



O.P. Jindal Global University  
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## JINDAL SCHOOL OF GOVERNMENT AND PUBLIC POLICY OPEN LECTURE SERIES

Wednesday, 8 April 2015, 2:30 pm – 4:00 pm  
T2, Conference Room, IIIrd Floor  
O.P. Jindal Global University  
Sonapat Narela Road, Sonapat- 131001, Haryana



Jindal School of Government  
and Public Policy  
India's First Public Policy School

# “Government Performance Management: International Best Practice and Indian Experience”



### SPEAKER

#### **Dr. Prajapati Trivedi**

*Former Secretary to Government of India  
Performance Management Division  
Cabinet Secretariat*

Dr. Prajapati Trivedi was Secretary to the Government of India with the responsibility for Performance Management in Government of India until Aug. 2014. He designed and implemented the Performance Monitoring and Evaluation System (PMES) for Government of India. Dr. Trivedi has worked as a Senior Economist for the World Bank on various aspects of public sector reforms, including privatization. He pioneered the use of performance-based management contracts to improve delivery of results in public organizations. As an Economic Adviser to Government of India from 1992-94 he developed the Memorandum of Understanding (MOU) system for performance management of Central Public Sector Enterprises (CPSEs). A distinguished academician, Dr. Trivedi was STC Chair Professor of Public Sector Management and Director of the Centre for Public Enterprise Management at the Indian Institute of Management Calcutta (IIMC) from 1987-1992. Starting his career as an Economics faculty member of the prestigious St. Stephen's College in 1974, he continues to be a visiting faculty at Harvard University's John F. Kennedy School of Government. In addition to other leading universities of the World, he has taught at Harvard University regularly since 1979. In 2014, Dr. Trivedi taught a course on Government Performance Management at the Indian School of Business (Hyderabad / Mohali). Dr. Trivedi studied at St. Stephen's College (BA Economics Honours), London School of Economics (M. Sc. Economics) and Boston University (Ph.D. Economics).

### Abstract

*Dr. Prajapati Trivedi will talk about implementation of one of the most ambitious and far reaching project dealing with improving government performance and will summarize lessons of his experience. He will talk about the Government of India's Performance Monitoring and Evaluation System for Government departments. The Results-Framework Document (RFD) is the cornerstone of this policy. RFD is, in fact, an agreement between the Minister and Secretary of a Government department about the department's Vision, Mission, Objectives, priorities for the year, key performance indicators, success indicators and targets. Today some 80 Government departments and 800 responsibility centers under them are covered by this policy. Thirteen Indian states (Maharashtra, Punjab, Kerala, Assam, Karnataka, Haryana, Chhattisgarh, Himachal Pradesh, Andhra Pradesh, Rajasthan, Tripura, Jammu & Kashmir, and Mizoram) have also adopted RFD policy at the state-level. While the focus of his lecture will be on RFD implementation, he will also briefly survey international experience with regards to practical tools and techniques for improving government performance. It will cover topics such as: perceptions about government performance; explanations about government performance; meaning of government performance; how to improve government performance and performance management versus project management.*

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