

*Preliminary Draft:  
For Discussion Only  
(February 4, 2009)*

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**CHECKLIST FOR DRAFTING  
PERFORMANCE AGREEMENTS**

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## **CHECKLIST FOR DRAFTING PERFORMANCE AGREEMENTS**

Following checklist should be used to ensure that the Performance Agreement for your ministry/department is consistent with the *Guidelines for Drafting Performance Agreement*.

### **Vision / Mission**

1. Have you included a Vision statement in your Performance Agreement (PA)?
2. Is this Vision statement derived from a strategy for your ministry/department?
3. If not, have you involved all stakeholders in developing this Vision?
4. Does your Vision statement have the following features?
  - a. Easy to read and understand.
  - b. Compact and Crisp to leave something to people's imagination.
  - c. Gives the destination and not the road-map.
  - d. Is meaningful and not too open ended and far-fetched.
  - e. Excites people and makes them feel committed to the department's work.
  - f. Provides a motivating force, even in hard times.
  - g. Is perceived as achievable and at the same time is challenging and compelling, stretching us beyond what is comfortable.
5. Does your Mission Statement logically follow the Vision Statement?
6. Does your Mission statement makes the purpose of the ministry / department clear?

## **Objectives**

7. Are your objectives consistent with your Vision and Mission?
8. Are your objectives consistent with the relevant national objectives as stated in the 11th Five Year Plan and Annual Report ?
9. Have you assigned weights to reflect the relative *inter-se* priority of the objectives?
10. Do the weights assigned to all the objectives add up to 100?
11. Have you selected success indicators (performance criteria) to measure progress in achieving various objectives included in the Performance Agreement?
12. Are these success indicators consistent with the SMART and CREAM principles?<sup>1</sup>
13. Do you have more than one success indicator for some of the objectives?
14. If so, have you assigned weights to reflect relative *inter-se* priorities among success indicators?
15. If so, do the weights assigned to all success indicators for one single objective add up to 100?
16. Have you assigned targets for all success indicators?
17. Do these targets contain an element of stretch and ambition?
18. Are these targets achievable?
19. Have you used relevant benchmarks to fix the level of targets?

## **Policies**

20. Have you identified the policies required to achieve various objectives?
21. Do some objectives have more than one policy associated with them?

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<sup>1</sup> SMART = Specific + Measurable + Achievable + Relevant + Time Bound

CREAM = Clear + Relevant + Economic + Adequate + Monitorable

- 22.If so, have you assigned weights to reflect the relative *inter-se* priority of multiple policies associated with a particular objective?
- 23.Do the weights assigned to all policies associated with a particular objective add up to 100?
- 24.Have you selected success indicators (performance criteria) to measure progress in implementing various policies included in the Performance Agreement?
- 25.Are these success indicators consistent with the SMART and CREAM principles?
- 26.Do you have more than one success indicator for some of the policies?
- 27.If so, have you assigned weights to reflect relative *inter-se* priorities among success indicators?
- 28.If so, do the weights assigned to all success indicators for one single policy add up to 100?
- 29.Have you assigned targets for all success indicators?
- 30.Do these targets contain an element of stretch and ambition?
- 31.Are these targets achievable?
- 32.Have you used relevant benchmarks to fix the level of targets?

## **Programs**

- 33.Have you identified the programs required to achieve various policy goals?
- 34.Do some policies have more than one program associated with them?
- 35.If so, have you assigned weights to reflect the relative *inter-se* priority of multiple programs associated with a particular policy?
- 36.Do the weights assigned to all programs associated with a particular policy add up to 100?
- 37.Have you selected success indicators (performance criteria) to measure progress in implementing various programs included in the Performance Agreement?
- 38.Are these success indicators consistent with the SMART and CREAM principles?
- 39.Do you have more than one success indicator for some of the programs ?

- 40.If so, have you assigned weights to reflect relative *inter-se* priorities among success indicators?
- 41.If so, do the weights assigned to all success indicators for one single program add up to 100?
- 42.Have you assigned targets for all success indicators?
- 43.Do these targets contain an element of stretch and ambition?
- 44.Are these targets achievable?
- 45.Have you used relevant benchmarks to fix the level of targets?

### **Projects / Schemes**

- 46.Have you identified the projects required to achieve various program goals?
- 47.Do some programs have more than one project associated with them?
- 48.If so, have you assigned weights to reflect the relative *inter-se* priority of multiple projects associated with a particular program?
- 49.Do the weights assigned to all projects associated with a particular program add up to 100?
- 50.Have you selected success indicators (performance criteria) to measure progress in implementing various programs included in the Performance Agreement?
- 51.have you included the following mandatory success indicators for various projects:
  - a. Targets for cost
  - b. Targets for on time performance
  - c. Targets for quality
  - d. Targets for physical completion
- 52.Are these success indicators sufficient to measure progress in project implementation?

53. If not, please add additional success indicators to capture all aspects of performance in implementing projects?
54. Are the additional success indicators consistent with the SMART and CREAM principles?
55. Since each project is bound to have multiple success indicators, have you assigned weights to reflect relative *inter-se* priorities among success indicators?
56. If so, do the weights assigned to all success indicators for one single program add up to 100?
57. Have you assigned targets for all success indicators?
58. Do these targets contain an element of stretch and ambition?
59. Are these targets achievable?
60. Have you used relevant benchmarks to fix the level of targets?

### **Resource Requirement**

59. Have you summarized the resource requirement to achieve the targets mentioned in the Performance Agreement?
60. Are these requirements consistent with the numbers you have given to Ministry of Finance and the Planning Commission?
61. Have you indicated consequences of shortfall in resources allocated to you?

### **Required Operational Autonomy**

62. Have you clearly indicated the minimum amount of operational autonomy required to achieve your targets in the Performance Agreement?
63. Have you understood the distinction between “strategic autonomy” and “operational autonomy” in your context?

### **Data Requirements**

Have you given seven years data (3 past years, current year, and 3 future years) for each target in the Performance Agreement?

### **Time table for Implementation**

1	Submission of Initial Draft	February 20, 2009
2	Review	February 20-March 20, 2009
3	Submission of the Final Draft	March 31, 2009

For further information and clarification send an email to:

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