



Performance Monitoring and Evaluation System

IN
HIMACHAL PRADESH
(18.05.15)

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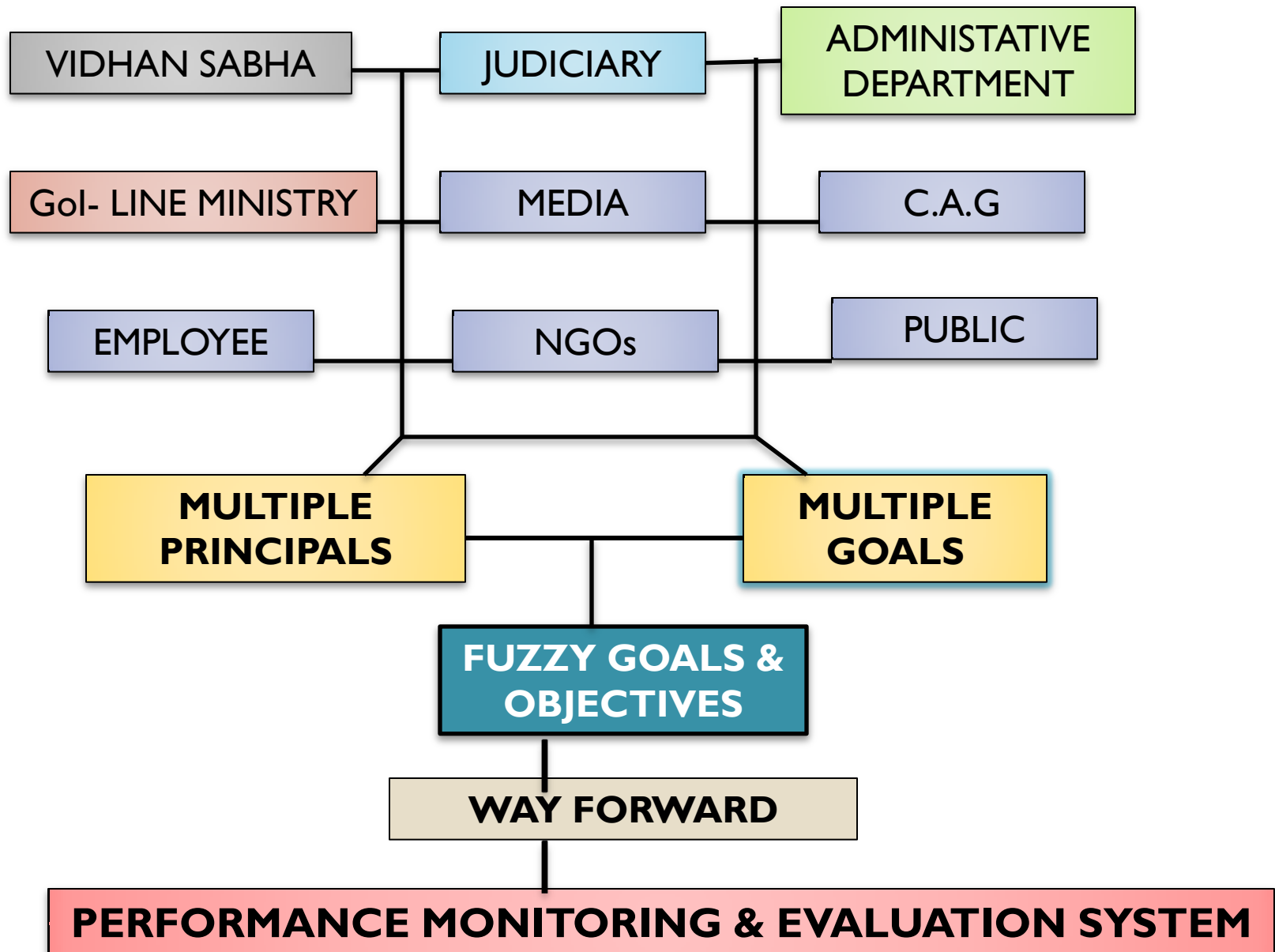
STATE PROFILE

- **Area** **55,673 Sq. Kms.**
- **Districts** **12**
- **Sub-Divisions** **53**
- **Tehsils** **82**
- **Sub- Tehsils** **34**
- **Blocks** **77**
- **Inhabited Villages** **17,495**
- **Towns & Cities** **59**
- **Population** **68.57 Lakh**



There are 50 major Departments in the State.

Government Departments - Present Scenario of Performance



Performance Measurement and Reporting in HP Government before 2011

- Performance Measurement was done on Ad hoc basis by Seniors/State Government by getting information on various proforma or conducting Review Meetings .
- Review of expenditure rather than measuring the Output.
- Departmental review stressed on following proper procedures than actually considering whether the objectives of spending the funds have been achieved or not.
- Generally most of the departments reported only the areas where they have done reasonably well and areas of shortcomings were never reported.



- In government, once a property is constructed or equipment is procured, there is hardly any monitoring of its efficient use.
- There was no accountability of the government personnel to deliver the best from the resources it was spending.
- Being busy is not the same thing as attaining results.

Due to this system, Government was not getting the best result from the resources it is spending.





Change Required

Thus, in place of performance based on spending of the budget outlays, a performance measurement system which highlight what is actually being delivered to the public was required to be evolved to get the best from the available resources.

Beginning of Performance Monitoring & Evaluation System (PMES) in the State

- During the 2nd Chief Secretaries Conference in New Delhi on February 4-5, 2011, Dr. Prajapati Trivedi, (then Secretary, Performance Management) made a presentation on Results-Framework Document (RFD).
- The then Chief Secretary, Himachal Pradesh, Mrs. Rajwant Sandhu attended that conference.





Beginning of PMES in the State

- In March, 2011, a request was made to Dr. Prajapati Trivedi, to organize a short term training programme on PMES .
- Dr. Trivedi accepted the request and agreed to organize a two days workshop for all Secretaries and HODs.
- The first workshop was held on 23rd & 24th June, 2011 at Shimla.
- All the Administrative Secretaries and HODs attended the workshop
- The Chief Minister of Himachal Pradesh presided over the workshop and expressed the strong commitment for the RFDs system of performance evaluation



**First RFD Workshop
June 23-24, 2011 in Shimla**



Beginning of PMES in the State

- The practical training for the preparation of RFDs was given by the PMD.
- The draft RFDs for the five departments viz Urban Development, Transport, Rural Development, Power & health Department were prepared.
- The second workshop on RFDs was held on 29th & 30th July, 2011.





Beginning of PMES in the State

- Guidelines to prepare the RFD were finalized by the Planning Department and made available to all Departments in July, 2011
- Draft RFDs were submitted by 37 Departments in September, 2011.
- These RFDs were submitted for review to ATF constituted by the Performance management Division of the Cabinet secretariat.

Beginning of PMES in the State

- The first meeting of the ATF was held on 29 September, 2011 at New Delhi
- The second meeting of the ATF was held 1st & 2nd November, 2011 at Shimla.
- Total 13 ATF members from outside the State and 5 local ATF members reviewed the RFDs.



Beginning of PMES in the State



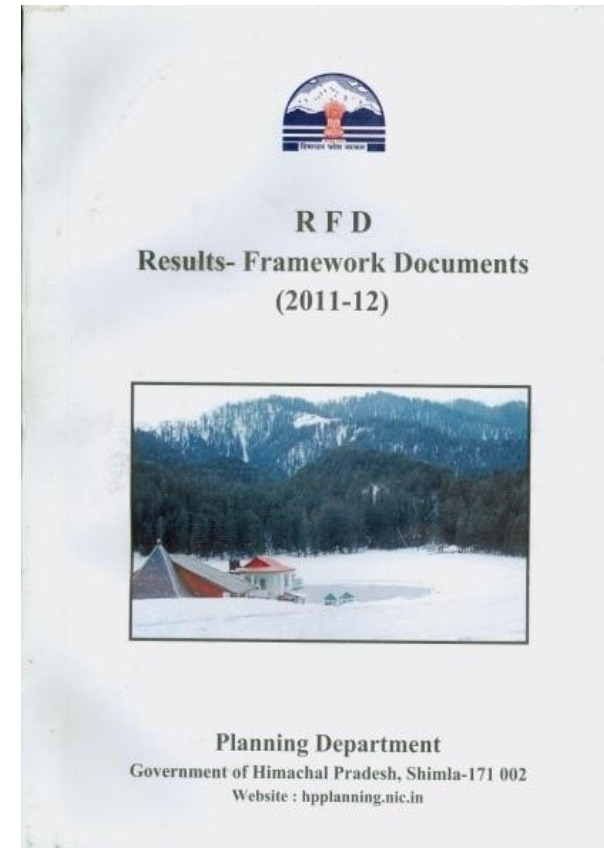
➤ 37 departments put their final and approved RFD on their official website for further monitoring.

➤ A Compendium Containing RFD of 37 Departments was released.

➤ A presentation to sensitize Council of Ministers about the PMES was made by Dr. Trivedi in February 2012.



A Compendium of RFD was released by Hon'ble Chief Minister in February 2012



Contribution of Adhoc Task Force

- Provided valuable comments to improve the “quality” in the context of designing RFD.
- Helped in drafting result oriented Vision, Mission and objectives of the Departments
- Helped in selecting quality and outcome oriented indicators.



Youth Services and Sports Department



Vision Before Review

The vision of the Department is to implement the efforts of Govt. to provide better and the State of art infrastructure in collaboration with Govt. of India and in some cases in PPP mode. Involving youth in the task of national reconstruction through the media of sports and youth development activities and to harness their energy towards eradication of social evils and to provide opportunities for self-expression, personality development and cultural attainment and enabling them to assume social and civic responsibilities. However, it will be endeavor of the department to engage youth in pursuits of excellence in the promotion of sports and youth activities and to popularize the sports in the State

Vision After Review

To promote an excellence sporting culture in the state for creating opportunities to youth and harnessing their energies towards eradication of social evils and ensure their positive role in national reconstruction

Public Works Department



Vision Before Review

Better roads and infrastructure for better life.

Vision After Review

World Class Roads and Infrastructure in
Himachal Pradesh

Public Works Department

Mission Before Review

Roads are a very vital infrastructure for rapid economic growth of the state/ country. In fact, the development of important sectors of economy such as Agriculture, Horticulture, Industry, Mining and Forestry depends upon efficient road network. Social activities such as education, health, family planning and promotion of tourism also depend upon efficient road network. So the primary objective and aim of the department is to provide connectivity by way of all weather roads to all the habitations (villages) in the state.

The roads will be constructed with an effective and eco-friendly technology. The elected representatives and village community will be involved in the construction and maintenance of the roads for transparency in construction and maintenance.

Mission After Review

100 percent Road connectivity for all villages through construction of all weather Roads for rapid Economic Growth.



Urban Development Department



Vision Before Review

To facilitate creation of urban habitat aiming to provide healthy and self sustaining society

Vision After Review

To facilitate creation of economically vibrant, inclusive, efficient , environment friendly and sustainable urban habitats.

Urban Development Department



Mission Before Review

To provide conducive environment for sustainable economic growth of various sectors by providing quality infrastructure for the development leading to economic growth of the habitat. Delivery of high quality civic services in time bound manner.

Mission After Review

Act as facilitator and regular to provide administrative and financial support to Urban Local Bodies to improve their municipal service delivery system and facilitation of quality urban infrastructure.

PMES in 2012-13

In the year 2012-13, 47 departments prepared their RFDs. Preliminary review of these Draft RFDs was done by Ad-hock Task Force in Delhi on 31st October and 1st November, 2012.

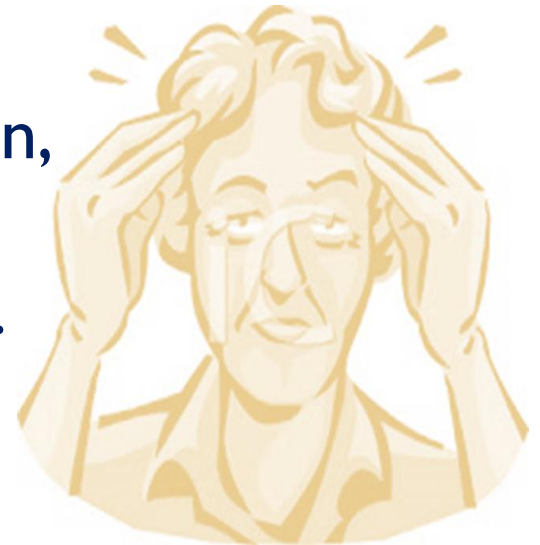
Final review of these RFDs was done by the ATF on 3-4 December 2012 in Shimla.

The composite scores were declared publically by putting the results of RFD on website of HP Planning Department.



Challenges Faced During Initial Phase of PMES

- Officers who attended training and actually prepared RFD were different.
- Some departments followed individual approach rather than a group approach.
- Lack of a State Level Core Group to provide technical guidance.
- Difficulty in stating Vision, Mission, objectives , Functions , success indicators (CREAM) and targets.



Challenges Faced During Initial Phase of PMES

- Resistance of the departments from the existing system.
- Inadequacy of data for the preparation of RFDs.
- Lack of feed back from the filed offices of the different departments.
- Problem of identification of champions in the department.





PMES-2013-14

In the year 2013-14, 49 departments prepared their RFDs.

These departments placed their final and approved RFD on their official website for open public access.

The results were declared publically by putting the composite scores of RFD on website of HP Planning Department.

PMES 2014-15

Activity-Centered



Results-Oriented

- To review the PMES process in the State and to make the RFDs more effective and public oriented, a meeting was held in October, 2014 under the Chairmanship of Chief Secretary with all Administrative Secretaries and HODs of major departments.
- Success Indicators in case of all major Departments were discussed at large and more challenging Success Indicators providing direct benefits to the general public were selected
- All Departments have prepared their RFD In the year 2014-15.



Women & Child Development

Success Indicators in previous Years

- Budget formulation and allocation of funds to field functionaries
- Monitoring and supervision of IGMSY
- Operationalization of ICDS
- Release of funds to field offices in Chamba, Solan, Kullu and Kangra Districts

Success Indicators in 2014-15

- Reduction in child malnutrition compared to previous year (2013-14)
- Increase in enrolment and regular health checkup of children of 0 to 3 year's age.
- Regular health checkup of children of 3 to 6 year's age.
- Access of funds under EAP, ACA and CSS
- Immunization coverage
- Ante natal care

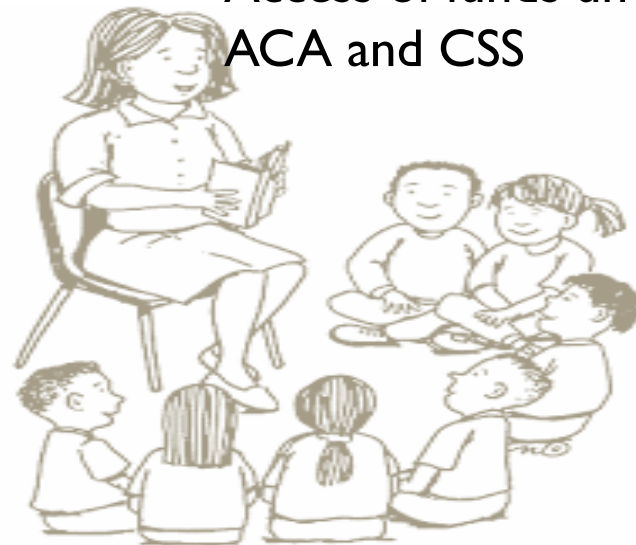
Elementary Education Department

Success Indicators in previous Years

- Completion of additional classroom
- Opening of Audit Education Centres
- Improvement of infrastructure
- Support of disadvantage population
- Girls Education and free distribution of text books.
- Inclusive education for children with special needs.
- Development of strategy for training of untrained teachers

Success Indicators in 2014-15

- Increase in enrollment
- Decrease in dropout
- Actions taken for improvement of quality of education
- Promotion of child friendly school culture.
- Access of funds under EAP, ACA and CSS



Higher Education Department

Success Indicators in previous Years

- Opening/ upgradation of schools as per norms
- Completion of building of schools including Labs, Hostels, Libraries etc.
- Electronic distribution of scholarships
- Rationalization of staff in schools
- In Service teacher training
- Enhancement of teaching days in Colleges



Success Indicators in 2014-15

- Measures taken to improve quality of Education.
- Increase in GER
- Students enrolled under Vocational Education.
- Actions to promote private sector in education.
- Decrease in per students cost of teaching compared to 2013-14.
- Access of funds under EAP, ACA and CSS

Rural Development Department

Success Indicators in previous Years

- Person days generated under MGNREGS
- Water and soil conservation works to be executed
- Review by State Employment Guarantee Council
- Social Audit of MGNREGS
- Formulation of Self Help Groups (SHGs)
- Release of funds
- Fulfillment of physical targets for the year

Success Indicators in 2014-15

- Increase in persons days in MGNREGA
- Additional houses constructed for BPL families:
- Additional area treated under **IWMP**
- Person provided training under Skill Development.
- Construction of IHHL under NBA.
- Access of funds under EAP, ACA and CSS





Horticulture Department

Success Indicators in previous Years

- Production of Horticulture Corps
- Creation of water sources
- Protected Cultivation
- Horticulture Mechanization
- Review and Co-ordination Meeting of Horticulture Mission
- Production of nursery plants
- Distribution of fruit plants
- Establishment of fruit nursery
- Marketing support
- Training of farmers

Success Indicators in 2014-15

- Additional area brought under fruit cultivation
- Increase in productivity of fruit crops.
- New varieties of apple introduced
- Additional area brought under micro irrigation
- Introduction of new fruit varieties (Avocado , Golden Kiwi & Hazel nut)
- Access of funds under EAP,ACA and CSS

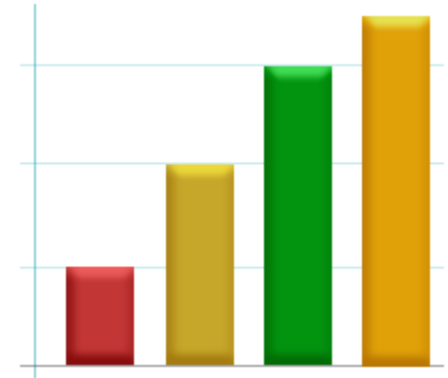
BENEFITS of PMES

- Clarity about Department's Vision, Mission, Objectives and Functions.
- Shift of focus from routine ongoing work approach to strategic planning approach.
- Focus on the broad outcome and the expected impact of the Department rather than achievements based on expenditure.
- Increased competition on performance amongst departments.



BENEFITS of PMES

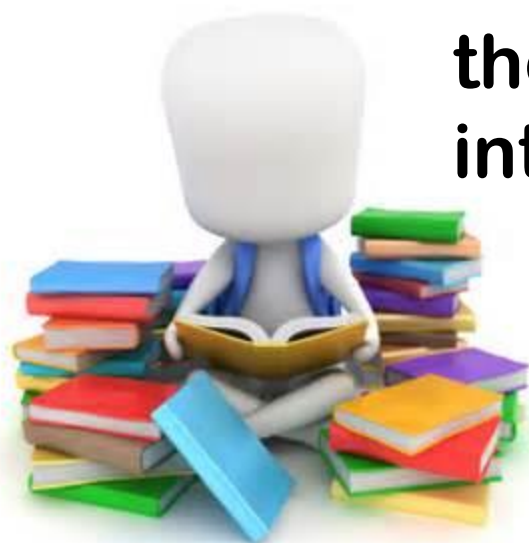
- The monitoring based on performance has improved the public service delivery and public is getting better service from the available resources.
- Performance monitoring has exerted pressure on Government employees to improve performance.
- It helped Government to know whether State resources are being properly utilised or not.



BENEFITS of PMES

- **It has enabled the Govt. to develop a template which has the potential to assess the performance of a Department.**

•RFD helped in critical review of the schemes, programs and internal organizational process.



Challenges Ahead

Routine Process

Some Department take it as a routine and additional process. Motivation to improve the working is less.

Poor performance

Poor performance is not managed on time which leads to overall poor performance at the end of year



Challenges Ahead

Incentive and disincentives

In line with RFD achievements, some incentives and disincentives are required for a healthy competition and quality improvement.

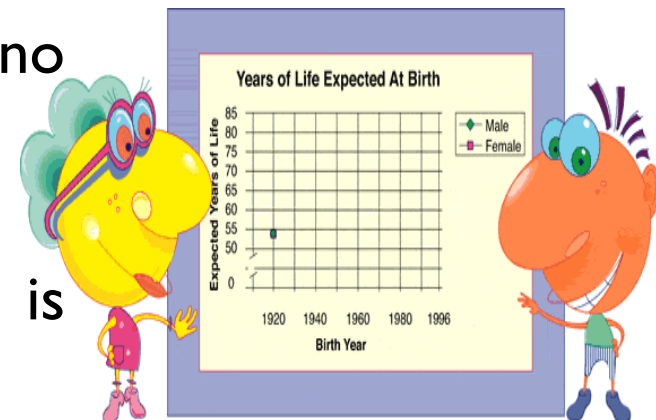
Alignment

Alignment of individual performance, departmental performance and organizational delivery is missing.

Measurements

In many cases targets are set but no relevant measures to achieve these targets is put in place.

In other cases no relevant data is kept to track the performance.



Challenges Ahead

Leadership and Commitment

The commitment and understanding of leadership for achieving a workable performance is critical to produce best results.

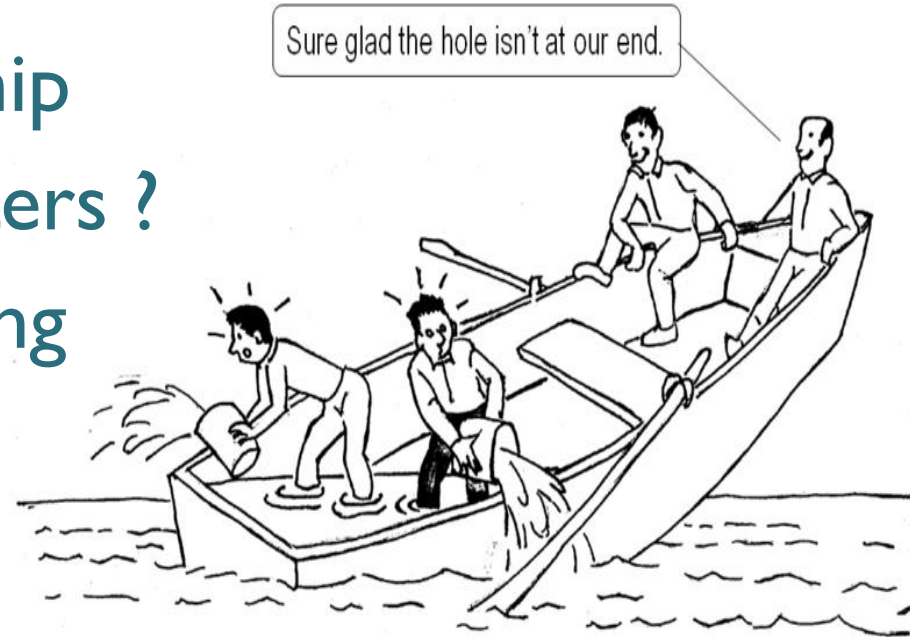
Effective Communication of performance to the stakeholders

Bringing out result based information in Public arena.



What needs to be done

- Bringing accountability
- Empowerment of the Stakeholders
- Need of Ownership
- Performance Matters ?
- Regular Monitoring





THANKS