REPORT OF THE ADVISORY COMMITTEE

ON

RESULTS FRAMEWORK

CONSTITUTED BY THE GOVERNMENT OF KARNATAKA

Bangalore
April 2013

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To,
The Chief Secretary,
Government of Karnataka,
Bangalore.

Dear Sir,

Sub: Implementation of Result Frame Work Document (RFD) – Appointment of Advisory Committee

Ref: GO No.PD 2 PMI 2012 (p-3) dated 22-10-2012

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I have pleasure in submitting the Report of the Committee constituted by the Government to examine the Results Framework Document system to make it more effective for improving the quality of governance in the State of the Karnataka.

I would like to express my gratitude to Shri.Shantanu Consul and Shri RB Agwane for their valuable contribution as Members of the Committee. All three of us - Agwane, Shantanu and I would like to particularly thank the Member Secretary Smt.Anita Kaul who drafted the Report of the Committee and gave her very valuable ideas on how to make the RFD more useful and effective.

We hope that this report will be use to the officers of the various Departments of the Government in drafting and using the Results Framework document as an effective tool for realizing their visions.

Yours faithfully,

B R Prabhakara.

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REPORT OF THE ADVISORY COMMITTEE ON RESULTS FRAMEWORK

1.1   BACKGROUND

1.1.1   Government of India introduced the Performance Monitoring and Evaluation System (PMES) in 2009-10 to enable departments to transit from an input driven approach to results/outcomes orientation. A generic results framework was developed, and working guidelines prepared to enable Central Ministries/Departments to prepare their Results Framework Documents (RFDs). In 2010-11, the Government of Karnataka initiated steps to introduce the PMES. The generic RFD framework and guidelines of the Government of India were adopted by the Government of Karnataka. To date, departmental RFDs have been prepared for the years 2011-12 and 2012-13 in Karnataka.

1.1.2   The Government of India set up an Adhoc Taskforce to facilitate the Central Ministries prepare their departmental RFDs. Initially, the Government of Karnataka took support from the Adhoc Taskforce set up by the Government of India to facilitate departments in Karnataka plan their work for year, and develop their RFD in accordance with the overall departmental goals and objectives. All 37 administrative departments of the Government of Karnataka prepared their RFD documents, and 36 departments uploaded their RFDs on the website in 2011-12.

1.1.3   Rather than continuing to rely on the Adhoc Taskforce set up by the Government of India, it was felt that the RFD exercise would be more sustainable, if local experts were involved in providing support on a regular and continuous basis. Accordingly, in 2012-13 the Government of Karnataka constituted sectoral Expert Groups[1], comprising a mix of administrators, academics, researchers and grassroots workers. The members of the Expert Groups provided a link between past experience with present needs and aspirations, and praxis with policy and programmes.

1.1.4   In August 2012-13, the RFD Expert Groups undertook reviews the 2011-12 RFDs of 35 departments, and enabled them to formulate their work plan for 2012-13. This was followed by a mid-term review of the RFD 2012-13 in February/ March 2013. The RFD Expert Groups have functioned as mentors, handholding with departments to ensure that they work towards achieving the RFD outcomes. This handholding process has

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[1] Also referred to as Adhoc Taskforce Expert Groups

contributed to creating a growing sense of ownership, critical for converting the document into real action. The RFD Expert Groups have also made valuable suggestions and recommendations on a wide spectrum of cross-departmental issues.

1.2   *RFD Advisory Committee*

1.2.1   In pursuance of a recommendation of the RFD Expert Group, the Government of Karnataka constituted an RFD Advisory Committee vide GO No. PD 2 PMI 2012(p-3) dated 22.10.2012 to suggest a mechanism for reviewing relevance of RFD and recommend modifications to the RFD guidelines. A copy of the Government Order is placed at *Annexure 1*.

1.2.2   The RFD Advisory Committee has had five meetings. It made an in-depth study of the suggestions/ recommendations made by various Expert Groups on the departmental RFDs during the review meetings held in August 2012. The views/ recommendations of the Advisory Committee are attached at *Annexure 2*.

1.2.3   Keeping in view its larger mandate, the Advisory Committee undertook preliminary desk reviews of the RFDs prepared by some departments, namely Departments of Agriculture, Rural Development and Panchayati Raj, Health and Family Welfare, Primary and Secondary Education, Social Welfare, Women and Child Development and E-Governance. These reviews are attached at *Annexure 3*. The Advisory Committee felt that at this stage of review it would be enough to concentrate on the vision, mission, objectives and inter-se priorities between action points and success indicators of the RFD document, leaving the analysis of trend values, performance requirements from other departments and outcomes/impact of activities of the department to a later review.

2.1   RFD AS A GOOD GOVERNANCE TOOL

2.1.1   The role of good governance in promoting all-round development is well recognized. The Government of Karnataka has passed the Karnataka Right to Service Guarantee Act, 2011 as a transformational governance reform to bring about a paradigm shift in the delivery system. Based on this, the Government has also introduced the Sakala programme for time bound delivery of 265 services in 30 departments. Further, Karnataka has also established an independent Evaluation Authority for informed decision making on

policy and programme design. In tandem with these initiatives, RFD is expected to tighten monitoring and accountability for effective and result-oriented delivery.

2.2 *MPIC-RFD Interface*

2.2.1 The Government of Karnataka has a number of monitoring tools – the most notable being the Monthly Programme Implementation Calendar (MPIC) to capture certain process parameters. Many people have expressed apprehension at yet another monitoring tool in the form of an RFD, in addition to MPIC. In the paras below we have attempted to highlight the differences between the MPIC and RFD approaches to performance monitoring.

2.2.2 *MPIC* is an extension of the Monthly Multilevel Review (MMR) system, which was in operation in the State in the 1980s and 1990s. MMR was replaced by MPIC in 2008 to facilitate effective and timely implementation of Government's programmes. MPIC involves detailed planning of important activities which form part of the process of implementation of a programme / scheme, and organising them in appropriate sequence according to a month-wise schedule. It is prepared for every plan and non-plan scheme; in the case of plan schemes it includes schemes relating to salaries and other establishment expenditure, but under non-plan it excludes schemes / provisions meant for salaries and office expenses. The month-wise MPIC schedule of activities is intended to help implementing officers at the state, district, taluk and other levels to take up the programmed activities in a time-bound manner for optimum results. It also helps avoid programme implementation without adequate preparation, and rush of expenditure by government departments towards the end of the financial year.

2.2.3 In addition to the month-wise physical and financial targets to be achieved under a programme, MPIC also depicts activities to be taken up for implementing the programme every month. Thus, even if no physical or financial targets / milestones are expected to be achieved in a given month, the preparatory activities for achieving the programmed targets during subsequent months are shown in the calendar. The completion or non completion of the activities programmed for every month is reported to enable implementing officers and reviewing authorities to take corrective action on a timely basis so that physical and financial targets are achieved within the time allowed for implementing the programme. MPIC continues to be an important tool for tracking

physical and financial progress. However, the focus under MPIC is mainly on inputs and outlays, and departmental performance is judged largely in terms of expenditures in accordance with budgetary provisions.

2.2.4 **RFD** is based on a relatively simple concept – *"what gets measured, gets done"*. It marks a paradigm shift from the traditional practice of measuring physical and financial progress to a more rigorous system of evaluating the performance of government departments for their results/outcomes. RFD is different from MPIC, in that it (i) enables departments to articulate a long term vision and mission, (ii) think through the inter-se priorities among its key objectives, success indicators and targets, and (iii) bear in mind the anticipated outcomes from their programmatic interventions, rather than only monitoring physical and financial targets and achievements.

2.2.5 RFD is therefore designed to help government departments define, measure and monitor their progress against specific outcomes and indicators as per the following six sections:

- Section 1: 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

2.2.6 RFD is an instrument to articulate the Department's Vision, Mission, Objectives and Functions, and address three basic questions, namely:

(i) What are the main objectives of the department for the year?
(ii) What actions are necessary to achieve these objectives, and
(iii) What are the success indicators necessary to evaluate these actions?

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2.2.7   In addressing these issues the RFD enables the department to adopt a results-oriented approach to achieving its stated vision, mission, and objectives, and also provides an independent and rational basis to evaluate department's overall performance at the end of the year. All departments are expected to formulate a RFD at the beginning of the financial year.

2.3   *Shifting from inputs/outlays to results/outcomes*:

2.3.1   Shifting from 'inputs/outlays' focus to 'results/outcome' orientation is not a simple process; its success involves (a) changing the manner in which information is presented, (b) bringing about effective changes to programme planning, budgeting, execution and evaluation, and (c) most importantly, effective change in the mindset of all stake holders from monitoring physical/financial targets and achievements to outcomes indicators.

2.4   *Replication of MPIC targets under RFD*

2.4.1   In Karnataka, there has been a tendency to replicate the physical and financial targets stipulated under MPIC in the action points and success indicators of the RFD. This tendency to reproduce MPIC targets under RFD dilutes the overall usefulness of the RFD, and reduces it into another tool for tracking physical and financial movement, without necessarily monitoring and evaluating programmatic outcomes.

3.1   REVIEW OF SAMPLE RFDS

3.1.1   In this context the Advisory Committee undertook a content evaluation of the RFDs of seven departments, namely Agriculture, DPAR (E-Governance), Health and Family Welfare, Primary and Secondary Education, Rural Development and Panchayat Raj, Social Welfare, and Women and Child Development with a view to assessing whether:

(i) The departmental *Vision* is an aspirational, futuristic statement of what the Department would like to achieve or accomplish in the long-term

(ii) The *Mission* statement is a declaration of the department's core purpose, and communicates a sense of the direction that the department intends to take

(iii) The ***Objectives*** have a bearing on the stated vision and mission

(iv) The ***Action Points*** enable the department to achieve its vision, mission and objectives

(v) The ***Success Indicators*** are appropriate to measure the progress of the department for their results, and comprehensively cover the key functions of the department. In other words, it is important to check whether relevant 'outcome' indicators are included as success indicators, since departments often tend to include a lot of 'input' and 'output' information in their RFDs.

3.2   *Vision Statements*: Are they aspirational, futuristic statements of what the Department would like to achieve or accomplish in the long-term?

3.2.1   The RFD guidelines define vision as "*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 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. 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*". According to the RFD guidelines the features of a good vision statement are that it is: (i) easy to read and understand, (ii) compact and crisp to leave something to people's imagination, (iii) gives the destination and not the road-map, (iv) is meaningful and not too open-ended and far-fetched, (v) excites people and makes them feel energized, (vi) provides a motivating force, even in hard times, (vii) is perceived as achievable and at the same time is challenging and compelling, stretching us beyond what is comfortable.

3.2.2   Keeping the above RFD guidelines in view, the Vision statements of the select departments are tabulated and reviewed below:

Department	Vision Statement 2011-12	Vision Statement 2012-13
Agriculture	Ensure Food Security and also to make Agriculture a sustainable and viable vocation for livelihood support by 2020.	Ensure Food Security and make Agriculture a sustainable and economically viable vocation with emphasis on small farmers and backward areas.

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Department	Vision Statement 2011-12	Vision Statement 2012-13
DPAR (E-Gov)	e-enabling government to provide good governance to citizens.	e-enabling government to provide good governance to citizens.
H&FW	Improve access and availability of quality health care for all	Improved Health status with focus on promotive, preventive, curative and rehabilitative Health & Family Welfare Services.
P&SE	Quality education to all children in the age of 6 to 18 years; providing functional literacy to non-literates belonging to 15+ age group in establishing a fully literate society; to provide quality library across the state for promoting acquisition of knowledge	Quality education to all children in the age of 6 to 18 years; providing functional literacy to non-literates belonging to 15+ age group in establishing a fully literate society; to provide quality library across the state for promoting acquisition of knowledge
RD&PR	Sustainable and inclusive growth of rural Karnataka along with empowerment of Panchayat Raj Institutions	Improving quality of life, infrastructural amenities through vibrant local self government Institutions
Social Welfare (SC)	To enable the socially disadvantaged groups specially SCs & STs to lead a productive and dignified life with equal opportunities and to ensure socio-economic justice and equity	To minimize and eventually eliminate disparity between the people belonging to socially disadvantaged scheduled castes and general category; there by enable the Scheduled Castes people to lead a productive & dignified life
W&CD	All women in Karnataka to become economically, socially and politically empowered, contributing as equal partners and all children in the state to be provided with care and protection that is required for a safe and healthy childhood, thereby laying the foundation for holistic development.	To enable women in Karnataka to become economically, socially and politically empowered, contributing as equal partners. Children in the state to be provided with care and protection that is required for a safe and healthy childhood, thereby laying the foundation for holistic development. Empowerment of Differently Abled and Senior Citizens.

3.2.3　　　The following key points emerge from a review of the above vision statements:

i.　The Vision Statements of the **Departments of Agriculture and DPAR (E-Gov)** are relatively well drafted. There are, however, marginal changes in the Vision statement of the Department of Agriculture between 2011-12 and 2012-13. Since Vision conveys a long term perspective, there is no need for altering the text every year.

ii.　There is significant change in the text of the vision statement of the **Department of Health and Family Welfare**. The vision 2011-12 '*Improve access and availability of quality health care for all'* appears to be more in consonance with the features of a good vision statement defined in the RFD guidelines, rather than the vision statement for 2012-13, which is wordy and long winded. References to *promotive, preventive and curative health* are perhaps better placed in the Objectives or Functions of the Department, rather than in the Vision statement.

iii.　Likewise the vision statement for the **Department of Primary and Secondary Education** is verbose. The Vision statement need not make specific reference to establishing 'libraries', which may be better placed in the Objectives or Functions of the Department. A simple, straightforward vision statement: *"Education for all by 2020"* may convey a greater sense of purpose, optimism and commitment.

iv.　The **Department of Rural Development and Panchayat Raj** has made changes in its 2011-12 and 2012-13 vision statements and there is scope for improving the same. On the whole the Vision statement of 2011-12 appears to be more concise and succinct, and therefore more in sync with the RFD guidelines, than the statement of 2012-13.

v.　The **Department of Social Welfare** has also made changes in the text of its vision statements 2011-12 and 2012-13, though the essence remains the same. The text may be revised to a simpler, more concise statement: *"To provide equal access and opportunity to persons belonging to SC, ST and OBC categories, who have been historically disadvantaged and are vulnerable, and ensure their inclusion in all spheres of economic, social, cultural and political activities"*.

vi. The **Department of Women and Child Development** has also tended to become verbose in drafting its vision statement, and has attempted to address some its constituents in the text, viz., women, children differently abled, etc. The danger in specifying categories or groups of people in a Vision statement is that one or the other category may inadvertently get excluded - for example excluding gender minorities, women and girls belonging to disadvantaged categories, women suffering from HIV/AIDS, etc. The Department may consider a more inclusive statement like: *"Affirmative action to stop discrimination and exclusionary practices faced by women and girls, irrespective of their caste, creed or community, with a view to neutralizing the gender distortions prevalent in the society"*.

3.3 *Mission Statements***: Are they a declaration of the department's core purpose, and do they communicate a sense of the direction that the department intends to take?**

3.3.1 The RFD guidelines define Mission as *"the nuts and bolts of the vision. Mission is the who, what and why of the department's existence... Mission should follow 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"*. Keeping these guidelines in view, the mission statements of the select departments are tabulated and analysed below:

Department	Mission Statement 2011-12	Mission Statement 2012-13
Agriculture	1. To achieve the targeted growth rate of 4.5% in the agriculture sector by enhancing agriculture production and improving the income level of farmers by successful implementation of various state and central schemes. 2. To offer outstanding educational opportunities, generate appropriate research output to address the contemporary challenges facing in agriculture and allied areas. 3. To develop excellent globally competitive human resource for sustainable agriculture development.	1. To achieve the targeted growth rate of 4.5% in the agriculture sector by enhancing agriculture production and productivity 2. To evolve and implement various state and central schemes for improving the income level and livelihood of small, marginal and women farmers 3. To advice and implement specific schemes for drought prone areas 4. To offer quality educational opportunities, promote research, generate appropriate technologies

Department	Mission Statement 2011-12	Mission Statement 2012-13
	4. To effectively conserve, develop natural resources and their sustainable use. 5. To ensure proper disaster and risk management in Agriculture/Climate resilient agriculture.	to address the relevant challenges facing in agriculture and allied areas 5. To improve human resource including all stakeholders to promote sustainable agriculture development 6. To effectively conserve, develop and utilize natural resources in a sustainable manner. 7. To ensure proper disaster and risk management in Agriculture, including climate resilient agriculture
DPAR (E-Governance),	1. To further enhance anytime, anywhere electronic delivery of citizen services in urban areas by 2013 and in rural areas by 2015. 2. To introduce process re-engineering to achieve objectivity, transparency, efficiency, probity and accountability by 2014. 3. To provide core e-infrastructure as shared service to the departments by 2014. 4. To enhance and promote use of ICT in the functioning of the Government.	1. To further enhance anytime, anywhere electronic delivery of citizen services in urban areas by 2014 2. To introduce process re-engineering to achieve objectivity, transparency, efficiency, probity and accountability by 2014 3. To provide core e-infrastructure as shared service to the departments by 2014 4. To enhance and promote use of ICT in functioning of the Government
Health and Family Welfare	1. Provide quality Health Care Services and access to the deprived in Society. 2. Provide Curative health Services. 3. Stabilize Population. 4. Redress Regional imbalances. 5. Strengthen local health tradition and compliment it. 6. Conservation, cultivation & identification of rare endangered and extinct species of valuable medicinal values, and promote them. 7. Enhance the usage of common	1. Provide quality Health Care Services 2. Improve equitable access. 3. Provide Curative Health Services 4. Stabilize population 5. Redress regional imbalances 6. Make AYUSH system an integral part of health care 7. Management and promotion of rare plant species of Medicinal value 8. Enforcement of Drugs and

Department	Mission Statement 2011-12	Mission Statement 2012-13
	medicinal plants. 8. Proper enforcement of provisions of Drugs and Cosmetics Act 1940 and rules framed there under relating to the ASU drug throughout state.	Cosmetics Act 1940
Primary and Secondary Education	1. To enrol and retain all the children between 6 to 18 years in school, including specially abled and to impart quality education, imbued with universal human values which equips them to contribute constructively to society; through empowered teachers in partnership with the community 2. To establish and run fully functional libraries in urban and rural areas of state according to the size and needs of the habitation and promote culture of continuous learning 3. To increase literacy in the state with special emphasis on female literacy and focus on skill development of neo-literates	1. To enrol and retain all children between 6 to 18 years in school, including specially abled and to impart quality education, imbued with universal human values which equips them to contribute constructively to society; through empowered teachers in partnership with the community 2. To establish and run fully functional libraries in urban and rural areas of state according to the size and needs of the habitation and promote culture of continuous learning 3. To increase literacy in the state with special emphasis on female literacy and focus on skill development of neo-literates
Rural Development and Panchayat Raj	1. Empowering rural population to participate in rural development programmes for improving their quality of life 2. Providing rural infrastructure and socio-economic growth opportunities for the poor people in rural areas 3. Accountable and efficient functioning of PRIs 4. Providing opportunity for rural livelihood	1. Empower stakeholders to ensure their pro-active participation in the local governance process 2. Formulate strategy for enhancing livelihood opportunities and improving quality of life though asset creation 3. Ensure decentralization and accountability and efficient redressal of citizen grievances

Department	Mission Statement 2011-12	Mission Statement 2012-13
Social Welfare (SC)	1. To enable the socially disadvantaged groups namely SCs & STs with appropriate legislative, administrative and socio economic interventions such as access to quality education, income generating activities, capacity building infrastructure development to realise their full potential in a socially equitable environment	1. To enable the socially disadvantaged Scheduled Caste people with appropriate legislative, administrative and socio-economic interventions, to provide quality education, income generating activities, capacity building, infrastructure development to realize their full potential in a socially equitable environment
Women and Child Development	1. Promoting social, economic and political empowerment of women through various policies and programmes, mainstreaming gender concerns, creating awareness about their rights and facilitating institutional and legislative support for enabling them to develop to their full potential 2. Ensuring development and protection of children through various policies and programmes, spreading awareness about their rights and facilitating access to learning and supplementary nutrition for targeted groups, institutional and legislative support for enabling them to grow and develop to their full potential	1. Promoting social, economic and political empowerment of women through various policies and programmes such as Dowry Prohibition Act, 1961 with amendments of 1984 & 1986, The Karnataka Marriage Act 1976, Karnataka Devadasis (Prohibition of Dedication) Act 1982 and Protection of Women from Domestic Violence Act, 2005, mainstreaming gender concerns, creating awareness about their rights and facilitating institutional and legislative support for enabling them to develop to their full potential 2. Ensuring development and protection of children through various policies and programmes such as Prohibition of Child Marriage Act 2006 and Juvenile Justice (Care & Protection of Children) Act, 2000 and Amendment Act, 2006, spreading awareness about their rights and facilitating access to learning and supplementary nutrition for targeted groups, institutional and legislative support for enabling them to grow and develop to their

Department	Mission Statement 2011-12	Mission Statement 2012-13
		full potential 3. Promoting Education, Employment and Training, Rehabilitation, Social Security and Public Awareness programmes to bring differently abled persons to the main stream of the society

3.3.2   The RFD guidelines stipulate that the Mission Statement must address the nuts and bolts of the *Vision*. A reading of the above Mission statements indicates that in attempting to address the *nuts and bolts*, many Departments have incorporated several components of programme implementation in the Mission statements. The Mission statement for the Agriculture Department refers to implementation of Central/State schemes and schemes for drought prone areas; the Mission statement for Health and Family Welfare refers to enforcement of Drugs and Cosmetics Act; the Mission statement for Primary and Secondary Education refers to establishment of libraries, etc. These are clearly elements of programme implementation and strategies. The Mission statement is expected to elaborate on the *Vision* statement – and must necessarily be short, concise and uncluttered - to indicate the general direction in which the Department will proceed in order to fulfil its Vision.

i.   For example, if the vision of the **Agriculture Department** is to: *ensure food security and make agriculture a sustainable and economically viable vocation with emphasis on small farmers and backward areas,* the mission statement should indicate the general direction that the department intends to take in order to achieve that vision. This could be captured by a more concise Mission statement: *"to achieve 4.5% growth rate during the twelfth plan by generating appropriate technologies, conserving and developing natural resources in a sustainable manner, improving human resources and enhancing income level and livelihood of small, marginal and women farmers"*. All other interventions proposed in the present Mission statement may be appropriately worded to form part of the Objectives or Functions.

ii. Similarly, if the **Department of Health and Family Welfare** reverts to its 2011-12 Vision, namely '*Improve access and availability of quality health care for all',* the Mission statement could elaborate on this to focus on the attention needed for increasing healthy life span, and reducing health disparities by improving access and availability of health services to people in areas unserved by health facilities, especially women and disadvantaged social groups who are denied access by providing promotive, preventive, curative and rehabilitative health facilities as per IPHS standards.

iii. The Mission statement of the **Department of Primary and Secondary Education** needs to be redrafted. While it highlights the importance of differently-abled children, it ignores the disparities faced by socially and economically disadvantaged children, especially girls among these categories. An alternate Mission statement is therefore proposed as follows: *"All levels of education will aim at building in children a commitment to the constitutional values of equality, justice, democracy, secularism, respect for human dignity and rights. The education system will work towards building independence of thought and action among children, and develop in them the ability to work and participate in social and economic processes and change. All aspects of education, including curricula, syllabi, teaching learning processes, teacher training and learner evaluation systems will provide adequate experience and space for dialogue and discourse to build such capability and commitment in children"*.

iv. In the case of **Department of Women and Child Development**, there are references to the various legislations - Dowry Prohibition Act, 1961 with amendments of 1984 & 1986, Karnataka Marriage Act 1976, Karnataka Devadasis (Prohibition of Dedication) Act 1982, Protection of Women from Domestic Violence Act, Prohibition of Child Marriage Act 2006, and Juvenile Justice (Care & Protection of Children) Act, 2000 and Amendment Act, 2006 – which may be better placed under the sub-headings of Objectives or Functions. An alternate, more generic Mission statement may read as follows: *'Promoting social and economic empowerment of women and girls through mainstreaming gender concerns in sectoral policies and programmes to achieve gender equality and justice, and holistic development of women and children, especially girls. Further, laying the*

foundation for healthy growth, social and emotional development of children in the 0-6 age group through universalisation and strengthening of the Integrated Child Development Services'.

    v. The Mission Statements of the **Department of E-Governance, Social Welfare,** and **Rural Development and Panchayat Raj** are relatively well drafted.

3.4   *Objectives***: Do they have a bearing on the stated vision and mission?**

3.4.1   RFD defines Objectives as representing "*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... 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... Objectives should be linked and derived from the Departmental Vision and Mission statements*".

3.4.2   The RFD guidelines do not adequately explain the difference between Process and Outcome Objectives; consequently the departmental RFDs fail to differentiate between them. A simple definition of Outcome and Process Objectives is attempted below:

> *Process Objective*: Process objectives are the steps needed to implement the programme. It is a statement that measures the amount of change expected in the performance and utilisation of interventions that impact on the outcome. For example, Process Objectives for the Department of Health and Family Welfare may include: (a) Number of children in 0-12 month age group who received immunization during the year, (b) Number of children in 12-24 month age group who received immunization during the year, (c) Number of women who received pre-natal care during the year, (d) Number of women who received post-natal care during the year, (d) Number of Iron Folic Acid Tablets distributed during the year, etc.

> *Outcome Objective*: Outcome objectives measure programme impact. It is a statement of the amount of change expected for a specified population within a

given time frame. For example, Outcome Objectives of the Department of Health and Family Welfare could include: (a) Percentage reduction in infant mortality to 25/1000, (b) Percentage reduction in child mortality to 12/1000, (c) Percentage reduction on maternal mortality to 125/lakh, (d) Percentage reduction in anaemia among ST women, etc.

3.4.3   In other words Process Objectives focus on activities that need to be done within a specific time period, and ensure accountability by setting specific numbers of activities to be completed by specific time periods. Outcome Objectives enable the department to keep the end goal in mind, and work incrementally towards achieving them. Process Objectives are helpful in monitoring/tracking what is happening within a programme. However, Outcome Objectives are essential in informing the department what will be the end results if the programme is successful.

3.4.4   An analysis of the Objectives in the RFDs of the select Department indicates that there is a tendency to focus on Process rather than Outcome Objectives. Considering that Karnataka has a fairly robust system of monitoring Process Objectives in the form of MPIC, the pre-dominance of Process Objectives in the departmental RFDs may render the entire exercise redundant and superfluous. It is necessary for the departmental RFDs to reverse this trend in favour of Outcome Objectives, and incorporate a judicious blend of Outcome and Process Objectives in their RFDs.

3.4.5   The importance of identifying relevant and appropriate Objectives cannot be over emphasised. The RFD for Primary and Secondary Education includes '*recruitment of qualified teachers/lecturers*', as an Objective. But, by and large Karnataka has a good track record of recruiting qualified teachers only, unlike other States in the country where 'unqualified' teachers are recruited in large numbers. Therefore, *recruitment of qualified teachers/lecturers* as an RFD objective appears to be redundant. Instead the Department may consider '*All schools to have the prescribed pupil teacher ratio (PTR)*' as an Objective, and include action points (i) to recruit new teachers, (ii) for re-deployment of teachers to correct the urban-rural imbalance in teacher placement.

3.5 Action Points: Do they enable the department to achieve its vision, mission and objectives?

3.5.1   In many RFDs there appears to be a disconnect between the stated Objective and the Action Points/ Success Indicators to achieve the Objective. For example:

   i. The RFD for Primary and Secondary Education states as an Objective: *'to provide access to schools/colleges to all children in the age group of 6 to 18 years'*. There are nine Action Points listed in the document to achieve this objective. But these relate to schools in the private sector, and ignore the government sector. The objective of universal access cannot be achieved without factoring in the government school system. The action points listed are, therefore, not in consonance with the stated objective. The review of the RFD of the Department of Primary and Secondary Education at *Annexure 3* gives further details of the mismatch between the stated Objectives and Action Points.

   ii. In the RFD of the Department of Health and Family Welfare there are 11 Action Points for the Objective: *Provide integrated and comprehensive health care (inclusive of primary, secondary, tertiary and ayush system).* Of the 11 Action Points, seven relate to alternate systems (Ayush, Yoga, Home Remedies), and only five to primary, secondary and tertiary care. Given the scale and spread of primary, secondary and tertiary health care services, in comparison with alternate systems, it would appear that this focus on alternate health systems in achieving the stated objective seems misplaced.

   iii. Similarly, the Vision Statement if the Agriculture Department specifically mentions that *emphasis will be on small farmers and backward areas*. In addition the Mission statement makes reference to marginal and women farmers. Yet, there is not a single action point and therefore no success indicator which would help in evaluating the Department's ability to achieve these important components of the Vision and Mission statements.

3.6 **Success *Indicators*: Are they appropriate to measure the progress of the department for their results, comprehensively covering the key functions of the department?**

3.6.1 In para 3.4.2 we have tried to explain the difference between Outcome and Process Objectives. Success Indicators are derived from the Outcome and Process Objectives. Success Indicators count progress toward program objectives or benchmarks. In formulating Success Indicators, it is important to ensure that they are: objective, relevant, able to indicate degrees of success, and reliable.

3.7 **Overloading the RFD**

3.7.1 The table below indicates the number of Action Points and Success Indicators for achieving RFD Objectives. Several departments have overloaded their RFDs with a large number of Action Points/ Success Indicators, rendering it bulky, cumbersome, and difficult to monitor. Secondly, many Action Points/Success Indicators incorporated in the RFDs are common to MPIC, resulting in avoidable duplication of monitoring tools. The number of Action Points is particularly high in the Department of Primary and Secondary Education (95), Health and Family Welfare (32) and Women and Child Development (55). Commonality between MPIC and RFD Action Points and Success Indicators is also very high in these Departments. Several routine action points which are essential functions have also been listed as Action Points to indicate success, including *"Renovation/ construction of AYUSH dispensaries, Renovation / construction of district AYUSH hospitals, drug supplied to dispensaries, equipments"* in the RFD of the Department of Health and Family Welfare, and *distribution of uniforms, textbooks, bicycles, notebooks and stationary etc* in the RFD of the Department of Primary and Secondary Education. These are more amenable to the physical-financial monitoring approach under MPIC; they do not conform to the results orientation under RFD, and are, therefore, redundant.

Department	Total No of Action Points	Total No of Success Indicators	No of Action Points common to MPIC	No of Success Indicators common to MPIC
Agriculture	20	49	5	13
DPAR(E-gov)	11	23	6	9
Health and Family Welfare	32	47	25	37

Primary and Secondary Education	95	96	68	68
Rural Development and Panchayat Raj	35	45	19	26
Social Welfare	13	45	9	24
Women and Child Welfare	55	57	43	45

3.7.2   It is recommended that instead of listing individual schemes as Action Points, as many Departments are sometimes wont to do, outcomes should be carefully identified and should form part of the success indicators. A comprehensive review of the number and type and quality of Action Points and Success Indicators in the departmental RFDs is recommended in order to make it a more focussed and coherent document.

3.8.   Tendency to fix targets conservatively

3.8.1   From a review of the targets of the Department of DPAR (E-Gov) tabulated below, it has been observed that Departments tend to be conservative in fixing their targets – sometimes on account of the Department not properly assessing the potential of a specific intervention; sometimes deliberately so that the Department can guarantee itself an 'Excellent' rating.

Success Indicator	Target (V.G.) 2011-12	Achievement 2011-12	Target 2012-13
No of offices (2.2.2)	40	150	45
Increase in org (3.1.1)	8	74	25
Increase in tenders (3.1.2	2000	33056	2000
Training Nos (4.1.1)	6000	13000	5000
Capacity Building (4.2	900	7700	800
Speed of disposal (4.4.1)	20	15	35

3.8.2   There is a distinct possibility that such a practice is also being followed in other departments. Departmental Expert Groups need to examine whether there is a gross error in fixing the targets, or a deliberate effort to keep the targets low, show over-achievement and get a good score in the Performance Evaluation. If it is the latter, the tendency clearly needs to be curbed.

3.8.3   However, if there is genuine reason for fixing a target lower than the previous year's target/achievement, as for example in the case of K-SWAN in the E-Gov Department, which has apparently achieved saturation level, then the Departments should

provide an explanatory note for the reduced target, or replace such items by more challenging and result oriented activities.

3.9 Frequent changes in the Objectives, Action Points and Success Indicators

3.9.1 There is also a tendency to change objectives, and therefore action points and success Indicators from year to year. This may happen for several reasons – change in Departmental Ministers, Secretaries, and with them change in priorities and approaches. In E-Gov there have been significant changes: for example, utilization of video conferencing facility (2.2.3), availability of HRMS (2.3.1), availability of Karnataka One (2.3.3) and several more. Technically there may be nothing wrong in this, but continuous change in the Objectives and Action Points makes it difficult to track the trend values for success indicators. The Advisory Committee recommends that Objectives and Action Points should be carefully formulated, so that change in executive leadership does not affect the interventions proposed to achieve the Objectives.

3.10 Assigning weightages

3.10.1 The RFD Guidelines state *"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 the objectives"*. On the food and nutritional security front, the action points selected specify success indicators both for overall production and productivity for cereals, pulses, oilseeds, cotton and sugarcane - following the accepted classification of the main crops. Weightage of 20 points is provided for this action point which is a judicious allocation as success in these areas is crucial and because most of the other actions are ultimately reflected in improvement in these figures. Similarly, in the portion on promoting sustainable agriculture, a substantial weightage of 6 points has been allocated for area developed under watershed. Considering the fact that a major chunk of agriculture production is under rain-fed conditions, this priority has been correctly accorded.

3.10.2 However, there is unevenness in the process of assigning weightages in other sectors. The listing of objectives does not appear to be in the order of importance as indicated by the respective weights assigned to them. In fact, the RFD guidelines are not very clear about the basis for assigning weights to the stated objectives. As a result many departments tend to use financial allocations as the criterion for assigning weightages. The

issue that needs to be addressed is whether the departments should be using financial allocations as the basis for assigning weightage, or should social benefits form the basis for assigning the weights.

3.11 Not losing sight of objectives, which have low or limited budgetary outlays, but are sensitive:

3.11.1 The Advisory Committee has noticed that Departments tend to miss incorporating certain Objectives, which do not have high budgetary allocations, but are nonetheless sensitive in nature. For example, elimination of the practice of manual scavenging is a major goal in the country. Persons engaged in manual scavenging need special attention, and schemes need to be designed to end this degrading and inhuman practice. The RFD of the Department of Social Welfare, however, makes no mention of interventions to address this issue. Similarly, in the RFD of the Department of Primary and Secondary Education there is no reference to admission of children belonging to disadvantaged groups and weaker sections in class I of unaided schools as mandated by the RTE Act. Neither is there any reference to the proposed structural change of moving to an eight year elementary education cycle.

4.1 Mandatory Indicators

4.1.1 RFD guidelines provide for Mandatory Indicators to be incorporated in the departmental RFD with a weightage of 15. The Mandatory Indicators identified cover the following generic areas, applicable to all departments of the government: (i) Efficient functioning of the RFD System, (ii) Efficient use of IT in the Dept, (iii) Ensuring Financial Accountability, (iv) Administrative Reforms, (v) Evaluation. A copy of the Mandatory Indicators is placed at *Annexure 4.*

4.1.2 Several Expert Groups have recommended inclusion of additional Mandatory Indicators, including *inter alia* performance under SCP, TSP, SDP, KMAY, Environment Conservation, etc. It is recommended targets relating to Gender, SCP/TSP, SDP and Environment conservation should be incorporated in the regular departmental RFDs, wherever appropriate, rather than as Mandatory Indicators, since they do not have universal applicability across all departments. Planning department should issue circular instructions to ATF Chairpersons for higher weightages to schemes with potential for

better utilisation on SC/ST, Minorities, SDP, Gender and Environment Conservation, simultaneously ensuring that overlap with MPIC is avoided.

4.1.3   Further, several Expert Groups have also recommended inclusion of Sakala as a Mandatory Indicator in the RFD in view of the strong emphasis that the Government places on it. It is recommended that inclusion of Sakala as a Mandatory Indicator may be considered when Sakala is universalised to cover all departments. Till then, the concerned departments should incorporate Sakala in their regular RFDs. Planning Department may issue appropriate instructions to the Expert Group Chairpersons.

5.1   The Way Forward

5.1.1   The Advisory Committee has undertaken review of seven departments. However, the the findings are applicable to all departments. In this context the Advisory Committee makes the following recommendations:

i.   The mandate of the Advisory Committee was to suggest a mechanism for review of the Departmental RFDs. The Advisory Committee is of the view that the Expert Groups constituted by the Government for the different sectors are a judicious blend of persons with administrative, academic and grassroots expertise and experience. These Expert Groups are mandated to periodically review the RFDs of the Departments, and there is no need to constitute another Committee over and above the Expert Groups for RFD review. The Advisory Committee is of the view that Expert Groups may study the findings of the seven departmental RFDs undertaken here in order to further refine their departmental RFDs.

ii.   It is important that the RFD Expert Groups facilitate departments to move towards an ideal results framework to enable them to track the results of their programme interventions. RFD Expert Groups must therefore appraise and critique the departmental RFDs more rigorously.

iii. The drafting of the Vision statements needs to improve to capture a long term, enduring perspective. The Vision statement need not change from year to year. The Mission statements must make a credible and convincing connection with the

Vision statement, and articulate the general direction in which the department intends to move.

iv. RFDs should be formulated to ensure that there is no disconnect between the stated Objective and the Action Points/ Success Indicators identified to achieve the Objective.

v. RFDs should also be formulated in reference to the departmental MPIC to ensure that overlap and repetition is avoided, and the Objectives, Action Points and Success Indicators incorporated in the RFD enable the department to move towards a results/outcomes approach. In avoiding overlap with MPIC, the number of Action Points/ Success Indicators in RFD will, without doubt, become more manageable.

vi. Continuous change in the Objectives and Action Points makes it difficult to track the trend values for success indicators. The Advisory Committee recommends that Objectives and Action Points should be carefully formulated to capture the results and outcomes that are most significant to the sector.

vii. The Advisory Committee expresses concern at the prevailing tendency among departments to fix low RFD targets – sometimes on account of the Department not properly assessing the potential of a specific intervention; sometimes so that the Department can guarantee itself an 'Excellent' rating. This tendency must be reviewed by the Expert Groups and curbed in the interest of achieving the overall vision, mission and objectives of the concerned Departments.

viii. Similarly, the tendency to overlook interventions, which may have relatively small financial outlays, but are sensitive and process-intensive, should be examined by the Expert Groups, so that such interventions are appropriately incorporated in the departmental RFDs.

ix. It is recommended that all Departments refer to the RFD document of the relevant Central Ministry/Department, because GoI adopted the RFD regime several years before its introduction in Karnataka and some concepts, ideas elaborated in them

may be useful. If necessary, a representative of the GoI Adhoc Taskforce may be nominated to the RFD Expert Groups constituted by the Government of Karnataka.

x.   Department of Planning, Programme Monitoring and Statistics should review and revise the existing RFD guidelines to address the gaps in clarity, especially with reference to the Outcomes and Process Objectives, Outcome Objectives and Success Indicators, and also address issues of assigning weightages to Action Points.

xi.   Department of Planning, Programme Monitoring and Statistics should also issue circular instructions to Expert Group Chairpersons for higher weightages to schemes with potential for better utilisation on SC/ST, Minorities, SDP, Gender and Environment Conservation.

xii. Inclusion of Sakala as a Mandatory Indicator may be considered when Sakala is universalised to cover all departments. Till then, the concerned departments should incorporate Sakala in their regular RFDs. Department of Planning, Programme Monitoring and Statistics should also issue appropriate instructions in this regard.

BR Prabhakara
Former Chief Secretary
Government of Karnataka

Shantanu Consul
Former Secretary, DoPT
Government of India

RB Agawane
Former Principal Secretary, PWD
Government of Karnataka

Anita Kaul
Additional Chief Secretary
Government of Karnataka

Proceedings of Government of Karnataka

Sub: Implementation of Result Frame Work Document (RFD) –
appointment of Advisory Committee.

Read: G.O. No. PD 2 PMI 2012(p-1), Bangalore, Dated:27-07-2012

Preamble:

In the G.O read above, independent Expert Groups of Ad-hoc Task Force (ATF) were constituted to ensure professional scrutiny of Result Framework Document (RFD) prepared by departments. The ATF Expert Groups conducted meetings with the concerned departments to review the RFDs achievements of 2011-12 and targets of 2012-13. In the course of the meetings several suggestions were made in respect of mandatory indicators etc.

In the RFD review meeting held on 1st Sept. 2012 under the Chairmanship of Chief Secretary to Govt. it was suggested that an Advisory Committee be set up to 1) suggest a mechanism to review the relevance of RFD and 2) recommend modifications to the RFD Guidelines. In this context, an Advisory Committee on RFD is constituted as follows:

Government Order No. PD 2 PMI 2012(p-3), Bangalore, Dated:22-10-2012

In the circumstances explained in the preamble Government is pleased to accord approval for the constitution of an Advisory Committee with the following members:

1. Shri B.R.Prabhakara (Former Chief Secretary, GOK)

2. Shri Shantanu Consul, (Former Secretary, GOI)

3. Shri R.B.Agavane, (Former Principal Secretary, GOK)

4.Smt. Anita Kaul, Principal Secretary, Planning - Member Secretary

2. Terms of Reference (TOR) for the Advisory Committee members shall be as under:

 i.   To suggest a mechanism to review the relevance of RFD prepared by the different administrative departments, keeping in view the stated Vision, Mission and the Objectives of the departments

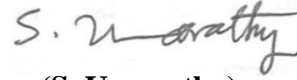 ii.   To recommend modifications to the RFD Guidelines with a view to framing the Guidelines for 2013-14

3. Sanction is accorded for the following Sitting Fees and Reimbursement of expenses to the members of Advisory Committee:

   a) Honorarium of Rs 4000 per day as sitting fees for the days of the meeting

   b) Conveyance charges at the rate of Rs 1000 per day for the days of the meeting

4. The Advisory Committee will submit its report within a period of two months from the date of its first meeting.

5. The expenditure involved shall be debited to the head of account 2515-00-003-0-01-059 Result Framework Document (RFD) &Monitoring Reforms

<div align="right">

By order and in the name of
Governor of Karnataka

S. Umavathy

(S. Umavathy)
Under Secretary to Government, (S - 1&2)
Planning, Programme Monitoring and
Statistics Department,

</div>

To,

The Compiler, Karnataka Gazette for Publication

Copy:

1. The Accountant General (C & CA) / (A & E), Karnataka, Bangalore
2. Chief Secretary to Government,
3. Additional Chief Secretary to Government,
4. Additional Chief Secretary to Government and Development Commissioner
5. Additional Chief Secretary to Government, Finance Department
6. Principal Secretary to Hon'ble Chief Minister,
7. All Principal Secretaries / Secretaries to Government
8. All the HODs
9. Chairperson and Members of the Advisory Committee
10. All the Directors of Functional Divisions, Planning Department
11. Deputy Secretary, Planning, Programme Monitoring and   Statistics Department
12. Section Guard File.

Recommendation of RFD Advisory Committee on suggestions made by Expert Groups

i. The mandate of the Advisory Committee was to suggest a mechanism for review of the Departmental RFDs. The Advisory Committee is of the view that the Expert Groups constituted by the Government for the different sectors are a judicious blend of persons with administrative, academic and grassroots expertise and experience. These Expert Groups are mandated to periodically review the RFDs of the Departments, and there is no need to constitute another Committee over and above the Expert Groups for RFD review. The Advisory Committee is of the view that Expert Groups may study the findings of the seven departmental RFDs undertaken here in order to further refine their departmental RFDs.

ii. It is important that the RFD Expert Groups facilitate departments to move towards an ideal results framework to enable them to track the results of their programme interventions. RFD Expert Groups must therefore appraise and critique the departmental RFDs more rigorously.

iii. The drafting of the Vision statements needs to improve to capture a long term, enduring perspective. The Vision statement need not change from year to year. The Mission statements must make a credible and convincing connection with the Vision statement, and articulate the general direction in which the department intends to move.

iv. RFDs should be formulated to ensure that there is no disconnect between the stated Objective and the Action Points/ Success Indicators identified to achieve the Objective.

v. RFDs should also be formulated in reference to the departmental MPIC to ensure that overlap and repetition is avoided, and the Objectives, Action Points and Success Indicators incorporated in the RFD enable the department to move towards a results/outcomes approach. In avoiding overlap with MPIC, the number of

Action Points/ Success Indicators in RFD will, without doubt, become more manageable.

vi.   Continuous change in the Objectives and Action Points makes it difficult to track the trend values for success indicators. The Advisory Committee recommends that Objectives and Action Points should be carefully formulated to capture the results and outcomes that are most significant to the sector.

vii.   The Advisory Committee expresses concern at the prevailing tendency among departments to fix low RFD targets – sometimes on account of the Department not properly assessing the potential of a specific intervention; sometimes so that the Department can guarantee itself an 'Excellent' rating. This tendency must be reviewed by the Expert Groups and curbed in the interest of achieving the overall vision, mission and objectives of the concerned Departments.

viii.   Similarly, the tendency to overlook interventions, which may have relatively small financial outlays, but are sensitive and process-intensive, should be examined by the Expert Groups, so that such interventions are appropriately incorporated in the departmental RFDs.

ix.   It is recommended that all Departments refer to the RFD document of the relevant Central Ministry/Department, because GoI adopted the RFD regime several years before its introduction in Karnataka and some concepts, ideas elaborated in them may be useful. If necessary, a representative of the GoI Adhoc Taskforce may be nominated to the RFD Expert Groups constituted by the Government of Karnataka.

x.   Department of Planning, Programme Monitoring and Statistics should review and revise the existing RFD guidelines to address the gaps in clarity, especially with reference to the Outcomes and Process Objectives, Outcome Objectives and Success Indicators, and also address issues of assigning weightages to Action Points.

xi.   Department of Planning, Programme Monitoring and Statistics should also issue circular instructions to Expert Group Chairpersons for higher weightages to

schemes with potential for better utilisation on SC/ST, Minorities, SDP, Gender and Environment Conservation.

xii. Inclusion of Sakala as a Mandatory Indicator may be considered when Sakala is universalised to cover all departments. Till then, the concerned departments should incorporate Sakala in their regular RFDs. Department of Planning, Programme Monitoring and Statistics should also issue appropriate instructions in this regard.

SAMPLE RFD REVIEWS

I. AGRICULTURE DEPARTMENT

1. The RFD of the Dept. of Agriculture (DOA) for the year 2012-2013 was examined with reference to the basic guidelines for framing such a document. The RFD of the Ministry of Agriculture, Govt. of India (GoI) and the MPIC reports of the DOA were also scrutinized to comprehend the connectivity and the compatibility if any.

2. There are some similarities with the RFD of the Ministry of Agriculture, Govt. of India. Actually, it is a good idea for all Departments to refer to the RFD document of the relevant Ministry/Department of the GoI because they adopted the RFD regime a few years back and some concepts, ideas may be useful with such modifications as may be deemed necessary.

3. The GoI document, obviously, has a much wider scope and has a national perspective.

4. Compared to the MPIC report which runs into tens of pages, the RFD is more concise and focused and is result and output based, as it should be. The objectives and the action points have been carefully selected.

5. On the food and nutritional security front, the action points selected specify Success indicators both for overall production and productivity for cereals, pulses, oilseeds, cotton and sugarcane-following the accepted classification of the main crops. Weightage of 20 points is provided for this action point which is a judicious allocation as success in these areas is crucial and because most of the other actions are ultimately reflected in improvement in these figures. The unit specified for "No. of improved crop varieties released" needs to be changed from Kg/Ha to "numbers".

6. In the portion on promoting sustainable agriculture, a substantial weightage of 6 points has been allocated for area developed under watershed. Considering the

fact that a major chunk of agriculture production is under rain-fed conditions, this priority has been correctly accorded.

7. Under some of the objectives, keeping in view the output and result oriented nature of the RFD, it is for consideration if the success indicators could be modified. For example action point 4.1.1 identifies number of crop demonstrations laid out as the success indicator. Could this be changed to "No. of farmers who adopted practices demonstrated"? There are difficulties in each sector in obtaining accurate figures and statistics, but it will be agreed that it is not the no. of demonstrations laid out but the number of farmers who actually adopt the improved practices which will bring about enhancement in production.

8. The targets for the section on Administrative Reforms have not been filled up. In the Agriculture sector there are a large no. of subsidies given and inputs provided. There is a continuing need to simplify the procedures for this.

9. The Vision Statement specifically mentions that emphasis will be on small farmers and backward areas. Yet there is not a single action point and therefore no success indicator which would help in evaluating the Dept.'s ability to achieve this important component of the Vision Statement.

10. There are several targets which are substantially lower than achievements in earlier years. It is presumed that the ATF has examined this and approved the targets.

11. On the whole, a well structured document.

II. **DPAR (E-GOV)**
1. The RFD of the Dept. of e-Governance for the year 2012-13 was reviewed with reference to the RFD for the year 2011-12, the Performance Evaluation Report for 2011-12, the Annual Report of the Dept. for 2011-12 and the e-Governance Strategy for Karnataka which was formulated in 2002. When the Strategy was formulated, the Dept of e-Gov was not in existence. This Dept. was set up in 2003 "...with a view to accelerate the process of IT-enabling of Govt. processes for the

benefit of the citizens and for increasing the transparency and efficiency in administration." It would be pertinent to set out the Objectives with which the new Dept. was set up .These were (as presented in the Annual Report):

a) To set a benchmark for Govt. by studying and compiling the best practices in e-Gov across the world.

b) To develop standards relating to database, storage security, payment, interoperability, localization (Kannada language), online procurement, GIS etc.

c) To assist and promote e-Gov activities in various departments

d) To implement and integrate e-Gov process covering more than one department

e) To create and maintain common IT infrastructure required for e-Gov

f) To create a sustainable mechanism for development of IT skills throughout the Karnataka State.

The Objectives have been reproduced to see how these are reflected in the objectives set out in the RFD.

2. An examination of the Performance Evaluation Report of 2011-2012 and of the RFD for the year 2012-2013 reveals the following:

a) A number of new action points have been introduced in the RFD of 2012-13. For example utilization of video conferencing facility (2.2.3), availability of HRMS (2.3.1), availability of Karnataka One (2.3.3) and at least six more. There is nothing wrong in this but if there is continuous change in the Objectives and action points it makes it difficult to track the trend values for success indicators. This is an issue which has to be discussed in the Review Committee.

b) The targets have been fixed at a very low level and in many cases are much lower than the actual achievement in 2011-12. The statement below which covers only some of the success indicators will substantiate this.

Success Indicator	Target (V.G.) 2011-12	Achievement 2011-12	Target 2012-13
No of offices (2.2.2)	40	150	45
Increase in org (3.1.1)	8	74	25
Increase in tenders (3.1.2)	2000	33056	2000
Training Nos (4.1.1)	6000	13000	5000
Capacity Building (4.2	900	7700	800
Speed of disposal (4.4.1)	20	15	35

3. There is either a gross error in fixing the targets or the intention is to keep the targets low, show over-achievement and get a good score in the Performance Evaluation. I had an occasion to discuss this with the new Principal Secretary and he explained why the targets were perhaps kept at a low level. There is a distinct possibility that such a practice is being followed in other departments. How this tendency can be curbed needs to be discussed in the Review Committee.

4. In Section 3, Trend Values, the Actual Values for FY 11/12 have not been filled up. If that had been done the anomaly pointed out at Para 2 above would have become self-evident.

5. In Section 2 the targets for some of the Mandatory Objectives have not been filled up.

6. For FY 11/12 there was an action point relating to provision of citizen services in rural areas. It was explained that this has been deleted in FY 12/13 because the task of running the rural telecentres under the Nemmadi project has been assigned to the Revenue Department. With the removal of this action point, there is no objective/action point which deals specifically with the rural areas. This is a glaring omission. E-Gov in rural areas must get focused attention - it cannot be an urban-centric effort.

7. The review would be incomplete without a mention about the selection of Objectives and action points. With reference to the Objectives with which the Dept. of e-Gov was set up (para 1 above), the paper on e-Governance Strategy for Karnataka and the Annual Report for the year 2011-12, several crucial and key areas which could have been covered in a result oriented RFD can be identified. Some of these are:

    a) Development of benchmarks based on the best practices in e-Gov across the world.

b) Development of standards for database, interoperability, GIS etc.

c) Identification of certain departments each year whose e-Gov activities would be assisted and promoted.

d) Development of identified interactive features which would facilitate democratic outreach.

e) Identification of Departments where Govt. process reengineering would be assisted and monitored.

f) Assist selected Departments in moving from informational websites to transactional websites.

g) Formulation of an overall strategy for greater thrust on the application of IT for e-Gov in rural areas.

8. During discussions it was pointed out that uptime of SDC and of SWAN has reached a level where further improvement is not very likely. Yet a combined weightage of 7 has been allotted for these two items with a target which is lower than what was achieved last year. Would it not be advisable to replace some of these items by more challenging and result oriented activities?

III. HEALTH AND FAMILY WELFARE

1. The vision statements of the Department of Health & Family Welfare are given below
    "Improved access and availability of quality healthcare for all" (2011-12)

    "Improved health status with focus on promotive, preventive, curative and rehabilitative health and family welfare services". (2012-13)

2. In view of the concept of the vision being an aspirational, futuristic statement of what the department would like to accomplish in the long term, it has to be a very short statement more like an exhortation or a pious wish. In this sense the vision statement for 2011-12 appears more in tune with the concept of a vision than that for the year 2012-13. The other alternative vision statement that could be considered by the Department is the following: *"Good health for everyone in the State of Karnataka all round the year"*

Mission Statement

3. Out of the 8 points in the mission statements for the year 2011-12 and 2012 -13, there are three points referring to alternative systems of medicine in 2011-12 and two points in 2012-13. Since the overriding emphasis, budget allocation, manpower deployment, etc., are for the allopathic system of medicine and only a minor part for the Indian alternative systems of medicine, one reference to the latter seems to be adequate.

4. Under objectives of the Department the following have been mentioned

   i. *Provide integrated and comprehensive healthcare (inclusive of primary, secondary, tertiary and AYUSH systems)*

   ii. *Ensuring reduction of growth rate of population for population stabilization*

   iii. *Provide quality healthcare to the underserved areas through public private partnership*

   iv. *Management of communicable diseases*

   v. *Management of lifestyle diseases*

   vi. *Prevention and management of HIV*

   vii. *Improving maternal and child health"*

5. The priority areas to be set as objectives of the Department have to be decided by the Minister and the Secretary in-charge of the Department. However, some of the priority areas which could also be considered are given below

   i. *Ensure reduction in birth rate.*

   ii. *Ensure birth of only healthy full grown babies with full development of their mental and physical potential at birth.*

   iii. *Ensure maternal and infant mortality rates to match the best levels in the world.*

   iv. *Ensure 100% immunization of new born infants against common diseases.*

   v. *Promote good health by educating people on healthy lifestyles, diet, cleanliness and exercise and also prevent incidence of communicable diseases particularly Tuberculosis, HIV, Malaria, etc.,*

   vi. *Ensure better access and good quality medical care at affordable cost for all sections of the Society for the treatment of diseases such as cancer, renal, cardio and neuro surgical cases.*

vii. *Take proactive and effective measures to prevent incidence, cure and spread of non-communicable and communicable diseases particularly tuberculosis, malaria, HIV.*

viii. *Popularize low cost locally available and non toxic Indian systems of medicine, yoga and pranayama both for preventive and curative effects.*

6. Clear guidelines are necessary to the Departments to ensure that the RFD becomes meaningful and different from the MPIC. With greater familiarity and longer association, the officials of the many Departments seem to have a feeling that MPIC is a more comprehensive effective exercise to monitor and review the performance of the Department and to sort out inter departmental problems than the RFD. Possibly under this perception the functions and action points seem invariably to be repetition of the MPIC items. If the real potential of the RFD exercise has to be realized, actual results and outcomes of activities and programs of the Departments have to be identified in the order of priority and the success indicators and the trend analysis have to be based on the actual results with regular evaluation and data collection in the field.

7. In this respect, RFD is a more difficult exercise than review of physical and financial targets as is the case with MPIC. Operated correctly, the RFD can be a better measure of whether the programs and expenditure of the Department have in reality achieved the end results of public good to the extent envisaged and whether public money has given the planned results. The results that could be incorporated in the RFD to evaluate trends and success are mentioned below. (No verbal qualitative generalized conclusions, the relevant data year-wise or any other period wise should speak.)

i. *"Is there a progressive reduction in maternal and infant mortality rates?* (Improved pre natal and post natal medical care)

ii. *Is there drop in number of births? Is there a reduction in the birth rate? Are there any significant changes in sex ratios in newly born infants?* (Effective implementation of family planning programmes; preventing female foetal and infant murders.)

iii. *Is there an increase in the average age of death?* (Better access to health and medical care)

iv. *Are there fewer reported cases of incidence of death due to dengue, malaria, tuberculosis, etc.?* (Effective implementation of preventive curative measures)

v. *Are there fewer deaths on account of cancer, cardio vascular, renal and other diseases?* (Better access to specialist medical care particularly to the vulnerable sections)

vi. *Are there lesser number of polio, diphtheria, whooping cough?* (Effective implementation immunization programs)

vii. *Is there an increase in OP and IP numbers in the Govt. hospitals?* (Better access to medical care particularly to the vulnerable sections)

viii. *Is there an increase in the number of deliveries, surgeries, transplants etc., in the Govt. hospitals* (Better access to medical care particularly vulnerable sections)

ix. *Is there increase in the number of low cost bulk drugs particularly for diseases such as hypertension, diabetes, etc., so that mortality due to these diseases is minimized.* (Better access to medical care particularly vulnerable sections)

x. *Is there an improvement in number of OP / IP cases in the hospitals with Indian systems of medicine?* (Popularization of low cost nontoxic Indian systems of medicine)

8. If the concept of performance evaluation based on actual results is taken further some of the following data if collected could be very useful

a. *Critical evaluation of the performance of PHCs, District and State level general and speciality hospitals with comparison of data relating to non government hospitals. Some of the parameters that could be compared are the following:*

- *Out of the total number of births, how many babies were underweight and how many were normal and above;*

- *Out of total number of deliveries, how many babies / mothers die in home deliveries, PHCs, District and State level hospitals and how many in non government hospitals;(compare mortality in 1000 births in public and private – goal – achieve private mortality rates or better in govt. establishments)*

- *Is the bed occupancy in government maternity homes and hospitals higher than that of private nursing homes and hospitals and is there a positive trend towards government establishments reflecting greater public confidence in quality care in the latter.*

- *Out of major procedures and surgeries related to cardiac, cancer, renal and neuro surgical (high cost and high risk) in the State, how many were done in the government hospitals and how many in nongovernmental; is the share of the government increasing or decreasing?*

- *Is the ratio of number of hospital beds for given population increasing in the government sector compared to the non government sector improving reflecting better access to medical care among the poorer sections?*

b. *Are the number of reported cases of incidence of and death due to malaria, dengue, tuberculosis etc coming down or increasing year by year?* If the actions of the Department are effective, the numbers should be coming down.

9. These are only illustrative examples. If there is emphasis on performance based only results, a number of parameters can be drawn up and if the relevant field data collection and compilation can be organized, a very effective RFD system can be devised with benefits to the public at large. This will also create a positive image based on authentic data and facts that the Government is an effective and efficient organization giving positive results out of public expenditure.

IV.   PRIMARY AND SECONDARY EDUCATION

1. Vision and Mission statements need to be re-drafted, keeping in view that the Vision is an aspirational, futuristic assertion of what the Department would like to achieve or accomplish in the long-term. The Mission statement is a declaration of the department's core purpose, and should communicate a sense of the direction that the department intends to take.

2. Section 2 has a total of 96 action points, apart from the mandatory indicators for all departments. The departmental action points are far too many for systematic review and monitoring.

3. In section 2, Item 1 reads as follows: *'to provide access to schools/colleges to all children in the age group of 6 to 18 years'*. The action points (9) relate only to schools in the private sector. The objective of universal enrolment cannot be achieved without factoring in the government school system. The action points listed are therefore not in consonance with the stated objective. Further, the objective of providing access to all children at the collegiate level appears to be unrealistic.

4. Item 2 reads as follows: *'To ensure equity in access to schools by taking special care of children from disadvantaged groups, children with special needs, children belonging to minorities, with special focus on girl child'*. The action points make reference to certain, specific schemes for the categories listed in the objective, without any reference to how 'equity in access' will be achieved in the *general schools*. For example:

    a. *Girls*: There is reference to hostels for girls (items: 2.1, 2.2, 2.3) and meena clubs (item 2.11.1), but no action is proposed for equity in access to girls in general schools, through affirmative action for girls' participation

    b. *CWSN*: There is reference to providing aids and appliances to children with disabilities (item 2.4), improving home based education (item 2.5), running CWSN resource centres (2.6), but no action is proposed to ensure equity in access to children with disabilities in mainstream schools, through for example, barrier free access to schools and classrooms, more inclusive curricula, etc.

c. *Minorities*: There is reference to SPQEM, IDMI schemes of the GoI (items 2.8.1, 2.9.1, 2.10.1 and 2.15.1). It may be noted that SPQEM is a Madarsa specific scheme, and IDMI provides for infrastructure development of minority schools. Monitoring these items alone will not lead to the objective of 'equity in access' in respect of Minorities. It is important to identify parameters to monitor and measure whether children from minority communities have equitable access to schooling through, for example, (i) identifying Muslim minority dominated areas and ensuring availability of schools with prescribed infrastructure, teachers, teaching learning material, (ii) providing Urdu medium schools in such areas, (iii) introducing Urdu as a second language in other general schools, etc.

d. *SC/ST*: Item 2.13.1 provides for free textbooks and school bags, and 2.14.1 provides for fee reimbursement to KSEEB. These action points will also not help assess whether children from SC/ST categories have equitable access to schooling. The department may consider monitoring certain exclusionary practices through the RFD, such as:

i. *Segregated seating*: establishing and monitoring norms for classroom interactions such as seating patterns that ensure that children are not segregated on the basis of caste, community or gender.

ii. *Excluding SC/ST children from public functions, or games and play activities*: Encouraging and monitoring co-curricular activities, such as sports, music and drama which tend to break social barriers among children.

iii. *Making derogatory remarks about SC children – their supposed inability to keep up with academic work*: Establishing and monitoring norms for teacher behaviour. Some norms related to corporal punishment and abuse have been included in the RTE. Strict monitoring and adherence to these norms would help obliterate some of these malpractices, including making SC children perform menial tasks.

iv. In the case of ST children there is need to address the language barrier through teaching in the local language and development of educational material in local languages using resources available within the community.

e. The Department may consider including 'admission of 25% children from disadvantaged groups and weaker sections in class I' as an item under this objective.

5. Item 3 relates to teacher recruitment – *To recruit qualified teachers/lecturers'*. By and large Karnataka has a good track record of recruiting qualified teachers only. Therefore as an objective this appears to be redundant. Instead the Department may consider '*All schools to have the prescribed pupil teacher ratio (PTR)'* as an objective, and include (i) action to recruit new teachers, (ii) action for re-deployment of teachers to correct the urban-rural imbalance in teacher placement. It may be noted that at the upper primary, secondary and PU level, there is need for recruiting subject teachers. Therefore, in addition to teacher recruitment, revision of the relevant C&R Rules for facilitating subject teacher recruitment may be included as action points.

6. Item 4 relates to *teacher training* to improve their pedagogical skills. In addition to the number of teachers proposed to be trained, revision of teacher training designs/modules to make them relevant and meaningful to classroom reality, and training of resource persons may be included.

7. Item 5 relates to '*continuously evaluate the learning levels of students and to take measures depending upon the feedback'*. The action points listed relate to conducting BAS, 3rd party evaluation, updating question banks, analysis of SSLC results, school evaluation, re-totalling applications, duplicate marks card applications, CCE at PU level. The RTE Act mandates the introduction of CCE, and it would be appropriate for the Department to include a system of CCE, such that the teacher's work is continuously guided by the child's response and participation in classroom activities, and 'Continuous Evaluation' becomes a strategy of assessment which is a part and parcel of teaching itself.

8. Item 7 reads as follow: '*to provide adequate infrastructure along with learning environment'* is a slightly muddled objective, and needs to be restated, since the action points range from curricular interventions to introduction of ICT to civil works and toilets, drinking water.

9. There appears to be inadequate understanding of the outcomes approach on which the RFD is premised. Most of the action points included are a reiteration of M-PIC. Ideally, the department should be looking at indicators to show, for example:

    a. Reduction in the number/percentage of out-of-school children across gender and social categories at elementary and secondary levels

    b. Reduction in dropout rate/ increase in retention rate across gender and social categories at elementary and secondary levels

    c. Increase in the share of girls to total students enrolled at primary, upper primary and secondary stage

    d. Increase in the share of SC, ST and Muslim minority children to total students enrolled at primary, upper primary and secondary stage

    e. Ratio of Primary to Upper Primary Schools

    f. Ratio of Elementary to Secondary Schools

    g. Improvement in student attendance rates across gender and social categories at elementary and secondary levels

    h. Improvement in teacher attendance rates

    i. Ensuring teacher redeployment so that every elementary and secondary school has the prescribed PTR and availability of subject-specific teachers

    j. Reduction in discrimination and corporal punishment

    k. Improvement in learning levels across gender and social categories,

    l. Instituting curricular reform for age appropriate learning, and acknowledgement of role models from disadvantaged groups and weaker sections in the curriculum

    m. Improvement in infrastructure, for example at elementary level, to conform with RTE norms

    n. Instituting policy reform, such as 8-year elementary education cycle.

10. A comprehensive review of the RFD for the Department of Primary and Secondary Education is recommended.

V. RURAL DEVELOPMENT AND PANCHAYATI RAJ

1. On the whole well drafted, though there is possibility of improving the Vision and Mission statements.

2. Section 2: No comments on sub-sections on (i) Safe Drinking Water, (ii) Sanitation and Hygiene, (iii) Road Connectivity, (iv) Sakala/ RTI, (v) Ecological Balance, (vi) Non-conventional Energy Sources

3. Section 2: Sub-sections on Livelihood Opportunities and Capacity Building of Elected Representatives may be reviewed:

   Livelihood Opportunities
   a. Item 4.1 relates to employment demanded and the unit for measurement is percentage. Without a base figure on the number of persons needing employment, it is difficult to assess the criteria value fixed for this action point.
   b. Item 4.2 relates to employment provided. The target/criteria value is fixed as 890 for excellent, 800 for very good, 750 for good, etc. This target/ criteria value seems to be low.
   c. Item 4.3 relates to timely disbursement of wages. The target/ criteria value of 80% is shown as excellent, 70% is shown as very good. This target/ criteria value also seems to be low.

   Capacity Building of Elected Representatives
   d. The action points listed in this sub-section need to go beyond number of persons trained, meetings convened, gram sabhas held, etc to actual outcomes in terms of (i) devolution of financial and administrative powers, (ii) increase in the number and financial outlays of district sector schemes, (iii) enhancing capacity for revenue generation, through property tax, at GP level.

4. Sections 4 and 5 of the RFD have not been filled; consequently the RFD document is incomplete.

VI(a) DEPARTMENT OF SOCIAL WELFARE (SC)

a)   The Vision Statement may be worded in a simpler, more concise manner.
        For Example "Removal of disparities and to provide equal opportunities to SCs who
        have been historically disadvantaged and are vulnerable, for their economic, social,
        political and cultural inclusion."

b)   The Mission Statement should spell out the work to be done in order to realise the
        vision. For Example

        "To ensure empowerment of the socially disadvantaged Scheduled Caste people with
        socio-economic interventions and their inclusion in education, skill development,
        infrastructure development in a socially equitable environment"

c)   **Objectives**

        Objectives should state the steps taken to achieve OUTCOMES and the process
        needed to ensure outcomes. There should be clarity and specificity in the
        OUTCOMES, otherwise Objectives and Functions cannot be delinked.
        For Example**:**

        1)   The RFD of the department mentions, "Ensure dignity of living among SC
                communities by providing essential and adequate community infrastructure in
                SC habitats"

                But the RFD does not mention any scheme for elimination of the practice of
                Manual Scavenging to end this obnoxious and dehumanising practice.
                Therefore, how can the objective of providing dignified living be achieved?

        2)   Similarly in cases of atrocities against SCs especially against SC women,
                effective monitoring system to be evolved in the RFD apart from providing
                compensation for the victims. Such as the CRE cell to monitor court cases and
                the convictions of the accused. Then only the stated objective of "Prevention
                and elimination of discrimination and exploitation could be achieved"

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It is also suggested that in the RFD document instead of monitoring all the schemes as in MPIC, only effective flagship schemes should be mentioned, where the outcomes are measurable and empowers the entire Family in the long run. Good example is that of Residential Schools, and Fees provision for Medical and Engineering College SC Students.

VI(b) DEPARTMENT OF SOCIAL WELFARE (ST)

Vision

The vision statement may be more concise.

"Removal of disparities and to provide equal opportunities to ST people, with special focus on Forest based tribes and Primitive Tribal Groups."

Mission

The mission statement should spell out the work to be done, for example:

"To ensure empowerment of the socially disadvantaged Scheduled Tribes through socio- economic interventions, and protection of their livelihood sources and environment"

Objectives

Objectives such as to provide quality, education, deliver good governance and ensure transparency, as mentioned in the RFD, should have measurable outcomes. Objective Nos 2 and 4 overlap.

The outcomes of all Tribal Development Programmes should be specifically measurable, especially with respect to schemes that focus on tribal women in areas such as their drudgery reduction, capacity building, skill development, formation of SHGs, etc

Karnataka has Primitive Tribal Groups, such as Koraga and Jenu Kurubas. Focus should be on these groups.

It is suggested that Tribal Development should have the following approach that could be included in RFD:

a) Family as a unit of development.

b) Focus on health of family and quality of life.

c) Women empowerment.

d) Environment protection and protection of livelihood resources of local tribals.

VI(c) DEPARTMENT OF BACKWARD CLASSES

Vision

The department has mentioned the vision statement for OBCs, on the same lines as in the case of SCs/STs. It needs a slight change and re-drafting. For Example:

> "Removal of disparities among Backward Classes and providing equal opportunities for those who are more backward"

Mission

Accordingly, the Mission statement should spell out the strategy for removal of disparities and to provide opportunities. For example:

> "To ensure empowerment of socially and economically backward classes, interventions such as education, skill upgradation, skill development, and infrastructure development will be undertaken in socially equitable environment"

Objectives

Objectives should be measurable. Emphasis needs to be given to notified tribes to ensure that they have access to education, housing, good quality of life.

It is suggested that the departmental RFD focuses on human development schemes, such as education and skill upgradation so that artisan communities such as weavers, fishermen, carpenters can effectively compete in the market.

VI(d) DEPARTMENT OF MINORITIES WELFARE

Vision

The vision statement specifically mentions various religious minority groups viz., Muslims, Christians, Jains, Sikhs, Buddhists and Parsis and to ensure them socio-economic justice and equity.

As per the provisions under the National Commission of Minorities Act 1992 only five religious communities including (1) Muslims (2) Christians (3) Sikhs (4) Buddhists (5) Zoroastrians (Parsis) have been notified as minorities. The department has to check on the inclusion of 'Jains' as minorities in their vision statement.

The vision statement perhaps could be better drafted without mentioning the communities. For example:

"Removal of disparities from among the minorities who have remained socially, educationally and economically backward and excluded"

Mission

The mission statement is well-drafted.

Objective

Objective No. 7 in the RFD document states "To promote under language and culture and support publications in the Urdu literature"

This objective singles out one specific language of one specific community. Then why not the other languages such as Punjabi of Sikhs, Anglo-English of Christians, Pharsi or Persian of the Parsis, it leads to an impression of one community based, monopoly department. Therefore wording such as 'promoting their culture and literature would suffice and applicable equally to all minorities'.

Similarly in the functions it is said No. of "Development, protection of Wakf institutions and churches". This excludes Gurudwaras, Agyaries, Buddhist stupas etc. This amounts to disparity in the functions at the exclusion of other minorities.

VII DEPARTMENT OF WOMEN AND CHILD DEVELOPMENT

Vision

The vision statement needs broad based, comprehensive and inclusive, without mentioning various target groups. For example**:**

> "Affirmative Actions to end the exclusion and discrimination faced by women and children, especially girls, irrespective of their caste, creed or community to neutralize the past and present gender distortions"

Mission

The mission statement should follow the vision. For example:

> "Women and children, girls from diverse caste, communities and from geographic regions to be included for socio-economic development and their empowerment".

ICDS programme addresses the problem of child malnutrition and health. Emphasis to be given in the RFD to review the outcomes of ongoing ICDS programme with reference to quality of food, timely procurement, feeding calendar, monitoring the improvement in children's health and nourishment etc.

Globalization is spreading into urban and rural areas. Skill upgradation and new skills development are needed for women in rural and unorganized sector. Hence vocational training and skill development is the need of hour for women who are involved in SHGs. Programmes to be designed to increase their awareness about markets, schemes to improve their literacy levels, health, vocational and entrepreneurial skills.

Mandatory Success Indicators

Objective	Actions	Success Indicator	Unit	Weight
1	2	3	4	5
Efficient functioning of the RFD System	1.1 Timely submission of Draft RFD for approval	1.1.1 On-time submission	Date	2
	1.2 Timely submission of end year RFD results	1.2.1 On-time submission	Date	2
Efficient use of IT in the Dept	2.1 Timely updation of website contents	2.1.1 Percentage of Notifications, GOs, Circulars uploaded on the website within one week of issue	Percentage	1
	3.1 Timely submission of Annual Report	2.2.1 On-time submission	Date	1
	3.2 Timely submission of MPIC	On-time submission	Date	1
	3.3 Implementation of Citizen's Charter	3.1.1 Uploading the Citizens/ Clients Charter on Website	Date	1
Ensuring Financial Accountability	4.1 Timely Submission of ATNS on Audit paras of C&AG	4.1.1 Percentage of ATNS submitted within due date (4 months)	Percentage	1
	4.2 Timely Submission of ATRs on PAC Reports	4.2.1 Percentage of ATRS submitted within due date (6 months)	Percentage	1
Administrative Reforms	5.1 Simplification of procedures	5.1.1 Number of redundant procedures identified (Based on credible action plan prepared by the department and endorsed by the ATF Committee)	Number	1
		5.1.2 Number of redundant procedures simplified (Based on credible action plan prepared by the department and endorsed by the ATF Committee)	Number	1
		Number of redundant procedures notified (Based on credible action plan prepared by the department	Number	1

Objective	Actions	Success Indicator	Unit	Weight
1	**2**	**3**	**4**	**5**
		and endorsed by the ATF Committee)		
Evaluation	6.1 Developing and Approving ToR, Tools	6.1.1 Developing TOR, Tools and successfully assigning evaluation to research agencies	Date	1
		6.1.2 Number of Evaluation Studies completed and reports submitted as per date specified in TOR	Date	1
TOTAL WEIGHTAGE				**15**