**Scope of Work**

Browne and Mohan consultants has been engaged to assess capacities, capabilities, systems and processes and recommend appropriate changes required to realize its founding goals.

**Audit Results: salient observations**

Based on discussions with stakeholders across policy, government, think tanks, health researchers and HSTP staff, Browne and Mohan consultants have made following observations.

* Board and corporate governance of HSTP are constrained by limited participation of donor and inadequate representation of independent professionals. Hence, HSTP must constitute a large board with equal representation to SRTT and BMGF.
* HSTP must pursue two areas or practices to focus, viz., digital health and health finance. HSTP mut deepen expertise around these areas to emerge as the Centre of excellence with a clear agenda to create policy influence and impact.
* Practice leaders (senior fellows) could anchor practice development with adequate support from technical staff. HPSR fellowship program, HR and program management must be re-aligned.
* HSTP may have to reorganize its teams to become more agile and knowledge driven. Visiting fellowships, short-term internships and significant investment must be made in monitoring of outcomes and nurturing of internal talent.

**Roll out: Next steps**

Browne & Mohan consultants believe HSTP has a great potential to emerge as reputed think tank and health transformation agent. Towards reaching this goal, HSTP management may want to pursue a two-pronged strategy: Improvisation of existing capabilities and seeding and growth of new practices, capacities and capabilities.

Browne and Mohan consultants will work with HSTP towards its transformation goals and would be using the following approach.

**HSTP: Transformation Approach**

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1. **Change Management Board, 1 day, in person**

* Formation of Change management Board, members initiation, CMB charter, 2 years goals, short-term and medium-term outcomes to target, roles and responsibilities, build agenda to share with the organization.
* Creation of presentation for the vision workshop
* Browne and Mohan consultants will participate in preparing the supporting documents, CMB charter and targets

1. **Vision workshop: 1 day, Organization wide participation, in person meeting**

* One day event where CMB presents (distilled) information to the team at large, highlighting what changes are required across the organizations
* Browne and Mohan consultants will participate in the discussions and steer/address queries and clarifications required including proposed brand prism, positioning, what, who, how analysis

1. **Change Management Program initiation: 2 days (1 day for preparation by each team and 2nd day presentation by each team and finetune), organization wide, in person meeting**

* inform the team change management program, detailing CEO as the Chief Sponsor/Chairman of Change Management Board, CMB members shall select 2-3 colleagues to drive the change
* Practice selection, strategic rating analysis by groups, prioritizing practices based on impact, capabilities, future play, uniqueness, funder ecosystem
* Practice wise visioning of what to become, options of development, partners, program, access to funds, branding and advocacy
* Priority setting: each group will list strategic, operational and tactical changes, and identify top 10 tasks to be completed in next 2 quarter and highlight top 5 tasks, the objectives and key results
* Browne and Mohan consultants will work with each team provide outside in perspective, help in prioritizing the agenda and sharpening the goals and targets

1. **Finalization of OKR: 1 days, 1 day for presentation and 1 day for finalization all teams**

* Team wise presentation to the Chairman of the CMB on the quarterly targets, Objectives and Key results
* Feedback from the Chair on modification or augmentation of objectives and results

1. **Monthly and quarterly targets, 1 day**
2. **Reviews weekly wise, both remote and in person.**

* Weekly and Monthly reviews to the CMB
* CEO shares the Monthly reports to the Board

**Consulting team**

**Dr T.R. Madan Mohan**, is the managing partner of Browne & Mohan and is based out of Bangalore, India. Prior to this he was Director (Consulting), India, South Asia and Middle East, Frost & Sullivan from Jan 2006 to Feb 2008. Before joining Frost, Dr. Mohan was Associate Professor (Technology & Operations) at Indian Institute of Management Bangalore for over a decade. He also holds adjunct professor positions at Eric Sprott School of Business, Carleton University, Canada and Brisbane Graduate School of Business, Queensland University of Technology, Australia. He holds advisory board positions with Srishti Software, Superseva, Corporate Bridge, Progressive Infotech, Maverick Systems (a Polaris Group Company).

**Nupur** is a Senior Associate Consultant at Browne & Mohan. She holds a PDGM from Indian Institute of Management, Nagpur and BTech from SASTRA University. Prior to joining Browne & Mohan, Nupur has worked with TCS, Persistent Systems, and Choice International.

**Sharadha V**, is a Junior consultant at Browne and Mohan. She holds a MSc Banking and Finance from Kingston University, London and BBA (Finance and Accounting) from Christ University. Prior to joining Browne and Mohan, she was client management Kounteq, UK and Risk Analyst at KPMG.

**Indu Vaijayanthi**, is a Junior Consultant at Browne & Mohan. She did her BA (Economics) from University of Wisconsin and MBA from Central University of Tamil Nadu. Prior to joining Browne & Mohan, Indu worked with L&T.

Other team members include: Mukund K, Lithi Nair, Ajesh

**Service Fee**

A service fee of INR 35,96,800 exclusive of taxes, reimbursements for travel, and Incidentals will be paid to the service provider. The payment will be processed only on submission of deliverables and by providing the invoice.

Payment schedule:

1. 25% advance
2. 25% at the end of 1st month review
3. 25% at the end of 1st quarter review
4. 25% at the end of 6 month review

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| --- | --- | --- | --- | --- |
| Sl No | Task | Time | Resource persons  from B&M | Fee + applicable  taxes |
| 1 | Change Management Board,   1. Formation of CMB, charter, 2. 2 years goals, short-term and medium-term outcomes to target, roles and responsibilities, 3. build agenda to share with the organization. | 1 day for preparation  1 day for F2F | Team + Dr Madan Mohan  Dr Mohan | Rs 1,92,000 + tax |
| 2 | Creation of presentation for the vision workshop | 3 days | B&M Team | Rs 1,53,000 + tax |
| 3 | Vision workshop | 1 day F2F:  directions and  next steps, distilled view of change | Dr Madan Mohan | Rs 96,000 + tax |
| 4 | Change Management program initiation   1. Practice VRIO analysis 2. Core competencies 3. Competitor profiling 4. Options analysis 5. Strategic attractiveness analysis 6. HSTP Brand Prism | 3 days for background preparation  1 day for preparation  1 day for delivery to the team F2F | Team  Dr Madan Mohan | Rs 1,53,600 + tax  Rs 1,92,000 + tax |
| 5 | Organization wide detailing of 1.Practice development   1. Funding approach 2. Branding and Advocacy 3. Realignment of HPSR with broad goals 4. Visiting fellows programs 5. Interns program 6. Marketing & PR | 3 days for preparation  1 day for preparation  1 day for F2F Workshop | Team  Dr Madan Mohan | Rs 1,53,000 + tax  Rs 1,92,000 + tax |
| 6 | Objective and Key results of teams | 4 days for background creation and realignment  1 day for preparation team wise  1 day F2F  workshop and  refinement & finalize by CMB | Team  Dr Madan Mohan | Rs 2,04,800 + tax  Rs 1,92,000 + tax |
| 7 | Finalization of Month wise and quarter targets | 2 day for Target plan  1 day F2F meetings Refine and finalize | Team  Dr Madan Mohan | Rs 1,02,400 + tax  Rs 96,000 + tax |
| 8 | First Month On premise and online reviews | 2 day for targets and documents  1 day F2F Review, feedback, realign | Team  Dr Madan Mohan | Rs 1,02,400 + tax  Rs 96,000 + tax |
| 9 | 2-6 months reviews (weekly and monthly) | 1. days for team per month 2. online meetings (preparation + review)   ½ day F2F meeting | Team  Dr Madan Mohan Dr Madan Mohan | Rs 5,12,000 + tax Rs 9,60,000 + tax |
| 10 | 2 quarters engagement review and next steps | 2 days for consolidated report  1 day F2F with CMB | Team  Dr Madan Mohan | Rs 1,02,400 + tax  Rs 96,000 + tax |
| Total | | | | 35,96,800 + tax |

**Term**

This engagement shall commence upon execution of this Agreement. The Agreement

shall continue in full force and is effect from **September 01, 2022** to **February 28, 2023.**