

Strategic Plan 2011-16

of

Ministry of Statistics and Programme Implementation

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Ministry of Statistics and Programme Implementation

Part-1: Strategic Plan (2011-16) for the National Statistical Organization

1. Vision, Mission, Objectives and Functions

1.1. Introduction

The National Statistical Organization (NSO) is the nodal agency for planning and facilitating the integrated development of statistical system in the country, and to lay down norms & standards in the field of official statistics, evolving concepts, definitions, classification and methodologies of data collection, processing and release of results etc. The NSO consists of the Central Statistics Office (CSO), the Computer Centre and the National Sample Survey Office (NSSO).

1.2. Vision

To be best and most innovative national statistical system in the world

1.3. Mission

- To make available reliable and timely statistics and to undertake regular assessment of data needs for informed decision making;
- To cater to the emerging data needs in a dynamic socio-economic context, to reduce respondent burden and to avoid unnecessary duplication in data collection and publication;
- To adopt and evolve standards and methodologies for statistics generated by various elements of the National Statistical System and to steer its development for further improvement and bridging data gaps;
- To ensure and strengthen trust and confidence of all stake holder in the National Statistical System by maintaining confidentiality of data providers and promoting integrity and impartiality of all elements of official statistics ;

- To provide leadership and coordination to ensure harmonious, efficient and integrated functioning of all the elements of the National Statistical System;
- To continue to assess skill requirement, and develop human resource capacity at all levels of the statistical system; and
- To participate and contribute actively in all international initiatives and to support development of Statistical System around the world

1.4. Objective

- To make available data/statistics on some key parameters to Planners and Policy makers in Government and outside;
- To improve the quality and reliability of existing data sets;
- To make available new data sets on emerging fields to meet the demand of policy makers and planners; and
- To reduce time lag in bringing out Statistics.

1.5. Functions

- To function as the nodal agency for planning and facilitating the integrated development of the statistical system in the country;
- To lay down and maintain norms and standards in the field of official statistics, evolving concepts, definitions, classifications and methodologies of data collection, processing of data and release of results;
- To coordinate statistical activities amongst Ministries /Departments of the Government of India as well as with the State agencies involved in statistical activities with a view to improving the quality of data; identifying gaps in data availability or duplication of statistical work and suggesting remedial measures; and reducing time-lag in bringing out various statistics;

- To advise the Ministries / Departments of the Government of India as also State Governments on statistical matters, including methodology and analysis of data;
- To disseminate national-level statistical information to Government, semi-Government, private data users/agencies and international agencies;
- To prepare National Accounts as per the UN System of National Accounts and its dissemination as per Special Data Dissemination Standards;
- To prepare and release Consumer Price Index Numbers for Urban and Rural Sectors;
- To prepare and release Index of Industrial Production (IIP) ;
- To conduct Annual Survey of Industries (ASI) and Economic Census and release their results ;
- To improve Official/Applied Statistics in the country by supporting research and training ;
- To design and conduct nation-wide sample surveys on various socio-economic aspects and related activities to strengthen the socio-economic data base of the country , and release of results;
- To undertake methodological studies and pilot surveys for evolving better sampling techniques and estimation procedure etc;
- To participate and contribute in all international initiatives for development of statistical systems;
- To coordinate and monitor the implementation of the SAARC Social Charter
- To undertake statistical tracking of Millennium Development Goals (MDG) for India ;
- To create a data warehouse for easy access to the published as well as unpublished validated data from one source ;

- To develop and maintain a National Data Bank of Socio-Religious categories;
- To design and conduct training programmes and internships in official statistics and statistical methodologies for Central and State Governments, International Agencies and others ;
- To develop the National Academy of Statistical Administration (NASA), Greater Noida (UP) into a premier institute for training and research in official statistics ;
- To ensure that the Indian Statistical Institute, Kolkata functions in accordance with the provisions of Indian Statistical Institute Act, 1999(57 of 1999);
- To manage Indian Statistical Service(ISS) and Subordinate Statistical Service(SSS) Cadres ; and
- To administer the Collection of Statistics Act, 2008(7 of 2009);

2. Assessment of the situation

Proper assessment of situation both in terms of considering the availability of resources and the constraints is quite critical in the context of devising perspective work plan and formulating appropriate strategies. It determines the extent and approach to envisage the spectrum of potential strategies to develop plan to engage stakeholders, build statistical knowledge and capabilities, identify and strengthen resource requirement plan to undertake specific strategies, prepare detailed implementation plan, lay out key priorities; and to decide appropriate path to track, monitor and assess the progress of achievement.

2.1. Opportunities emerging from various external factors

- Review of development policies of Government.
- New Horizons involving greater scope for adoption of public-private participation model.
- Rapid economic growth.
- Rising income levels.

- Improvement in social development implying accelerated data demands and fresh surveys to produce specific data.
- Availability of newer and more efficient computer and information technology solutions.
- The provisions under the RTI Act 2005 and Collection of Statistics Act 2008, will push scope and demand for providing more and more data.

2.2 Threats emerging from various external factors

- Re-organization of States/Districts (may impact comparability and proper mapping of data would be a problem)
- Rapid economic growth may put pressure on the system with demands for new data sets or setting more stringent time-lines for dissemination of data.
- Advances in the Information Technology may provoke perceptible shift in the way data will be handled in future (data collection, data processing, data management, data dissemination. The challenge is indeed real, and urgent, to get prepared to adapt the new emerging technology).

2.3 Stakeholders and their engagement

There are various stakeholders in the data sector including Government Agencies, Research Institutions, Individual Researchers, Private Corporate Sector, Trade/Industry Associations, Data Providers and Media. It is not only important to understand their aspirations on the data front which are growing rapidly, but also recognize the importance of their active role and participation in the data development process which is indeed crucial not only by way of providing positive advice and feedback but also checking undue criticism and negative publicity about data. Effective interactions with stake holders could be an important tool to improve the visibility of statistical organizations which is most critical to evoke better response from the public and earn their trust in data. The mutually reinforcing interactive process can also greatly help in taking appropriate steps to improve the effectiveness of data collection, data sharing and data dissemination process. It is, therefore, important to identify ways and means of working together with the stake-holders, more extensively, with a view to

eliciting their cooperation and participation in building a more effective statistical system, particularly to deliver more reliable and quality data and its dissemination in a timely and user-friendly manner. The NSO has interacted through various means of communication (meetings, group discussions, questionnaires etc) with its stakeholders and identified as to how they can mutually help in meeting each others aspirations. Attempts were made to comprehend the expectations of stakeholders from the NSO and vice versa. In order to implement the strategies, futuristic engagement with its stakeholders as needed has also been identified. The details are given in the Section 2B of Appendix to this Strategy Document.

2.4 Strengths & Weaknesses

Strengths

- High level statistical skills in the form of trained Indian Statistical Service(ISS) / Subordinate Statistical Service (SSS) personnel
- Availability of adequate financial resources
- The systems and processes for maintenance of databases are quite good and provide a useful service.
- NSO posses' traditional knowledge of statistics and its applications
- The system has adequate open-mindedness to accept new challenges.

Weaknesses

- Capacity building and training of various officials in the fields of data collection, data planning and management, especially at State level.
- Acute manpower shortage.
- Poor recognition of statistical personnel in the government system.
- Accountability in producing data / statistics in a time bound manner and in formats required by users.
- Timeliness in dissemination of data.
- Slow decision making processes.
- Adopting to latest techniques of data collection / dissemination and up-gradation of skills of personnel.
- Maintenance of assets.

3 Outline of the Strategy

3.1 Potential Strategies with their initiative are as follows:

1. To provide technical guidance to State DESs, including methodologies for sample surveys and preparation of indices etc

- Document the training needs of State Officers;
- Organize regular training courses for State Officers;
- Organize workshops and hands-on sessions on various aspects as per the requirements of States;
- Prepare manuals, documenting the related guidelines / procedures, methodologies, concepts, definitions etc, and share with State Governments.

2. To provide methodology for estimation of Regional Inequalities and preparation of Index

- Constitute an Expert Group for the purpose, involving the State DESs and Central Ministries besides experts to prepare the methodology and all related issues in a time bound manner;
- Prepare a manual and share it with States; and
- Organize workshops for Central / State officers.

3. To provide financial support to States for taking up surveys and research studies

- The centrally sponsored scheme of ISSP may provide for this, and States should include this in their SSSPs;
- The current activity of sponsoring research studies from the plan scheme "Capacity Development" may be suitably modified to cover grants to State DESs for research studies on any subject of interest. The Group formed for the purpose may include representatives of States / Central Ministries.

4. To improve coordination /interaction of various divisions of CSO with States

- Coordination with State DESs should be strengthened through State Capital DDGs of NSSO(FOD), who may be briefed regularly. A suitable monitoring mechanism may be devised for getting inputs from State DDGs and holding

regular meetings with them. All Divisions of NSO should maintain constant liaison with State Capital DDGs of NSSO(FOD);

- All Divisions may identify items of work concerning them on which States need assistance, and accordingly organize trainings / workshops; provide assistance in the form of computer software / hardware; draft sub-schemes, etc.

5. To gear-up the system to facilitate States for preparation of district level estimates

- The Central level efforts should be for providing national and state level estimates only;
- The Centre should, however, facilitate the States to build their capacity and provide financial assistance, if need be;
- The survey design of all-India surveys conducted by the Centre should be modified so that district and even lower level estimates are feasible and can be prepared by States;
- Suitable mechanism should be established on priority to enable the States to pool the central and state sample data of NSS / ASI for improving the precision of estimates.

6. To promote development of Satellite Accounts of various important sectors like Health, Environment, Education, Trade, Construction, etc.

- Matter may be taken up with Ministries dealing with important sectors to initiate work on preparation of Satellite Accounts;
- The Statistical Advisers posted in Central Ministries may be made responsible for this item of work;
- CSO should lay down guidelines, wherever not available, to prepare Satellite Accounts of different sectors, and data requirements etc. and share it with concerned Statistical Advisers;
- CSO may organize training programmes / workshops to build the capacity of concerned officers in Central Ministries / Departments.

7. To estimate/ generate data at Block and Panchayat levels for sub-national level planning

- The data requirement for block and Panchayat level planning need be identified and the scheme of BSLLD suitably formulated as a Centrally Sponsored Scheme.

8. To ensure availability of data to States for poverty estimation

- NSS data for the central sample may be made available to States within one year of completion of field work or immediately after first report is released, whichever is earlier;
- Assistance may be provided to States for processing of State sample data, including use of relevant software, as also on pooling of central and state sample data.

9. To publish NSS data for UTs and smaller States separately

- The methodology and sample size etc should be examined and suitable modified to ensure release of NSS results for UTs and smaller States.

10. To improve the quality of all statistical products of the NSO such as IIP, ASI data

IIP

- To conduct a study of the internal consistency of IIP data, and identify the areas where data quality is not satisfactory – whether due to collection problems or processing problems.
- To take up measures like training, documentation and improved data processing practices etc. for improving the quality;
- To establish a system of having regular meetings with data source agencies and data users to know the problem areas.

ASI

- To improve coordination with Chief Inspectors of Factories (CIF) through State Capital DDGs so as to ensure regular updating of Frame;
- To conduct methodological studies to improve the sample design;
- To organize more stringent training of field staff in collection of data.

11. Improving the quality of Administrative Data flowing from States

- A few such statistics may be identified for focused and concerted efforts on yearly basis;
- To organize regular meetings of all stakeholders in the field like concerned Statistical Advisers posted in central administrative department, State DESs, Line Department in States, and State Capital DDGs of NSSO(FOD) to look into formats, definitions, concepts, processing, computerization, etc.

12. Taking measures to have permanent staff for conduct of sample surveys rather than contractual appointments

- The RRs for the post of Investigators should be revised realistically keeping in view the actual requirements for the post and market availability so that adequate number is available and recruited;
- Alternative mode of recruitment of permanent staff at Regional level should be explored, and DOPT & SSC convinced for special mode of recruitment for SSS staff.

13. Undertaking Statistical Audit in different sectors

- An appropriate institutional framework should be developed for the purpose;
- A proper procedure for statistical audit should be evolved and standardized;
- A team of subject specific auditors should be prepared;
- Priority areas for statistical audit should be identified, and a few cases taken up on experimental basis immediately.

14. All monthly indicators / reports should be released with a maximum time lag of one month

- As timely availability of data from the source agencies is the main obstacle for timely release, procedure for filling-up missing information should be well defined so as to reduce the time lag to maximum one month eventually;
- Commitment for timely data supply by source agencies must be enforced, and Statistical Advisers posted in Ministries / Department made personally responsible for the same.

15. Reports of all surveys like NSS Socio-economic surveys, Annual Survey of Industries, Economic Census, etc. should be released with a time lag of maximum one year after the completion of field work. A time schedule for receipt of schedules in DP Centres, Processing of data by DP Centre and supply to SDRD for drafting reports should be worked out and strictly monitored as part of Annual Action Plan.

16. Unit level data should be made available immediately after one year of completion of field work as reports are expected to be brought out within one year of completion of field work. Unit level data should be released after release of first report or within one year of completion of field work, whichever is earlier.

17. **A Calendar for release of all Reports / Publications/data-sets should be drafted** by all the units of NSO at the beginning of year and uploaded on the website of MOSPI. The Data / Report /Publication Release calendar should be prepared for all statistical reports etc released by GOI by various Ministries / Departments, and common agreeable timetable worked out in consultation with Statistical Advisers posted in various Ministries / Departments of GOI, and strictly enforced.
18. **The Sample List of NSS Socio-economic surveys starting from July of a year should be made available to all concerned latest by June positively.** The NSSO should prepare a calendar of making available sample list, frame, schedules, instructions, etc to field offices, including State Governments, and enforce it strictly.
19. **Provisional and Final Results of National Accounts for a year should be made available within a time period of maximum 18 months.** The CSO should look into the processes and take measures to strictly adhere to the time period of 18 months.

20. Taking up New Data Sets

- A policy on developing new data sets should be evolved. It should include the need for generation of new data sets, irrespective of whether it will be done by NSO or other Ministries / Departments as per the AOBR;
- There should be an established mechanism for generation of new data sets. Processes of new data releases should be finalized incl. methodology, definition / concept, institutionalization, validation, audit, etc.
- To begin with, preparation of new data sets in areas like Information and Communication Technology, Distributive Trade, International Trade in Services, Domestic Services Sector, Employment-Unemployment and Wage Statistics on Annual basis, Economy-wide Turnover Index on quarterly basis, National Business Register of large enterprises, Conditions of Farmers on regular basis, Situational Assessment of Aged People in India, Crime Situation in India, Child Labor, Annual Survey of Business (against the existing Annual Survey of Industries covering both Manufacturing and non-manufacturing sectors), Horticulture Statistics, and Capital Formation in Private Sector, should be taken-up;

- The list indicated is only current and indicative list. This need be updated from time to time for taking note of the emerging issues;

21. Having a system of periodic review of statistics generated by other Ministries / Departments of GOI

- Organizing quarterly meetings with Statistical Advisers posted in Ministries / Departments of GOI;
- Reviewing the statistics generated with the assistance of subject specific Statistical Auditors;
- Devising a mechanism for monitoring the recommendations of Auditors.

22. Increasing the frequency of interaction with States/Central Ministries and other Stake-holders

- Each Division of CSO and NSSO should devise a policy of interaction with State DESs on regular basis;
- DDGs posted in State Capitals should have a system of regular, say, fortnightly meetings with Director, DES on a fixed date and time to review the coordination matters.

23. Strengthening the coordination with International Agencies

- A single window system should be developed to have contacts with international agencies rather than Division-wise interaction;
- Officers from NSO should be deputed to international statistical organizations to learn Best Practices

24. Providing standard definitions, concepts and methodologies to Central Ministries / Departments as also to State DESs

- Work on preparation of Manuals on different subjects, already identified, should be completed in a time bound manner;
- New topics should be identified and manuals prepared and shared with Central / State Agencies.

25. Developing appropriate strategies to create awareness about importance of data as well as to improve “visibility” to enhance the image of both the statistical personnel and the statistical Organizations

- Every piece of statistical information should be released at the highest level;
- Concerned officers should be encouraged to analyze data and produce crisp reports/notes which should be adequately publicized to activate public interest. Channels like website, print-media, newsletters etc. may be used;
- Statistical officers should be encouraged to participate in academic conferences and seminars within the country;
- Suitable publicity measures may be envisaged as an integral part of data dissemination system to publicize release of each statistical product;
- A system of exchange of personnel from NSO / Central Government to State DESs and vice-versa should be evolved, and this issue should be discussed in Forums like COCSSO, and accordingly suitable amendments made in the Service Rules;
- State DESs should be involved in all statistical matters referred by various Central Ministries to their counterparts in States. As a first step in this direction, the issue of having a common statistical cadre in the States be pursued by the NSO with States, and pursued vigorously.

26. Role of NSO vis a vis Central Ministries and State DESs

- The Role of MOSPI should be Advisory, Standard Setting, Coordinating, Audit / Quality checks and providing Technical Support;

- The NSO should develop the capacity and expertise in the specific relevant areas to be able to advise and coordinate on technical matters; and
- The NSO should reorganize its work subject wise so that technical expertise can be developed and maintained.

27. Capacity Building of State/Central Statistical Personnel through NASA

- The NASA should develop courses, meeting the specific technical needs of State/ Central Statistical Officers; and
- The NASA should have intensive consultations with Central Ministries / State Governments to work out their training needs.

3.2. Prioritization of Key Strategies

Initiatives	Weightage
1. Making available data / statistics to planners and policy makers	25
2. Reducing time-lag in dissemination of data / statistics	25
3. Improving the quality of data / statistics	15
4. Meeting the aspirations of stakeholders	15
5. Taking-up new data sets in the emerging areas	10
6. Improving coordination with central and state statistical organizations	10

4 Implementation Plan

4.1 Engagement of Stake holders

Stakeholder engagement would be achieved by continuous interactions and discussions through Annual, Biannual meetings, conferences, emails, questionnaires etc as detailed out in Sections 3B and 4A of Appendix to this Strategy Document.

4.2 Building knowledge and capabilities

- The knowledge is planned to be built from best statistical systems in the world like Eurostat, OECD, StatCanada, UNSD, etc.;
- Coordination with stakeholders and their engagement will be improved by organizing open sessions, data users conference, involving them in the decision making process, and organizing regular meetings;
- Communication and presentation skills for NSO officers would be improved by developing specialized modules in NASA, and also by deputing officers to top management schools;
- Satellite Accounts on important sectors of economy to be learnt from International practices and Concerned UN agencies;

The details are given in Sections 3C and 4B of Appendix to this Strategic Plan.

4.3 Tracking and Measurement of Overall plan & Milestones

The details of Activities / Initiatives, measurable and observable parameters to assess progress, method of review, and methods of corrective action are given in Section 4E in Appendix. For each initiative periodic review to assess the program has been planned and variance in performance shall be assigned for corrective action through responsible divisions.

4.4 Resource requirements

Primary statistical staff and middle level supervisory officers are the human resources which are in short. Appropriate strategies will be formed as given in Section 2 of Appendix. AS regards, financial resources, it will be reflected in Annual Plans of the ministry depending upon the Annual Action Plan for each year.

4.5 Overall plan and milestones

Details are given in section 4E of Appendix to this Strategy Document.

5 Linkage between Strategic Plan and RFD

The strategies and the strategic initiatives as outlined in Section 3A of Appendix will be appropriately converted into objectives and corresponding action plans in the Result Framework Document (RFD) each year. While preparing the RFD, objectives, actions and the timelines shall be fine-tuned appropriately.

6 Cross Departmental and Cross Functional Issues

6.1 *Linkage with Potential Challenges likely to be addressed in the XII Plan*

The Strategic Plan document shall form the basis for preparation of 12th Five Year Plan 2012-17 document of the Ministry as per the priorities defined in the document.

6.2 *Identification and Management of Cross Departmental Issues including Resource Allocation and Capacity Building Issues*

The NSO being the nodal agency to coordinate the statistical activities in the country as also to set standards and norms etc, management of cross departmental issues is crucial for the successful functioning of the NSO to meet its mandate. Strengthening of coordination with both central Ministries and State Departments, and capacity building of personnel is very important. Details of fulfilling this role are given in Section 3A of the Appendix.

6.3 *Cross Functional Linkages within Departments/Offices*

The strategic initiatives outlined the Plan have been prepared keeping in view the cross functional linkages between various Divisions of the NSO. This has been done to ensure that the synergies and relationships amongst various Divisions is not lost but enhanced during the implementation of the Programmes. This will also ensure the collective leadership of the Senior Management Team.

6.4 *Organizational Review and Role of Agencies and Wider Public Service*

The goals of the Organizations have been identified as also the appropriate structures and systems required to achieve these goals. All these measures form part of the strategic initiatives. The Citizen's Charter for the Ministry are in place.

7 Monitoring and Reviewing Arrangements

7.1 Review Meetings: Each of the programmes / strategic initiatives as outlined in the Plan shall be converted into Action Plans on yearly basis, and reviewed by a formal Body in Periodic Review Meetings. These Review Bodies shall be headed by an Officer not below the rank of Joint Secretary on monthly basis; by DGs of NSO on bi-monthly basis, and at the level of Secretary on quarterly basis. Review with Central and State Agencies shall be on Annual basis through a Conference of Central and State Statistical Organisation beside quarterly reviews with Central Statistical Advisers / Coordinators posted in Ministries / Departments and at State Capitals.

7.2 Performance Monitoring based on RFD Targets: The Result Framework Document (RFD) would be prepared based on various parameters/milestones as outlined in the Strategic Document and the target dates. The progress on the various milestones shall be reviewed periodically as at 8.1 above and efforts shall be made to overcome/mitigate/ shortfalls, if any. Based on the regular evaluation, the policy notifications and other parameters can be implemented to the advantage and interest of the stakeholders.

Ministry of Statistics and Programme Implementation

Part-2: Strategic Plan (2011-16) for the Programme Implementation Wing

1. Vision, Mission, Objectives and Functions

1.1. INTRODUCTION

The Programme Implementation Wing (PI Wing) is responsible for monitoring and evaluation of major projects and programmes of the Government, besides implementing Member of Parliament Local Area Development Scheme (MPLADS). The Programme Implementation Wing has three Divisions viz.

- (i) Infrastructure and Project Monitoring Division (IPMD)
- (ii) Member of Parliament Local Area Development Scheme (MPLADS).
- (iii) Twenty Point Programme

1.2. VISION OF THE PI Wing

To effectively monitor the programmes and projects for ensuring efficient use of national resources

1.3. MISSION

- To facilitate and monitor infrastructure and large central projects to achieve high performance levels through systematic improvement, and adoption of best practices; and
- To facilitate and monitor the implementation of Member of Parliament Local Area Development Scheme (MPLADS), twenty point Program and other programmes and schemes for socio-economic development of the country.

1.4. OBJECTIVES

- To implement and monitor the Member of Parliament Local Area Development Scheme (MPLADS)
- To monitor central projects of Rs. 150 crores and above, and release regular reports
- To monitor the Twenty Point Programme, and release regular reports.

1.5. FUNCTIONS

1. To implement the Member of Parliament Local Area Development Scheme (MPLADS)
2. To monitor central projects of Rs. 150 crores and above, and release regular reports
3. To monitor the performance of Infrastructure Sectors, and release regular report and
4. To monitor the Twenty Point Programme, and release regular reports.

2. Assessment of the situation

Proper assessment of situation both in terms of considering the availability of resources and the constraints is quite critical in the context of devising perspective work plan and formulating appropriate strategies. It determines the extent and approach to envisage the spectrum of potential strategies to develop plan to engage stakeholders, build statistical knowledge and capabilities, identify and strengthen resource requirement plan to undertake specific strategies, prepare detailed implementation plan, lay out key priorities; and decide appropriate path to track, monitor and assess the progress of achievement.

2.1. Opportunities emerging from External Forces

IPMD

- High importance given to implementation of infrastructure projects through IPMD by the Political Powers and hence issues flagged get attention at higher levels.

- High return to the national economy on timely completion of projects by IPMD

MPLAD

- Strong commitment by the Members of Parliament for ensuring greater benefit to the people through MPLAD.
- Assured budgetary support for release of grants-in-aid for MPLAD.
- Strong demand by people to create assets under the MPLAD Schemes in their areas.
- Improvements in Information Technology enabling development of appropriate Software to get relevant information on projects run by IPMD and MPLAD.
- Electronic integration of banks facilitating faster release of funds.
- Scope for creation of environment friendly assets like water conservation, water harvesting, non-conventional energy resources etc.

TWENTY POINT PROGRAMME

- Strong political commitment of the Central Government for welfare of citizens through Twenty Point Program
- More funds can be allotted for social development programmes owing to improved economy.
- Improving environment by adopting green technology

2.2. Threats emerging from External Forces

IPMD

- Infrastructure Projects are complex in nature as it involves huge amount of land acquisition, various type of clearances and supply related problems.
- Tracking the complex problems is difficult as adequate information is not available most of the time
- Project Authorities abstain from reporting the real problems
- The delay in projects have high impact on cost of the project as well as return to the stakeholders
- The adequate and right kind of technical people may not be available to man the positions in the IPMD
- Capacity Building measures within the Organization may not be effective if qualified people are not available for longer duration
- The States may have resistance to work on common standards set out in the guidelines of the Central Government on various aspects
- Procedures for clearances take long time causing delay in projects

MPLAD

- Lack of interest/inability by the District Authorities to implement properly the MPLAD scheme due to other priorities.
- Delay in the Implementation of the Scheme due to application of Code of Conduct and the resultant restrictions.
- Non-compensation due to Inflation over the years
- Exorbitant increase in wage rates and other input costs
- Skewed development due to resource constraints
- Dissatisfaction among people on MPLAD schemes due to non-fulfillment of their need based requirement
- Rapid changes in Information Technology also lead to internal adjustments.
- Impact on the environment due to haphazard creation of assets.
- Litigations filed in various courts sometimes may delay the process of implementation.

TWENTY POINT PROGRAMME

- Change in priority of Government at the Centre, TPP becoming secondary to State Programmes
- State economy can impact the social development programmes.
- Regional politics
- Shift from labour intensive to capital intensive jobs
- Degradation of environment may affect climate, which may impact productivity

2.3. Stakeholders and their engagement

There are a large number of players or stakeholders, who are impacted by the various programs undertaken by the three divisions of the department. More important among these are the Infrastructure Ministries (at present 16), Central/Public Sector Enterprises, Prime Minister Office, Cabinet Secretariat, Ministry of Finance, Planning Commission, Members of Parliament/MLAs, Suppliers & Vendors, District Authorities, and Public at large. The three Divisions of the PI Wing have interacted through various means of communication (meetings, group discussions, etc) with its stakeholders and identified as how they can mutually help in meeting each others its aspirations. Attempts were made to comprehend as what stakeholders expect from the department and vice versa. In order to implement the strategies, futuristic engagement with its stakeholders as needed has also been identified.

The details are given in the Section 2 of Appendix to this Strategic Plan.

2.4. Strengths and Weaknesses

Strengths

IPMD

- IPMD is headed by highly qualified and experienced technical person
- It is funded through central budget and hence suitable provisions can be made.
- The Division is known for its transparency in sharing experience and knowledge among stake-holders.
- Framework available for various activities
- Open minded culture in the Division.
- IPMD has On-Line Computerised Monitoring System (OCMS) which helps in quick and quality analysis of on-line data each month.
- The IPMD's project database is highly sought by researchers and media. A unique and large database of its kind in the world.

MPLAD

- Experienced administrative acumen
- Visionary leadership (Prime mover) of pro-active and result oriented initiatives.
- Strong administrative mechanisms /practices geared towards functioning within the framework of the Guidelines and promoting this in the districts/states,
- The MPLADS Guidelines clearly lays down the framework, the eligible works that can be taken up, the operating procedure and the monitoring mechanism of the Scheme.
- There is a good understanding of the Scheme. Training is also imparted to District/State officials to understand the Guidelines better.
- The performance of the MPLAD Scheme has been remarkable and has improved considerably since 2004-05, as reflected in the percentage of utilization over release consistently being of the order of 90% and above.
- Definite budgetary support for release of funds in the form of grant-in –aid.
- Initiatives such as MPLADS Works Monitoring Software, in which details of works are to be uploaded by the District Authorities for universal access, has been put in place.
- Strong mechanisms of accountability at the District level, implementing agency level, state level etc. have already been stipulated in the Guidelines.

TWENTY POINT PROGRAMME

- High quality Statistical skills with long experience.

- Communication between all Divisions of PI wing is very high.
- Qualitatively good resources available. Adequate budgetary support available.
- Strong at Central Government and State Govt. levels
- Good understanding of Central Nodal Ministry and State Govt.
- Central Nodal Ministries and State Government respond positively to persuasive control.

Weaknesses

IPMD

- Due to unfilled technical vacancies, it has very limited resources to perform all its functions efficiently. HR requirement of the Division has not been reviewed in last 20 years. Supporting secretariat staff in the Division is of a very low standard.
- Staff lacks in ICT application.
- Internal approval process is ill organized and time consuming.
- No system support staff. Dependent on contract support.
- Shortage of skilled staff threatens up gradation and validation.
- The IPMD's work is of a complimentary and facilitator nature. It has no direct control over projects. Away from PMO/ Cabinet Secretariat, stake-holders response to our information requirements is very poor.
- Some project enterprises hesitate to provide certain critical information to the Ministry due to possible unpleasant reactions of their own Ministries, even though they have idea of the impact of the work done by MOSPI for the nation.

MPLAD

- Dependent on District Authorities for proper implementation of the Scheme.
- Delay in processing due to various factors in some Districts.
- There is scope for improvement in the implementation of the scheme at the district level by fully making use of the provisions of the MPLADS Guidelines.

- Some supplementary training is required for the Staff in the Ministry on IT processes relevant to scheme and basic accounts and balance-sheets.
- Budgetary support is not sufficient for activities like physical monitoring
- The complete and accurate details are not being fully uploaded in the website.
- Lack of proper monitoring at Districts/States Levels.
- Delay in furnishing of information by the District Authorities on expenditure, etc.`

Twenty Point Programme

- IT skills are found lacking in some staff of TPP Division and also State machinery.
- Inadequate manpower
- Weak at District level
- TPP Division has weak understanding of District Administration and very little understanding about beneficiary and public.
- Ministry has no mandate to exercise administrative control, on any stakeholder.

2.5. Learning Agenda

- Linkages with existing infrastructure projects
- Input linkages to projects under implementation
- Role of various partners for successful implementation of projects
- Sector-specific procedures for formulation, appraisal and clearances
- Contract Management and administration
- Training in Information Technology applications/ processes relating to monitoring/release of funds
- Training/Exposure to rudimentary understanding of balance sheets/income-expenditure statements to facilitate better scrutiny of Audit Certificates
- Identify Problem Areas in the implementation of TPP.
- Improving analytical content of Monthly Progress Report and Annual Report..
- Feedback from beneficiaries Feedback from General public

3. Outline of the Strategy

3.1. Strategies and Prioritization

Based on understanding of stakeholder`s expectations, analysis of external factors and internal capabilities, the PI Wing arrived at the following strategies and prioritization

(i) IPMD

Strategic Initiative	Weightage
1. Provide more facilitation measures for resolving inter-ministerial problems at Central and State levels	10
2. Bring systemic improvements to deal with generic issues	10
3. Develop feedback mechanism with stakeholders	10
4. Monitoring of CSR component of PSUs	5
5. Play vital role in giving timely approval significantly important projects in pipeline	5
6. To improve quality of project formulation	10
7. Reduce time-lag in reporting	15
8. Monitoring of PPP projects	5
9. Special monitoring of national projects	10
10. Strengthen Project Management Practices	10
11. Capacity Development	10

(ii) MPLADS

Strategic Initiative	Weightage
Providing policy support as well as revision of MPLADS Guidelines	20
Timely release of funds	20
(a) Obtaining the required documents from district authorities	
(b) Faster transfer of funds	

	10
Prescribing proper monitoring mechanism for effective implementation of Scheme	10
Improving the mechanism of on-line monitoring system	20
Maintenance of Quality of MPLADS Assets.	10
Training on MPLADS Guidelines of State/District officials	10

(iii) TWENTY POINT PROGRAMME

Strategic Initiative	Weightage
Timely submission of monthly information by State Govt.'s/ UT.'s	10
Online submission of information	5
Review of monthly report by State Level Review Committee	5
Regular Consultation and review meetings with Stake Holders	5
Field visits by officials	5
Compilation and analysis of the information received	20
Assessing the causes of poor performances and providing feedback to all concerned.	5
Conducting impact assessment studies through independent agency.	15
Collecting information about any similar studies conducted by other department	5
Fixation of targets along with the estimate of benefits	15
Collecting half-yearly progress report from Central nodal Ministries and States.	5

3.2. Engagement with stakeholders

Stakeholder engagement would be achieved by continuous interactions and discussions through meetings, emails, questionnaires etc as detailed out in section 3B and 4A of Appendix to this Strategic Plan.

3.3. Building of knowledge and capabilities

The knowledge is planned to be built through various Workshops, Training Programmes conducted by Eminent professionals, Management Institutes ,and by interactions with Main ministries like Coal, Water Resources, Railways, Power, NIC of the Ministry and

Controller General of Accounts (CGA), District Authorities and field level functionaries, NASA of MOSPI and NIC , Central Nodal Ministries and State Governments etc as detailed out in Section 3C and 4B of Appendix to this Strategic Plan.

4. Implementation Plan

4.1. Following is the list of potential strategies along with stakeholders responsible vis-à-vis resources required to carry out respective strategy.

(i) IPMD

People	Money	Infrastructure
<ul style="list-style-type: none"> -Professionals of various streams to man vacant technical positions -Hire consultants or agencies handling generic subjects of Environment, forest and wildlife clearances -Hire consultants to deal with detailed analysis of projects, who have experience in project formulation, appraisal and implementation -Thematic experts for advisory functions -Trainers for training of stakeholders 	<p>The budget provision in plan scheme on “Strengthening Monitoring for Projects and Programmes” will cover the cost.</p>	<ul style="list-style-type: none"> -Provide enough office accommodation for all the regular staff and Consultants -Under the Plan Scheme for training of Project Managers an Institute may be set up in collaboration with Industry to coordinate capacity building measures, which may include training, skill development, curriculum development and conducting of training programmes

(ii) MPLADS

People	Money	Infrastructure
The basic requirement of the Division is the provision of additional manpower, of which it is very short of at the moment.	The budget provision in plan scheme on “Strengthening Monitoring for Projects and Programmes” will cover the cost.	More space for the division in the light of additional requirement of manpower.

(iii) TWENTY POINT PROGRAMME

People	Money	Infrastructure
Inadequate staff in Division. Fill vacant positions.	No extra financial provision would be needed as the fund requirements would be made from the existing scheme.	Upgradation and maintenance of hardware

4.2. Tracking and Measurement

The details of Activities/Initiatives, measurable and observable parameters to assess progress, method of review, and methods of corrective action are given in Section 4 E of the Appendix. For each initiative periodic review to assess the program has been planned and variance in performance shall be assigned for corrective action through responsible divisions.

5. Linkage between Strategic Plan and RFD

IPMD

As per the mandate of IPMD, activities such as compiling the status of projects on real time basis and forwarding Reports to PMO, the Cabinet Secretariat, Planning Commission, Administrative Ministries etc., dealing with the issues relating to time and cost overruns in delayed projects and taking up the issues with the relevant authorities, examining the EFC and PIB proposals of projects, bringing about systemic improvements in consultation with Ministries/PSUs and other stakeholders, capacity building and adoption of project management practices through organization of training programmes/ workshops/seminars etc. has been envisaged.

MPLADS

Activities such as All India Review Meetings with the Secretaries of the Nodal Departments of States/UTs twice a year, in order to assess implementation and elicit documents for release of funds, interaction with the Lok Sabha and Rajya Sabha Committees, state level reviews and district visits, training of district/state officials in the MPLADS Guidelines, etc. has been envisaged

TPP

Strategies such as opening avenues for timely collection of monthly information from State Govts. / UTs, using an online MIS for faster flow of information, involving State Level Monitoring machinery in the monthly Review Process of this Ministry, consultation and engagement with stake holders, assessing ground situation in the States, regular review meetings with the States and Central Nodal Ministries, with at least one National Review Meeting with the States, has been envisaged.

While preparing the RFD documents for future, the Strategic Plan will be the main source of inspiration as the goals mentioned in the Strategic Plan are needed to be achieved.

6. Cross Departmental and Cross Functional Issues

6.1. Linkage with Potential Challenges likely to be addressed in the XII Plan

IPMD

The activities of IPMD in reducing the time and cost overruns in mega and major infrastructural projects and monitoring of infrastructural performance would ensure that potential challenges likely to be addressed in the 12th Plan, such as enhancing capacity for growth, higher investment in infrastructure, efficient use of public resources, create employment through enhanced skills, technology and innovation, accelerated development of transport infrastructure, improving productivity, energy conservation, assessing future infrastructure demands, training (in project management), etc.

MPLADS

The Scheme would address the potential challenges such as enhancing capacity for growth (through provision of infrastructure), rural transformation, managing urbanization, improved access to education (through schools, classrooms etc. constructed under the Scheme), healthcare (through hospitals, ambulances, equipments provided under the Scheme).

TPP

The potential challenges of rural transformation, urbanization, managing environment, greater empowerment, improved access to education, healthcare, etc. through inclusive growth, would be addressed. The better monitoring of programmes for poor needs to be strengthened during the 12th Plan period.

6.2. Identification and Management of Cross Departmental Issues including Resource Allocation and Capacity Building Issues

IPMD

IPMD interacts with infrastructural Ministries/PSUs, Planning Commission, Prime Minister Office, Ministry of Finance, Cabinet Secretariat on project planning, execution, and infrastructural performance. It also interacts with different industry associations and project management agencies on project management issues.

MPLADS

The MPLADS Division releases funds to District Authorities and progress of scheme is elicited from them. It also co-ordinates with State Nodal Departments for monitoring of implementation. Members of Parliament are important stakeholders. Besides, the Division also interacts with CGA and NIC on administrative issues.

TPP

The TPP Division interacts/co-ordinates with central nodal Ministries and State Governments for information on the implementation of the programme.

6.3. Cross functional linkages within departments/offices

IPMD

IPMD is involved in capacity building process of project management with National Academy of Statistical Administration(NASA). It also provides valuable information for compilation of various indicators to the Statistics Wing of the Ministry.

MPLADS

MPLADS Division has to co-ordinate with the Internal Finance Division, the Pay & Accounts Office and the NIC.

TPP

TPP Division has to co-ordinate with IFD and NIC of the Ministry.

6.4. Organizational Review and Role of Agencies and Wider Public Service

IPMD

The work and responsibility of IPMD is highly technical and knowledge oriented. On issues relating to larger public interest during project execution like land acquisition Law and Order problem etc. are immediately taken up with the concerned authorities. IPMD has deployed Online Computerized Monitoring System (OCMS) software for uploading the real time details of Projects which can be accessed universally by the public.

MPLADS

The MPLAD Scheme by its very nature is a grassroots level scheme with wider participation of the general public through MPs. The issues relating to complaints/ grievances by the MPs or the general public is immediately taken up with concerned district authorities/state governments. For greater transparency and accountability, a works monitoring software for uploading the details of MPLADS works has been created.

TPP

The TPP Programmes are primarily meant to benefit the poorest section of the society and accordingly there is all-round acceptability of these programmes.

7. Monitoring and Reviewing Arrangements

IPMD

A National level database of the ongoing projects has been created under OCMS. The IPMD is also required to undertake frequent visits to the project sites to get actual situation which would help in finding measures to cut short the delays and cost overrun. Special studies would be organised including post-evaluation of completed projects for bringing systemic improvements. National Review Meeting with the Project managers to assess the quality implementation of the projects and to get their feedback on policy issues has been envisaged.

MPLADS

The review of the MPLAD Scheme is to be done through All India Review Meeting which is to be held twice a year. Reviews and visits are to be undertaken in States/Districts. Physical monitoring of MPLADS works in selected districts has to be done through an independent agency. Training of district officials is to be undertaken in various States. Regular reviews both at State and district levels would help in better implementation of Scheme.

TPP

Besides organizing, All India Review Meeting, it is also proposed to have State-wise and scheme-wise review of the performance of the schemes. The Ministry if needed would engage third party agencies as independent observer for such reviews.

Detailed Strategic Plan (2011-16) for the Ministry of Statistics and Programme Implementation

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

1A. INTRODUCTION

This paper outlines the strategic plan for the Ministry of Statistics and Program Implementation (MOSPI), Government of India for the next 5 years (2011-16). It identifies the key areas of interest, important issues, concerned priorities and expected outcome, over the next 5 years. It includes measures to be taken and the strategies to be adopted to accomplish targets including improving the quality of data and meeting the growing aspirations for a wide range of information required, often with greater urgency, in an increasingly complex scenario.

1B. BACKGROUND

The 10th Report of the Second Administrative Reform Commission (ARC 2) entitled, “Refurbishing of Personnel Administration – Scaling New Heights” was released on November 8, 2008. Taking into consideration the international experience and emerging best practices, the Report remarked that *“Performance agreement is the most common accountability mechanism in most countries that have reformed their public administration systems. This has been done in many forms - from explicit contracts to less formal negotiated agreements to more generally applicable principles. At the core of such agreements are the objectives to be achieved, the resources provided to achieve them, the accountability and control measures, and the autonomy and flexibilities that the civil servants will be given.”*

The Government has put in place a Performance Monitoring and Evaluation System (PMES) for all Government Departments on September 11, 2009 following an announcement in this regard made in the President’s Address to both the Houses of Parliament on June 4, 2009. Under this system, each Department, at the beginning of each financial year, is required to prepare a Results-Framework Document (RFD), with the approval of the Minister concerned, consisting of priorities and the corresponding action programme set out by the concerned Ministries to convert their vision into reality. RFD acts as an important instrument to monitor relevant activities defined in terms of success indicators in the RFD not only for the purpose of assessing the level of achievement vis-à-vis the targets but also to take necessary corrective steps in time to improve performance.

The Ministry of Statistics and Programme Implementation has also prepared RFD and the progress of achievement is monitored on monthly basis with reference to the success indicators specified in the RFD. The Mid-year review for RFD 2010-11 has been completed recently which showed that all the targets have been achieved with a high score and the progress has since been reported to the Cabinet Secretariat.

1C. ORGANIZATIONAL STRUCTURE

The Ministry of Statistics and Program Implementation (MOSPI) came into existence as an independent ministry on 15.10.1999 after the merger of the Department of Statistics and the Department of Program Implementation .The ministry has two wings viz.

I. National Statistical Organization (NSO)

The NSO consists of Central Statistics Office (CSO) including Computer Centre and the National Sample Survey Office (NSSO).

II. Program Implementation Wing

The Program Implementation Wing has three Divisions viz.

- (i) Infrastructure & Project Monitoring Division
- (ii) Member of Parliament Local Area Development Scheme (MPLADS).
- (iii) Twenty Point Program

In addition, there is National Statistical Commission(NSC) created through a resolution of Government of India (MOSPI) and an autonomous institute viz. Indian Statistical Institute (ISI) declared as an institute of national importance by an Act of Parliament.

The current mandate of the MOSPI as given below is based on its Allocation of Business Rules (AOBR). The AOBR, however, is under review to incorporate some new and important developments in the activities of MOSPI which includes notification of new Collection of Statistics Act 2008 and constitution of National Statistical Commission (NSC).

I. National Statistical Organization

1. To function as the nodal agency for planning and facilitating the integrated development of the statistical system in the country ;
2. To lay down and maintain norms and standards in the field of official statistics, evolving concepts, definitions, classifications and methodologies of data collection, processing of data and release of results;

3. To coordinate statistical activities amongst Ministries /Departments of the Government of India as well as with the State agencies involved in statistical activities with a view to improving the quality of data; identifying gaps in data availability or duplication of statistical work and suggesting remedial measures; and reducing time-lag in bringing out various statistics ;
4. To advise the Ministries / Departments of the Government of India as also State Governments on statistical matters, including methodology and analysis of data;
5. To disseminate national-level statistical information to Government, semi-Government , private data users/agencies and international agencies ;
6. To prepare National Accounts as per the UN System of National Accounts and its dissemination as per Special Data Dissemination Standards;
7. To prepare and release Consumer Price Index Numbers for Urban and Rural Sectors;
8. To prepare and release Index of Industrial Production (IIP) ;
9. To conduct Annual Survey of Industries (ASI) and Economic Census and release their results ;
10. To improve Official/Applied Statistics in the country by supporting research and training ;
11. To design and conduct nation-wide sample surveys on various socio-economic aspects and related activities to strengthen the socio-economic data base of the country , and release of results;
12. To undertake methodological studies and pilot surveys for evolving better sampling techniques and estimation procedure etc;
13. To participate and contribute in all international initiatives for development of statistical systems;
14. To coordinate and monitor the implementation of the SAARC Social Charter
15. To undertake statistical tracking of Millennium Development Goals for India ;
16. To create a data warehouse for easy access to the published as well as unpublished validated data from one source ;
17. To develop and maintain a National Data Bank of Socio-Religious categories;
18. To design and conduct training programmes and internships in official statistics and statistical methodologies for Central and State Governments, International Agencies and others ;
19. To develop the National Academy of Statistical Administration (NASA),Greater Noida (UP) into a premier institute for training and research in official statistics ;
20. To ensure that the Indian Statistical Institute, Kolkata functions in accordance with the provisions of Indian Statistical Institute Act,1999(57 of 1999);
21. To manage Indian Statistical Service(ISS) and Subordinate Statistical Service(SSS) Cadres ; and

22. To administer the Collection of Statistics Act, 2008 (7 of 2009);

II. Programme Implementation Wing

23. To implement the Member of Parliament Local Area Development Scheme (MPLADS);

24. To monitor central projects of Rs. 20 crores and above, and release regular reports;

25. To monitor the performance of Infrastructure Sectors, and release regular reports;
and

26. To monitor the Twenty Point Programme, and release regular reports.

1D. VISION OF THE MINISTRY

To be best and most innovative national statistical system in the world; and to effectively monitor the programmes and projects for ensuring efficient use of national resources

1E. MISSION

- To make available reliable and timely statistics and to undertake regular assessment of data needs for informed decision making;
- To cater to the emerging data needs in a dynamic socio-economic context, to reduce respondent burden and to avoid unnecessary duplication in data collection and duplication;
- To adopt and evolve standards and methodologies for statistics generated by various elements of the National Statistical System and to steer its development for further improvement and bridging data gaps;
- To insure and strengthen trust and confidence of all stake holder in the National Statistical System by maintaining confidentiality of data providers and promoting integrity and impartiality of all elements of official statistics ;
- To provide leadership and coordination to ensure harmonious, efficient and integrated functioning of all the elements of the National Statistical System;
- To continue to assess skill requirement, and develop human resource capacity at all levels of the statistics system;
- To participate and contribute actively in all international initiatives and to support development of Statistics System around the world;
- To facilitate and monitor infrastructure and large centre projects to achieve high performance levels through systems improvement, and adoption of best practices; and

- To facilitate and monitor the implementation of Member of Parliament Local Area Development Scheme (MPLADS) twenty point Program and Results Framework Document (RFD) for Ministry of Statistics and Program Implementation.

1F. OBJECTIVES

- To make available data/statistics on some key parameters to Planners and Policy makers in Government and outside
- To improve the quality and reliability of existing data sets
- To make available new data sets on emerging fields to meet the demand of policy makers and planners
- To reduce time lag in bringing out Statistics
- To implement and monitor the Member of Parliament Local Area Development Scheme (MPLADS)
- To monitor central projects of Rs. 100 crores and above, and release regular reports
- To monitor the Twenty Point Programme, and release regular reports.

1G. FUNCTIONS

The Ministry of Statistics and Programme Implementation is the nodal agency for planning and facilitating the integrated development of statistical system in the country, and to lay down norms & standards in the field of official statistics, evolving concepts, definitions, classification and methodologies of data collection, processing and release of results etc. The Ministry is also responsible for monitoring and evaluation of major projects and programmes of the Government, besides implementing Member of Parliament Local Area Development Scheme (MPLADS)

Section 2: Assessment of the situation

Proper assessment of situation both in terms of considering the availability of resources and the constraints is quite critical in the context of devising perspective work plan and formulating appropriate strategies. It determines the extent and approach to envisage the spectrum of potential strategies to develop plan to engage stakeholders, build statistical knowledge and capabilities, identify and strengthen resource requirement plan to undertake specific strategies, prepare detailed implementation plan, lay out key priorities; and decide appropriate path to track, monitor and assess the progress of achievement.

2A. What External factors will impact us?

I. NSO

Factors	Opportunities	Threats
Political	<ol style="list-style-type: none"> 1. Review of development policies of Government. 2. New Horizons involving greater scope for adoption of public-private participation model. 	Re-organization of States/Districts (may impact comparability and proper mapping of data would be a problem)
Economic	<ol style="list-style-type: none"> 1. Rapid economic growth 2. Rising income levels 	May put pressure on the system with demands for new data sets or setting more stringent time-lines for dissemination of data.
Socio-cultural	Improvement in social development implying accelerated data demands and fresh surveys to produce specific data.	
Technological	Availability of newer and more efficient computer and information technology solution	Advances in the Information Technology may provoke perceptible shift in the way data will be handled in future (data collection, data processing, data management, data dissemination. The challenge is indeed real, and urgent, to get prepared to adapt the new emerging technology).

Factors	Opportunities	Threats
Legal	The provisions under the RTI Act 2005 and Collection of Statistics Act 2008, will push scope and demand for providing more and more data.	

II. PROGRAMME IMPLEMENTATION

(i) IPMD

Factors	Opportunities	Threats
Political	<ul style="list-style-type: none"> -High importance given to implementation of infrastructure projects within approved time and cost frame -Issues flagged get attention at higher levels 	<p>Infrastructure Projects are complex in nature as it involves huge amount of land acquisition, various type of clearances and supply related problems.</p> <ul style="list-style-type: none"> -Tracking the complex problems is difficult as adequate information is not available most of the time -Project Authorities abstain from reporting the real problems
Economic	High economic return to the economy on timely completion of projects	-The delay in projects have high impact on cost of the project as well as return to the stakeholders
Technological	<ul style="list-style-type: none"> -Project Management is getting professionalized -Complex projects of high value must be supported with sub-systems to deal with contract management, supply management, cost control system, procurement management, cost estimation software, project management software and MIS 	<ul style="list-style-type: none"> -The adequate and right kind of technical people may not be available to man the positions in the IPMD -Capacity Building measures within the Organization may not be effective if qualified people are not available for longer duration
Legal	<ul style="list-style-type: none"> -States have different practices in granting permission or provide clearances for environment, forest, wildlife, land acquisition, rehabilitation etc. -Legal framework for mining, lease, aggregate 	<ul style="list-style-type: none"> -The States may have resistance to work on common standards set out in the guidelines of the Central Government on various aspects -Procedures for clearances take long time causing delay in projects

	<p>extraction requires clearance by States</p> <p>-Project authorities have to obtain various clearances from Central Government/State Governments/Defence, Airport Authority of India/DGCA etc.</p> <p>-PPP Projects are still to be monitored by MOSPI</p>	
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(ii) MPLADS

Factors	Opportunities	Threats
Political	<ul style="list-style-type: none"> • Strong commitment by the Members of Parliament for ensuring greater benefit to the people. 	<ul style="list-style-type: none"> • Lack of interest/inability by the District Authorities to implement properly the scheme due to other priorities. • Delay in the Implementation of the Scheme due to application of Code of Conduct and the resultant restrictions.
Economic	<ul style="list-style-type: none"> • Assured budgetary support for release of grants-in-aid 	<ul style="list-style-type: none"> • Non-compensation due to Inflation over the years • Exorbitant increase in wage rates and other input costs • Skewed development due to resource constraints
Socio-cultural	<ul style="list-style-type: none"> • Strong demand by people to create assets under the Scheme in their areas 	Dissatisfaction among people due to non-fulfillment of their need based requirement
Technological	<ul style="list-style-type: none"> • Improvements in Information Technology enabling development of appropriate Software to get relevant information from districts. • Electronic integration of banks facilitating faster release of funds. 	Rapid changes in Information Technology also lead to internal adjustments.
Environmental	<ul style="list-style-type: none"> • Scope for creation of environment friendly assets like water conservation, water harvesting, non-conventional energy resources etc. 	<ul style="list-style-type: none"> • Impact on the environment due to haphazard creation of assets.
Legal	Scheme has been upheld and considered as intra-vires of the Constitution by the Supreme Court.	<ul style="list-style-type: none"> • Litigations filed in various courts sometimes may delay the process of implementation.

Factors	Opportunities	Threats

(iii) Twenty Point Program

Factors	Opportunities	Threats
Political	Strong political commitment of the Central Government for welfare of citizens.	Change in priority of Government at the Centre, TPP becoming secondary to State Programmes
Economic	More funds can be allotted for social development programmes owing to improved economy.	State economy can impact the social development programmes.
Socio-Cultural	Improved Social Cohesiveness	Regional politics
Technological	Enhanced productivity due to technical Development.	Shift from labour intensive to capital intensive jobs
Environmental	Improving environment by adopting green technology	Degradation of environment may affect climate, which may impact productivity
Legal	Creation of right for livelihood Living with dignity.	-

2B. Who are our stakeholders?

There are various stakeholders in the data sector including Government Agencies, Research Institutions, Individual Researchers, Private Corporate Sector, Trade/Industry Associations, Data Providers, Media. It is not only important to understand their aspirations on the data front which are growing rapidly, but also recognize the importance of their active role and participation in the data development process which is indeed crucial not only by way of providing positive advice and feedback but also checking undue criticism and negative publicity about data. Effective interactions with stakeholders could be an important tool to improve the visibility of statistical organizations which is most critical to evoke better response from the public and earn their trust in data. The mutually reinforcing interactive process can also greatly help in taking appropriate steps to improve the effectiveness of data collection, data sharing and data dissemination process. It is, therefore, important to identify ways and means of working together with the stakeholders, more extensively, with a view to eliciting their cooperation and participation in building a more effective statistical system particularly to deliver more reliable and quality data and its dissemination in a timely and user-friendly manner.

I. NSO

S. No.	NSO Stakeholders in Priority	Power		Stakes	
		How can they help us?	How can they block us?	What would they want from us?	What do we want from them?
1	International agencies, research institutions, individual researchers	<p>1. By providing the requisite information on emerging developments, HRD, expertise, experience sharing, capabilities, Cooperation, goodwill and credibility, etc.</p> <p>2. Identification of the training areas with Technical/ Financial support.</p>	<p>1. Non-cooperation in providing data and sharing of Knowledge, experience and expertise.</p> <p>2. Training in new areas where faculty is not available.</p>	<p>1. Timely and reliable data</p> <p>2. Proper networking, exchange of information, Technical/Financial support</p> <p>3. Engagement, interaction, cooperation in various areas of official statistics and its development, and acknowledgment of their efforts</p>	<p>1. Exchange of information and faculty, provision of technical support.</p> <p>2. Mutual exchange and cooperation for expertise, experiences and development, visibility and enhanced exposure</p> <p>3. Feed back to enable us to improve the quality and timeliness of statistics.</p>
2	Central Ministries/Departments	<p>1. In collection and dissemination of data according to national standards</p> <p>2. Central Ministries should involve CSO in the technical committees, provide regular updated data generated as a part of administrative process.</p> <p>3. Accommodate us to expand our activities there.</p> <p>4. Ascertain our usefulness to the Government.</p> <p>5. Administrative records,</p>	<p>1. Through possible non-cooperation/inadequate cooperation/non-compliance</p> <p>2. By non-responding effectively & not cooperating</p> <p>3. Damage our reputation /credibility.</p> <p>4. Restrict data flow, quality, credibility, scope and potential</p>	<p>1. Technical guidance and minimal interference</p> <p>2. Timely, relevant, accurate, cost effective, exhaustive data duly analyzed to meet their information requirement for decision making and policy formulation.</p> <p>3. Technically competent service in various application-areas of statistics.</p> <p>4. Coordination, resource up-gradation,</p>	<p>1. Compliance with National Statistical Strategies, priorities and standard.</p> <p>2. Authoritative support to ensure flow of regular information.</p> <p>3. A growing working relationship</p> <p>4. Cooperation and close coordination in improving the statistical system, enabling CSO to perform its role as Nodal Statistical Agency in the country.</p> <p>5. Quality, reliability and timeliness, data demand,</p>

S. No.	NSO Stakeholders in Priority	Power		Stakes	
		How can they help us?	How can they block us?	What would they want from us?	What do we want from them?
		human resource, quality, timeliness, convergence, harmonization and integration, data demand for policy and decision making		participation and advise on statistical activities , data sharing, etc. 5. Capacity Development.	visibility, enhancing the scope and improvement, research inputs in decision support, data sharing, etc.
3	States/UTs	<p>1.In collection and dissemination of data according to national standards</p> <p>2.By collecting and compiling state sample data and timely bringing out the survey reports</p> <p>3.By cooperating in pooling out the central and state sample data</p> <p>4. Accommodate us to expand our activities there.</p> <p>5. Ascertain our usefulness to the State Governments.</p> <p>6. Cooperation and coordination with NSO in the interest of quality and timeliness of statistics, enabling NSO to perform</p>	<p>1.Through possible non-cooperation/inadequate cooperation/non-compliance</p> <p>2. Inefficiency or lack of efforts/coordination and delays.</p> <p>3. Damage our reputation /credibility.</p>	<p>1.Technical guidance, financial/ funding support and minimal interference</p> <p>2. Specialized training in collection and processing of data and supply of software for processing of data</p>	<p>1.Compliance with National Statistical Strategies, and standards, keeping in view the State determined priorities</p> <p>2. Timely processing of State sample data</p> <p>3. Can help build regular database on core statistics, which emanates from grass-root administrative processes.</p> <p>4. Proper Statistical System and Maintenance of Records.</p> <p>5. Coordination and cooperation to enable NSO to perform its nodal agency role effectively.</p>

S. No.	NSO Stakeholders in Priority	Power		Stakes	
		How can they help us?	How can they block us?	What would they want from us?	What do we want from them?
		its Nodal Agency role.			
4	Industry/Trade Associations and Establishments	In facilitating collection/supply, dissemination and promotion of usage of official data; support government decision-making processes on official statistics; feed back on the quality and timeliness of statistics.	Through possible non-cooperation, inappropriate interpretation and creating conflicts of interest	Clarity and transparency on government's information requirements, single window systems for interface with government, easy-to-comprehend-and-respond schedules, minimal interference.	Willing and timely supply of credible information; participation in mutually reinforcing collaborative arrangements; providing inputs.
5	Public/citizens	By responding, whenever requested for information support, in the manner required	By non-cooperation/partial cooperation/ Hostility; dishonest response	Minimal information demands; tangible benefits to society; avoidance of duplication in information collection by govt. agencies.	Willing support, with appreciation and responsibility; in facilitating mass/ community awareness about importance of statistics
6	Academic institutions, research	1.Providing feedbacks based on analyzed	1.By possible spread of misinformation/	1. Technical and financial support for	1.Productive and optimal use of govt. support in enhancing

S. No.	NSO Stakeholders in Priority	Power		Stakes	
		How can they help us?	How can they block us?	What would they want from us?	What do we want from them?
	organizations Private Bodies Organizations	information/data; building partnerships with government 2. By helping in collection of data through their associates 3. Researchers may tell their need in terms of time series data that may help us in devising the schedule 4. Increasing awareness, statistical literacy, confidence and trust, enhancing the scope and improvement	misgivings regarding govt. policies and programs and statistical jobs in govt. sector 2. Too much of demand of researchers to incorporate in the survey instruments. 3. Incorrect data and interpretation, discredit statistics	undertaking research and projects and for holding workshops, conferences, etc; better insights into partnership possibilities with government. 2. Relevant data to meet their requirement to present their case with the Govt. and for their internal use 3. Timely information and invitation of the meeting and taking care of them properly 4. Micro and macro data, academic engagement, customized data products.	capacity in statistical education and research, value addition to technical content of analytical requirements and policy research 2. Technical support/guidance at the time of development of methodology and instruments for data collection for Surveys and Censuses 3. Expert views on survey instruments 4. Constructive criticism, data demand, visibility, enhancing the scope and improvement, research inputs in decision support.
7	NGOs	They can help by raising public awareness about statistics and in providing collective resources for statistical exercises complementing govt.'s initiatives	---	Required clarity in terms of understanding of relevant statistical concepts, definitions, methodologies, bottlenecks and a role as a stakeholder in decision making and implementation processes.	Cooperation and partnership in regard to mass awareness on Official Statistics and partnering with govt. in survey and evaluation exercises.

S. No.	NSO Stakeholders in Priority	Power		Stakes	
		How can they help us?	How can they block us?	What would they want from us?	What do we want from them?
8	Officials involved in carrying out the statistical work, incl. sample surveys / census.	By performing the assigned task sincerely and efficiently	By union strike, court cases, etc.	Quick redressal of employees problems and improvements in service conditions; career prospects, good training, etc.	Accuracy and timeliness in collection and compilation of survey data;and Healthy working relationship.
9	Public	1.Helping statistical agencies in collection of data. 2. Providing primary data. 3. Increasing awareness, statistical literacy, confidence and trust	1. Non Response, Imprecise and incorrect data and interpretation. 2. Discredit statistics	1.Data to reflect the socio-economic conditions accurately and as perceived by the public to the extent possible 2. Awareness, appreciation, privacy and statistical literacy 3. Engagement in awareness generation, need based data dissemination	Good response, constructive criticism, data demand, visibility
10	Eminent persons in various Committees	1. Ascertain our usefulness to the Government 2. Can help us improve our system through constructive suggestions / consultations	Damage our reputation /credibility through malicious criticism	Their recommendations are implemented.	1. Show directions 2. Give more time and involvement
11	Planning Commission	Timely approval of Plan Schemes	-- Not agreeing to proposals; -- Delays in clearances.	1. Timely & comprehensive proposals for various schemes 2. Utilization of allotted funds	1. Timely approval of Plan Schemes, and 2. Examining our proposals in proper perspective.

S. No.	NSO Stakeholders in Priority	Power		Stakes	
		How can they help us?	How can they block us?	What would they want from us?	What do we want from them?
				3. Communication in regard to financial & physical targets 4. Proper implementation of planned schemes	

II. PROGRAMME IMPLEMENTATION

(i) IPMD

S. No.	IPMD Stakeholders in Priority	Power		Stakes	
		How can they help us?	How can they block us?	What would they want from us?	What do we want from them?
1	Infrastructure Ministries (at present 16)	-Give direction to project implementing agencies to provide timely information -Take or initiate action on the issues and problems flagged by the Ministry - Inviting this Ministry in	-May not respond to the request made by the Ministry to resolve the problems -Delay in supply of required information in time	-Timely submission of performance report of infrastructure and projects -Assistance in evaluation and review of delayed projects with suggestions -Assistance in resolving problems of inter-	-Adequate information on policy and other issues in the sector -Association of the Ministry decision making on important issues/projects -Timely flow of information

S. No.	IPMD Stakeholders in Priority	Power		Stakes	
		How can they help us?	How can they block us?	What would they want from us?	What do we want from them?
		all decision making and review meetings on projects	-MOSPI may not be invited in the important meetings	ministerial nature	
2	Central/Public Sector Enterprises	<ul style="list-style-type: none"> -Organize sending of on-line information on the OCMS -Provide all the details of the problems experienced -Facilitate proper review by MOSPI -Support Project Management Initiatives including Corporate Social Responsibility (CSR) 	<ul style="list-style-type: none"> -May not provide adequate information on-line -May not respond in a positive manner 	<ul style="list-style-type: none"> - Assistance in organizing inter-ministerial coordination meetings -Help in addressing problems including cross-cutting issues across the sectors and provide suggestions to resolve them. 	<ul style="list-style-type: none"> -Timely reporting with all information on OCMS Provide details of problems experienced including those resolved/pending. -Provide projected cost and timeframe as well as the information on problems that may be encountered in the next three months
3	Prime Minister Office	<ul style="list-style-type: none"> -Direct all the Ministries to provide reports and information to MOSPI in time -Occasional review of intricate problems 	<ul style="list-style-type: none"> -May not accord priority due to other engagements. 	<ul style="list-style-type: none"> -Regular reports on monitoring of central sector projects with respect to time and cost overrun and monitoring of infrastructure performance. 	<ul style="list-style-type: none"> -Occasional letters to the concerned Ministries for action on the lacunae pointed by IPMD -PMO's support will be crucial in efficient functioning of the Division

S. No.	IPMD Stakeholders in Priority	Power		Stakes	
		How can they help us?	How can they block us?	What would they want from us?	What do we want from them?
4	Cabinet Secretariat	-Help in resolving inter-ministerial problems Review of projects having cost & time over run	-May not accord priority to the aspect of time and cost overruns, due to other engagements.	-Provide details of exceptional projects requiring attention -More inputs for resolution of problems	-Support in timely response by Ministries to the information needs of MOSPI
5	Ministry of Finance	-Help in providing adequate resources to projects which are in advanced stage of completion -Take into consideration the suggestions of Ministry while approving projects by EFC and PIB	-General budget constraint -Not according importance to suggestions of this Ministry in the EFC/ PIB process.	-	-Help in capacity building
6	Planning Commission	-Make use of the analysis of the performance of infrastructure sectors -Take into consideration the problem of linkages -Take into consideration inadequate infrastructure facilities for up-coming projects	-N.A. -N.A.	-Inputs in the formulation of the 12 th Plan	-provision of adequate resources for central sector projects and programmes.
7	Construction Industry representatives/ Associations	They can help us to highlight the issues of capacity and other constraints causing delay in	-Required information may not be made available to us.	-Support in the area of improving Contract Management and related institutional arrangement	-Faster response to our request for information on various issues.

S. No.	IPMD Stakeholders in Priority	Power		Stakes	
		How can they help us?	How can they block us?	What would they want from us?	What do we want from them?
		projects		for arbitration	
8	Training Institutions & Associations	Help in identification of areas of training required for better delivery of projects -provide support in conducting specialized training programmes	-Lack of cooperation	-Institutional support to promote cause of project management	-Support in specialized studies in the area of project management -Assistance in the development of curriculum for long-term training for Project Managers
9	Suppliers & Vendors	-Cooperate in timely supply of equipment and material to projects	-Delay in supply of equipments and material for projects.	-Creation of institutional Support mechanism for resolving disputes	-Cooperation and response to Ministry's request to meet the timely supplies to projects
10	Members of Parliament/MLAs	Help in resolving State related problems -Help in resolving labour related problems -Help in resolving law and order problems	-----	-----	-----
11	Professional Institutes like IITs/IIMs	-Help in implementing the development of project management discipline. -Devise courses for Project Managers on long term basis	-Lack of response	-Institutional/ financial support	-Be partner in development of institutional mechanism for training of Project Managers and capacity building of Consultants, Contractors, vendors, etc.

(ii) MPLADS

S. No.	MPLADS Stakeholders in Priority	Power		Stakes	
		How can they help us?	How can they block us?	What would they want from us?	What do we want from them?
1	Members of Parliament	<ul style="list-style-type: none"> • Timely recommendation of works to the District Authorities • Monitoring the implementation of works recommended by them • Feedback to the Ministry about delays/irregularities in implementation • Giving suggestions for policy changes, to derive more benefits for the people from the scheme. 	<ul style="list-style-type: none"> • The implementation of the Scheme gets hampered due to non-recommendation of works by the MPs 	<ul style="list-style-type: none"> • Timely release of funds • Policy initiatives to ensure that the benefits of the Scheme reach the people • Pursuing with the district/state authorities for faster execution of works 	<ul style="list-style-type: none"> • Timely recommendation of works to the District Authorities • Monitoring implementation of works recommended by MPs at their level • Feedback to the Ministry about delays/irregularities in implementation
2	District Authorities	<ul style="list-style-type: none"> • Proper examination/scrutiny of the works recommended by the MPs • Sanctioning eligible works as per the Guidelines within the time stipulated in the Guidelines. • Get the works implemented properly within the stipulated 	<ul style="list-style-type: none"> • Improper scrutiny of recommendations and sanctioning of ineligible works • Delay in processing of the recommendations • Delay in implementation and inadequate 	<ul style="list-style-type: none"> • Guidance on policy matters and clarification on various aspects of the Scheme implementation 	<ul style="list-style-type: none"> • Proper examination/scrutiny of the works recommended by the MPs • Sanctioning the eligible works by the time stipulated in the Guidelines. • Proper implementation through the capable and appropriate implementing agencies. • Regular monitoring the implementation of the works,

S. No.	MPLADS Stakeholders in Priority	Power		Stakes	
		How can they help us?	How can they block us?	What would they want from us?	What do we want from them?
		<p>time through the capable and appropriate implementing agencies.</p> <ul style="list-style-type: none"> • Regular monitoring of implementation of the works, including quality checks • Timely furnishing of information to the Ministry and the MPs. 	<p>monitoring</p> <ul style="list-style-type: none"> • Non-furnishing/delay in furnishing of Monthly Progress Reports (MPRs), Utilization Certificate/Audit Certificate etc. impeding timely release of funds 		<p>including quality checks</p> <ul style="list-style-type: none"> • Timely furnishing of information to the Ministry and the MPs.
3	State Nodal Departments	<ul style="list-style-type: none"> • Better monitoring of the Implementation of the Scheme by the District Authorities • Taking up with the District Authorities for timely furnishing of documents pertaining to release of funds 	<ul style="list-style-type: none"> • Lack of monitoring. 	<ul style="list-style-type: none"> • Ministry regularly interact with them and keep them informed of the latest development 	<ul style="list-style-type: none"> • Better monitoring of the Implementation of the Scheme by the District Authorities • Taking up with the District Authorities for timely furnishing of documents pertaining to release of funds
4	Implementing Agencies	<ul style="list-style-type: none"> • Proper, timely and qualitative implementation of the Scheme 	<ul style="list-style-type: none"> • Improper and delayed implementation 	Clear and detailed guidelines	<ul style="list-style-type: none"> • Proper, timely and qualitative implementation of the Scheme

(iii) Twenty Point Program

S. No.	TPP Stakeholders in Priority	Power		Stakes	
		How can they help us?	How can they block us?	What would they want from us?	What do we want from them?
1	Central Nodal Ministry	By fixing the target and releasing the fund in time.	By delaying the release of fund.	Regular Report of monitoring of programme.	Information on target fixed, fund released and achievements.
2	State Governments	Proper monitoring and implementation of the Schemes	Delaying the release of fund to District Administration	Regular Report of monitoring of programme	Progress Report
3	District Administration	Proper implementation of the scheme and furnishing reports in time.	Not utilising the fund	-	Regular progress report to the Department concerned of the State Govt.
4	Beneficiary	Participation in the programme	Becoming indifferent or unsupportive.	Proper awareness and effective interface	Feedback and suggestion for improvement
5	Public at large	Providing feedback and opinion on the suitability and progress of the schemes	Opposing the schemes	General Public Welfare	Support for the schemes.

2C . What are our strengths and weaknesses?

I. NSO

Elements	Strengths	Weaknesses
1. Capabilities	High level statistical skills in the form of trained Indian Statistical Service(ISS)/Sub-ordinate Statistical Service (SSS) personnel	Needs to strengthen capacity building and training of various officials in the fields of data collection, data planning and management, especially at State level.
2. Internal Communication		
3. Resource adequacy	Adequate financial resources.	Serious resource constraints in terms of acute manpower shortage and poor recognition of statistical personnel in the government system.
4. Transparency	Sufficient transparency and open-mindedness	
5. Internal alignment		
6. Open-mindedness	The system has adequate open-mindedness to accept new challenges.	
7. Systems and processes	The systems and processes for maintenance of databases are quite good and provide a useful service.	
8. Accountability		Need for greater concern and accountability in producing data both timely and in formats required by users.
9. Databases	The system has adequate data bases.	Timeliness in dissemination of data needs improvement.
10. Speed of decision making		There is a need to speedup the decision making processes.

11. Understanding of stakeholders	Most stakeholders believe that the Ministry has very good understanding of their needs though there is a scope for improvement in some cases. It exercises effective control in data related matters	
12. Track record of delivery	Dissemination of data / statistics is satisfactory.	There is a need to cut the timelines in dissemination of data using advanced information technology tools.
13. Knowledge	Traditional knowledge of statistics and its applications in official statistics very good.	There is a need to upgrade the skills and build the capacity of personnel in latest techniques.
14. Assets maintenance		There is a need to put in some extra efforts in maintenance of assets.

III. PROGRAMME IMPLEMENTATION

(i) IPMD

Elements	Strengths	Weaknesses
1.Capabilities	-IPMD is headed by highly qualified and experienced technical person	Due to unfilled technical vacancies, it has very limited resources to perform all its functions efficiently. HR requirement of the Division has not been reviewed in last 20 years. Supporting secretariat staff in the Division is of a very low standard.
2.Internal communication	MIS, Web based used to share information, which is informal and allows on-line flow of information within the unit. Intricate issues are quickly resolved.	Staff lacks in ICT application.
3.Resource Adequacy	It is funded through central budget and hence suitable provisions can be made.	Internal approval process is ill organized and time consuming

4. Transparency	The Division is known for its transparency in sharing experience and knowledge among stake-holders.	
5. Internal Alignment	Framework available for various activities	Due to lack of knowledge, these are not effectively used.
6. Open -mindedness	Open minded culture in the Division.	Needs further improvement
7. System and Processes	IPMD has On-Line Computerised Monitoring System (OCMS) which helps in quick and quality analysis of on-line data each month.	No system support staff. Dependent on contract support.
8. Accountability	Strong	Further breaking down necessary
9. Databases	The IPMD's project database is highly sought by researchers and media. A unique and large database of its kind in the world.	Shortage of skilled staff threatens updation and validation.
10. Spread of Decision making	Good	Low level of staff may not be able to use delegation in proper perspective.
11. Understanding of Stakeholders	Strong	-The IPMD's work is of a complimentary and facilitator nature. It has no direct control over projects. Away from PMO/ Cabinet Secretariat, stake-holders response to our information requirements is very poor. -Some project enterprises hesitate to provide certain critical information to the Ministry due to possible unpleasant reactions of their own Ministries, even though they have idea of the impact of the work done by MOSPI for the nation.
12. Track record of Delivery	Strong goodwill and credibility	Frequent changes at the top.
13. Controls	Good	Needs further strengthening.
14. Knowledge	Very good, supported by knowledge management	Staff shortage poses a challenge.
15. Weather climate	-	-
16. Assets maintenance	-	-

(ii) MPLADS

Elements	Strengths	Weaknesses
1. Capabilities	Experienced administrative acumen	Dependent on District Authorities for proper implementation of the Scheme.
2. Leadership	Visionary leadership (Prime mover) of pro-active and result oriented initiatives.	
3. Systems and processes	Strong administrative mechanisms /practices geared towards functioning within the framework of the Guidelines and promoting this in the districts/states, .	
4. Speed of processing	Prompt at the Ministry level.	Delay in processing due to various factors in some Districts.
5. Controls	The MPLADS Guidelines clearly lays down the framework, the eligible works that can be taken up, the operating procedure and the monitoring mechanism of the Scheme.	There is scope for improvement in the implementation of the scheme at the district level by fully making use of the provisions of the MPLADS Guidelines.
6. Knowledge	There is a good understanding of the Scheme. Training is also imparted to District/State officials to understand the Guidelines better.	Some supplementary training is required for the Staff in the Ministry on IT processes relevant to scheme and basic accounts and balance-sheets.
7. Track record of delivery	The performance of the MPLAD Scheme has been remarkable and has improved considerably since 2004-05, as reflected in the percentage of utilization over release consistently being of the order of 90% and above.	
8. Resource adequacy	Definite budgetary support for release of funds in the form of grant-in –aid.	Budgetary support is not sufficient for activities like physical monitoring
9. Transparency	Initiatives such as MPLADS Works Monitoring Software, in which details of works are to be	The complete and accurate details are not being fully uploaded in the website.

	uploaded by the District Authorities for universal access, has been put in place.	
10. Accountability	Strong mechanisms of accountability at the District level, implementing agency level, state level etc. have already been stipulated in the Guidelines.	Lack of proper monitoring at Districts/States Levels.
11. Databases	Proven and longstanding database of release of funds based on the releases made by the Ministry and expenditure etc. based on the reports received from the Districts, in place. Besides, a new Online Monthly Progress Reporting System has been initiated to get the information online from the Districts.	Delay in furnishing of information by the District Authorities on expenditure, etc.
12. Involvement of stakeholders	Through regular mechanisms of interaction such as review meetings, visits to States/Districts, Lok Sabha, Rajya Sabha Committee meetings, etc.	

(iii) Twenty Point Programme

Elements	Strength	Weaknesses
Capabilities	High quality Statistical skills with long experience (The Division is manned by ISS Officers).	E-communication is a two way issue. IT skills are found lacking in some staff of TPP Division and also State machinery.
Internal communication	Communication between all Divisions of PI wing is very high.	
Resource Adequacy	Qualitatively good resources available. Adequate budgetary support available.	Inadequate manpower
Decision making	Strong at Central Govt.and State Govt. levels	Weak at District level

Understanding of Stakeholder	Good understanding of Central Nodal Ministry and State Govt.	TPP Division has weak understanding of District Administration and very little understanding about beneficiary and public.
Controls	Central Nodal Ministries and State Government respond positively to persuasive control.	Ministry has no mandate to exercise administrative control, on any stakeholder.

2D What do we need to learn?

I. NSO

What do we need to learn	MOST IMPORTANT	<u>What is most important and we know a lot (Necessary Learning Agenda)</u> <ul style="list-style-type: none"> • Compilation of national accounts • Compilation of Production and Price Indices; • Conduct of large scale sample surveys; • Compilation and publication of statistical reports. 	<u>What is most important but we know little (Critical Learning Agenda)</u> <ul style="list-style-type: none"> • International practices in collection of data and its dissemination; • Coordination with stakeholders and their engagement; • Communication and presentation skills; • Satellite accounts of important sectors; • Reduction of time lag in dissemination of data; • Documentation of statistical practices; • Analysis of data using advanced statistical software.
	LESS IMPORTANT	What is less important but we know a lot	What is less important and we also know little about it

A LOT

How well do we know it

VERY LITTLE

II. PROGRAMME IMPLEMENTATION

(i) IPMD

<p>MOST IMPORTANT</p> <p>What do we need to learn</p>	<p>NECESSARY</p> <ul style="list-style-type: none"> -Various type of clearances -Issues of land acquisition in various States -Training of Project Managers and Contractors and other partners -Availability of skilled manpower -Major input supplies and equipment etc. -Review of upstream and downstream processes of project cycle 	<p>CRITICAL LEARNING AGENDA</p> <ul style="list-style-type: none"> -Linkages with existing infrastructure projects -Input linkages to projects under implementation -Role of various partners for successful implementation of projects -Sector-specific procedures for formulation, appraisal and clearances -Contract Management and administration
<p>LESS IMPORTANT</p>		

A LOT

HOW WELL DO WE KNOW ABOUT IT

VERY LITTLE

(ii) MPLADS

What do we need to learn MOST IMPORTANT	<u>Necessary</u> Understanding of the Guidelines and other aspects of the Scheme.	<u>Critical Learning Agenda</u> <ul style="list-style-type: none"> • Training in Information Technology applications/ processes relating to monitoring/release of funds • Training/Exposure to rudimentary understanding of balance sheets/income-expenditure statements to facilitate better scrutiny of Audit Certificates
	LESS IMPORTANT Knowledge of field procedures and ground level implementation procedures	

A LOT

HOW WELL DO WE KNOW ABOUT IT

VERY LITTLE

(iii) TWENTY POINT PROGRAM

<p>What do we need to learn</p>	<p>NECESSARY</p> <ul style="list-style-type: none"> • Experiential learning of TPP problems Areas. 	<p>CRITICAL LEARNING AGENDA</p> <ul style="list-style-type: none"> • Training of staff in IT matters. • Identify Problem Areas in the implementation of TPP. • Impact of TPP • Improving analytical content of Monthly Progress Report and Annual Report.. • Feedback from beneficiaries Feedback from General public
	<p>LESS IMPORTANT</p> <ul style="list-style-type: none"> • Feedback from the States about the programme 	<ul style="list-style-type: none"> • Technological impetus needed to expedite flow of information.

A LOT

HOW WELL DO WE KNOW ABOUT IT

VERY LITTLE

Section 3: Outline of the Strategy

3A. Identify initiatives based on analysis of external forces and internal capabilities

I. NSO

Strategies	Strategic Initiatives
1.1 To provide technical guidance to State DESs, including methodologies for sample surveys and preparation of indices etc.	<ul style="list-style-type: none"> • Document the training needs of State Officers; • Organize regular training courses for State Officers • Organize workshops and hands-on sessions on various aspects as per the requirements of States; • Prepare manuals, documenting the related guidelines / procedures, methodologies, concepts, definitions etc, and share with State Governments.
1.2 To provide methodology for estimation of Regional Inequalities and preparation of Index.	<ul style="list-style-type: none"> • Constitute an Expert Group for the purpose involving the State DESs and Central Ministries besides experts to prepare the methodology and all related issues in a time bound manner; • Prepare a manual and share it with States; and • Organize workshops for Central / State officers.
1.3 To provide financial support to States for taking up surveys and research studies;	<ul style="list-style-type: none"> • The centrally sponsored scheme of ISSP may provide for this, and States should include this in their SSSPs; • The current activity of sponsoring research studies from the plan scheme “Capacity Development” may be suitably modified to cover grants to State DESs for research studies on any subject of interest. The Group formed for the purpose may include representatives of States / Central Ministries.
1.4 To improve coordination	<ul style="list-style-type: none"> • Coordination with State DESs should be strengthened through State Capital DDGs of NSSO(FOD), who may be briefed regularly. A suitable monitoring mechanism may be devised for getting inputs

/interaction of various divisions of CSO with States.	<p>from State DDGs and holding regular meetings with them. All Divisions of NSO should maintain constant liaison with State Capital DDGs of NSSO(FOD);</p> <ul style="list-style-type: none"> • All Divisions may identify items of work concerning them on which States need assistance, and accordingly organize trainings / workshops, provide assistance in the form of computer software / hardware, draft sub-schemes, etc.
1.5 To gear-up the system to facilitate States for preparation of district level estimates.	<ul style="list-style-type: none"> • The Central level efforts should be for providing national and state level estimates only; • The Centre should, however, facilitate the States to build their capacity and provide financial assistance, if need be; • Beside, the survey design of all-India surveys conducted by the Centre should be modified so that district and even lower level estimates are feasible and can be prepared by States; • Priority may be given and suitable mechanism established to enable the States to pool the central and state sample data of NSS / ASI for improving the precision of estimates.
1.6 To promote development of Satellite Accounts of various important sectors like Health, Environment, Education, Trade, Construction, etc.	<ul style="list-style-type: none"> • Matter may be taken up with Ministries dealing with important sectors to initiate work on preparation of Satellite Accounts; • The Statistical Advisers posted in Central Ministries may be made responsible for this item of work; • CSO should lay down guidelines, wherever not available, to prepare Satellite Accounts of different sectors, and data requirements etc. and share it with concerned Statistical Advisers; • CSO may organize training programmes / workshops to build the capacity of concerned officers in Central Ministries / Departments.
1.7 To estimate/ generate data at Block and Panchayat levels for sub-national level planning.	<ul style="list-style-type: none"> • The data requirement for block and Panchayat level planning need be identified and the scheme of BSLLD suitably formulated as a Centrally Sponsored Scheme.
1.8 To ensure availability of	<ul style="list-style-type: none"> • NSS data for the central sample may be made available to States within one year of completion of field

data to States for poverty estimation.	work or immediately after first report is released, whichever is earlier; <ul style="list-style-type: none"> • Assistance may be provided to States for processing of State sample data, including use of relevant software, as also on pooling of central and state sample data.
1.9 To publish NSS data for UTs and smaller States separately.	<ul style="list-style-type: none"> • The methodology and sample size etc should be examined and suitable modified to ensure release of NSS results for UTs and smaller States.
2. Quality of Data	
2.1 Improving the quality of all statistical products of the Ministry such as IIP, ASI data;	<ul style="list-style-type: none"> • <u>IIP</u> • To conduct a study of the internal consistency of IIP data and identify the areas where data quality is not satisfactory – whether due to collection problems or processing problems; • To take up measures like training, documentation and improved data processing practices etc. for improving the quality; • To establish a system of having regular meetings with data source agencies and data users to know the problem areas. • <u>ASI</u> • Improving coordination with Chief Inspectors of Factories (CIF) through State Capital DDGs so as to ensure regular updating of Frame; • Conducting methodological studies to improve the sample design; • More stringent training of field staff in collection of data.
2.2 Improving the quality of Administrative Data flowing from States;	<ul style="list-style-type: none"> • A few such statistics may be identified for focused and concerted efforts on yearly basis; • Organizing regular meetings of all stakeholders in the field like concerned Statistical Advisers posted in central administrative department, State DESs, Line Department in States and State Capital DDGs of NSSO(FOD) to look into formats, definitions, concepts, processing, computerization, etc.

2.3 Taking measures to have permanent staff for conduct of sample surveys rather than contractual appointments;	<ul style="list-style-type: none"> • The RRs for the post of Investigators should be revised realistically keeping in view the actual requirements for the post so that adequate number is available and recruited; • Alternative mode of recruitment of permanent staff at Regional level should be explored and DOPT and SSC convinced for special mode of recruitment for SSS staff.
2.4 Taking measures to Update the ASI frame;	<ul style="list-style-type: none"> • As in 2.1 above.
2.5 Undertaking Statistical Audit in different sectors.	<ul style="list-style-type: none"> • An appropriate institutional framework should be developed for the purpose; • A proper procedure for statistical audit should be evolved and standardized; • A team of subject specific auditors should prepared; • Priority areas for statistical audit should be identified, and a few cases taken up on experimental basis.
• 3. Improving the timeliness	
3.1 Monthly indicators / reports should be released with a time lag of less than one month;	<ul style="list-style-type: none"> • As timely availability of data from the source agencies is the main obstacle for timely release, procedure for filling-up missing information should be well defined; • Commitment for timely data supply by source agencies must be enforced and Statistical Advisers posted in Ministries / Department made personally responsible for the same
3.2 Quarterly indicators / reports should be released with a time lag of less than three month	
3.3 Yearly indicators / reports should be released with a time lag of less than one	

year;	
3.4 Reports of all surveys like NSS Socio-economic surveys, Annual Survey of Industries, Economic Census, etc. should be released with a time lag of maximum one year after the completion of field work;	<ul style="list-style-type: none"> • A time schedule for receipt of schedules in DP Centres, Processing of data by DP Centre and supply to SDRD for drafting reports should be worked out and strictly monitored as part of Annual Action Plan.
3.5 Unit level data should be made available immediately after one year of completion of field work as reports are expected to be brought out within one year of completion of field work;	<ul style="list-style-type: none"> • Unit level data should be released after release of first report or within one year of completion of field work, whichever is earlier.
3.6 A Calendar for release of all Reports / Publications/data-sets should be drafted by all Divisions at the beginning of year and uploaded on the website of MOSPI;	<ul style="list-style-type: none"> • The Data / Report /Publication Release calendar should be prepared for all statistical reports etc released by GOI by various Ministries / Departments, and common agreeable timetable worked out in consultation with Statistical Advisers posted in various Ministries / Departments of GOI, and strictly enforced.
3.7 The Sample List of NSS Socio-economic surveys starting from July of a year	<ul style="list-style-type: none"> • NSSO should prepare a calendar of making available sample list, frame, schedules, instructions, etc to field offices, including State Governments, and enforce it strictly.

<p>should be made available to all concerned during June positively, if not earlier.</p>	
<p>3.8 Provisional and Final Results of National Accounts for a year should be made available within a time period of maximum 18 months</p>	<ul style="list-style-type: none"> • The CSO should look into the processes and take measures to strictly adhere to the time period of 18 months.
<p>New Data Sets</p>	
<p>4.1 Information and Communication Technology;</p>	<ul style="list-style-type: none"> • The list indicated is only current and indicative list. This need be updated from time to time for taking note of the emerging issues; • A policy on developing new data sets should be evolved. It should include the need for generation of new data sets, irrespective of whether it will be done by NSO or other Ministries / Departments as per the AOBR; • There should be an established mechanism for generation and new data sets. Processes of new data releases should be finalized incl. methodology, definition / concept, institutionalization, validation, audit, etc.
<p>4.2 Distributive Trade;</p>	
<p>4.3 International Trade in Services;</p>	
<p>4.4 Domestic Services Sector;</p>	
<p>4.5 Employment-Unemployment and Wage Statistics on Annual basis;</p>	
<p>4.6 Economy-wide Turnover Index on quarterly basis;</p>	
<p>4.7 National Business Register of large enterprises</p>	

4.8	Conditions of Farmers on regular basis	
4.9	Situational Assessment of Aged People in India;	
4.10	Crime Situation in India;	
4.11	Child Labor;	
4.12	Annual Survey of Business (against the existing Annual Survey of Industries covering both Manufacturing and non-manufacturing sectors)	
4.13	Horticulture Statistics	
4.14	Capital Formation in Private Sector	
Coordination Role of NSO		
5.1	Having a system of periodic review of statistics generated by other Ministries / Departments of GOI;	<ul style="list-style-type: none"> • Organizing quarterly meetings with Statistical Advisers posted in Ministries / Departments of GOI; • Reviewing the statistics generated with the assistance of subject specific Statistical Auditors; • Devising a mechanism for monitoring the recommendations of Auditors.
5.2	Increasing the frequency	<ul style="list-style-type: none"> • Each Division of CSO and NSSO should devise a policy of interaction with State DESs on regular

of interaction with States/Central Ministries and other Stake-holders;	<p>basis;</p> <ul style="list-style-type: none"> • DDGs posted in State Capitals should have a system of regular, say, fortnightly meetings with Director, DES on a fixed date and time to review the coordination matters.
5.3 Strengthening the coordination with International Agencies;	<ul style="list-style-type: none"> • A single window system should be developed to have contacts with international agencies rather than Division-wise interaction; • Officers from NSO should be deputed to international statistical organizations to learn Best Practices.
5.4 Providing standard definitions, concepts and methodologies to Central Ministries / Departments as also to State DESs;	<ul style="list-style-type: none"> • Work on preparation of Manuals on different subjects, already identified, should be completed in a time bound manner; • Manuals on new topics should be prepared and shared with Central / State Agencies.
5.5 Developing appropriate strategies to create awareness about importance of data as well as to improve “visibility” to enhance the image of both the statistical personnel and the statistical Organizations;	<ul style="list-style-type: none"> • Every piece of statistical information should be released at the highest level; • Concerned officers should be encouraged to analyze data and produce crisp reports/notes which should be adequately publicized to activate public interest. Channels like website, print-media, newsletters etc. may be used. • Statistical officers should be encouraged to participate in academic conferences and seminars within the country; • Suitable publicity measures may be envisaged as an integral part of data dissemination system to publicize release of each statistical product.
5.6 Making a system of exchange of personnel from NSO / Central	<ul style="list-style-type: none"> • This issue should be discussed in Forums like COCSSO, and accordingly suitable amendments made in the Service Rules.

Government to State DESs and vice-versa	
5.7 Involving State DESs in all statistical matters referred by Central Ministries to their counterparts in States.	<ul style="list-style-type: none"> • As a first step in this direction, the issue of having a common statistical cadre in the States be pursued by the NSO with States, and pursued vigorously.
Role of NSO vis a vis Central Ministries and State DESs	
6.1 The Role of MOSPI should be Advisory, Standard Setting, Coordinating, Audit / Quality checks and providing Technical Support;	<ul style="list-style-type: none"> • The NSO should develop the capacity and expertise in the specific relevant areas to be able to advise and coordinate on technical matters; • The NSO should reorganize its work subject wise so that technical expertise can be developed and maintained.
6.2 Capacity Building of State/Central Statistical Personnel through NASA.	<ul style="list-style-type: none"> • NASA should develop courses, meeting the specific technical needs of State/ Central Statistical Officers.

II. PROGRAMME IMPLEMENTATION

(i) IPMD

Strategies	Details of strategic initiatives
1. Provide more facilitation measures for resolving inter-ministerial problems at Central and State levels	<ul style="list-style-type: none"> -Encourage the project enterprises to provide details of inter-ministerial and State level projects -Prepare notes for intervention at MOSPI level. If not solved, raise the level to COS and PMO
2. Bring systemic improvements to deal with generic issues	<ul style="list-style-type: none"> -Collect information on specific cases to analyze system deficiencies for each type of generic issue and problem -Develop capacity to handle such intricate subjects -National Consultation with concerned agencies and project proponents -Prepare Approach Papers with suggestions to deal with the specific problems -Prepare Note for consideration of COS/Cabinet on these issues
3. Develop feedback mechanism with stakeholders	<ul style="list-style-type: none"> -Review the existing mechanism -Develop a new mechanism or modify the existing one -Take steps to operationalize the mechanism
4. To improve quality of project formulation	<ul style="list-style-type: none"> -Strict appraisal of deficiencies at the approval stage -Flag all issues and constraints -The risk assessment and their resolution of the project
5. Reduce time-lag in reporting	<ul style="list-style-type: none"> -Provide adequate training to OCMS users for optimum utilization -Continuous reminders to all project enterprises for timely reporting on-line
6. Monitoring of PPP projects	<ul style="list-style-type: none"> -Obtain mandate of the Government
7. Special monitoring of national projects	<ul style="list-style-type: none"> -Detailed analysis of performance of such projects -Use Empowered Committees of the Ministries to provide decision and support to resolve problems
8. Strengthen Project Management Practices	<ul style="list-style-type: none"> -Prepare an Approach Paper. Consult the Ministry of HRD and DOPT. Based on consensus, develop a Plan Scheme
9. Capacity Development	<ul style="list-style-type: none"> -Review the staff position and fill up vacant posts of technical officers

	<p>-Consider appointment of special agencies/Experts and Consultants to deal with these strategies</p> <p>-Provide training to officers and staff to improve the quality of work and their efficiency</p>
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(ii) MPLADS

	Details of Strategic Initiatives
Providing policy support as well as revision of MPLADS Guidelines	<ul style="list-style-type: none"> • Regular consultation with the stakeholders • Interaction with the Lok Sabha and Rajya Sabha Committees to get the views and suggestions • Holding regular reviews of implementation and getting feedback from state/district officials <p>Feedback from the monitoring reports on Implementation</p>
<p>Timely release of funds</p> <p>a) Obtaining the required documents from district authorities.</p> <p>b) Faster transfer of funds</p>	<ul style="list-style-type: none"> • Establishing mechanism for timely furnishing of documents for release of funds • Promoting furnishing of online Monthly Progress Reports by the District Authorities • Operationalisation of E-transfer of funds
Prescribing proper monitoring mechanism for effective implementation of Scheme	<ul style="list-style-type: none"> • To take up regular reviews and visits with District/State levels • To conduct all India review meeting with States/UTs <p>To take up physical monitoring in various districts of the country through independent agency(s).</p>
Improving the mechanism of on-line monitoring system	<ul style="list-style-type: none"> • Online furnishing of the Monthly Progress Reports to facilitate faster and accurate figures relating to expenditure and physical achievement

	<ul style="list-style-type: none"> • Complete and accurate details on work monitoring system Integrated software for releases, Monthly Progress Report and work monitoring system
Maintenance of Quality of MPLADS Assets	<ul style="list-style-type: none"> • Enforcing mechanism for quality. • To take up third party quality inspection. • Maintenance of assets created under MPLADS.
Training on MPLADS Guidelines of State/District officials	<ul style="list-style-type: none"> • To take up regular training programmes on MPLADS Guidelines to District/State officials.

(iii) TWENTY POINT PROGRAM

Strategies	Details of strategic initiatives
Effective Monitoring of TPP-06	<ul style="list-style-type: none"> • Timely submission of monthly information by State Govt.'s/ UT's • Online submission of information • Review of monthly report by State Level Review Committee • Regular Consultation and review meetings with Stake Holders • Field visits by officials
Suggesting remedial measures for improvements	<ul style="list-style-type: none"> • Compilation and analysis of the information received • Assessing the causes of poor performances and providing feedback to all concerned.
Assessing the Impact of various Items covered under TPP-06	<ul style="list-style-type: none"> • Conducting impact assessment studies through independent agency. • Collecting information about any similar studies conducted by other department
Outcome oriented targets	<ul style="list-style-type: none"> • Assessment of the scope of the scheme and the estimating number of beneficiaries for each year • Fixation of targets along with the estimate of benefits
Half yearly review report	<ul style="list-style-type: none"> • Collecting half-yearly progress report from Central nodal Ministries and States.

Timely Fixation of Targets	<ul style="list-style-type: none"> • Central Nodal ministry to be persuaded for timely fixation of targets
Technical skills of staff	<ul style="list-style-type: none"> • Adequate training for the staff
Poor Governance of the Scheme at District level	<ul style="list-style-type: none"> • State Governments be impressed to have effective control at district level
Method of Target Fixation	<ul style="list-style-type: none"> • Need based target setting
Inadequate Manpower	<ul style="list-style-type: none"> • Additional manpower for the TPP Division
TPP Division perceived as outside agency	<ul style="list-style-type: none"> • TPP Division of MOSPI to be projected as partner in the programme

3B How will we engage our stakeholders?

I. NSO

Stakeholders (from 2B)	Questions we must ask	Mode of interaction	When	Who will be responsible for doing it
International agencies, research institutions, individual researchers	<ul style="list-style-type: none"> • What type of revision / improvements are required in methodologies; • How to strengthen feedback about data collected and quality of data;; • Identify specific requirements of Researchers in national interest 	<ol style="list-style-type: none"> 1. Meetings 2. Conferences 3. Committees 4. Study visits 	Annual or bi-annual	Concerned subject matter Divisions of NSO
Central Ministries/Departments	<ul style="list-style-type: none"> • What type of revision / improvements are required in methodologies; • What are the main data requirements; • Pl. state your administrative problems wrt data generation / dissemination. 	<ol style="list-style-type: none"> 1. Meetings with Statistical Advisers 2. Conference of Central and State Statistical Organizations 	<ul style="list-style-type: none"> • Conference on Annual basis • Meetings on bi-annual basis 	CSO

States/UTs	<ul style="list-style-type: none"> • What type of revision / improvements are required in methodologies; • What are the main data requirements; • Pl. state your administrative problems wrt data generation / dissemination. • What are your financial constraints concerning data sector and how it is impacting the prospect of data collection, processing and dissemination of data sets. 	<ol style="list-style-type: none"> 1. Meetings with Statistical Advisers 2. Conference of Central and State Statistical Organizations 3. Meetings with concerned subject matter administrative Divisions of NSO 4. Seminars, Workshops, etc. 	Annual / bi-annual / Quarterly	NSO
Industry/Trade Associations and Establishments	How can they cooperate in providing data; How they use our data.	<ul style="list-style-type: none"> -- Periodic conferences of data users at different levels; -- Advertisement and publicity. -- Conducting workshops 	Annual	NSO
Public/citizens	How can they cooperate in providing data.	<ul style="list-style-type: none"> -- Data Users conference -- Advertisement in print / electronic media. -- Workshops 	Annual	NSO

Academic institutions, research organizations Private Bodies Organizations	<ul style="list-style-type: none"> ■ How can they give assistance in developing methodologies etc. ■ How can they provide more effective feedback on data provided by the system; ■ Do they have any specific data requirements; ■ Do they need some assistance or support by way of training etc. 	<ul style="list-style-type: none"> ■ Meetings ■ Conferences ■ Committees ■ Seminars / Workshops 	Annual / Bi-annual	NSO
NGOs	<ul style="list-style-type: none"> • Assistance in data collection 	<ul style="list-style-type: none"> • Meetings • Conferences • Seminars / Workshops 	Annual / Bi-annual	NSO
Officials involved in carrying out the statistical work, incl surveys / censuses	Sincerity in carrying out their job; Problems, issues.	<ul style="list-style-type: none"> ■ Staff Meetings ■ Field Inspections 	Quarterly / Bi-annual	NSO
Public	Cooperation in providing information	<ul style="list-style-type: none"> • Print / Electronic media • Door to door contact 	<ul style="list-style-type: none"> • Annual • During conduct of household surveys 	NSO
Eminent persons in various Committees	<ul style="list-style-type: none"> • Assist in taking decisions expeditiously • Ensure that survey instruments are precise, to-the-point and unambiguous. 	<ul style="list-style-type: none"> • Meetings • Conferences • Workshops / Seminars 	Regular	NSO

Planning Commission	<ul style="list-style-type: none"> Give feedback on data gaps and new emergent areas where data is required for planning and policy formulation in Government. 	<ul style="list-style-type: none"> Meetings Conferences 	Regular	NSO
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II. PROGRAMME IMPLEMENTATION

(i) IPMD

Stakeholders (from 2B)	Questions we must ask	Mode of interaction	When	Who will be responsible for doing it
Infrastructure Ministries (at present 16)	(i)How can we improve quality information flow? (ii)How can we speed up resolution of inter-ministerial problems? (iii)How can we create and use common mechanism to resolve State level problems?	-Meeting with senior officers -Written communication - National consultation - Task Force	-Frequently -Every month -Once in six months	Ministry Officials
Central Public Sector Enterprises	(i)What are your problems? (ii)What the Ministry can do for them? (iii)How can we solve intricate problems?	-Letter -Consult them through review process -Invite in national consultation	Frequently -Every month -Once in six months	Ministry Officials

Prime Minister Office	-Ask for Special information needs -How this ministry can be empowered?	Through meeting at Secretary level	Time to time	Secretary/ senior officers.
Cabinet Sectt.	Ask for Special information needs -How this ministry can be empowered?	Through meeting at Secretary level COS	Time to time	Secretary/ senior officers.
M/Finance (PF-II)	Whether role played by official level appraisal is sufficient?	Meeting	Time to time	Secretary/ Senior Officers
Planning Commission	Ask whether in formation made available is sufficient? What else IPMD can do to facilitate plan implementation.?	Meeting	Time to Time At the time of formulation of 12th Plan	Secretary/ Senior Officer Level
Construction Industry representatives	What areas of concern we need to address to improve capacity and performance of construction industry?	Meeting	Time to Time	Official level
Training Institutions & Associations	What can be done to enhance Project Management knowledge?	Meeting National Consultation	Time to time	Official level
Suppliers & Vendors	What are your problems? What solution there are in mind?	Meeting National consultation	Time to time	Official level
Members of Parliament/MLAs	How can we seek their help in resolution of problems?	Meeting Consultation	Time to time	Minister/Secretary Senior levels

Professional Institutes like IITs/IIMs	How can we expand Project management Sources?	Meeting Consultation	Time to time	Officer level
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(ii) MPLADS

Stakeholders (from 2B)	Questions we must ask	Mode of interaction	When	Who will be responsible for doing it
Members of Parliament	<p>Whether they have any suggestions for better implementation/ policy changes.</p> <p>Whether there is any delay/ irregularities in implementation of the scheme</p>	<p>Through correspondence and the meetings of the Lok Sabha and Rajya Sabha Committees.</p> <p>Meetings at the State and District levels to review the progress their works.</p>	<p>Regularly</p> <p>Once or twice a year at the State level and atleast once every quarter, if not monthly at the District level.</p>	<p>Lok Sabha and Rajya Sabha Committees for the meetings and the Ministry for eliciting suggestions through correspondence.</p> <p>State and District Authorities.</p>
District Authorities	<ul style="list-style-type: none"> • Status of implementation • Problems faced in implementation and suggestions for better implementation 	<ul style="list-style-type: none"> • Through the Monthly Progress Reports, • Review meetings & Field visits • Physical monitoring by independent agencies • National Consultation 	National Consultation for guidelines whenever required and periodical for others	District Authorities for the MPR reports and MOSPI

State Nodal Departments	<ul style="list-style-type: none"> • The status of implementation in their States • Suggestion for policy changes/guidelines for better implementation by the District Authorities • The Review of implementation in their respective States 	<ul style="list-style-type: none"> • All India Review meetings • State Reviews • National Consultation • State-level Reviews with District Authorities 	<p>Periodical</p> <p>Periodical</p> <p>One time for modification of guidelines</p> <p>Periodical</p>	<p>Ministry</p> <p>Ministry</p> <p>Ministry</p> <p>State Governments</p>
Implementing Agencies	<ul style="list-style-type: none"> • Status of implementation of works 	<ul style="list-style-type: none"> • Review meetings by District Authorities • Site visits/inspections by District Authorities 	<ul style="list-style-type: none"> • Monthly (at least once in a quarter) • District Authorities to inspect at least 10% of the works under implementation every year with inspection of all works of Trusts/Societies 	<p>District Authorities</p>

(iii) TWENTY POINT PROGRAMME

Stakeholders (from 2B)	Questions we must ask	Mode of interaction	When	Who will be responsible for doing it
Central Nodal Ministry	<ul style="list-style-type: none"> • Suggestion for improving monitoring • Suggestion for better implementation 	Normal correspondence and review meetings	Regular	TPP Division and Central Nodal Ministry
State Governments	<ul style="list-style-type: none"> • Suggestion for improving monitoring • Reason for poor performance • Causes of variations in reported figures and delay in furnishing information 	-do-	Regular	TPP Division and State Govt.
District Administration	<ul style="list-style-type: none"> • Reason for poor performance 	Through State Govt.	Regular	TPP Division and State Govt.
Beneficiaries	<ul style="list-style-type: none"> • Whether getting intended benefit of the scheme • Suggestion for improvement in the scheme 	Assessment Study	As and when required	TPP division
Public at Large	<ul style="list-style-type: none"> • General Performance of the scheme • Any modification in the scheme 	Public responses received through letters and e-mail and views of public representative.	Regular	TPP Division

3C How will we build our knowledge and capabilities?

I. NSO

What do we need to learn (from 2 D)	From where or from whom can we learn	How will we organize this	Who is responsible
1. Exposure to International practices in collection of data and dissemination.	Best statistical systems in the world like Eurostat, OECD, StatCanada, UNSD, etc.	<ul style="list-style-type: none"> • Signing of MOUs with them, and deputing officers atleast once a year for 1-2 weeks of exposure / study visits; • Inviting Experts from those systems for Talks, Lectures, etc. 	NASA, CSO
2. Improving coordination with stakeholders and their engagement	All stakeholders mentioned elsewhere in this document	<ul style="list-style-type: none"> • Organising Open Sessions with stakeholders • Organising data Users conferences on yearly basis at the time of release of NSS Reports • Organising regular meetings • Involving stakeholders in the decision making processes. 	NSO
3. Communication and Presentation Skills	Management Experts	<ul style="list-style-type: none"> • Developing a specialized module and organising regular courses in NASA 	NASA / CSO

		<ul style="list-style-type: none"> • Deputing officers to management institutes 	
4. Satellite Accounts of important sectors of economy	<ul style="list-style-type: none"> • International practices • Concerned UN agencies 	<ul style="list-style-type: none"> • Procuring relevant literature • Organising Workshops / Seminars 	CSO
5. Reducing time lag in dissemination of data	International practices	<ul style="list-style-type: none"> • Adopting international best practices • Procuring international literature • Use of IT Tools • Providing training 	CSO
6. Documentation of important statistical practices	Experts	Engaging Experts	CSO
7. Analysis of data using advanced statistical software	Experts	Organising training at Computer Centre / NASA	Computer Centre, CSO

II. PROGRAMME IMPLEMENTATION

(i) IPMD

What do we need to learn (from 2 D)	From where or from whom can we learn	How will we organize this	Who is responsible
Linkage with the existing infrastructure projects	Main ministries like Coal, Water Resources, Railways, Power,	Meeting , Contacts	IPMD Officers
Input linkage to infrastructure	Main ministries like Coal,	Meeting , Contacts	IPMD Officers

projects under implementation	Water Resources, Railways, Power,		
Role of various partners for successful implementation of projects	Implementing agencies of each projects at formulation and implementation stage	Meeting , Contacts	IPMD Officers
Sector specific procedures for formulation, appraisal, and clearances	From all concerned ministries	Meeting , Contacts	IPMD Officers
Contract management and administration.	CIDC and Major construction players	Meeting , Contacts	IPMD Officers

(ii) MPLADS

What do we need to learn (from 2 D)	From where or from whom can we learn	How will we organize this	Who is responsible
Training in Information Technology applications/processes relating to monitoring/release of funds	NIC of the Ministry and Controller General of Accounts (CGA)	Internal meetings/workshops	Ministry
Training/Exposure to rudimentary understanding of balance sheets/income-expenditure statements to facilitate better scrutiny of Audit Certificates	Institute of Chartered Accountant of India (ICAI)	Meetings/workshops.	Ministry

Knowledge of field level functioning and methodology of implementation followed at ground level	District Authorities and field level functionaries	Review meeting & Field visits.	Ministry
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(iii) TWENTY POINT PROGRAMME

What do we need to learn (from 2 D)	From where or from whom can we learn	How will we organize this	Who is responsible
Training of staff in IT matters.	NASA of MOSPI and NIC	Arranging training programme	TPP Division
Identify Problem Areas in the implementation of TPP.	Central Nodal Ministries and State Governmentts.	General correspondence and review meetings	TPP Division
Improving analytical content of Monthly Progress Report and Annual Report..	Planning Commission & Other Ministries	Consultation with Ministries & State Governments.	TPP Division
Feedback from beneficiaries and General public	General correspondence and media input.	Regular exercise	TPP Division
Impact Assessment of TPP	State Governments and private consultancy organisations	As and when required	TPP Division
Technological impetus needed to expedite flow of information	NIC and Private Consultancy Organisation	As and when required	TPP division

3D What are the priorities?

I.NSO

Initiatives	Suitability (effectiveness & impact)	Feasibility (ease of implementation)	Acceptability (by stakeholders)	Overall priority	Weight age
1. Making available data / statistics to planners and policy makers	√√√√	√√√√	√√√√	√√√√√	25%
2. Improving the quality of data / statistics	√√√√	√√√	√√√√√	√√√√	15%
3. Reducing time-lag in dissemination of data / statistics	√√√√	√√	√√√√√	√√√√√	25%
4. Taking-up new data sets in the emerging areas	√√√√	√√	√√√√√	√√√	10%
5. Improving coordination with central and state statistical organizations	√√√√	√√√	√√√√√	√√√√	10%
6. Meeting the aspirations of stakeholders	√√√√	√√	√√√√√	√√√√	15%

II. PROGRAMME IMPLEMENTATION

(i) IPMD

Initiatives	Suitability (effectiveness & impact)	Feasibility (ease of implementation)	Acceptability (by stakeholders)	Overall priority	Weight age
1. Provide more facilitation measures for resolving inter-ministerial problems at Central and State levels	√√√√	√√√√	√√√√	√√√√	10%
2. Bring systemic improvements to deal with generic issues	√√√	√√√	√√√	√√√	10%
3. Develop feedback mechanism with stakeholders	√√√√	√√√√	√√√√	√√√√	10%
4. Monitoring of CSR component of PSUs	√√	√√	√√	√√	5%
5. Play vital role in giving timely approval significantly important projects in pipeline	√√	√√	√√	√√	5%
6. To improve quality of project formulation	√√√	√√√	√√√	√√√	10%
7. Reduce time-lag in reporting	√√√	√√√	√√√	√√√	15%
8. Monitoring of PPP projects	√√	√√	√√	√√	5%
9. Special monitoring of national projects	√√√√	√√√√	√√√√	√√√√	10%
10. Strengthen Project Management Practices	√√√	√√√√	√√√	√√√	5%
11. Capacity Development	√√√√	√√√√	√√√√	√√√√	10%

(ii) MPLADS

Initiatives	Suitability (effectiveness & impact)	Feasibility (ease of implementation)	Acceptability (by stakeholders)	Overall priority	Weightage
Providing policy support as well as revision of MPLADS Guidelines	√√√√√	√√√√	√√√√√	√√√√√	20%
Timely release of funds (c) Obtaining the required documents from district authorities (d) Faster transfer of funds	√√√√	√√√√	√√√√√	√√√√√	20% 10%
Prescribing proper monitoring mechanism for effective implementation of Scheme	√√√√	√√√√	√√√√	√√√√√	10%
Improving the mechanism of on-line monitoring system	√√√√	√√√√	√√√√√	√√√√√	20%
Maintenance of Quality of MPLADS Assets.	√√√√	√√√√	√√√√√	√√√√	10%
Training on MPLADS Guidelines of State/District officials	√√√√√	√√√√√	√√√√√	√√√√√	10%

(iii) TWENTY POINT PROGRAMME

Initiatives	Suitability (effectiveness & impact)	Feasibility (ease of implementation)	Acceptability (by stakeholders)	Overall priority	Weight age
Timely submission of monthly information by State Govt.'s/ UT.'s	√√√√√	√√√√	√√√√	√√√√√	10%
Online submission of information	√√√	√√√	√√√√	√√√√√	5%
Review of monthly report by State Level Review Committee	√√√√	√√√√	√√√	√√	5%
Regular Consultation and review meetings with Stake Holders	√√√√	√√√	√√√	√√√	5%
Field visits by officials	√√√	√√	√√√	√√√	5%
Compilation and analysis of the information received	√√√√√	√√√	√√√√√	√√√√	205
Assessing the causes of poor performances and providing feedback to all concerned.	√√√√√	√√	√√√√√	√√√√	5%
Conducting impact assessment studies through independent agency.	√√√√	√√√	√√√√	√√√√	15%
Collecting information about any similar studies conducted by other department	√√	√√	√√√	√√√	5%
Fixation of targets along with the estimate of benefits	√√√	√√	√√	√√	15%
Collecting half-yearly progress report from Central nodal Ministries and States.	√√√	√√√	√√	√√	5%

Section 4: Implementation Plan

4A. Stakeholders Engagement

I. NSO

Names of Stakeholders	When	How
International agencies, research institutions, individual researchers	Annual or bi-annual	<ol style="list-style-type: none"> 1. Meetings 2. Conferences 3. Committees 4. Study visits
Central Ministries/Departments	<ul style="list-style-type: none"> • Conference on Annual basis • Meetings on bi-annual basis 	<ol style="list-style-type: none"> 1. Meetings with Statistical Advisers 2. Conference of Central and State Statistical Organizations
States/UTs	Annual / bi-annual / Quarterly	<ol style="list-style-type: none"> 1. Meetings with Statistical Advisers 2. Conference of Central and State Statistical Organizations 3. Meetings with concerned subject matter administrative Divisions of NSO 4. Seminars, Workshops, etc.
Industry/Trade Associations and Establishments	Annual	<ul style="list-style-type: none"> • -- Data Users conference • -- Adv. in print media • -- Workshops
Public/citizens	Annual	<ul style="list-style-type: none"> • -- Data Users conference • -- Adv. in print media • -- Workshops
Academic institutions, research organizations Private Bodies Organizations	Annual / Bi-annual	<ul style="list-style-type: none"> ■ Meetings ■ Conferences ■ Committees

		<ul style="list-style-type: none"> ■ Seminars / Workshops
NGOs	Annual / Bi-annual	<ul style="list-style-type: none"> ● Meetings ● Conferences ● Seminars / Workshops
Officials involved in carrying out the statistical work, incl surveys / censuses	Quarterly / Bi-annual	<ul style="list-style-type: none"> ■ Staff Meetings ■ Field Inspections
Public	<ul style="list-style-type: none"> ● Annual ● During conduct of household surveys 	<ul style="list-style-type: none"> ● Print / Electronic media ● Door to door contact
Eminent persons in various Committees	Regular	<ul style="list-style-type: none"> ● Meetings ● Conferences ● Workshops / Seminars
Planning Commission	Regular	<ul style="list-style-type: none"> ● Meetings ● Conferences (COCSSO etc.)

II. PROGRAMME IMPLEMENTATION

(i)IPMD

Name of the stakeholder	When	How
Infrastructure Ministries	-Every month for regular monitoring	-Through letters
Central and Public Sector Enterprises	-Selected project enterprises reporting high time and cost overrun each month -As and when problems arise in implementation	-Through letters, telephonic conversation if necessary field visit
PMO	-On exceptional basis, as and when necessary	-Through letters/special notes
Cabinet Sectt.	-As and when necessary to resolve inter-ministerial problems -report exceptions each month	-Through monthly Flash Report and special notes

M/o Finance	-On case by case basis -Consult for preparation of EFC -Consult for capacity building	-Through letters/comments on EFC -Through EFC Note
Construction Industry/ Association	-As and when necessary	-Support in the form of strengthening Contract Management -Support for strengthening institutional arrangement for arbitration
Training Institutions and Associations/IITs and IIMs	-Through national consultation in the area of capacity building for strengthening Project Management -Development of curriculum for various type of training modules in Project Management	-Through letters and personal contacts -Also, seek the support of M/o HRD and DOPT
Suppliers and Vendors	-Through special request for resolving problems of specific projects -Capacity building for skill development	-Through letters -Through schemes, which may be formulated under the Plan Scheme for capacity building

(ii)MPLADS

Names of Stakeholder	When	How
Members of Parliament	<ul style="list-style-type: none"> Regularly Once or twice a year at the State level and atleast once every quarter, if not monthly at the District level. 	<ul style="list-style-type: none"> Through correspondence and the meetings of the Lok Sabha and Rajya Sabha Committees. Meetings at the State and District levels to review the progress their works.

District Authorities	Periodical for Monthly Progress Reports, Review meetings, Field visits Physical monitoring by independent agencies and one time for National Consultation	<ul style="list-style-type: none"> • Through the Monthly Progress Reports, • Review meetings, • Field visits • Physical monitoring by independent agencies • National Consultation
State Nodal Departments	Periodical for All India Review meetings, State Reviews, one time for National Consultation and State-level Reviews with District Authorities	<ul style="list-style-type: none"> • All India Review meetings • State Reviews • National Consultation • State-level Reviews with District Authorities
Implementing Agencies	<ol style="list-style-type: none"> 1. Monthly (at least once in a quarter) 2. District Authorities to inspect at least 10% of the works under implementation every year with inspection of all works of Trusts/Societies 	<ul style="list-style-type: none"> • Review meetings by District Authorities • Site visits by District Authorities

(iii) TWENTY POINT PROGRAMME

Names of Stakeholder	When	How
Central Nodal Ministry	Annual Review Meeting and as and when required	Review Meetings and normal channel of communication
State Governments	Do -	-do -
District Administration	As and when required	Through State Governments
Beneficiaries/public	Do -	Field visits and Impact Assessment Studies as well as collecting feedback

4B. Learning Agenda

I.NSO

What	When	How
1. Exposure to International practices in collection of data and dissemination.	<ul style="list-style-type: none"> • Signing of MOUs – Within 6 months; • Deputing Officers – Once a year; • Inviting Experts – Quarterly basis 	<ul style="list-style-type: none"> • Signing of MOUs with best statistical systems in the world, and deputing officers atleast once a year for 1-2 weeks of exposure / study visits; • Inviting Experts from those systems for Talks, Lectures, etc.
2. Improving coordination with stakeholders and their engagement	<ul style="list-style-type: none"> • Once in a year • Once in a year • Regularly in meetings • Regularly in meetings 	<ul style="list-style-type: none"> • Organising Open Sessions with stakeholders • Organising data Users conferences on yearly basis at the time of release of NSS Reports • Organising regular meetings • Involving stakeholders in the decision making processes.
3. Communication and Presentation Skills	<ul style="list-style-type: none"> • Developing specialized module -- Within 6 months; • Organising Courses – Quarterly • Bi-annual basis 	<ul style="list-style-type: none"> • Developing a specialized module and organising regular courses in NASA • Deputing officers to management institutes
4. Satellite Accounts of important sectors of economy	<ul style="list-style-type: none"> • Six Months • Quarterly basis 	<ul style="list-style-type: none"> • Procuring relevant literature • Organising Workshops / Seminars
5. Reducing time lag in dissemination of data	<ul style="list-style-type: none"> • On-going process • Six months time • On-going process • On-going process 	<ul style="list-style-type: none"> • Adopting international best practices • Procuring international literature • Use of IT Tools • Providing training
6. Documentation of important statistical practices	One Year	Engaging Experts

7. Analysis of data using advanced statistical software	On-going Process	Organising training at Computer Centre / NASA
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II. PROGRAMME IMPLEMENTATION

(i)IPMD

What	When	How
-Linkages with existing infrastructure projects	Every month	While evaluating the infrastructure performance each month to ensure properly linked supplies..
-Input linkages to projects under implementation	At the formulation stage as well as during implementation mid way	To ensure that commitments made are progressing well.
-Role of various partners for successful implementation of projects	Continuously. At least once in a quarter.	To ensure rate work/ supplies as programmed.
-Sector-specific procedures for formulation, appraisal and clearances	At the formulation stage. Review may be necessary every five years.	As per the direction of the Central Empowered Committee. IPMD give relevant suggestions.
-Contract Management and its administration	Continuously. Every quarter.	As part of Monitoring exercise by IPMD.

(ii)MPLADS

What	When	How
Training in Information Technology applications /processes relating to monitoring/release of funds	Once a year.	Internal meetings/workshops through NIC of the Ministry and CGA (expand).

Training/Exposure to rudimentary understanding of balance sheets/income-expenditure statements to facilitate better scrutiny of Audit Certificates	Once a year.	Meetings/workshops with ICAI (Institute of Chartered Accountant of India)
Knowledge of field level functioning and methodology of implementation followed at ground level	Regular.	Through Field visits for interacting and learning from District Authorities and field level functionaries.

(iii) TWENTY POINT PROGRAMME

What	When	How
Experiential learning of TPP problems Areas.	Continuous process	Analysing reports and feed backs
Feedback from the States about the programme.	-do-	-do-
Impact Assessment of TPP.	As and when required	Study by independent agencies
Technological impetus needed to expedite flow of information.	-do-	Adopting IT
Training of staff in IT matters.	-do-	Training programme
Identify Problem Areas in the implementation of TPP.	-do-	Feed back from States
Improving analytical content of Monthly Progress Report and Annual Report..	-do-	Analysis and Improvisation

4D. Resource Required
I.NSO

People	Money	Infrastructure
1. Statistical Investigators {Primary Workers} 2. Middle Level Statistical Officers	1. As per the Annual and Five Year Plan Proposals	1. Office Buildings 2. Office Equipment

II. PROGRAMME IMPLEMENTATION
(i) IPMD

People	Money	Infrastructure
-Professionals of various streams to man vacant technical positions -Hire consultants or agencies handling generic subjects of Environment, forest and wildlife clearances -Hire consultants to deal with detailed analysis of projects, who have experience in project formulation, appraisal and implementation -Thematic experts for advisory functions -Trainers for training of stakeholders	The budget provision in plan scheme on “Strengthening Monitoring for Projects and Programmes” will cover the cost.	-Provide enough office accommodation for all the regular staff and Consultants -Under the Plan Scheme for training of Project Managers an Institute may be set up in collaboration with Industry to coordinate capacity building measures, which may include training, skill development, curriculum development and conducting of training programmes

(ii) MPLADS

People	Money	Infrastructure
The basic requirement of the Division is the provision of additional manpower, of which it is very short of at the moment.	The budget provision in plan scheme on “Strengthening Monitoring for Projects and Programmes” will cover the cost.	More space for the division in the light of additional requirement of manpower.

(iii) TWENTY POINT PROGRAMME

People	Money	Infrastructure
Inadequate staff in Division. Fill vacant positions.	No extra financial provision would be needed as the fund requirements would be made from the existing scheme.	Upgradation and maintenance of hardware

4E. Tracking and Measurement

I.NSO

Measurables and observables to assess progress	Method of review	Methods of corrective action
Fixing Monthly and Quarterly Targets every year for each activity through the system of Annual Action Plan	Review Meetings at the level of DGs on monthly basis, and; quarterly reviews at the level of Secretary.	Giving instructions / guidance in the meetings and reviewing the progress in the monthly meetings.

II.PROGRAMME IMPLEMENTATION

(i)IPMD

	Measurables and Observables to assess progress	Method of review	Methods of corrective action
	<p>-Indicators for assessing the progress</p> <p>-Capacity building</p> <ul style="list-style-type: none"> ○ Preparation of proposals ○ Obtaining approval ○ Deployment ○ Assign duties ○ Monitor every week <p>-Development of facilitation measures</p> <ul style="list-style-type: none"> ○ Identify the problem and agencies ○ Decide a forum for discussion ○ Prepare paper 	<p>(i) Weekly review at the unit level.</p> <p>(ii) Track the activities of all the strategies.</p> <p>(iii) Track fund flow and expenditure.</p> <p>(iv) Monthly reports</p>	<p>(i) Follow up all the observations made and take remedial measures.</p> <p>(ii) Minutes of reviews may be tracked with individuals.</p>

	<ul style="list-style-type: none"> ○ Take remedial measures <p>-Develop Feedback Mechanism</p> <ul style="list-style-type: none"> ○ Review the existing mechanism ○ Prepare modified mechanism ○ Obtain approval ○ Implement ○ Monitor <p>-Improve the quality of project formulation</p> <ul style="list-style-type: none"> ○ Prepare checklist to examine all the relevant aspects at the approval stage. ○ Flag all issues and constraints. ○ Make risk assessment . ○ Check the solutions for risk management. ○ Provide comments to all the members of EFC and PIB. <p>- Improve quality of reports and reduce time lag.</p> <ul style="list-style-type: none"> ○ Provide adequate training to all OCMS users. ○ Continuous follow up with the Project enterprises for timely reporting. ○ Use experts to review the structure of the reports and the quality of presentation. <p>-In-house Capacity Development</p> <ul style="list-style-type: none"> ○ Pursue Administration to fill vacancies. ○ Consider appointment of special agencies, experts and consultants. ○ Provide training to officers and staff to improve the quality of work and their efficiency. 		
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(ii) MPLADS

Measurables and observables to assess progress	Method of review	Methods of corrective action
<p>The policy initiatives and revision of Guidelines, impact of training given to the District/State officials, etc. are qualitative in nature and cannot be quantified.</p> <p>The factors such as implementation of the Scheme, are measured by percentage of utilization over release and percentage of works completed over sanctioned.</p> <p>The release of funds is seen by the backlog of installments of a particular year.</p>	<p>All India Review Meetings.</p> <p>State Reviews.</p> <p>Field visits in Districts.</p> <p>Physical monitoring of MPLADS works in various districts of the country through an independent agency.</p>	<p>Necessary policy changes to improve the implementation, which is a continuous process.</p> <p>Instructions to the State/District Authorities for faster execution and furnishing of the documents for release for funds.</p> <p>On the basis of the examination of the monitoring reports by the independent agencies, District Authorities and directed to take corrective action.</p>

(iii) TWENTY POINT PROGRAMME

Measurable and observables to assess progress	Method of review	Methods of corrective action
Parameters for which targets are not fixed	Report from the Central Nodal Ministry and the State Governments	Writing to the central Nodal Ministries
Cumulative target achieved	Progress report from the States and central Nodal Ministries	Writing to the central Nodal Ministries and State Governments
Percentage target achieved	Progress report from the States and central Nodal Ministries	Writing to the central Nodal Ministries and State Governments
Delay in furnishing the progress report	Progress report from the States	Writing to State Governments

4F. Overall plan and milestones.

I.NSO

Strategies	Activities	Points of coordination	Milestones and review points
1.1 To provide technical guidance to State DESs, including methodologies for sample surveys and preparation of indices etc.	<ul style="list-style-type: none"> • Document the training needs of State Officers; • Organize regular training courses for State Officers • Organize workshops and hands-on sessions on various aspects as per the requirements of States; • Prepare manuals, documenting the related guidelines / procedures, methodologies, concepts, definitions etc, and share with State Governments. 	<ul style="list-style-type: none"> ✓ Divisional Heads in CSO / NSSO and DG, CSO , DG, NSSO and Secretary; ✓ State DESs 	Development of skilled manpower; Qualitative and improved data sets. Periodic review to upgrade the skills to respond to new challenges on the data front.
1.2 To provide methodology for estimation of Regional Inequalities and preparation of Index.	<ul style="list-style-type: none"> • Constitute an Expert Group for the purpose involving the State DESs and Central Ministries besides experts to prepare the methodology and all related issues in a time bound manner; • Prepare a manual and share it with States; and • Organize workshops for Central / State officers. 	<ul style="list-style-type: none"> ✓ Divisional Heads in CSO / NSSO and DG, CSO , DG, NSSO and Secretary; ✓ State DESs 	Provide data / Statistics / estimates on regional inequalities to facilitate policy interventions by the Government.
1.3 To provide financial support to States for taking up surveys and research studies;	<ul style="list-style-type: none"> • The centrally sponsored scheme of ISSP may provide for this, and States should include this in their SSSPs; • The current activity of sponsoring research studies from the plan scheme “Capacity Development” may be suitably modified to cover grants to State DESs for research studies on any subject of interest. The Group formed for the purpose may include representatives of States / Central Ministries. 	<ul style="list-style-type: none"> ✓ Divisional Heads in CSO / NSSO and DG, CSO , DG, NSSO and Secretary; ✓ State DESs 	Improved statistical system in States to improve capabilities for taking up activities.

<p>1.4 To improve coordination /interaction of various divisions of CSO with States.</p>	<ul style="list-style-type: none"> • Coordination with State DESs should be strengthened through State Capital DDGs of NSSO(FOD), who may be briefed regularly. A suitable monitoring mechanism may be devised for getting inputs from State DDGs and holding regular meetings with them. All Divisions of NSO should maintain constant liaison with State Capital DDGs of NSSO(FOD); • All Divisions may identify items of work concerning them on which States need assistance, and accordingly organize trainings / workshops, provide assistance in the form of computer software / hardware, draft sub-schemes, etc. 	<ul style="list-style-type: none"> ✓ Divisional Heads in CSO / NSSO and DG, CSO , DG, NSSO and Secretary; ✓ State DESs 	<p>Develop an effective coordination mechanism.</p>
<p>1.5 To gear-up the system to facilitate States for preparation of district level estimates.</p>	<ul style="list-style-type: none"> • The Central level efforts should be for providing national and state level estimates only; • The Centre should, however, facilitate the States to build their capacity and provide financial assistance, if need be; • Beside, the survey design of all-India surveys conducted by the Centre should be modified so that district and even lower level estimates are feasible and can be prepared by States; • Priority may be given and suitable mechanism established to enable the States to pool the central and state sample data of NSS / ASI for improving the precision of estimates. 	<ul style="list-style-type: none"> ✓ Divisional Heads in CSO / NSSO and DG, CSO , DG, NSSO and Secretary; ✓ State DESs 	<p>Availability of statistics for planning at sub-national levels.</p>
<p>1.6 To promote development of Satellite Accounts of various important sectors like Health, Environment,</p>	<ul style="list-style-type: none"> • Matter may be taken up with Ministries dealing with important sectors to initiate work on preparation of Satellite Accounts; • The Statistical Advisers posted in Central Ministries may be made responsible for this item of work; 	<ul style="list-style-type: none"> ✓ Divisional Heads in CSO / NSSO and DG, CSO , DG, NSSO and Secretary; 	<p>Assessment of economic benefits of important sectors and their contribution to GDP, Employment,</p>

Education, Trade, Construction, etc.	<ul style="list-style-type: none"> • CSO should lay down guidelines, wherever not available, to prepare Satellite Accounts of different sectors, and data requirements etc. and share it with concerned Statistical Advisers; • CSO may organize training programmes / workshops to build the capacity of concerned officers in Central Ministries / Departments. 	<ul style="list-style-type: none"> ✓ Statistical Advisers of concerned Central Ministries / Departments. 	Capital formation, etc for planning purposes.
1.7 To estimate/ generate data at Block and Panchayat levels for sub-national level planning.	<ul style="list-style-type: none"> • The data requirement for block and Panchayat level planning need be identified and the scheme of BSLLD suitably formulated as a Centrally Sponsored Scheme. 	<ul style="list-style-type: none"> ✓ Divisional Head in CSO / and DG, CSO and Secretary; ✓ State DESs 	Data for sub-national level planning.
1.8 To ensure availability of data to States for poverty estimation.	<ul style="list-style-type: none"> • NSS data for the central sample may be made available to States within one year of completion of field work or immediately after first report is released, whichever is earlier; • Assistance may be provided to States for processing of State sample data, including use of relevant software, as also on pooling of central and state sample data. 	<ul style="list-style-type: none"> ✓ Divisional Heads in NSSO, DG, NSSO and Secretary; ✓ State DESs 	Provide necessary data for the purpose.
1.9 To publish NSS data for UTs and smaller States separately.	<ul style="list-style-type: none"> • The methodology and sample size etc should be examined and suitable modified to ensure release of NSS results for UTs and smaller States. 	<ul style="list-style-type: none"> ✓ Divisional Heads in NSSO, DG, NSSO and Secretary; ✓ State DESs 	Provide relevant data for planning and policy formulation.
2. Quality of Data			
2.1 Improving the quality of all statistical products of the	<ul style="list-style-type: none"> • IIP • To conduct a study of the internal consistency of IIP data 	<ul style="list-style-type: none"> ✓ Divisional Heads in CSO / NSSO 	Achieve distinct improvement in the

<p>Ministry such as IIP, ASI data;</p>	<p>and identify the areas where data quality is not satisfactory – whether due to collection problems or processing problems;</p> <ul style="list-style-type: none"> • To take up measures like training, documentation and improved data processing practices etc. for improving the quality; • To establish a system of having regular meetings with data source agencies and data users to know the problem areas. • <u>ASI</u> • Improving coordination with Chief Inspectors of Factories (CIF) through State Capital DDGs so as to ensure regular updating of Frame; • Conducting methodological studies to improve the sample design; • More stringent training of field staff in collection of data. 	<p>and DG, CSO , DG, NSSO and Secretary</p>	<p>statistical functioning of industrial sector to improve quality of industrial data.</p>
<p>2.2 Improving the quality of Administrative Data flowing from States;</p>	<ul style="list-style-type: none"> • A few such statistics may be identified for focused and concerted efforts on yearly basis; • Organizing regular meetings of all stakeholders in the field like concerned Statistical Advisers posted in central administrative department, State DESs, Line Department in States and State Capital DDGs of NSSO(FOD) to look into formats, definitions, concepts, processing, computerization, etc. 	<ul style="list-style-type: none"> ✓ Divisional Heads in CSO / NSSO and DG, CSO , DG, NSSO and Secretary; ✓ State DESs; and ✓ Statistical Advisers posted in Central Ministries / Departments. 	<p>Obtain better picture about different social and economic sectors for more effective planning and policy formulation.</p>
<p>2.3 Taking measures to have permanent staff for conduct of sample surveys rather than contractual appointments;</p>	<ul style="list-style-type: none"> • The RRs for the post of Investigators should be revised realistically keeping in view the actual requirements for the post so that adequate number is available and recruited; 	<ul style="list-style-type: none"> ✓ Divisional Heads in NSSO, DG, NSSO, AS and Secretary 	<p>Develop appropriate system to meet such requirements for conducting sample surveys.</p>

	<ul style="list-style-type: none"> Alternative mode of recruitment of permanent staff at Regional level should be explored and DOPT and SSC convinced for special mode of recruitment for SSS staff. 		
2.4 Taking measures to Update the ASI frame;	<ul style="list-style-type: none"> As in 2.1 above. 	As in 2.1 above	As in 2.1 above.
2.5 Undertaking Statistical Audit in different sectors.	<ul style="list-style-type: none"> An appropriate institutional framework should be developed for the purpose; A proper procedure for statistical audit should be evolved and standardized; A team of subject specific auditors should be prepared; Priority areas for statistical audit should be identified, and a few cases taken up on experimental basis. 	<ul style="list-style-type: none"> ✓ Divisional Heads in CSO / NSSO and DG, CSO , DG, NSSO and Secretary; ✓ NSC 	Ascertain deficiencies in the data sets for taking steps to improve them.
3. Improving the timeliness			
3.1 Monthly indicators / reports should be released with a time lag of less than one month;	<ul style="list-style-type: none"> As timely availability of data from the source agencies is the main obstacle for timely release, procedure for filling-up missing information should be well defined; Commitment for timely data supply by source agencies must be enforced and Statistical Advisers posted in Ministries / Department made personally responsible for the same 	<ul style="list-style-type: none"> ✓ Divisional Heads in CSO / NSSO and DG, CSO, DG, NSSO and Secretary. 	Timely release of statistics and system for immediate interventions by the Government wherever required.
3.2 Quarterly indicators / reports should be released with a time lag of less than three month			
3.3 Yearly indicators / reports should be released with a time lag of less than one year;			
3.4 Reports of all surveys like NSS Socio-economic			

<p>surveys, Annual Survey of Industries, Economic Census, etc. should be released with a time lag of maximum one year after the completion of field work;</p>	<p>drafting reports should be worked out and strictly monitored as part of Annual Action Plan.</p>		
<p>3.5 Unit level data should be made available immediately after one year of completion of field work as reports are expected to be brought out within one year of completion of field work;</p>	<ul style="list-style-type: none"> • Unit level data should be released after release of first report or within one year of completion of field work, whichever is earlier. 		
<p>3.6 A Calendar for release of all Reports / Publications/data-sets should be drafted by all Divisions at the beginning of year and uploaded on the website of MOSPI;</p>	<ul style="list-style-type: none"> • The Data / Report /Publication Release calendar should be prepared for all statistical reports etc released by GOI by various Ministries / Departments, and common agreeable timetable worked out in consultation with Statistical Advisers posted in various Ministries / Departments of GOI, and strictly enforced; • Defaulters should be taken to task through administrative measures, incl. through Transfer Policy. 		
<p>3.7 The Sample List of NSS Socio-economic surveys starting from July of a year should be made available to all concerned during June positively, if not earlier.</p>	<ul style="list-style-type: none"> • NSSO should prepare a calendar of making available sample list, frame, schedules, instructions, etc to field offices, including State Governments, and enforce it strictly. 		

3.8 Provisional and Final Results of National Accounts for a year should be made available within a time period of maximum 18 months	<ul style="list-style-type: none"> • The CSO should look into the processes and take measures to strictly adhere to the time period of 18 months. 		
New Data Sets			
4.1 Information and Communication Technology;	<ul style="list-style-type: none"> • The list indicated is only current and indicative list. This need be updated from time to time for taking note of the emerging issues; • A policy on developing new data sets should be evolved. It should include the need for generation of new data sets, irrespective of whether it will be done by NSO or other Ministries / Departments as per the AOBR; • There should be an established mechanism for generation and new data sets. Processes of new data releases should be finalized incl. methodology, definition / concept, institutionalization, validation, audit, etc. 	<ul style="list-style-type: none"> ✓ Divisional Heads in CSO / NSSO and DG, CSO , DG, NSSO and Secretary; ✓ State DESs; ✓ Statistical Advisers posted in Central Ministries / Departments of GOI. 	<p>Prepare the statistical system to meet growing data demands in an increasingly complex development scenario.</p> <p>Also to incorporate adequate provisions and flexibility to face emerging challenges in the data sector.</p>
4.2 Distributive Trade;			
4.3 International Trade in Services;			
4.4 Domestic Services Sector;			
4.5 Employment- Unemployment and Wage Statistics on Annual basis;			
4.6 Economy-wide Turnover Index on quarterly basis;			
4.7 National Business Register of large enterprises			
4.8 Conditions of Farmers on regular basis			

4.9 Situational Assessment of Aged People in India;			
4.10 Crime Situation in India;			
4.11 Child Labor;			
4.12 Annual Survey of Business (against the existing Annual Survey of Industries covering both Manufacturing and non-manufacturing sectors)			
4.13 Horticulture Statistics			
4.14 Capital Formation in Private Sector			
Coordination Role of NSO			
5.1 Having a system of periodic review of statistics generated by other Ministries / Departments of GOI;	<ul style="list-style-type: none"> • Organizing quarterly meetings with Statistical Advisers posted in Ministries / Departments of GOI; • Reviewing the statistics generated with the assistance of subject specific Statistical Auditors; • Devising a mechanism for monitoring the recommendations of Auditors. 	<ul style="list-style-type: none"> ✓ Divisional Heads in CSO / NSSO and DG, CSO , DG, NSSO and Secretary; ✓ NSC 	Improved quality of data produced.
5.2 Increasing the frequency of interaction with States/Central Ministries and other Stake-holders;	<ul style="list-style-type: none"> • Each Division of CSO and NSSO should devise a policy of interaction with State DESs on regular basis; • DDGs posted in State Capitals should have a system of regular, say, fortnightly meetings with Director, DES on a fixed date and time to review the coordination matters. 	<ul style="list-style-type: none"> ✓ Divisional Heads in CSO / NSSO and DG, CSO , DG, NSSO and Secretary; ✓ State DESs ✓ Central Statistical 	Improved quality of data produced.

		Advisers	
5.3 Strengthening the coordination with International Agencies;	<ul style="list-style-type: none"> • A single window system should be developed to have contacts with international agencies rather than Division-wise interaction; • Officers from NSO should be deputed to international statistical organizations to learn Best Practices. 	✓ DG, CSO , DG, NSSO and Secretary.	Improved quality of data produced.
5.4 Providing standard definitions, concepts and methodologies to Central Ministries / Departments as also to State DESs;	<ul style="list-style-type: none"> • Work on preparation of Manuals on different subjects, already identified, should be completed in a time bound manner; • Manuals on new topics should be prepared and shared with Central / State Agencies. 	✓ Divisional Heads in CSO / NSSO and DG, CSO , DG, NSSO and Secretary; ✓ State DESs	Improved quality of data produced and greater consistency and comparability of data / estimates.
5.5 Developing appropriate strategies to create awareness about importance of data as well as to improve “visibility” to enhance the image of both the statistical personnel and the statistical Organizations;	<ul style="list-style-type: none"> • Every piece of statistical information should be released at the highest level; • Concerned officers should be encouraged to analyze data and produce crisp reports/notes which should be adequately publicized to activate public interest. Channels like website, print-media, newsletters etc. may be used. • Statistical officers should be encouraged to participate in academic conferences and seminars within the country; • Suitable publicity measures may be envisaged as an integral part of data dissemination system to publicize release of each statistical product. 	✓ Divisional Heads in CSO / NSSO and DG, CSO , DG, NSSO and Secretary.	Better trust and confidence of common man in official statistics.
5.6 Making a system of exchange of personnel from NSO / Central Government to State	<ul style="list-style-type: none"> • This issue should be discussed in Forums like COCSSO, and accordingly suitable amendments made in the Service Rules. 	✓ DG, CSO , DG, NSSO and Secretary; ✓ State DESs	Exchange of better practices of each other for producing better data for

DEs and vice-versa			planning and policy formulation.
5.7 Involving State DEs in all statistical matters referred by Central Ministries to their counterparts in States.	<ul style="list-style-type: none"> As a first step in this direction, the issue of having a common statistical cadre in the States be pursued by the NSO with States, and pursued vigorously. 	<ul style="list-style-type: none"> ✓ DG, CSO and Secretary; ✓ State DEs 	Improved data sets for planning / policy formulation.
Role of NSO vis a vis Central Ministries and State DEs			
6.1 The Role of MOSPI should be Advisory, Standard Setting, Coordinating, Audit / Quality checks and providing Technical Support;	<ul style="list-style-type: none"> The NSO should develop the capacity and expertise in the specific relevant areas to be able to advise and coordinate on technical matters; The NSO should reorganize its work subject wise so that technical expertise can be developed and maintained. 	<ul style="list-style-type: none"> ✓ Divisional Heads in CSO / NSSO and DG, CSO , DG, NSSO and Secretary 	Improved data sets for planning / policy formulation.
6.2 Capacity Building of State/Central Statistical Personnel through NASA.	<ul style="list-style-type: none"> NASA should develop courses, meeting the specific technical needs of State/ Central Statistical Officers. 	<ul style="list-style-type: none"> ✓ DG, CSO and Secretary. 	Improved data sets for planning / policy formulation.

II. PROGRAMME IMPLEMENTATION

(i) IPMD

Strategies	Activities	Points of Coordination	Milestones and Review points
(i) Facilitation measures	(i) Identify projects having problems of Inter-ministerial / State government. (ii) Prepare details (iii) Prepare Note for COS.	(i) COS	(i) Circulation of Minutes of COS (ii) Action Taken Report from the concerned authorities (iii) Consolidated report to Cabinet

			Secretariat.
(ii) Bring Systemic Improvements deal with generic issues	(i) Collect information on specific cases. (ii) Hold National Consultation (iii) Prepare action points. (iv) Prepare Note for COS	(i) Nodal Ministries (ii) Infrastructure Ministries (iii) COS	(i) To develop capacity to handle (ii) Prepare base paper for National Consultation in the first six months. (iii) Hold National Consultation (iv) Prepare Note for COS
(iii) Develop Feedback	(i) Identify Nodal officers in each Ministry and Project enterprise.	(i) Infrastructure Ministries / central public sector enterprises	(i) Prepare checklist of areas of feedback. (ii) Decide a format for feedback. (iii) Review feedback for improving the quality of reports and also taking remedial measures.
(iv) Improve quality of project formulation and appraisal	(i) Prepare a checklist for each sector. (ii) Flag all issues and constraints. (iii) Identify risk factors.	(i) Member of EFC and PIB.	(i) Examine each proposal on the basis of the checklist and issues and risk factors. (ii) To be attempted as and when received .
(v) Reduce Time lag in Reporting	(i) Continuously remind public enterprises.	(i) All Project enterprises .	(i) A continuous activity each month.
(vi) Improve the quality of project reports	(i) Review the contents of reports with respect to the information requirement of stakeholders	(i) MOSPI, PMO, Cab Sec.	(i) Prepare new structure (ii) Obtain approval (iii) Implement new structure.
(vii) Monitoring of National Projects	(i) Identification of National Projects with all the details. (ii) Establish method of review by the existing mechanism of Empowered Committee.	(i) Ministry of Railways. (ii) Concerned State Governments. (iii) Members of the Empowered Committee. (iv) Other Ministries/Departments depending upon the issues.	(i) Prepare first report in detail for each of the projects in the category. (ii) Request Empowered Committee Chairman to review every six months.
(viii) In-house Capacity Building	(i) Identify areas (ii) Prepare proposal (iii) Submit proposal to	(i) MOSPI Administration and Finance Division	(i) Proposals to be prepared in the first six months. (ii) Submit proposals

	Administration./Finance (iv) Prepare training proposals for officers and staff.		(iii) Follow up (iv) Status report every month.
(ix) Monitoring of CSR, PPP projects, important projects in pipeline.	(i) Obtain mandate from the COS/Cabinet/Other concerned authorities.	(i) COS/Cabinet/Other concerned authorities.	(i) Proposals may be prepared in the first year. (ii) Further steps to follow after approval.
(x) Strengthen Project Management practices	(i) Prepare approach paper. (ii) Consult HRD and DOPT. (iii) Prepare scheme based on consensus	(i) HRD and DOPT	(i) EFC Note towards the end of the 2 nd year. (ii) Steps to follow after approval.

(ii) MPLADS

Strategies	Activities	Points of coordination	Milestones and review points
Providing policy support as well as revision of MPLADS Guidelines	<ul style="list-style-type: none"> Regular consultation with the stakeholders Interaction with the Lok Sabha and Rajya Sabha Committees to get the views and suggestions Holding regular reviews of implementation and getting feedback from state/district officials Feedback from the 	<p>State Governments, District Authorities, independent institution which does physical monitoring.</p> <p>Lok Sabha, Rajya Sabha Committee meetings</p> <p>State Governments and District Authorities</p> <p>Independent Institution</p>	<ul style="list-style-type: none"> Holding a National Consultation with the Stakeholders for obtaining suggestions for revision of Guidelines. Holding meetings with the Lok Sabha and Rajya Sabha Committee on MPLADS. Undertake review meeting with the State Nodal / District Authorities. Examination of the monitoring reports received from the

	monitoring reports on Implementation.		independent agencies.
Timely release of funds	<p>a) Obtaining the required documents from district authorities.</p> <p>b) Faster transfer of funds</p> <ul style="list-style-type: none"> ○ Establishing mechanism for timely furnishing of documents for release of funds ○ Promoting furnishing of online Monthly Progress Reports by the District Authorities ○ Operationalisation of E-transfer of funds 	District Authorities and State Governments	<ul style="list-style-type: none"> ● Guidelines will be issued for timely furnishing of documents for release of funds. ● Holding All India Review as well as state level review meetings. ● To pursue with the states/UTs and the District Authorities for progressively achieving target of 100% online furnishing of the Monthly Progress Reports. ● To take up with the district authorities for furnishing of required details to facilitate Electronic Transfers of fund in most of the states.
Prescribing proper monitoring mechanism for effective implementation of Scheme	<ul style="list-style-type: none"> ● To take up regular reviews and visits to District/State levels ● To conduct all India review meeting with States/UTs ● To take up physical monitoring in various districts of the country through independent agency(s). 	District Authorities, State Governments and the independent agency(s) assigned for monitoring.	<ul style="list-style-type: none"> ● Reviews/Visits will be undertaken in States/UTs and Districts. ● Undertake All India Review Meetings with Nodal Secretaries of the State/UTs. ● Physical Monitoring in selected districts by independent Agency (s).

<p>Improving the mechanism of on-line monitoring system</p>	<ul style="list-style-type: none"> • Online furnishing of the Monthly Progress Reports to facilitate faster and accurate figures relating to expenditure and physical achievement • Complete details on work monitoring system • Integrated software for releases, Monthly Progress Report and work monitoring system 	<p>District Authorities, State Governments</p>	<ul style="list-style-type: none"> • To pursue with the states/UTs and the District Authorities for progressively achieving target of 100% online furnishing of the Monthly Progress Reports. • Guidelines to be issued for ensuring uploading of complete and accurate data on works monitoring system website. • Integration of the different MPLAD software systems by the NIC in consultation with States/Districts.
<p>Maintenance of Quality of MPLADS Assets</p>	<ul style="list-style-type: none"> • Enforcing mechanism for quality. • To take up third party quality inspection. • Maintenance of assets created under MPLADS. 	<p>District Authorities, State Governments, implementing agencies, private sector</p>	<ul style="list-style-type: none"> • Guidelines will be issued for quality checks of MPLADS assets during construction. • Adequate provision will be laid down for third party quality inspection. • Guidelines will be formulated for maintenance of assets under MPLADS.
<p>Training on MPLADS Guidelines of State/District officials</p>	<ul style="list-style-type: none"> • To take up regular training programmes on MPLADS Guidelines to District/State officials. 	<p>State governments</p>	<ul style="list-style-type: none"> • To provide financial and technical assistance to States/UTs to undertake training programmes on MPLAD Guidelines.

(iii) TWENTY POINT PROGRAMME

Activities	Points of coordination	Milestones and review points
Timely submission of monthly information by State Govt.'s/ UT.'s	Monthly compilation of information received	States to be reminded regularly for furnishing the information Delay and non-submission of information to be pointed out in the report
Online submission of information	-do--	NIC Cell to be requested to simplify the Performa States to be informed about how to use and provide online information
Review of monthly report by State Level Review Committee	Report from the State Governments	MPR to be furnished to State Review Committee Seeking report from the State level Review Committee
Regular Consultation and review with stake holders	Review Meetings	Conducting National Review meeting at the Centre to discuss general issues Conducting issue-based review meeting with one or more than one State
Field visits by officials	As and when required	Report of the visit
Compilation and analysis of the information received	Monthly Progress report	Information to be compiled and tabulated using computer facility Statistical tools to be used for analysis of data
Assessing the cause of poor performance	AS and when poor performance is observed	Data to be scrutinised manually and analysed using statistically Verifying State response with data analysis
Conducting Impact Assessment Study through agency	Observing laggard schemes	Selection of the study/programme to be made in consultation with Central Nodal Ministry and State Government Agency to be selected through open tender
Collecting information about any similar study	Central Nodal Ministries	Requesting the Central Nodal Ministry and State Government to furnish report of any assessment study made by them
Assessment of scope of the Scheme and estimating number of beneficiaries	Central Nodal Ministries	Request Central Nodal Ministries to provide the estimate of the beneficiaries under the scheme

Fixation of targets along with the number of people to be benefitted	Central Nodal Ministries	-- do--
Seeking Half-yearly progress report from States and Nodal Ministries	State Governments and Central Nodal Ministries	Consultation to take place in the regular review meetings
Timely fixation of targets	State Governments and Central Nodal Ministries	Reminding all Nodal Ministries to fix targets in time

Section 5: Linkage between Strategic Plan and RFD

NSO

The performance Monitoring and Evaluation System has been developed to enhance the result orientation in the government. Results-Frame Document (RFD) is an important tool by way of establishing an effective mechanism to lay down key objectives in the department concerned, specify relevant action points, and monitor the degree of achievement in terms of corresponding success indicators. However, notwithstanding the basic concept of RFD, its proper execution is most critical by defining appropriate strategies to be adopted to achieve expected outcome or results.

The Strategic Plan (2011-16) is a background document identifying items and areas of concern as well as short/medium/long term priorities, specifying strategies to be adopted for achieving the desired outcome or results over the next 5 years. It takes into consideration the available resources, capacity, capability and constraints for the sake of developing a more realistic programme for perspective action. A link between Strategic Plan and RFD, therefore, is most important, not only to translate the priorities incorporated in the Strategic plan into specific objectives and action points in RFD over the years but also to provide systematic basis to set proper direction for pursuing such objectives with the help of pre-determined strategies for implementation. In other words, the strategy document is expected to guide the formulation of RFDs for the next few years.

IPMD

The IPMD is mandated with the monitoring of key Infrastructure Sectors, Monitoring of Central Sector Projects costing more than Rs 150 Crores, review the infrastructure performance, bringing about systemic improvements in the area of project planning, implementation and management and other inter-sectoral issues. It also brings out a consolidated report on the Accelerated Irrigation Benefit Program (AIBP).

In order to achieve the desired goals, activities such as compiling the status of projects on real time basis and forwarding Reports to the PMO, the Cabinet Secretariat etc., identifying issues relating to time and cost overruns in delayed projects and taking up the issues with the relevant authorities, examining the EFC and PIB proposals of projects, bringing about systemic improvements through examination of issues, consultation with Ministries/PSUs/National Consultation, capacity building and adoption of project management practices through organization of training programmes/ workshops/seminars etc. has been envisaged.

MPLADS

The objective of the MPLADS Division is to effectively implement the Member of Parliament Local Area Development Scheme. Under the Scheme, works are recommended by the Hon'ble Members of Parliament directly to the district authorities to address the locally felt developmental needs who examine the eligibility of works and execute the eligible works.

For effective implementation, various strategies such as providing policy support as well as revision of Guidelines, timely release of funds effective monitoring mechanism, training on MPLADS Guidelines, improving the mechanism of online monitoring system etc. have been envisaged. It is noted that the policy initiatives, revision of guidelines, training of district authorities in the MPLADS guidelines etc. are qualitative in nature and their impact cannot be quantified.

In order to achieve the desired goal formulated under the strategy, activities such as All India Review Meetings with the Secretaries of the Nodal Departments of States/UTs twice a year in order to assess the implementation of the scheme, eliciting the documents for release of funds from the District Authorities and get feedback on policy issues has been envisaged. Interaction with the Lok Sabha and Rajya Sabha Committees is also an important forum for getting feedback and productive suggestions. The state level reviews and district visits are also an important mechanism for assessing the implementation as well as improving the process of furnishing documents for release of funds. Training of district/state officials in the MPLADS Guidelines is also an important instrument to facilitate proper implementation of the scheme by the State/District Authorities. Apart from the initiative of the Ministry, the monitoring of the scheme by an independent institution in selected districts is an important initiative which would result in improved implementation through providing the lacuna of the scheme.

TPP

In order to improve the monitoring of Twenty Point Programme mechanism, a number of initiatives are being proposed as part of the strategy. These strategic initiatives include opening avenues for timely collection of monthly information from State Govts. / UTs, using an online MIS for faster flow of information, involving State Level Monitoring machinery in the monthly Review Process of this Ministry, Consultation and engagement with stake holders, assessing ground situation in the States especially with regard to the impact on the targeted population and exploring and analyzing the cause of poor performance.

As the schemes/programmes under TPP-06 are implemented by the States / UTs, it is imperative that strategic initiative have to be taken up in consultation and agreement with the Central Nodal Ministries and State Govts. The Ministry proposes to have regular review meetings with the States and Central Nodal Ministries, with at least one National Review Meeting with the States. Management Information System would be further modified to make it more acceptable to stakeholders; especially the State Govts., who are the primary source of information

provider. The States would be requested to develop a mechanism whereby the State Level Monitoring Committee, beside reviewing the performance of their respective States, would also analyse the All India performance of each programme, so as to suggest corrective action.

In order to assess the ground situation in the States and identify the fault-line in the implementation, the officials of the Ministry would make regular field visit. Further, in order to assess the impact of the schemes, the Ministry proposes to conduct at least two impact assessment studies on annual basis, on various schemes/ programmes of TPP-2006.

Section 6: Cross departmental and cross functional issues

The Strategic Plan document is part of a process of strategic management in the Government Departments and Offices, aimed at providing a better service to citizens. It is, therefore, important that the strategic plan and initiatives of the department defined through the set of objectives and derived through the respective Performance Monitoring and Evaluation System (PMES) should be not only consistent with the corresponding resource allocations provided in the Budget and Plan documents but also in tune with the Citizens' / Client Charter of the Ministry which is in place giving the vision and mission of the Ministry as also Services offered to Citizens' / Clients as also Service Standards.

I. National Statistical Organisation (NSO)

6a. Identification and management of cross departmental issues including resource allocation and capacity building issues (NSO)

There are numerous areas of concern emerging out of the mandate of the Ministry where there is a role of other agencies and the stakeholders whose active support will be required to achieve desired success. These include Government Agencies, Research Institutions, Individual Researchers, Private Corporate Sector, Trade/Industry Associations, Data Providers and the Media. It is not only important to understand their aspirations on the data front particularly in the light of rapidly growing data demands, but also recognize and reiterate the importance of their active role and participation in the data development process being crucial not only by way of providing positive advice and feedback but also checking undue criticism and negative publicity about the data being generated. In fact, the degree of success or achievement of the agenda and the corresponding task set by the Ministry will depend on how effective is the participation of such agencies and the concerned stakeholders within their own priorities. As such, regular interaction with the stakeholders could become an important tool to improve the

quality of data besides improving the visibility of statistical organizations by way of promoting better response from the public and earning their trust in data. The mutually reinforcing interactive process can also help greatly in taking appropriate steps to improve the effectiveness of data collection, data sharing and data dissemination process.

It is, therefore, important to identify ways and means of working together with the stake-holders, more extensively, with a view to eliciting their cooperation and participation in building a more effective statistical system particularly to deliver more reliable and quality data including its exchange and dissemination of data in a timely and user-friendly manner. In view of this, an attempt has been made to identify cross departmental issues and define the role of other agencies and stakeholders with a view to exploiting their ability to make useful contribution in the process of building data. An extensive consultation process was undertaken as a part of developing Strategic Plan document to obtain views/suggestions of various stakeholders and partners in the meeting the objectives of the Ministry. Section-2 briefly describes the major outcome of such an exercise. Section-3 enlists various key issues along with corresponding strategies proposed to be adopted including the coordination required to ensure greater involvement of these agencies and the stakeholders. It includes development of core learning agenda, strengthening capacity and capabilities, and undertaking suitable measures to address gaps through structural and policy initiatives. It also highlights issues regarding resource allocation and prioritization on the basis of critical scrutiny of existing practices and procedures in the interest of developing an effective strategic management approach. Based on analysis of such information, a plan of implementation has been developed as given in Section-4 of the Strategic Plan document.

6b. Cross functional linkages within departments/offices (NSO)

The Ministry of Statistics and Program Implementation (MOSPI) came into existence as an independent ministry on 15.10.1999 after the merger of the Department of Statistics and the Department of Program Implementation. The Ministry has two wings viz. Statistics Wing, called National Statistical Organization (NSO) and the Program Implementation Wing. The NSO consists of Central Statistics Office (CSO) including Computer Centre and the National Sample Survey Office (NSSO). The Program Implementation Wing has three Divisions viz. (i) Twenty Point Program (ii) Infrastructure Monitoring and Project Monitoring and (iii) Member of Parliament Local Area Development Scheme (MPLADS). In addition, there is National Statistical Commission (NSC) created through a resolution of Government of India (MOSPI) and an autonomous institute viz. Indian Statistical Institute (ISI) declared as an institute of national importance by an Act of Parliament.

Due to the distinct nature of activities in the various divisions/wings within the Ministry, there has been a conscious attempt to outline activities, approach, priorities and strategies proposed in respect of all major wings/divisions within the Ministry. However, in addition, the Strategic Plan document does present a holistic view of the Ministry from the point of view of showing synergy between them and highlighting common issues requiring collective leadership and management.

6c Organizational Review and Role of agencies and wider public service (NSO)

The system and the structure of any Organization is largely determined by its aspirations included in the form of its vision and mission statement, as well as through progressive changes taking place in the domain of its activities following emerging challenges, which, in the case of NSO is primarily coordination of statistical activities including collection, compilation, analysis and dissemination of statistical data relating to socio-economic sectors etc. that is used for policy planning and research purposes. It implies that there will be an inevitable need, inter-alia, to address associated issues related to data gaps, time lag in data and the availability of reliable and quality data besides evolving ways to meet the rapidly growing demand for new data required in the emerging development scenario. It is particularly important to exploit and promote greater use of modern information and communication technology in the field of data collection, data processing and data dissemination but also gear up for strengthening the coordination mechanism to face the challenge of meeting rapidly growing data demands both in terms of providing data within the expected time frame as well as producing disaggregated data required to facilitate policy planning and monitoring at sub-state level. There is also an inevitable need to evolve standard concepts, definition and methodologies for the purposes of accomplishing greater uniformity, consistency and comparability in the data produced by different agencies, particularly a large of variety of data generated by the State governments for the purpose of its pooling with corresponding data from other sources.

Taking into consideration above, an exercise was conducted to assess the situation, recognize the merging challenges to lay down the priorities, identify the role of other agencies particularly from the point of view of developing suitable coordination mechanism with them. All these aspects have been covered in the Strategic Plan document which also takes into account the Administrative Reforms Commission recommendations as accepted by the government for implementation for rationalization of ministries/departments and its agencies. On the other hand, appropriate measures like creation of Sevottam complaint system to implement, monitor and review of Citizens' Charter, and redress and monitor public grievances, have been taken up simultaneously.

II. Programme Implementation Wing

6A Linkage with potential challenges likely to be addressed in 12th Plan

IPMD

As mentioned earlier, the endeavour of IPMD is to ensure that the projects are executed properly without time and cost overruns, (through various monitoring as well as systemic improvement activities), as well as to monitor the infrastructural performance. These

endeavours in reducing the time and cost overruns in mega and major infrastructural projects and monitoring of infrastructural performance itself ensures that **potential challenges likely to be addressed in the 12th Plan, such as enhancing capacity for growth, enhancing skills and faster generation of employment, technology and innovation, accelerated development of transport infrastructure, etc. are addressed.** Besides, the IPMD is attempting to enlarge the acceptability and adoption of project management and also the education of project management in the country, **which would address the issues of improving productivity and quality education.**

MPLADS

The MPLAD Scheme envisages creation of durable community assets to address the infrastructural requirements of the people. It is envisioned that the proper implementation of the Scheme would address the potential challenges such as enhancing capacity for growth (through provision of infrastructure), rural transformation, managing urbanization, improved access to education (through schools, classrooms etc. constructed under the Scheme), healthcare (through hospitals, ambulances, equipments provided under the Scheme).

TPP

Through the Twenty Point Programme, the monitoring of programmes/schemes aiming to improve the quality of life of the poor, is envisaged. Therefore, it is envisaged to address the potential challenges of rural transformation, urbanization, managing environment, greater empowerment, improved access to education, healthcare, etc. through inclusive growth. Thus, the better monitoring of programmes for poor needs to be strengthened during the 12th Plan period.

6B Identification and management of cross departmental issues including resource allocation and capacity building issues.

IPMD

The Ministry has linkages with central Infrastructure Ministries/ PSU's and project authorities in the area of monitoring of implementation status of the central sector projects costing more than Rs 150 Crores. The Ministry also flags problems through regular information mechanism to Planning Commission, Prime Minister Office, Ministry of Finance, Cabinet Secretariat for timely intervention and institutional improvement to avoid Time and cost overrun. IPMD is also consulted by the Ministry of Finance and the Cabinet Secretariat in respect of EFC and PIB memo. Studies on specific subjects and projects to strengthen the mechanism for monitoring the implementation of projects and programmes and performance of existing infrastructure was taken up to learn lessons and suggest remedial measures in the case of on-going and completed projects.

IPMD also organizes training programme for Project Managers and professionals on different aspects of project management practices with the help of external resources/ professional institutes etc. IPMD also interacts with different industry associations and project management agencies on further improvement in different aspects of project management.

MPLADS

The basic unit of the implementation of the MPLAD Scheme is the district authority. The Members of Parliament recommend works to be taken up in their constituency/area by the concerned district authorities. The funds are released by the Ministry directly to the district authorities and they facilitate the entire process of implementation. The progress of implementation is elicited from the District Authorities through the Monthly Progress Reports and the information available on web-enabled Work Monitoring System.

The State/UT Nodal Departments play an important role in coordinating with the districts of their State/UT and also monitor the implementation in their respective States/UTs. The mechanism of review meetings, both at the All India level twice a year and in different States/UTs has been envisaged to involve the States and UTs and facilitate more improvement in the monitoring as well as implementation.

The Ministry envisages training of District/State authorities in the MPLADS Guidelines at the State level, to ensure proper and timely implementation of the scheme. While the financial and technical assistance is provided by the Ministry, the role of State Government is equally important and essential in order to make the scheme fully functional.

The officials of the Ministry are also required to be trained in the information technology applications/ processes relating to monitoring/release of funds with the understanding of accounting procedure and other financial matters. The NIC of the Ministry and the Controller General of India (CGA) are required to be involved in capacity building process of the human resource available in the division.

TPP

The Ministry in order to monitor the Twenty Point Programme has to concurrently interact with the Central Nodal Ministries and the State Govts./UT Administration. However, monitoring quite often gets constrained due to non response or delayed response of the concerned. There are various cross departmental issues also, which hinder the effective monitoring of the programme. Some of the Nodal Ministries have either not fixed the targets or are fixing the targets quite late, leading to poor monitoring of the schemes. Some of the States have been complaining that the target fixed in respect of their State are not realistic keeping in view their socio-economic conditions or resource constraints as existing in their States. Capacity constraint has also been identified as one of the common cause of poor performance of the state scheme. Ministry proposes to take up all these issues in the review meetings with the Central Nodal Ministries and States.

6C Cross functional linkages within department/ offices

IPMD

The officers of IPMD are required to be involved in capacity building process of project management to improve information flow within the Government. The National Academy of Statistical Administration would provide facilities for long term training programmes in the area of Project Management. Few programmes on Project Management would be conducted at NASA every year. The IPMD also provides valuable information for compilation of National Accounts and Index of Industrial Production to various Divisions of the Ministry.

MPLADS

The Ministry has linkages with districts and the state governments in area of operation of the scheme. With regard to the release of the MPLADS funds, the Pay & Accounts Office plays an important role and there is coordination on day to day basis for the clearing of bills and preparation of Demand Drafts, apart from a regular interface with the Internal Finance Division (IFD). The NIC of the Ministry also facilitates in providing IT solution and in maintaining the database of the scheme.

TPP

The Ministry in order to monitor the Twenty Point Programme has to concurrently interact with the Central Nodal Ministries and the State Govts./UT Administration. However, monitoring quite often gets constrained due to non response or delayed response of the concerned. There are various cross departmental issues also, which hinder the effective monitoring of the programme. Some of the Nodal Ministries have either not fixed the targets or are fixing the targets quite late, leading to poor monitoring of the schemes. Some of the States have been complaining that the target fixed in respect of their State are not realistic keeping in view their socio-economic conditions or resource constraints as existing in their States. Capacity constraint has also been identified as one of the common cause of poor performance of the state scheme. Ministry proposes to take up all these issues in the review meetings with the Central Nodal Ministries and States.

6D Organizational review and role of agencies and wider public service

IPMD

The work and responsibility of IPMD is highly technical and knowledge oriented to timely address the various issues in planning and implementation phase of the various infrastructure projects with varying complexity and a wider participation of the designated project managers of central Ministries/PSU's.

The issues relating to problem like land acquisition Law and Order problem, fund constraints, statutory clearances etc. by the Project authorities are immediately taken up and a factual report is called for from the concerned agency. In its endeavour, IPMD also interacts with

different Industry Associations and Project Management Institutions on diverse issues relating to improving the knowledge and skill of Project Management.

Online computerized monitoring system (OCMS) software for uploading the details of Project, milestones status, completion schedules and physical progress has been installed. The project authorities have been assigned access codes to upload the details of the project progress, problem faced, milestones achieved and due etc. which can be accessed universally by the public at large.

MPLADS

The MPLAD Scheme by its very nature is a grassroots level scheme to address the locally felt developmental needs and a wider participation of the general public through the medium of Members of Parliament. The issues relating to complaints/grievances by the MPs or the general public is immediately taken up and a factual report is called for from the concerned district authorities/state governments. For greater transparency and accountability, a works monitoring software for uploading the details of MPLADS works has been created. The district authority is responsible to upload the details of the works which can be accessed universally by the public at large.

TPP

The TPP Programmes are primarily meant to benefit the poorest section of the society and accordingly there is all-round acceptability of these programmes. With rapid growth of Indian Economy and changing socio-economic conditions, it is quite expected that Twenty Point Programme may undergo structural change. Hence, in order to tackle the dynamic scenario of change in TPP or even to change the implementation strategy, TPP Division would be having constant review of its manpower resources and strategies.

Section 7: Monitoring and Reviewing arrangements

I. National Statistical Organisation (NSO)

The Ministry of Statistics and Programme Implementation recognizes that the success of any plan depends upon its implementation, which need be monitored and reviewed so as to take timely corrective action. The NSO propose that each of the programmes / strategic initiatives as outlined in the Plan shall be converted into Action Plans on yearly basis, and reviewed by a formal Body in Periodic Review

Meetings. These Review Bodies shall be headed by an Officer not below the rank of Joint Secretary on monthly basis; by DGs of NSO on bi-monthly basis, and at the level of Secretary on quarterly basis. Review with Central and State Agencies shall be on Annual basis through a Conference of Central and State Statistical Organisation beside quarterly reviews with Central Statistical Advisers / Coordinators posted in Ministries / Departments and at State Capitals.

The Result Framework Document (RFD) would be prepared based on various parameters/milestones as outlined in the Strategic Document and the target dates. The progress on the various milestones shall be reviewed periodically as above and efforts shall be made to overcome/mitigate/ shortfalls, if any. Based on the regular evaluation, the policy notifications and other parameters can be implemented to the advantage and interest of the stakeholders.

II. Programme Implementation Wing

IPMD

A National level database of the ongoing projects has been created under OCMS. The project authorities have been assigned, sector and project codes to access the project for updation. The completion schedules of projects are drawn on the basis of PERT/CPM charts and after approval, these projects are put on the monitor by this Ministry. The information flow from project agencies reflected in the monthly & Quarterly reports. The review mechanism is an integral part of the annual action plan, RFD document by Secretary. The IPMD is also required to undertake frequent visits to the project sites to get real time situation to suggest some measures to cut short the delays and cost overrun and organise special studies including post-evaluation of completed projects for bringing systemic improvements. Training and workshops in the areas of project management and infrastructure management for the benefit of managers at different levels are organized. In order to achieve the desired goal formulated under the strategy, activities such as yearly National Review Meetings with the Project managers to assess the quality implementation of the projects and to get their feedback on policy issues has been envisaged.

MPLADS

The review of the MPLAD Scheme is to be done through All India Review Meeting which is to be held twice a year. Reviews and visits are to be undertaken in States/Districts. Physical monitoring of MPLADS works in selected districts has to be done through an independent

agency. Training of district officials is to be undertaken in various States. In totality, the above mentioned mechanism will help in achieving the desired goals which is a part of the mission of this Ministry.

TPP

Besides organizing, All India Review Meeting, it is also proposed to have State-wise and scheme-wise review of the performance of the schemes. The Ministry if needed would engage third party agencies as independent observer for such reviews. These reviews largely would be undertaken using the existing facilities and resources of the TPP Division.
