GUIDELINES FOR
RESULTS-FRAMEWORK DOCUMENT (RFD)
2016-2017

(April 1, 2016– March 31, 2017)

**Good Governance Cell
D e p a r t m e n t   o f   P e r s o n n e l
&
A d m i n i s t r a t i v e   R e f o r m s
Government of Mizoram**

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RESULTS-FRAMEWORK DOCUMENT (RFD) 2016-2017

I. Background

The Prime Minister approved the outline of a "Performance Monitoring and Evaluation System (PMES) for Government Departments" vide PMO I.D. No. 1331721/PMO/2009-Pol dated 11.9.2009. Under PMES, each department is required to prepare a Results-Framework Document (RFD). In Mizoram, the Council of Ministers has decided in its meeting held on 21.8.2012 to adopt the system from the financial year 2013-14 onwards.

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

II Format of Results-Framework Document

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

The District RFDs, which has been implemented with effect from the year 2015-16 under the overall supervision of the Deputy Commissioner concerned, shall, as far as possible, follow these Guidelines for preparation and implementation of District RFDs.

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

The RFD should contain the following six sections:

Section 1   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.

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

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

Vision:

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

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

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

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

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

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

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

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

The Vision of any organization is supposed to act as the loadstar for that organization. Hence, it should not vary from year to year.

Mission:

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

We strongly recommend that mission should follow the vision. This is because the purpose of the organization could change to achieve their vision. The vision represents the big picture and the mission represents the necessary work.

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

Objectives:

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

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

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

Objectives should be linked and derived from the Departmental Vision and Mission statements and should remain stable over time. ***Objectives cannot be added or deleted without a rigorous evidence-based justification.*** In particular, a department should not delete an objective simply because it is hard to achieve. Nor, can it add an objective simply because it is easy to achieve. There must be a logical connection between Vision, Mission and Objectives.

Functions:

The functions of the department should be listed in this section. ***These functions should be consistent with the Government of Mizoram (Allocation of Business) Rules, 2014 for the Department***. Unless they change, they cannot be changed in the RFD. This section is supposed to reflect the legal / administrative reality as it exists, and not a wish list.

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

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

Column 1: Select Key Departmental Objectives

From the list of all objectives, select those key objectives that would be the focus for the current RFD. It is important to be selective and focus on the most important and relevant objectives only. It may be mentioned that the ***Key objectives, to be incorporated by the department should add up to 90% weights.*** The remaining 10% are Mandatory objectives, which are approved by the High Power Committee on Government Performance and valid for all departments.

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[1] Often a distinction is also made between "Goals" and "Objectives". The former is supposed to be more general and latter more specific and measurable. The Vision and Mission statement are expected to capture the general direction and future expected outcomes for the department. Hence, only the inclusion of objectives in Section 1 is required. See also Figure 3 on page 9.

Column 2: Assign Relative Weights to Objectives

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

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

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

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

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

Column 4: Specify Success Indicators and Units

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

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

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

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

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

Ideally, one should have success indicators that measure Outcomes and Impacts. However, sometimes due to lack of data one is able to only measure activities or output. The common definitions of these terms are as follows:

1. **Inputs:** The financial, human, and material resources used for the development intervention.
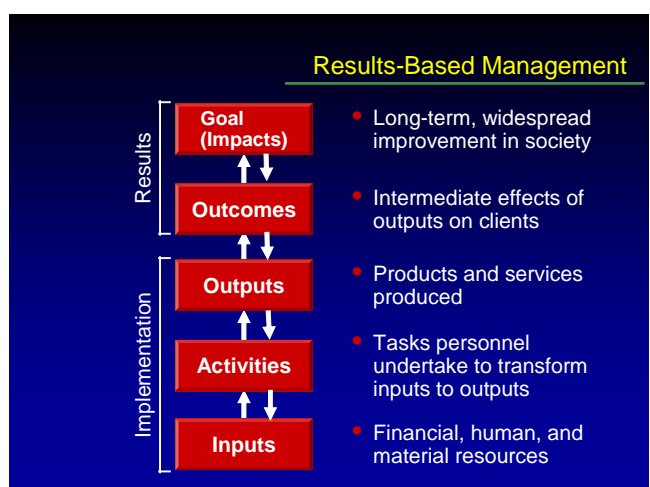

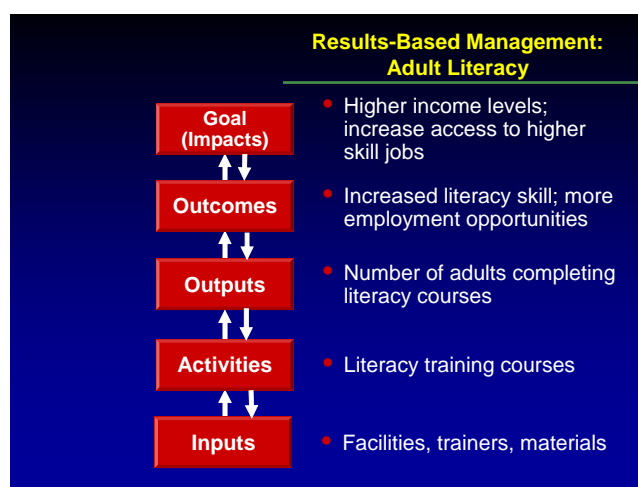**Figure 1:** Typical Results Chain

Figure 2: An Example of Results Chain

2. **Activity:** Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs

3. **Outputs:** The products, capital goods and services that result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes. Sometimes, 'Outputs' are divided into two sub categories – internal and external outputs. *'Internal' outputs consist of those outputs over which managers have full administrative control.* For example, printing a brochure is considered an internal output as it involves spending budgeted funds in hiring a printer and giving orders to print a given number of brochures. All actions required to print a brochure are fully within the manager's control and, hence, this action is considered 'Internal' output. However, having these brochures picked up by the targeted groups and, consequently, making the desired impact on the target audience would be an example of external output. Thus, *actions that exert influence beyond the boundaries of an organization are termed as 'external' outputs.*

4. **Outcome:** *The likely or achieved short-term and medium-term effects/ impact of an intervention's Outputs*

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

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

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

Column 5: Assign relative Weights to Success Indicators

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

Column 6: Specify Targets/Criteria value for Success Indicators

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

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

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

It is expected that, in general, budgetary targets would be placed at 90% (Very Good) column. There are only two exceptions: (a) When the budget requires a very precise quantity to be delivered. For example, if the budget provides money for one bridge to be built, clearly we cannot expect the department to build two bridges or 1.25 of a bridge.(b) When there is a legal mandate for a certain target and any deviation may be considered a legal breach. In these cases, and only in these cases, the targets can be placed under 100 %. ***For any performance below 60%, the department would get a score of 0 in the relevant success indicator.***

The RFD targets should be aligned with Plan priorities and be consistent with departmental budget as well as the outcome budget. A well framed RFD document should be able to account for the majority of the budget. Towards this end, departments must ensure that all major schemes, relevant mission mode projects, Prime Ministers Flagship Programmes and State Flagship Programmes are reflected in the RFD.

Team targets: In some cases, the performance of a department is dependent on the performance of one or more departments in the Government. For example, to generate electricity from hydro electric projects, the Department of Power & Electricity is dependent on the performance of the following: (a) Finance Department (b) Planning & Programme Implementation Department (c) Department of Environment and Forest (i.e. for environmental & other clearances) and (d) Revenue Department (i.e. for acquisition of land). Therefore, in order to achieve the desired result, it is necessary to work as a team and not as individuals. Hence, the need for team targets for all four departments.

For example, if the target for power generation is fixed at 20MW, then two consequences will follow. First, RFDs of all four departments will have to include this as a 'team target.' Second, if this 'team target' is not achieved, all four departments will lose some points at the time of evaluation of RFDs. The relative loss of points will depend on the weight for the team target in the respective RFDs. To illustrate this point, let us take an example. The RFD for Planning & Programme Implementation Department will consist of a 'team target for power generation' with a weight (say) of 2%. Now if the target of 20MW for power generation is not achieved by Power & Electricity Department, Planning & Programme Implementation Department will lose 2% correspondingly.

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

Confidentiality

It is possible that part of performance related information in RFDs of select departments may be of a highly sensitive nature. In such cases, with the permission of the High Power Committee (HPC) on Government Performance, such information may be placed in a sealed cover and sent directly to the Chief Secretary **only**. At the end of the year, performance against the targets in the sealed cover should also be sent to the Chief Secretary **only**.

Diagrammatic Representation of Section 2

Figure 3 on the next page presents the interrelationships between various elements of Section 2.

Figure 3: Interrelationship between Elements of Section 2

VISION	GOALS
What the organization wants to be	

MISSION	=
What the organization needs to do to be what it wants to be	

OBJECTIVES	OUTCOMES
Desired end results of what the organization needs to do to be what it wants to be	Measurable and qualitative impact of outputs

OUTPUTS
Result of activities
Includes external & internal outputs

ACTIONS	ACTIVITIES
Policies, programmes, schemes, projects implemented to achieve the desired end results. Actions can be broken down into inputs, activities and outputs.	Work performed with inputs

INPUTS
Financial, human & material resources

SUCCESS INDICATORS

Section 3: Trend values of the success indicators

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

Table 2: Trend Values for Success Indicators

Objective	Actions	Success Indicator	Unit	Actual Value for FY 14/15	Actual Value for FY 15/16	Target Value for FY 16/17	Projected Value for FY 17/18	Projected Value for FY 18/19
Objective 1	Action 1							
	Action 2							
	Action 3							
Objective 2	Action 1							
	Action 2							
	Action 3							
Objective 3	Action 1							
	Action 2							
	Action 3							

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

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

RFD must contain a section giving detailed definitions of various success indicators and the proposed measurement methodology. Abbreviation/acronyms and other details of the relevant scheme may be listed in this section. Wherever possible, the rationale for using the proposed success indicators may be provided as per the new format recently incorporated in the RFMS. Departments should specify in Section 4 of the RFD, the basis on which they have set the targets. The projected Trend Values also need to be specified preferably in section 4. Supporting documents should be uploaded for each indicator regarding Targets and projected trend values

SI. No.	Success Indicator	Description	Definition	Measurement	General Comments

Section 5 Specific performance requirements from other departments that are critical for delivering agreed results.
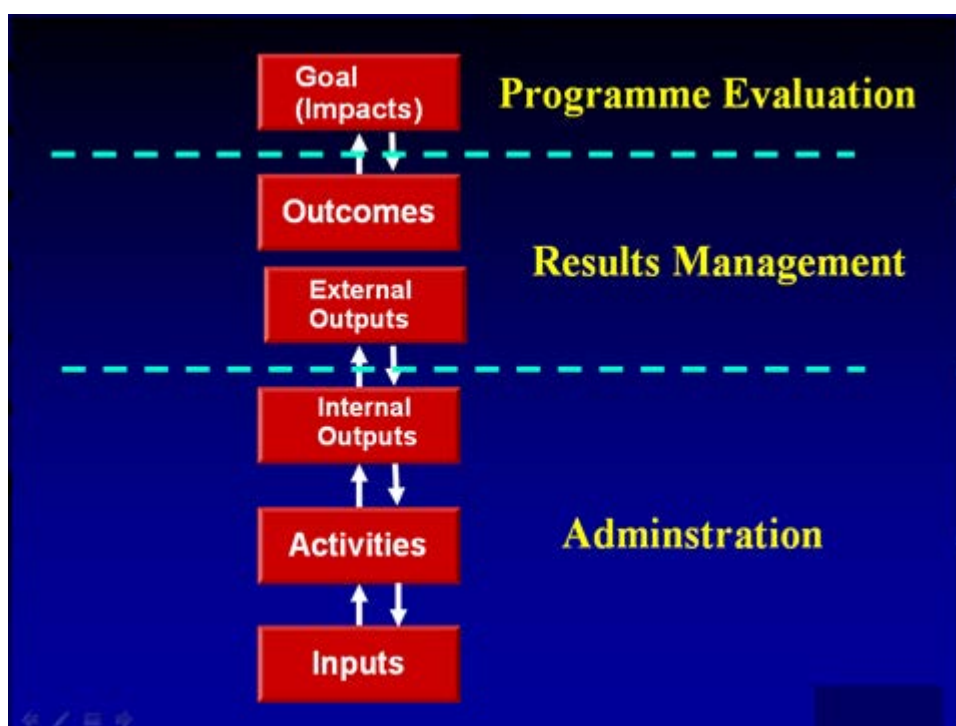
This section should contain expectations from other departments that impact the department's performance and are critical for achievement of the selected Success Indicator. *However, names of those departments only need to be incorporated where dependency is more than 20%.* These

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

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

It is important to note that this section is not meant to provide alibi for potential shortfalls in targets. Therefore, it is recommended that only a handful of key dependencies, perhaps not more than 5 or 6, should be mentioned in this section. ***The essence of management is to deliver results that are outside the boundary of direct control.*** Figure 4 on the next page illustrates the difference between administration and management.

Figure 4: Administration versus Management

Section 6 Outcome / Impact of activities of department

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

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

The required information under this section should be entered in Table 3. The Column 2 of Table 3 is supposed to list the expected outcomes and impacts. It is possible that these are also mentioned in the other sections of the RFD. Even then they should be mentioned here for clarity and ease of reference. For example, the purpose of Department of AIDS Control would be to

Control the spread of AIDS. Now it is possible that AIDS control may require collaboration between several departments like Health and Family Welfare, Information and Broadcasting, etc. In Column 3 all the departments jointly responsible for achieving national goal are required to be mentioned. In Column 4 department is expected to mention the success indicator (s) to measure the department outcome or impact. In the case mentioned, the success indicator could be "% of Indians infected with AIDS." Columns 6 to 10 give the expected trend values for various success indicators.

Like, Vision and Mission, Outcomes do not (and should not) change from year to year.

Table 3: Outcome / Impact of activities of department

S. No	Outcome / Impact	Jointly responsible for influencing this outcome / impact with the following organisation (s) / departments/ministry(ies)	Success Indicator (s)	Unit	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019

III. Evaluation Methodology

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

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

The Weighted Raw Score for Achievement in Column 6 is obtained by multiplying the Raw Score with the relative weights. Thus for the first success indicator, the Weighted Raw Score is obtained by multiplying 75% by 5. This gives us a weighted raw score of 3.75.

Finally, the Composite Score is calculated by adding up all the Weighted Raw Scores for achievements. In Table 4, the Composite Score is calculated to be 8.45%.

The Composite score shows the degree to which the government department in question was able to meet its objectives.

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

Departmental Rating	Value of Composite Score
Excellent =	100% - 91%
Very Good =	90% - 81%
Good =	80% – 71%
Fair =	70% - 61%
Poor =	60% and below

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

Column 1	Column 2	Column 3			Column 4	Column 5					Column 6		
						Target / Criteria Values							Weighted Raw Score
Objective	Action	Criteria / Success Indicators		Unit	Weight	Excellent	Very Good	Good	Fair	Poor	Achievement	Raw Score	
						100%	90%	80%	70%	60%			
Better Rural Health	Improve Access to Primary Health Care	1	% Increase in number of primary health care centers	%	*5*	30	25	20	10	5	15	75%	3.75
		2	% Increase in number of people with access to a primary health center within 20 KMs	%	*3*	20	18	16	14	12	18	90%	2.7
		3	Number of hospitals with ISO 9000 certification by December 31, 2009	%	*2*	500	450	400	300	250	600	100%	2
Total weight=					**10**						**Composite Score =**		**8.45%**

A rigorous methodology to measure the quality of RFD called ***RFD Evaluation Methodology (REM)*** is prepared by Performance Management Division, Cabinet Secretariat, Government of India. REM provides a methodology for evaluating all sections of RFD and must be read along with these Guidelines. Departments must use REM to self-evaluate the quality of their department's RFD before submitting it to DP&AR (Good Governance Cell). The REM will be used to evaluate the achievements of Departments against their RFD for the year 2016-17. A copy of the RFD Guidelines for the year 2016-17 and the ***RFD Evaluation Methodology (REM)*** can be accessed at the website of DP&AR, Government of Mizoram

IV. RFD Process and Timelines

A. Beginning of the Year

- At the beginning of each financial year, with the approval of the Minister concerned, each Department prepares a Results-Framework Document (RFD) consistent with these guidelines.

- To achieve results commensurate with the priorities listed in the RFD, the Minister in-charge approves the proposed activities and schemes for the Department. The Ministers In-charge also approves the corresponding success indicators and time bound targets to measure progress in achieving these objectives.

- Based on the proposed budgetary allocations for the year in question, the drafts of RFDs should be submitted to DP&AR (Good Governance Cell) online through RFMS by 25th of April, 2016. The RFD should be aligned to the Budget and Plan priorities.

- These draft RFDs will be placed before the State Ad-hoc Task Force (ATF) for examination and review. The revised Results Framework Document of each Department as per the recommendation of State Adhoc Task Force (ATF) should be submitted to DP&AR (Good Governance Cell) online through RFMS latest by the 25th of May, 2016

- After the review by ATF, the RFDs are sent for approval of the High Power Committee (HPC) on Government Performance consisting of the Chief Secretary (Chair), Principal Secretary to Chief Minister, Finance Commissioner, Secretary (Planning & Programme Implementation) and Secretary (Department of Personnel & Administrative Reforms).

- The final versions of all RFDs, approved by HPC, should be put up on the websites of the nodal Department i.e. DP&AR (Good Governance Cell) and in the websites of the respective Departments by the 10th June, 2016

B. During the Year

- After six months, the Results Framework as well as the achievements of each Department against the performance goals laid down at the beginning of the year, is reviewed by the High Power Committee (HPC) on Government Performance and, if required, the Secretary of the Department concerned could be invited for resolving any disagreements. At this stage, the Results-Framework Documents may have to be reviewed and the goals reset, taking into account the priorities at that point of time. This enables us to factor in unforeseen or *force majeure* circumstances such as drought conditions, natural calamities or epidemics.

C. End of the Year

- At the end of the year, all Departments will review and prepare a report listing the achievements of their department against the agreed results in the prescribed format. This report will be required to be finalized by the 1st of May, 2017
- After scrutiny by DP&AR (Good Governance Cell), these results will be placed before the Cabinet for information by 1st of June each year.

V. Time Table 2016-2017 RFDs

WHEN		WHAT	WHO
2016	April 25	Submit final draft of Results-Framework (RFD) Document for 2016-17 online to DP&AR (Good Governance Cell) through the portal http://rfmsmizo.nic.in	Departments
	April 26-May 25	Review of draft RFDs by State Adhoc Task Force	Departments / State ATF
	May 25- June 10	Online submission of corrected RFD by State Departments	Departments
	May 25 – June 5	Meeting of High Power Committee on Government Performance to approve finalized RFDs	HPC
	June 10	Upload RFDs as per RFMS on departmental websites	Departments
	November 10-30	Meeting of High Power Committee to approve Mid-term achievement of Departments and reset goals, if required.	HPC
2017	May 1-7	Online submission of final achievement by Departments.	Departments
	May 15-25	Meeting of High Power Committee to approve year end evaluation results.	HPC

WHEN		WHAT	WHO
	June 1	Place the Evaluation Results before the Cabinet.	DP&AR(GGC)
	June 1	Place the Evaluation Results on the website of DP&AR	DP&AR(GGC)

VI. Revised Mandatory Success Indicators for 2016-17

	Objective	Actions	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	**Very Good**	**Good**	**Fair**	**Poor**
						100%	**90%**	**80%**	**70%**	**60%**
1	**Efficient functioning of RFD system**	Timely submission of Mid Term Achievement	On-time submission	Date	1	10/10/2016	17/10/2016	24/10/2016	30/10/2016	10/11/2016
		Timely submission of Results for 2016-2017	On-time submission	Date	2	02/05/2017	03/05/2017	04/05/2017	05/05/2017	07/05/2017
2	**Updating of Citizen's Charter**	Updating of Citizen's Charter as per the framework provided by RFMS	On-time submission	Date	2	01/07/2016	10/07/2016	20/07/2016	31/07/2016	10/08/2016
3	**Effective redressal of citizens grievances**	Timely disposal of citizens' grievances lodged through www.mipuiaw.nic.in	Citizens' grievances disposed off through www.mipuiaw.nic.in within 30 days	%	1	100	90	80	70	60
4	**Update RTI Manual as per Section 4 of RTI Act, 2005**	Timely updating of RTI Manual	On time updating and uploading it in the Departmental websites	Date	2	01/06/2016	10/06/2016	20/06/2016	31/06/2016	10/07/2016
5	**Publication of e-Book of important achievements**	Timely publication of e-Book	On time publication and uploading it in the Departmental websites	Date	2	01/06/2016	10/06/2016	20/06/2016	31/06/2016	10/07/2016
	TOTAL WEIGHT FOR MANDATORY SUCCESS INDICATORS				**10**					

VII. RFD Submission Process

All draft RFDs must be submitted to DP&AR (Good Governance Cell) by 25th April, 2016 in the following formats:

a. Draft RFD data should be entered in the Results Framework Management System (RFMS). It will be locked at 5:30 PM on Monday, 25th April, 2016. To avoid last minute computer glitches, early entry of the relevant RFD data will be much appreciated. 6 hard copies of RFD may be sent to the undersigned

b. Electronic copy of the RFD in PDF format should also be sent to the following email:

-   ggcmiz@gmail.com

Please refer all enquires relating to these guidelines to:

Lalrohlua
Nodal Officer
Good Governance Cell
Department of Personnel & Administrative Reforms
Government of Mizoram
1st Floor, Mizoram Secretariat
Room No: 113
Email: ggcmiz@gmail.com
Phone: 0389-2333526