



R F D

(Results-Framework Document)

for

Department of Youth Affairs

(2012-2013)

Section 1: Vision, Mission, Objectives and Functions

Vision

To provide opportunities for development and empowerment of Youth to enable them to achieve their full potential and involve them in nation-building activities.

Mission

- To inculcate qualities of good citizenship and volunteerism in youth
- To develop youth leadership
- To promote youth employability and skill development with special focus on the North East, Jammu & Kashmir, the border districts and young persons at risk.

Objectives

- 1 Developing Qualities of good Citizenship through Community Service
- 2 Reinforcing volunteerism in Youth
- 3 Promote youth employability and skill development
- 4 Providing for Training and Research In Youth Development
- 5 Encouraging Adventure Activities
- 6 Promote youth travel and national integration
- 7 Assist in the creation of an international perspective in the youth.
- 8 Building convergence with other Departments on Youth programmes

Functions

1. Implement the Centrally Sponsored National Service Scheme (NSS) in collaboration with State Governments.
2. Administer and monitor Nehru Yuva Kendra Sangathan (NYKS) and its programmes.
3. Administer and fund Rajiv Gandhi National Institute for Youth Development (RGNIYD) and monitor its programmes.
4. Implement National Programme for Youth & Adolescents Development (NPYAD)
5. Implement National Youth Corps (NYC) Scheme.
6. Improve the functioning of Youth Hostels to promote Youth travel.
7. Build constructive partnership with Commonwealth Youth Programme (CYP) and organize exchange of Youth Delegations.
8. Organize Youth Festivals.
9. To recognize outstanding achievements in youth and confer National Youth Awards.
10. Assist Scouting and Guiding activities
11. To explore synergy with other departments for implementing their programmes.

Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
[1] Developing Qualities of good Citizenship through Community Service	18.00	[1.1] Regular Programmes of National Service Scheme Volunteers	[1.1.1] Volunteers performing 120 hours of work	Number	4.00	3235000	3230000	3225000	3150000	3200000
			[1.1.2] Developing a concept paper for activities/projects keeping sustainability in mind.	Date	2.00	30/11/2012	31/12/2012	31/01/2013	28/02/2013	31/03/2013
		[1.2] Special Camps/ Summer Camps of NSS Volunteers	[1.2.1] Number of villages adopted	Number	3.00	13600	13500	13300	13000	12500
			[1.2.2] Placement on the website of information regarding List of villages adopted and Tasks undertaken	Date	3.00	31/12/2012	31/01/2013	15/02/2013	28/02/2013	15/03/2013
[2] Reinforcing volunteerism in Youth	6.00	[1.3] Holding Pre-Republic Day Parade Camps and Republic Day Camp	[1.3.1] Holding central and zonal camps	Number of Camps	6.00	6	5	4	3	2
		[2.1] Constitution of District level designated Committees	[2.1.1] Selection of volunteers through the Designated Committee	Date	3.00	31/08/2012	31/10/2012	31/12/2012	31/01/2013	31/03/2013
[3] Promote youth employability and skill development	21.00	[2.2] Fresh intakes of volunteers of National Youth Corps (NYC)	[2.2.1] Selection of NYC Volunteers	Number	3.00	1262	1200	1150	1100	1050
		[3.1] Creating Mentor Rural Youth Clubs	[3.1.1] Selection of Mentor Rural Youth Clubs	Number of clubs	2.94	5000	4400	4000	3000	2000
			[3.1.2] Capacity building of mentor Youth Clubs	Number	3.15	7500	6000	5000	4000	3000
		[3.2] Skill Development training programme for women	[3.2.1] Training for women	Number Trained	8.61	80000	75000	70000	60000	50000

Section 2:
Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
[4] Providing for Training and Research In Youth Development	17.00	[3.3] Exhibition cum marketing of products of Rural artisans	[3.3.1] Yuva Kriti and cultural festivals organised	Number of festivals	4.20	30	28	25	22	20
		[3.4] Impact/quality assessment of the programmes (relating to Objective No. 3)	[3.4.1] Holding of National Workshops to assess quality	No. of Workshops	2.10	6	5	4	3	2
		[4.1] Training of Trainers (ToT) by RGNIID	[4.1.1] Trained Resource personnel	Number of Persons	3.40	1300	1200	1100	1050	1000
		[4.2] Conducting Programmes for Entrepreneurship Development by RGNIID	[4.2.1] Trained people with NCVT Certification	Number of Persons with NCV/Certificates	4.25	5000	4500	4000	3500	3000
		[4.3] Training of NSS Programme Officers	[4.3.1] Empanelment of training institutions	Number	3.40	13	11	9	7	6
[5] Encouraging Adventure Activities	8.00	[4.4] Preparation of "Training of Trainers Manuals" on youth issues	[4.4.1] New Manuals completed	Number	3.40	12	10	8	6	4
		[5.1] Implementation of Rajiv Gandhi Adventure Scheme	[5.1.1] Completion of Camps	Number of Camps	8.00	225	200	180	160	150
[6] Promote youth travel and national integration	5.00	[6.1] Organising National Integration Camps (NIC) with special focus on NE States	[6.1.1] Holding of camps with special focus on NE States	Number of Camps	5.00	110	100	95	90	85
[7] Assist in the creation of an international perspective in the	5.00	[7.1] Implementation of the Commonwealth Youth	[7.1.1] Holding of collaborative	Number of	1.00	4	3	2	1	0

Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
youth.		Programme (CYP)	Programmes with CYP including Mock UN Assemblies / Climate Summit etc.	Programmes						
		[7.2] Implementing International Youth Exchange Programme	[7.2.1] Number of Exchange visits (Sending and Receiving)	Number of Visits	2.00	8	7	6	5	4
		[7.3] Evaluating effectiveness of International Youth Exchange Programme	[7.3.1] Conducting Workshop	Date	1.00	31/08/2012	30/09/2012	31/10/2012	30/11/2012	31/12/2012
			[7.3.2] Completing actions on feedbacks of previous workshops	Date	1.00	30/06/2012	31/07/2012	30/08/2012	30/09/2012	31/10/2012
[8] Building convergence with other Departments on Youth programmes	5.00	[8.1] Ministry of Home Affairs Tribal Youth Exchange Programme	[8.1.1] Visit of participants	Number	2.00	1000	800	700	600	500
		[8.2] UNFPA - Teen Club formation and capacity building of peer educator	[8.2.1] Formation of new teen clubs	Number	1.50	1860	1850	1830	1800	1750
		[8.3] Ministry of Social Justice & Empowerment - Prevention Education and Awareness generation programme against alcoholism and substance abuse	[8.3.1] Holding of awareness campaigns (in Punjab and Manipur) villages	Number	1.50	4000	3750	3500	3000	2500
* Efficient Functioning of the RFD System	3.00	Timely submission of Draft for Approval	On-time submission	Date	2.0	05/03/2012	06/03/2012	07/03/2012	08/03/2012	09/03/2012
		Timely submission of Results	On- time submission	Date	1.0	01/05/2012	03/05/2012	04/05/2012	05/05/2012	06/05/2012

* Mandatory Objective(s)

Section 2: Inter se Priorities among Key Objectives, Success indicators and Targets

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%
* Administrative Reforms	6.00	Implement mitigating strategies for reducing potential risk of corruption	% of implementation	%	2.0	100	95	90	85	80
		Implement ISO 9001 as per the approved action plan	Area of operations covered	%	2.0	100	95	90	85	80
		Identify, design and implement major innovations	Implementation of identified innovations	Date	2.0	05/03/2013	06/03/2013	07/03/2013	08/03/2013	09/03/2013
* Improving Internal Efficiency / responsiveness / service delivery of Ministry / Department	4.00	Implementation of Sevottam	Independent Audit of Implementation of Citizen's Charter	%	2.0	100	95	90	85	80
			Independent Audit of implementation of public grievance redressal system	%	2.0	100	95	90	85	80
* Ensuring compliance to the Financial Accountability Framework	2.00	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 31.3.2012.	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 31.3.2012	Percentage of outstanding ATRs disposed off during the year.	%	0.5	100	90	80	70	60

* Mandatory Objective(s)

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value FY 10/11	Actual Value FY 11/12	Target Value FY 12/13	Projected Value for FY 13/14	Projected Value for FY 14/15
[1] Developing Qualities of good Citizenship through Community Service	[1.1] Regular Programmes of National Service Scheme Volunteers	[1.1.1] Volunteers performing 120 hours of work	Number	3200000	3250000	3235000	32400000	--
		[1.1.2] Developing a concept paper for activities/projects keeping sustainability in mind.	Date	--	--	31/12/2012	--	--
	[1.2] Special Camps/ Summer Camps of NSS Volunteers	[1.2.1] Number of villages adopted	Number	13310	13400	13600	13700	--
		[1.2.2] Placement on the website of information regarding List of villages adopted and Tasks undertaken	Date	--	--	31/01/2013	--	--
[2] Reinforcing volunteerism in Youth	[1.3] Holding Pre-Republic Day Parade Camps and Republic Day Camp	[1.3.1] Holding central and zonal camps	Number of Camps	5	5	6	6	--
	[2.1] Constitution of District level designated Committees	[2.1.1] Selection of volunteers through the Designated Committee	Date	30/09/2010	30/09/2011	31/08/2012	--	--
	[2.2] Fresh intakes of volunteers of National Youth Corps (NYC)	[2.2.1] Selection of NYC Volunteers	Number	--	3000	1200	--	--
	[3.1] Creating Mentor Rural Youth Clubs	[3.1.1] Selection of Mentor Rural Youth Clubs	Number of clubs	--	9000	4400	--	--
[3.1.2] Capacity building of mentor Youth Clubs		Number	--	--	6000	6000	0	
[3] Promote youth employability and skill development	[3.2] Skill Development training programme	[3.2.1] Training for women	Number Trained	1600	1650	75000	80000	--

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value FY 10/11	Actual Value FY 11/12	Target Value FY 12/13	Projected Value for FY 13/14	Projected Value for FY 14/15
[4] Providing for Training and Research In Youth Development	for women							
	[3.3] Exhibition cum marketing of products of Rural artisans	[3.3.1] Yuva Kirti and cultural festivals organised	Number of festivals	25	25	28	--	--
	[3.4] Impact/quality assessment of the programmes (relating to Objective No. 3)	[3.4.1] Holding of National Workshops to assess quality	No. of Workshop s	2	2	5	--	--
	[4.1] Training of Trainers (ToT) by RGNID	[4.1.1] Trained Resource personnel	Number of Persons	1150	1200	1300	1300	--
	[4.2] Conducting Programmes for Entrepreneurship Development by RGNID	[4.2.1] Trained people with NCVT Certification	Number of Persons with NCVC Certificate s	4300	4500	5000	5000	--
	[4.3] Training of NSS Programme Officers	[4.3.1] Empanelment of training institutions	Number	--	9	11	--	--
[5] Encouraging Adventure Activities	[4.4] Preparation of "Training of Trainers Manuals" on youth issues	[4.3.2] Programme officers trained	Number	3100	4500	4500	--	--
	[5.1] Implementation of Rajiv Gandhi Adventure Scheme	[4.4.1] New Manuals completed	Number	7	10	12	--	--
		[5.1.1] Completion of Camps	Number of Camps	150	200	200	--	--
[6] Promote youth travel and national integration	[6.1] Organising National Integration Camps (NIC) with special focus on NE States	[6.1.1] Holding of camps	Number of Camps	--	95	100	--	--

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value FY 10/11	Actual Value FY 11/12	Target Value FY 12/13	Projected Value for FY 13/14	Projected Value for FY 14/15
[7] Assist in the creation of an international perspective in the youth.	[7.1] Implementation of the Commonwealth Youth Programme (CYP)	[7.1.1] Holding of collaborative Programmes with CYP including Mock UN Assemblies / Climate Summit etc.	Number of Programmes	3	3	4	4	--
	[7.2] Implementing International Youth Exchange Programme	[7.2.1] Number of Exchange visits (Sending and Receiving)	Number of Visits	7	8	8	--	--
	[7.3] Evaluating effectiveness of International Youth Exchange Programme	[7.3.1] Conducting Workshop	Date	30/09/2010	31/07/2011	31/08/2012	--	--
		[7.3.2] Completing actions on feedbacks of previous workshops	Date	--	--	31/07/2012	--	--
[8] Building convergence with other Departments on Youth programmes	[8.1] Ministry of Home Affairs Tribal Youth Exchange Programme	[8.1.1] Visit of participants	Number	--	900	800	--	--
	[8.2] UNFPA - Teen Club formation and capacity building of peer educator	[8.2.1] Formation of new teen clubs	Number	--	--	1850	--	--
	[8.3] Ministry of Social Justice & Empowerment - Prevention Education and Awareness generation programme against alcoholism and substance abuse	[8.3.1] Holding of awareness campaigns (in Punjab and Manipur) villages	Number	--	3000	3750	--	--

* Mandatory Objective(s)

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value FY 10/11	Actual Value FY 11/12	Target Value FY 12/13	Projected Value for FY 13/14	Projected Value for FY 14/15
* Efficient Functioning of the RFD System	Timely submission of Draft for Approval	On-time submission	Date	08/03/2010	07/03/2011	06/03/2012	--	--
	Timely submission of Results	On- time submission	Date	27/04/2011	--	03/05/2012	--	--
* Administrative Reforms	Implement mitigating strategies for reducing potential risk of corruption	% of implementation	%	--	--	95	--	--
	Implement ISO 9001 as per the approved action plan	Area of operations covered	%	--	--	95	--	--
	Identify, design and implement major innovations	Implementation of identified innovations	Date	--	--	06/03/2013	--	--
* Improving Internal Efficiency / responsiveness / service delivery of Ministry / Department	Implementation of Sevottam	Independent Audit of Implementation of Citizen's Charter	%	--	--	95	--	--
		Independent Audit of implementation of public grievance redressal system	%	--	--	95	--	--
* Ensuring compliance to the Financial Accountability Framework	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.	%	--	--	90	--	--
	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.	%	--	--	90	--	--
	Early disposal of pending ATNs on Audit Paras of C&AG Reports presented to Parliament before	Percentage of outstanding ATNs disposed off during the year.	%	--	--	90	--	--

* Mandatory Objective(s)

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value FY 10/11	Actual Value FY 11/12	Target Value FY 12/13	Projected Value for FY 13/14	Projected Value for FY 14/15
	31.3.2012.							
	Early disposal of pending ATRs on PAC Reports presented to Parliament before 31.3.2012	Percentage of outstanding ATRs disposed off during the year.	%	--	--	90	--	--

* Mandatory Objective(s)

Section 4:

Description and Definition of Success Indicators and Proposed Measurement Methodology

- (1) The success indicators are broadly of 3 types-
 - (i) No. of persons
 - (ii) Number of activities; and
 - (iii) Date

These are briefly explained below:

- (i) Our Department essentially works with a large number of youth where many objectives and corresponding actions are in terms of attainment of some defined target of number of persons - such as mobilising NSS/NYKS/National Youth Corps (NYC) volunteers, training of personnel etc.
- (ii) The second type of objective/action is in terms of achieving a certain number of activities such as holding camps, holding tournaments, workshops etc.
- (iii) In the third type of objectives/actions, the number to be achieved is given depending upon the budget etc.

Therefore, the success indicator is in terms of date by which the target is to be achieved. These are holding a certain number of workshops or financing certain number of manuals, assessment documents, conducting workshops etc.

- (2) For setting a target and criteria value, the best performance of last 2-3 years has been generally taken as very good for 2012-13. Based on that benchmarking, other performance levels have been set (excellent, a little upwards and good, fair, poor, progressively downwards). Care has been taken to see that the Department would have to work really very hard to achieve excellent rating.

Explanatory note regarding the Action and Success Indicators specified against Objective No.8: .

The Department of Youth Affairs is making efforts to synergize the various activities concerning youth both at the Central/State/Institutional levels. The synergy with Ministries/Departments/Institutions are in the following areas:

- (i) Targeted delivery of programmes for the benefit of the youth.
- (ii) Utilizing our extensive youth network for implementing the programmes and using them for monitoring, oversight, social audit etc.
- (iii) Using the youth network for extension and holding awareness campaign for issues relating to drug abuse and alcoholism etc. Sectoral areas of Convergence initiatives by NYKS

Section 4:

Description and Definition of Success Indicators and Proposed Measurement Methodology

Ministry of Home Affairs

- Tribal youth exchange programme is funded by MHA wherein tribal youths from Naxal affected districts were given an opportunity to visit several important places of tourist and historical interest and were also introduced to developmental activities undertaken by Central Government for tribal development and promotion of values of peace and harmony

UNFPA

Capacity building of 1860 Teen Clubs accross 10 districts in 5 states.

Ministry of Social Justice & Empowerment

- Awareness and Education for the prevention of Drug Abuse and Alcoholism in the state of Punjab and Manipur. The project is funded by the Ministry of Social Justice & Empowerment and is covering 3000 villages in 10 districts of Punjab and 750 villages in 7 districts of Manipur.

Legends:

NSS	- National Service Scheme
NYKS	- Nehru Yuva Kendra Sangathan
RGNIYD	- Rajiv Gandhi National Institute for Youth Development
NYC	- National Youth Corp
NCVT	- National Council of Vocational Training
CYP	- Commonwealth Youth Programme
NIC	- National Integration Camp

Section 5: Specific Performance Requirements from other Departments

Department	Relevant Success Indicator	What do you need?	Why do you need it?	How much you need?	What happens if you do not get it?
UNFPA	Formation of new teen clubs	Finalisation of work plan and release of fund.	Implementation is on annual project basis.	Full support and commitment	Delay in the implementation of the project
Ministry of Home Affairs – Tribal Youth Exchange Programme	Number of participants	Sanctioning of Programme and release of fund.	Implementation is on project basis.	1st instalment i.e. at least 50% of the fund by September/ Oct.	Delay in implementation of the programme
Ministry of Social Justice and Empowerment – Prevention Education and Awareness generation programme, against Alcoholism and Substance Abuse	Holding of awareness campaigns in villages	Release of fund and instruction to State Govts. of Manipur and Punjab from the M/O Social Justice and Empowerment seeking their facilitation and support to NYKS for implementation of the programmes.	Implementation is on project basis for the concerned department	1. Full support and commitment 2. Clear instruction to the State Govts. About NYKS role.	Outcomes of the projects will get hampered.

Section 6:
Outcome/Impact of Department/Ministry

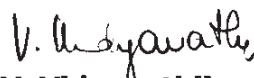
Outcome/Impact of Department/Ministry	Jointly responsible for influencing this outcome / impact with the following department (s) / ministry(ies)	Success Indicator	Unit	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
1 Enhancement of Livelihood in Rural area	Ministry of Rural Development	% of youth gainfully employed in rural areas	%		6.1			
2 Reinforced voluntarism in youth	Nil	% of youth participated in NSS	%	98.76	96			
3 Enhanced Awareness against Alcoholism & Substance Abuse	Ministry of Social Justice & Empowerment	% of population covered	%		0.025			
4 Increased participation of Youth in Adventure activities & Travel	Ministry of Tourism	Number of awareness programs conducted	Number		1			
5 Teen Club formation	UNFPA	Capacity building	Number					

PRIME MINISTER'S OFFICE

South Block, New Delhi - 110101.

Reference is invited to Cabinet Secretary's letter No.P-11011/12/2009-PM, dated 25.8.2009 regarding performance management.

2. The undersigned is directed to enclose a copy of 'Outline of Performance Monitoring and Evaluation System for Government Departments' and the proposed Time Table for the Results Framework Exercise approved by the Prime Minister, for appropriate action.


(V. Vidyavathi)
Director
T.No. 2301 8485

✓ **Cabinet Secretary**

PMO I.D. No. 1331721/PMO/2009-Pol

Dated 11.9.2009

OUTLINE OF PERFORMANCE MONITORING AND EVALUATION SYSTEM FOR GOVERNMENT DEPARTMENTS – As proposed now (Version 2)

A. BEGINNING OF THE YEAR

- At the beginning of each financial year, *with the approval of the Minister concerned*, each Department will prepare a Results-Framework (RF) document consisting of the priorities set out by the Ministry concerned, *agenda as spelt out in the manifesto if any, President's Address, announcements/agenda as spelt out by the Government from time to time*. The Minister incharge will decide the inter-se priority among the departmental objectives.
- To achieve results commensurate with the priorities listed in the Results-Framework document, the Minister incharge will approve the proposed activities and schemes for the Ministry/Department. The Ministers incharge will also approve the corresponding success indicators (Key Result Areas – KRAs or Key Performance Indicators – KPIs) and time bound targets to measure progress in achieving these objectives. *Cabinet Secretariat will lay down broad guidelines for the format of the RF document and the methodology for evaluation, keeping in mind the variation in the tasks performed by various Ministries/Departments.*
- Based on the proposed budgetary allocations for the year in question, the drafts of RFs will be completed by 5th of March every year. To ensure uniformity, consistency and coordinated action across various Departments, the Cabinet Secretariat will review these drafts and provide feedback to the *Ministries/Departments concerned*. This process will be completed by March 31 of each year.
- The final versions of all RFs will be put up on the websites of the respective Ministries by the 15th of April each year.
- The Results Framework of each Department/Ministry will be submitted to the Cabinet Secretariat, by the 15th of April each year. It will take into account budget provisions and in particular the Outcome Budget. The Results Framework will be drawn up in such manner that quarterly monitoring becomes possible. Quarterly reports will be submitted to the Cabinet Secretariat.

B. DURING THE YEAR

- After six months, the Results Framework as well as the achievements of each Ministry/Department against the performance goals laid down, will be reviewed by a Committee on Government Performance consisting of the Cabinet Secretary, Finance Secretary, Expenditure Secretary, Secretary (Planning Commission), Secretary (Performance Management) and the Secretary of the Department concerned. At this stage, the Results Framework may have to be reviewed and the goals reset, taking into account the priorities at that point of time. This will enable to factor in unforeseen circumstances such as drought conditions, natural calamities or epidemics. The report of the Committee on Government performance may be submitted to the PM, through the concerned Minister, for further action as deemed necessary.

C. END OF THE YEAR

- At the end of the year, all Ministries/Departments will review and prepare a report listing the achievements of their Ministry/Department against the agreed results in the prescribed format. This report will be expected to be finalized by the 1st of May each year.
- After scrutiny by the Cabinet Secretariat, these results will be placed before the Cabinet for information by the 1st of June each year.

PROPOSED TIME TABLE FOR THE RESULTS FRAMEWORK EXERCISE

BEGINNING OF EACH YEAR

March 5 – Prepare final draft of Results-Framework (RF) document

March 31 – Finalise Results – Framework document

April 15 – Place Results – Framework document on departmental websites

DURING THE YEAR

October 15 – Prepare mid year progress report and place it before the Committee on Government Performance

November 1 – Place the progress report on the website of the Ministry/Department

END OF THE YEAR

May 1 – Prepare year-end evaluation report on progress during the year

June 1 – Place the Evaluation Results before the Cabinet.

June 1 – Place the Evaluation Results on the website of the Ministry/Department

GUIDELINES FOR
RESULTS-FRAMEWORK DOCUMENT (RFD)
2012-2013

(April 1, 2012 – March 31, 2013)



Cabinet Secretariat
Government of India

GUIDELINES FOR RESULTS-FRAMEWORK DOCUMENT (RFD) 2012-2013

Background

The Prime Minister approved the outline of a “Performance Monitoring and Evaluation System (PMES) for Government Departments” vide PMO I.D. No. 1331721/PMO/2009-Pol dated 11.9.2009. Under PMES, each department is required to prepare a Results-Framework Document (RFD).

An RFD provides a summary of the most important results that a department/ministry expects to achieve during the financial year. This document has two main purposes: (a) move the focus of the department from process-orientation to result-orientation, and (b) provide an objective and fair basis to evaluate department’s overall performance at the end of the year.

The Guidelines are divided into following three broad sections: (I) Format of RFD; (II) Methodology for Evaluation; and (III) RFD Process and Timelines

I. Format of Results-Framework Document

A Results-Framework Document (RFD) is essentially a record of understanding between a Minister representing the people’s mandate, and the Secretary of a Department responsible for implementing this mandate. This document contains not only the agreed objectives, policies, programs and projects but also success indicators and targets to measure progress in implementing them. To ensure the successful implementation of agreed actions, RFD may also include necessary operational autonomy.

The RFD seeks to address three basic questions: (a) What are ministry’s/department’s main objectives for the year? (b) What actions are proposed by the department to achieve these objectives? (c) How would someone know at the end of the year the degree of progress made in implementing these actions? That is, what are the relevant success indicators and their targets which can be monitored?

The RFD should contain the following six sections:

Section 1	Ministry’s/department’s Vision, Mission, Objectives and Functions.
Section 2	<i>Inter se</i> 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

Section 1: Ministry's/Department's Vision, Mission, Objectives and Functions

This section provides the context and the background for the Results-Framework Document (RFD). Creating a Vision and Mission for a department is a significant enterprise. Ideally, Vision and Mission should be a byproduct of the strategic planning exercise undertaken by the department. Both concepts are interrelated and much has been written about them in the management literature. Here we will provide some working guidelines to write this section of the RFD.

Vision :

Vision is an idealized state for the department. It is the big picture of what the leadership wants the department to look like in the future.

Vision is a symbol, and a cause to which we want to bond the stakeholders, (mostly employees and sometime other stake-holders). As they say, the people work best, when they are working for a cause, than for a goal. Vision provides them that cause.

Vision is a long-term statement and typically generic and grand. Therefore a vision statement does not change from year to year unless the department is dramatically restructured and is expected to undertake very different tasks in the future.

Vision should never carry the 'how' part of vision. For example 'To be the most admired brand in Aviation Industry' is a fine vision statement, which can be spoiled by extending it to 'To be the most admired brand in the Aviation Industry by providing world-class in-flight services.' The reason for not including 'how' is that the 'how' part of the vision may keep on changing with time.

Writing up a Vision statement is not difficult. The problem is to make employees engaged with it. Many a time, terms like vision, mission and strategy become more a subject of scorn than being looked up-to. This is primarily because leaders may not be able to make a connection between the vision/mission and employees every day work. Too often, employees see a gap between the vision, mission and their goals and priorities. Even if there is a valid/tactical reason for this mismatch, it is not explained. The leadership of the ministry (Minister and the Secretary) should therefore consult a wide cross section of employees and come up with a Vision that can be owned by the employees of the ministry/department.

Vision should have a time horizon of 5-10 years. If it is less than that, it becomes tactical. If it has a horizon of 20+ years (say), it becomes difficult for the strategy to relate to the vision.

Features of a good vision statement:

- Easy to read and understand.
- Compact and crisp to leave something to people's imagination.
- Gives the destination and not the road-map.
- Is meaningful and not too open-ended and far-fetched.
- Excites people and makes them feel energized.
- Provides a motivating force, even in hard times.
- Is perceived as achievable and at the same time is challenging and compelling, stretching us beyond what is comfortable.

The entire process starting from the Vision down to the objectives is highly iterative. The question is from where we should start? We strongly recommend that vision and mission statement should be made first without being colored by constraints, capabilities and environment. It is akin to the vision of several armed forces: 'Keeping the country safe and secure from external threats'. This vision is non-negotiable and it drives the organization to find ways and means to achieve their vision, by overcoming constraints on capabilities and resources. Vision should be a stake in the ground, a position, a dream, which should be prudent, but should be non-negotiable barring few rare circumstances.

Mission:

The department's *Mission* is the nuts and bolts of the vision. Mission is the who, what and why of the department's existence.

We strongly recommend that mission should follow the vision. This is because the purpose of the organization could change to achieve their vision. Ministry / Department's *mission* is the nuts and bolts of the vision. The vision represents the big picture and the mission represents the necessary work.

Mission of the department is the purpose for which the department exists. It is in one way the road to achieve the vision.

Objectives:

Objectives represent the developmental requirements to be achieved by the department in a particular sector by a selected set of policies and programmes over a specific period of time (short-medium-long). For example, objectives of the Ministry of Health & Family Welfare could include: (a) reducing the rate of infant mortality for children below five years; and (b) reducing the rate of maternity death by (30%) by the end of the development plan.

Objectives could be of two types: (a) Outcome Objectives address ends to be achieved, and (b) Process Objectives specify the means to achieve the objectives. As far as possible, the department should focus on Outcome Objectives.¹

Objectives should be directly related to attainment and support of the relevant national objectives stated in the relevant Five Year Plan, National Flagship Schemes, Outcome Budget and relevant sector and departmental priorities and strategies, President's Address, the manifesto, and announcement/agenda as spelt out by the Government from time to time.

Objectives should be linked and derived from the Departmental Vision and Mission statements.

Functions:

The functions of the department should also be listed in this section. These functions should be consistent with the allocation of business for the department / ministry.

1 Often a distinction is also made between "Goals" and "Objectives". The former is supposed to be more general and latter more specific and measurable. The Vision and Mission statement are expected to capture the general direction and future expected outcomes for the department. Hence, only the inclusion of objectives in Table 1 is required.

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

The heart of the Section 2 of the RFD document consists of the Table 1. In what follows we describe the guidelines for each column of this Table.

Column 1: Select Key Departmental Objectives

From the list of all objectives, select those key objectives that would be the focus for the current RFD. It is important to be selective and focus on the most important and relevant objectives only.

Table 1: Format of the Results-Framework Document (RFD)

Column 1	Column 2	Column 3	Column 4		Column 5	Column 6				
Objective	Weight	Actions	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
Objective 1		Action 1								
		Action 2								
		Action 3								
Objective 2		Action 1								
		Action 2								
		Action 3								
Objective 3		Action 1								
		Action 2								
		Action 3								

Column 2: Assign Relative Weights to Objectives

Objectives in the RFD should be ranked in a descending order of priority according to the degree of significance and specific weights should be attached to these objectives. The Minister in-charge will decide the *inter se* priorities among departmental objectives and all weights, including the weight of mandatory indicators, must add to 100.

Column 3: Specify Means (Actions) for Achieving Departmental Objectives

For each objective, the department must specify the required policies, programmes, schemes and projects. Often, an objective has one or more policies associated with it. Objective represents the desired “end” and associated policies, programs and projects represent the desired “means.” The latter are listed as “actions” under each objective.

Column 4: Specify Success Indicators and Units

For each of the “action” specified in Column 3, the department must specify one or more “success indicators.” They are also known as “Key Performance Indicators (KPIs)” or “Key Result Indicators (KRIs).” A success indicator provides a means to evaluate progress in implementing the policy, programme, scheme or project. Sometimes more than one success indicator may be required to tell the entire story.

Success indicators are important management tools for driving improvements in departmental performance. They should represent the main business of the organization and should also aid accountability. If there are multiple actions associated with an objective, the weight assigned to a particular objective should be spread across the relevant success indicators.

Success indicators should consider both qualitative and quantitative aspects of departmental performance.

In selecting success indicators, any duplication should be avoided. For example, the usual chain for delivering results and performance is depicted in Figure 1. An example of this results chain is depicted in Figure 2.

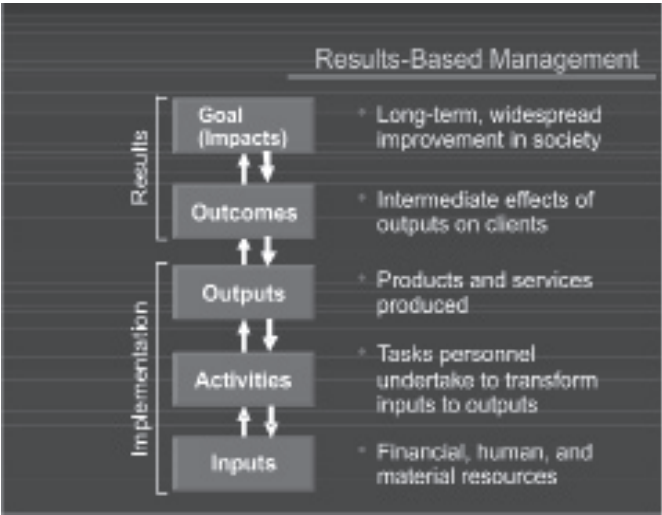


Figure 1: Typical Results Chain

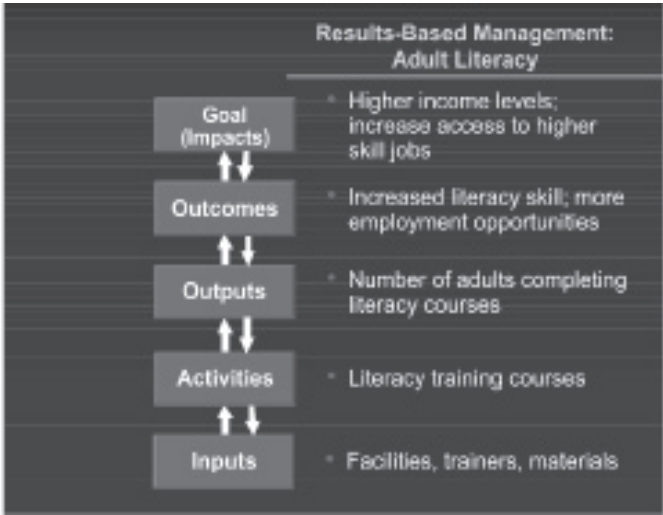


Figure 2: An Example of Results Chain

If we use Outcome (increased literacy) as a success indicator, then it would be duplicative to also use inputs and activities as additional success indicators.

Ideally, one should have success indicators that measure Outcomes and Impacts. However, sometimes due to lack of data one is able to only measure activities or output.

Column 5: Assign relative Weights to Success Indicators

If we have more than one action associated with an objective, each action should have one or more success indicators to measure progress in implementing these actions. In this case we will need to split the weight for the objective among various success indicators associated with the objective.

Column 6: Specify Targets/Criteria value for Success Indicators

The next step is to choose a target for each success indicator. Targets are tools for driving performance improvements. Target levels should, therefore, contain an element of stretch and ambition. However, they must also be achievable. It is possible that targets for radical improvement may generate a level of discomfort associated with change, but excessively demanding or unrealistic targets may have a longer-term demoralizing effect.

The target should be presented as per the five-point scale given below:

Excellent	Very Good	Good	Fair	Poor
100 %	90%	80%	70 %	60 %

It is expected that budgetary targets would be placed at 90% (Very Good) column.. For any performance below 60%, the department would get a score of 0%.

Section 3: Trend values of the success indicators

For every success indicator and the corresponding target, RFD must provide target values and actual values for the past two years and also projected values for two years in the future. The inclusion of target values for the past two years vis-a-vis the actual values will help in assessing the target value for the current year.

Table 2: Trend Values for Success Indicators

Objective	Actions	Success Indicator	Unit	Actual Value for FY 10/11	Actual Value for FY 11/12 (anticipated)	Target Value for FY 12/13	Projected Value for FY 13/14	Projected Value for FY 14/15
Objective 1	Action 1							
	Action 2							
	Action 3							
Objective 2	Action 1							
	Action 2							
	Action 3							
Objective 3	Action 1							
	Action 2							
	Action 3							

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

RFD must contain a section giving detailed definitions of various success indicators and the proposed measurement methodology. Wherever possible, the rationale for using the proposed success indicators may be provided.

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

This section should contain expectations from other departments that impact on the department's performance. These expectations should be mentioned in quantifiable, specific, and measurable terms.

Section 6 Outcome / Impact of activities of department/ministry.

This section should contain the broad outcomes and the expected impact the department/ministry has on national welfare. It should capture the very purpose for which the department/ministry exists.

This section is included for information only and to keep reminding us about not only the purpose of the existence of the department/ministry but also the rationale for undertaking the RFD exercise. However, the evaluation will be done against the targets mentioned in Section 2. The whole point of RFD is to ensure that the department/ministry serves the purpose for which they were created in the first place.

The required information under this section should be entered in Table 3. The Column 2 of Table 3 is supposed to list the expected outcomes and impacts. It is possible that these are also mentioned in the other sections of the RFD. Even then they should be mentioned here for clarity and ease of reference. For example, the purpose of Department of AIDS Control would be to Control the spread of AIDS. Now it is possible that AIDS control may require collaboration between several departments like Health and Family Welfare, Information and Broadcasting, etc. In Column 3 all the departments / ministries jointly responsible for achieving national goal are required to be mentioned. In Column 4 department/ministry is expected to mention the success indicator (s) to measure the department/ministry outcome or impact. In the case mentioned, the success indicator could be “% of Indians infected with AIDS.” Columns 6 to 10 give the expected trend values for various success indicators.

Table 3: Outcome / Impact of activities of department/ ministry

S. No	Outcome / Impact	Jointly responsible for influencing this outcome / impact with the following organisation (s) / departments/ ministry(ies)	Success Indicator (s)	Unit	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015

S. No	Outcome / Impact	Jointly responsible for influencing this outcome / impact with the following organisation (s) / departments/ ministry(ies)	Success Indicator (s)	Unit	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015

II. Evaluation Methodology

At the end of the year, we look at the achievements of the government department, compare them with the targets, and determine the composite score. Table 4 provides an example from the health sector. For simplicity, we have taken only one objective to illustrate the evaluation methodology.

The Raw Score for Achievement in Column 6 of Table 4 is obtained by comparing the achievement with the agreed target values. For example, the achievement for first success indicator (% increase in primary health care centers) is 15 %. This achievement is between 80 % (Good) and 70 % (Fair) and hence the “Raw Score is 75%.”

The Weighted Raw Score for Achievement in Column 6 is obtained by multiplying the Raw Score with the relative weights. Thus for the first success indicator, the Weighted Raw Score is obtained by multiplying 75% by .50. This gives us a weighted raw score of 37.5%

Finally, the Composite Score is calculated by adding up all the Weighted Raw Scores for achievements. In Table 4, the Composite Score is calculated to be 84.5%.

The Composite score shows the degree to which the government department in question was able to meet its objectives. The fact that it got a score of 84.5 % in our hypothetical example implies that the department’s performance vis-à-vis this objective was rated as “Very Good.”

The methodology outlined above is transcendental in its application. Various Government departments will have a diverse set of objectives and corresponding success indicators. Yet, at the end of the year every department will be able to compute its Composite Score for the past year. This Composite Score will reflect the degree to which the department was able to achieve the promised results.

Excellent =	100% - 96%
Very Good =	95% - 86%
Good =	85 – 76%
Fair =	75% - 66%
Poor =	65% and below

Table 4: Example of Performance Evaluation at the End of the Year

Column 1	Column 2	Column 3	Column 4	Column 5					Column 6				
Objective	Action	Criteria / Success Indicators	Unit	Weight	Target / Criteria Values					Achievement	Raw Score	Weighted Raw Score	
					Excellent	Very Good	Good	Fair	Poor				
					100%	90%	80%	70%	60%				
Better Rural Health	Improve Access to Primary Health Care	1	% Increase in number of primary health care centers	%	.50	30	25	20	10	5	15	75%	37.5%
		2	% Increase in number of people with access to a primary health center within 20 KMs	%	.30	20	18	16	14	12	18	90%	27%
		3	Number of hospitals with ISO 9000 certification by December 31, 2009	%	.20	500	450	400	300	250	600	100%	20%
Composite Score =											84.5%		

III. RFD Process and Timelines

A. Beginning of the Year

- At the beginning of each financial year, with the approval of the Minister concerned, each Department will prepare a Results-Framework Document (RFD) consistent with these guidelines.
- To achieve results commensurate with the priorities listed in the RFD, the Minister in-charge will approve the proposed activities and schemes for the Ministry/Department. The Ministers In-charge will also approve the corresponding success indicators (Key Result Areas – KRAs or Key Performance Indicators – KPIs) and time bound targets to measure progress in achieving these objectives.
- Based on the proposed budgetary allocations for the year in question, the drafts of RFDs will be completed by 5th of March every year. To ensure uniformity, consistency and coordinated action across various Departments, the Cabinet Secretariat will review these drafts and provide feedback to the *Ministries/Departments concerned*. This process will usually be completed by March 31st of each year.
- The final versions of all RFDs will be put up on the websites of the respective Ministries by the 15th of April each year.
- The Results Framework of each Department/Ministry will be submitted to the Cabinet Secretariat, by the 15th April of each year. It will take into account budget provisions and in particular the Outcome Budget. The Results-Framework Documents will be drawn up in such a manner that quarterly monitoring becomes possible. Quarterly reports will be submitted to the Cabinet Secretariat.

B. During the Year

- After six months, the Results Framework as well as the achievements of each Ministry/Department against the performance goals laid down at the beginning of the year, will be reviewed by the High Power Committee (HPC) on Government Performance consisting of the Cabinet Secretary, Finance Secretary, Expenditure Secretary, Secretary (Planning Commission), Secretary (Performance Management) and, if required, the Secretary of the Department concerned. At this stage, the Results-Framework Documents may have to be reviewed and the goals reset, taking into account the priorities at that point of time. This will enable to factor in unforeseen or *force majeure* circumstances such as drought conditions, natural calamities or epidemics. The report of the High Power Committee on Government Performance will be submitted to the Prime Minister, through the concerned Minister, for further action as deemed necessary.

C. End of the Year

- At the end of the year, all Ministries/Departments will review and prepare a report listing the achievements of their ministry/department against the agreed results in the prescribed format. This report will be required to be finalized by the 1st of May each year.
- After scrutiny by the Cabinet Secretariat, these results will be placed before the Cabinet for information by 1st of June each year.

IV. Time Table 2012-2013 RFDs

WHEN		WHAT	WHO
2012	March 5	Submit final draft of Results-Framework (RF) document to Performance Management Division (PMD), Cabinet Secretariat.	Departments/ Ministries
	March 15-April 4	Review Meetings with the Ad-hoc Task Force (ATF) on Results Framework Document	Departments / Ministries / ATF
	April 12	Finalise Results-Framework document after incorporating suggestions of High Power Committee (HPC) on Government Performance	Departments/ Ministries/PMD
	April 15	Place Results-Framework document on departmental websites	Departments/ Ministries
2013	May 1	Submit year-end evaluation report on progress during the year	Departments/ Ministries
	May 10-18	Review Meetings with the Ad-hoc Task Force (ATF) on year-end evaluation results	ATF/PMD
	May 28	Finalise year-end evaluation results after incorporating suggestions of High Power Committee (HPC) on Government Performance	PMD, Cabinet Secretariat.
	June 1	Place the Evaluation Results before the Cabinet.	PMD, Cabinet Secretariat.
	June 1	Place the Evaluation Results on the website of the Ministry/Department.	Departments/ Ministries

V. Mandatory Success Indicators for 2012-13

Each RFD must contain the following mandatory indicators to promote enhanced and sustainable departmental performance levels.

	Objective	Actions	Success Indicator	Unit	Weight	Target/ Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
1	Efficient Functioning of the RFD System	Timely submission of Draft for Approval	On-time submission	Date	2%	Mar. 5 2012	Mar. 6 2012	Mar. 7 2012	Mar. 8 2012	Mar. 9 2012
		Timely submission of Results	On-time submission	Date	1%	May 1 2012	May 3 2012	May 4 2012	May 5 2012	May 6 2012
2	Administrative Reforms	Implement mitigating strategies for reducing potential risk of corruption	% of implementation	%	2%	100	95	90	85	80
		Implement ISO 9001 as per the approved action plan	Area of operations covered	%	2%	100	95	90	85	80
		Identify, design and implement major innovations	Implementation of identified innovations	Date	2%	Mar. 5 2013	Mar. 6 2013	Mar. 7 2013	Mar. 8 2013	Mar. 9 2013
3	Improving Internal Efficiency / responsiveness / service delivery of Ministry / Department	Implementation of Sevottam	Independent Audit of Implementation of Citizen's Charter	%	2%	100	95	90	85	80
			Independent Audit of implementation of public grievance redressal system	%	2%	100	95	90	85	80

Objective	Actions	Success Indicator	Unit	Weight	Target / Criteria Value				
					Excellent	Very Good	Good	Fair	Poor
					100%	90%	80%	70%	60%
4	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.		.5	100	90	80	70	60
Ensuring compliance to the Financial Accountability Framework	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.		.5	100	90	80	70	60
	Early disposal of pending ATNs on Audit Paras of C&AG Reports presented to Parliament before 31.3.2012.	Percentage of outstanding ATNs disposed off during the year.		.5	100	90	80	70	60
	Early disposal of pending ATRs on PAC Reports presented to Parliament before 31.3.2012	Percentage of outstanding ATRS disposed off during the year.		.5	100	90	80	70	60
TOTAL WEIGHT=			15%						

1. For examples and background material on the *Performance Monitoring and Evaluation System*, please visit our website: www.performance.gov.in

2. Performance Management Division, Cabinet Secretariat, will conduct information / briefing sessions on these mandatory indicators.

VI. RFD Submission Process

All RFDs must be submitted to the Performance Management Division, Cabinet Secretariat, by 5:30 PM on Monday, March 5, 2012 in the following formats:

- a. RFD data should be entered in the Results Framework Management System (RFMS). It will be locked at 5:30 PM on Monday, March 5, 2012. To avoid last minute computer glitches, early entry of the relevant RFD data will be much appreciated.
- b. Electronic copy of the RFD in PDF format should be sent to the following emails:
 - performance-cabsec@nic.in,
 - prajapati.trivedi@nic.in; and
 - RFD-Cabsec@nic.in
- c. Printed Version (15 copies) hand delivered to Performance Management Division, Cabinet Secretariat, at the following address:

Performance Management Division
Cabinet Secretariat
Room 208 (5th Wing)
The Hotel Janpath, Janpath
New Delhi-110001

For information and assistance regarding RFD submission via RFMS, please call Mr. Kapil Sharma of National Informatics Centre (NIC) at +91-9818026015 or Mrs. Suchitra Pyarelal, Technical Director, +91-11-2436 5515, +91-11-2430 5808

Please refer all enquires relating to these guidelines to:

S.B.Mandal
Deputy Secretary
Performance Management Division
Cabinet Secretariat
5th Wing, The Hotel Janpath
Janpath, New Delhi-110001
Email: sb.mondal@nic.in

Phone: 011-23741164

Syndicate wise List of Ministries / Departments for RFD for the year 2012-13

Syndicate	Department / Ministry covered	
Syndicate 1	1	D/Agricultural Research & Education
	2	D/Agriculture & Cooperation
	3	D/Animal Husbandry, Dairying & Fisheries
	4	D/Drinking Water Supply
	5	D/Land Resources
	6	D/o Official Language
	7	D/Rural Development
	8	M/O Earth Sciences
	9	M/O Environment & Forests
	10	M/O Food Processing Industries
	11	M/O Panchayati Raj
Syndicate 2	1	D/o AIDS Control
	2	D/AYUSH
	3	D/Health & Family Welfare
	4	D/Health Research
	5	D/Higher Education
	6	D/o Justice
	7	D/o Legal Affairs
	8	D/o Legislative
	9	D/School Education & Literacy
	10	D/O Sports
	11	D/O Youth Affairs
	12	M/O Statistics & Programme Implementation
	13	M/O Women & Child Development
Syndicate 3	1	D/Chemicals & Petro-Chemicals
	2	D/o Defence Research & Development
	3	D/o Disinvestment
	4	D/Fertilizers
	5	D/Pharmaceuticals
	6	M/O Coal
	7	M/O Mines
	8	M/O New & Renewable Energy
	9	M/O Petroleum & Natural Gas
	10	M/O Power
	11	M/O Steel
	12	M/O Water Resources

Syndicate	Department / Ministry covered	
Syndicate 4	1	D/Commerce
	2	D/o Defence Production
	3	D/Heavy Industries
	4	D/Industrial Policy & Promotion
	5	D/O Personnel & Training
	6	D/Public Enterprises
	7	M/O Corporate Affairs
	8	M/O Culture
	9	M/O Information & Broadcasting
	10	M/O Micro, Small & Medium Enterprises
	11	M/O Textiles
	12	M/O Tourism
Syndicate 5	1	D/Bio-Technology
	2	D/Information Technology
	3	D/Posts
	4	D/Road Transport & Highways
	5	D/Science & Technology
	6	D/Scientific & Industrial Research
	7	D/Shipping
	8	D/o Space
	9	D/Telecommunications
	10	M/O Civil Aviations
	11	M/O Dev. of North Eastern Region
	12	M/o Railways
Syndicate 6	1	D/O Administrative Reforms and Public Grievances
	2	D/Consumer Affairs
	3	D/Food & Public Distribution
	4	D/o Ex-servicemen welfare
	5	D/O Pension & Pensioners Welfare
	6	M/O Housing & Urban Poverty Alleviation
	7	M/O Labour & Employment
	8	M/O Minority Affairs
	9	M/O Overseas Indians Affairs
	10	M/O Social Justice & Empowerment
	11	M/O Tribal Affairs
	12	M/O Urban Development

AD-HOC TASKFORCE (ATF) MEMBERS FOR 2012-2013

RESULTS-FRAMEWORK DOCUMENT (RFD)

Ad-Hoc TASKFORCE (ATF) MEMBERS FOR 2012-13
FOR
RESULTS FRAMEWORK DOCUMENTS (RFD)

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SYNDICATE – 3 (RESOURCE MANAGEMENT)

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1	Shri. K. Padmanabhaiah	8-2-684/1/14, Road No – 12, Banjara Hills, Hyderabad - 500034	07893996692	padam_k@yahoo.com
2	Shri. Arun Kumar	B- 603, Stellar Kings Court, F- 32, Sector- 50, Noida	0120-2480433 / 9868113376	arungolfer@yahoo.co.in
3	Shri. Brijesh Kumar	A-21, Kachnar Estate, Gama-I, Greater Noida, G.B. Nagar (Up)	9810532929 / 0120-2561490	brijeshkum@gmail.com
4	Shri. B.B. Tandon	J- 238, 1st Floor, Saket, New Delhi- 110017	29555657 / 9868132602	tandonbb@yahoo.co.in
5	Shri. R.K. Mishra	Institute Of Public Enterprise, Osmania University Campus Hyderabad- 500007 A.P	27098938 / 27098937 / 040- 27098060 / 9849253521	ramkumarmishra@gmail.com, rkmishra@ipeindia.org
6	Shri. P.S. Bami	E7 / 18, Vasant Vihar, New Delhi – 110057	9810338737 26147048	psbami@gmail.com
7	Shri Surendra Singh	E-87, Paschim Marg Vasant Vihar, New Delhi	9810020949	ssinghx@gmail.com
8	Shri Anil Razdan	C1/34 Pandara Park New Delhi- 110003	9810352108 011-23073104	anilrazdan127@gmail.com
9	Prof. Atmanand	Management Development Institute, M.G. Road, Gurgaon-122007	9810573562	atmanand@mdi.ac.in
10	Shri S.K. Roongta	D- 91 Pinnacle DLF Phase V Gurgaon -122002	9810806414	sk.roongata@gmail.com
11	Shri R.S. Sharma	B3-1102 The world Spa (W) Sector 30, Gurgaon -122001	9810755800	sharmars.ongc@gmail.com
12	Shri S.K. Chaturvedi	A-15, Sector 36 Noida G.B. Nagar U.P.	9810530571	sudhir.chaturvedi@gmail.com
13	Shri P.S. Bhattacharyya	Flat 2CD, 21B, Belvedere Road Alipur Kolkata- 700027	09007008885	parthas.bhattacharyya@hpl.co.in

SYNDICATE – 4 (TRADE INDUSTRY AND SERVICES)

Sl. No.	NAME OF THE MEMBERS	ADDRESS	TELEPHONE NO. / MOBILE NO.	E-mail ADDRESS
1	Shri. S. Sathyam	B-213, Brindavan Palm Grove, Kempanur Road, Muthipalayam, Thondamuthur, Coimbatore-641109(TN)	09871278738	srsathyam@yahoo.com
2	Shri. Anil Kumar	A-47, Freedom Fighters Enclave, Neb Sarai, New Delhi- 110068	29532718 / 9810188477	veena.anil@yahoo.co.in
3	Shri. S.D. Kapoor	199, Sector 47, Gurgaon-122002 Haryana	6518060 / 9810149510	sdk1946@gmail.com
4	Shri Uddesh Kohli	S - 50, Greater Kailash – I, New Delhi – 110049	9811273142, 29232905	ukkohli@yahoo.co.in
5	Smt. Asha Swarup	No.3, Type-VII, Benmore, Shimla-171002	09816703400 0177-2621526	ashaswarup@yahoo.com
6	Smt. Sheela Bhide	B-1/8, Vasant Vihar, New Delhi-110057	9818254511	sheelabhide@hotmail.com
7	Shri Vivek Mehrotra	Flat No. 202, Hermitage C.G.H Society Plot No. Gh2 Sector 28, Gurgaon -122001	9717493831	mehrotravin@yahoo.com
8	Shri A. Didar Singh	C-1/28, Pandara Park, New Delhi	9868868860	didar@nic.in
9	Prof.(Ms) Madhu Vij	18/18 Kalkaji New Delhi -19	9810828835	madhuvij@hotmail.com
10	Mrs. N. Srimati	1084 Sector IV R.K. Puram New Delhi.	9650325783	n.srimati@gmail.com
11	Shri M.B Lal	K/2009, Royale Garden Estate, E-12, Sector-61, Noida 201307	9999882448	maheshblal@gmail.com

SYNDICATE – 5 (INFRASTRUCTURE DEVELOPMENT) (CORE GROUP)

Sl. No.	NAME OF THE MEMBERS	ADDRESS	TELEPHONE NO. / MOBILE NO.	E mail ADDRESS
1	Shri. Vinod Vaish	A-127, 1 st Floor, Neeti Bagh, New Delhi 110049	9868135656	vvaish@nic.in
2	Shri. Moosa Raza	15/6, Chari Street, N. Nagar, Chennai-17	044-28142339 / 9790905127	moveindia@eth.net
3	Shri. Pawan Chopra	D-1/44 Vasant Vihar, New Delhi-110057	9999020074	pchopra04@gmail.com
4	Shri. Shyamal Ghosh	A-203, Nayantara, CBIPCCAS, Plot-8B, Sector-7, Dwarka-75	9868104242	sghoshuf@yahoo.com
5	Shri Yogendra Narain	House No 7, Shivalik Houses, Sector 61, Noida-201301, U.P	9810280479	yognarain@gmail.com
6	Shri. A.S. Bansal	C-1/347, Asiad Games Village Complex, New Delhi- 49	26997172 / 9811555339	bansalas@gmail.com
7	Shri N.P. Gupta	B-24, Seema Apartments, Plot No 7, Sector-11, Dwarka New Delhi-110075	9810871653	enpeeg33@gmail.com
8	Prof. Abid Haleem	B-111, Khan Abdul Gaffar, Khan Enclave, Tikona Park, Okhla Village, New Delhi-25	09818501633 011-26924703	haleem.abid@gmail.com
9	Dr. Reena Ramachandran	53-c H-Block Saket N Delhi 110017	9810135468	Rr1941@gmail.com
10	Shri V.S. Jain	B-12 Saket New Delhi-110017.	9818398940	vsjain53@hotmail.com
11	Shri K. K. Kapila	A-8, green Park, New Delhi-16	9810104043	cmd@ictonline.com
12	Prof. Prem Vrat	1240 Sector A Pocket A Vasant Kunj, New Delhi – 110070.	91126894316	premvrat@itmindia.edu

SYNDICATE – 6 (SOCIAL WELFARE) (CORE GROUP)

SL. NO	NAME OF THE MEMBERS	ADDRESS	TELEPHONE NO. / MOBILE NO.	E-mail ADDRESS
1	Shri. S.P. Jakhanwal	7/104, Eastend Apartment Mayur Vihar-1 Delhi- 110096	22717188 / 9818600281	spjakhanwal@yahoo.com
2	Shri. K.T. Chacko	Director, IIFT, B-21, Qutab Institutional Area, New Delhi 110016	9810511661	diroffice@iift.ac.in
3	Smt. Asha Das	D-297, Ground Floor, Sarvodaya Enclave, New Delhi – 110017	9810167777	das_asha@yahoo.com
4	Shri. K. Shankar Narayanan	HIG 87 Bag Muguliya Extension Bhopal-462043	0755-2480067 / 09981542244	k.shankar.narayanan@gmail.com
5	Smt. Sarita Prasad	C-622 G.F. New Friends Colony, New Delhi -110025	26923132 9810885562	sarita.prasad777@gmail.com
6	Prof. V. Gopal	Indian Insititue of Management , Tiruchirapplli, NIT Trichy Campus, Tiruchirapplli-620015. Tamil Nadu.	0 7418364031	vgopal100@gmail.com
7	Mrs Chitra Chopra	D-1/44 Vasant Vihar, New Delhi-110057	9868255981	chitra05@gmail.com
8	Shri Srinibas Rath	A/412 Saheed Nagar Bhubaneshwar 751007	09437666661 06742540707	mshreein@yahoo.com
9	Dr. B.Sivaramakrishnan	Director, Shri Shankracharya School of Management, Trichy. Tiruchinappalli-620015	9443154800	siva_sankarain@yahoo.com

ATF MEETINGS - ATTENDED BY SECRETARIES

S.No.	Name of Ministry/Department	Syndicate	Name of Secretary	Meeting attended on
1.	D/o Agriculture & Cooperation	1	Shri P.K. Basu	12-03-19
2.	D/o Chemicals & Petro-chemicals	3	Shri K. Jose Cyriac	12-03-19
3.	D/o Food & Public Distribution	6	Dr. B.C. Gupta	12-03-19
4.	D/o Agriculture Research & Education	1	Dr.S. Ayyappan	12-03-20
5.	D/o Ayush	2	Shri Anil Kumar	12-03-20
6.	D/o Fertilizers	3	Shri Ajay Bhattacharya	12-03-20
7.	D/o Public Enterprises	4	Shri D.R.S. Chaudhary	12-03-20
8.	D/o Telecommunications	5	Shri R. Chandrashekhar	12-03-20
9.	D/o Consumer Affairs	6	Shri Rajiv Agarwal	12-03-20
10.	D/o Rural Development	1	Shri S. Vijay Kumar	12-03-21
11.	D/o Health Research	2	Dr. V.M. Katoch	12-03-21
12.	D/o Pharmaceuticals	3	Shri Dilsher Singh Kalha	12-03-21
13.	D/o Industrial Policy & Promotion	4	Shri P.K. Chghaudhery	12-03-21
14.	D/o Posts	5	Ms Manjula Prasher	12-03-21
15.	M/o Housing & Urban Poverty Alleviation	6	Shri A.K. Misra	12-03-21
16.	M/o Food Processing Industries	1	Shri Rakesh Kacker	12-03-22
17.	D/o AIDS Control	2	Shri Sayan Chatterjee	12-03-22
18.	D/o Electronics and Information Technology	5	Shri J. Satayanarayana	12-03-22
19.	M/o Labour & Employment	6	Dr.M. Sarangi	12-03-22
20.	D/o Animal Husbandry, Dairying & Fisheries	1	Shri Rudra Gangadharan	12-03-23
21.	D/o School Education & Literacy	2	Ms Anshu Vaish	12-03-23
22.	D/o Heavy Industry	4	Shri S. Sundareshan	12-03-23
23.	D/o Development of North Eastern Region	5	Shri Anil Kumar	12-03-23
24.	M/o Urban Development	6	Dr. Sudhir Krishna	12-03-23
25.	M/o Panchayati Raj	1	Ms. L.M. Vas	12-03-26
26.	M/o New & Renewable Energy	3	Shri Gireesh B. Pradhan	12-03-26

S.No.	Name of Ministry/ Department	Syndicate	Name of Secretary	Meeting attended on
27.	M/o Textiles	4	Smt. Kiran Dhingra	12-03-26
28.	D/o Road Transport & Highways	5	Shri A.K. Upadhyay	12-03-26
29.	M/o Overseas Indian Affairs	6	Shri Parvez Dewan	12-03-26
30.	M/o Environment & Forests	1	Shri Tishyarakshit Chatterjee	12-03-27
31.	M/o Women & Child Development	2	Smt. Neela Gangadharan	12-03-27
32.	M/o Petroleum & Natural Gas	3	Shri G.C. Chaturvedi	12-03-27
33.	M/o Micro, Small & Medium Enterprises	4	Shri R.K. Mathur	12-03-27
34.	D/o Shipping	5	Shri P.K. Sinha	12-03-27
35.	M/o Social Justice & Empowerment	6	Shri K.M.Acharya	12-03-27
36.	D/o Land Resources	1	Smt. Anita Chaudhary	12-03-28
37.	D/o Health & Family Welfare	2	Shri P.K. Pradhan	12-03-28
38.	M/o Power	3	Shri P. uma Shankar	12-03-28
39.	M/o Tourism	4	Shri R.H. Khwaja	12-03-28
40.	D/o Science & Technology	5	Dr.T. Ramasami	12-03-28
41.	M/o Tribal Affairs	6	Shri A.K. Chugh	12-03-28
42.	D/o Drinking Water & Sanitation	1	Smt. Vilasini Ramachandran	12-03-29
43.	D/o Scientific & Industrial Research	5	Prof. S.K. Brahmachari	12-03-29
44.	M/o Earth Sciences	1	Dr. Shailesh Nayak	12-03-30
45.	M/o Statistics & Programme Implementation	2	Shri T.C.A. Anant	12-03-30
46.	M/o Mines	3	Shri Vishwapati Trivedi	12-03-30
47.	D/o Administrative Reforms & Public Grievances	6	Shri R.C. Mishra	12-03-30
48.	D/o Official Language	1	Shri Sharad Gupta	12-04-02
49.	M/o Coal	3	Shri Alok Perti	12-04-02
50.	D/o Personnel & Training	4	Shri P.K. Mishra	12-04-02
51.	D/o Pension & Pensioners Welfare	6	Shri R.C. Mishra	12-04-02
52.	M/o Culture	4	Smt. Sangita Gairola	12-04-12
53.	D/o Justice	2	Shri K.D. Sikri	12-04-03
54.	D/o Disinvestment	3	Mohammad Haleem Khan	12-04-03

**PICTURES OF SECRETARIES DISCUSSING THEIR
DEPARTMENTAL RFDs FOR 2012-13 WITH
AD-HOC TASK FORCE (ATF)***

(March 15-31, 2012)

* *Around 60 Secretaries attended the meetings for 2012-13 RFDs in March 2012. However, only those pictures available with PMD have been printed.*



Dr. S. Ayyappan, Secretary, Department of Agricultural Research and Education, attending the ATF meeting



Dr. Shailesh Nayak, Secretary, Ministry of Earth Sciences, attending the ATF meeting



Dr. B.C. Gupta, Secretary, Food & Public Distribution, attending the ATF meeting



Dr. Sudhir Krishna, Secretary, Ministry of Urban Development, attending the ATF meeting



Dr. S. Brahmachari, Secretary, Department of Scientific & Industrial Research, attending the ATF meeting



Dr. T. Ramasami, Secretary, Department of Science & Technology, attending the ATF meeting



Dr. V.M. Katoch, Secretary, Department of Health Research, attending the ATF meeting



Mr. A.K. Chugh, Secretary, Ministry of Tribal Affairs, attending the ATF meeting



Mr Anil Kumar, Secretary, Ministry of Development of North Eastern Region, attending the ATF meeting



Mr. A.K. Mishra, Secretary, Ministry of Housing & Urban Poverty Alleviation, attending the ATF meeting



Mr. A.K. Upadhyay Secretary, Road Transport & Highways, attending the ATF meeting



Mr. Ajay Bhattacharya, Secretary, Department of Fertilisers, attending the ATF meeting



Mr. Anil Kumar, Secretary, Department of AYUSH, attending the ATF meeting



Mr. Gireesh B. Pradhan, Secretary, Ministry of New & Renewable Energy, attending the ATF meeting



Mr. D.R.S. Chaudhary, Secretary, Department of Public Enterprises, attending the ATF meeting



Mr. J. Satyanarayana, Secretary, Department of Electronics & Information Technology, attending the ATF meeting



Mr. Dilsher Singh Kalha, Secretary, Department of Pharmaceuticals, attending the ATF meeting



Mr. K. Jose Cyriac, Secretary, Department of Chemicals & Petro-Chemicals, attending the ATF meeting



Mr. P. Uma Shankar, Secretary, Ministry of Power, attending the ATF meeting



Mr. R.C. Mishra, Secretary, Department of Administrative Reforms & Public Grievances and Department of Pension & Pensioner's Welfare, attending the ATF meeting



Mr. P.K. Pradhan, Secretary, Department of Health & Family Welfare, attending the ATF meeting



Mr. R.H. Khwaja, Secretary, Ministry of Tourism, attending the ATF meeting



Mr. P.K. Chaudhery, Secretary, Department of Industrial Policy & Promotion, attending ATF meeting



Mr. Rakesh Kacker, Secretary, Ministry of Food Processing Industries, attending the ATF meeting



Mr. Rudra Gangadharan, Secretary, Department of Animal Husbandry, Dairying & Fisheries, attending the ATF meeting



Mr. T.C.A. Anant, Secretary, Ministry of Statistics and Programme Implementation, attending the ATF meeting



Mr. S. Sundareshan, Secretary, Department of Heavy Industry, attending the ATF meeting



Dr. Vishwapati Trivedi, Secretary, Ministry of Mines, attending the ATF meeting



Mr. Sayan Chatterjee, Secretary, Department of AIDS Control, attending the ATF meeting



Mr. P.K. Basu, Secretary, Department of Agriculture and Cooperation, attending the ATF meeting



Mr. Parvez Dewan, Secretary, Ministry of Overseas Indian Affairs, attending the ATF meeting



Ms. Manjula Prasher, Secretary, Department of Posts, attending the ATF meeting



Mr. R. Chandrashekhar, Secretary, Department of Telecommunications, attending the RFD meeting



Ms. Vibha Puri Das, Secretary, Department of Higher Education, attending the ATF meeting



Ms. Anshu Vaish, Secretary, Department of School Education & Literacy, attending the ATF meeting



Ms. Vilasini Ramachandran, Secretary, Department of Drinking Water and Sanitation, attending the ATF meeting