

## Gol's Performance Management & Evaluation System

Covers 80 Departments and Ministries of the Government of India

### Special Report

**PMES – A Step in the Right Direction:** India Ratings & Research (Ind-Ra) believes that the 'Performance Monitoring and Evaluation System' (PMES) is an opportune step to improve public governance and deliver better public goods/services in India. Housed in the Performance Management Division (PMD) within the Cabinet Secretariat the PMES aims to assess the performance of a particular ministry or department at the end of each fiscal against the targets fixed at the beginning of that year. The PMES not only evaluates the performance of a ministry or department on a standalone basis, but also factors in the impact of the performance of interlinked ministries/departments. The PMD has been created solely to introduce, execute and supervise the PMES.

**Result Framework Document:** At the core of PMES is a result framework document (RFD). It is prepared at the beginning of the fiscal year by each ministry/department in consultation with an Ad-Hoc Task Force (ATF) which consists of outside experts. RFD contains the objective, priorities and deliverables of each ministry/department for that year. It includes financial, physical, quantitative, qualitative, static efficiency and dynamic efficiency parameters. Presently, the PMES covers 80 departments and ministries and around 800 responsibility centres (attached offices/subordinate offices/ autonomous organisations).

**Global Experience:** A performance agreement is the most common accountability mechanism adopted by countries globally to improve quality, transparency, and effectiveness of public governance. This mechanism has been used by most of the member countries of the Organisation for Economic Co-operation and Development (OECD). Some developing countries have also implemented laws to improve governance.

**PMES Must Remain a Priority for the New Government:** The new Government's focus on 'minimum government and maximum governance' is a welcome step. It is in sync with the overall objective of PMES. Ind-Ra expects the new Government to not only continue with the existing PMES but also to improve and strengthen it.

**Enhancing the Effectiveness of PMES:** Ind-Ra believes PMES needs to be publicised extensively and widely to create awareness about this effort among various stake holders. Uploading the latest performance evaluation reports alongside the RFD documents of various ministries/departments on the PMD website will infuse confidence among people regarding PMES. To improve the effectiveness of PMES, Ind-Ra would suggest – (a) inclusion of stakeholders' suggestions/feedback at the time of RFD formulation/assessment of ministries/departments (b) a central law on the lines of 'Right to Public Services Act' introduced in Bihar in April 2011.

**PMES at Subnational Level:** Ind-Ra believes that there is enough scope for improving governance at all the three tiers (central, state and local) of government. Many state governments have come forward and implemented PMES. As at end February 2014, 13 Indian states had adopted PMES and it is currently at various levels of implementation in each of these states. Seven other states have shown interest in implementing PMES. While Punjab has gone a step ahead and implemented PMES at the district level, Kerala and Meghalaya have made the performance score of their ministries/departments public.

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## Importance of Governance

*Governance relates to the management of all such processes that, in any society, define the environment which permits and enables individuals to raise their capability levels, on one hand, and provide opportunities to realise their potential and enlarge the set of available choices, on the other.*

.....Tenth Five Year Plan, GOI

Ind-Ra believes one of the reasons for the recent slowdown of Indian economy was sub-optimal governance. Projects remained stuck in the approval process due to the absence of a clear policy roadmap. Although the Cabinet Committee on Investment (CCI) has lately cleared a large number of projects, a sizeable number are still stuck at an approval stage. Slow project implementation pushed incremental capital output ratio (ICOR) in the range of 7.6 (based on factor cost) to 11.4 (based on market prices) in FY13 from about 4 in FY08 (source: [Economic Advisory Council to the Prime Minister](#))

Cross country empirical research suggests that a significant determinant of high total factor productivity growth is democracy. However, this occurs only insofar as stronger democratic institutions are associated with greater quality of governance.<sup>1</sup>

Both China and India, which grew rapidly in the last decade, were able to leverage policy reforms to attain rapid growth. Governance in China and India was better than that in other developing countries. Both the countries did not witness growth until significant improvements in governance occurred in the late 1970s and early 1980s.<sup>2</sup>

Various aspects of governance have been measured and analysed at the global level by different agencies (e.g. World Bank, World Economic Forum) regularly to ascertain the performance of different countries. Most transnational corporations base their investments in an economy on these governance indicators. Ind-Ra believes India has not been able to attract significant foreign direct investment (FDI) inflows due to problems associated with its governance, particularly at the sub-national level. This is despite the country being perceived as one of the top most investment destinations for FDI.

## Governance in India

Governance in India since independence can be credited for creating a functioning, vibrant and pluralistic democracy, keeping the country together, attaining food security, expanding the industrial base and improving the quality of life, to name a few. On the flip side however, governance failed to adequately address the problems of basic infrastructure, unemployment, illiteracy and poverty. It also created a perception among people that government administration is self-seeking, uncaring, inefficient and corrupt.

However, as the idea that the quality of governance is linked to economic growth and development gathered pace across the globe over the last few decades, the need to improve the quality of public governance has become more pronounced even in India. Moreover, many multilateral agencies such as the United Nations Development Programme, World Bank, Asian Development Bank etc. began to focus on this link while making funding decisions.

This is not to say that the issue of public governance was not an important agenda earlier. More than fifty committees have been set up since independence to improve administrative capabilities and strengthen public governance. These include A D Gorwala Committee 1951, VT Krishnamachari Committee 1962, Committee on Plan projects 1956, Santhanam

<sup>1</sup> Rivera-Batiz, F. L. (2002), Democracy, Governance, and Economic Growth: Theory and Evidence. Review of Development Economics, 6: 225–247. doi: 10.1111/1467-9361.00151

<sup>2</sup> Keefer, Philip (2007), Governance and Economic Growth in China and India in Dancing with Giants: China, India, and the Global Economy, L. Alan Winters, Shahid Yusuf (ed), World Bank Publications, January 2007.

Committee on Prevention of Corruption 1964, the first and second Administrative Reforms Commission in 1966 and 2005 respectively, Jha Commission of Economic Administrative Reforms 1983, various pay commissions etc. As a consequence of these several changes and developments took place in public governance. The Right to Information Act 2005 was another important step in the process of bringing more transparency in public governance in the country.

Although the government of India had monitoring and evaluation systems all along to gauge the effectiveness of its programme and policies, the focus of these assessments was on input-output aspects, rather than measuring the impact or the outcome of policies and programs. The Second Administrative Reforms Commission has the following to say about the governments conventional monitoring and evaluation system, "Traditionally governance structures in India are characterized by rule-based approaches. The focus of the civil services in India is on process-regulation. With such focus on processes, systems in government are oriented towards input usage – the quantity of resources, staff and facilities deployed in a scheme, program or project and whether such deployment is in accordance with rules and regulations. The main performance measure thus is the amount of money spent; and the success of the schemes, programs and projects is therefore generally evaluated in terms of the inputs consumed."<sup>3</sup>

## Why PMES is Required?<sup>4</sup>

The erstwhile systems for accountability and results in Government suffered from several limitations and they are as follows:

- a) *Institutional responsibilities were fragmented* - Departments were required to report to multiple principals who often had multiple objectives that were not always consistent with each other. A department could be reporting to the Ministry of Statistics and Programme Implementation on important programmes and projects; to Department of Public Enterprises on the performance of PSUs under it; to Department of Expenditure on performance in relation to Outcome Budgets; to Planning Commission on plan targets; to CAG regarding the procedures, processes, and even performance etc.
- b) *Fractured Ownership of Accountability* - Implementation and accountability for several important initiatives suffered due to fractured ownership. For example, E-Government initiatives were being led by the Department of Electronics and Information Technology, Department of Administrative Reforms and Public Grievances, NIC, as well as individual ministries.
- c) *Selective coverage and Time lag* - The comprehensive Performance Audit reports of the CAG were restricted to a small group of schemes and institutions (only 14 such reports were laid before the Parliament in 2008). Moreover, they came out with a substantial lag. Often, by the time these reports were produced, both the management and the issues facing the institutions changed. Even the reports of enquiry commissions and special committees set-up to examine performance of Government departments, schemes and programmes suffered from similar limitations.
- d) *Erstwhile monitoring and evaluation were conceptually flawed* - Typically, performance evaluation systems in India suffered from two major conceptual flaws. First they listed a large number of targets that were not prioritized. Hence, at the end of the year it was difficult to ascertain performance. For example, simply claiming that 14 out of 20 targets were met is not enough. It was possible that the six targets that were not met were in the areas that were the most important areas of the government/department's core mandate. Similarly, most performance evaluation systems in the Government used single point targets rather than a scale. This was the second major conceptual flaw and made it difficult to judge deviations from the agreed target. For example, how to judge the performance of the department if the target for rural roads for a particular year was 15000km and the achievement was 14500km? In the absence of explicit weights attached to each target and a specific scale of deviations, it was impossible to do a proper evaluation.

<sup>3</sup> Tenth Report of Second Administrative Reforms Commission (2008), Refurbishing of Personnel Administration: Scaling New Heights, Government of India.

<sup>4</sup> Source: [Performance Management, Cabinet Secretariat, Gol](#)

## PMES in India<sup>5</sup>

### PMD

Performance Management Division (PMD) was set up within the Cabinet Secretariat in January 2009 to monitor the performance of the various ministries and departments of the government of India (Gol). Dr. Prajapati Trivedi, an Economic Advisor to Gol from 1992-1994, was appointed Secretary (performance management) to oversee the work of the PMD. Before this Dr. Trivedi was with the World Bank and worked as a senior economist at their Washington, DC office from 1994-2009. A distinguished academician, Dr. Trivedi was STC Chair Professor of Public Sector Management at the Indian Institute of Management Calcutta (IIMC) from 1987-1992 and is currently a visiting professor at Harvard University's John F. Kennedy School of Government.



Picture courtesy: The website of the Performance Management Division

Some of the key functions of PMD are:

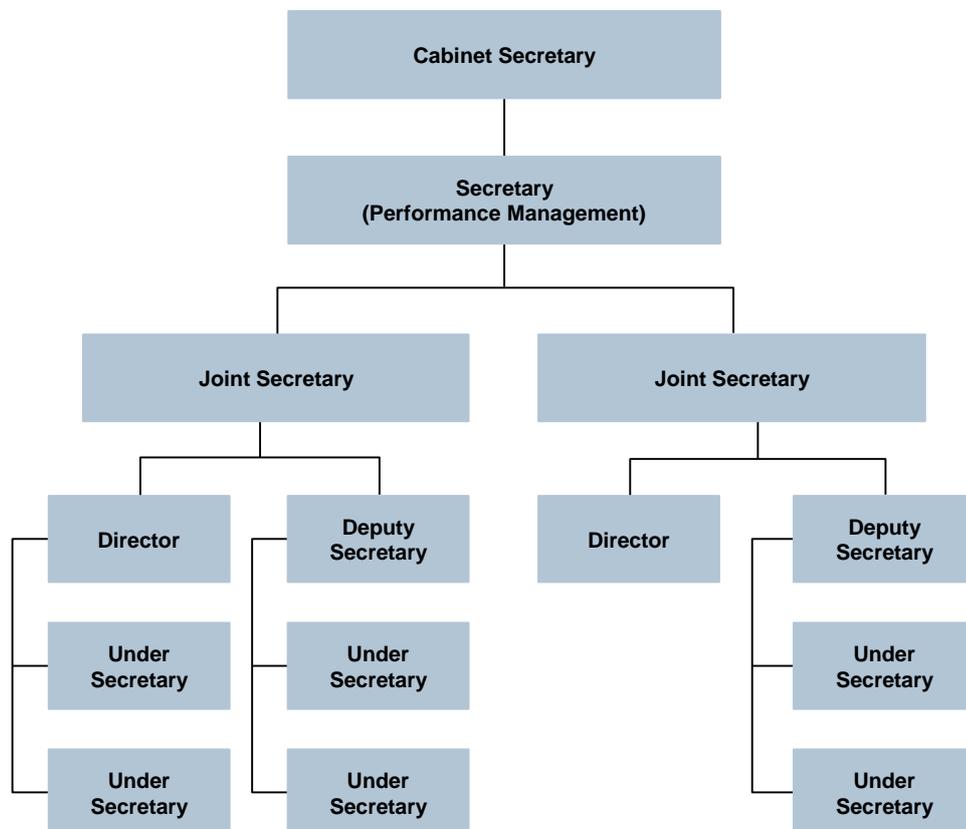
- a) Design a state-of-the-art performance management system for the government after a comprehensive review of international best practices and create/maintain relevant national and international benchmarks for various government agencies.
- b) Facilitate, discuss, design and review the results-based management framework for ministries and departments
- c) Create and maintain a website to promote transparency and effective dissemination of performance information.
- d) Develop and manage an advanced electronic (E-Government) system to generate reports for decision makers.

<sup>5</sup> Source: [Performance Management, Cabinet Secretariat, Gol](#)

The PMD's organisational structure:

Figure 1

### PMD - Organisational Chart



Source: [www.performance.gov.in](http://www.performance.gov.in)

### **Performance Monitoring and Evaluation System (PMES):**

PMES was introduced by the Government of India (GoI) for its ministries and departments with a view to assess their effectiveness in their mandated functions. It is a system to both “evaluate” and “monitor” the performance of government ministries/departments. Evaluation involves comparing the actual achievements of a ministry/department against the annual targets. In doing so, an evaluation exercise judges the ability of the ministry/department to deliver results on a scale ranging from excellent to poor. Monitoring involves a midyear review and keeping tabs on the progress made by ministries/departments towards their annual targets. PMES takes a comprehensive view of each department’s performance by measuring performance of all schemes and projects (iconic and non-iconic) and all relevant aspects of expected deliverables such as: financial, physical, quantitative, qualitative, static efficiency (short run) and dynamic efficiency (long run).

A special feature of the PMES is the involvement of an Ad-Hoc task Force (ATF). ATF consists of outside experts who are distinguished academicians, domain experts, former secretaries to the GoI, former chief executives of central PSUs and corporate heads of repute. ATF members provide independent expert advice to the PMD on the quality of the RFD and allied documents for finalisation of RFD at the beginning of the year. The ATF members also assist PMD in monitoring mid-year performance of ministries/departments and also participate in the final evaluation at the end of the year. In sum, ATF is involved at every step of RFD and their involvement at various stages of PMES ensures that both the targets and the results of the ministries/departments in their mandated functions are set and evaluated objectively/impartially.

### **Result Framework Document (RFD):**

RFD is based on the principle – '**What gets measured gets done**'. Preparation of RFD by each ministry/department detailing priorities set out by the concerned department/ministry is the starting point of PMES. The system evaluates the performance of these ministries and departments based on the quantitative targets set at the beginning of each financial year. An important feature of PMES is the priority it has accorded to inter-ministerial linkages. If the performance of a particular department/ministry is affected by under/better performance of a linked department/ministry, the linked department/ministry is also penalised/rewarded.

### **Final Approval of Targets and Results:**

Both the RFD's targets and results are approved by a high power committee (HPC) which consists of the following: Cabinet Secretary-Chairman, Secretary (Finance, Secretary (Expenditure), Secretary (Planning Commission), Secretary (Performance Management), and the Secretary of the department concerned. HPC and ATF review the design of RFD as well as the achievements of each ministry/department against the performance targets laid down.

### **How PMES Works<sup>6</sup>**

PMES gets operationalised in three phases as follows:

- a) Designing and approval of RFD
- b) Evaluation and course correction
- c) Final and cross departmental evaluation

#### **a) Design of RFD:**

At the beginning of each financial year, with the approval of the concerned minister, each department prepares an RFD. It consists of the following six sections

Section 1: Ministry's/department's vision, mission, objectives and functions.

Section 2: Inter se priorities among key objectives, success indicators and targets.

Section 3: Trend values of the success indicators.

Section 4: Description and definition of success indicators and proposed measurement methodology.

Section 5: Specific performance requirements from other departments that are critical for delivering agreed results.

Section 6: Outcome/impact of activities of department/ministry

The priorities are set out by the minister in view of the agenda spelt out by the party manifesto (if any). It is communicated through the President of India's address and the announcements/agenda as spelt out by the government from time to time. The minister in charge decides the inter-se priority among the departmental objectives.

Each RFD must contain select success indicators (see Annex-2). These success indicators are formulated/created with a view to improve public governance. For example, under the objective of enhanced transparency/improved service delivery each ministry/department has to put together a mechanism to address public grievances using the 'Sevottam' compliant system. One of the success indicators for this objective relates to the independent audit of implementation of the Grievance Redressal Mechanism (RDM). This simply means the degree of success in implementing GRM and the score/rating that the concerned ministry/department would get in this case would depend on the independent audit.

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<sup>6</sup> Source: [Performance Management, Cabinet Secretariat, Gol](#)

**b) Evaluation and Course Correction**

After six months, the government reviews the achievements of each ministry/department against the performance goals laid down in the RFD. If needed, goals are reset taking into account the priorities at that point of time.

**c) Final and Cross Departmental Evaluation**

At the end of the year, the achievements of the ministry/department are compared with the targets to determine their performance. The performance is evaluated using a well-defined methodology which firstly converts the raw score (targets against achievement) into a weighted score and then converts the weighted score into a composite score. The composite score shows the degree to which the ministry/department in question was able to meet its objective. For example, in case a ministry/department gets a score of 84.7 then its performance will be rated as 'Good' according to the performance rating scale (Figure 2).

Figure 2

**Composite Rating Scale**

<b>Composite score</b>	<b>Rating</b>
96% - 100%	Excellent
86% - 95%	Very Good
76% - 85%	Good
66% - 75%	Fair
65% and less	Poor

Source: [Performance Management, Cabinet Secretariat, Gol](#)

While evaluating the performance of a particular ministry/department, its inter-linkages with other ministries/departments are also considered and in case its performance suffers/improves due to the under/better performance of the inert-linked ministries/departments, these bureaus are penalised/rewarded accordingly.

## Progress on PMES Implementation

The progress of PMES since its introduction has been encouraging. The PMES system in its first phase (2010) covered 59 departments. Now, in its fifth year, the system extends to 80 departments and ministries and around 800 responsibility centres of the Union Government (source: [Gol](#)).

Figure 3  
**PMES Progress**

Year	Action Taken
FY10	59 departments covered RFDs prepared Results conveyed
FY11	62 departments covered RFD prepared Mandatory indicators <ul style="list-style-type: none"> <li>• Strategy development</li> <li>• Sevottam – CCC and GRM</li> <li>• Subordinate offices (RCs) covered</li> </ul> Evaluated
FY12	79 departments covered <ul style="list-style-type: none"> <li>• 73 RFDs for departments</li> <li>• Six RFDs for RCs</li> </ul> Mandatory indicators <ul style="list-style-type: none"> <li>• Anti-corruption measures</li> <li>• Action plan for ISO 9000 implementation</li> </ul> Evaluated
FY13	80 departments covered <ul style="list-style-type: none"> <li>• 74 RFDs for departments</li> <li>• Six RFDs for RCs</li> </ul> Mandatory indicators <ul style="list-style-type: none"> <li>• Implementation of anti-corruption action plan</li> <li>• Implementation of identified innovation</li> <li>• Implementation of ISO 9001 approved action plan</li> <li>• Sevottam – Implementation of audit of CCC and GRM</li> </ul> Evaluated
FY14	RFDs prepared

CCC: Citizens'/Clients' Charter, GRM: Grievance Redressal System  
Source: [Performance Management](#), [Cabinet Secretariat](#), [Gol](#)

## PMES Report Card – Select Cases

The latest RFDs of various ministries/departments available on the website of the [Performance Management Division, Cabinet Secretariat, Gol](#) are for 2013-2014. However, in select cases RFDs for 2014-2015 are also available on the websites of some ministries/departments (e.g. Ministry of Consumer Affairs, Food and Public Distribution<sup>7</sup>; Ministry of Mines<sup>8</sup> etc.).

However, in general, the results of the performance evaluation of various ministries/departments are not available. In select cases, it is available in the annual report of the ministries/departments. The latest year for which it is available is 2011-2012.

The figure - 3 below provides a glimpse of the performance evaluation outcome for the ministry of power against select parameters of the RFD for 2011-2012 (for more details refer Annex -3).

<sup>7</sup> <http://consumeraffairs.nic.in/consumer/writereaddata/RFD%2014-15.doc>

<sup>8</sup> <http://mines.nic.in/writereaddata%5CContentlinks%5Cab3a55627da8400dbce519d5339f8df1.pdf>

Figure 4

## Performance Evaluation Outcome of Power Ministry on Select Parameters, 2011-12

Objective	Action	Wt	Unit	Success Indicator	Achievement	Target/Criteria Value					Raw Score	Wt Raw Score
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%		
Improving Power availability	Fresh Capacity addition (Total)	0.08	MW	15,600*	20,502	15,600	14,040	12,480	10,920	9,360	100%	8.0%
Expanding the Transmission Network	Transmission lines addition/ ready for commissioning	0.01	ckm	Central = 8,195	9,774	8,159	7,343	6,527	5,711	4,895	100%	1.0%
				State = 8,620	7,421	8,620	7,758	6,896	6,034	5,172	86.1%	1.7%
				Private = 3,013	3,239	3,013	2,712	2,410	2,109	1,808	100%	1.0%
Improving power access through implementation of RGGVY	BPL Households electrification	0.08	(no in Lakhs)	52	34.44	52	47	42	36	31	66.2%	5.3%
Enhancing availability of Trained Manpower for the Power sector	Persons imparted training by NPTI	0.02	No	16,225	17,012	16,225	14,603	12,980	11,358	9,735	100%	2.0%
	Trainee weeks at NPTI	0.03	No	1,32,000	1,35,168	1,32,000	1,18,800	1,05,600	92,400	79,200	100%	3.0%

Although the tasks performed by the various ministries/departments are different, their ability to meet their commitments as set in the RFD can be compared with the help of a composite score. The weighted score obtained against each parameter in the RFD, when added provides the composite score of the ministries/departments for the reference year. Figure - 4 below provides the composite score of the performance evaluation outcome of select ministries/departments for 2011-2012.

Figure 5

## Performance Evaluation 2011-2012

	Name of the Ministry/Department	Composite Score	Rating
1	Ministry of Consumer Affairs, Food and Public Distribution	77.57	Good
2	Ministry of Mines	86.73	Very Good
3	Ministry of Minority Affairs	67.34	Fair
4	Department of Agri & Cooperation, Ministry of Agriculture	97.08	Excellent
5	Ministry of Corporate Affairs	90.80	Very Good
6	Ministry of Human Resource Development	78.58	Good
7	Ministry of Civil Aviation	68.35	Fair

Source: Annual Reports/Websites of Various Ministries, GoI

## Adoption at Subnational Level

Ind-Ra believes governance in India has to improve at all three tiers of the government – central, state and local bodies (rural and urban). After the initiation of PMES at the central government level in 2009, various states also started implementing PMES. As at end-February 2014, Maharashtra, Punjab, Kerala, Himachal Pradesh, Karnataka, Assam, Haryana Chhattisgarh, Tripura, Rajasthan, Andhra Pradesh, Jammu and Kashmir, Meghalaya and Mizoram had adopted the PMES/RFD policy. Other states that have shown interest in PMES/RFD include Tamil Nadu, Uttar Pradesh, Gujarat, Bihar and Puducherry. Kerala and Meghalaya have even issued a government order on the performance of various departments based on PMES (see Annex-4). Presently, Punjab is the only state which has introduced PMES at the district level.

## PMES and Ind-Ra's view

Ind-Ra believes that PMES is a step in the right direction to improve public governance and is in line with international best practices. The overall objectives of the PMES are in sync with the new union government's focus on 'minimum government and maximum governance'. Ind-Ra believes that the PMES introduced by the previous government should not only continue, but also be strengthened with time. To further enhance the effectiveness of PMES Ind-Ra proposes the following:

1. PMES needs to be publicised extensively and widely to create awareness about this effort among the various stake holders
2. The most recent performance evaluation report along with the RFD document of the ministries/departments should be made available on the Cabinet Secretariat's PMD website. This would improve the transparency/accountability of the government and bolster people's faith in the PMES.
3. A mechanism needs to be put in place to include citizen's suggestions/feedback while formulating the RFD and while assessing the ministries/departments. The current grievance redressal mechanism only includes the Sevottam compliant system.
4. To further enhance the transparency and accountability of the government, PMES needs to be backed by laws such as the Right to Public Services<sup>9</sup>.
5. Like Punjab, Ind-Ra would advocate adoption of PMES at the district level in all the states of India.

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<sup>9</sup> By passing 'Right to Public Services Act' in April 2011 and implementing it from 15 August 2011, Bihar became the first state to have such a law in the country directed at tackling corruption, inefficiency and lack of transparency in the conduct of government affairs.

## Annex – 1

### Governance – Embraced by Developed and Developing Countries

The need to have more accountable governance, both in developed and developing countries has been felt for a long time. The performance agreement has been the most common accountability mechanism adopted by countries to improve quality, transparency, and effectiveness of their public governance. According to the Second Administrative Reform Commission of India “at the core of such (performance) agreements are the objectives to be achieved, the resources provided to achieve them, the accountability and control measures, and the autonomy and flexibilities that the civil servants will be given”.

While most countries are still coping with the consequences of the 2008 global crisis, the demand for public goods/services post the crisis has only increased even as the fiscal resources have dwindled. This mechanism has been used in a number of countries. Details of performance management, implemented by the governments of a select few countries<sup>10</sup>, are given below.

#### *Public Service Agreements (United Kingdom)*

Public Service Agreements (PSAs) outline the objectives for the agency or department regarding the services to be delivered as agreed between the department and the Prime Minister's Delivery Unit. PSAs set out targets for achieving the strategic objectives for a medium time frame of three years.

#### *Strategic Plans (South Africa)*

The strategic plan approach for performance management is prevalent in South Africa. In South Africa, the departmental objectives are captured in three year strategic plans, which are then converted into operational work plans and performance agreements.

#### *Government Performance Results (United States of America)*

In the US, the Congress passed a law in 1994 called the Government Performance Results Act. Under this law the US President is obliged to sign a performance agreement with his cabinet members.

#### *Pluri-Annual Planning Programme (Brazil)*

This divides all governmental objectives into about 400 programmes, each of which has its own programme manager who is a senior civil servant accountable for the results. The targets of the program become the performance agreement for the civil servant.

#### *Balanced Score Card (New Zealand & Australia)*

These countries have adopted the balanced score card approach, which is a set of measures that are directly linked to the organization's strategy. The score card allows managers to evaluate financial performance, customer knowledge, internal business processes, and learning and growth.

#### *Performance Contracts (Kenya)*

Similar to PSAs these are also agreements between the government and public agency setting targets, besides developing charters to communicate the service standards. There are incentives for achieving the targets.

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<sup>10</sup> Centre for Good Governance (2009), Performance Management in Government, Department of Administrative Reforms & Public Grievances, Government of India.

## Annex – 2

Figure 6  
**Success Indicators to Be Included in FY15 RFD**

Objective	Action	Success Indicator	Unit	Weight	Target/Criteria Value				
					Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
1 <b>Efficient Functioning of the RFD System</b>	Timely submission of Draft RFD for 2015-16 for approval	On-time submission	Date	2%	5 March 2015	6 March 2015	9 March 2015	10 March 2015	11 March 2015
	Timely submission of Results for 2013-2014	On-time submission	Date	1%	1 May 2014	2 May 2014	3 May 2014	6 May 2014	7 May 2014
2 <b>Enhanced Transparency/ Improved Service delivery of Ministry/ Department</b>	Rating from Independent Audit of implementation of Citizens'/Clients' Charter (CCC)	Degree of implementation of commitments in CCC	%	2%	100	95	90	85	80
	Independent Audit of implementation of Grievance Redress Management (GRM) system	Degree of success in implementing GRM	%	1%	100	95	90	85	80
3 <b>Reforming Administration</b>	Update departmental strategy to align with revised priorities	Date	Date	2	100	90	80	70	60
	Implement agreed milestones of approved Mitigating Strategies for Reduction of potential risk of corruption (MSC).	% of Implementation	%	1	100	95	90	85	80
	Implement agreed milestones for implementation of ISO 9001	% of Implementation	%	2	100	95	90	85	80
	% of Responsibility Centres with RFD in RFMS	Responsibility Centres covered	%	1	100	95	90	85	80
	Implement agreed milestones of approved Innovation Action Plans (IAPs).	% of Implementation	%	2	100	90	80	70	60
4 <b>Improve compliance with the Financial Accountability Framework</b>	Timely submission of ATNs on Audit paras of C&AG	Percentage of ATNs submitted within due date (4 months) from date of presentation of Report to Parliament by CAG during the year.		0.5	100	90	80	70	60
	Timely submission of ATRs to the PAC Sectt. on PAC Reports.	Percentage of ATRS submitted within due date (6 months) from date of presentation of Report to Parliament by PAC during the year.		0.5	100	90	80	70	60
	Early disposal of pending ATNs on Audit Paras of C&AG Reports presented to Parliament before 31.3.2014.	Percentage of outstanding ATNs disposed off during the year.		0.5	100	90	80	70	60
	Early disposal of pending ATRs on PAC Reports presented to Parliament before 31.3.2014	Percentage of outstanding ATRS disposed off during the year.		0.5	100	90	80	70	60
<b>Total Weight = 15%</b>									

Source: Guidelines for RFD, Performance Management, Cabinet Secretariat, Gol

**Annex – 3**

Figure 7  
**Power Ministry: Trend Values of the Success Indicators**

Objectives	Actions	Success Indicators		Actual			
		2012-13	Unit	2008-09	2009-10	2010-11	2011-12
<b>Improving Power Availability</b>	1.1.1 Fresh Capacity addition (Total)	15,956	(MW)	3,454	9,585	12,160.5	20,502 <sup>a</sup>
	1.2.1 Generation performance	930	(BU)	723.8	771.5	811.104	876.44 <sup>a</sup>
	1.3.1 Fresh Capacity addition saved through Energy Conservation Schemes including National Mission on Enhanced Energy Efficiency(Energy Savings)	950	(MW)	1,504	2,868	2,670	2,998 <sup>b</sup>
<b>Expanding the Transmission Network</b>	2.1.1 Transmission lines addition/ready for commissioning (Central)	7,333	(ckm)	5,556	5,515	4,986	9,774 <sup>a</sup>
	2.1.2 Transmission lines addition/ready for commissioning (State)	8,695	(ckm)	4,576	4,917	8,847	7,421 <sup>a</sup>
	2.1.3 Transmission lines addition/ready for commissioning (Private)	1,398	(ckm)	0	1,358	1,534	3,239 <sup>a</sup>
	2.2.1 Transformation capacity addition/ready for commissioning (Central)	11,210	(MVA)	6,580	10,290	5,310	30,675 <sup>a</sup>
	2.2.2 Transformation capacity addition/ready for commissioning (State)	20,459	(MVA)	12,100	12,585	25,717	23,485 <sup>a</sup>
	2.2.3 Transformation capacity addition/ready for commissioning (Private)	0	(MVA)	0	1,440	630	127 <sup>a</sup>
	2.3.1 Inter-regional Grid Capacity to be created	4,100	MW				
2.4.1 Field testing of 1200 KV system	26.03.2013	Date					
<b>Access to electricity to all</b>	3.1.1 Providing infrastructure for Electrification	6,000	No.	12,056	18,374	18,306	7,934 <sup>c</sup>
	3.2.1 Electricity connections to BPL Households	35	(no. in lakhs)	30.9	47.18	58.83	34.44 <sup>c</sup>
<b>Enhancing the availability of trained and skilled manpower for the power sector</b>	5.1.1 Persons imparted training by NPTI	16,225	No.	14,225	14,869	15,825	17,012 <sup>a</sup>
	5.1.2 Trainee weeks at NPTI	1,32,000	No.	1,13,305	1,15,132	1,27,207	1,35,168 <sup>a</sup>

<sup>a</sup> Achievement as on 31.03.2012

<sup>b</sup> Achievement as on 31.12.2011

<sup>c</sup> Target for 2011-12 is electrification of 14,500 villages and 52 lakh connections to BPL households. Achievements shown is as on 31.03.2012

Source: Ministry of Power, GoI

**Annex – 4**

**Government of Kerala's notification on the performance evaluation of various ministries/departments**



**GOVERNMENT OF KERALA**

**Abstract**

Planning & Economic Affairs (CPMU) Department - Performance Monitoring and Evaluation System - Results Frameworks Document Evaluation Report (2012-13) of 35 Administrative Departments - Approved - Orders issued.

**Planning & Economic Affairs (CPMU) Department**

**GO (MS) No.42/2013/Plg. Dated, Thiruvananthapuram : 07.08.2013.**

Read: GO(MS) No.24/13/Plg dtd 27.03.2013.

**ORDER**

Results Framework Documents is a part of the Performance Monitoring and Evaluation System (PMES) to monitor and evaluate the performance of the Government Departments. RFD includes the agreed objectives, policies, programmes and projects along with the success indicators and targets to measure the performance in implementing them. The document is to be prepared by each department at the beginning of every financial year.

Vide paper read above, Govt. have approved the RFD 2012-13 of 35 Administrative Departments. As per the guidelines of Results Framework Documents, the concerned Administrative Departments have carried out the evaluation of the achievement of targets mentioned in their Results Framework Documents for the year 2012-13 and submitted the evaluation report online to the Planning and Economic Affairs Department.

The department wise composite scores are as follows.

Sl. No.	Name of Department	Composite Score
1	Agriculture	69.83
2	Animal Husbandry	70.98
3	Co-operation	78.14
4	Cultural Affairs	86.5
5	Environment	30.94
6	Excise	85.28
7	Finance	78.09
8	Fisheries	75.44
9	Food, Civil Supplies & Consumer Affairs	53.39
10	Forest	68.83
11	General Administration	68.27
12	General Education	59.91
13	Health & Family Welfare	87.05
14	Higher Education	68.88
15	Housing	42.27
16	Industries & Commerce	71.55
17	Information & Public Relations	65.77
18	Information Technology	71.35
19	Labour & Rehabilitation	51.23

20	LSGD	61.08
21	NORKA	62.54
22	P&ARD	51.17
23	Planning & Economic Affairs	76.35
24	Ports	40.54
25	Power	63.03
26	PWD	73.76
27	Registration	76.37
28	Revenue	51.6
29	SC/ST Development Department	66.2
33	Social Welfare	30.5
31	Sports & Youth Affairs	52.33
32	Taxes	76.75
33	Tourism	67.09
34	Transport	23.75
35	Water Resources	55.52

Government, after examining in detail the Evaluation Report of Results Framework Documents 2012-13 of each Administrative Department are pleased to approve the scores as mentioned above.

Government have approved in principle to use the concept of Results Framework Documents to improve the performance of departments and not to grade them. Further it is not indicative of the level of performance.

(By Order of the Governor)

Rachna Shah,  
Secretary (Planning)

To

All Additional Chief Secretaries, Principal Secretaries and Secretaries  
Dr.Prajapati Trivedi, Secretary, PMD, Cabinet Secretariat,  
Government of India (with C/L)  
Performance Management Division, Cabinet Secretariat, Govt. of India.  
All Heads of Departments  
All District Collectors  
Private Secretary to Hon'ble Chief Minister  
Private Secretary to all Ministers

Copy to

Additional Secretary to Chief Secretary  
PA to Principal Secretary to Govt. (Planning)  
CA to Additional Secretary & Director, (CPMU)  
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Forwarded/ By Order



Section Officer

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