

**State-Level Qualitative Instrument**

**Survey of the Organization and Management of  
Communicable Disease Prevention**

**Phase I  
KARNATAKA, INDIA**

**STATE-LEVEL QUALITATIVE INSTRUMENT**

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## A. ORGANIZATIONAL ISSUES

### I. Institutional Context

Indicator	Primary Question	Secondary Questions
1	Staff incentives and sanctions  What incentive mechanisms are used to ensure that staff act in accordance with the organization’s objectives? Detail both positive incentives <i>and</i> negative one (sanctions).	<ul style="list-style-type: none"> <li>• How are the following used to provide incentives or sanctions for staff?                             <ul style="list-style-type: none"> <li>○ Annual confidential Reports (ACRs)</li> <li>○ Promotions</li> <li>○ Transfers</li> <li>○ Disciplinary actions</li> <li>○ Pay and bonuses</li> <li>○ In-service training</li> <li>○ Tenure</li> <li>○ Vacancies and work load</li> <li>○ Merit-based awards and recognition or other measures</li> </ul> </li> </ul>
2	Personnel management  Describe personnel policies and personnel management strategies—including methods to maintain or improve staff morale.	<ul style="list-style-type: none"> <li>• What is the transfer policy and security of tenure?</li> <li>• What mechanisms exist for staff to resolve grievances?</li> <li>• What promotion policies are in place? Are these merit-based? If not, what criteria are commonly used for promotion?</li> <li>• Do staff members have written terms of reference?</li> <li>• How does supervision take place? Do supervisors provide on-the-job training, or is their role purely to assess performance?</li> <li>• How do supervisors deal with errant staff?</li> <li>• How is staff shirking evaluated, and what corrective actions are taken?</li> <li>• What criteria are used to evaluate the performance of staff members? What quantitative and qualitative means are used to compile staff members’ annual performance assessments?</li> <li>• Are lower-level staff involved in assessing their superiors?</li> <li>• How are conflicts resolved between staff and management?</li> <li>• Are there policies to ensure that private practice by staff members (e.g. doctors) does not interfere with the discharge of their government functions? If so, please describe.</li> </ul>

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	Indicator	Primary Question	Secondary Questions
			<ul style="list-style-type: none"> <li>• How do supervisors and management ensure that a congenial work environment is provided for female workers?</li> </ul>
3	Evidence-based planning and evaluation of public health activities	What capacities exist within the State government to conduct evidence-based planning and evaluation activities?	<ul style="list-style-type: none"> <li>• Does the State have the capacity and resources necessary to collect, analyze, and evaluate the kinds of information required for effective planning, policy-making, monitoring and evaluation (<i>e.g. community demographics, cost analysis, service utilization, service quality, etc.</i>)?</li> <li>• Does the State have staff with sufficient expertise to make evidence-based decisions using this information?</li> <li>• Does the State make this information available to individuals/agencies outside itself (<i>e.g. the public, academic institutions, other government departments, etc.</i>)?</li> <li>• Is operational research conducted on a regular or systematic basis? If not, are <i>ad hoc</i> projects undertaken—or is there no OR at all?</li> <li>• Is monitoring and evaluation an integral part of all activities?</li> <li>• Are other, non-health agencies—such as municipal corporations or other government departments—involved in policy-making, planning, monitoring and evaluation of health-related activities in which they too are involved?</li> </ul>
4	Management of human and financial resources	What strategies are employed vis-à-vis human resources and financial management?	<ul style="list-style-type: none"> <li>• Does the State have staff dedicated to human resource management (HRM) and financial management (FM)?</li> <li>• Is there a systematic process for matching/adjusting human and financial resources to current policies and plans? How often are these revised?</li> <li>• To what extent is the allocation of human and financial resources flexible, say in response to changes in priorities or plans?</li> </ul>
5	Procurement	What procurement strategies are used, and how are these designed to maintain transparency and integrity?	<ul style="list-style-type: none"> <li>• How is transparency ensured in purchases, and what mechanisms are used to get the best materials at the most competitive price?</li> <li>• How common is it for the State—or its suppliers—to adjust or relax the terms of a supply contract in response to unforeseen circumstances?</li> <li>• How long does it take to complete all steps necessary for the supplier to be paid once an invoice is submitted?</li> <li>• Is external audit a standard part of all transactions? What fraction of all</li> </ul>

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	Indicator	Primary Question	Secondary Questions
			contract payments are examined by external auditing bodies? How often does this take place?
6	Management of Center-State and State-State relations	How does the State manage its relationship with the Center and with other States?	<ul style="list-style-type: none"> <li>• How—and how often—does the State government communicate with the Central government on issues of importance to public health?</li> <li>• How—and how often—does the State government communicate with <i>other</i> State governments on issues of importance to public health?</li> <li>• What is the usual substance of these communications: in particular, does the State regularly communicate its policies and plans to the Center and to other States?</li> <li>• What strategies are used to advocate to the Center for State-level public health needs (e.g. financial, technical, training and technology needs)?</li> </ul>
7	Management of international cooperation	How does the State manage the various international agencies involved in the health sector?	<ul style="list-style-type: none"> <li>• Does the State have the capacity and experience necessary to negotiate with international agencies involved in public health issues?</li> <li>• Does it solicit the involvement of international agencies based on its own plans—or does it respond to priorities expressed by them? Which pattern predominates?</li> <li>• Is international assistance ever refused? Why, and how often?</li> <li>• Is it in a position to develop cooperative programs within or outside the State?</li> </ul>
8	Technical assistance for public health management at district and local levels	What technical assistance and support is provided to improve districts' and localities' management of their public health activities?	<ul style="list-style-type: none"> <li>• Does the State periodically monitor district- and local-level management of public health activities?</li> <li>• Does it identify problems and provide districts/localities with the necessary technical assistance to solve them?</li> <li>• Does it disseminate information on “best practices” in management to district- and local-level agencies?</li> <li>• Does it establish ties with universities and institutions that conduct management training in order to improve the competence and skill of district- and local-level human resources?</li> </ul>

## II. Community Participation And Empowerment

	Indicator	Primary Question	Secondary Questions
1	Community participation in public health activities	What measures are taken to ensure community participation in public health activities?	<ul style="list-style-type: none"> <li>• Is there a formal process for involving community organizations (NGOs and PRIs in particular) in policy-making, planning and implementation of public health activities at all levels—State, District and Local?</li> <li>• Is the opinion of “service users” (e.g. individuals, community groups etc.) solicited and used to improve the planning and implementation of public health activities? Is it done systematically? How?</li> <li>• Are community groups (NGOs, PRIs, households etc.) kept informed about the performance of public health agencies (e.g. immunization rates, new cases of TB etc.)? How is this done? Is it systematic/regular?</li> <li>• What <i>specific</i> measures are taken to involve communities through the Panchayati Raj system? Did any changes take place after the 73<sup>rd</sup> and 74<sup>th</sup> Constitutional Amendments?</li> <li>• What <i>specific</i> measures are taken to involve communities through local bodies and NGOs?</li> </ul>
2	Expertise and capacity to facilitate the building of partnerships	Does the State have the expertise and capacities required to build partnerships with community groups?	<ul style="list-style-type: none"> <li>• Is partnership-building an explicit part of any staff member’s terms of reference? Does this staff member (or members) have experience or expertise in conflict management, advocacy, coalition-building or other areas relevant this task?</li> <li>• Does the State maintain an accessible information system that includes a directory of NGOs and community organizations active in health-related issues? If so, how often is this updated?</li> <li>• Is there a formal process to learn from the experience of NGOs and community organizations and make their “best practices” known to policy-makers, planners and implementers in the public health system?</li> </ul>
3	Support and coordination of State- and local-level health agencies’ partnership-	Does the State encourage and coordinate district- and local-level health agencies in partnership-	<ul style="list-style-type: none"> <li>• Does the State systematically encourage district- and local-level agencies to build partnerships with NGOs and other community groups? What specific advice is offered?</li> <li>• Does it provide any technical support for this process?</li> <li>• Does it provide specific encouragement for partnership-building and strengthening the role of Panchayati Raj institutions? What specific advice is</li> </ul>

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	Indicator	Primary Question	Secondary Questions
	building efforts	building activities with NGOs and community groups?	<p>offered (e.g. PRIs should participate in planning, in implementation, in monitoring etc.)?</p> <ul style="list-style-type: none"> <li>• Does it provide any technical support for this process?</li> <li>• Does the Center promote the <i>establishment</i> of community groups at the local level?</li> <li>• Does it provide any technical support for this process?</li> </ul>
4	Involvement of organized groups—both formal and informal	How are organized groups—formal and informal—involved in service delivery and program implementation?	<ul style="list-style-type: none"> <li>• How are the following groups involved in the implementation of public health programs: <ul style="list-style-type: none"> <li>○ Anganwadi workers, women’s groups (DWACRA, Thrift, etc);</li> <li>○ Ward members, sarpanch, and other members of the Panchayats;</li> <li>○ Religious groups, merchants;</li> <li>○ School teachers, village education committees, adult education instructors;</li> <li>○ Watershed development committees and other committees formed under different schemes of the government</li> </ul> </li> <li>• What synergies—financial, social mobilization, education/information etc.—are created through these relationships?</li> </ul>
5	Institutional arrangements for ensuring community participation and accountability to the public	What are the institutional arrangements for (a) ensuring community participation and (b) making public health functionalities accountable to the communities they serve?	<ul style="list-style-type: none"> <li>• What arrangements exist at the village level—the village health committee and its relationship with the Gram Panchayat?</li> <li>• What arrangements exist at the block level—relationships between the public health system and the Block Panchayat?</li> <li>• What arrangements exist at the district level—relationships between the public health system and the Zilla Parishad?</li> <li>• What are the powers of Panchayati Raj Institutions vs. local bodies vis-à-vis planning, policy-making and implementation of health programs?</li> </ul>

**III. Task Networking**

	<b>Indicator</b>	<b>Primary Question</b>	<b>Secondary Questions</b>
1	Horizontal integration of government departments involved in health-related activities	What mechanisms exist to ensure coordination between the health department and other government departments involved in health-related activities—in other words, <i>horizontal integration</i> ?	<ul style="list-style-type: none"> <li>• Are there high-level (inter-ministerial, secretaries’) coordination committees or other forums for horizontal communication among the various departments involved in public health? If so, how often do they meet—and what is the extent of coordination that takes place (information-sharing, sharing of resources, joint decision-making, etc.)?</li> <li>• What role do the Chief Secretary and other senior secretaries play in inter-departmental coordination?</li> <li>• How do Directorates of Health and Family Welfare coordinate with other directorates that have important roles in public health? Are public health functionaries represented in water distribution boards, sewerage boards, etc.?</li> <li>• What institutional mechanisms exist to enhance horizontal integration at the <i>district</i> level (e.g. involvement of the District Rural Development Agency, Panchayati Raj Institutions, etc.)?</li> <li>• Is the health department systematically involved in monitoring and influencing the health-related policies, plans and programs of other departments whose activities impact on public health? In other words, does the health department play an advocacy role?</li> <li>• What measures are taken to pool resources (e.g. technical, personnel, financial etc.) with other departments to achieve public health goals?</li> <li>• What mechanisms exist to coordinate inter-departmental efforts for the <i>enforcement</i> of health-related regulations?</li> </ul>
2	Vertical integration of various levels within the health department	How well-integrated are the various <i>vertical</i> levels in the health department (e.g. state, district, locality etc.)—and what mechanisms exist to promote	<ul style="list-style-type: none"> <li>• To what extent are district or subdistrict-level staff involved in <i>policy-making and planning processes</i>—if at all?</li> <li>• To what extent are district or subdistrict-level staff included or consulted in <i>monitoring and evaluation processes</i>—if at all?</li> <li>• How are decisions on policy, planning and program management conveyed from State-level authorities to district- or subdistrict-level staff?</li> <li>• What strategies exist to communicate the department’s mission, goals and objectives to district- and subdistrict-level staff?</li> </ul>

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	<b>Indicator</b>	<b>Primary Question</b>	<b>Secondary Questions</b>
		vertical integration?	<ul style="list-style-type: none"> <li>• How do supervisors and officials at the state and district levels interact with field staff stationed at blocks, panchayats and village levels?</li> <li>• How is information collected from the field and transmitted to the district and states?</li> <li>• How is feedback on the performance of districts, blocks, PHCs or sub-centers communicated from the top (state, district, etc) to these units?</li> <li>• How is accountability in the vertical chain established—norms, inspections, incentives, sanctions, audit, etc.?</li> <li>• What mechanisms exist for “lower” levels to express their concerns (about policy, planning, program management etc.) to “higher” ones? How well do these mechanisms function—if at all?</li> </ul>
3	Private and Non-government participation and networking	How are NGOs and private sector organizations involved in policy, planning, delivery and/or monitoring of public health services?	<ul style="list-style-type: none"> <li>• Is there a systematic effort to promote participation of NGOs and private sector organizations (PSOs) in policy or planning processes? If not, do these processes explicitly consider their actual—or potential—roles?</li> <li>• Are NGOs/PSOs actively recruited to assist with (or completely take on) program implementation activities? If so, are they paid from government sources or do they rely on their own funds for these activities? Which pattern predominates? What services are they most involved in? How are these funds audited?</li> <li>• Do NGO or private sector representatives serve as members of the committees or boards that oversee public health programs? At what level—State, district, block or locality etc.?</li> <li>• How are the experiences and expertise of the private sector incorporated into government programs?</li> </ul>

## B. PROGRAMMATIC ISSUES

### I. Assessment

#### 1. Health Situation Monitoring And Analysis

	Indicator	Primary Question	Secondary Questions
1	Guidelines and process for monitoring population health status	Is there a systematic process for collecting data on the population's health status*? If so, what is this process?  * e.g. risk factor surveillance, health surveys, examination surveys, etc.	<ul style="list-style-type: none"> <li>• What are the roles of national, state, district and block levels in data collection and analysis in this process?</li> <li>• Do explicit guidelines exist, or is it done on an ad hoc basis—if at all?</li> <li>• Do the guidelines/process allow for citizens, NGOs, Panchayati Raj etc. to gain access to this information? While protecting people's privacy?</li> <li>• Do the guidelines/process examine <i>inequities</i> in health status? Are data disaggregated by income group, geographic area, gender, scheduled castes, scheduled tribes, other vulnerable populations, etc.)?</li> <li>• Do the guidelines (or the process) include provisions and procedures for sharing this information with the media and the public?</li> </ul>
2	Evaluation of the quality of these data	What measures does the State government take to ensure the quality of data collected to assess and monitor the population's health status?	<ul style="list-style-type: none"> <li>• Does the State government take any such measures, or are data accepted at face value?</li> <li>• Is there an independent agency to evaluate the quality of data? If so, how does it operate?</li> <li>• Does the State government have protocols and standards on data collection, storage and analysis?</li> <li>• Is there a formal mechanism for coordination between the State Health Department and other institutions responsible for production of national statistics?</li> </ul>
3	Expert support and resources for monitoring of	Does the Central government maintain individuals with expertise in health status monitoring? How are these	<ul style="list-style-type: none"> <li>• Are there personnel with epidemiological and statistical skills to collect, evaluate, manage, translate, interpret, disseminate, and communicate health status data within the Central government?</li> <li>• How does the state government coordinate with universities, other</li> </ul>

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	<b>Indicator</b>	<b>Primary Question</b>	<b>Secondary Questions</b>
	health status	individuals deployed?	institutions, central government, etc. to overcome shortfalls in expertise available within the state government?
4	Technological support for districts and local bodies for health status monitoring	What technological support does the State government provide to districts and local governments vis-à-vis health status monitoring?	<ul style="list-style-type: none"> <li>• Does the State government provide computer resources?</li> <li>• Are computers at various levels networked to easily share data?</li> <li>• Does the State government provide training for computer personnel at district and local levels to ensure consistency?</li> </ul>
5	Technical assistance for districts and local bodies for health status monitoring	What technical assistance does the State government provide to districts and local bodies for health status monitoring and analysis?	<ul style="list-style-type: none"> <li>• Does the State government offer districts and local bodies technical assistance in the design of data collection instruments, analysis of data, dissemination of information and publication of the analysis?</li> <li>• Does the State government provide financial, training, and practical support for districts and local bodies in their interpretation and use of these data?</li> </ul>
6	Technical assistance from the central government	What technical support is <i>received</i> from the central government or any of its institutions?	<ul style="list-style-type: none"> <li>• What type of technical assistance does the State government receive from the central government or its institutions—financial, training, practical support, information etc.?</li> </ul>

**2. Epidemiological Surveillance/ Disease Prevention And Control**

	<b>Indicator</b>	<b>Primary Question</b>	<b>Secondary Questions</b>
1	Surveillance system to identify and respond to public health	Is there a public health surveillance system to identify, analyze and respond to public health threats? How does it	<ul style="list-style-type: none"> <li>• Are active case detection procedures in place for any diseases? <ul style="list-style-type: none"> <li>○ <i>How do these procedures work?</i></li> <li>○ <i>Have sentinel sites been established?</i></li> </ul> </li> <li>• Is there vertical integration to ensure cooperation between State-level authorities and districts and local bodies? How does this work? How <i>well</i></li> </ul>

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	<b>Indicator</b>	<b>Primary Question</b>	<b>Secondary Questions</b>
	threats	operate, and what are its capabilities?	<p>does this work?</p> <ul style="list-style-type: none"> <li>• Does the Center provide leadership in defining the roles and responsibilities of key players in the surveillance system at all levels?</li> <li>• Does the State monitor the effectiveness of State-level surveillance and epidemiologic response systems?</li> <li>• Does the State government have sufficient capabilities and experience in epidemiology (e.g. data analysis, rapid screening, rapid environmental sampling, development of written protocols, preparation of reports, etc.) to identify threats to public health?</li> </ul>
2	Capacity of public health laboratories	Does the State government have a laboratory network capable of (a) meeting the needs of routine epidemiologic surveillance and (b) supporting research on adverse health events? How does this system operate, and what are its particulars?	<ul style="list-style-type: none"> <li>• Are these laboratories in a position to identify the causative agents of all reportable diseases in the country?</li> <li>• Does the State keep a list of all laboratories capable of performing specialized analyses?</li> <li>• What is the relationship between the national public health laboratory network and other laboratories—in the private sector or academic institutions, for example—in the country?</li> <li>• Does the State have protocols for handling, transportation, and storage of samples collected by public or private laboratories?</li> <li>• Does the State formally coordinate and reference the national public health laboratory network with one or more international laboratories of recognized excellence?</li> <li>• Does the State periodically evaluate the quality of diagnoses from the network’s laboratories? How is this evaluation conducted? Is it done with reference to international laboratories of recognized excellence?</li> </ul>
3	Readiness to respond to public health threats	What is the system’s readiness to respond to public health threats?	<ul style="list-style-type: none"> <li>• Is the State capable of responding promptly and efficiently to public health threats at various levels (e.g. district, block etc.)? What are the bottlenecks?</li> <li>• Does the State periodically assess and support districts’ and localities’ level of skilled human resources and infrastructure necessary for this response?</li> <li>• Does the State periodically evaluate the organization and effectiveness of the response systems? How? How often?</li> <li>• Does the State evaluate the intersectoral links necessary for such a response at</li> </ul>

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	<b>Indicator</b>	<b>Primary Question</b>	<b>Secondary Questions</b>
			<p>all levels?</p> <ul style="list-style-type: none"> <li>• Does it ensure that communication among the various levels are always active and that there are clear responsibilities in their support and supervision?</li> <li>• Does it ensure that the response of levels closest to the threat is automatic and does not rely on a State-level response or instructions for activation?</li> </ul>
4	Technical assistance and support for States viz. surveillance	What technical assistance is provided from the State level to districts and localities?	<ul style="list-style-type: none"> <li>• Does it have inventory of needs for specialized personnel, training, equipment, equipment maintenance, and other needs at District and local levels for use in surveillance?</li> <li>• Does it provide information to the District and local bodies about how to access laboratory networks, about availability of expertise of individuals?</li> <li>• Does it provide training assistance to the District and local bodies?</li> <li>• Does it advise the District and local bodies on any query regarding procedures for confronting an emergency?</li> <li>• Does it define simple and effective standards for systems of communication at different levels of the surveillance system and receive periodic and regular reports from the District and local levels?</li> <li>• Does it disseminate information to the District and local bodies concerning the current status of diseases under permanent surveillance, good practices in disease control, and guidelines to deal with public health emergencies?</li> </ul>

**3. Research, Development, and Implementation of Innovative Public Health Solutions**

	<b>Indicator</b>	<b>Primary Question</b>	<b>Secondary Questions</b>
1	Development of a public health research agenda	Is there a State-level public health research agenda?	<ul style="list-style-type: none"> <li>• Does the State develop a public health research agenda and identify sources of financing for it?</li> <li>• Does this agenda take into account deficiencies perceived by communities/end-users and other sectoral and non-sectoral actors involved in health?</li> <li>• Does it encourage schools of public health, independent research centers, and other entities devoted to health to study the problems contained in the agenda?</li> </ul>

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	<b>Indicator</b>	<b>Primary Question</b>	<b>Secondary Questions</b>
2	Development of internal research capacities	Does the Center make efforts to develop its internal research capabilities?	<ul style="list-style-type: none"> <li>• Does it collaborate with researchers—from within and outside the State—working on public health topics?</li> <li>• Are research grants provided to support research priorities set by the center?</li> <li>• Does it ensure that there are adequate analytical tools, up-to-date databases, computer technology, and general facilities for research and collaboration?</li> <li>• Are research findings used to improve public health practices?</li> </ul>
3	Support for innovation and research in public health at district and local levels	What measures are taken to support innovation and research in public health at district and local levels?	<ul style="list-style-type: none"> <li>• Is there an established way of disseminating research findings, innovations, and new public health practices to the State and district level?</li> <li>• Does the Center provide States and local bodies with technical support for State- and local-level operational research and analysis?</li> <li>• Does this support extend to the operationalizing of research findings?</li> </ul>

## II. Policy Development

### 4. Policy and Planning

	<b>Indicator</b>	<b>Primary Question</b>	<b>Secondary Questions</b>
1	Basic aspects of program management	How does the State set priorities and program objectives, and how does it monitor the implementation of these?	<ul style="list-style-type: none"> <li>• Are specific program objectives set by State-level departments? If so:               <ul style="list-style-type: none"> <li>○ How does this process take place?</li> <li>○ Who is involved?</li> <li>○ For which programs are objectives set?</li> <li>○ Are objectives disseminated and understood?</li> <li>○ How are they disseminated?</li> <li>○ What is the evidence that they are understood?</li> </ul> </li> </ul>
2	State-level plans and strategies for improving population	What is the past experience and capabilities to plan and develop State-level health programs?	<ul style="list-style-type: none"> <li>• Does the State have a strategy/process to improve the health of the entire population? Does this strategy include specific goals and objectives for a defined period? Does it use the current health profile as its starting point?</li> <li>• Does it include guidelines for implementation or just goals/objectives?</li> <li>• Do the implementation guidelines include provisions for vertical integration</li> </ul>

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	Indicator	Primary Question	Secondary Questions
	health		<p>between Central, State and district levels?</p> <ul style="list-style-type: none"> <li>• Is there effective coordination between Central, State, district and lower levels in executing and evaluating the strategy?</li> <li>• Do the implementation guidelines include provisions for collaboration with the private sector and government sectors other than health? Is the role of these actors specified clearly?</li> <li>• Does the strategy/process include indicators of success? Is the measurement of these indicators carried out regularly? Are the results used to refine implementation of the strategy?</li> <li>• Does the State have experience in drafting public health policies and laws, in managing public demands, and implementing ongoing activities to improve health?</li> <li>• Does the State have adequate facilities, equipment, and personnel inputs necessary to carry out all these activities in collaboration with district and local institutions, community organizations and the private sector?</li> </ul>
3	Policy development	What activities are included in State-level policy development?	<ul style="list-style-type: none"> <li>• Does the State have a process to collaborate with executive and legislative branches and other State-level leaders (<i>including labor leaders</i>) and organizations for the development of health policy?</li> <li>• Does it have a comprehensive set of legislative proposals and regulations that guide or influence public health issues at all levels and are used in the process of generating/influencing government policy?</li> <li>• Does it evaluate the potential impact of government policy decisions that affect the population's health—including those that lie principally outside the health sector (e.g. environmental regulations, trade agreements, etc.)?</li> </ul>
4	Technical assistance and support to districts and local bodies in planning and policy development	What technical assistance and support does the State provide to district and local levels in planning and policy development?	<ul style="list-style-type: none"> <li>• Does the State provide support and technical assistance to districts and local bodies in planning and policy development activities?</li> <li>• Does it support districts and local bodies to develop district- and local-level health profiles and implement effective strategies to deal with the health priorities thus identified?</li> <li>• Does it encourage the integration of NGOs, community groups, Panchayati Raj and the private sector in State- and local-level health planning processes?</li> </ul>

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	Indicator	Primary Question	Secondary Questions
5	Credibility of policy making and planning	What internal and external influences affect the planning and policy making process?	<ul style="list-style-type: none"> <li>• Are State-level policies accepted and adopted by district and local governments or are they frequently opposed?</li> <li>• Is the planning process at various levels participatory and inclusive? Are districts and localities consulted in the budget?</li> <li>• Is the policy and planning process regularly subjected to micro-management or political interference?</li> <li>• How are policies and plans discussed and communicated within the vertical chain (e.g. Central, State, district, local)?</li> <li>• How are policies and plans discussed and communicated with other key departments within the government (i.e. horizontal chain)?</li> <li>• How is inter-departmental coordination achieved in the policy-making process—if at all? What synergies does it create (e.g. pooling of resources, sharing of information, consistency of plans, etc.)?</li> <li>• How are policies linked to the mission, goals and objectives of the State health department? Are there mechanisms to review these linkages so that policies reflect the mandate set by legislation?</li> </ul>
6	Flexibility over the means of delivering services	Do districts, local bodies and lower levels have flexibility over the means of delivery of services?	<ul style="list-style-type: none"> <li>• Does the State promulgate minimum standards for service delivery?</li> <li>• Do districts and localities have any flexibility in the way services are delivered?</li> <li>• Is this flexibility explicit and inbuilt to the system/guidelines?</li> <li>• Is there a regulatory framework to allow flexibility in service delivery?</li> <li>• What is the degree of autonomy for the lower levels?</li> <li>• What powers are delegated to Panchayati Raj and municipalities to modify the programs according to local needs?</li> </ul>
7	Regulatory enforcement and accountability	What regulations govern inputs, processes, and output expectations for district- and local-level authorities involved in health?	<ul style="list-style-type: none"> <li>• Are districts and local bodies consulted when the State's health budget is being developed?</li> <li>• Does the State provide districts and local bodies with clearly-defined standards and output expectations?</li> <li>• How realistic are the demands that these standards place on district-level service providers?</li> <li>• What arrangements exist to hold districts accountable to these standards?</li> </ul>

STATE-LEVEL QUALITATIVE INSTRUMENT

	Indicator	Primary Question	Secondary Questions
			<ul style="list-style-type: none"> <li>• What audit processes are in place to ensure compliance and evaluate the performance of districts?</li> <li>• How knowledgeable are <i>citizens</i> of the standards governing the delivery of health services?</li> </ul>

**5. Budgeting and Financial Management**

	Indicator	Primary Question	Secondary Questions
1	Adequacy and predictability of funding	How adequate and predictable is the funding flow?	<ul style="list-style-type: none"> <li>• How are budget requests initiated?</li> <li>• How are these requests determined and justified?</li> <li>• What agencies have authority to modify and/or approve budget requests?</li> <li>• Are budgets prepared in line-item, program, or performance format?</li> <li>• Is final budget authorization accomplished in a timely manner?</li> <li>• Are all authorized funds actually appropriated? If not, by what factor are they different, and what explains these differences?</li> <li>• Are appropriations accomplished in a timely manner?</li> <li>• Typically, what is the proportion of budgeted funds actually expended?</li> <li>• What are the main reasons for failure to fully utilize budgeted funds?</li> <li>• What happens to unexpended funds?</li> <li>• When budget cuts are made, what areas are most likely to be cut first?</li> <li>• What problems does uncertainty about budgets cause?</li> <li>• What are the main reasons for unpredictability of funding flows?</li> </ul>
2	State-level controls over funds of central origin	What role, if any, does the State have in determining the levels and purposes of funds received from the Central government?	<ul style="list-style-type: none"> <li>• Does the State have any say in the <i>amount</i> of funds disbursed by the Center?</li> <li>• Does the State have any say in <i>how funds are to be used</i>?</li> <li>• What flexibility is given to states in the transfer of such funds to other accounts?</li> </ul>

### III. Assurance

#### 6. Health Promotion and Education

	Indicator	Primary Question	Secondary Questions
1	Facilitation of partnerships for health promotion	What efforts are being made to facilitate partnerships for health promotion?	<ul style="list-style-type: none"> <li>• Does the State form partnerships with governmental and nongovernmental organizations to benefit public health activities?</li> <li>• Does the State encourage districts and localities to do likewise?</li> <li>• Does it ensure that such activities strengthen the operations of government institutions and correspond to the health priorities defined at Central and State levels?</li> </ul>
2	State planning and coordination of health information, education and promotion strategies	What is the planning process—and what plans exist—for IEC and health promotion activities at the State level?	<ul style="list-style-type: none"> <li>• Does the State have a systematic process to inform and educate the public about health problems and how to overcome them?</li> <li>• How are these plans made? Is there reference to State-level health plans and priority health conditions?</li> <li>• Do communities and private bodies have a role in this planning process?</li> <li>• Is the participation of communities and the private sector included as an explicit part of the <i>implementation</i> process? Is this true at the State level, the district level, the local level, or none/all?</li> <li>• Does the State evaluate the effectiveness of district and local-level policies and programs for IEC and health promotion?</li> <li>• Are community groups, NGOs and individuals surveyed as part of the evaluation and monitoring process for IEC/HP activities?</li> <li>• Do the results from this monitoring process lead to changes in IEC/HP policies and programs at the State level? The district level?</li> </ul>
3	Support for community health promotion activities	What type of support does the State government provide for community health	<ul style="list-style-type: none"> <li>• Does the State government work with districts to plan a coordinated strategy for health promotion and education that correctly responds to health needs and priorities at the local level?</li> <li>• Is the participation of community groups and PRIs actively encouraged in this process? If so, how?</li> </ul>

STATE-LEVEL QUALITATIVE INSTRUMENT

	Indicator	Primary Question	Secondary Questions
		promotion activities?	<ul style="list-style-type: none"> <li>• Does the State government use incentives to encourage districts and localities to implement health education and promotion activities that are accessible to all citizens? If so, what incentives are used?</li> <li>• Does the State support districts and localities with training in health promotion (e.g. program design) and/or information on “best practices”? How? How often?</li> <li>• Does the State provide districts and localities with technical support in monitoring and evaluation of their health promotion activities?</li> </ul>
4	Information, Education and Communication (IEC)	How is IEC organized and implemented?	<ul style="list-style-type: none"> <li>• What kind of IEC programs are provided?</li> <li>• What IEC programs are the highest priority? How are IEC programs prioritized? Does health information play a role in this?</li> <li>• Are community surveys and field testing used to refine IEC materials?</li> <li>• Is the private sector involved in the development of IEC materials? If not, who develops materials? Are NGOs involved?</li> <li>• Is IEC provided to elected and appointed officials as well as the community?</li> <li>• Are IEC programs monitored and evaluated? Are the results of these evaluations used to improve programs or change policies?</li> <li>• Is there a mechanism to coordinate IEC activities between various programs (immunization, TB, MCH etc.)? Do these programs have separate IEC units, or is there some level of integration?</li> <li>• Does the State track private health sector organizations’ IEC and advertising activities? Is there any coordination between the public and private sectors—do they duplicate or complement? Does the State ever take action to prevent inaccurate/misleading health information?</li> <li>• What <i>Central government</i> resources and assistance do State and local-level agencies receive for designing and conducting IEC activities?</li> <li>• How are IEC activities funded? What has been the trend in recent years?</li> <li>• Does the State maintain active links with the mass media? Are strong partnerships forged with the mass media, including commercial media?</li> <li>• Does the community perceive health authorities as a credible source of reliable health information? If not, why?</li> </ul>

### 7. Reducing the Impact of Outbreaks, Emergencies and Disasters On Health

	Indicator	Primary Question	Secondary Questions
1	Emergency preparedness and disaster management	What are the measures taken to ensure emergency preparedness and disaster management by the State government?	<ul style="list-style-type: none"> <li>• Does the State government promote understanding of benefits of preparedness for emergencies and disasters with other sectors, including the private sector?</li> <li>• Can State authorities ensure <i>intersectoral</i> coordination (e.g. military, police, municipal bodies, etc.) in such circumstances?</li> <li>• Can State authorities ensure <i>intrasectoral</i> coordination (e.g. between the Center, State and lower levels) in such circumstances?</li> <li>• Does the State government facilitate training of health and non-health personnel for such circumstances?</li> <li>• Does the State government take various measures to protect against various threats to physical infrastructure—drinking water, sewerage etc.?</li> <li>• Does the State government educate and inform the public about emergency preparedness through mass media campaigns and health education activities?</li> </ul>
2	Development of standards and guidelines that support emergency preparedness and disaster management	Has the State government developed standards and guidelines that support emergency preparedness and disaster management?	<ul style="list-style-type: none"> <li>• Are there standards for construction and maintenance of health infrastructure with an emphasis on disaster preparedness?</li> <li>• Has the State government prepared a list of essential drugs and inputs necessary for outbreaks, emergencies and disasters?</li> <li>• Does the State government provide guidance for districts and localities in their development of emergency preparedness and disaster management plans, especially vis-à-vis outbreaks of communicable disease?</li> </ul>
3	Coordination and partnership with other agencies and/or	What measures are taken by the State government to ensure coordination and partnerships with other agencies and/or institutions?	<ul style="list-style-type: none"> <li>• What agencies are coordinated for emergency preparedness?</li> <li>• Does the State establish and maintain partnerships with national and international organizations that deal with emergencies?</li> <li>• Does the State government work with other agencies—academia, private bodies etc.—to develop protocols for disaster and outbreak management?</li> </ul>

**STATE-LEVEL QUALITATIVE INSTRUMENT**

	<b>Indicator</b>	<b>Primary Question</b>	<b>Secondary Questions</b>
	institutions		
4	Technical assistance at district and local levels to support emergency preparedness and disaster management in health	What technical assistance is provided by the Central government to support emergency preparedness and disaster management by districts and localities?	<ul style="list-style-type: none"> <li>• Does the State provide assistance to districts and localities to build their capacity in mobilizing and coordinating a health response to emergencies?</li> <li>• Does this assistance include forging horizontal links (intersectoral, NGOs, private sector) at the State level?</li> <li>• Does the State identify leaders who will promote emergency preparedness at district and local levels?</li> <li>• Does the State provide technical assistance to carry out needs assessment of districts' and localities' emergency preparedness capability?</li> <li>• Does the State ever evaluate districts' and localities' disaster preparedness and emergency management plans? Does it provide feedback to districts and localities regarding these plans?</li> </ul>

**8. Regulation And Enforcement In Public Health**

	<b>Indicator</b>	<b>Primary Question</b>	<b>Secondary Questions</b>
1	Legislation, regulation and enforcement	Describe the development of public health laws and regulations and their enforcement	<ul style="list-style-type: none"> <li>• Is enforcement integrated with other public health functions? Are they vested in health agencies at all?</li> <li>• Is information from enforcement incorporated into health planning and monitoring activities?</li> <li>• How does the health department interact with law enforcement and public safety agencies to ensure compliance with public health codes?</li> <li>• How do regulated organizations (such as food vendors) inform and influence the regulatory process? Are they involved at all?</li> <li>• What are educational components of regulation?</li> <li>• What are the consequences of non-compliance?</li> <li>• Are any enforcement activities delegated to the private sector (such as vendors, trade associations, etc.)?</li> </ul>
2	Monitoring, evaluation and modification of	What measures are in place to periodically monitor, evaluate and	<ul style="list-style-type: none"> <li>• Is any mechanism in place to periodically review existing laws and regulations designed to protect public health and to update these laws and regulations to reflect current scientific knowledge?</li> </ul>

STATE-LEVEL QUALITATIVE INSTRUMENT

	Indicator	Primary Question	Secondary Questions
	legislation	modify legislation?	<ul style="list-style-type: none"> <li>• When legislation is under review, are there specific provisions to obtain information from lawmakers, legal experts, and the general public?</li> <li>• Does the State monitor current legislative proposals—including those <i>outside</i> the health sector—vis-à-vis their impact on health?</li> <li>• Does the State advise lawmakers with respect to those proposals?</li> </ul>
3	Knowledge, abilities, and skills to review, strengthen, and enforce laws and regulations	What are the knowledge, abilities, and skills to review, strengthen, and enforce laws and regulations?	<ul style="list-style-type: none"> <li>• Does the State have the capacity and experience to review, improve, and enforce laws and regulations that protect public health through a competent advisory team? What is the composition of this team?</li> <li>• Does it use the advisory services of international agencies that specialize in health to update legislation, taking international experiences into account?</li> <li>• Does it continually evaluate and advise State, district and local body authorities in enforcement areas in order to improve their skills and operations?</li> </ul>
4	Enforcement of laws and regulations	How is the quality of enforcement of laws and regulations ensured?	<ul style="list-style-type: none"> <li>• Which department is primarily concerned with enactment of laws and enforcement of regulations relating to the following subjects: <ul style="list-style-type: none"> <li>○ Food handling and storage</li> <li>○ Water treatment</li> <li>○ Recreation facilities, restaurants</li> <li>○ Housing units</li> <li>○ Public lodging</li> <li>○ Control of animals, rodents and other vectors</li> <li>○ Solid waste disposal</li> <li>○ Immunization</li> </ul> </li> <li>• Does it have clear written guidelines on enforcement procedures?</li> <li>• Does it monitor enforcement procedures to correct abuses of authority or the failure to exercise authority?</li> <li>• Does it collaborate with districts and localities to promote compliance with health-related laws and regulations through IEC activities?</li> <li>• Does it collaborate with districts and localities to promote compliance with health-related laws and regulations through integration with other public health programs?</li> </ul>

STATE-LEVEL QUALITATIVE INSTRUMENT

	Indicator	Primary Question	Secondary Questions
			<ul style="list-style-type: none"> <li>Does it act at all levels with clear and strong principles consistent with defined policy priorities when faced with pressure from influential groups and actors?</li> </ul>
5	Support and technical assistance for districts and localities	What types of technical assistance does the State government provide to districts and localities?	<ul style="list-style-type: none"> <li>Does the State provide districts/localities with model laws and regulations?</li> <li>Does the State provide training for districts/localities on these issues?</li> <li>Does the State provide districts/localities with guidelines on enforcement issues and “best practices” in this area?</li> </ul>

**9. Evaluation And Promotion Of Equitable Access To Necessary Health Services**

	Indicator	Primary Question	Secondary Questions
1	Evaluating access to services	What processes are in place to evaluate the population’s access to health services?	<ul style="list-style-type: none"> <li>What processes—if any—are used to evaluate the population’s access to health services?</li> <li>What sub-populations are examined specifically vis-à-vis equity of access? Income groups, gender, SC/ST, rural/urban, and/or others?</li> <li>When barriers to access are found, is there any attempt to gather information from those affected by them? Is this a systematic, regular process? What information is collected, and how is it used?</li> <li>How often do these evaluations lead to policy or program changes designed to improve access and equity?</li> <li>Does the State cooperate with other agencies—both within government and outside it (e.g. academic institutions, NGOs, community groups etc.) in monitoring the population’s access to health services?</li> </ul>
2	Advocacy and action to improve access	What measures are taken for advocacy and action to improve access?	<ul style="list-style-type: none"> <li>Does the State systematically inform key decision makers and the general public about important access barriers and how these can be overcome?</li> <li>Does it build working relations with <i>other</i> organizations involved in linking people—disadvantaged groups in particular—with social and health services?</li> <li>Does it systematically advocate for laws and regulations designed to reduce barriers to access—especially among disadvantaged groups?</li> </ul>

STATE-LEVEL QUALITATIVE INSTRUMENT

	Indicator	Primary Question	Secondary Questions
			<ul style="list-style-type: none"> <li>• What specific measures are taken to increase access for scheduled castes, scheduled tribes, women and other backward classes?</li> <li>• How are Panchayati Raj Institutions used to improve access for disadvantaged groups in the State?</li> </ul>
3	Technical assistance to districts and localities to promote equitable access to health services	What type of technical assistance does the State provide to districts and localities for promoting equitable access to health services?	<ul style="list-style-type: none"> <li>• Does the State provide technical assistance to help districts/localities identify population groups who face barriers to access?</li> <li>• Does it provide technical assistance in finding out what these barriers are?</li> <li>• Does it provide advice and share “good practices” on how these barriers can be overcome?</li> <li>• Does it prescribe a minimum level of personnel and services available for all individuals irrespective of gender, caste, class or income group?</li> <li>• Does it create and disseminate information materials which districts and localities can use to inform the population about the availability of essential health services?</li> </ul>

**10. Assuring a Competent Public Health and Personal Health Care Workforce**

	Indicator	Primary Question	Secondary Questions
1	Description of public health work force	What are the efforts made to ensure an adequate work force?	<ul style="list-style-type: none"> <li>• Does the State maintain an up-to-date inventory of filled and vacant positions at all levels?</li> <li>• Does the State record the number, type, geographical distribution, wage structure, minimum education requirements, accreditation, etc. of <i>specialized</i> public health personnel?</li> <li>• Does the State project future needs of the work force in terms of quantity and quality? Does it make arrangements to ensure an adequate work force for future demands?</li> <li>• What steps are taken to improve the career paths of current employees?</li> <li>• What proportion of budgeted positions remain unfilled? Why?</li> <li>• What are the transfer/posting, promotion, disciplinary, reward/bonus and retirement policies? How are these set? Do workers play any part in setting and revising these policies? How often are they revised?</li> </ul>

STATE-LEVEL QUALITATIVE INSTRUMENT

	Indicator	Primary Question	Secondary Questions
			<ul style="list-style-type: none"> <li>• What are the levels of entry into government service?</li> <li>• Among the following, what are the various steps taken to ensure an adequate and competent workforce at State and local levels?               <ul style="list-style-type: none"> <li>○ Minimum educational qualifications</li> <li>○ Performance appraisals</li> <li>○ Formal performance criteria</li> <li>○ Collaboration with schools of public health to influence curriculum</li> <li>○ Continuing education program</li> <li>○ Professional development activities</li> <li>○ Licensure</li> <li>○ Review boards</li> <li>○ Disciplinary action</li> <li>○ Advocacy activities to ensure adequate resources are devoted to train health professionals and influence curriculum development?</li> </ul> </li> </ul>
2	Improved quality of work force	What efforts are made to improve the quality of work force?	<ul style="list-style-type: none"> <li>• Does the State ensure that public health workers and managers meet minimum educational levels required by law?</li> <li>• Does it coordinate and cooperate with educational institutions to develop public health curricula for training and degree programs?</li> <li>• Does it encourage workers and managers to participate in formal continuing education programs? Does it make provisions for them to do so?</li> <li>• Which of the following areas need improvement in staff skills or competencies:               <ul style="list-style-type: none"> <li>○ Program management</li> <li>○ Personnel management</li> <li>○ Budgeting</li> <li>○ Planning</li> <li>○ Communication skills</li> <li>○ Computer operation skills</li> <li>○ Computer network/ systems development skills</li> <li>○ Statistics / data management skills</li> <li>○ Scientific skills</li> <li>○ Clinical skills</li> </ul> </li> </ul>

STATE-LEVEL QUALITATIVE INSTRUMENT

	Indicator	Primary Question	Secondary Questions
			<ul style="list-style-type: none"> <li>○ Epidemiology</li> <li>○ Technical specialists in public health</li> <li>○ Others</li> </ul>
3	Continuing education and graduate training in public health	Is there arrangement for continuing education and graduate training?	<ul style="list-style-type: none"> <li>● Does the State have formal ties with academic institutions with graduate programs in public health? Does it use these ties to facilitate access to continuing education for its staff?</li> <li>● Does it credential/certify these facilities and monitor the quality of their programs on a periodic basis?</li> <li>● Does it encourage these institutions to interact with professional bodies, government institutions and the private sector to develop tailored programs for continuing education in public health?</li> </ul>
4	Development of public health leadership	What efforts are made to develop public health leadership?	<ul style="list-style-type: none"> <li>● How does the State coordinate with the Central government to obtain the best training for public health managers within the country and internationally?</li> <li>● Are workshops, conferences, training programs held for public health managers to share experiences and document best practices?</li> <li>● Among the following, what are the various steps taken to ensure and support the development of public health leadership:               <ul style="list-style-type: none"> <li>○ Long tenures</li> <li>○ Devolution of powers and decentralization</li> <li>○ Training</li> <li>○ Providing management information systems</li> <li>○ Merit-based promotions</li> <li>○ Annual confidential reports</li> <li>○ Awards for meritorious performance</li> <li>○ Frequent reviews</li> <li>○ Inspections and audit</li> </ul> </li> <li>● What efforts are made by the State government to develop public health leadership among Panchayati Raj representatives?</li> </ul>
5	Support for districts and localities in human resources development	What support does the State government provide to districts and	<ul style="list-style-type: none"> <li>● Does the State help districts and local bodies in preparing a comprehensive inventory of current—and required—human resources at the local level?</li> <li>● Does the State provide districts/localities with personnel management guidelines?</li> </ul>

STATE-LEVEL QUALITATIVE INSTRUMENT

	Indicator	Primary Question	Secondary Questions
		localities?	<ul style="list-style-type: none"> <li>• Does it ensure availability of continuing education programs? What programs in particular?</li> <li>• Does it provide manpower development grants to districts/localities?</li> </ul>

**11. Ensuring The Quality Of Personal And Population-Based Health Services**

	Indicator	Primary Question	Secondary Questions
1	Defining standards and methods for evaluating the quality of services	What measures are taken by the State to define standards and methods of evaluating service quality?	<ul style="list-style-type: none"> <li>• Does the State define standards to evaluate the quality of health services and develop evaluation models?</li> <li>• Does it use standards and scientific instruments to measure service quality?</li> <li>• How are these standards communicated to field functionaries such as ANMs, LHVs, PHC doctors etc.?</li> <li>• Do supervisors use these standards to carry out their evaluations? If not, what criteria are used?</li> <li>• Does the State periodically evaluate districts' and localities' performance using these criteria, or is this left entirely to the districts/localities themselves?</li> <li>• Are these evaluations used to improve performance?</li> <li>• Are the activities of private providers also evaluated?</li> </ul>
2	Improving user satisfaction viz. health system performance	What measures are taken to improve user satisfaction viz. health system performance?	<ul style="list-style-type: none"> <li>• Does the State periodically conduct user satisfaction surveys? Are results from these surveys used to improve services?</li> <li>• Does the State conduct evaluations to identify gaps between community needs/preferences and services provided?</li> <li>• Does the State provide periodic training for staff—especially front-line staff—to present the results of user satisfaction (or other similar) surveys and provide them with strategies for adjusting their performance accordingly?</li> <li>• How are private providers regulated to ensure the quality of their services, and how is information shared between private providers and government?</li> <li>• Are other community organizations—NGOs and Panchayati Raj Institutions in particular—involved in monitoring the standard of public services? How?</li> <li>• What steps are taken to motivate and equip district medical officers so that they function as effective leaders in improving the quality of health services</li> </ul>

**STATE-LEVEL QUALITATIVE INSTRUMENT**

	<b>Indicator</b>	<b>Primary Question</b>	<b>Secondary Questions</b>
			<p>in their districts?</p> <ul style="list-style-type: none"> <li>• What steps are taken to empower supervisory staff to enhance the quality of health services in their area?</li> <li>• What steps are taken to co-opt field functionaries—ANMs, MPWs etc.—to improve the quality of health services in their area?</li> </ul>
3	Community outreach	How is community outreach performed to advertise the availability of health services?	<ul style="list-style-type: none"> <li>• What community outreach activities are carried out to advertise the availability of health services?</li> <li>• Are vulnerable populations specifically targeted for community outreach activities? How? Is this systematic/planned/regular or not?</li> <li>• How do other social services coordinate with the health sector to ensure that the population has access to—and receives coordinated information about—the complete package of available benefits?</li> </ul>
4	Technical assistance to districts and localities to ensure the quality of health services	What technical assistance and support does the State provide to districts/localities to ensure the quality of health services?	<ul style="list-style-type: none"> <li>• Does the State support districts and local bodies in the collection and analysis of data on the quality of care (including data on the structure, processes, and outcomes of services delivered)? If so, how?</li> <li>• Does it provide technical assistance in the evaluation of health systems performance at the district and local levels?</li> <li>• Does it provide technical assistance to districts/localities in evaluating users' satisfaction with the programs and services they deliver?</li> <li>• What measures does the State take to obtain technical assistance from the Central government for these issues?</li> </ul>

**12. Environmental Health And Sanitation**

	<b>Indicator</b>	<b>Primary Question</b>	<b>Secondary Questions</b>
1	Ensuring potable drinking water	What role does the public health department play in ensuring potable drinking water?	<ul style="list-style-type: none"> <li>• Does the public health department influence policy, planning, and implementation of drinking water schemes in urban as well as rural areas?</li> <li>• Does the public health department have a role in inspecting the quality of water and making recommendations for its improvement?</li> <li>• Are there established mechanisms for public health officials to meet and influence those involved in water supply?</li> </ul>

**STATE-LEVEL QUALITATIVE INSTRUMENT**

	<b>Indicator</b>	<b>Primary Question</b>	<b>Secondary Questions</b>
2	Ensuring sewerage and drainage	Does the public health department have an advisory role in sewerage and drainage activities?	<ul style="list-style-type: none"> <li>• Does the public health department influence policy, planning, and implementation of sewerage and drainage schemes in urban as well as rural areas?</li> <li>• Does the public health department have a role in inspecting the sewerage and drainage systems and making recommendations for their improvement?</li> <li>• Are there established mechanisms for public health officials to meet and influence those involved in sewerage and drainage?</li> </ul>
3	Ensuring adequate solid waste collection and disposal	Does the public health department have powers to oversee/assess the solid waste disposal activities of local bodies?	<ul style="list-style-type: none"> <li>• Does the public health department influence policy, planning, and implementation of solid waste disposal in urban as well as rural areas?</li> <li>• Does the public health department have a role in inspecting the quality of solid waste collection and disposal and making recommendations for their improvement?</li> </ul>
4	Enacting and enforcing laws that protect environmental health and sanitation	Does the health department advocate for and get involved in law-making to protect environmental health and sanitation with other departments of the government	<ul style="list-style-type: none"> <li>• How does the public health department influence other departments involved in environmental health and sanitation vis-à-vis legislation and regulation?</li> <li>• What interdepartmental forums are available for the coordination of such efforts?</li> </ul>
5	Educating communities about environmental health and sanitation	Is the public health department involved in educating citizens about environment health and sanitation?	<ul style="list-style-type: none"> <li>• What educational efforts exist to inform the public about environmental health and sanitation issues?</li> <li>• Are these within the purview of the health department?</li> <li>• Are other departments involved; and if so, how does the health department coordinate with other departments to pool resources and reach a larger audience?</li> </ul>