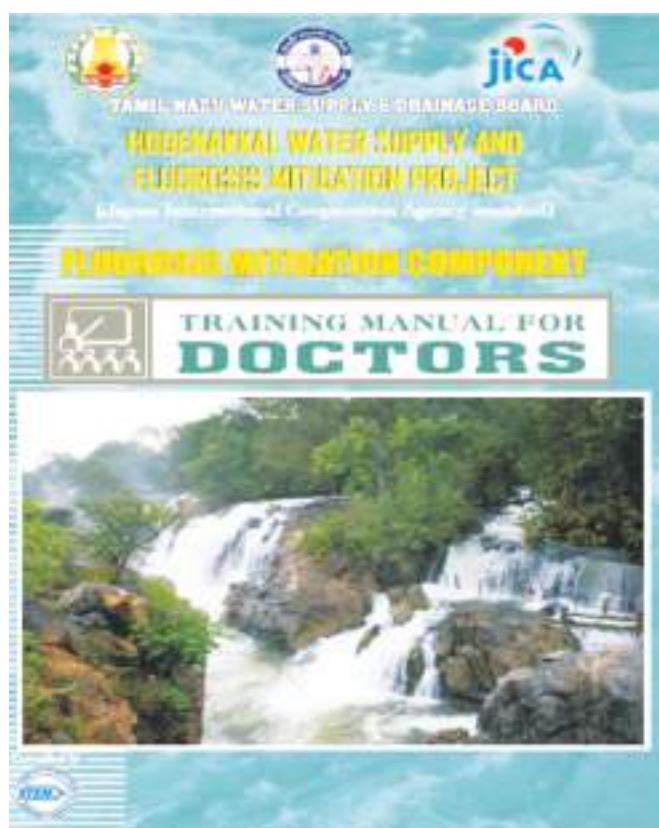
The Technical Support Organization (TSO) for 'Monitoring & Implementation of Fluorosis Mitigation Component of Hogenakkal Water Supply Project' for TWAD Board, Tamil Nadu, is a multi-dimensional exercise for 5-long years. For understanding prevalence of fluorosis a census of 6,67,224 households in Dharmapuri and Krishnagiri districts; examination of 4,24,047 students and analysis of urine samples were undertaken. Also, samples from water sources were analysed in Government certified laboratories for determining levels of fluoride content.



Under the HRD component, Training and Nutrition Manuals for Teachers, Doctors and Health Workers were developed. Twenty seven 1-day Training of Trainers (ToT) for 839 doctors, 95 One-day Trainings for 3,785 Teachers and 41 Two-day

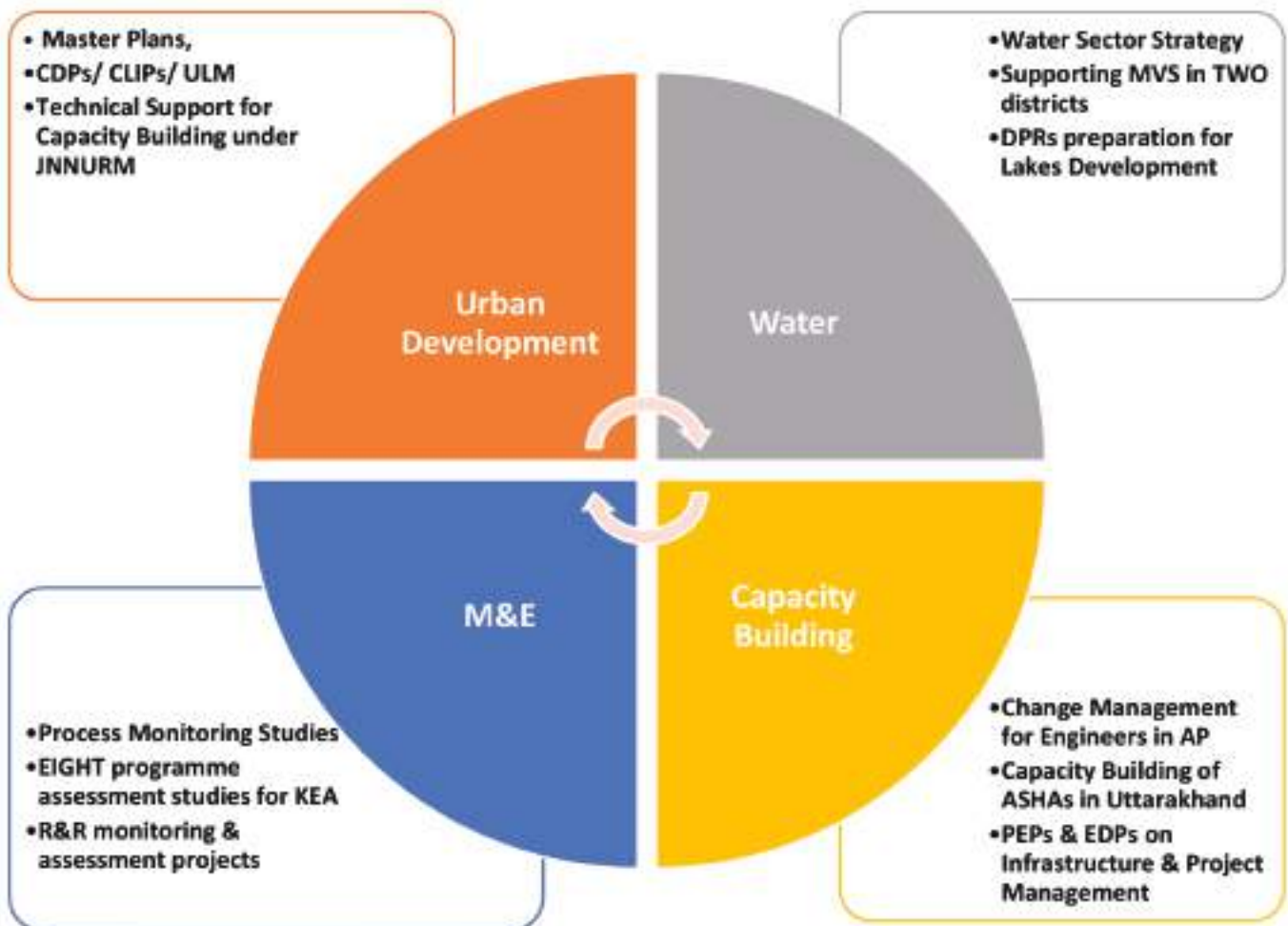
Trainings for 2,305 Community Health Workers were organised.

Extensive Behaviour Change Communication (BCC) in the community have been organised including Folk Media/Street Play in Radio Talks and Panel Discussion. This project was funded by Japan International Cooperation Agency (JICA).



We have associated with DHV Consultants for the prestigious 'Revision of Bangalore Master Plan 2031', the Team Leader coming from STEM. Other important projects in urban development sector comprise Rationalizing and Reforms Planning & Management of Urban Development Land Management (RALM) policy preparation for Karnataka; Preparation of City Level Investment Plans (CLIPs) for 15 Towns in Karnataka; Detailed Project Reports (DPRs) for IT/BT Parks, Comprehensive Development for Town and others. Development of Rajasthan Urban Database Indicators (RUDBI) is another novel project in urban development sector.

Cornerstones of THIRD Decade



Performance assessment studies for Gol (NREGA), and state governments like AP (Water Supply Projects); Tamil Nadu (Poverty Alleviation Programme, Institutional Care) and Kerala (Performance of GPs) were prominent M&E assignments. With establishment of Karnataka Evaluation Authority (KEA) during this period saw STEM undertaking diverse programme evaluations. Third Party Evaluation of Ganitha Kalika Andolana (Math Programme, for class IV and V students, developed by Akshara Foundation) in THREE Hyderabad Karnataka districts involved conducting pre and post examinations, using questionnaires in three languages and different versions for different schools.

'Staff Support Unit for Capacity Building Activities of JnNURM and Other Schemes' for Ministry of Urban Development, Gol was a 3-year project

providing support for capacity building plans of all states in India and monitoring their quality. Training of Trainers (ToTs) for AP CBTMP, 2-year project, is another milestone. Other Capacity building projects provided opportunities of developing 'training modules' for different stakeholder groups.

Environment and Climate Change: Rapid Environmental Impact Assessments (REIA) of SIX mini-hydel projects in Karnataka and Odisha. Evaluation of TWO Forestry related projects and DPRs for Rejuvenation and Restoration of 16 Lakes in Bangalore made this segment.

Other Areas: DPRs for development of Gram Panchayats in Kerala is a novel project in Rural Development sector. Also projects related to Resettlement and Rehabilitation of State Highways in Karnataka and Hubli-Dharwad Bus Rapid Transit System (BRTS) merit a mention.



MINDS Puja at STEM Office, 2004



Inauguration of the Orientation for PGDIM, 2005



Meeting with Officials, Mid-Term Evaluation Study of Total Sanitation Campaign (TSC) in South Tripura District, 2005



Dr. Satish, World Bank Consultant inaugurating the workshop on Jal Nirmal Project implementation- KRWSSA, 2002



Health Camp as part of SHP Project under Jal Nirmal Project, 2001



Health Sanitation & Hygiene Education Project Workshop, 1998

SECOND DECADE (1997-2006)

The portfolio of the organization has grown quite diverse. New sectors, services and concepts were addressed. STEM is among the pioneers to conceptualise and work on novel themes like 'Rain Water Harvesting'; 'Climate Change'; 'Energy-Water Nexus'; 'Inter-linkages between Governance and Poverty'; 'Benchmarking and Continuous Improvement'; 'Web Site on Assistive Devices'; 'Infrastructure Development and Investment Plans' (IDIP) for towns etc.

Our association and contribution to the World Bank supported Health Systems Development Projects (HSDP), started in the first decade continued. Services offered included beneficiary need assessment, Project Implementation Plans (PIP), Technical Support, facility surveys, human resource development and others.

Decadal Spectrum



Impact assessments covered varied schemes/programmes such as Integrated Development of Small & Medium Towns (IDSMT); Implementation of hazardous waste rules; Irrigation Project (APIP-III); National Pulses Development Programme; Technology Mission on Cotton; Impact of Storage Bins and Agriculture Equipment on Women Empowerment; Rural Water Supply and Sanitation; Accelerated Irrigation Benefit Programme (AIBP); Swarnjayanti Gram Swarozgar Yojana (SGSY); Total Sanitation Campaign (TSC) and others. A national survey of Rural Community Water Supplies, for UNICEF covering a sample of 4,050 households, 810 villages, about 12,300 bore well and hand pumps, spread over and 165 taluks/blocks, 63 districts and 9 states, in this decade deserves special mention.

STEM conceptualised Infrastructure Development & Investment Plan (IDIP), a 25-years Perspective Plan for Bangalore, and prepared Rapid Appraisal Reports (RARs) emphasizing on urban infrastructure & investments requirements for 20 cities in Karnataka. This was much before the concept of City Development Plans (CDP) became popular under JnNURM.

FOUR Technical Support & Implementation Consultancies a) Health Sanitation and Hygiene Education (HSHE) Management Consultants for 12 districts in Karnataka, b) Sanitation & Hygiene

Promotion (SHP) Technical Consultancy for 11 districts in North Karnataka, and c) Support Agency for Gram Panchayats in the districts of Raichur & Bagalkot of Karnataka under the Jal Nirmal Project; are important achievements in this decade. All these four projects were more than 2-years duration; and were funded by the World Bank for Karnataka Rural Water Supply & Sanitation Project.

School of Management for Infrastructure and Development Studies (MINDS), the learning and development centre of STEM, was established in 2005. As an extension centre of the Visvesvaraya Technological University (VTU), MINDS conducted SEVEN 1-year Post Graduate Diploma in Management (PGDIM) courses and THREE 2 year MBA in Infrastructure Management programmes.

During 2012, a policy directive from VTU, required that MINDS conduct these courses within the VTU campus and STEM management could not concur with the directive. As per the request from the VTU, both these courses were handed over to the University.

Also Executive Development Programmes (EDP) and Professional Enrichment Programmes (PEP) for working executives from industry and government have been organised. Also customised short duration training programmes were offered supported by government institutions like DTCP, SUDA, Mysuru.



MINDS campus in Bommasandra-Jigani Industrial Estate, Bengaluru.



Ganesh Puja



Birthdays of Colleagues



Honouring Former Colleagues on
32nd Foundation Day of STEM



Holi Hai



Festival of Lights



Vara Mahalaksmi Puja

FIRST DECADE (1987-1996)

Formative years of the organization began with a 'DELPHI Study of High Tech Areas (Robotics and Lasers)', an All India study for Ministry of Science and Technology, Govt. of India.

DOMINANT SECTORS



Urban Development & Slums



Housing & Building Materials



Health

Core themes of the projects undertaken in the Urban Development were Integrated Development; Infrastructure & Investment Planning. A computerised model for utilization of waste lands was also developed. Development of slums by means of Shelter & Hygiene Improvement

Programme (SHIP); Development Briefs; Organization and management of water needs and Gender analysis with focus on slums were also addressed. Also a couple of projects focused on solid waste management systems.

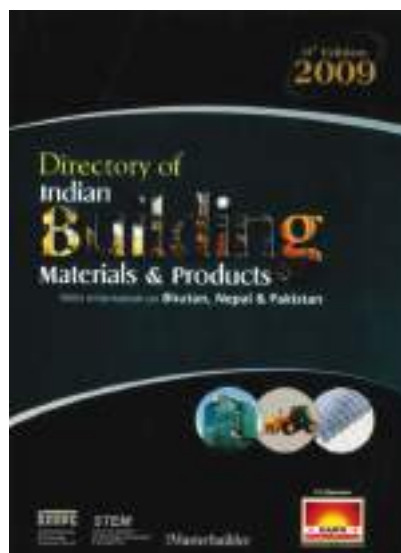
Family Welfare under India Population Project (IPP)-VIII and IX, Mother and Child Health (MCH) and later Reproductive and Child Health (RCH) are one set of Health sector projects. With the advent of World Bank Health System Development Projects (HSDP), STEM was associated with HSDPs in Andhra Pradesh and Karnataka. Preparing proposal, improving secondary hospitals, study of Building Environment represent the work done.

Housing & Land Development Programme (HALDEP); housing financing; effective demand, corporate planning for housing were themes of the projects in the housing sector.

A First of Its Kind

Building materials related studies were initiated with documenting changing trends, computerization of data on building products and producers.

Directory of Building Materials, was conceived and



The FIRST edition was printed and circulated in 1994-95. Later editions extended the coverage to Nepal and Bhutan also. The NINTH and last edition came out in 2009.

Organization Development Studies



Monitoring and Evaluation in STEM began with TV Programme Chinnari (theming on Mother and Child Care) for UNICEF. Status of Bore well Hand pump Installations was another study carried out for UNICEF. Appraisal of Resettlement colonies; Evaluation of occupancy of sites and plots; Review

of implementation of Master Plans and Social Impact of Exclusive Bus-way were other M&E assignments in the First decade.

Environmental Management Plan; Agro-climatic Regional Planning marked entry in to Environmental Management arena.

Concept / Policy Papers



PAN INDIA COVERAGE

Over the period of time, we have gained work experience in almost all states of the country.



PUBLICATIONS

- **Peer Reviewed Journals:** During the last TEN years, STEM Professionals have published SIX papers in peer reviewed journals like Local Government Quarterly (2020 and 2015); Communicator (2017 and 2014); Urban India (2015); IT Next (2012) and ASCI Journal of Management (2012).
- **News Paper Articles:** Two articles in The Hindu and The Deccan Herald were published.
- **Books:** "Twists and Turns (or Crisscross Race) of Management Consultancy in Development Sector in India" in *Management Consultancy through an Academic and Practitioner Perspective*, 2018, Published by Notion Press, Chennai, India and "Urban Planning and Development at Crossroads", 2008, Published by Books for Change, Bangalore, India.

STEM Reporters



The first Reporter saw light in the First Quarter of 1996. Since then a total of 31 reporters have been brought out, at regular intervals, and circulated to our stakeholder groups. Each issue is devoted to themes of contemporary interest and also provide an update about the recent happenings in the organization. The 2022 issue was devoted to Programme Management assignments of STEM.



There is a growing challenge to provide basic infrastructure facilities to rapidly increasing population in both urban and rural areas. With over 3 decades of experience and PAN India presence, STEM's capabilities have been built over the years with diversified projects delivered towards sustainable development. A dedicated talent pool of professionals with wide variety of skill-sets were involved in the successful completion of these assignments.

STEM has extended on-site technical monitoring consultants for ensuring the compliance of major infrastructure projects (funded by international funding agencies) by rendering services as Project Management Consultants (PMCs) and also as Program Management Units (PMUs).

The objective of engaging FMIDC/PMU is to provide technical support to the project authorities in facilitating the implementation of the projects through effective management and co-ordination of project activities to ensure timely project execution/ completion.

- **MATRICES** (A Resource on Management, Training, Research, Infrastructure and Consultancy Services), first issue was brought out in the first quarter of 2009.

PAPER PRESENTATIONS

- During the last decade, TWO papers were presented in a) Conference at 33rd Conference of the International Society for Fluoride Research, National Institute of Nutrition, Hyderabad, November 2016 and b) 61st Town and Country Planner's Congress, February 2013, Ahmadabad.

RESOURCE PERSONS

STEM professionals were invited to teach courses like Health Management by T.A. Pai Management Institute, Manipal. They were also invited as resources persons for delivering lectures in training programmes organised by other prestigious institutions like Administrative Staff College of India, and Institute of Public Enterprise, Hyderabad; Karnataka Evaluation Authority, Bengaluru; Birla Institute of Technology, Mesra, Ranchi, and others.

CORE PROFESSIONALS TEAM



VM HEGDE
MD



Dr P H Rao
CEO



S. Srikumar
Director – Projects



N P Chandra Shekar
Technical Advisor



BVS Reddy
Senior Social Scientist



N Padmavathi
Associate Director –
Development Sectors



M. Jyothirmai
Associate Director –
Projects



I. Durga Prasad
Manager – GIS



CS Chethan
Associate Engineer



S. Sumanth
Associate Planner



C. Josyl Joseph
Sr. Manager – Admin



B. E. Nagaraju
Accounts Executive

SUPPORT STAFF



R Prakash



G Selva



M Sundar

PROJECT TEAMS

SLWM Team – RWS & SD	FMIDC Team - KUIDFC	
Aishwarya S.S	Krishnagopal C	Team Leader cum Urban Water Utility Specialist
Avinash K	Dr. Ramachandrappa H T	Governance / Institutional Development Specialist
Bilwa Doddamani	Vijaya Bhaskara Rao B	MIS and Monitoring & Evaluation Specialist
Gagana Shamanna	Srikanth H Rao	IT Expert (Urban Water Utility System)
Jeetendra S	Dr. J V M Sarma	Water Economic Regulation Specialist
Kiran Patil GS	A. Srinath	Climate Change Mitigation Specialist
Kantharaju	Praveen G S	Watershed Management Specialist
Seema Naik	Mahantesh BK	GIS Expert
Suprith R	Keshavmurthy H C	Asst. Resident Engineer
Vinaya PN	Anirudh Shankar	Asst. Resident Engineer
Vinod Kumar	Meenakshi T	Office Manager
KR Pet, Bulk Water Supply Team - KUIDFC	Veeresh S	Town Co-ordinator cum Municipal Reforms Specialist, Mangalore
R Nataraj - Team Leader	Prathap Shetty	Town Co-ordinator cum Municipal Reforms Specialist, Udupi
Suresh - Data Operator	Manjunatha S K	Town Co-ordinator cum Municipal Reforms Specialist, Puttur
Shivaprakash - Site Engineer	Subhaschandra GK	Town Co-ordinator cum Municipal Reforms Specialist, Kundapura
Srinivas H - Design Engineer	Syed A. Quadri	Town Co-ordinator cum Municipal Reforms Specialist, Ranebennur
	SN Mallikarjun Swamy	Town Co-ordinator cum Municipal Reforms Specialist, Davangere
AHUDA Master Plan	N. Girivardhana Reddy	Project Associate
Karnataka Master Plans	K. Narasimhamurthy	Project Advisor
UP Master Plans	Manish Garg	Project Manager

SOME OTHER USERS OF OUR PROFESSIONAL SERVICES

GOVERNMENT OF INDIA			
			
STATE GOVERNMENTS			
			
INTERNATIONAL AGENCIES			
			
VOLUNTARY SECTOR			
			
CORPORATE			
			



TAMASO MA JYOTIRGAMAYA

Our Vision

To be an innovative, progressive and responsive organization providing cost-effective development research, consultancy and capacity building services and solutions.

Our Mission

- Provide value-added, credible & quality professional services.
- Sustain a working environment for committed professionals who aspire to grow and contribute and uphold organizational ethics and values.

Our Motto

Professionalise and Prosper



Dr. H. P. Kincha Former Vice Chancellor, VTU and
Prof. N S Ramaswamy



Shri Nabaroon Bhattacharjee, TL & PM, Office of
Economic Growth, USAID and Prof. B. Bhaskara Rao,
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