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## **PREFACE**

After 1984 a formal appraisal of the Indian Council of Medical Research has now taken place in 2005. The Ministry of Health & family welfare constituted the performance appraisal Board (PAB) and provided the Terms of Reference. The 5-member Board had an extraordinarily a brilliant blend of international and national luminaries.

Leading from the front was Dr K Kasturirangan, the Chairman, who brought a rare mix of qualities of a highly decorated space scientist, a parliamentarian, an able administrator and a visionary. Dr Gerald Keusch and Mr Louis Currat lent an international perspective on health research especially in developing countries, growing global concern on the mismatch between disease burden and resource allocation, functioning of medical research councils, priority setting and economics of health research, applied and operational research. Prof Asis Datta and Prof G Padmanabhan provided the academic flavour and the inputs on basic and fundamental biomedical research, they enriched the Board through their matured administrative and financial acumen having headed large institutions.

Each member of the Board sifted through large amounts of information contained in documents and other publications along with voluminous reports especially prepared for the Appraisal Board on intra and extramural research programme. They spent long hours interacting not only with the ICMR scientists and staff but also with a cross section of former and current scientists/ research administrators who are or have been associated with the ICMR in one or more ways. They provided them independent opinions and views.

The Board members gained first hand experience by visiting several Institutes of the ICMR, they met the scientific, technical and administrative staff, saw the infrastructure and the working conditions. This report is the outcome of the frank and candid discussions; first hand information and knowledge, their perceptions and impressions, their concerns and vision.

The stupendous task of appraising the ICMR could not have been successfully concluded without the inputs support and co-operation of every Director/ Officer-in-charge of the Institutes/Centres and their scientists particularly Dr V Kumaraswamy and Dr S P Pani; and Head of Technical Divisions/Units/Cells including Finance and Administration and scientists at the Headquarters office specifically Drs Rashmi Arora, Ambujam Nair Kapoor, Anju Sharma, Reeta Rasaily, Geeta Jotwani and Prashant Mathur, Mr Rakesh Gupta, Mr Harpreet Singh and Ms Iqbal Kaur.

This Appraisal was planned, coordinated and steered by Dr Lalit Kant at the Headquarters office, who helped to prepare the various background documents for the Appraisal and worked behind the scenes for more than a year till the finalization of this report.

The recommendations of this Appraisal would be beacons to guide and direct the Council's plan and strategies so that it is able to play a more meaningful and constructive role in finding solutions to India health concerns.



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