



Government of India

R F D

(Results-Framework Document)
for

Department of Youth Affairs

(2013-2014)

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, other difficult and backward areas 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 programme
- 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 Delegation.
- 8 Organize Youth Festivals

Section 1: Vision, Mission, Objectives and Functions

- 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	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	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	6.00	3255000	3100000	2604000	2278500	1953000
			[1.1.2] Adopting village/slum	Number of Villages/slums	3.00	13600	12500	10880	9520	8160
			[1.1.3] Conducting the special camps in adopted villages/slums	Number of camps	3.00	13600	12500	10880	9520	8160
		[1.2] Capacity building of NSS functionaries	[1.2.1] Training in ETIs	Number of POs trained	3.00	4600	4140	3680	3220	2760
		[1.3] Recognition to volunteers and NSS Functionaries	[1.3.1] Distribution of Indira Gandhi NSS Award	Number of Awards	1.00	52	47	42	37	32
		[1.4] Drawing up action plan based on TISS report	[1.4.1] Finalization of action plan	Date	2.00	30/11/2013	31/12/2013	31/01/2014	29/03/2014	31/03/2014
[2] Reinforcing volunteerism in Youth	8.00	[2.1] Induction Training of National Youth Corps volunteers	[2.1.1] Imparting Training to NYCs	Number of volunteers	3.00	12000	10000	9000	8000	7000
		[2.2] Programmes to Reinforce Youth Development	[2.2.1] Skill Training with Partners	Number of Participations	2.00	10000	9000	8000	7000	6000
			[2.2.2] Youth Club Exchange programme	Number of Youth Club Members	1.00	800	700	600	500	400

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%
[3] Promote youth employability and skill development	19.00		[2.2.3] Training of Youth in Life Skill Education and Conflict Management	Number of Youth Trained	1.00	800	700	600	500	400
			[2.2.4] Distribution of Sports Material to Youth Clubs.	Number of Youth Clubs	1.00	16000	15000	14000	13000	12000
		[3.1] Skill Development Training Programme under ATDC/NSDC	[3.1.1] Training of Youth	Number of Youth	6.00	2000	1900	1800	1700	1600
		[3.2] Skill Upgradation Training Programme for Women	[3.2.1] Skill upgradation of Women volunteers	Number of Women Trained	7.00	81000	80000	75000	70000	60000
			[3.2.2] Rapid assessment of the usefulness of the programme by an external agency	Date	1.00	30/11/2013	31/12/2013	31/01/2014	28/02/2014	15/03/2014
[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 exhi. & festivals	5.00	32	30	28	25	20
		[4.1] Training of Trainers (ToT) by RGNID	[4.1.1] Trained Resource personnel	Number of Persons	3.00	1300	1170	1040	910	780
		[4.2] Organizing Other Training Programmes.- Capacity Building/demand driven training programme etc.	[4.2.1] Organizing Training programmes	Number of Persons	3.00	3400	3060	2720	2380	2040

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%
		[4.3] Conducting Skill Development Programme.	[4.3.1] Training the Youth in Different Skills	Number	2.00	1040	936	832	728	624
			[4.3.2] Training the Youth in Different Skill with NCVT	Number	3.00	3000	2700	2400	2100	1800
		[4.4] Preparation of Training Manuals/materials.	[4.4.1] Manuals/material to be completed	Number	1.00	5	4	3	2	1
		[4.5] Academic Programmes on Youth Development	[4.5.1] Offering 5 MA Programmes in Youth Development	No of students to be admitted	4.00	100	90	80	70	60
			[4.5.2] Conduct of Certificate/Diploma Programmes.	No. of students to be enrolled	1.00	120	108	96	84	72
[5] Encouraging Adventure Activities	6.00	[5.1] Adventure Activities by the recognized institutions	[5.1.1] Participation of volunteers	Number of volunteers	6.00	2000	1800	1600	1400	1200
[6] Promote youth travel and national integration	7.00	[6.1] Organising National Integration Camps (NIC) with special focus on NE States	[6.1.1] Holding of camps	Number of Camps	2.00	100	90	80	70	60
		[6.2] District/Block level cultural programmes	[6.2.1] Organization of Cultural Programmes	Number of Programmes	2.00	1830	1700	1500	1100	1000
		[6.3] District Youth Festival/Conventions	[6.3.1] Holding of Festivals/Conventions	Number of festivals	2.00	623	600	500	400	300

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%
[7] Assist in the creation of an international perspective in the youth.	5.00	[6.4] Impact/Quality Assessment of the programmes relating to objective no. 6	[6.4.1] Holding of National Workshops	Number of workshops	1.00	7	6	5	4	3
		[7.1] Implementation of the Commonwealth Youth Programme (CYP)	[7.1.1] Holding of collaborative programmes with CYP.	Number of Programmes	2.00	4	3	2	2	1
		[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	30/09/2013	31/10/2013	30/11/2013	31/12/2013	31/01/2014
[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	5.00	1200	1000	900	800	700
* Efficient Functioning of the RFD System	3.00	Timely submission of Draft RFD 2014-15 for Approval	On-time submission	Date	2.0	05/03/2014	06/03/2014	07/03/2014	08/03/2014	11/03/2014
		Timely submission of Results for 2012-13	On-time submission	Date	1.0	01/05/2013	02/05/2013	03/05/2013	06/05/2013	07/05/2013
* Transparency/Service delivery Ministry/Department	3.00	Independent Audit of implementation of Citizens' Charter (CCC)	% of implementation	%	2.0	100	95	90	85	80
		Independent Audit of implementation of Public Grievance Redressal System	% of implementation	%	1.0	100	95	90	85	80
* Administrative Reforms	6.00	Implement mitigating strategies for reducing potential risk of corruption	% of implementation	%	1.0	100	95	90	85	80

* 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%
		Implement ISO 9001 as per the approved action plan	% of implementation	%	2.0	100	95	90	85	80
		Implement Innovation Action Plan (IAP)	% of milestones achieved	%	2.0	100	95	90	85	80
		Identification of core and non-core activities of the Ministry/Department as per 2nd ARC recommendations	Timely submission	Date	1.0	27/01/2014	28/01/2014	29/01/2014	30/01/2014	31/01/2014
* Improving Internal Efficiency/Responsiveness.	2.00	Update departmental strategy to align with 12th Plan priorities	Timely updation of the strategy	Date	2.0	10/09/2013	17/09/2013	24/09/2013	01/10/2013	08/10/2013
* Ensuring compliance to the Financial Accountability Framework	1.00	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.	%	0.25	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.	%	0.25	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.	%	0.25	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.	%	0.25	100	90	80	70	60

* Mandatory Objective(s)

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 11/12	Actual Value for FY 12/13	Target Value for FY 13/14	Projected Value for FY 14/15	Projected Value for FY 15/16
[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	3250000	3235000	3255000	3255000	3255000
		[1.1.2] Adopting village/slums	Number of Villages/slums	13400	13600	13600	13600	13600
		[1.1.3] Conducting the special camps in adopted villages/slums	Number of camps	13500	13600	13600	13600	13600
	[1.2] Capacity building of NSS functionaries	[1.2.1] Training in ETIs	Number of POs trained	4500	4500	4600	4600	4600
	[1.3] Recognition to volunteers and NSS Functionaries	[1.3.1] Distribution of Indira Gandhi NSS Award	Number of Awards	--	--	52	52	52
[2] Reinforcing volunteerism in Youth	[1.4] Drawing up action plan based on TISS report	[1.4.1] Finalization of action plan	Date	--	--	31/12/2013	31/12/2014	31/12/2015
	[2.1] Induction Training of National Youth Corps volunteers	[2.1.1] Imparting Training to NYCs	Number of volunteers	--	--	12000	12000	12000
	[2.2] Programmes to Reinforce Youth Development	[2.2.1] Skill Training with Partners	Number of Participants	--	--	10000	10000	10000
		[2.2.2] Youth Club Exchange programme	Number of Youth Club Members	--	--	800	800	800

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 11/12	Actual Value for FY 12/13	Target Value for FY 13/14	Projected Value for FY 14/15	Projected Value for FY 15/16
[3] Promote youth employability and skill development		[2.2.3] Training of Youth in Life Skill Education and Conflict Management	Number of Youth Trained	--	--	800	800	800
		[2.2.4] Distribution of Sports Material to Youth Clubs.	Number of Youth Clubs	--	--	16000	--	--
	[3.1] Skill Development Training Programme under ATDC/NSDC	[3.1.1] Training of Youth	Number of Youth	--	--	2000	--	--
	[3.2] Skill Upgradation Training Programme for Women	[3.2.1] Skill upgradation of Women volunteers	Number of Women Trained	--	80000	81000	--	--
		[3.2.2] Rapid assessment of the usefulness of the programme by an external agency	Date	--	--	31/12/2013	31/12/2014	31/12/2015
[4] Providing for Training and Research In Youth Development	[3.3] Exhibition cum marketing of products of Rural artisans	[3.3.1] Yuva Kriti and cultural festivals organised	Number of exhi. & festivals	25	30	32	32	32
	[4.1] Training of Trainers (ToT) by RGNID	[4.1.1] Trained Resource personnel	Number of Persons	1300	1300	1300	1300	1300
	[4.2] Organizing Other Training Programmes.- Capacity Building/demand driven training programme etc.	[4.2.1] Organizing Training programmes	Number of Persons	--	--	3400	3400	3400

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 11/12	Actual Value for FY 12/13	Target Value for FY 13/14	Projected Value for FY 14/15	Projected Value for FY 15/16
	[4.3] Conducting Skill Development Programme.	[4.3.1] Training the Youth in Different Skills	Number	--	--	1040	--	--
		[4.3.2] Training the Youth in Different Skill with NCVT	Number	4500	4500	3000	3000	3000
	[4.4] Preparation of Training Manuals/materials.	[4.4.1] Manuals/material to be completed	Number	10	12	5	5	5
	[4.5] Academic Programmes on Youth Development	[4.5.1] Offering 5 MA Programmes in Youth Development	No of students to be admitted	--	--	100	100	100
		[4.5.2] Conduct of Certificate/Diploma Programmes.	No. of students to be enrolled	--	--	120	--	--
[5] Encouraging Adventure Activities	[5.1] Adventure Activities by the recognized institutions	[5.1.1] Participation of volunteers	Number of volunteers	2000	2000	2000	2000	2000
[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	114	100	100	100
	[6.2] District/Block level cultural programmes	[6.2.1] Organization of Cultural Programmes	Number of Programmes	--	--	1830	1830	1830
	[6.3] District Youth Festival/Conventions	[6.3.1] Holding of Festivals/Conventions	Number of festivals	--	--	623	623	623

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 11/12	Actual Value for FY 12/13	Target Value for FY 13/14	Projected Value for FY 14/15	Projected Value for FY 15/16
[7] Assist in the creation of an international perspective in the youth.	[6.4] Impact/Quality Assessment of the programmes relating to objective no. 6	[6.4.1] Holding of National Workshops	Number of workshops	2	6	7	7	7
	[7.1] Implementation of the Commonwealth Youth Programme (CYP)	[7.1.1] Holding of collaborative Programmes with CYP.	Number of Programmes	3	4	4	4	4
	[7.2] Implementing International Youth Exchange Programme	[7.2.1] Number of Exchange visits (Sending and Receiving)	Number of Visits	8	11	8	8	8
	[7.3] Evaluating effectiveness of International Youth Exchange Programme	[7.3.1] Conducting Workshop	Date	--	11/07/2012	30/09/2013	30/09/2014	30/09/2015
[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	1000	1200	--	--
* Efficient Functioning of the RFD System	Timely submission of Draft RFD 2014-15 for Approval	On-time submission	Date	07/03/2011	06/03/2012	05/03/2013	--	--
	Timely submission of Results for 2012-13	On-time submission	Date	--	--	02/05/2014	--	--
* Transparency/Service delivery Ministry/Department	Independent Audit of implementation of Citizens'/Clients' Charter	% of implementation	%	--	--	95	--	--
	Independent Audit of implementation of Public Grievance Redressal	% of implementation	%	--	--	95	--	--

* Mandatory Objective(s)

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 11/12	Actual Value for FY 12/13	Target Value for FY 13/14	Projected Value for FY 14/15	Projected Value for FY 15/16
	System							
* Administrative Reforms	Implement mitigating strategies for reducing potential risk of corruption	% of implementation	%	--	--	95	--	--
	Implement ISO 9001 as per the approved action plan	% of implementation	%	--	--	95	--	--
	Implement Innovation Action Plan (IAP)	% of milestones achieved	%	--	--	95	--	--
	Identification of core and non-core activities of the Ministry/Department as per 2nd ARC recommendations	Timely submission	Date	--	--	15/10/2013	--	--
* Improving Internal Efficiency/Responsiveness.	Update departmental strategy to align with 12th Plan priorities	Timely updation of the strategy	Date	--	--	17/09/2013	--	--
* 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	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 for FY 11/12	Actual Value for FY 12/13	Target Value for FY 13/14	Projected Value for FY 14/15	Projected Value for FY 15/16
	Parliament before 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: Acronym

Sl.No	Acronym	Description
1	ATDC	Apparel Training and Design Corporation
2	CYP	Commonwealth Youth Programme
3	ETI	Empanelled Training Institute
4	KVK	Krishi Vigyan Kendra
5	NCVT	National Council of Vocational Training
6	NIC	National Integration Camp
7	NSDC	National Skill Development Corporation
8	NSS	National Service Scheme
9	NYC	National Youth Corps

Section 4:
Acronym

Sl.No	Acronym	Description
10	NYKS	Nehru Yuva Kendra Sangathan
11	PO	Programme Officer
12	RGNIID	Rajiv Gandhi National Institute of Youth Development
13	TISS	Tata Institute of Social Sciences

Section 4:
Description and Definition of Success Indicators and Proposed Measurement Methodology

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
1	[1.1.1] Volunteers performing 120 hours of work	Every NSS volunteers is required to devote 120 hours per year for two consecutive years which includes 20 hours of general orientation regarding NSS and mode of work they have to do in their volunteerism.	It is compulsory to devote 120 hours of voluntary work every year for a NSS volunteer for award of NSS certificate at the end of two years	Number of volunteers enrolled.	
2	[1.1.2] Adopting village/slum	Villages are adopted for taking up voluntary works by NSS activists, such as cleanliness, Health, plantation, literacy, conservation of natural resources, cultural heritage/historical heritage, data collection etc.	Villages are selected for under taking NSS activities.	Number of villages adopted	
3	[1.1.3] Conducting the special camps in adopted villages/slums	Camps are held in the adopted villages to take up the NSS activity in a focused manner	Special Camps are camps of longer periods and activities and are based on local needs	Number of villages/slums adopted	null
4	[1.2.1] Training in ETIs	Since the NSS functionaries in the various institutions have a tenure of three years, one third of the functionaries are required to be trained every year. The training is conducted through the Empanelled Training Institute.	ETIs are Empanelled Training Institutes for training of officials and Programme Officer as different functionaries of NSS are required to be trained in Empanelled Training Institutions(ETI) for capacity building.	Number of Officials/POs trained.	null

Section 4: Description and Definition of Success Indicators and Proposed Measurement Methodology

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
5	[1.3.1] Distribution of Indira Gandhi NSS Award	Awards are given to NSS volunteers, functionaries and institutions to recognize their outstanding contribution to the NSS cause	Annual awards are given for recognition of work.	Selection of volunteers, functionaries and institutions	
6	[1.4.1] Finalization of action plan	Repositioning of NSS by introducing skill development initiative in collaboration with TISS, so that the graduating youth acquires job related skill through immersive community projects	Skill development training programme for students to enhance their employability	Finalization of action plan by prescribed date.	null
7	[2.1.1] Imparting Training to NYCs	Induction training is conducted for the NYCs for making them aware about the activities under taken by the NYKS i.e., interface of NYKS with public, monitoring NYKS activities, organizing various campaigns, data collection etc.	As volunteers inducted are fresh entrants, they are required to be informed about functioning of the organization, various schemes of the organizations and its implementation.	Number of NYCs Trained	null
8	[2.2.1] Skill Training with Partners	Tata Consultancy Services(TCS) and Future Group are being engaged to provide need based skill training to the youth	It has been planned to impart various skill training to youth with the help of expert organizations /partners working in this field to enhance the employability of youth.	Number of Youth trained in various skills	

Section 4: Description and Definition of Success Indicators and Proposed Measurement Methodology

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
9	[2.2.2] Youth Club Exchange programme	The various Youth Clubs are expected to benefit from each other by sharing their experience, success stories and good practices. This is expected to be achieved by organizing Club exchange programme	Organizing meeting/interaction of members of various youth clubs for sharing experiences	Number of members who participated in Youth Club Exchange programme.	null
10	[2.2.3] Training of Youth in Life Skill Education and Conflict Mangement	NYKS is also expected to prepare the rural youth to face the world confidently. This is achieved by NYKS by organizing training programmes and workshops in Life Skill Education and Conflict Management where trained resource persons are invited to provide expert talk to the rural youth.	The stress is laid on developing the abilities for adaptive and positive behaviour that enable individuals to deal effectively with the demand and changes of everyday life.	Number of Youth trained in Life Skill Education and Conflict Management.	null
11	[2.2.4] Distribution of Sports Material to Youth Clubs.	Rural youth are encouraged to take up at least one sport to stay physically fit and active as well as a means of healthy entertainment. The NYKS helps in preparing sports clubs in the villages and distributes sports material to encourage the youth to take up sports.	Selected youth clubs are given sports materials like football, volley ball, Nets etc.	Number of Youth Clubs to whom sports material has been distributed.	null

Section 4: Description and Definition of Success Indicators and Proposed Measurement Methodology

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
12	[3.1.1] Training of Youth	Under the Youth Employability Skill programme, the NYKS in collaboration with NSDC and other such agencies, organizes Skill Development Training for rural youth to enhance their employability in various corporate sectors.	The aim is to impart training to youth in one or the other kind of skill so that they prove themselves as productive members of the society and live as proud citizens.	Number of youth trained in Skill Development training	null
13	[3.2.1] Skill upgradation of Women volunteers	NYKS has a specific Skill Upgradation Training Programme for women with a target to train 81,000 women under the programme. The focus is on harnessing the skill in traditional jobs by use of better technologies and methods, marketing of products etc.	Work shop/ training programmes are conducted to upgrade the skills of women volunteers.	Number of women trained in Skill development.	null
14	[3.3.1] Yuva Kriti and cultural festivals organised	NYKS facilitates marketing of handy crafts of rural artisans/Self Help Groups(SHGs) by organizing Yuvakriti and cultural festivals and thus also helps in keeping alive the traditional art and culture.	Festival of hand-crafts/handlooms prepared by youth clubs.	The number of exhibitions and cultural festivals organized.	null
15	[4.1.1] Trained Resource personnel	RGNIYD being the think tank of the Department, also has the responsibility to provide training, on youth related issues, to the functionaries/trainers available under the various organizations of the Department for their	training is organized for the various NSS, NYKS and other functionaries	Number of trainers trained	

Section 4:
Description and Definition of Success Indicators and Proposed Measurement Methodology

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
15	[4.1.1] Trained Resource personnel	capacity building.	training is organized for the various NSS, NYKS and other functionaries	Number of trainers trained	
16	[4.2.1] Organizing Training programmes	Training programmes are organized on capacity building and on demand by other organizations/institutions.	RGNIYD being the think tank and resource centre also conducts training on demand by other organizations.	Number of persons trained.	
17	[4.3.2] Training the Youth in Different Skill with NCVT	RGNIYD in collaboration with National Council on Vocational Training organizes skill training course in RGNIYD for youth/students.	Training organized through National Council of Vocational Training.	Number of youth trained.	
18	[4.5.1] Offering 5 MA Programmes in Youth Development	RGNIYD under its regular programme conducts 5 Post Graduate level courses on various relating to Youth Development and also conducts Certificate/Diploma courses.	Masters Degree(MA) in (1) Youth Empowerment, (2) Career Counselling, (3) Gender Studies, (4) Local Governance and (5) Life Skill Education.	Number of students enrolled.	
19	[5.1.1] Participation of volunteers	Under the Rajiv Gandhi Adventure Programme, NSS under takes various adventure activities in mountaineering, aqua, air as well as desert adventure among NSS volunteers.	To promote team spirit and adventure among volunteers	Number of volunteer participants	null

Section 4:
Description and Definition of Success Indicators and Proposed Measurement Methodology

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
20	[6.1.1] Holding of camps	With a view to promote National Integration, National Integration Camps(NICs) are organized by NYKS which involve participation of youths from at least five states and includes activities such as cultural programmes, seminars, lectures by eminent personalities etc.	National Integration Camps are important tools for fostering understanding and peace among youths from different regions of the country.	Number of NICs organized.	null
21	[7.1.1] Holding of collaborative Programmes with CYP.	Department of Youth Affairs in collaboration with CYP, Asia Centre Chandigarh, organizes programmes on various issues related with youth like Youth Empowerment, Human Resource Development, Youth Entrepreneurship etc.	CYP is Commonwealth Youth Programme for Commonwealth countries. Training programme/work shops are organized in collaboration with CYP on cost sharing basis, on important issues relating to youth, in which participants from Asia-Pacific region are invited.	Number of Programmes conducted.	null
22	[7.2.1] Number of Exchange visits (Sending and Receiving)	Exchange of Youth delegations with friendly countries has been conceived as an effective instrument to create an international perspective in the youth and to involve them in promoting peace and understanding.	Number of Indian Youth Delegation sent to foreign countries and youth delegation received from other countries.	Number of youth Exchange visits.	null

**Section 4:
Description and Definition of Success Indicators and Proposed Measurement Methodology**

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
23	[8.1.1] Visit of participants	This is a convergence initiative of the Department with the Ministry of Home Affairs. The objective of the programme is to introduce Tribal Youth with the main stream developmental activities under taken by the Government for tribal development and promotion of values of peace and harmony.	Conventions of Tribal Youth are held at different places as indicated by Ministry of Home Affairs.	Number of Tribal Youth participants in the exchange programme.	null

**Section 5 :
Specific Performance Requirements from other Departments**

Location Type	State	Organisation Type	Organisation Name	Relevant Success Indicator	What is your requirement from this organisation	Justification for this requirement	Please quantify your requirement from this Organisation	What happens if your requirement is not met.
Central Government		Ministry	Ministry of Home Affairs	[8.1.1] Visit of participants	Issue of sanction and release of funds for the programme	Implementation is on project basis	1st installment i.e. at least 50% of the funds by Sept/Oct 2013	Delay in implementation of the project to the extent of release of funds.

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 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
1 To inculcate sense of community service among student youths through NSS		NSS volunteers performing 120 hours of work	number	3250000	3235000	3255000	3255000	3255000
2 To reinforce volunteerism in the youth		Skill Training with Partners	Number of participant			10000	10000	10000
3 To promote youth employability and skill development		Training of Youth	Number			2000		
		Training of women volunteers	Number		80000	81000		
4 To develop sense of adventure among youth		Train youth in adventure activities	Number			2000	2000	2000
5 To promote national integration among youth		Organize National Integration Camps	Number of Camps		100	100	100	100
6 To introduce Tribal youth to the main stream developmental activities under taken by the Central Government for Tribal Development and promotion of values of peace and harmony.	Ministry of Home Affairs.	Number of participants	Number	900	1000	1200		
7 To encourage the rural youth to take up sports through the youth clubs.		Distribution of sports material to the youth clubs	Number of youth clubs			16000		

**Section 6:
Outcome/Impact of Department/Ministry**

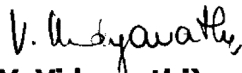
Outcome/Impact of Department/Ministry	Jointly responsible for influencing this outcome / impact with the following department (s) / ministry(ies)	Success Indicator	Unit	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
8 To enhance the skill of youth for employability with NCVT certification		Training the youth in different skills	Number of youths trained			3000	3000	3000

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)
2013-2014**

(April 1, 2013– March 31, 2014)



Performance Management Division
CABINET SECRETARIAT
Government of India

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GUIDELINES FOR RESULTS-FRAMEWORK DOCUMENT (RFD) 2013-2014

I. 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: (1) Format of RFD; (2) Methodology for Evaluation; and (3) RFD Process and Timelines

II 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 *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

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. 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 achieve, 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 Section 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.

It may be mentioned that the Key objectives, to be incorporated by the department/ministry should add up to 85% weights. The remaining 15% are Mandatory objectives, which are approved by the High Power Committee on Government Performance and valid for all departments/ministries.

Table 1: Stylized 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” and actions to be taken to achieve the objective. 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.

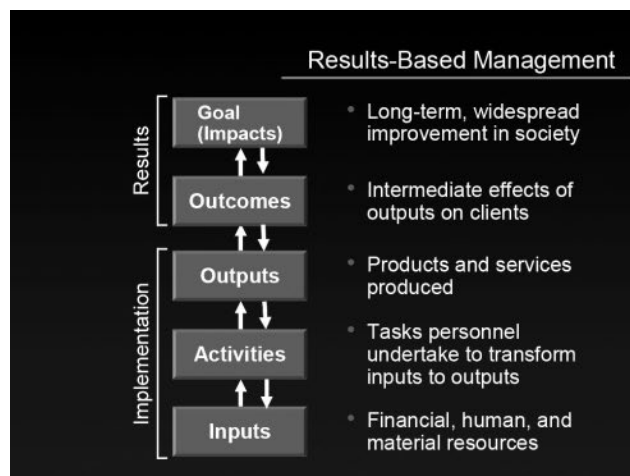


Figure 1: Typical Results Chain



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. The common definitions of these terms are as follows:

1. **Inputs:** The financial, human, and material resources used for the development intervention.
2. **Activity:** Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs
3. **Outputs:** The products, capital goods and services that result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes. Some times, ‘Outputs’ are divided into two sub categories – internal and external outputs. ‘Internal’ outputs consist of those outputs over which managers have full administrative control. For example, printing a brochure is considered an internal output as it involves spending budgeted funds in hiring a printer and giving orders to print a given number of brochures. All actions required to print a brochure are fully within the manager’s control and, hence, this action is considered ‘Internal’ output. However, having these brochures picked up by the targeted groups and, consequently, making the desired impact on the target audience would be an example of external output. Thus, actions that exert influence beyond the boundaries of an organization are termed as ‘external’ outputs.
4. **Outcome:** The likely or achieved short-term and medium-term effects/ impact of an intervention’s Outputs

Departments are required to classify SIs into the following categories in RFMS:

Input	Activity	Internal Output	External Output	Outcome	Measures Qualitative Aspects
(1)	(2)	(3)	(4)	(5)	(6)

While 1-5 are mutually exclusive, a Success Indicator can also measure qualitative aspects of performance.

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 in the relevant success indicator.

Team targets: In some cases, the performance of a department is dependent on the performance of one or more departments in the Government. For example, to produce power, the Ministry of Power is dependent on the performance of the following: (a) Ministry of Coal, (b) Ministry of Railways, (c) Ministry of Environment and Forest, and (d) Ministry of Heavy Industry (e.g. for power equipment from BHEL). Therefore, in order to achieve the desired result, it is necessary to work as a team and not as individuals. Hence, the need for team targets for all five departments and ministries.

For example, if the Planning Commission fixes 920 BU as target for power generation, then two consequences will follow. First, RFDs of all five departments will have to include this as a 'team target.' Second, if this 'team target' is not achieved, all five departments will lose some points at the time of evaluation of RFDs. The relative loss of points will depend on the weight for the team target in the respective RFDs. To illustrate this point, let us take an example. The RFD for Ministry of Coal will consist of two type of targets. One will deal with coal production and other with 'team target for Power Generation.' Let us say they have a weight of 15 % and 2 % respectively. Now if the target of 920 BU for power generation is not achieved, even if the target for coal production has been achieved, Ministry of Coal will still lose 2 %.

The logic is that all team members must ensure (like relay race runners) that the entire chain works efficiently. To take the cricket analogy, there is no consolation in a member of the team scoring double century if the team ends up losing the match!! That is, the departments included for team targets will be responsible for achieving the targets jointly.

Alignment of RFD objectives with 12th Plan objectives: As all Departments are responsible for achieving the targets incorporated in the 12th Plan, this is the right time to initiate the process of updating departmental strategies and the aligning the departmental Results-Framework Document (RFD) with the relevant 12th Plan objectives. Departments are, therefore, requested to frame their respective RFDs for 2013-14 accordingly.

Section 3: Trend values of the success indicators

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

Table 2: s for Success Indicators

Objective	Actions	Success Indicator	Unit	Actual Value for FY 11/12	Actual Value for FY 12/13 (anticipated)	Target Value for FY 13/14	Projected Value for FY 14/15	Projected Value for FY 15/16
Objective 1	Action 1							
	Action 2							
	Action 3							
Objective 2	Action 1							
	Action 2							
	Action 3							
Objective 3	Action 1							
	Action 2							
	Action 3							

If an action is being initiated in the current year, then no values would be listed in the previous year column. Also, in case an action is going to be completed in the current year, then no values would be listed in the next 2 years. Kindly do not copy Section 2 figures here and care should be taken that the date values are for the relevant year listed in the column.

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. Abbreviation/acronyms and other details of the relevant scheme may be listed in this section. Wherever possible, the rationale for using the proposed success indicators may be provided as per the new format recently incorporated in the RFMS.

SI. No.	Success Indicator	Description	Definition	Measurement	General Comments

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 the department's performance and are critical for achievement of the selected Success Indicator. These expectations should be mentioned in quantifiable, specific, and measurable terms.

While listing expectations, care should be taken while recording as this would be communicated to the relevant Ministry/Department and should not be vague or general in nature. This should be given as per the new format incorporated in the RFMS.

Location Type	State	Organization Type	Organization Name	Relevant Success Indicator	What is your requirement from this organization	Justification for this requirement	Please quantify your requirement from this Organization	What happens if your requirement is not met

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	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016

III. 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 0.50. 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.

Departmental Rating	Value of Composite Score
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%

IV. 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.

V. Time Table 2013-2014 RFDs

WHEN		WHAT	WHO
2013	March 5	Submit final draft of Results-Framework (RFD) Document for 2013-14 to Performance Management Division (PMD), Cabinet Secretariat.	Departments/ Ministries
	March 18-April 5	Review Meetings with the Ad-hoc Task Force (ATF) on Results Framework Document	Departments / Ministries / ATF/PMD
	April 12	Finalise Results-Framework Document (RFD for 2013-14 after incorporating suggestions of High Power Committee (HPC) on Government Performance	Departments/ Ministries/PMD
	April 16	Place Results-Framework Documents (RFDs) for 2013-14 on departmental websites	Departments/ Ministries
2014	May 1	Submit year-end evaluation report on progress during the year against commitments in RFDs for 2013-14	Departments/ Ministries
	May 10-18	Review Meetings with the Ad-hoc Task Force (ATF) on year-end evaluation results	ATF/PMD
	May 27	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

VII. Revised Mandatory Success Indicators for 2013-14

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 RFD 2014-15 for Approval Timely submission of Results for 2012-13	On-time submission	Date	2	Mar. 5 2014	Mar. 6 2014	Mar. 7 2014	Mar. 8 2014	Mar. 11 2014
2 Improving Internal Efficiency/Responsiveness	Update departmental strategy to align with 12 th Plan priorities	On-time submission	Date	1	May 1 2013	May 2 2013	May 3 2013	May 6 2013	May 7 2013
3 Transparency/Service delivery of Ministry/Department	Independent Audit of implementation of Citizens' Charter (CCC) Independent Audit of implementation of Public Grievance Redressal System	Timely updation of the Strategy % of implementation % of implementation	Date % %	2 2 1	Sep 10 2013	Sep 17 2013	Sep 24 2013	Oct 1 2013	Oct 8 2013
					100	95	90	85	80
					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 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.		.25	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.		.25	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.		.25	100	90	80	70	60
5 Administrative Reforms	Early disposal of pending ATRs on PAC Reports presented to Parliament before 31.3.2012	Percentage of outstanding ATRs disposed off during the year.		.25	100	90	80	70	60
	Implement mitigating strategies for reducing	% of implementation	%	1	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%
	potential risk of corruption							
	Implement ISO 9001 as per the approved action plan	% of implementation	2	100	95	90	85	80
	Implement Innovation Action Plan (IAP)	% of agreed milestones achieved	2	100	95	90	85	80
	Identification of core and non-core activities of the Ministry/Department as per 2 nd ARC recommendations	Timely submission	1	Jan 27, 2014	Jan 28, 2014	Jan 29, 2014	Jan 30, 2014	Jan 31, 2014
TOTAL WEIGHT=				15%				

VIII. RFD Submission Process

All RFDs must be submitted to the Performance Management Division, Cabinet Secretariat, by 5:30 PM on Tuesday, March 5, 2013 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 Tuesday, March 5, 2013. 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) should be hand delivered to Performance Management Division, Cabinet Secretariat, at the following address:

Performance Management Division (PMD)
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

For more information please visit our website: www.performance.gov.in

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 Ministries/Departments for RFD for the year 2012-13

Syndicate	Sl. No.	Ministry/Department covered
Syndicate 1	1	D/o Agriculture & Cooperation
	2	Do/Agricultural Research & Education
	3	D/o Animal Husbandry, Dairying & Fisheries
	4	M/o Food Processing Industries
	5	M/o Rural Development
	6	M/o Panchayati Raj
	7	M/o Environment & Forests
	8	D/o Land Resources
	9	M/o Drinking Water Sanitation
	10	M/o Earth Sciences
	11	D/o Official Language
Syndicate 2	1	D/o Health & Family Welfare
	2	D/o AYUSH
	3	D/o Health Research
	4	D/o AIDS Control
	5	D/o School Education & Literacy
	6	D/o Higher Education
	7	M/o Women & Child Development
	8	D/o Sports
	9	D/o Youth Affairs
	10	M/o Statistics & Programme Implementation
	11	D/o Justice
	12	D/o Legal Affairs
	13	D/o Legislative
Syndicate 3	1	D/o Chemicals & Petro-Chemicals
	2	Do /Fertilizers
	3	D/o Pharmaceuticals
	4	M/o Coal
	5	M/o Mines
	6	M/o New & Renewable Energy
	7	M/o Petroleum & Natural Gas
	8	M/o Power
	9	M/o Steel
	10	M/o Water Resources
	11	D/o Disinvestment

Syndicate	Sl. No.	Ministry/Department
Syndicate 4	1	D/o Commerce
	2	M/o Textiles
	3	D/o Industrial Policy & Promotion
	4	M/o Corporate Affairs
	5	D/o Heavy Industry
	6	D/o Public Enterprises
	7	M/o Micro, Small & Medium Enterprises
	8	M/o Tourism
	9	M/o Culture
	10	M/o Information & Broadcasting
	11	D/o Personnel & Training
	12	D/o Defence Production
	13	D/o Defence Research & Dev.
Syndicate 5	1	M/o Civil Aviation
	2	D/o Telecommunications
	3	D/o Posts
	4	D/o Electronics & Information Technology
	5	M/o Dev. of North Eastern Region
	6	M/o Road Transport & Highways
	7	M/o Shipping
	8	D/o Science & Technology
	9	D/o Scientific & Industrial Research
	10	D/o Bio-Technology
	11	M/o Railways
	12	D/o Space
Syndicate 6	1	D/o Food & Public Distribution
	2	D/o Consumer Affairs
	3	M/o Housing & Urban Poverty Alleviation
	4	M/o Labour & Employment
	5	M/o Minority Affairs
	6	M/o Overseas Indians Affairs
	7	M/o Social Justice & Empowerment
	8	M/o Tribal Affairs
	9	M/o Urban Development
	10	D/o Administrative Reforms and Public Grievances
	11	D/o Pension & Pensioners Welfare
	12	D/o Ex-servicemen welfare
	13	D/o Disability Affairs

**AD-HOC TASK FORCE (ATF) MEMBERS
FOR 2013-14**

RESULTS-FRAMEWORK DOCUMENT (RFD)

AD-HOC TASKFORCE (ATF) MEMBERS FOR RESULTS FRAMEWORK DOCUMENTS (RFD) 2012-13 SYNDICATE – 1 (AGRICULTURE AND RURAL DEVELOPMENT)				
S.No.	Name of the Members	Ad-Hoc Taskforce (ATF) Members for	Telephone No. / Mobile No.	E-mail ADDRESS
1	Shri. J.N.L. Srivastava	Kothi No. 316, Sector 17 A, Gurgaon, Haryana 122001	9868217711 0124-2348182	jnlsvastava@yahoo.com
2	Smt. Radha Singh	C-II/ 32, Tilak Lane, New Delhi- 110001	9810619414	radhasinghias@yahoo.co.in
3	Shri R. C. Jain	5305. DLF City, Phase 4, Gurgaon, 122009	9818295305	rcj2212@gmail.com
4	Prof. Vijay Paul Sharma	IIM, Vastrapur, Ahmedabad- 380015	079-66324819/ 09825415414	vijays@iimahd.ernet.in
5	Shri Vishwanath Anand	B-312. New Friends Colony, New Delhi- 110026	9810704605	vanand312@gmail.com
6	Shri. K. Rajendran Nair	A-102, Swami Dayanand Apartments, Plot No.5, Sector-6, Dwarka, New Delhi-110075	26895400 / 9810044321	krnair_2007@yahoo.co.in
7	Mrs Usha Shajpal	258 Nalanda Apts Alakanada New Delhi- 19	9868131133	ushashajpal@yahoo.co.in
8	Dr. S.M Jharwal	House No.69, IES Apartments Sector-4, Dwarka, New Delhi-110075	9871845431	jharwal@nic.in
9	Mrs Sunitha Raju	IIFT New Delhi	9810890765	sraya@iift.ac.in
10	Shri Nirmal Andrews	401/49 Heritagae City M.G. Road, Gurgaon- 122002	9873383604	nirmalandrews@hotmail.com
11	Shri Hrishikesh Sharan	6/103, Eastend Apts., Mayu Bihar, Phase-I Extn., Delhi-96	9871212294	hsharan@hotmail.com
12	Prof. Hemnath Rao H.	Prefessor Director, Centre For Poverty Studies and Rural Development, Administrative Hydrabad	09440418564	hemnath@asci.org.in/hemnathrao@gmail.com
13	Mrs. Kiran Aggarwal	281, Supreme Enclave, Mayur Vihar Phase-1 Delhi-91.	9990158091	Kiranaggarwa60@gmail.com

AD-HOC TASKFORCE (ATF) MEMBERS FOR RESULTS FRAMEWORK DOCUMENTS (RFD) 2012-13 SYNDICATE – 2 (HUMAN DEVELOPMENT)				
S.No.	Name of the Members	Address	Telephone No./ Mobile No.	E Mail Address
1	Shri. Arvind Varma	K- 67A (FF) Hauz Khas Enclave, New Delhi- 16	26859476 9810079088	varmaarvind@hotmail.com
2	Shri S. C. Tripathi	No. 27, Sector 15 A, Noida 201301	9810266024 0120-4258027	scstripathi@yahoo.com
3	Prof. Aasha Kapur Mehta	R. No. 48, IIPA, Indraprasath Estate, Ring Road, New Delhi – 110002	9810150852	aasha2006@gmail.com
4	Prof. G. Ramesh	Associate Professor, IIM Bangalore, Bannerghatta Road, Bangalore-76	9742221338	rameshg@iimb.ernet.in
5	Shri. Arun Kumar Mago	40, Pushapanjali Vihar Marg Ext., Opp. Anand Vihar Marg, New Delhi - 110092	9811088098	magoarunk@gmail.com
6	Shri. B.K. Misra	A-608, Anand Lok, Housing Society, Mayur Vihar, Phase -1 New Delhi – 91	22750168, 9810272466	biramisra@hotmail.com
7	Shri R.P. Agarwal	31, Greenwoods Society Phase 2 Sector omega Pocket P2 Greater Noida 201308	9910823311	rpa1949@gmail.com
8	Shri A.K. Rath	D- 701 Jagran Apartment Sector -22, Dwarka New Delhi-75	9910436439	arun.rath73@gmail.com
9	Dr. Vinayshil Gautam	O-27, Southcity, 1, Gurgaon	9810155493	gautamvinay@hotmail.com
10	Shri Rajan Kashyap	131, Sector 10 Chandigarh 160011	9815010131	kashyap_rajan@rediffmail.com
11	Mrs. P.N. Vasanti	Research house, Saket Community Centre, New Delhi- 110017	9899979170	pnavasanti@cmsindia.org
12	Shri Deepak Gupta	D-9 Anand Vihar, Delhi- 92	9811197300	Deepakg1951@gmail.com
13	Shri K M Lal	706, A Sector-23, Gurgaon-12201	9811200818	lalandlal@hotmail.com
14	Shri B S Baswan	E- 12 Vasant Vihar, New Delhi- 110057	9810148487	bsbaswan@yahoo.com
15	Dr. Punam Sahgal	E-5 (GF) Panchshila Park, New Delhi- 110017	9810360950	psahgal@iiml.ac.in, punam.sahgal@gmail.com

AD-HOC TASKFORCE (ATF) MEMBERS FOR RESULTS FRAMEWORK DOCUMENTS (RFD) 2012-13 SYNDICATE – 3 (RESOURCE MANAGEMENT)				
S.No.	Name of the Members	Address	Telephone No. / Mobile No.	E-Mail Address
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
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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

AD-HOC TASKFORCE (ATF) MEMBERS FOR RESULTS FRAMEWORK DOCUMENTS (RFD) 2012-13 SYNDICATE – 4 (TRADE INDUSTRY AND SERVICES)				
S.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

AD-HOC TASKFORCE (ATF) MEMBERS FOR RESULTS FRAMEWORK DOCUMENTS (RFD) 2012-13 SYNDICATE – 5 (INFRASTRUCTURE DEVELOPMENT) (CORE GROUP)				
S.No.	Name of the Members	Address	Telephone No. / Mobile No.	E Mail Address
1	Shri. Vinod Vaish	A-127, 1st 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	enpeg33@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.	9810568680 (R) 26894316	premvrat@itmindia.edu

AD-HOC TASKFORCE (ATF) MEMBERS FOR RESULTS FRAMEWORK DOCUMENTS (RFD) 2012-13 SYNDICATE – 6 (SOCIAL WELFARE) (CORE GROUP)				
S.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	spjakhnwal@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 Institute of Management , Tiruchirap- palli, NIT Trichy Campus, Tiruchirappalli-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 Bhubaneswar 751007	09437666661 06742540707	mshreein@yahoo.com
9	Dr. B.Sivaramakrishnan	Director, Shri Shankracharya School of Management, Trichy. Tiruchinap- palli-620015	9443154800	siva_sankarain@yahoo.com
10	Shri A. K. Rastogi	D/41, Oakwood Estate, DLF Phase-II, Gur- gaon Haryana-122002.	9818370511	ashokakrastogi@yahoo.co.in
11	Prof. Biju Varkkey	IIM Vastrapur, Ahmedabad 380015.	079-66324874	bvarkkey@iimahd.ernet.in

ATF MEETINGS: ATTENDED BY SECRETARIES				
Sl. No.	Name of Department/Ministry	Syndicate	Name of Secretary	Meeting attended on
1.	D/o Agriculture & Cooperation	1	Mr. Ashish Bahuguna	13-03-18
2.	D/o Animal Husbandry, Dairying and Fisheries	1	Mr. G. C. Pati	13-03-20
3.	D/o Food Processing Industries	1	Mr. Rakesh Kacker	13-03-21
4.	D/o Rural Development	1	Mr. S. Vijay Kumar	13-03-22
5.	D/o Agricultural Research and Education	1	Dr. S. Ayyapan	13-03-25
6.	M/o Environment and Forests	1	Dr. V. Rajagopalan	13-03-26
7.	M/o Earth Sciences	1	Dr. Shailesh Nayak	13-04-03
8.	D/o Drinking Water & Sanitation	1	Mr. Pankaj Jain	13-04-04
9.	D/o AYUSH	2	Mr. Anil Kumar	13-03-19
10.	D/o AIDS Control	2	Mr. Lov Verma	13-03-21
11.	D/o Higher Education	2	Mr. Ashok Thakur	13-03-21
12.	D/o Health Research	2	Dr. Vishwa Mohan Katoch	13-03-26
13.	M/o Women and Child Development	2	Mr. Prem Narain	13-04-01
14.	D/o Youth Affairs	2	Ms. Nita Chowdhury	13-04-02
15.	D/o School Education and Literacy	2	Mr. R. Bhattacharya	13-04-03
16.	M/o Statistics and Programme Implementation	2	Dr. T. C. A. Anant	13-04-03
17.	D/o Health and Family Welfare	2	Mr. K. N. Desiraju	13-04-04
18.	D/o Sports	2	Mr. P. K. Deb	13-04-08
19.	D/o Fertilizers	3	Mr. Sudhir Mittal	13-03-19
20.	D/o Chemicals & Petrochemicals	3	Mr. Indrajit Pal	13-03-20
21.	M/o Coal	3	Mr. S. K. Srivastava	13-03-21
22.	D/o Pharmaceuticals	3	Mr. Dilsher Singh Kalha	13-03-22
23.	M/o Mines	3	Mr. R. H. Khwaja	13-03-22
24.	M/o New and Renewable Energy	3	Mr. Ratan P. Watal	13-03-25
25.	M/o Petroleum and Natural Gas	3	Mr. Vivek Rae	13-03-26
26.	M/o Power	3	Mr. P. Uma Shankar	13-04-01
27.	M/o Steel	3	Mr. D. R. S. Chaudhary	13-04-02
28.	M/o Water Resources	3	Mr. S. K. Sarkar	13-04-03

Sl. No.	Name of Department/Ministry	Syndicate	Name of Secretary	Meeting attended on
29.	M/o Textiles	4	Ms. Zohra Chatterjee	13-03-20
30.	D/o Industrial Policy and Promotion	4	Mr. Saurabh Chandra	13-03-20
31.	D/o Heavy Industry	4	Mr. M. F. Farooqui	13-03-22
32.	D/o Public Enterprises	4	Mr. O. P. Rawat	13-03-25
33.	M/o Micro Small and Medium Enterprises	4	Mr. Madhav Lal	13-03-26
34.	M/o Tourism	4	Mr. Parvez Dewan	13-04-01
35.	M/o Culture	4	Ms. Sangita Gairola	13-04-05
36.	D/o Personnel & Training	4	Mr. P. K. Misra	13-04-09
37.	D/o Posts	5	Ms. P. Gopinath	13-03-20
38.	D/o Electronics and Information Technology	5	Mr. J. Satyanarayana	13-03-21
39.	M/o Shipping	5	Mr. Pradeep Kumar Sinha	13-03-26
40.	D/o Scientific & Industrial Research	5	Prof. Samir K Brahmachari	13-04-02
41.	D/o Science & Technology	5	Mr. T. Ramasami	13-04-04
42.	M/o Development of North Eastern Region	5	Mr. U. K. Sangma	13-04-08
43.	D/o Space	5	Dr. K. Radhakrishnan	13-04-08
44.	D/o Food and Public Distribution	6	Mr. Sudhir Kumar	13-03-18
45.	M/o Housing and Urban Poverty Alleviation	6	Mr. A. K. Mishra	13-03-20
46.	M/o Labour and Employment	6	Dr. Mrutyunjay Sarangi	13-03-21
47.	M/o Minority Affairs	6	Mr. Sutanu Behuria	13-03-22
48.	M/o Overseas Indian Affairs	6	Mr. Rajiv Mehrishi	13-03-25
49.	D/o Pensions & Pensioners Welfare	6	Mr. Sanjay Kothari	13-04-01
50.	M/o Urban Development	6	Dr. Sudhir Krishna	13-04-02
51.	D/o Administrative Reforms and Public Grievances	6	Mr. Sanjay Kothari	13-04-03
52.	D/o Ex-Servicemen Welfare	6	Mr. Rajiv Gupta	13-04-08
53.	D/o Disability Affairs	6	Ms. Stuti Kacker	13-04-08
54.	M/o Consumer Affairs	6	Mr. Pankaj Agrawala	13-04-09

**PICTURES OF SECRETARIES DISCUSSING THEIR
DEPARTMENTAL RFDs FOR 2013-2014 WITH
AD-HOC TASK FORCE (ATF)**

(March 18 - April -9, 2013)



Mr. Sudhir Mittal, Secretary, Department of Fertilizers



Mr. Sudhir Kumar, Secretary, Department of Food & Public Distribution



Mr. Anil Kumar, Secretary, Department of AYUSH



Mr. Ashish Bahuguna, Secretary, Department of Agriculture & Cooperation



Ms. P. Gopinath, Secretary, Department of Posts



Mr. A. K. Mishra, Secretary, Ministry of Housing and Urban Poverty Alleviation



Mr. G. C. Pati, Secretary, Department of Animal Husbandry, Dairying & Fisheries



Mr. Saurabh Chandra, Secretary, Department of Industrial Policy & Promotion



Mr. Ashok Thakur, Secretary, Department of Higher Education



Mr. Indrajit Pal, Secretary, Department of Chemicals & Petrochemicals



Ms. Zohra Chatterjee, Secretary, Ministry of Textiles



Dr. Mrutyunjay Sarangi, Secretary, Ministry of Labor & Employment



Mr. Rakesh Kacker, Secretary, Ministry of Food Processing Industries



Mr. J. Satyanarayana, Secretary, Department of Electronics and Information Technology



Mr. Lov Verma, Secretary, Department of AIDS Control



Mr. R. H. Khwaja, Secretary, Ministry of Mines



Mr. S.K. Srivastava, Secretary, Ministry of Coal



Mr. M. F. Farooqui, Secretary, Department of Heavy Industry



Mr. Dilsher Singh Kalha, Secretary, Department of Pharmaceuticals



Mr. S. Vijay Kumar, Secretary, Ministry of Rural Development



Mr. O. P. Rawat, Secretary, Department of Public Enterprises



Mr. Sutanu Behuria, Secretary, Ministry of Minority Affairs



Dr. S. Ayyappan, Secretary, Department of Agricultural Research and Education



Mr. Rajiv Mehrishi, Secretary, Ministry of Overseas Indian Affairs



Dr. V. Rajagopalan, Secretary, Ministry of Environment and Forests



Mr. Ratan P. Watal, Secretary, Ministry of New & Renewable Energy



Mr. Madhav Lal, Secretary, Ministry of Micro, Small & Medium Enterprises



Mr. Pradeep Kumar Sinha, Secretary, Ministry of Shipping



Mr. Vivek Rao, Secretary, Ministry of Petroleum & Natural Gas



Mr. Prem Narain, Secretary, Ministry of Women and Child Development



Ms. Sangita Gairola, Secretary, Ministry of Culture



Mr. Sanjay Kothari, Secretary, Department of Administrative Reforms and Public Grievances



Mr. S.K. Sarkar, Secretary, Ministry of Water Resources



Mr. R. Bhattacharya, Secretary, Department of School Education & Literacy



Mr. Parvez Dewan, Secretary, Ministry of Tourism



Ms. Stuti Kackar, Secretary, Department of Disability Affairs



Mr. T. Ramasami, Secretary, Department of Science and Technology



Mr. P. K. Misra, Secretary, Department of Personnel and Training



Mr. P. K. Deb, Secretary, Department of Sports



Mr. U. K. Sangma, Secretary, Ministry of Development of North Eastern Region



Dr. Shailesh Nayak, Secretary, Ministry of Earth Sciences



Mr. Pankaj Agrawala, Secretary, Department of Consumer Affairs



Mr. Pankaj Jain, Secretary, Ministry of Drinking Water & Sanitation



Dr. Sudhir Krishna, Secretary, Ministry of Urban Development



Dr. T. C. A. Anant, Secretary, Ministry of Statistics and Programme Implementation



Ms. Nita Chowdhury, Secretary, Department of Youth Affairs



Mr. P. Uma Shankar, Secretary, Ministry of Power



Dr. Vishwa Mohan Katoch, Secretary, Department of Health Research



Mr. D. R. S. Chaudhary, Secretary, Ministry of Steel



Prof Samir K Brahmachari, Secretary, Department of Scientific & Industrial Research



Mr. Sanjay Kothari, Secretary, Department of Pension & Pensioners' Welfare



Mr. Rajiv Gupta, Secretary, Department of Ex-Servicemen Welfare



Dr. K. Radhakrishnan, Secretary, Department of Space



Mr. K N Desiraju, Secretary, Department of Health & Family Welfare



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