
STRATEGIC LEADERSHIP AND MANAGEMENT

Accelerating Youth Policy Implementation in the Commonwealth by 2030

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July 2, 2019

Reading, UK

PERFORMANCE MANAGEMENT IN GOVERNMENT:

Accelerating Policy Implementation

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CFR Evaluation Methodology

Table 1

Distribution of Relative Weights and Illustrative Calculation of Overall Quality Rating

Section	Section Description	Weight	Raw Score for the Section	Weighted Raw Score for the Section
1 (A)	Vision	5	90.0	4.50 ●
1 (B)	Mission	5	90.0	4.50 ●
1 (C)	Objectives	5	97.0	4.85 ●
2	<i>Inter se</i> priorities among key objectives, success indicators and targets	40	87.9	36.00 ●
3	Trend values of the success indicators	15	90.0	13.50 ●
4	Description and definition of success indicators and proposed measurement methodology	5	86.0	4.30 ●
5	Specific performance requirements from other departments that are critical for delivering agreed results	5	85.0	4.25 ●
6	Outcome / Impact of activities of department/ministry	20	88.0	17.6 ●
	Total Weight =	100		
Overall Quality Rating for RFD =				89.5

Table 2
Distribution of Relative Weights and
Illustrative Calculation of Quality Rating for a Vision Statement

	Criteria to evaluate quality of a Vision Statement	Weight	Criteria Values					Raw Score	Weighted
			Excellent	Very	Good	Fair	Poor		Raw
				Good					Score
				100%					90%
1	The “What”, not the “How”	0.25		X				90	22.5
2	Forward looking	0.25		X				90	22.5
3	Succinct and clear	0.25	X					100	25
4	Inspiring and Engaging	0.25			X			80	20
Quality Rating for Vision Statement =									90.0

Vision Statement - Examples

Good Practice

Department of Aids Control:

“Prevention and reduction of the HIV burden in India.”

Department of Rural Development:

“Sustainable and inclusive growth of rural India.”



Can be improved:

Department of Heavy Industry:

“To have modern, healthy and robust Auto, Heavy Engineering, Heavy Electrical & Capital Goods sectors and self-reliant & growth oriented PSEs under the Department.”

Department of Public Enterprises:

“To evolve policies, reform programs, guidelines and mechanisms towards the establishment of a strong and effective public sector.”

Table 3
Distribution of Relative Weights and
Illustrative Calculation of Quality Rating for a Mission Statement

	Criteria to evaluate quality of a Mission Statement	Weight	Criteria Values					Raw Score	Weighted
			Exce llent	Very Good	Good	Fair	Poor		Raw
			100%	90%	80%	70%	60%		Score
1	Aligned with Vision (follows the level of Vision and is long-term)	0.4		X				90	36
2	The “How” (at higher levels than Objectives)	0.3		X				90	27
3	Succinct & clear	0.3		X				90	27
Quality Rating for Mission Statement =									90

Mission Statement - Examples

Good Practice:

Department of Aids Control:

“To reduce HIV prevalence in population groups at risk of HIV/AIDS by an integrated prevention, care and support programme.”



Can be improved:

Ministry of Shipping:

“To enhance capacity & efficiency of Major Ports to cater to increase in international trade; Increase India's share in global shipping, promote and strengthen the Indian shipping and shipbuilding industry; Ensure safety of maritime shipping and national waterways operations; Achieve optimum utilization of Inland waterways potential in the Country; Strengthen maritime administration training and education; and Mitigation of pollution levels in line with International standards.”

Table 4
Distribution of Relative Weights and
Illustrative Calculation of Quality Rating for list of Organizational Objectives

	Criteria to evaluate quality of Objectives	Weight	Criteria Values					Raw Score	Weighted Raw Score
			Excellent	Very Good	Good	Fair	Poor		
			100%	90%	80%	70%	60%		
1	Aligned with Mission	0.3	X					100	30
2	Results-driven (At the level of program rather than actions)	0.3		X				90	27
3	Appropriate number of objectives	0.2	X					100	20
4	Non duplication, non-redundancy and absence of overt conflicts in stated objectives	0.2	X					100	20
Quality Rating for Objectives =									97

Objectives - Examples

Good Practice

Department of Electronics and IT:

- **e-Government:** Providing e-infrastructure for delivery of e-services
- **e-Industry:** Promotion of electronics hardware manufacturing and IT-ITeS industry
- **e-Innovation/ R&D:** Implementation of the R&D Framework : Enabling creation of Innovation/ R&D infrastructure in the emerging areas of ICT&E/ Establishment of a mechanism for R&D translation
- **e-Learning:** Providing support for development of e-Skills and Knowledge network
- **e-Security:** Securing India's cyber space

Can be improved:

Ministry of Shipping:

1. Capacity Augmentation of Major Ports
- 2 Improve Efficiency of Ports
- 3 Monitoring of Port Projects.
- 4 Maintain/ improve draught of channels for berthing of ships
- 5 Increase tonnage under Indian flag
- 6 Formulation of Policies in Maritime Sector.
- 7 Updating regulatory framework
- 8 Promotion of Inland Waterways Transportation.
- 9 Improve performance of PSUs/ Autonomous Organizations
- 10 Promotion of Shipbuilding Industry
- 11 Improvement of navigational aids
- 12 Improving safety of maritime shipping
- 13 Mitigating pollution levels in line with International standards.
- 14 Increase in skilled manpower in Maritime Sector.



Table 10|

Distribution of Weight and Sample Calculation of Quality Rating for Section 2

	Criteria to evaluate Quality of Targets for SIs	Weight	Criteria Values					Raw Score	Weighted Raw Score
			Excellent	Very Good	Good	Fair	Poor		
			100%	90%	80%	70%	60%		
1	Extent to which actions (in Column 3) adequately capture objectives	15		X				90	13.5
2	Extent to which success indicators (Column 4) adequately capture Actions	15	X					100	15.0
3	Quality / Nature of Success Indicators (SIs)	40			X			81	32.4
4	Appropriateness of distribution of weight among objectives	15		X				90	13.5
5	Quality of targets for respective Success Indicators in RFD	15		X				90	13.5
Rating for Quality of Targets =									87.9

Table 6
Calculation for Quality Score for SIs

	Criteria to evaluate Quality of Success Indicators (SIs)	Weight	Criteria Values					Raw Score	Weighted Raw Score
			Excellent	Very Good	Good	Fair	Poor		
			100%	90%	80%	70%	60%		
1	Outcome-Oriented of Success Indicators	0.90			X			80 (From Table 7)	72.0
2	Quality-Oriented of Success Indicators	0.10		X				90 (From Table 8)	9.0
Quality Rating for SIs =									81.0

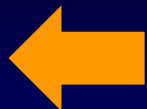


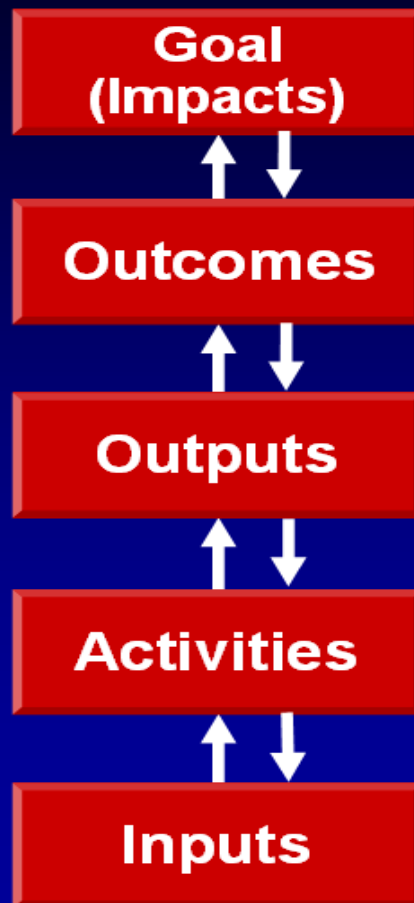
Table 7

	Criteria to evaluate Outcome Orientation of Success Indicators (SIs)	Weight	Criteria Values					Raw Score	Weighted Raw Score
			Excellent	Very Good	Good	Fair	Poor		
			100%	90%	80%	70%	60%		
			Outcome	External Output	Internal Output	Activity	Input		
1	Success Indicator 1	0.3			X			80	24
2	Success Indicator 2	0.3	X					100	30
3	Success Indicator 3	0.2				X		70	14
4	Success Indicator 'N'	0.2					X	60	12
Quality Rating for Outcome—Orientation of Success Indicators =									80

Results Chain

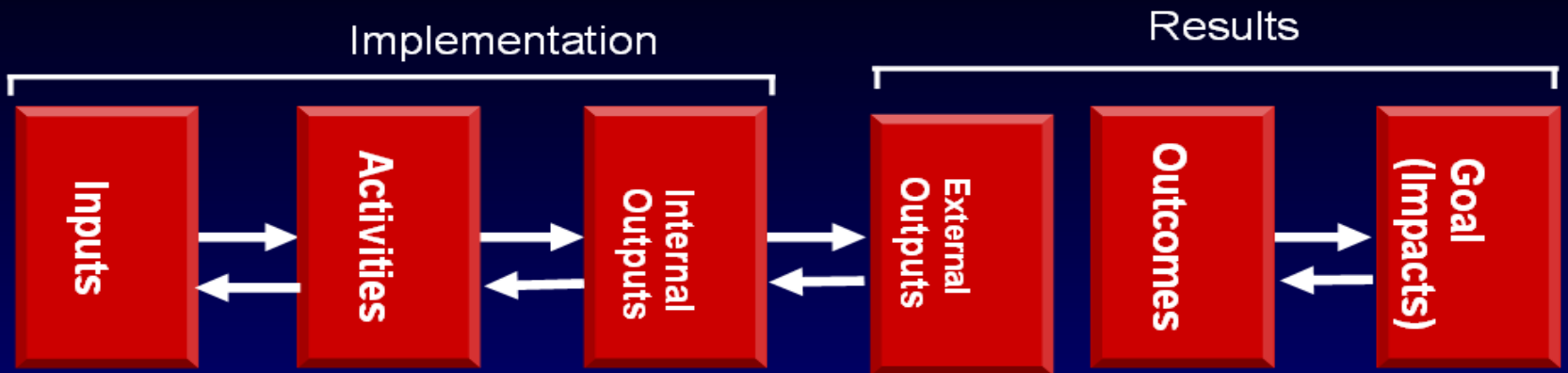
Results-Based Management: Oral Re-hydration Therapy

**Theory
of
Change**



- Child mortality and morbidity reduced
- Improved use of ORT in management of childhood diarrhea
- Increased maternal knowledge of and access to ORT services
- Media campaigns to educate mothers, health personnel trained in ORT, etc.
- Funds, ORT supplies, trainers, etc.

Results Chain



Selecting Success Indicators



Table 8
Calculation of Quality—Orientation of Success Indicators

	Criteria to evaluate Quality-Orientation of Success Indicators (SIs)	Weight	Criteria Values					Raw Score	Weighted Raw Score
			Excellent	Very Good	Good	Fair	Poor		
			100%	90%	80%	70%	60%		
			5 SIs	4 SIs	3 SIs	2 SIs	1 SI		
1	Number of indicators explicitly measuring quality of Government Performance	100		X				90	90
Rating for Quality—Orientation of Success Indicators =									90

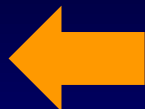
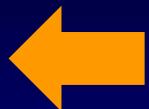
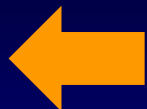


Table 9
Rating for Quality of Targets

	Criteria to evaluate Quality of Targets for SIs	Weight	Criteria Values					Raw Score	Weighted Raw Score
			Excellent	Very Good	Good	Fair	Poor		
			100%	90%	80%	70%	60%		
1	Consistency with Planning Commission/ MOF Targets	70		X				90	63
2	Degree of Stretch	30	X						30
Rating for Quality of Targets =									93



	Criteria to evaluate Quality of Targets for SIs	Criteria Values				
		Excellent	Very Good	Good	Fair	Poor
		100%	90%	80%	70%	60%
1	Consistency with Planning Commission/ MOF Targets	100 % targets are consistent	90 % targets are consistent	80 % targets are consistent	70 % targets are consistent	60 % targets are consistent
2	Degree of Stretch	100% targets are challenging	90% targets are challenging	80% targets are challenging	70% targets are challenging	60% targets are challenging



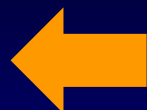
Section 3

Table 11
Trend Values for Success Indicators

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



	Criterion to evaluate Quality of Section 3	Weight	Target / Criterion Value					Raw Score	Weighted Raw Score
			Excellent	Very Good	Good	Fair	Poor		
			100%	90%	80%	70%	60%		
1	Percentage of data populated	100		X				90	90
Quality Rating for Section 3 =									90

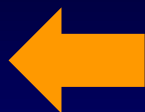


Section 4

calculation.

Table 14
Distribution of Weight among Criteria and Illustrative Calculation

	Criteria to evaluate quality of Section 3	Weight	Target / Criteria Value					Raw Score	Weighted Raw Score
			Excellent	Very Good	Good	Fair	Poor		
			100%	90%	80%	70%	60%		
1	All Acronyms have been explained	0.1	X						10
2	Necessary explanations have been given for SIs?	0.5		X				90	45
3	Quality of explanations?	0.4			X			80	36
Quality Rating for Section 4=									86

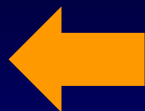


Section 5

calculation:

Table 15
Distribution of Weight and Illustrative Calculation

	Criteria to evaluate Quality of Section 5	Weight	Target / Criteria Value					Raw Score	Weighted Raw Score
			Excellent	Very Good	Good	Fair	Poor		
			100%	90%	80%	70%	60%		
1	Appropriateness of claims of dependencies	0.5		X				90	45
2	Specificity of requirements / claims of dependencies	0.5			X			80	40
Quality Rating for Section 5=									85

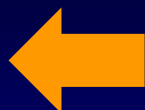


Section 6

Table 17

Distribution of Weight and Sample Calculation of Quality of Section 6 of RFD

	Criteria to evaluate Quality of Section 6	Weight	Target / Criteria Value					Raw Score	Weighted Raw Score
			Excellent	Very Good	Good	Fair	Poor		
			100%	90%	80%	70%	60%		
1	% of objectives from Section 1 covered?	0.20	X					100	20
2	% of Results-driven Outcome/Impact statements	0.40		X				90	36
3	% of Results-driven success indicators	0.40			X			80	32
Quality Rating for Section 6 =									88



Thank You

For comments and further dialogue please contact:

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Thank You

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