OPTIONAL FORM NO. 10
MAY 1962 EDITION
GSA FPMR (41 CFR) 101-11.6

PD-AAE-216

3861743006801

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UNITED STATES GOVERNMENT

Memorandum

: Files

DATE: April 27, 1981

ıru: Messrs. Jeffery A. Malick & Peter D. Bloom - PD

.OM : Y.P. Kumar - PD

BJECT: Project Completion Report

BEST AVAILABLE DOCUMENT

A. DESCRIPTION OF GRANT

1. Grant No. and Title: 386-1743-Kasturba Health Society
2. Country: India
3. Borrower: Kasturba Health Society
4. Guarantor: None
5. Implementing Agency: Kasturba Health Society
6. Date of Grant Agreement: January 27, 1971
7. Amount Authorized: Rs.20,000,000 ($2,500,000) from PL 480 Section 104 (f) funds.
8. Terminal Dates for:

   (a) Disbursements against vouchers:

   i) originally established: December 31, 1974
   ii) in effect at termination: September 30, 1979

   (b) Utilization of Grant Funds:

   i) originally established: March 31, 1975
   ii) in effect at termination: December 31, 1980

   (c) Final Voucher Submission:

   i) originally established: December 31, 1975
   in effect at termination: December 31, 1980

9. Total Disbursements: Rs.20,000,000 ($2,500,000)
10. Date of Final Disbursement: December 31,1980(for Retention Money)

B. BACKGROUND

The Mahatma Gandhi Institute of Medical Sciences (MGIMS) is located in a village called Sevagram - near Wardha - about 55 miles South West of Nagpur in Maharashtra, where Mahatma Gandhi built an Ashram (secluded dwelling of Hindu sage) and lived there for many years. Dr. Sushila Nayar, a former Minister of Health in GOI and Member of Indian Parliament, joined Mahatma Gandhi in 1936 at Sevagram

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as a young medical graduate and started a dispensary on a verandah of the Ashram to care for the ashramites and ailing villagers of the area. Mahatma Gandhi trained her towards rural medical relief.

The dispensary was expanded into a small hospital in 1945 called the Kasturba Hospital named by Mahatma Gandhi after his wife's name. Apart from providing medical care to neighboring villagers, the hospital gradually started training auxiliary nurse mid-wives and para-medical workers.

MGIMS was established in August 1969 admitting 60 students under the auspices of the Kasturba Health Society. The Kasturba Hospital became part of the medical college.

In order to be recognized as an educational institution the MGIMS had to have the facilities of a hospital with a minimum of 500 beds. To fulfill this requirement, the U.S. government provided a grant of Rs.20 million. This enabled the grantee to expand the existing facilities which includes designing, construction, furnishing and equipping hospital and college buildings, hostels, staff quarters and related facilities.

As desired by Mahatma Gandhi, the MGIMS has started serving the rural areas around Sevagram where health facilities are inadequate. Further, training of the medical graduates under rural conditions are making them more willing to serve in rural areas.

Due to a paucity of funds construction of two ward blocks and the first floor of the four ward blocks, one administrative block, two nurses hostels, an animal house and 300 quarters were held in abeyance. The new hospital block (funded under the AID grant) has a facility for 298 beds (212 in ward block and 86 in the maternity block) and facility for 225 beds is available in the existing hospital building.

C. SUMMARY OF SERVICES AND GOODS PROVIDED

The grant was provided to the Kasturba Health Society (KHS) to finance the cost of construction of eight major buildings and several minor buildings and related facilities, medical college and hospital equipment and furniture; and architect and engineering services. Costs of construction, and of goods and services that were provided under the grant are shown in Annex 'A'.

There were cost over-runs on the buildings which were under construction. Part of this cost over-run has been met by KHS by transfer of equipment valued at Rs.775,000 (purchased under the grant) to its own account. The additional cost over-runs amounting to about Rs.400,000 were met by KHS by donations and society's own funds.

In addition to the above, the Government of India, the Government of Maharashtra and KHS are sharing recurring expenditures for the operation and functioning of the medical college and hospital in the proportion of 2:1:1. This arrangement has been and continues to work satisfactorily and KHS has not experienced any problem in regard to the availability of funds towards meeting the recurring cost for the college and hospital.

D. STATUS OF PROJECT COMPLETION

Construction progress was started in early 1971. However, completion of the project was delayed due to (a) acute shortage of steel and cement, (b) change in the requirements of certain buildings and facilities requiring a time consuming process of retendering and contracting etc., (c) design modifications, (d) slow progress by the contractors, and (e) inadequate construction supervision during the initial stages.

Further delays occured because the original architect (Messrs. Chatterjee and Polk) failed to provide detailed working drawings on time. The supervision provided by the architect was also poor. In addition, the architect's services were terminated in July 1973 due to his lack of interest in project activities. In order to improve the construction supervision and construction progress, KHS took over the construction supervision responsibilities from the architect by opening a construction cell headed by a retired chief engineer.

During numerous monitoring visits to the project by the USAID/India officials,it was found that construction supervision provided by the KHS engineers was also inadequate and that there was no improvement in the work quality nor in the construction progress. KHS was therefore advised to hire a competent architect to overcome the problems faced by KHS in the project's implementation.

KHS appointed a new project architect who provided architectural and supervision services through his five representatives from March 1, 1974 until the completion of the project in 1977. The quality and progress of the construction work improved considerably with the appointment of this architect.

See Annex 'A' for the construction completion dates for the various buildings under the project.

E. SUMMARY OF PROJECT ACCOMPLISHMENT

1. The medical college, hospital, staff quarters,hostels and other related buildings and facilities have been completed and functioning satisfactorily.

2. The institute is admitting 60 students for the medical graduate course and about 19 students for the medical postgraduate course in the various specialities every year. In addition, 20 nurses, a number of technicians, community health workers, auxiliary nurses and midwives are being trained every year.

3. Most of the hospital equipment has been procured and commissioned. The program for training medical personnel and for providing the necessary health care services are functioning satisfactorily. All the 500 beds have been commissioned and occupancy is about 90 percent.

4. The institute has succeeded in evolving a pattern and methods of delivery for health and medical care suited to the needs of the rural people living in villages surrounding the campus. The services are economical and adequate.

5. KHS is training the doctors with community oriented health care approaches.

6. KHS is further evolving a new pattern of medical education and health care in the community by using the medical college as a base for the delivery of such a system in the community.

7. An average of about 300 patients visit out-patient department every day and an average of over 1000 patients use the in-patient facility per month.

F. CONCLUSIONS

1. The project has been successfully completed after initial problems and delays due to a variety of reasons stated above.

2. The Institute is training the medical and para medical personnel and its standards are comparable with any other medical school in India.

3. The hospital has satisfactorily achieved its goal for providing medical education and health care to the rural community.

4. No further monitoring, reporting and project evaluations are required for this project.

cc: PRO; D; DD

RUPEE GRANT TO KASTURBA HEALTH SOCIETY, SEVAGRAM, INDIA
GRANT AGREEMENT NO. AID-386-1743.

ANNEX 'A'

Project Buildings and Facilities, Actual Cost & Completion Dates

	Actual Cost	Completion Dates
1. *Teaching Complex	3,143,906.83	1974
2. *Hostel (4 Squares with kitchen and recreation facilities)	1,704,846.41	1974
3. *Maternity Block, Lecture Theatre & Cycle stand, Compound Wall, reception room, Office and gate	1,462,344.47	1974
4. *Residential Quarters (Type II 24 quarters and Type III 8 Quarters)	735,386.50	1974
5. *Hostels (4 squares with kitchen and recreation facilities)	1,459,168.26	1974
6. External Electrification	907,537.61	April - 1977
7. External Water Supply	861,530.66	April - 1977
8. External Sewerages and Oxidation Pond	563,610.58	April - 1977
9. Pump, Pump house and Pipes	17,893.11	April - 1977
10. *Ward Block (4 Blocks-ground floor)	1,538,635.68	January- 1977
11. *OPD and Emergency Block	2,070,685.16	April - 1977
12. *X-Ray and Operation Theatre	1,400,920.47	April - 1977
13. Central Sterlization	226,380.55	December 1976
14. Kitchen	251,468.02	April - 1977
15. Road etc., Footpath, Fencing, Storm Water Drains, Site Development for the whole project	162,563.21	April - 1977
16. Departmental Works	24,336.21	December 1976
17. Equipment, Furniture & Airconditioning	2,093,826.4[illegible]	April - 1979
18. Architects and Engineering Services	869,815.98	June - 1979
19. Extra for Steel and Cement	731,221.03	April - 1977
	20,226,167.78	**

*8 major buildings total cost of which comes to 68 percent of the grant amount of Rs.20 million.

**KHS provided the funds in excess of the grant amount of Rs.20 million.