



Government of India

R F D

(Results-Framework Document)
for

Department of Public Enterprises

(2014-2015)

Section 1: Vision, Mission, Objectives and Functions

Vision

Effective, profitable and globally competitive CPSEs

Mission

To continuously improve management and performance of CPSEs through Corporate Governance, Performance Evaluation, Human Resource Management, Corporate Social Responsibility, Research & Development thereby enhancing global competitiveness and revival of sick PSEs

Objectives

- 1 Facilitating growth and performance of CPSEs
- 2 Improving efficiency of MoU system
- 3 Improving personnel & management systems in CPSEs
- 4 Improving corporate governance standards in CPSEs
- 5 Collection and maintenance of information on key areas of the functioning of CPSEs
- 6 Counseling, Retraining and Redeployment for separated employees of CPSEs
- 7 Settlement of commercial disputes between CPSEs through Permanent Machinery of Arbitration
- 8 Formulation of CSR guidelines
- 9 Improving internal administrative systems
- 10 Extending support to SLPEs for adopting best practices

Functions

- 1 Coordination of the Memorandum of Understanding (MoU) mechanism between the public sector enterprises and the administrative Ministries/ Departments.
- 2 Formulation of policies, pertaining to public sector enterprises, in areas like board structure, personnel management, performance improvement, financial management, wage settlement, etc.
- 3 Policy relating to delegation of powers to Board of Directors through Maharatna, Navratna and Miniratna schemes.
- 4 Categorization and de-categorization of CPSEs in appropriate schedule.
- 5 Co-ordination of matters of general policy of non-financial nature relating to public sector enterprises.

Section 1: Vision, Mission, Objectives and Functions

- 6 Publication of the annual survey of CPSEs known as Public Enterprises Survey.
- 7 Policy relating to Counseling, Retraining and Redeployment Scheme (CRR) for rationalized employees of CPSEs.
- 8 Settlement of disputes through Permanent Machinery of Arbitration (PMA) among Public Sector Enterprises and between Public Sector Enterprises and government departments except disputes relating to tax matters.
- 9 Sensitizing executives of CPSEs on CSR Policy guidelines.
- 10 Handling matters relating to International Centre for Promotion of Enterprises (ICPE).
- 11 Improving internal administrative systems of the Department.
- 12 Organizing capacity building programmes for SLPE executives.
- 13 Bringing out the Survey of SLPEs to create a reliable time series data on their performance.

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

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
[1] Facilitating growth and performance of CPSEs	10.00	[1.1] Improving Gross Margin	[1.1.1] Increase in Gross Margins registered in respect of MoU signing CPSEs	%	3.00	--	--	--	--	--
		[1.2] Improving Turnover	[1.2.1] Increase in Turnover registered in respect of MoU signing CPSEs	%	4.00	--	--	--	--	--
		[1.3] Facilitating increased capital expenditure	[1.3.1] Increase in capital expenditure in respect of MoU signing CPSEs	%	3.00	--	--	--	--	--
[2] Improving efficiency of MoU system	15.00	[2.1] Finalization of MoU Guidelines	[2.1.1] Finalization and circulation of MoU Guidelines 2015-16	Date	3.00	15/11/2014	25/11/2014	09/12/2014	20/12/2014	31/12/2014
		[2.2] MoU Negotiation Meetings for 2015-16 with CPSEs and Administrative Ministries	[2.2.1] Finalization of recommendations of Task Force	Date	2.00	21/03/2015	24/03/2015	27/03/2015	28/03/2015	31/03/2015
		[2.3] Uploading finalized MoUs of non-listed companies within 20 days of laying in both Houses of Parliament by the Administrative Ministries	[2.3.1] Finalized MoUs of non-listed companies 2014-15 uploaded in public domain	%	2.00	100	90	80	70	60
		[2.4] Performance analysis of CPSEs of MoU 2013-14	[2.4.1] Finalization of MoU 2013-14 score for submission to HPC	Date	2.00	02/12/2014	16/12/2014	15/01/2015	31/01/2015	16/02/2015

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

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
		[2.5] Conduct a pilot study for benchmarking studies in 2 sectors	[2.5.1] Completion of study and receipt of recommendations	Date	2.00	15/01/2015	30/01/2015	16/02/2015	28/02/2015	16/03/2015
			[2.5.2] Submission of recommendations to MoU Task Force for consideration	Date	1.00	31/01/2015	16/02/2015	28/02/2015	16/03/2015	31/03/2015
		[2.6] Implementation of RFMS system	[2.6.1] Coverage of CPSEs under the RFMS	Number	2.00	100	90	80	75	60
		[2.7] Facilitating knowledge sharing of best practices in performance evaluation & management systems of CPSEs/SOEs	[2.7.1] International Workshop on best practices on performance evaluation & management in collaboration with PMD	Date	1.00	31/01/2015	07/02/2015	14/02/2015	28/02/2015	16/03/2015
[3] Improving personnel & management systems in CPSEs	14.00	[3.1] Processing of proposals for appointment of non-official Directors on the Board of CPSEs	[3.1.1] Cases disposed of within period of 55 days	%	3.00	100	75	50	40	30
		[3.2] Improvement in Performance Appraisal Report writing of top management incumbents of CPSEs	[3.2.1] Issuance of revised guidelines on Performance Appraisal Report writing	Date	1.00	02/03/2015	10/03/2015	17/03/2015	24/03/2015	31/03/2015
		[3.3] Processing of the proposals for creation of Board level posts in CPSEs	[3.3.1] Cases disposed of within period of 60 days	%	1.00	100	90	80	70	60

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

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
		[3.4] Alignment of Guidelines relating to Board of Directors with Companies Act 2013	[3.4.1] Issuance of Revised Guidelines	Date	1.00	02/03/2015	09/03/2015	16/03/2015	23/03/2015	31/03/2015
		[3.5] Issue of DA orders in respect of IDA/CDA pattern employees of CPSEs	[3.5.1] Issue of orders within 5 working days after receipt of official orders	%	4.00	100	90	80	75	60
		[3.6] Review, rationalization and consolidation of guidelines for effective and secure use of Surplus Funds of CPSEs	[3.6.1] Submission of note for CCEA	Date	4.00	28/02/2015	07/03/2015	16/03/2015	23/03/2015	31/03/2015
[4] Improving corporate governance standards in CPSEs	14.00	[4.1] Assessment of CPSEs for facilitating effective Corporate Governance	[4.1.1] Publication of assessment report by DPE for the self-evaluation on Corporate Governance reports received in time	Date	2.00	30/09/2014	31/10/2014	28/11/2014	31/12/2014	31/01/2015
			[4.1.2] CPSEs compliant with guidelines on Corporate Governance during the year	Number	2.00	180	150	130	120	110
		[4.2] Aligning guidelines pertaining to Corporate Governance with Companies Act, 2013	[4.2.1] Submission of Note to competent authority	Date	2.00	02/03/2015	10/03/2015	17/03/2015	24/03/2015	31/03/2015
		[4.3] Facilitating knowledge sharing of Corporate Governance practices with non-official	[4.3.1] Number of Non-official Directors covered	Number	4.00	75	70	65	60	50

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

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
		Directors in CPSEs								
		[4.4] Facilitating knowledge sharing of Corporate Governance practices with Company Secretaries in CPSEs	[4.4.1] Number of Company Secretaries covered	Number	4.00	100	90	80	75	60
[5] Collection and maintenance of information on key areas of the functioning of CPSEs	10.00	[5.1] Publication of PE Survey 2013-14	[5.1.1] Tabling of PE Survey in the Parliament during the Budget Session	Date	8.00	16/03/2015	18/03/2015	20/03/2015	23/03/2015	25/03/2015
		[5.2] Generating information on the performance of CPSEs	[5.2.1] Posting survey data in a user friendly format on website for 2012-13 PE Survey	Date	2.00	30/04/2014	15/05/2014	31/05/2014	16/06/2014	30/06/2014
[6] Counseling, Retraining and Redeployment for separated employees of CPSEs	6.00	[6.1] Setting up of Employees Assistance Centers (EACs) to facilitate training to separated employees under Counselling, Retraining and Redeployment Scheme (CRR)	[6.1.1] Issuance of work order to EACs	Date	2.00	15/07/2014	30/07/2014	15/08/2014	30/08/2014	15/09/2014
			[6.1.2] No. of VRS optees covered	Number	4.00	2500	2250	2000	1750	1500
[7] Settlement of commercial disputes between CPSEs through Permanent Machinery of Arbitration	6.00	[7.1] Disposal of Arbitration cases	[7.1.1] Disposal of cases pending as on 1.4.2014	%	6.00	75	65	55	45	35
[8] Improving internal administrative systems	6.00	[8.1] Modernization of Library	[8.1.1] Procurement and installation of software	Date	1.00	31/01/2015	16/02/2015	25/02/2015	16/03/2015	31/03/2015

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

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
			[8.1.2] Up-gradation of Library	Date	1.00	31/01/2015	16/02/2015	25/02/2015	16/03/2015	31/03/2015
		[8.2] Training on CDDO software	[8.2.1] Certification of Training	Date	1.00	30/08/2014	31/10/2014	29/11/2014	31/12/2014	31/01/2015
		[8.3] Operationalization of CDDO software	[8.3.1] Automation of Bill generation	Date	2.00	31/12/2014	31/01/2015	28/02/2015	16/03/2015	31/03/2015
		[8.4] Compilation of Guidelines	[8.4.1] Publication of compendium	Date	1.00	02/03/2015	09/03/2015	16/03/2015	23/03/2015	31/03/2015
[9] Extending support to SLPEs for adopting best practices	4.00	[9.1] Sharing best practices on MoU system with SLPEs	[9.1.1] Organization of workshops on MoU system in 2 States / UTs	Date	2.00	02/03/2015	09/03/2015	16/03/2015	23/03/2015	31/03/2015
		[9.2] Implementation of Scheme for capacity building for SLPEs	[9.2.1] Organizing of orientation programmes for executives of SLPEs	Number	2.00	5	4	3	2	1
* Efficient Functioning of the RFD System	3.00	Timely submission of Draft RFD for 2015-2016 for Approval	On-time submission	Date	2.0	05/03/2015	06/03/2015	09/03/2015	10/03/2015	11/03/2015
		Timely submission of Results for 2013-2014	On-time submission	Date	1.0	01/05/2014	02/05/2014	03/05/2014	06/05/2014	07/05/2014
* Enhanced Transparency / Improved Service delivery of Ministry/Department	3.00	Rating from Independent Audit of implementation of Citizens' / Clients' Charter (CCC)	Degree of implementation of commitments in CCC	%	2.0	100	95	90	85	80
		Independent Audit of implementation of Grievance Redress Management (GRM) system	Degree of success in implementing GRM	%	1.0	100	95	90	85	80

* Mandatory Objective(s)

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

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
* Reforming Administration	8.00	Update departmental strategy to align with revised priorities	Date	Date	2.0	01/11/2014	02/11/2014	03/11/2014	04/11/2014	05/11/2014
		Implement agreed milestones of approved Mitigating Strategies for Reduction of potential risk of corruption (MSC).	% of Implementation	%	1.0	100	90	80	70	60
		Implement agreed milestones for implementation of ISO 9001	% of implementation	%	2.0	100	95	90	85	80
		% of Responsibility Centres with RFD in RFMS	Responsibility Centres covered	%	1.0	100	95	90	85	80
		Implement agreed milestones of approved Innovation Action Plans (IAPs).	% of implementation	%	2.0	100	90	80	70	60
* Improve compliance with the Financial Accountability Framework	1.00	Timely submission of ATNs on Audit paras of C&AG	Percentage of ATNs submitted within due date (4 months) from date of presentation of Report to Parliament by CAG during the year.	%	0.25	100	90	80	70	60
		Timely submission of ATRs to the PAC Sectt. on PAC Reports.	Percentage of ATRs submitted within due date (6 months) from date of presentation of Report to Parliament by PAC during the year.	%	0.25	100	90	80	70	60
		Early disposal of pending ATNs on Audit Paras of C&AG Reports presented to Parliament before 31.3.2014.	Percentage of outstanding ATNs disposed off during the year.	%	0.25	100	90	80	70	60

* Mandatory Objective(s)

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

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
		Early disposal of pending ATRs on PAC Reports presented to Parliament before 31.3.2014	Percentage of outstanding ATRS disposed off during the year.	%	0.25	100	90	80	70	60

* Mandatory Objective(s)

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 12/13	Actual Value for FY 13/14	Target Value for FY 14/15	Projected Value for FY 15/16	Projected Value for FY 16/17
[1] Facilitating growth and performance of CPSEs	[1.1] Improving Gross Margin	[1.1.1] Increase in Gross Margins registered in respect of MoU signing CPSEs	%	--	1.78	--	--	--
	[1.2] Improving Turnover	[1.2.1] Increase in Turnover registered in respect of MoU signing CPSEs	%	--	6.74	--	--	--
	[1.3] Facilitating increased capital expenditure	[1.3.1] Increase in capital expenditure in respect of MoU signing CPSEs	%	--	10.42	--	--	--
[2] Improving efficiency of MoU system	[2.1] Finalization of MoU Guidelines	[2.1.1] Finalization and circulation of MoU Guidelines 2015-16	Date	12/11/2012	11/11/2013	25/11/2014	25/11/2015	25/11/2016
	[2.2] MoU Negotiation Meetings for 2015-16 with CPSEs and Administrative Ministries	[2.2.1] Finalization of recommendations of Task Force	Date	20/03/2013	21/03/2014	24/03/2015	24/03/2016	24/03/2017
	[2.3] Uploading finalized MoUs of non-listed companies within 20 days of laying in both Houses of Parliament by the Administrative Ministries	[2.3.1] Finalized MoUs of non-listed companies 2014-15 uploaded in public domain	%	--	98.50	90	--	--
	[2.4] Performance analysis of CPSEs of MoU 2013-14	[2.4.1] Finalization of MoU 2013-14 score for submission to HPC	Date	30/11/2012	28/11/2013	16/12/2014	16/12/2015	16/12/2016
	[2.5] Conduct a pilot study for benchmarking studies in 2 sectors	[2.5.1] Completion of study and receipt of recommendations	Date	--	--	30/01/2015	--	--

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 12/13	Actual Value for FY 13/14	Target Value for FY 14/15	Projected Value for FY 15/16	Projected Value for FY 16/17
		[2.5.2] Submission of recommendations to MoU Task Force for consideration	Date	--	--	16/02/2015	--	--
	[2.6] Implementation of RFMS system	[2.6.1] Coverage of CPSEs under the RFMS	Number	--	--	90	100	125
	[2.7] Facilitating knowledge sharing of best practices in performance evaluation & management systems of CPSEs/SOEs	[2.7.1] International Workshop on best practices on performance evaluation & management in collaboration with PMD	Date	--	--	07/02/2015	--	--
[3] Improving personnel & management systems in CPSEs	[3.1] Processing of proposals for appointment of non-official Directors on the Board of CPSEs	[3.1.1] Cases disposed of within period of 55 days	%	97	93.39	75	75	75
	[3.2] Improvement in Performance Appraisal Report writing of top management incumbents of CPSEs	[3.2.1] Issuance of revised guidelines on Performance Appraisal Report writing	Date	--	--	10/03/2015	--	--
	[3.3] Processing of the proposals for creation of Board level posts in CPSEs	[3.3.1] Cases disposed of within period of 60 days	%	100	0	90	90	90
	[3.4] Alignment of Guidelines relating to Board of Directors	[3.4.1] Issuance of Revised Guidelines	Date	--	--	09/03/2015	--	--

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 12/13	Actual Value for FY 13/14	Target Value for FY 14/15	Projected Value for FY 15/16	Projected Value for FY 16/17
	with Companies Act 2013							
	[3.5] Issue of DA orders in respect of IDA/CDA pattern employees of CPSEs	[3.5.1] Issue of orders within 5 working days after receipt of official orders	%	100	100	90	90	90
	[3.6] Review, rationalization and consolidation of guidelines for effective and secure use of Surplus Funds of CPSEs	[3.6.1] Submission of note for CCEA	Date	--	--	07/03/2015	--	--
[4] Improving corporate governance standards in CPSEs	[4.1] Assessment of CPSEs for facilitating effective Corporate Governance	[4.1.1] Publication of assessment report by DPE for the self-evaluation on Corporate Governance reports received in time	Date	20/02/2013	29/11/2013	31/10/2014	31/10/2015	31/10/2016
		[4.1.2] CPSEs compliant with guidelines on Corporate Governance during the year	Number	--	--	150	170	180
	[4.2] Aligning guidelines pertaining to Corporate Governance with Companies Act, 2013	[4.2.1] Submission of Note to competent authority	Date	--	--	10/03/2015	--	--
	[4.3] Facilitating knowledge sharing of Corporate Governance practices	[4.3.1] Number of Non-official Directors covered	Number	--	111	70	50	50

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 12/13	Actual Value for FY 13/14	Target Value for FY 14/15	Projected Value for FY 15/16	Projected Value for FY 16/17
	with non-official Directors in CPSEs							
	[4.4] Facilitating knowledge sharing of Corporate Governance practices with Company Secretaries in CPSEs	[4.4.1] Number of Company Secretaries covered	Number	--	--	90	75	75
[5] Collection and maintenance of information on key areas of the functioning of CPSEs	[5.1] Publication of PE Survey 2013-14	[5.1.1] Tabling of PE Survey in the Parliament during the Budget Session	Date	27/02/2013	20/02/2014	18/03/2015	18/03/2016	18/03/2017
	[5.2] Generating information on the performance of CPSEs	[5.2.1] Posting survey data in a user friendly format on website for 2012-13 PE Survey	Date	26/03/2012	22/04/2013	15/05/2014	15/05/2015	16/05/2016
[6] Counseling, Retraining and Redeployment for separated employees of CPSEs	[6.1] Setting up of Employees Assistance Centers (EACs) to facilitate training to separated employees under Counselling, Retraining and Redeployment Scheme (CRR)	[6.1.1] Issuance of work order to EACs	Date	14/06/2012	31/07/2013	30/07/2014	31/07/2015	30/07/2016
		[6.1.2] No. of VRS optees covered	Number	7506	3340	2250	2000	1750
[7] Settlement of commercial disputes between CPSEs through Permanent Machinery of Arbitration	[7.1] Disposal of Arbitration cases	[7.1.1] Disposal of cases pending as on 1.4.2014	%	70	69	65	65	65
[8] Improving internal administrative systems	[8.1] Modernization of Library	[8.1.1] Procurement and installation of	Date	--	--	16/02/2015	--	--

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 12/13	Actual Value for FY 13/14	Target Value for FY 14/15	Projected Value for FY 15/16	Projected Value for FY 16/17
		software						
		[8.1.2] Up-gradation of Library	Date	--	--	16/02/2015	--	--
	[8.2] Training on CDDO software	[8.2.1] Certification of Training	Date	--	--	31/10/2014	--	--
	[8.3] Operationalization of CDDO software	[8.3.1] Automation of Bill generation	Date	--	--	31/01/2015	--	--
	[8.4] Compilation of Guidelines	[8.4.1] Publication of compendium	Date	--	--	09/03/2015	--	--
[9] Extending support to SLPEs for adopting best practices	[9.1] Sharing best practices on MoU system with SLPEs	[9.1.1] Organization of workshops on MoU system in 2 States / UTs	Date	--	--	09/03/2015	09/03/2016	09/03/2017
	[9.2] Implementation of Scheme for capacity building for SLPEs	[9.2.1] Organizing of orientation programmes for executives of SLPEs	Number	--	5	4	--	--
* Efficient Functioning of the RFD System	Timely submission of Draft RFD for 2015-2016 for Approval	On-time submission	Date	04/03/2013	04/03/2014	06/03/2015	--	--
	Timely submission of Results for 2013-2014	On-time submission	Date	01/05/2012	01/05/2013	02/05/2014	--	--
* Enhanced Transparency / Improved Service delivery of Ministry/Department	Rating from Independent Audit of implementation of Citizens' / Clients' Charter (CCC)	Degree of implementation of commitments in CCC	%	89	100	95	--	--
	Independent Audit of implementation of	Degree of success in implementing GRM	%	74.50	100	95	--	--

* Mandatory Objective(s)

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 12/13	Actual Value for FY 13/14	Target Value for FY 14/15	Projected Value for FY 15/16	Projected Value for FY 16/17
	Grievance Redress Management (GRM) system							
* Reforming Administration	Update departmental strategy to align with revised priorities	Date	Date	--	10/09/2013	02/11/2014	--	--
	Implement agreed milestones of approved Mitigating Strategies for Reduction of potential risk of corruption (MSC).	% of Implementation	%	100	100	90	90	90
	Implement agreed milestones for implementation of ISO 9001	% of implementation	%	100	100	95	--	--
	% of Responsibility Centres with RFD in RFMS	Responsibility Centres covered	%	--	--	95	--	--
	Implement agreed milestones of approved Innovation Action Plans (IAPs).	% of implementation	%	--	100	90	--	--
* Improve compliance with the Financial Accountability Framework	Timely submission of ATNs on Audit paras of C&AG	Percentage of ATNs submitted within due date (4 months) from date of presentation of Report to Parliament by CAG during the year.	%	100	100	90	--	--
	Timely submission of ATRs to the PAC Sectt. on PAC Reports.	Percentage of ATRS submitted within due date (6 months) from date of presentation of Report to	%	100	100	90	--	--

* Mandatory Objective(s)

Section 3: Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 12/13	Actual Value for FY 13/14	Target Value for FY 14/15	Projected Value for FY 15/16	Projected Value for FY 16/17
		Parliament by PAC during the year.						
	Early disposal of pending ATNs on Audit Paras of C&AG Reports presented to Parliament before 31.3.2014.	Percentage of outstanding ATNs disposed off during the year.	%	100	100	90	--	--
	Early disposal of pending ATRs on PAC Reports presented to Parliament before 31.3.2014	Percentage of outstanding ATRS disposed off during the year.	%	100	100	90	--	--

* Mandatory Objective(s)

Section 4: Acronym

Sl.No	Acronym	Description
1	CCEA	Cabinet Committee on Economic Affairs
2	CDA	Central Dearness Allowance
3	CDDO Software	Comprehensive Drawing and Disbursing Officers Software
4	CPSEs	Central Public Sector Enterprises
5	CSR	Corporate Social Responsibility
6	DA	Dearness Allowance

Section 4: Acronym

Sl.No	Acronym	Description
7	DNA	Data Not Available
8	EACs	Employees Assistance Centres
9	HPC	High Power Committee
10	IDA	Industrial Dearness Allowance
11	MoU	Memorandum of Understanding
12	NP	New Parameter

Section 4: Acronym

Sl.No	Acronym	Description
13	P E Survey	Public Enterprises Survey
14	PMA	Permanent Machinery of Arbitration
15	PMD	Performance Management Division
16	PSEs	Public Sector Enterprises
17	R and D	Research and Development
18	RFMS	Results Framework Management System

Section 4: Acronym

Sl.No	Acronym	Description
19	SLPEs	State Level Public Enterprises
20	SOEs	State Owned Enterprises
21	TBD	To be decided
22	VRS	Voluntary Retirement Scheme

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

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
1	[1.1.1] Increase in Gross Margins registered in respect of MoU signing CPSEs	Increase registered in Gross Margin for MoU signing CPSEs over the last year.	Gross Margin represents excess of income over expenditure before providing for depreciation, interest on loans, taxes (including deferred taxes), extra ordinary items, prior period adjustments and appropriations to reserves	Difference between actual Gross Margin of the year in question and the previous year. Actual value for 2012-13 remains blank as this success indicator was not recommended by TF in RFD 2012-13 and reasons for target value and projected values remains blank are mentioned under general comments. Further, respective drop down menu under Section V is not available, so there is no other way than selecting the option of "others".	The target value would be derived from the targets set through the MoUs. As the actual value of gross margin for 2013-14 will be available only after evaluation in November 2014 the target value for 2014-15 can only be fixed then. Consequently evaluation against this success indicator will also be possible after achievements for 2014-15 are available and evaluated by November 2015.
2	[1.2.1] Increase in Turnover registered in respect of MoU signing CPSEs	Increase registered in Turnover in aggregate for MoU signing CPSEs over the last year.	Turnover means the gross inflow of cash ,receivables or other consideration arising in the course of ordinary activities of an enterprise from the sale of goods and from rendering of services .It does not include excise duty .	Difference between the aggregate of actual Turnover of the year in question and the previous year. Actual value for 2012-13 remains blank as this success indicator was not recommended by TF in RFD 2012-13 and reasons for target value and projected values remains blank are mentioned under	The target value would be derived from the targets set through the MoUs. As the actual value of sales turnover for 2013-14 will be available only after evaluation in November 2014 the target value for 2014-15 can only be fixed then. Consequently evaluation against this success indicator will also be possible after achievements

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

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
2	[1.2.1] Increase in Turnover registered in respect of MoU signing CPSEs	Increase registered in Turnover in aggregate for MoU signing CPSEs over the last year.	Turnover means the gross inflow of cash ,receivables or other consideration arising in the course of ordinary activities of an enterprise from the sale of goods and from rendering of services .It does not include excise duty .	general comments.	for 2014-15 are available and evaluated by November 2015.
3	[1.3.1] Increase in capital expenditure in respect of MoU signing CPSEs	Increase registered in Capital expenditure for MoU signing CPSEs over the last year.	Capital Expenditure is meant for capacity addition wherever management considers it as necessary subject to availability of surplus funds.	Difference between the actual Capital expenditure achieved in the year in question and the previous year. Actual value for 2012-13 remains blank as this success indicator was not recommended by TF in RFD 2012-13 . and reasons for target value and projected values remains blank are mentioned under general comments.	The target value would be derived from the targets set through the MoUs. As the actual value of capital expenditure for 2013-14 will be available only after evaluation in November 2014 the target value for 2014-15 can only be fixed then. Consequently evaluation against this success indicator will also be possible after achievements for 2014-15 are available and evaluated by November 2015.
4	[2.2.1] Finalization and circulation of MoU Guidelines 2015-16	Circulation of finalized MoU guidelines to Central Public Sector Enterprises (CPSEs) and the respective Administrative Ministries	MoU Guidelines lay down the general rules and principles of preparing and evaluating the MoUs	By date of circulation of MoU Guidelines	MoU Guidelines are prepared based on the inputs received from different stakeholders i.e. Task Force, Ministries, CPSEs, etc. and are circulated

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

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
4	[2.2.1] Finalization and circulation of MoU Guidelines 2015-16	Circulation of finalized MoU guidelines to Central Public Sector Enterprises (CPSEs) and the respective Administrative Ministries	MoU Guidelines lay down the general rules and principles of preparing and evaluating the MoUs	By date of circulation of MoU Guidelines	after the approval of High Power Committee chaired by Cabinet Secretary.
5	[2.3.1] Finalization of recommendations of Task Force	Finalization of recommendations of Task Force for Negotiation Meetings 2015-16 with CPSEs and Administrative Ministries.	The Task Force conducts negotiation Meetings with CPSEs and administrative Ministries / Departments to fix the annual targets for the MoU to be signed between CPSE and its administrative Ministry /Department.	Date of finalization of recommendations of Task Force for those CPSEs which submit their draft MoUs within the prescribed timeline.	The TF will be able to finalise recommendations for only those CPSEs which have submitted their MOUs and requisite documents within the stipulated timelines. .
6	[2.4.1] Finalized MoUs of non-listed companies 2014-15 uploaded in public domain	Uploading the finalized MoUs of non-listed companies on the Departmental website, within 20 days of their laying in both Houses of Parliament by the Administrative Ministries.	Non-listed CPSEs are those CPSEs which are not listed on Stock Exchanges.	Percentage of finalized MoUs uploaded in public domain. Actual value for 2012-13 remains blank as this success indicator was not recommended by TF in RFD 2012-13 .	DPE can upload the finalized MoUs after the same are placed on the Table of both Houses of Parliament by respective administrative ministries/Departments.
7	[2.5.1] Finalization of MoU 2013-14 score for submission to HPC	Submission to HPC the finalized MoU 2013-14 score on performance of CPSEs against the targets set in MoU.	Final MoU scores are derived after evaluation of actual performance of CPSEs both in terms of Financial and non-financial parameters against the targets set in MoU by the	Date of submission of finalized MoU 2013-14 score to the HPC	High Power Committee (HPC) Chaired by Cabinet Secretary finally approves the MoU score

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

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
8	[2.6.1] Completion of study and receipt of recommendations	Conduct a pilot benchmarking study in 2 sectors as decided by HPC	Report of benchmarking study will assist the task force for setting targets of CPSEs commensurate with their peers.	Date of receipt of recommendations regarding benchmarking. Respective fields under Section 3 remains blank due to introduction of new Success Indicator.	The two sectors will be finalized after getting the approval from the HPC. Thereafter the study will be commissioned.
9	[2.6.2] Submission of recommendations to MoU Task Force for consideration	The recommendations of Pilot study would be submitted to the Task Force for consideration while negotiating the MoU targets	Benchmarking study involves identification of performance standards for a specific industry, product category, or other group, thereby allowing individual entities to compare their performance with peers.	Date of Submission of recommendations by DPE to Task Force .Respective fields under Section 3 remains blank due to introduction of new Success Indicator.	NA
10	[2.7.1] Coverage of CPSEs under the RFMS	Implementation of Result-Framework-Management System (RFMS) to enable CPSEs to submit and prepare the draft MoU online	RFMS facilitates Ministries/Departments/CPS Es to carry out activities associated with preparation , finalization and evaluation of MoU .	Number of CPSEs who will be using the RFMS. Actual value for 2012-13 and 2013-14 remains blank as this success indicators was not recommended by TF .	Coverage of CPSEs under RFMS is set at 100 under the excellent target, keeping in mind that this will be the 1st year of its implementation.
11	[2.8.1] International Workshop on best practices on performance evaluation & management in collaboration with PMD	Workshop in collaboration with PMD to facilitate knowledge sharing of best practices in performance evaluation & management systems of CPSEs/SOEs internationally.	Not applicable	Date of holding the Workshop . Respective fields under Section 3 remains blank due to introduction of non-repetitive new Success Indicator	Cost of workshop will be shared by the DPE and PMD

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

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
12	[3.1.1] Cases disposed of within period of 55 days	Processing and disposal of proposals for appointment of non-official Directors on the Board of CPSEs within 55 days of their receipt.	Proposal is examined on the basis of criteria laid down by the ACC and finally put up before the Search Committee for its consideration and recommendation.	Percentage of cases disposed of by sending to the concerned Administrative Ministries/Departments within the timeline of 55 days.	The Proposal received from the Administrative Ministry/Department must be complete in all respects.
13	[3.2.1] Issuance of revised guidelines on Performance Appraisal Report writing	Issue of guidelines to improve the Performance Appraisal Report writing of top management incumbents of CPSEs	Performance of Board Level and upto two levels below Board level are examined on the basis of APR.	Date of issue of revised guidelines on APR. Actual value for 2012-13 and 2013-14 remains blank as this success indicators was not recommended by TF .	This is a follow up of the Success Indicator of RFD 2013-14 regarding conducting of a study on implementation of Guidelines on writing of APARs of top management incumbents of CPSEs
14	[3.3.1] Cases disposed of within period of 60 days	Processing of the proposals for creation of Board level posts in CPSEs within 60 days.	Proposal is examined on the basis of criteria laid down by the DPE and sent to PESB for its recommendations. Final approval is given by the Minister.	Percentage of cases disposed of within the timeline.	Proposals received must be complete in all respects.
15	[3.4.1] Issuance of Revised Guidelines	Alignment of Guidelines relating to Board of Directors with Companies Act 2013	Existing guidelines are to be revised to ensure that they are in tune with the provisions of the new Companies Act 2013.	Date of issue of revised guidelines. Respective fields under Section 3 remains blank due to introduction non-repetitive Success Indicator	This Process can be initiated only after the final notification of the relevant rules under the Companies Act 2013, by the Ministry of Corporate Affairs.

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

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
16	[3.5.1] Issue of orders within 5 working days after receipt of official orders	Issue of Dearness Allowance (DA) orders in respect of Industrial Dearness Allowance (IDA) / Central Dearness Allowance (CDA) pattern employees of CPSEs within 5 working days after receipt of official orders.	Official orders are the half yearly orders issued by the Ministry of Finance or the quarterly release of the All India Consumer Price Indices by the Labour Bureau, Shimla	Percentage of the orders issued within 5 days, out of the total of 6 orders.	DPE issues a total 6 DA orders in a financial year - 2 in respect of CDA pattern of scales and 4 for IDA pattern of scales.
17	[3.6.1] Submission of note for CCEA	Preparation and submission of note for Cabinet Committee on Economic Affairs (CCEA) on the issue of effective and secure use of Surplus Funds of CPSEs.	Note will be prepared after review, rationalization and consolidation of guidelines.	Date of submission of note to CCEA. Respective fields under Section 3 remains blank due to introduction non-repetitive Success Indicator	Nil
18	[4.2.1] Publication of assessment report by DPE for the self-evaluation on Corporate Governance reports received in time	Publication of assessment report based on the corporate governance self-evaluation reports received in time from the CPSEs through the administrative Ministries/Departments	Administrative Ministries / Departments compile and send reports to DPE on the basis of the compliance of Guidelines on Corporate Governance by the CPSEs under their control.	Date of publication of Assessment Report.	As per DPE guidelines administrative Ministries /Departments will consolidate the quarterly report of compliance of corporate governance and also grade the CPSEs under their control.. Based on the reports received from them, DPE publishes the Assessment Report.
19	[4.2.2] CPSEs compliant with guidelines on Corporate Governance during the year	Number of CPSEs compliant with guidelines on Corporate Governance based on the Assessment.	Not applicable	Number of CPSEs found compliant with guidelines on Corporate Governance during the year. Actual value for 2012-13 and 2013-14 remains blank as	Nil

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

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
19	[4.2.2] CPSEs compliant with guidelines on Corporate Governance during the year	Number of CPSEs compliant with guidelines on Corporate Governance based on the Assessment.	Not applicable	this success indicators was not recommended by TF	Nil
20	[4.3.1] Submission of Note to competent authority	Preparation of Note relating to alignment of guidelines pertaining to Corporate Governance with Companies Act, 2013.	Existing guidelines are to be revised so as to align the same with Companies Act 2013.	Date of submission of note to competent authority. Respective fields under Section 3 remains blank due to introduction non-repetitive Success Indicator.	This Processes can be initiated only after the final notification of relevant rules under Companies Act 2013 by the Ministry of Corporate Affairs.
21	[4.4.1] Number of Non-official Directors covered	Facilitating knowledge sharing of Corporate Governance practices with non-official Directors in CPSEs through workshops	Non-official Directors are independent directors on the Board of CPSEs who are not the whole time Director or Government Nominee Director.	Number of non-official Directors covered during the year. Actual value for 2012-13 remains blank as this success indicator was not recommended by TF	The success depends on the CPSEs nominating their Non-official Directors to the workshops organised by DPE.
22	[4.5.1] Number of Company Secretaries covered	Facilitating knowledge sharing of Corporate Governance practices with Company Secretaries in CPSEs	Corporate Governance involves a set of relationships between a Company's management, its Board, its shareholders and other stakeholders.. The role of a Company Secretary is to report to the Board about compliance with the provisions of the Companies Act, the rules	Number of Company Secretaries covered during the year. Respective fields under Section 3 remains blank due to introduction non-repetitive Success Indicator	Nil

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

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
22	[4.5.1] Number of Company Secretaries covered	Facilitating knowledge sharing of Corporate Governance practices with Company Secretaries in CPSEs	made thereunder and other laws applicable to the company.	Number of Company Secretaries covered during the year. Respective fields under Section 3 remains blank due to introduction non-repetitive Success Indicator	Nil
23	[5.1.1] Tabling of PE Survey in the Parliament during the Budget Session	Publication of Public Enterprises Survey 2013-14 and tabling the same in both Houses of the Parliament during Budget Session.	Public Enterprises Survey presents an overview of the performance of Central Public Sector Enterprises.	Date of tabling of Survey in the Parliament during the Budget Session	Nil
24	[5.2.1] Posting survey data in a user friendly format on website for 2012-13 PE Survey	For disseminating information on the performance of CPSEs, PE Survey data for 2012-13 would be posted on website.	Not applicable	Date of posting the data on DPE's website.	Nil
25	[6.1.1] Issuance of work order to EACs	Issue of work order for setting up of EACs by the nodal agencies selected for implementation of CRR Scheme.	Employees Assistance Centers (EACs) are set up to facilitate training to separated employees under CRR Scheme.	Date of issue of work order	Nil
26	[6.1.2] No. of VRS optees covered	Number of VRS optees from CPSEs trained under the CRR scheme	VRS optees are those who have opted for Voluntary Retirement Scheme in CPSEs.	Number of VRS optees covered	Nil

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

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
27	[7.1.1] Disposal of cases pending as on 1.4.2014	Settlement of commercial disputes pending as on 1.4.2014 between CPSEs through Permanent Machinery of Arbitration	Arbitration is a machinery for resolution of disputes between CPSEs outside the Courts.	Percentage of the total cases pending as on 01.4.2014 that were disposed of during the year	Nil
28	[9.2.1] Procurement and installation of software	Modernization of Library through procurement and installation of e-granth software.	E-granth software provides digital access to library resources.	Date of procurement and final installation of software. Respective fields under Section 3 remains blank due to introduction non-repetitive Success Indicator	NA
29	[9.2.2] Up-gradation of Library	Same as above plus procurement of books	Up gradation of library through e-granth helps to strengthening digital library and management information.	Date of up-gradation of Library. Respective fields under Section 3 remains blank due to introduction non-repetitive Success Indicator	NA
30	[9.3.1] Certification of Training	Training on all modules of Comprehensive Drawing Disbursing Officers (CDDO) software	CDDO software is used in Govt. Departments for generation of bills and statements relating to salary, DA arrears, GPF, Income tax, Bonus, etc.	Date of certification of completion of training to the officials. Respective fields under Section 3 remains blank due to introduction non-repetitive Success Indicator	Officials of Cash section will be nominated for this training.

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

Sl.No	Success indicator	Description	Definition	Measurement	General Comments
31	[9.4.1] Automation of Bill generation	Operationalization of all modules of CDDO software for automatic bill generation	Same as above	Date on which the first automated bill is generated. Respective fields under Section 3 remains blank due to introduction non-repetitive Success Indicator	Nil
32	[9.5.1] Publication of compendium	Compilation of DPE Guidelines currently in force	Not applicable	Date of publication of new compendium of DPE guidelines. Respective fields under Section 3 remains blank due to introduction non-repetitive Success Indicator	NA
33	[10.1.1] Organization of workshops on MoU system in 2 States / UTs	Workshops will be organized for sharing best practices on MoU system with SLPEs in 2 States / UTs.	MoU is a negotiated agreement and contract between the Government and the Management of the CPSE. It facilitates evaluation of performance of the CPSE at the end of the year vis-a-vis the targets fixed.	Date of organizing the last of the workshops. Actual value for 2012-13 and 2013-14 remains blank as this success indicators was not recommended by TF	NA
34	[10.2.1] Organizing of orientation programmes for executives of SLPEs	Organizing of orientation programmes under the Scheme of Capacity building for the executives of SLPEs.	Not applicable	Number of orientation programmes organized.	The objective is to upgrade the skills of executives in SLPEs, thereby enhancing the overall productivity of these enterprises.

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

SI.No	Success indicator	Description	Definition	Measurement	General Comments
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Section 5 : Specific Performance Requirements from other Departments

Location Type	State	Organisation Type	Organisation Name	Relevant Success Indicator	What is your requirement from this organisation	Justification for this requirement	Please quantify your requirement from this Organisation	What happens if your requirement is not met.
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Section 6: Outcome/Impact of Department/Ministry

Outcome/Impact of Department/Ministry	Jointly responsible for influencing this outcome / impact with the following department (s) / ministry(ies)	Success Indicator	Unit	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
1 Performance improvement of CPSEs with respect to Gross margin, Turnover and capital expenditure	Administrative Ministries and CPSEs	Increase in Gross Margins registered in respect of MoU signing CPSEs	%	5	DNA	TBD	TBD	TBD
		Increase in Turnover registered in respect of MoU signing CPSEs	%	5	DNA	TBD	TBD	TBD
		Increase in capital expenditure with respect of MoU signing CPSEs	%	NP	DNA	TBD	TBD	TBD
2 Ensuring effective Corporate Governance in CPSEs towards enhanced transparency and Accountability	Administrative Ministries and CPSEs	CPSEs compliant with guidelines on corporate Governance during the year	Number	162	181	150	150	150
3 Collection and maintenance of information on key areas of the functioning of CPSEs	Administrative Ministries and CPSEs	Tabling of PE Survey in the Parliament during the Budget Session	Date	27/02/2013	20/02/2014	18/03/2015	18/03/2016	18/03/2017