



Results-Framework Document
For
Department of Public Enterprises
Government of Odisha

RFD
(2015-16)

DEPARTMENT OF PUBLIC ENTERPRISES
Section 1
Vision, Mission, Objectives and Functions

Vision

Enable state PSUs to be operationally efficient, effective in service delivery and financially sustainable

Mission

To continuously develop corporate governance, human resource management (HRM), performance monitoring of PSUs and provide a human face to public enterprise reform initiatives

Objective

- 1 Improve corporate governance in state PSUs
- 2 Improve Human Resource Management in state PSUs
- 3 Monitor PSU performance through efficient MoU system
- 4 Categorization of state PSUs and empowerment of PSU Board
- 5 *Need based assistance to PSUs in implementation of Voluntary Separation schemes
- 6 *Implement Social Safety Net Program (SSNP) for separated employees
- 7 Collection and maintenance of information on financial and other key areas of PSUs

[*Contingent on budgetary support to OSRFS by GoO]

Functions

- 1 Laying down general policy and guidelines, and aid & assist AD in resolving issues of PSUs
- 2 Monitor corporate Governance compliances among state PSUs and issue advisory to them
- 3 Implement Memorandum of Understanding (MOU) framework, reviewing the progress of and evaluation of MOU
- 4 Regulating Industrial project proposals through the Project Approval Committee (PAC)
- 5 Assist appointment to Board level positions through Public Enterprises Selection Board (PESB)
- 6 Support in functioning of PCERC in analysis and suggest modalities on divestment decisions
- 7 Support functioning of IDCG in implementation of divestment/privatization decisions of government
- 8 Monitor and advice timely completion of audit of PSUs
- 9 Monitoring of uploading of data on GoI website for national SLPE survey

Additional Responsibilities bestowed on DPE

- 10 Nodal Department for implementing decisions relating to sale/ privatization of the selected enterprises > cabinet decision on 14th November 2002
- 11 Management of disbursement of VR/VS/Closure Compensation assistance to State Public Sector and co-operative Enterprises out of the funds provided by Government for the said purpose
- 12 Nodal Department for implementation of the Corporate Governance Manual for the State PSUs
- 13 Implement next generation PE Reform Programme through Odisha State Renewal Fund Society like implementation of Corporate Governance, Business Plan, organization restructuring etc.

Other responsibilities

- 14 Approval of DA as referred by Administrative Department of concerned PSUs in case they meet the eligibility criteria
- 15 Capacity building training for employees of state PSUs based on the funds made available under OSRFS or such other schemes

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

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
[1] Improve corporate governance in state PSUs	10%	[1.1] Amendment of Corporate Governance Manual in line with the provisions of new Companies Act 2013, and other corporate governance practices	[1.1.1] Preparation of the draft note on amendments to Corporate Governance Manual for state PSUs	Time	5%	Oct'15	Nov'15	Dec'15	15 th Jan'16	31 st Jan'16
		[1.2] Develop awareness among PSUs on various compliance aspects of Corporate Governance.	[1.2.1] Monitor Corporate Governance compliance among state PSUs based on compliance statement received for FY2014-15 and advise corrective action	Time	5%	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16
[2] Monitor PSU performance through efficient MOU system	15%	[2.1] Advisory to Administrative Departments to review MOUs at their level	[2.1.1] Advisory issued to Administrative Departments for internal review of FY2015-16 MOU performance of their PSUs	Time	5%	May'15	15 th Jun'15	30 th June'15	16 th Aug'15	30 th Aug'15
		[2.2] Holding MOU review meeting by DPE to discuss Interim MOUs performance	[2.2.1] MOU review meeting held for interim review of MOU performance for FY2015-16	Time	5%	30 th Nov'15	30 th Dec'15	15 th Jan'16	30 th Jan'16	Feb'16
		[2.3] Holding MOU Taskforce meeting to evaluate final MOUs performance and rank state PSUs on MOU score	[2.3.1] MOU Taskforce meeting held for final review of MOU performance for FY2014-15	Time	5%	Dec'15	Jan'16	Feb'16	15 th Mar'16	31 st Mar'16

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
[3] Categorization of state PSUs and empowerment of PSU Board	10%	[3.1] Categorisation of state PSUs and delegation of power to PSU Board	[3.1.1] Develop draft categorisation of state PSUs and seek Government approval	Time	5%	Jan'16	15 th Feb'16	28 th Feb'16	15 th Mar'16	31 st Mar'16
			[3.1.2] Develop draft delegation of power to PSU board and seek Government approval	Time	5%	Jan'16	15 th Feb'16	28 th Feb'16	15 th Mar'16	31 st Mar'16
[4] Social Safety Net Program (SSNP) for separated employees of state PSUs <i>[Contingent on appointment of Program Implementation Agency by OSRFS]</i>	10%	[4.1] Counselling, skill-enhancement and handholding support to separated employees for an alternative livelihood	[4.1.1] Number of assistance workshop/meeting conducted	Number	5%	8	6	5	4	3
			[4.1.2] Number of persons being assisted through scheme linkages and submission of loan application to bank	Number	3%	400	300	200	100	50
			[4.1.3] Number of persons being assisted otherwise	Number	2%	100	80	60	40	20
[5] Strengthening state PSUs with technical support & assistance	10%	[5.1] Provide technical assistance and support to state PSUs	[5.1.1] Percentage of state PSUs supported/extended with technical support & assistance out of the total request received by DPE <i>(The maximum number of PSUs can be served will be determined by DPE based on the request received from PSUs and availability of consultants for the said purpose. Target is a percentage of</i>	%	10%	80	70	60	50	40

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
			<i>the number of request accepted]</i>							
[6] Assist state PSUs for automation of business process to become more efficient and effective in service delivery	10%	[6.1] Computerisation of Accounting & Inventory management of state PSUs	[6.1.1] Percentage of PSUs assisted with computerisation of Accounting & Inventory management system in state PSUs [Subject to the request received from PSUs and target is a percentage of the number of request accepted]	%	10%	80%	60%	50%	40%	30%
[7] Capacity Building of employees of state PSUs	10%	[7.1] Conduct training program for employees & staff of state PSUs [Skill enhancement training for non-executives, Functional training on Finance, HR, Operation for executives and Management Development Program for senior management)	[7.1.1] Number of PSU employees participated in training programs [The topics and number of participants will be determined based on demand from PSUs and need]	No	10%	400	350	300	250	200
[8] Develop awareness among employees & management of state PSU on various	5%	[8.1] Conduct seminar and workshop on various issues of public sector like; corporate governance	[8.1.1] Number of seminar & workshop conducted on areas as per the demand and need	No	5%	5	4	3	2	1

Objective	Weight	Action	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
issues and aspects of public sector		in state PSUs, best practices in PSUs, Companies Act etc.								
[9] Collection and maintenance of information on financial and other key areas of PSUs	10%	[9.1] Submission of information to DPE, Gol for SLPE Survey	[9.1.1] Posting of PSU data on DPE, Gol website for FY2013-14	Time	10%	Nov'15	Dec'15	Jan'16	Feb'16	Mar'16
[10]*Efficient Functioning of the RFD System	3%	[10.1] Timely submission of Draft RFDs	[10.1.1] No of days delayed in submission from target date, i.e.,30 th May 2015	No of days delayed	1%	0	3	6	9	12
		[10.2] Timely Submission of final approved RFD	[10.2.1] No of days from receipt of draft RFD with comments	No of days delayed	1%	0	3	6	9	12
		[10.3] Timely submission of Performance Evaluation Report on the basis of approved RFD	[10.3.1] No of days delayed in submission from target date	No of days delayed	1%	0	3	6	9	12
[11] Efficient and Timely redressal of Public Grievances	2%	[11.1]Efficient implementation of e-abhijog online system	[11.1.1] Percentage of Public grievance disposed of during the year	%	2%	100%	90%	80%	70%	60%
[12] Improving Public Service delivery by the department	2%	Improving internal efficiency, responsiveness and accountability	Public Services notified under ORTPSA	--	2%	--	--	--	--	-

[13]* Effective and Efficient paperless functioning of the department through OSWAS	3%	Efficient implementation of Odisha Secretariat Workflow Automation System (OSWAS)	Average number of files processed per employee per month	Nos.	3%	30	25	20	15	10

*Mandatory objectives

Section 3:

Trend Values of the Success Indicators

Objective	Action	Success Indicator	Unit	Actual Value for FY 13/14	Target Value for FY 14/15	Projected Value for FY 15/16	Projected Value for FY 16/17	Actual Value for FY 17/18
[1] Improve corporate governance in state PSUs	[1.1] Amendment of Corporate Governance Manual in line with the provisions of new Companies Act 2013, and other corporate governance practices	[1.1.1] Preparation of the draft note on amendments to Corporate Governance Manual for state PSUs	Time	-	-	Dec' 2015		
	[1.2] Develop awareness among PSUs on various compliance aspects of Corporate Governance.	[1.2.1] Monitor Corporate Governance compliance among state PSUs based on compliance statement received for FY2014-15 and advise corrective action	Time		Dec 2014	Nov 2015	Nov 2016	Nov 2017
[2] Monitor PSU performance through efficient MOU system	[2.1] Advisory to Administrative Departments to review MOUs at their level	[2.1.1] Advisory issued to Administrative Departments for internal review of FY2015-16 MOU performance of their PSUs	Time		July 2014	July 2015	July 2016	July 2017
	[2.2] Holding MOU review meeting by DPE to discuss Interim MOUs performance	[2.2.1] MOU review meeting held for interim review of MOU performance for FY2015-16	Time		Nov 2014	Nov 2015	Nov 2016	Nov 2017
	[2.3] Holding MOU Taskforce meeting to evaluate final MOUs performance and rank state PSUs on MOU score	[2.3.1] MOU Taskforce meeting held for final review of MOU performance for FY2014-15	Time		Dec'14	15 th Jan' 16	15 th Jan' 17	15 th Jan' 18
[3] Categorization of state PSUs and empowerment of PSU Board	[3.1] Categorisation of state PSUs and delegation of power to PSU Board	[3.1.1] Develop draft categorisation of state PSUs and seek Government approval	Time		-	Feb 2016	-	-
		[3.1.2] Develop draft delegation of power to PSU board and seek	Time		-	Feb 2016	-	-

Objective	Action	Success Indicator	Unit	Actual Value for FY 13/14	Target Value for FY 14/15	Projected Value for FY 15/16	Projected Value for FY 16/17	Actual Value for FY 17/18
		Government approval						
[4] Social Safety Net Program (SSNP) for separated employees of state PSUs <i>[Contingent on appointment of Program Implementation Agency by OSRFS]</i>	[4.1] Counselling, skill-enhancement and handholding support to separated employees for an alternative livelihood	[4.1.1] Number of assistance workshop/ meeting conducted	Number		25	5	Demand driven	
		[4.1.2] Number of persons being assisted through scheme linkages and submission of loan application to bank	Number		1195	200	Demand driven	
		[4.1.3] Number of persons being assisted otherwise	Number		204	60	Demand driven	
[5] Strengthening state PSUs with technical support & assistance	[5.1] Provide technical assistance and support to state PSUs	[5.1.1] Percentage of state PSUs supported/extended with technical support & assistance out of the total request received by DPE <i>(The maximum number of PSUs can be served will be determined by DPE based on the request received from PSUs and availability of consultants for the said purpose. Target is a percentage of the number of request accepted)</i>	%		83%	80%	80%	80%
[6] Assist state PSUs for automation of business process to become more efficient and effective in service delivery	[6.1] Computerisation of Accounting & Inventory management of state PSUs	[6.1.1] Percentage of PSUs assisted with computerisation of Accounting & Inventory management system in state PSUs <i>[Subject to the request received]</i>	No of PSUs	-	-	Demand driven		

Objective	Action	Success Indicator	Unit	Actual Value for FY 13/14	Target Value for FY 14/15	Projected Value for FY 15/16	Projected Value for FY 16/17	Actual Value for FY 17/18
		<i>from PSUs and target is a percentage of the number of request accepted]</i>						
[7] Capacity Building of employees of state PSUs	[7.1] Conduct training program for employees & staff of state PSUs [Skill enhancement training for non-executives, Functional training on Finance, HR, Operation for executives and Management Development Program for senior management)	[7.1.1] Number of PSU employees participated in training programs [The topics and number of participants will be determined based on <i>demand from PSUs and need</i>]	No		-	300	300	300
[8] Develop awareness among employees & management of state PSU on various issues and aspects of public sector	[8.1] Conduct seminar and workshop on various issues of public sector like corporate governance in state PSUs, best practices in PSUs, Companies Act etc.	[8.1.1] Number of seminar & workshop conducted on areas as per the demand and need	No		-	3	3	3
[9] Collection and maintenance of information on financial and other key areas of PSUs	[9.1] Submission of information to DPE, Gol for SLPE Survey	[9.1.1] Posting of PSU data on DPE, Gol website for FY2013-14	Time		June 2014	August 2015	August 2016	August 2017
[10]*Efficient Functioning of the RFD System	[10.1] Timely submission of Draft RFDs	[10.1.1] No of days delayed in submission from target date, i.e.,30 th May 2015	No of days delayed			6		

	[10.2] Timely Submission of final approved RFD	[10.2.1] No of days from receipt of draft RFD with comments	No of days delayed			6		
	[10.3] Timely submission of Performance Evaluation Report on the basis of approved RFD	[10.3.1] No of days delayed in submission from target date	No of days delayed			6		
[11] Efficient and Timely redressal of Public Grievances	[11.1]Efficient implementation of e-abhijog online system	[11.1.1] Percentage of Public grievance disposed of during the year	%		50%	60%		
[12]* Effective and Efficient paperless functioning of the department through OSWAS	[12.1]Improving Internal efficiency, responsiveness & accountability	[12.1.1] Average Time taken to attend a file	Number of days			15		

*Mandatory objectives

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

Sl. No.	Acronyms	Description
1.	MOU	Memorandum of Understanding
2.	SSNP	Social Safety Net Program
3.	OSRFS	Odisha State Renewal Fund Society
4.	PESB	Public Enterprises Selection Board
5.	PAC	Project Approval Committee
6.	PCERC	Public & Cooperative Enterprises Restructuring Committee
7.	IDCG	Inter Departmental Core Group
8.	DPE	Department of Public Enterprises
9.	AD	Administrative Department

Sl. No.	Success Indicator	Description/ Definition
10.	Monitor corporate governance compliance among state PSUs based on compliance statement	State PSUs are required to send every year their corporate governance compliance statement to DPE as per the format given in Annexure-12 to Corporate Governance manual for state PSUs
11.	Posting of PSU data on DPE, Gol website for FY2013-14	Ensure each PSU upload the data in the DPE, Gol website

Section 5:
Specific Performance Requirements from other Departments

Department/ Ministries	Relevant Success Indicator	What do you need?	Why do you need it?	How much you need?	What happens if you do not get it?
All the Administrative Departments having PSUs	Monitor Corporate Governance compliance among state PSUs based on compliance statement received for FY2013-14	Directions by Administrative Departments to all PSUs for compliance	Monitor compliance with corporate governance manual	To all PSUs	Monitoring improvement in Corporate Governance compliance cannot be achieved
	MOU Taskforce meeting held for final review of MOU performance	Direction by all Administrative Departments to their PSUs for timely preparation of MOU and information for review	To improve performance monitoring and measurement of state PSUs and strengthen the MOU process	To all PSUs	The efficiency improvement of MOU process cannot be achieved
	Posting of PSU data on DPE, GoI website for FY2013-14	Direction by all Administrative Departments to their PSUs for timely submission of data	Timely submission of PSU data for SLPE survey	To all PSU	SLPE survey data will remain incomplete for the state
	Capacity Building of employees of state PSUs	Direction by all Administrative Departments to their PSUs for nomination of staff and officials for capacity building training	Organise capacity building training programs for staff and officials of PSUs	To all PSU	Target for capacity building program for PSU employees will not be achieved
	Develop awareness among employees & management of state PSU on various issues and aspects pertaining to public sector	Direction by all Administrative Departments to their PSUs for nomination of personnel for attending seminars/ workshop	Organise awareness workshop, seminars on emerging issues for PSU personnel	To all PSU	Objective to improve awareness level of PSU personnel on various issues will not be achieved

Section 6:
Outcome/Impact of Department/Ministry

Outcome/Impact of Department	Jointly responsible for influencing this outcome / impact with the following department(s)	Success Indicator	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
Effective Corporate Governance in PSUs with enhanced transparency and accountability	Administrative Department and PSUs	State PSUs become compliant with the guidelines on Corporate Governance	Advisory	Advisory	Advisory		
Liquidation/striking off of name of non-operative PSUs	Administrative Departments of the respective PSUs to take initiative	Improvement in percentage of operative PSUs among total number of PSUs.	Advisory	Advisory	Advisory		
Privatization/ sale of cooperative spinning mills under Handloom & Textile Department	Administrative Department shall take steps for identification of assets with title deeds, valuation of asset and vacate stay/ restrain orders impeding sale, before issue of fresh advertisement	Completion of the process	Advisory, handholding and implementation support for privatisation / sale process	Advisory, handholding and implementation support for privatisation / sale process	Advisory, handholding and implementation support for privatisation / sale process		
Disinvestment of IKIWL and IFCAL, subsidiaries of IDCOL	Administrative department and PSU carrying on negotiation with prospective organization for disinvestment of IKIWL and IFCAL	Completion of the disinvestment process by AD & PSU concerned	Advisory, handholding and implementation support for privatisation / sale process	Advisory, handholding and implementation support for privatisation / sale process	Advisory, handholding and implementation support for disinvestment		
Improvement on overall financial performance of State PSUs (RoE)	Administrative Departments of the respective PSUs shall provide	Improvement in overall Return on Equity (RoE) on	Advisory	Advisory	Advisory		

Outcome/Impact of Department	Jointly responsible for influencing this outcome / impact with the following department(s)	Success Indicator	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18
	requisite assistance.	Government investments.					
Improvement in dividend payout of all PSUs	Administrative Department ensure payment of dividend by respective PSUs	Improvement in overall receipt of dividend by Government.	Advisory	Advisory	Advisory		
Improve efficiency and effectiveness in service delivery through capacity building of employees	Administrative Department to ensure nomination of personnel to capacity building programs	Skill enhancement of PSU personnel			300	300	300
