



*Preliminary Draft for Internal  
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Confidential Document  
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March 10, 2011*



Release 1.0

**RESULTS-FRAMEWORK DOCUMENT**

**ATF MANUAL**

Performance Management Division  
Cabinet Secretariat, Government of India

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## Abbreviations

ATF	Ad hoc Task Force
CCC	Citizen & Client Charter
GRM	Grievance Redress Mechanism
HPC	High Power Committee
PMD	Performance Management Division
PMES	Performance Monitoring and Evaluation System
RFD	Results-Framework Document
RP	Resource Person
SP	Strategic Plan

# 1 Introduction and Background

## 1.1 Background

The Prime Minister of India, approved a “Performance Monitoring and Evaluation System (PMES) for Government Departments” vide PMO I.D. No. 1331721/PMO/2009-Pol dated 11.9.2009 as given in Annexure A. Under PMES, each department is required to prepare a Results-Framework Document (RFD). This policy is consistent with the recommendations of the Second Administrative Reforms Committee (ARC-II).

A RFD provides a more organized approach to work. It is the summary of the most important results that a department/ministry expects to achieve during the financial year. It is an instrument to improve the government performance.

This document has two main purposes:

- a) Move the focus of the department from process-orientation to results-orientation, and
- b) Provide an objective and fair basis to evaluate department’s overall performance at the end of the year.

## 1.2 Format of Results-Framework Document

A Results-Framework Document (RFD) is essentially a record of understanding between a Minister representing the people’s mandate, and the Secretary of a Department responsible for implementing this mandate. This document contains not only the agreed objectives, policies, programs and projects but also success indicators and targets to measure progress in implementing them.

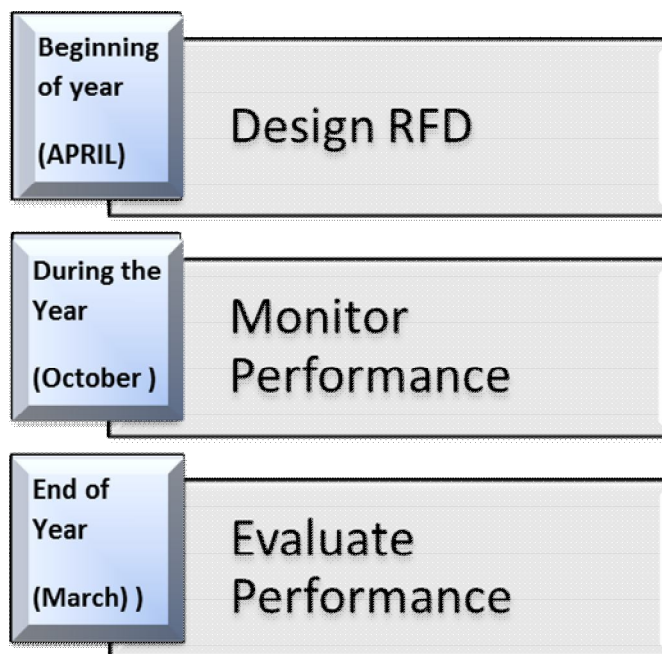
The RFD seeks to address three basic questions: (a) What are department’s main objectives for the year? (b) What actions are proposed to achieve these objectives? (c) How would someone know at the end of the year the degree of progress made in implementing these actions? That is, what are the relevant success indicators and their targets?

The RFD contains the following five sections:

Section 1	Ministry’s Vision, Mission, Objectives and Functions.
Section 2	Inter se priorities among key objectives, success indicators and targets.
Section 3	Trend values of the success indicators.
Section 4	Description and definition of success indicators and proposed measurement methodology.
Section 5	Specific performance requirements from other departments that are critical for delivering agreed results

### Performance Management Process

Performance Management Process is divided into three phases.



At the beginning of the financial year all ministries and departments are expected to prepare the draft RFD for the forthcoming year. This document is prepared based on the guidelines issued by the PMD as enclosed in Annexure B. The RFD document is submitted to the Performance Management Division, Cabinet Secretariat for scrutiny and finalization. To ensure uniformity, consistency and coordinated action across various Departments, the Cabinet Secretariat examines these drafts and provides feedback to the Ministries/Departments concerned.”

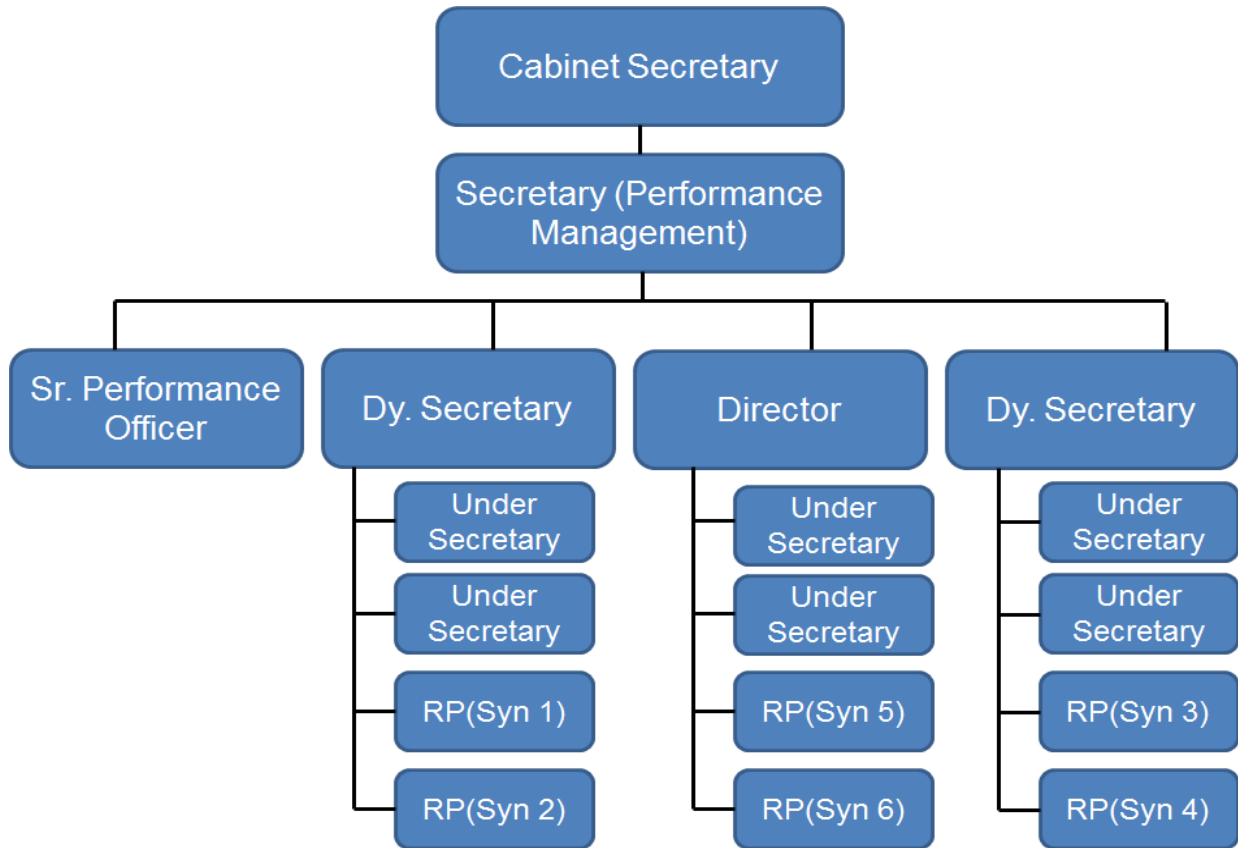
During the year the Performance of the ministry / department is reviewed by the Performance Management Division along with the ATF members. The review process is aimed at providing proactive support to the ministries / departments in achieving their goals and also flags the areas of concern for timely corrective actions.

At the end of the year the achievements are evaluated and a performance score of the ministry / department is calculated. The scores of all ministries / departments are consolidated to arrive at the ratings for the ministries and departments.

To ensure highest level of objective and professional scrutiny, Cabinet Secretariat is assisted by an independent group of experts called Ad hoc Task Force (ATF). ATF consists of distinguished academicians, domain experts and former Secretaries to Government of India, former Chief Executives of Central PSUs and retired Corporate Heads of the repute.

## Performance Management Division, Cabinet Secretariat

Performance Management Division, Cabinet Secretariat has the following organization structure.



## 2 Terms of Reference of ATF Members

ATF members provide an independent expert advice to the PMD, Cabinet Secretariat on the quality of the RFD and allied documents. The ATF members assist Cabinet Secretariat in monitoring mid-year performance of ministries and departments and participate in the final evaluation at the end of the year.

### 2.1 Activities to be performed by ATF Members

Activities to be performed by ATF members include:

Activity	Description	Deliverable
Review of quality of RFD	<p>The ministries and departments are required to prepare the RFD based on the RFD Guidelines as given in Annexure B. The draft RFDs are discussed with the ATF members for feedback and corrective action.</p> <p>The ATF members are required to critically analyze the RFD performance parameters (Success Indicators) and their target values prior to the meeting. The past trend values are reviewed to ensure that the current target values are proportionate to the past values. The weightages of the success indicators are analyzed to ensure that the success indicators are prioritized appropriately. All sections of RFD are reviewed for completeness and correctness.</p>	Minutes of the Review Meeting

Activity	Description	Deliverable
	<p>While evaluating RFDs the ATF members are required to refer to the Annual Reports and Outcome Budgets of the ministries and departments. The RFDs are validated with respect to the information provided in these documents.</p> <p>In addition to these the ATF members are expected to track the news items related to the respective ministries and departments for mapping the news items with the performance of the ministry / department.</p> <p>Relevant documents including RFD, Annual Reports, Outcome Budgets, background note of the Ministry are supplied by PMD, Cabinet Secretariat to the ATF members.</p>	
Review of Departmental strategy, citizen / client charter and other documents	The ATF members are also expected to support Performance Management Division in review and evaluation of Departmental Strategy and Citizen Charter.	Critique document
Conduct / Participate meetings	<p>The ATF organization chart is given in Section 3. The Convener is the Chairperson of each syndicate and is supported by the diverse set of ATF members. The Convener is expected to conduct the meeting in a structured and time bound manner.</p> <p>The ATF members are required to go through the RFDs and related documents prior to the meeting and utilize the meetings to clarify issues to facilitate finalize the RFDs</p>	Minutes of Meeting approved by Convener
Support in evaluation of the results	During mid-year and end of the year, the results are monitored and analyzed by the PMD with expert advice from ATF members. The final analysis is prepared for presentation to High Power Committee (HPC).	Feedback on the results

Activity	Description	Deliverable
Provide continuity to the Performance Management process	The ATF members are important stakeholders of the Performance Management process and provide the continuity to the overall process. They are repository of institutional knowledge related to the RFD system and provide guidance in the RFD process during transitions.	Suggestions and feedback
Knowledge and experience sharing	The ATF members often share their knowledge and experience of various government departments and their respective fields with the concerned ministry or department. Since ATF members are accomplished professionals from different fields the inputs and feedback are welcome by the ministries / departments.	Feedback on RFD and allied documents like SP and CCC
Mentoring the ministries / departments	Though not expected, departments often welcome advice and guidance on the management issues faced by them.	Workshops and feedback session

## 2.2 Code of conduct / Ethics for ATF Members

While performing the tasks assigned to ATF members they are required to follow these guidelines:

1. Act as a neutral body to oversee/review the RFD every year.
2. The ATF members will be required to declare their interest in the department to the Performance Management Division prior to the assignment to the particular syndicate.
3. Once appointed, the ATF members will not undertake activities that may be perceived as amounting to be a Conflict of Interest with the activities undertaken by them as ATF members.
4. The ATF members will be introduced to the ministries by PMD. PMD will write and inform the composition of the relevant syndicate to the concerned departments.
5. The ATF members will not share personal cards with the ministries.
6. The ATF members will be required to attend all the meetings scheduled for their syndicates, prepare and actively participate in the deliberations.
7. The ATF members are expected to reach for the meeting in time with the required documents
8. The ATF members are expected to be present for the entire duration of the meeting and participate in the deliberations.

9. The ATF members must inform their inability to attend the meeting to PMD well in advance so that substitute arrangements can be made.
10. The meetings can only be held at venues decided by PMD, prior to the meeting.

## 2.3 Sitting Fees and re-imburement of other expenses

Sitting fees is a token money offered to the ATF members for their invaluable contribution to the Performance Management Process.

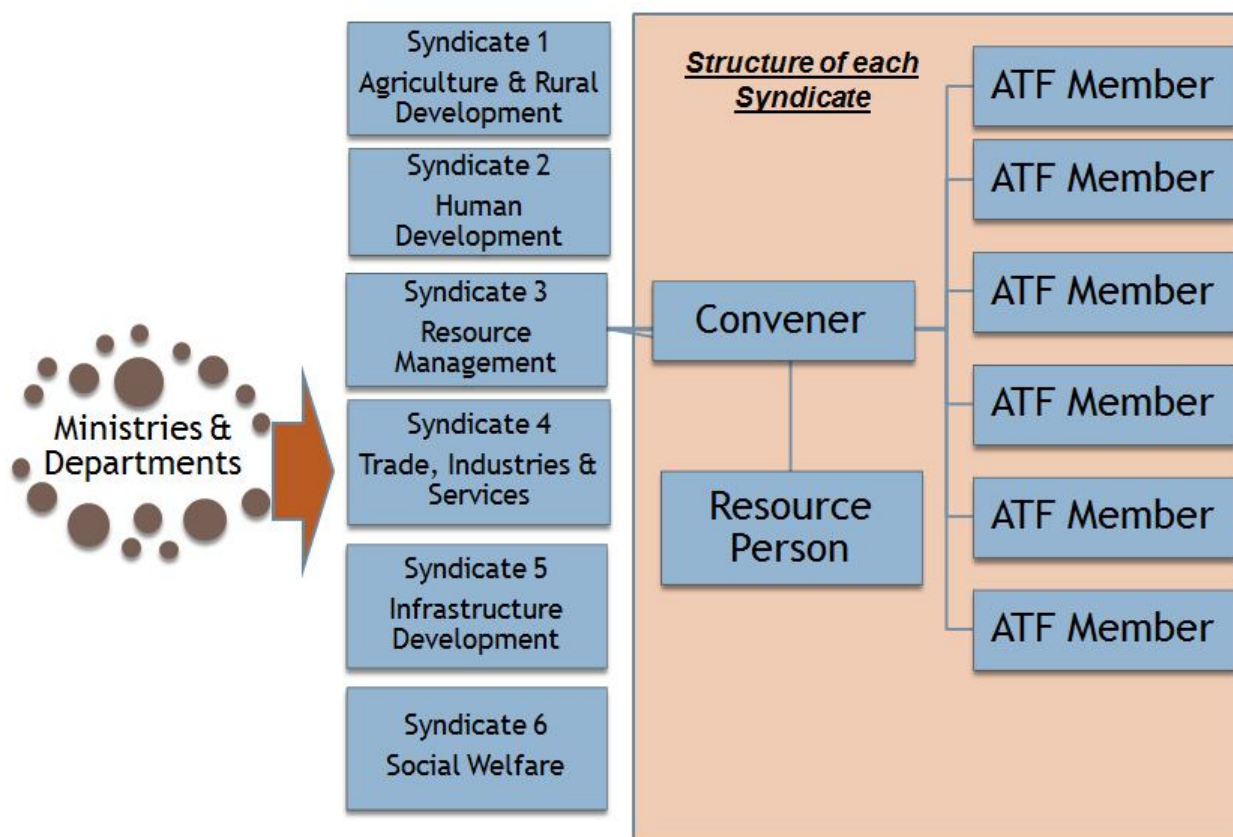
- ATF members are paid an honorarium of Rs. 3500/- per day as sitting fees for the days of the meeting.
- In addition to the above the ATF members are paid conveyance charges at the rate of Rs. 500/- per day for the duration of the meetings.
- Boarding & Lodging Charges upto Rs. 5000/- Per day ( Reimbursement of Hotel/ Guest House charge) to outstation ATF member. (Subject to Production of bills for actual expenditure incurred. )
- Air-fare economy class by Air India only for outstation ATF member.
- ATF members should not purchase their own tickets. PMD will issue E-ticket purchased through Balmer-Lawrie.
- For meetings spanning many days, usually the ATF members will be paid one to & fro air fare. In case of more than one to & fro journey for consecutive meetings spanning many days, prior approval of Secretary (Performance Management), Cabinet Secretariat shall be taken by ATF members.
- Prior permission from the Secretary, PMD will be required for leaving the station.

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### 3 ATF Organization & Structure

To ensure smooth functioning of the review process, the ATF members are assigned to a group of ministries / departments. The ministries and departments are grouped into syndicates based on a common theme. Each syndicate has almost equal number of ministries / departments. The ATF members are also grouped based on the syndicates. Each syndicate is headed by a Convener who is the Chairperson of that syndicate. The convener is supported by diverse group of ATF members. All the members are required to contribute in the process of setting up targets at the beginning of the year, undertake review of midterm performance and year end performance against RFD targets.

Each syndicate is also supported by a Resource Person, assigned by the Performance Management Division. The Resource Persons are professionals identified by the PMD to support the ATF members and PMD. The lists of activities to be undertaken by Resource Persons are given in various sections.



The ATF members are required to undertake several activities for effective conduct of the review meetings at different phases of the RFD cycle. The activities for these meetings are categorized as:

- Pre Meeting Activities
- During the Meeting Activities
- Post Meeting Activities

## 4 Pre Meeting

The pre meeting activities performed by ATF members will ensure that the meetings are conducted effectively. It is very important that all ATF members are well prepared for the meeting and have focused agenda during the meeting with the ministries and departments. The activities that are to be undertaken by ATF members before the meeting include:

Major Activity	Deliverable
Study all the sections of the RFD to highlight the issues to be discussed / clarified during the meeting.	Critique Document Annexure-C
Study the "Annual Reports" and "Outcome Budgets" to enable the ATF to determine success indicators for departmental objectives and to ascertain the justification of weightages	
PMD will provide electronic copies of the news to keep track of media inputs on various policies and programmes to critically analyze the contents of the RFD consistent with the strategy	
Update the contact information if there are any changes	Information about the changes
Confirm the participation for the ATF meeting. The absence from the meeting is not encouraged. However in case of emergency, ATF members should Inform the PMD and the Convener in advance.	Confirmation by phone or email
Check availability of all documents before the meeting. If some documents are missing please inform PMD.	

### 4.1 Checklist of activities before the meeting

Given below are the checklists of the activities to be undertaken by the three different stakeholders in the performance management exercise.

#### 1. Performance Management Division

- a. Identify and assign a Resource Person for each syndicate
- b. Prepare attendance sheet for the meetings and take pre-receipt of sitting fee
- c. Support ATF members on issues related to travel and other logistics
- d. Make available relevant documents to all the ATF members
- e. Schedule the meetings and fix convenient venues

#### 2. ATF Members

- i. All members of the ATF syndicate to report at the meeting venue at the time indicated.
- ii. Review and discuss the comments to be shared with departments during the ATF meetings.
- iii. Develop consensus on the issues to be raised during the meetings with ministries and departments.

### 3. Resource Persons

- i. Confirm participation of ATF members for the scheduled meetings
- ii. Prepare and distribute the background information / critique on the draft RFD to ATF Members.
- iii. Ensure availability of computer and LCD projector in meeting rooms.
- iv. Collect the presentations and ensure that the same is loaded on the system available in the meeting room.
- v. Collect the hard copies of the presentation from the ministry and circulate the same to all ATF members.
- vi. Version control all the documents and presentations submitted by the ministry representatives.
- vii. Resource Persons (RPs) should prepare an updated contact list for ATF members and ensure that the data has emails, phone and postal address.
- viii. RPs must ensure nameplates are placed before each meeting.
- ix. List of ATF Members attending the meeting to be sent to the coordinators prior to the meeting.
- x. Ensure availability in good time of all background material such as Annual Report, Outcome Budget, Reports on periodic evaluation of programmes, the finalized Strategic Plan of the ministry / department and reports of the Parliament Standing Committee,

## 5 During Meeting

The ATF meetings for review of the RFD and performance have a fixed schedule and agenda. The ATF members under the chairmanship of the Convener have to conduct these meetings to ensure that relevant issues are raised, discussed and resolved to the satisfaction of all stakeholders within the allotted time for the meeting. The activities to be undertaken by the ATF members during the meeting include:

Activity	Deliverable
Initiate the meeting – The Convener starts the meeting by introducing all the ATF members and sets the expectations for all stakeholders. The ministry / department will give their introductions	Meeting agenda
Request departments to make a brief presentation of not more than 20 minutes on the highlights of the RFD. Departments should be told to assume that the RFD has been read.	
The convener is required to coordinate with all ATF members to collect the feedback / comments on the RFD and discuss the clarifications and modifications with the Ministry / department	List of issues to be raised with the Ministries / Departments
ATF members have to discuss all the sections of the RFD. The ATF members must make sure that sufficient time is allocated to the discussion on section 2 as that is the most important section of the RFD.	
Record draft minutes	Minutes of meeting – Annexure E

### 5.1 Checklist of Activities during the meeting

#### 1. Performance Management Division

- a. Logistic arrangements for the meetings.
- b. Receive the Secretaries / Senior Officials from the ministries / departments.
- c. Provide Technical support during review and discussion.
- d. Support ATF members, RPs and ministries / departments for any issues and clarifications.

#### 2. ATF Members

- a. All members of the ATF Team to please report at the meeting venue at the time indicated in Annexure G – Schedule of the meeting.
- b. Ensure effective conduct of the meeting.

There are many ways of conducting effective meetings. However, we found that some syndicates have used the following procedure quite effectively.

- a. Convener starts by explaining the structure of the session.
- b. The Convener then asks ATF members and departmental representatives to introduce themselves briefly
- c. Review and discuss observations made by ATF members and Resource Person.

A suggested structure for conducting meeting is given in Annexure I.

### **3. Resource Persons**

- a. Ensure that the attendance sheet is signed by all ATF members as given in Annexure D.
- b. Record minutes of meetings with inputs from the departmental representative (if required). While recording the minutes with the help of the departmental representative, ensure that all modifications and deletions are tracked.
- c. Record and communicate general observations and feedback received from the ATF members.
- d. Keep track of the time to ensure that the meeting completes as per the time schedule.
- e. Collect soft copy of the presentation.

## **5.2 Checklist of queries during the review process**

Given below is the checklist of queries for the ATF members during the review process:

- Vision should indicate an end point and not just the process.
- Ideally, RFD should consist of success indicators for the objectives. Hence, RFD can be a very brief and succinct document.
- Check whether the section on mandatory indicators has all the items with appropriate weights.
- Start by asking how departments can measure their objectives directly. If they cannot, then they should develop indicators in the future. This itself could be a result included in the RFDs.
- Departments should include stakeholder feedback in some form
- For those departments which have public enterprises under them, while some weight can be given to profit, the focus should on department's contribution to generating it. For example, do they do benchmarking of PSUs under them with other government departments, PSUs, organizations in the world?
- Survey of ATF meetings have suggested that a RFD can be considered "good quality" if it contains the following characteristics:
  - Stakeholder feedback in one form or another.
  - Client satisfaction in one form or another.
  - Accountability for the purpose for which the department was created. That is, it contains success indicators for outcomes and not just processes.
  - Measures to improve internal efficiency of the department including focus on cost reduction.
  - Third-party evaluation of departmental programs commissioned by the department itself.

- Cannot have too many demands in Section 5 of RFD. It should contain only the most problematic areas of interaction with other departments and not areas that are merely connected to a department's operations.
- It may be a good idea to ask departments about the consistency of RFD with Strategy and Client charter
- Check whether the RFD conforms to the given format
- Check whether all mandatory items are included
- Ensure that the marks assigned total up to 100 including mandatory indicators
- Verify whether the figures in Section 2 and Section 3 tally.
- Check whether selection of Objectives and choice of Action Points conform to the priorities given in the strategic plan.
- Check whether the 12<sup>th</sup> Plan initiatives, relevant to the department have been duly covered.

## 6 Post Meeting

After the meeting is conducted and minutes are finalized following activities are performed by the ATF members with the assistance from PMD/ RPs for the closure of the review process. The activities to be undertaken by the ATF members after the meeting include:

Activity	Deliverable
After the meeting is conducted the minutes are finalized and signed by the convener within a day.	Signed and approved Minutes of meeting – Annexure E
After the finalization, release the minutes to all concerned and monitor if all activities have been completed.	Minutes to all concerned – E Monitoring Chart –Annexure F
After sending the final minutes, the PMD has to follow up with the ministry for modifications in the RFD	Modified RFD
All unresolved disagreements between the ATF members and the ministry are discussed and final decisions are taken by High Power Committee (HPC)	Final decision by HPC
Based on the final decision an agreement is reached on the final version of the RFD	Final RFD

### 6.1 Checklist of activities after the meeting

#### 1. Performance Management Division

- a. Send the finalized minutes to the ministries and departments.
- b. Ensure that the RFD is updated on the RFMS and ministry's website.
- c. Process and pay the sitting fees for ATF members within a fortnight of the last meeting of the series.
- d. Verify that revised and final RFD is uploaded on the website

#### 2. ATF Members

- a. Finalize and approve minutes of meeting
- b. Convener to indicate to the ministry representative, what changes are expected in the RFD
- c. Provide feedback to the PMD on any other observations related to the performance management Process.

#### 3. Resource Persons

- a. Discuss and finalize the minutes with the Convener / Chairperson and prepare final minutes signed by the Convener Chairperson.
- b. Submit the soft and hard copy of the minutes to person-In-charge in PMD.
- c. Communicate any discrepancy observed to the Convener in writing.

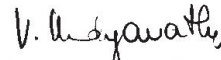
- d. Common approaches and best practices discussed during the meeting are recorded and communicated to the PMD team.
- e. Record and communicate general observations and feedback received from the ATF members to Secretary, Performance Management.

**Annexure - A - Prime Minister's Order****PRIME MINISTER'S OFFICE**

South Block, New Delhi - 110101.

Reference is invited to Cabinet Secretary's letter No.P-11011/12/2009-PM, dated 25.8.2009 regarding performance management.

2. The undersigned is directed enclose a copy of 'Outline of Performance Monitoring and Evaluation System for Government Departments' and the proposed Time Table for the Results Framework Exercise approved by the Prime Minister, for appropriate action.

  
**(V. Vidyavathi)**  
**Director**  
T.No. 2301 8485

~~Cabinet Secretary~~

PMO I.D.No. 1331721/PMO/2009-Pol

Dated 11.9.2009

OUTLINE OF PERFORMANCE MONITORING AND EVALUATION SYSTEM FOR  
GOVERNMENT DEPARTMENTS – As proposed now (Version 2)

**A. BEGINNING OF THE YEAR**

- At the beginning of each financial year, *with the approval of the Minister concerned*, each Department will prepare a Results-Framework (RF) document consisting of the priorities set out by the Ministry concerned, *agenda as spelt out in the manifesto if any, President's Address, announcements/agenda as spelt out by the Government from time to time*. The Minister incharge will decide the inter-se priority among the departmental objectives.
- To achieve results commensurate with the priorities listed in the Results-Framework document, the Minister incharge will approve the proposed activities and schemes for the Ministry/Department. The Ministers incharge will also approve the corresponding success indicators (Key Result Areas – KRAs or Key Performance Indicators – KPIs) and time bound targets to measure progress in achieving these objectives. *Cabinet Secretariat will lay down broad guidelines for the format of the RF document and the methodology for evaluation, keeping in mind the variation in the tasks performed by various Ministries/Departments.*
- Based on the proposed budgetary allocations for the year in question, the drafts of RFs will be completed by 5<sup>th</sup> of March every year. To ensure uniformity, consistency and coordinated action across various Departments, the Cabinet Secretariat will review these drafts and provide feedback to the *Ministries/Departments concerned*. This process will be completed by March 31 of each year.
- The final versions of all RFs will be put up on the websites of the respective Ministries by the 15<sup>th</sup> of April each year.
- The Results Framework of each Department/Ministry will be submitted to the Cabinet Secretariat, by the 15<sup>th</sup> of April each year. It will take into account budget provisions and in particular the Outcome Budget. The Results Framework will be drawn up in such manner that quarterly monitoring becomes possible. Quarterly reports will be submitted to the Cabinet Secretariat.

## **B. DURING THE YEAR**

- After six months, the Results Framework as well as the achievements of each Ministry/Department against the performance goals laid down, will be reviewed by a Committee on Government Performance consisting of the Cabinet Secretary, Finance Secretary, Expenditure Secretary, Secretary (Planning Commission), Secretary (Performance Management) and the Secretary of the Department concerned. At this stage, the Results Framework may have to be reviewed and the goals reset, taking into account the priorities at that point of time. This will enable to factor in unforeseen circumstances such as drought conditions, natural calamities or epidemics. The report of the Committee on Government performance may be submitted to the PM, through the concerned Minister, for further action as deemed necessary.

## **C. END OF THE YEAR**

- At the end of the year, all Ministries/Departments will review and prepare a report listing the achievements of their Ministry/Department against the agreed results in the prescribed format. This report will be expected to be finalized by the *1<sup>st</sup> of May* each year.
- After scrutiny by the Cabinet Secretariat, these results will be placed before the Cabinet for information by the *1<sup>st</sup> of June* each year.

## **PROPOSED TIME TABLE FOR THE RESULTS FRAMEWORK EXERCISE**

### **BEGINNING OF EACH YEAR**

- March 5 – Prepare final draft of Results-Framework (RF) document
- March 31 – Finalise Results – Framework document
- April 15 – Place Results – Framework document on departmental websites

### **DURING THE YEAR**

- October 15 – Prepare mid year progress report and place it before the Committee on Government Performance
- November 1 – Place the progress report on the website of the Ministry/Department*

### **END OF THE YEAR**

- May 1 – Prepare year-end evaluation report on progress during the year
- June 1 – Place the Evaluation Results before the Cabinet.
- June 1 – Place the Evaluation Results on the website of the Ministry/Department

## **Annexure - B - Guidelines for RFD**

## Annexure - C - Critique Document

### SYNDICATE – X

### Ministry of < >

### Critique Document on the RFD (Previous Year) & RFD (Current Year)

Section	Sub Section	Previous Year	Current Year	General Remarks, if any	
1	Vision				
	Mission				
	Objectives				
	Functions				
2	Weights				
	Success Indicators				
3	Trend Values				
4.	Description				

	& Definitions			
5.	Specific Performance Requirements from other department			

**Comparison between RFMS & hard copy**

Ministry / Department	Comparison	Comment
	RFMS :	
	Hard Copy:	

**Annexure - D - Attendance Sheet****List of Participants for ATF Meeting on**

<b>Morning</b>			
1		1 2 3 4	
2			
3			
4			
<b>Afternoon</b>			
5		1 2 3 4	
6			
7			
8			

## **Annexure - E - Minutes of Meeting**

SYNDICATE - <NO.>

MINISTRY NAME

Minutes of the Ad-Hoc Task Force (ATF) meeting to discuss the Results Framework Document (RFD) for 2010 – 2011

Date:

Time:

ANNEXURE

Please attach the attendance Sheet

Signature of the Convener



Syndicate Number	Syndicate Name	Department / Ministry Included	Meeting Held on	PowerPoint Received	Meeting Attended by	Minutes Finalized on	Minutes Sent on	Revised RFD Received on	Revised RFD Sent to ATF on	Comments of ATF Received on	RFD ready for HPC

## Annexure - G - Schedule of ATF Meetings in MARCH 2011

### Schedule of Meeting

For

Results Framework Documents (RFD)

for the year 2011-12

Venue: Indian Institute of Foreign Trade (IIFT)

Institutional Area, Katwaria Sarai, New Delhi-110016

DATE	TIME	Department / Ministry	Syndicate
15 <sup>th</sup> March, 2011 (Tuesday)	2:00 PM – 4:30 PM	D/Agriculture & Cooperation	1
		D/Health & Family Welfare	2
		D/Chemicals & Petro-Chemicals	3
		D/Commerce	4
		M/O Civil Aviations	5
		D/Consumer Affairs	6
16 <sup>th</sup> March, 2011 (Wednesday)	2:00 PM – 4:30 PM	D/Agricultural Research & Education	1
		D/AYUSH	2
		D/Fertilizers	3
		M/O Textiles	4
		D/Telecommunications	5
		M/O Housing & Urban Poverty Alleviation	6
17 <sup>th</sup> March, 2011 (Thursday)	2:00 PM – 4:30 PM	D/Animal Husbandry, Dairying & Fisheries	1
		D/Health Research	2
		D/Pharmaceuticals	3
		D/Industrial Policy & Promotion	4
		D/Posts	5

<b>DATE</b>	<b>TIME</b>	<b>Department / Ministry</b>	<b>Syndicate</b>
		M/O Labour & Employment	6
<b>18<sup>th</sup> March, 2011 (Friday)</b>	2:00 PM – 4:30 PM	M/O Food Processing Industries	1
		D/o AIDS Control	2
		M/O Coal	3
		M/O Corporate Affairs	4
		D/Information Technology	5
		M/O Minority Affairs	6
<b>21<sup>st</sup> March, 2011 (Monday)</b>	2:00 PM – 4:30 PM	D/Rural Development	1
		D/School Education & Literacy	2
		M/O Mines	3
		D/Heavy Industries	4
		M/O Dev. of North Eastern Region	5
		M/O Overseas Indians Affairs	6
	2:00 PM – 4:30 PM	M/O Panchayati Raj	1
		D/Higher Education	2
		M/O New & Renewable Energy	3
		D/Public Enterprises	4
		D/Road Transport & Highways	5
		M/O Social Justice & Empowerment	6
<b>22<sup>nd</sup> March, 2011 (Tuesday)</b>	2:00 PM – 4:30 PM	M/O Environment & Forests	1
		M/O Women & Child Development	2
		M/O Petroleum & Natural Gas	3
		M/O Micro, Small & Medium Enterprises	4
		D/Shipping	5
		M/O Tribal Affairs	6
<b>24<sup>th</sup> March, 2011</b>	2:00 PM – 4:30 PM	D/Land Resources	1
		D/O Sports	2

<b>DATE</b>	<b>TIME</b>	<b>Department / Ministry</b>	<b>Syndicate</b>
<b>(Thursday)</b>		M/O Power	3
		M/O Tourism	4
		D/Science & Technology	5
		M/O Urban Development	6
<b>25<sup>th</sup> March, 2011</b> <b>(Friday)</b>	2:00 PM – 4:30 PM	D/Drinking Water Supply	1
		D/O Youth Affairs	2
		M/O Steel	3
		M/O Culture	4
		D/Scientific & Industrial Research	5
		D/O Administrative Reforms and Public Grievances	6
<b>28<sup>th</sup> March, 2011</b> <b>(Monday)</b>	2:00 PM – 4:30 PM	M/O Earth Sciences	1
		M/O Statistics & Programme Implementation	2
		M/O Water Resources	3
		M/O Information & Broadcasting	4
		D/Bio-Technology	5
		D/O Pension & Pensioners Welfare	6
<b>29<sup>th</sup> March, 2011</b> <b>(Tuesday)</b>	2:00 PM – 4:30 PM	D/O Food & Public Distribution	6
		D/O Personnel and Training	4

## **Annexure - H - Suggested structure for the meeting**

The Convener starts by explaining the structure of the session.

- |   |          |
|---|----------|
| i. Introduction of the ATF members            | 5 mins   |
| ii. Presentation by the ministry / department | 20 mins  |
| iii. RFD Review                               | 90 mins  |
| iv. Finalization of the minutes               | 30 mins. |

## Annexure - I – New Department's Schedule of meeting

Schedule of Meetings for

### RESULTS FRAMEWORK DOCUMENTS (RFD) 2011-2012

**Venue:** Indian Institute of Foreign Trade (IIFT)

Institutional Area, Katwaria Sarai, New Delhi – 110016







DATE	TIME	DEPARTMENT / MINISTRY	SYNDICATE
04-07-2011 (Monday)	10:30 – 01:00 PM	D/o Justice	2
	02:00 – 04:30 PM	D/o Disinvestment	3
		D/o Defence Production	4
		D/o Telecom	5
		D/o Ex-servicemen Welfare	6
05-07-2011 (Tuesday)	02:00 – 04:30 PM	D/o Legal Affairs	2
		D/o Defence Research & Development	4
		M/o Railways	5
06-07-2011 (Wednesday)	10:30 – 01:00 PM	D/o Legislative	2
	02:00 – 04:30 PM	D/o Official Languages	1
		D/o Space	5
		*Cabinet Secretariat	Only

		*Planning Commission	Conveners
* Date and Time will be fixed later on			

**Lunch Invitation:**






We will be delighted if the departmental teams could join members of the ATF and our colleagues from the Cabinet Secretariat for lunch.

### Annexure - J – Contact Details – PMD Officials

PMD Officials				
Sr. No.		Name	Designation	Contact No. / Email ID
1.		<b>Dr. Prajapati Trivedi</b>	Secretary	Tel: 24675762, 24675526 e-Mail: prajapati.trivedi@nic.in
2.		<b>Shri Sanjai Singh</b>	Director	M. 9810904114 Tel: 23741165 e-Mail: sanjai.singh@nic.in
3.		<b>Shri S. B. Mandal</b>	Deputy Secretary	M. 9811713298 Tel: 23741164 e-Mail: sb.mondal@nic.in
4.		<b>Shri R. L. Raichandani</b>	Deputy Secretary	M. 9818143285 Tel: 23741161 e-Mail: rl.raichandani@nic.in
5.		<b>Shri M. P. Fulzele</b>	Senior Performance Officer	M. 9818087042 Tel: 23741170 e-Mail: mp.fulzele@nic.in
6.		<b>Shri Rakesh Sharma</b>	Under Secretary	M. 9868221709 Tel: 23741163 rakesh.sharma67@nic.in

7.		<b>Shri Ghanshyam Kumar</b>	Under Secretary	M. 9868653892 Tel: 23741162 e-Mail: ghanshyam.k@nic.in
8.		<b>Shri G. S. Panwar</b>	Under Secretary	Tel: 23741162 e-Mail: gs.panwar@nic.in
9.		<b>Shri Jai Pal</b>	Under Secretary	M. 9582053922 Tel: 23741166 e-Mail: jaipal.cabsec@nic.in
10.		<b>Shri Naresh Kumar</b>	Under Secretary	M. 9968261995 Tel: 23741166 e-Mail: naresh2067@yahoo.com
11.		<b>Shri Ajay Priyadarshy</b>	Section Officer	M. 9810627030 Tel: 23741163 e-Mail: priyadarshi28@yahoo.in
12.		<b>Shri Narayanan</b>	Assistant	M. 8800878909 Tel: 23741167 e-Mail: nar15srk@rediffmail.com

## Annexure - K – Contact Details – ATF Members

Syndicate - 1 (AGRICULTURE & RURAL DEVELOPMENT)					
Sr. No.	Photograph	Name	Service / Cadre	Correspondence Address	Contact No. / Email ID
1.		<b>Shri JNL Srivastava (Convener)</b>	IAS - 66 (Punjab) Ex-Secretary to GOI, Ministry of Agriculture	Kothi No. 316, Sector 17 A, Gurgaon, Haryana - 122001	M. 9868217711 Tel. 0124-2348182 e-Mail: jnlsrivastava@yahoo.com
2.		<b>Shri Vishwanath Anand</b>	IAS - 65 (UK) Ex-Secretary to GOI, Ministry of Environment and Forests	B-312, New Friends Colony, New Delhi 110026	M. 9810704605 e-Mail: vanand312@gmail.com
3.		<b>Shri R. C. Jain</b>	Consultant Adviser Business Strategy	5305, DLF City, Phase 4, Gurgaon, Haryana - 122009	M. 9818295305 e-Mail: rcj2212@gmail.com
4.		<b>Dr. M. Mahadevappa</b>	Agriculture Expert, Former Vice Chancellor, AGRIS University, Chairman ASRB, ICAR New Delhi	Director, JSSDRF, Mysore, Karnataka - 570004	M. 09448360991 e-Mail: mahadevric@yahoo.com
5.		<b>Shri K. Rajendran Nair</b>	IAS - 67 (Punjab) Ex-Secretary to GOI	A-102, Swami Dayanand Apartments, Plot No. 5, Sector - 6, Dwarka, New Delhi - 110075	M. 9810044321 Tel: 26895400 e-Mail: krnair_2007@yahoo.co.in





6.		<b>Professor Vijay Paul Sharma</b>	IIM Ahmedabad	Indian Institute of Management, Vastrapur, Ahmedabad - 380015	Tel: 079-66324819 e-Mail: vijays@iimahd.ernet.in
7.		<b>Smt. Radha Singh</b>	IAS - 69 (BH) Ex-Secretary to GOI, Ministry of Agriculture	C-II / 32, Tilak Lane, New Delhi - 110001	M. 9810619414 e-Mail: radhasinghias@yahoo.co.in
8.		<b>Smt. Charusheela Sohoni</b>	IAS - 71 (Maharashtra) Ex-Secretary to GOI, Department of Animal Husbandry Dairying and Fisheries	J-11, 3rd Floor, Saket, New Delhi - 110017	M. 9968277340 Tel: 29553107 e-Mail: madhyaratri@yahoo.co.in
9.		<b>Professor H. Hemantha Rao</b>	Director, Centre for Poverty and Rural Development	Professor Director, CPSRD, ASCI, Hyderabad	M. 09440418564 e-Mail: hemnath@asci.org.in, hemnathrao@gmail.com
10.		<b>Shri D. P. Tripathi</b>	IRTS - 65 Ex-Secretary to GOI, Ministry of Railways, Ministry of Food Processing Industries	Flat No. 39, Aradhna Enclave, R. K. Puram, Sector - 13, New Delhi - 110066	M. 9811514780 Tel: 26880660 e-Mail: dptripathi@hotmail.com
11.		<b>Smt. P. N. Vasanti</b>	Director, CMS Centre for Media Studies, New Delhi	CMS, Research House, Saket, Community Center, New Delhi - 110017	M. 9899979170 e-Mail: pnvasanti@cmsindia.org







12.		<b>Professor M. P. Vithal</b>	IIPM Bangalore	Indian Institute of Planatation Management, Jnanna Bharathi Campus, Malathalli Post Office, Bangalore - 560056	M. 9449856432 Tel: 080-23211716 e-Mail: mpvithal@vsnl.net, mprvithal@iipmb.edu.in
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<b>Syndicate - 2 (HUMAN DEVELOPMENT)</b>					
<b>Sr. No.</b>	<b>Photograph</b>	<b>Name</b>	<b>Service / Cadre</b>	<b>Correspondence Address</b>	<b>Contact No. / Email ID</b>
1.		Shri Arvind Varma (Convener)	IAS - 63 (Uttar Pradesh) Ex-Secretary to GOI, Department of Personnel and Training	K-67 A, Hauz Khas Enclave, new Delhi 110016	M. 9810079088 Tel: 26859476 e-Mail: varmaarvind@hotmail.com
2.		Shri B. S. Baswan	IAS - 67 (Chattisgarh) Ex-Secretary to GOI, Ministry of Tribal Affairs, Ministry of Social Justice and Empowerment, Education	E-12 /1, Vasant Vihar, New Delhi - 110057	M. 9810148487 e-Mail: bsbaswan@yahoo.com
3.		Shri A. K. Shiva Kumar	Professor, Indian School of Business / UNICEF	211 - Golf Apartments, Sujan Singh Park, New Delhi - 110003	M. 9899453222 Tel: 24606117 e-Mail: forshiv@yahoo.com, akshivakumar@gmail.com
4.		Shri K. M. Lal	IAS - 64 (WB) Ex-Chairman SSC	706 A, Sector 23, Gurgaon, Haryana	M. 9811200818 e-Mail: lalandlal@hotmail.com
5.		Smt. Arun Kumar Mago	IAS - 67 (MS) Ex-Chief Secretary, Government of Maharashtra	E - 7, Nizamuddin West, New Delhi - 110003	M. 981088098 Tel: 24354747 e-Mail: arunkmago@hotmail.com

6.		Professor Asha Kapur Mehta	Professor, IIPA	IIPA, Indraprastha Estate, Ring Road, New Delhi - 110002	M. 9810150852 e-Mail: aasha2006@gmail.com
7.		Shri S. B. Mishra	IAS - 65 (Orrisa) Ex-Chief Secretary, Government of Orrisa	64 - Forest Park, Bhubaneswar - 751009	M. 09437230712 Tel: 0674-2596473 e-Mail: sudhansu41@hotmail.com
8.		Shri B. K. Misra	IAS - 67 (Assam) Ex-Secretary to GOI,	A - 608, Anand Lok, Housing Society, Mayur Vihar, Phase - I, New Delhi - 110091	M. 9810272466 Tel: 22750168 e-Mail: biramisra@hotmail.com
9.		Professor G. Ramesh	Associate Professor, IIM Bangalore	Associate Professor, IIM, Bangalore, Bannerghatta Road, Bangalore - 76	M. 9742221338 e-Mail: rameshg@iimbb.ernet.in
10.		Dr. Shubnum Singh	Senior Consultant, MAX Healthcare Institute	Director, MAX Health Care Institute, MAX House, Okhla, New Delhi - 110020	M. 9810259949 Tel: 41612123 ext. 2302 e-Mail: ssingh@maxhealthcare.com
11.		Shri S. C. Tripathi	IAS - 68 (UP) Ex-Secretary to GOI, Ministry of Petroleum and Natural Gas, School Education, Higher Education	No. 27, Sector 15 A, Noida UP - 201301	







<b>Syndicate - 3 (RESOURCE MANAGEMENT)</b>					
<b>Sr. No.</b>	<b>Photograph</b>	<b>Name</b>	<b>Service / Cadre</b>	<b>Correspondence Address</b>	<b>Contact No. / Email ID</b>
1.		Shri K. Padmanabhaia (Convener)	IAS - 61 (MS) Ex-Secretary to GOI, Ministry of Home Affairs	8-2-684/1/14, Road No. - 12, Banjara Hills, Hyderabad - 500034	M. 9810296692 e-Mail: padam_k@yahoo.com
2.		Shri P. S. Bami	Public Sector Ex-Chairman, NTPC	E-7/18, Vasant Vihar, New Delhi - 110057	M. 9810338737 Tel: 26147048 e-Mail: psbami@gmail.com
3.		Shri Ashok Chandra	IAS - 59 (UP) Ex-Secretary to GOI, Department of Heavy Industries, Ministry of Petroleum and Natural Gas, Ministry of Food Processing Industries	118, Narmada Apartments, Alaknanda, Kalkaji, New Delhi - 110019	M. 9811788442 Tel: 26236417 e-Mail: chairman@dpsfamily.org
4.		Shri Divakar Dev	IAS - 67 (UP) Ex-Chairman, Rural Electrification Corporation	54, Rajpur Road Enclave, Opp. IT Park, Dhoran Khas, Dehradun - 2207001	M. 9837059520, 09711867406 e-Mail: divakardev@yahoo.com
5.		Shri Arun Kumar	IAS - 65 (MP) Ex-Chief Secretary to Government of Maharashtra, Ex-Vice Chairperson Planning Board, Ex-Chairman Administrative	E-202, Som Vihar, R. K. Puram, New Delhi - 110022	M. 9871971944 Tel: 26176795 e-Mail: arunkumar06@hotmail.com

			Reforms Commission		
6.		Shri Arun Kumar	IAS - 65 (Kerala) Ex-Chairman, NPPA	B-603, Stellar Kings Court, F-32, Sector - 50, Noida, UP	M. 9868113376 Tel: 0120-2480433 e-Mail: arungolfer@yahoo.co.in
7.		Shri Brijesh Kumar	IAS - 68 (UP) Ex-Addl. Chief Secretary to Government of Uttar Pradesh	A-21, Kachnar Estate, Gama - I, Greater Noida, G. B. Nagar, U.P.	M. 9810532929 Tel: 0120-2561490 e-Mail: brijeshkum@gmail.com
8.		Shri R. K. Mishra	Director, IPE, Hyderabad	Institute of Public Enterprises, Osmania University Campus, Hyderabad - 500007, A.P.	M. 9849253521 Tel: 040-27098938/937/060 e-Mail: rkmishra_99-1999@yahoo.com, ramkumarmishra@gmail.com
9.		Smt. B. B. Tandon	IAS - 65 (HP) Ex-Chief Election Commissioner	J-238, 1st Floor, Saket, New Delhi - 110017	M. 9868132602 Tel: 29555657 e-Mail: tandonbb@yahoo.co.in





<b>Syndicate - 4 (TRADE, INDUSTRY &amp; SERVICES)</b>					
<b>Sr. No.</b>	<b>Photograph</b>	<b>Name</b>	<b>Service / Cadre</b>	<b>Correspondence Address</b>	<b>Contact No. / Email ID</b>
1.		Shri S. Sathyam (Convener)	IAS - 61 (MP) Ex-Secretary to GOI, Ministry of Textiles	Flat No. A-240, Telecom City, B-9/6, Sector - 62, Noida , U.P.	M. 9871278738 Tel: 95120-2403677 e-Mail: srsathyam@yahoo.com
2.		Shri D. P. Bagchi	IAS - 65 (Orissa) Ex-Secretary to GOI, Small Scale Industries	Y-165, Regency Part - II, DLF City IV, Gurgaon, Haryana	M. 9818264645 Tel: 95124-5040876 e-Mail: dpbagchi@gmailcom
3.		Shri P. Abraham	IAS - 62 (Maharashtra) Ex-Secretary to GOI, Ministry of Power, MSEB	5-C, Girdhar Apptt. 28, Fesoshah Road, New Delhi - 110001	M. 09811255170 Tel: 011-26190707 e-Mail: abrahamprathipati@yahoo.com
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5.		Shri Dipak Chatterjee	IAS - 66 (WB) Ex-Secretary to GOI, Ambassador	A-001, Belvedra Tower, DLF, Phase - II, Gurgaon - 122002	M. 9899494420 Tel: 0124-2353000 e-Mail: dipak.chatterjee@gmail.com
6.		Smt. Rekha Jain	Professor, IIM, Ahmedabad	IIM, Vastrapur, Ahmedabad - 380015	M. 9825325750 e-Mail: rekha.jain@gmail.com

7.		Shri S. D. Kapoor	Public Sector Ex-CMD, MMTC	199, Sector 47, Gurgaon, Haryana - 122002	M. 9810149510 Tel: 6518060 e-Mail: sdk1946@gmail.com
8.		Shri Jagdish Khattar	IAS - 65 (UP) Ex-MD, Maruti Udyog Ltd., Present Chirman CII, NOIDA	E-16, Sector - 40, Noida, U.P. - 201301	Tel: 0120-2477788 email: jagfidh.khattar@carnation.in
9.		Shri Uddesh Kohli	Public Sector Ex-CMD, PFC	S-50, Greater Kailash - I, New Delhi - 110049	M. 98811273142 Tel: 29232905 e-Mail: ukkohli@yahoo.co.in
10.		Shri Anil Kumar	IAS - 65 (Rajasthan) Ex-Secretary to GOI, Ministry of Textiles	A-47, Freedom Fighters Enclave, Ned Sarai, New Delhi - 110068	M. 9810188477 Tel: 29532718 e-Mail: veena.anil@yahoo.co.in
11.		Shri N. P. Nawani	IAS - 64 (Manipur and Tripura) Ex-Secretary to GOI, Ministry of Information and Broadcasting	25-C, OCS Apartments, Mayur Vihar, Phase - I, Extn., Delhi - 110091	M. 9810221229 Tel: 011-22714423 e-Mail: npnawani@yahoo.co.in
12.		Smt. Asha Swarup	IAS - 73 (HP) Ex-Secretary to GOI, Ministry of Information and Broadcasting Ex-Chief Secretary to Government of HP	No. 3, Type - VII, Benmore, Shimla - 171002	M. 09816703400 Tel: 0177-2621526 e-Mail: ashaswarup@yahoo.com

<b>Syndicate - 5 (INFRASTRUCTURE DEVELOPMENT)</b>					
<b>Sr. No.</b>	<b>Photograph</b>	<b>Name</b>	<b>Service / Cadre</b>	<b>Correspondence Address</b>	<b>Contact No. / Email ID</b>
1.		Shri Vinod Vaish (Convener)	IAS - 66 (Chattisgarh) Ex-Secretary to GOI, Ministry of Telecom	A-127, 1st Floor, Neeti Bagh, New Delhi - 110049	M. 9868135656 e-Mail: vvaish@nic.in
2.		Shri A. S. Bansal	Public Sector, Ex-CMD, TCIL	C-1/347, Asiad Games Village Complex, New Delhi - 110049	M. 9811555339 Tel: 26997172 e-Mail: bansalas@gmail.com
3.		Shri A. K. Rastogi	IAS - 68 (TN) Ex-Secretary to GOI, Border Management, Ministry of Home Affairs	D/41, Oakwood Estate, DLF Phase - II, Gurgaon, Haryana - 122002	M. 9818370511 e-Mail: ashokakrastogi@yahoo.co.in
4.		Shri Pawan Chopra	IAS - 67 (Rajasthan) Ex-Secretary to GOI, Ministry of Information and Broadcasting	C-1/39, Pandara Park, New Delhi - 110003	M. 9999020074 Tel: 23385926 e-Mail: pchopra04@gmail.com
5.		Shri S. K. Dube	Professor, CAS IIT Delhi	CAS, IIT, Hauz Khas, New Delhi - 110016	M. 9871119384 Tel: 26591308 e-Mail: skdubeiit@gmail.com
6.		Shri Shyamal Ghosh	IAS - 65 (Gujrat) Ex-Secretary to GOI, Department of Information Technology	A-203, Nayantara, CBIPCCAS, Plot - 8B, Sector 7, Dwarka, New Delhi - 110075	M. 9868104242 e-Mail: sghoshusf@yahoo.com

7.		Dr. P. S. Goel	Scientist Ex-Secretary, Ministry of Earth Sciences, Chairman, Recruitment & Assessment Centre,DRDO	Chairman, RAC / DRDO, Lucknow Road, Timarpur, New Delhi	M. 9910049388 e-Mail: dr.psgoel@gmail.com
8		Shri N. P. Gupta	IAS - 72 (TN) Ex-Secretary to GOI, PWD, Director, TN Road Sector	B-24, Seema Apartments, Plot No. 7, Sector 11, Dwarka, New Delhi - 110075	M. 9810871653 e-Mail: enpeeg33@hotmail.com
9.		Shri Yogendra Narain	IAS - 65 (UP) Ex-Secretary General, Rajya Sabha, Ex-Defense Secy, Ex-Chief Secy Govt. of UP, Ex-Secy. Surface Transport, Ex-Chairman NHAI	House No. 7, Shivalik Houses, Sector 61, Noida, U.P. - 201301	M. 9810280479 e-Mail: yognarian@gmail.com
10.		Professor G. Raghuram	Professor, IIT Ahmedabad	IIM, Vastrapur, Ahmedabad - 380015	M. 9825304948 e-Mail: graghu@iimahd.ernet.in
11.		Professor Narayan Rangaraj	Professor, IIT Mumbai	IEVR, IIT Bombay, Mumbai - 400076	Tel: 022-25767882 e-Mail: narayan.rangaraj@iitb.ac.in
12.		Shri Moosa Raza	IAS - 60 (Gujrat) Ex-Secretary to GOI, Ministry of steel	15/6, Chari Street, N. Nagar, Chennai - 17	M. 9811994370, 9790905127 Tel: 044-28142339 e-Mail: moveindia@eth.net

Syndicate - 6 (Social Welfare)					
Sr. No.	Photograph	Name	Service / Cadre	Correspondence Address	Contact No. / Email ID
1.		Shri S. P. Jakhanwal (Convener)	IAS - 63 (Bihar) Ex-Secretary (Coord), Cabinet Secretariat	7/104, Eastend Aptment, Mayur Vihar - I, Delhi - 110096	M. 9818600281 Tel: 22171788 e-Mail: spj@amity.edu
2.		Shri K. T. Chacko	IAS - 73 (MP) Ex-Secretary to GOI, Director, Indian Institute of Foreign Trade	Director, IIFT, B-21, Outab Institutional Area, New Delhi - 110016	M. 9810511661 e-Mail: diroffice@iift.ac.in
3.		Smt. Asha Das	IAS - 64 (MP) Ex-Secretary to GOI, Ministry of Social Welfare and Justice	D-297, Ground Floor, Sarvodaya Enclave, New Delhi - 110017	M. 9810167777 e-Mail: das_asha@yahoo.com
4.		Professor V. Gopal	Professor IMT, Tiruchirappalli	Indian institute of Management , Tiruchirappalli, NIT Trichy Campus, Tiruchirappalli-620015, Tamil Nadu	M. 90923594902 E-Mail: vgopal100@gmail.com
5.		Shri K. Shankar Narayanan	IAS - 70 (MP) Ex-Secretary (Coord), Cabinet Secretariat	HIG 87, Bag Muguliya Extension, Bhopal - 462043	M. 09981542244 Tel: 0755-2480067 e-Mail: kshankarnarayanan@hotmail.com
6.		Shri Anil Nayar	Chairman and MD, Prerna Centre for Planning and	500 B, Beverly Park - I, DLF Phase - II, Gurgaon, Haryana -	M. 9810010927 e-Mail: anil.nayar@prernacentre.com

			Development (P) Ltd.	122002	
7.		Smt. Sarita Prasad	IAS - 69 (DH) Ex-Secretary to GOI, Ministry of Social Welfare and Justice	C-622, G. F., New Friends Colony, New Delhi - 110025	M. 9810885562 Tel: 26923132 e-Mail: sarita.prasad777@gmail.com
8.		Smt. Punam Sehgal	Professor IIM Lucknow	E-5 (GF), Panchshila Park, New Delhi - 110067	M. 9810360950 e-Mail: punam.sahgal@gmail.com
9.		Shri S. K. rao	Director General, ASCI	Director, Administrative Staff College of India, Hyderabad	Tel: 040-23310852 e-Mail: skrao@ascii.org.in
10.		Professor Biju Varkkey	Professor IIM, Ahmedabad	IIM, Vastrapur, Ahmedabad - 380015	Tel: 66324874 e-Mail: bvarkkey@iimahd.ernet.in

**Annexure - L – Contact Details – Resource Persons**

<b>Resource Persons</b>				
<b>Sr. No.</b>	<b>Photograph</b>	<b>Name</b>	<b>Syndicate</b>	<b>Contact No. / Email ID</b>
1.		<b>Shri Ghanshyam Kumar</b>	Syndicate 1 (Agriculture & Rural Development)	M. 9868653892 Tel: 23741162 e-Mail: ghanshyam.k@nic.in
2.		<b>Shri Rana Bharali</b>	Syndicate 2 (Human Development)	M. 9560336789 Tel: 23741190 e-Mail: rana.bharali@nic.in
3.		<b>Shri Sandeep Singh Chugh</b>	Syndicate 3 (Resource Management)	M. 9954486329 Tel: 23741184 e-Mail: sandeep.chugh@nic.in
4.		<b>Shri S.P.S. Solanki</b>	Syndicate 4 (Trade, Industry & Services)	M. 9650990343 Tel: 23741168 e-Mail: sps.solanki@nic.in
5.		<b>Ms. Madhumeeta Padhi</b>	Syndicate 5 (Infrastructure Development)	M. 9312669000 Tel: 23741168 e-Mail: madhumeeta.padhi@nic.in

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