



Good Governance Index

Assessment of State of Governance



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Submitted to:

**Department of Administrative Reforms
& Public Grievances**

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Executive Summary

India is a union of States with a constitutional distribution of powers between the Centre and the State Governments. States have played a key role in the growth and development of the country since its independence. To a large extent, states across the country have similar institutional structures and practices in terms of administrative structures and delivering services in general and governance in particular to the citizens. However, in spite of these commonalities, there have been variations in the progress seen in different states even after accounting for the diversity that makes our country.

Recent years have seen a resurgence in the spirit of federalism, especially co-operative federalism. In the interest of furthering this spirit, the Government of India constituted a Group of Secretaries (GoS) on Governance who recommended developing of an index to gauge the performance of the states of India. The Department of Administration Reform and Public Grievances (DARPG), Government of India partnered Centre for Good Governance (CGG), Hyderabad as its technical partner in its endeavor to prepare the Good Governance Index (GGI). The framework of GGI aims to put forth a comprehensive means of computing an index to measure governance across states and rank them accordingly. The intent of the index is to provide information for the State Governments to act on and improve upon and it would also provide some insights to Central Ministries and Departments.

The GGI framework conceptualises and builds upon the fact that good governance acts as a means to effective delivery of essential services such as education, healthcare, environment protection; enabling economic growth and development in sectors such as agriculture, industry; and access to legal protection and judicial services thereby covering major components of what constitutes governance.

Several existing national and international indices were thoroughly studied to understand their constitution to avoid reinventing the wheel and arrive at what has and has not worked in the past. Consultations with different stakeholders and review of relevant literature have been crucial in identifying sectors and indicators to compose the index. The knowledge of indices, along with iterative consultations with different stakeholders including GoS on Governance resulted in the following guiding principles for selecting the indicators:

- Simple and measurable
- Output and outcome oriented
- Usability of data and applicability across States and UTs
- Time-series and authentic state-wise database – available data, which the respective departments/ministries, GoI will be able to provide are considered for the calculation of GGI score

Based on the identified principal of availability of authentic database, the framework put forward some indicative data sources which includes Census of India, Agriculture Census, Studies of State Budgets by Reserve Bank of India (RBI), Statistical Year Books & MIS Maintained by Central Ministries, National Family Health Survey, National Crime Record Bureau, District Information System for Education (DISE), etc., against each of the indicators.

After due consideration of availability of data and limitations therein, ten sectors and 51 indicators have been identified. Each sector carries equal weightage and is constructed using indicators carrying different weightages. The assignment of weightages has been done by studying existing indices in combination with priorities arrived at during various consultations. The indicators are accordingly weighted depending on importance, data reliability and other factors.

Sectors and Indicators of Good Governance Index

Sl. No.	Sectors	Sl. No.	Indicator
1	Agriculture and Allied Sector	1	Growth Rate of Agriculture and Allied Sector
		2	Food Grains Production
		3	Horticulture Produce
		4	Milk Production
		5	Meat Production
		6	Crop Insurance
2	Commerce and Industries	1	Ease of doing business
		2	Growth of industries
		3	Growth in MSME establishments
3	Human Resource Development	1	Quality of Education
		2	Retention Rate at Elementary School Level
		3	Gender Parity
		4	Enrolment Ratio of SC & ST
		5	Skill Trainings Imparted
		6	Placement Ratio Including Self-employment
4	Public Health	1	Operationalisation of 24X7 Facility at PHCs
		2	Availability of Doctors & Paramedical Staff at PHCs
		3	MMR
		4	IMR
		5	TFR
		6	Immunisation Achievement
5	Public infrastructure & Utilities	1	Access to Potable Water
		2	Towns Declared ODF
		3	Villages Declared ODF
		4	Connectivity to Rural Habitation
		5	Access to Power Supply
		6	Availability of 24X7 Power Supply
		7	Energy Availability Against the Requirement
		8	Growth of Per Capita Power Consumption
6	Economic Governance	1	Gross State Domestic Product (GSDP) Growth Rate
		2	Growth in Per Capita Income

Sl. No.	Sectors	Sl. No.	Indicator
		3	Fiscal Deficit as a Percentage of GSDP
		4	State's Own Tax Revenue Receipts to Total Revenue Receipts
		5	Debt (Total Outstanding Liabilities) to GSDP
7	Social Welfare & Development	1	Sex Ratio at Birth
		2	Health Insurance Coverage
		3	Rural Employment Guarantee
		4	Unemployment
		5	Housing for All
		6	Economic Empowerment of Women
		7	Empowerment of SCs, STs, OBCs and Minorities
		8	Disposal of SC/ST Atrocity Cases by Courts
8	Judiciary and Public Security	1	Conviction Rate
		2	Availability of Police Personnel
		3	Population of Women Police Personnel
		4	Disposal of Court Cases
		5	Disposal of Cases by Consumer Courts
9	Environment	1	Availability of State-level Action Plan for Climate Change
		2	Change in Forest Cover
10	Citizen Centric Governance	1	Enactment of Right to Services Act by the States
		2	Number of Services Provided Through Electronic / Mobile Medium

The states will be scored and ranked based on two approaches. The first is the **Absolute** where metrics for a chosen reference year are computed and the second approach is the **Growth** where the change in performance of the state in the sectors is sought to be captured by observing the change in the reference year as compared to the base year.

Given that the data obtained may not be in the same format across sectors and states, the data obtained has been sought to be normalised by using Dimensional Index Method. Respective weightages are assigned to get the indicator score. These individual indicator scores are aggregated to obtain a value for the sector. These aggregated values after multiplication with sector weight becomes the score for the sector and once sector-wise scores are aggregated, it becomes state's GGI score to be used for ranking purpose.

To account for the variations in size and diversity of the states, they have been categorised into three groups: (i) North-East and Hill States (11), (ii) Union Territories (7), and (iii) Remaining States (18).

The limitations of the index are determined largely by the availability of data, which can be overcome with time as data becomes available from authentic and reliable government sources. While agreeing

the importance of input and process-based indicators, the framework is also limited by its focus only on outcome/output-based indicators. The purpose of selection of such indicators is to keep the focus on performance and achievements of the State Governments and also to limit the number of indicators for implementation purpose.

The method of calculating the index however allows for the addition of indicators with increased availability in data and the report includes suggestions of indicators the authors would like to see included in future. By no means the assigned/suggested weights are final. At any given point of implementation, either the Department (DARPG), GoI or the respective key Ministries/Departments could intervene to change the weights as per the need/requirement/focus. Revising the assigned weightage would certainly become necessity, whenever the index implementing agency decides to include additional indicators (from the list of secondary indicators or any other) or exclusion of indicators from existing list. This has resulted in an index that is flexible and can change with time.

Acknowledgement

The Department of Administrative Reform and Public Grievances (DARPG), Government of India partnered with Centre for Good Governance (CGG), Hyderabad in designing and development of Good Governance Index. We thank the Department for assigning this task to us. In particular, we thank Shri K.V. Eapen, IAS, Secretary, DARPG, GoI for sparing time for his constant encouragement and keeping conceptual clarity and quality at the core. We also like to put our thanks on records for Mrs. Vasudha Mishra, IAS, Addl. Secretary, DARPG for numerous discussions on the scope of the assignment as well as results of the output of index and various aspects of the report. Their suggestions helped us considerably. We express our gratitude to Mrs. Smita Kumar, Joint Secretary, DARPG, GoI for her support in undertaking the assignment and sparing time for discussions on the index, inter alia, its objectives, focus, aspect related to implementation, etc.

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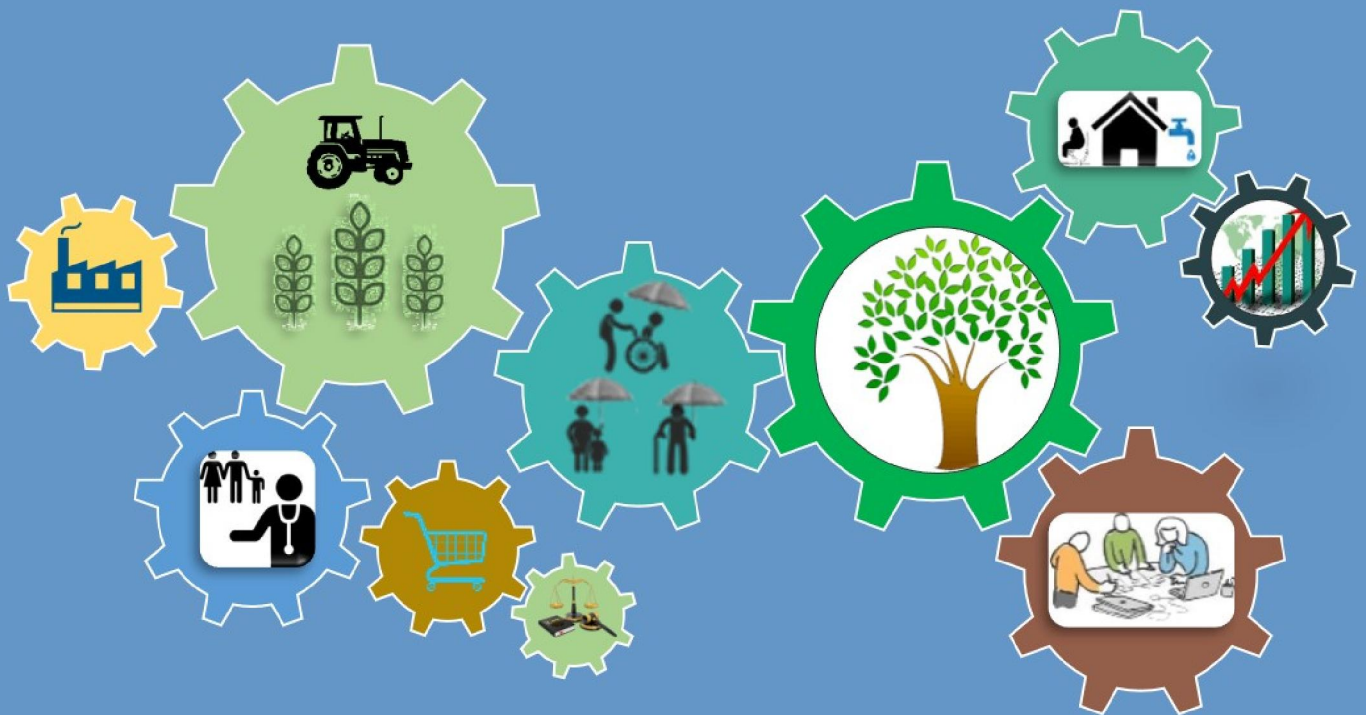
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Abbreviations

AMRUT	: Atal Mission for Rejuvenation and Urban Transformation
ASER	: Annual State of Education Report
BC	: Backward Communities
CAGR	: Compound Annual Growth Rate
CSO	: Central Statistical Organisation
DARPG	: Department of Administrative Reforms and Public Grievances
DBT	: Direct Benefit Transfer
DIPP	: Department of Industrial Policy and Promotion
DISE	: District Information System for Education
DoLR	: Department of Land Resources
EoDB	: Ease-of-Doing-Business
FRBM	: Fiscal Responsibility and Budget Management
FRUs	: First Referral Units
GAP	: Good Agricultural Practices
GDP	: Gross Domestic Product
GER	: Gross Enrolment Ratio
GGI	: Good Governance Index
GoI	: Government of India
GoS	: Group of Secretaries
GSDP	: Gross State Domestic Production
HHs	: Households
HMIS	: Health Management Information System
HRIDAY	: National Heritage City Development and Augmentation Yojana
ICT	: Information-Communication Technology
IMF	: International Monetary Fund
IMR	: Infant Mortality Rate
IT	: Information technology
KKM	: Kauffman and Associates
MGNREGA	: Mahatma Gandhi National Rural Employment Gurantee Act
MHRD	: Ministry of Human Resource Development
MIS	: Management Information System
MMR	: Maternal Mortality Ratio
MoSPI	: Ministry of Statistics and Programme implementation

MSME	: Micro, Small and Medium Enterprises
NAS	: National Achievement Survey
NHM	: National Health Mission
NIEPA	: National Institute of Educational Planning and Administration
NIPFP	: National Institute of Public Finance and Policy
NSDP	: Net State Domestic Product
ODF	: Open Defecation Free
PAC	: Public Affairs Centre
PAI	: Public Affairs Index
PDS	: Public Distribution System
PG	: Post Graduate
PHCs	: Primary Health Centres
PMAY	: Pradhan Mantri Awas Yojana
PMFBY	: Pradhan Mantri Fasal Bima Yojana
POP	: Pillars of Prosperity
RBI	: Reserve Bank of India
RMSA	: Rashtriya Madhyamik Shiksha Abhiyan
SAAP	: State Annual Action Plan
SBM	: Swachh Bharat Mission
SC	: Scheduled Castes
SDGs	: Sustainable Development Goals
SDMS	: Skill Development Management System
SoGR	: State of Governance Report
SRS	: Sample Registration System
SSA	: Sarva Shiksha Abhiyan
ST	: Scheduled Tribes
TFR	: Total Fertility Rate
UDAY	: Ujwal DISCOM Assurance Yojana
UG	: Under Graduate
URJA	: Urban Jyoti Abhiyan
UTs	: Union Territories
WGI	: World-wide Governance Indicators



1 Introduction

The concept of governance is not new to the world and is being used in a variety of ways covering institutions/organisations working in both public and private domains in the contemporary world. And, still there is not one accepted definition by all. The review of literature on the subject suggests that there is divergence of opinion between the conservatives and the liberals, between the socialists and the communists about the meaning of governance due to the enormity of the subject.

The World Bank, therefore, has sought to take a middle position by defining governance particularly as the traditions and the institutions

by which authority in a country is exercised. This includes (i) the process by which governments are selected, monitored and replaced; (ii) the capacity of the government to effectively formulate and implement sound policies; and (iii) the respect of citizens and the state for the institutions that govern economic and social communications among them.¹

The government is viewed as an agency or machinery through which the will of the state is formulated, expressed and realised. The government would have the singular responsibility to create an enabling environment where development programmes

¹Singh, Balmik Prasad; The Challenge of Good Governance in India: Need for Innovative Approaches



get properly implemented, creative ideas get infused during implementation and not allowing energies as well as resources to be diverted and importantly the focus remains on citizen-centric service delivery. The principal response of the state, therefore, would be to facilitate, to enable, and to coordinate for best possible outcomes.

These positive qualities of governance, thus, referred as 'Good Governance', is of increasing concern in countries across the world. As stated by Mr. Kofi Annan, Ex-Secretary-General of the United Nations "Good governance is perhaps the single most important factor in eradicating poverty and promoting development."² On similar lines, the Economic Survey 2016-17³, brought out by the Government of India, at many instances, identified that good governance is a critical factor for achieving equality, convergence, productive use of resources, efficient public service delivery, etc.

Good governance can be referred as an effective and efficient process of decision-making and the process by which decisions are implemented (or not implemented) keeping the amelioration of citizens as the top most priority. Resource allocation, creation of formal establishments, setting up rules and regulations etc., are part of achieving this goal.

India has been a constitutional democracy since independence with a clear division of power between the executive, the legislature and the judiciary as well as with a significant decentralisation of power between the Central, State and Local Governments. The jurisdiction and relationship between the Central and State Governments has clearly been defined by the Seventh Schedule of Constitution with Union (List-I), State (List-II) and Concurrent List (List-III).

While promoting the basic premise of cooperative federalism presented by the Constitution of India and present Central Government's intention that the State

Governments to lead India's success story by giving them more autonomy in terms of fiscal independence and devolving more powers⁴. In addition, with present government's focus on 'minimum government but maximum governance'⁵, the Central Government is guiding and assisting the State Governments to undertake various measures to improve the quality of governance as well as achieving universal access of basic minimum services.

Despite having such constitutional set-up since independence providing similar structure, powers, roles and responsibilities and constant support from the Central Government over a period, there are wide disparities in the quality of governance as well as in the standards of living among the States. Although, it is well recognised that Indian States vary in size, topography, economic status, social and cultural features, and other characteristics, but they are governed by the same Constitution as well as national policies and laws. They have almost similar public institutions and follow common administrative practices for the most part. Despite this, some states have performed well in achieving various outcomes and some have started showing sign of improved future conditions. Such scenario calls forth to develop a comprehensive framework which can assess the status of governance and its impact on the lives of common citizens.

To fulfil this requirement, the Group of Secretaries (GoS) on Governance constituted by the Government of India (GoI) recommended to develop a comprehensive index encompassing political, legal/judicial, administrative, economic, social, environmental and other essential criteria. The Department of Administrative Reform and Public Grievances (DARPG), GoI has taken a lead in developing the proposed Index and identified Centre for Good Governance (CGG), Hyderabad as technical partner to design and develop implementable and yet comprehensive Index on Good Governance.

² UNESCAP; III. Good Governance and the MDGs; Supporting the Achievement of Millennium Development Goals in Asia and the Pacific (Phase II), RAS/04/061

³ Government of India, Ministry of Finance, Department of Economic Affairs, Economic Division; January 2017; New Delhi

⁴<http://www.livemint.com/Politics/X6YEIL574bTWVo2hHYXzNL/NDA-takes-a-giant-step-towards-cooperative-federalism.html>; 25 May 2015; accessed on 15 March 2017

⁵<http://www.narendramodi.in/minimum-government-maximum-governance-3162>; accessed on 06 March 2017

1.1 Good Governance Index

The purpose behind developing a comprehensive index, termed as Good Governance Index (GGI), is to create a tool which can be used uniformly across the state, and eventually district-level, to assess the status of governance and impact of various interventions taken up by Central and State Governments including Union Territories (UTs).

Good Governance Index

A comprehensive and implementable framework to assess the State of Governance in all States and UTs which enables ranking of States/Districts and present a comparative picture.

The literature review and finding of similar exercises suggest that it is feasible as well as valuable to carry out such assessment as it provides a comparative picture among the states while developing a competitive spirit for improvement. In this context, the outputs and outcomes of various decisions, policy measures, initiatives, etc., become an important factor for assessment.

The objective behind developing GGI is not to use the assessment results with a carrot and stick approach to pressurise and reward State Governments but to provide useful information for the States as well as Central Ministries/Departments concerned, enabling them to formulate and implement suitable strategies for improving living standards of the citizen. It is envisaged that the results would lead to healthy and more informed policy discussions between different tiers of Governments, as well as all political, bureaucratic, academia, civil society and all stakeholders. The assessment of the States using the GGI would mark a shift to a data-driven approach to result-oriented approaches and management and promote healthy competition among States.

Another significant contribution of the GGI would be contributing in tracking the progress of Sustainable Development Goals (SDGs) at state-level. The identified sectors and indicators are directly linked to some of the critical SDG

indicators from overall governance point of view.

As Governance and Good Governance per se, is perceived and understood differently by different set of people/stakeholder, assessment approach would also vary according to the interests and need of the assessor. In addition, the diversity and complexity of States and UTs within India pose a challenge for developing a common system for assessment of governance.

Therefore, an exhaustive exercise including seeking feedback from the States and consultation with reputed experts before finalisation of index has been undertaken. However, a cautious approach has been adopted while finalising the indicators that data pertaining to each indicator should be available through Union Ministry and/or Department in time-series form which is being collected and compiled at a regular interval and not as one of its kind activities such as ad-hoc surveys, research study, etc. A brief overview of the sectors and indicators is presented in the following sections.

1.2 Sectors

Ten sectors were identified for the GGI and it comprises 51 indicators.



1.2.1 Agriculture & Allied Sectors

In Agriculture and allied sector, six indicators have been identified with a focus on output and institutional support like crop insurance. Agriculture and allied sectors do not usually find place in other indices that are in vogue. This is a primary sector and by nature is dependent on large external factors such as topography; agro-climatic zones; rainfall; traditional cropping pattern; soil, etc. While the remaining nine sectors of the GGI can be seen through commonly, agriculture and allied services greatly differ from one region to the other. In order to maintain parity and have a sense of commonality, attempt is made to aggregate the production by way of including generic indicators such as growth rate; food grains production, etc. Some of the indicators of this sector are derived indicators as calculated by Central Statistical Organisation (CSO) in real value terms.

1.2.2 Commerce and Industries

Central and State governments are coming up with a number of schemes for the development of commerce and industries in order to, *inter-alia*, boost the economy, Gross Domestic Product (GDP) and employment. In addition to the indicators such as growth rate of industries and Micro, Small and Medium Enterprises (MSME) establishments, it was decided to directly consider the scores obtained by the States as part of annual Ease-of-Doing-Business (EoDB) exercise undertaken by the Department of Industrial Policy and Promotion (DIPP), GoI. Combinedly, these indicators would reflect the achievement of the particular State/UT and the reforms measure it has taken.

1.2.3 Human Resource Development

Indicators have been identified focussing on learning outcomes like quality of education and retention rate. In addition, indicators like enrolment ratio, gender parity, skill trainings and placement ratio are also included. A total of six indicators are identified in this sector. There were obvious conflicts in finalising the indicators. For instance, infrastructure, process

and policy-based parameters play significant role in defining this sector. Since the principles assumed in developing the GGI was outcome and output-based, many natural and obvious indicators were not included as part of this round of finalising the indicators. There were also debates on how some States are in 'advanced' stages of achieving universal education and literacy leading skewed index. The proponent States argued early intervention and concerted efforts of investing time and energies in achieving universal education/literacy should be given due recognition. Attempts are made to moderate this debate by including indicators that measure the achievements in terms of quality of education, etc. Skill development indicator is included to measure the readiness of the states to meet the skilled labour requirements.

1.2.4 Public Health

Public Health is one of the priority areas for development. Under this sector, six key indicators are identified looking at the outcomes like Maternal Mortality Ratio (MMR), Infant Mortality Rate (IMR), Total Fertility Rate (TFR), immunisation achievement, etc. Overall operationalisation and resources availability are also captured through indicator such as availability of human resources at Primary Health Centres (PHCs). A careful scrutiny of these indicators compels to infer that most of these are output-based; made possible when other ancillary and associated interventions are in place. For instance, MMR improvement is only possible when pre and post-natal support in terms of nutrition and other such measures are made available by the states. Similarly, other indicators in this sector are outcome of available infrastructure, right policies and streamlined processes.

1.2.5 Public Infrastructure & Utilities

The basic infrastructure and utility services like water, sanitation, road connectivity and power supplies which are priority areas for the governments are captured in this sector with the help of eight indicators. The indicators include access to water, towns and villages

declared as Open Defecation Free (ODF), road connectivity to rural habitations and access to and availability of power supply.

1.2.6 Economic Governance

The economic performance of the State is assessed through various indicators included under this sector. For decades, improvement in the economy of any State has been measured by the growth in Gross State Domestic Production (GSDP). For making comparison among States, merely looking at the GSDP may not present the holistic picture of the economy. Hence, in addition to indicators like growth of GSDP, fiscal deficit as a percentage of GSDP and debt to GSDP, other indicators like State's own tax revenue receipts to total revenue receipts, growth in per capita income, etc., are also included. Total five indicators have been finalised in this sector.

1.2.7 Social Welfare & Development

In social welfare and development sector, eight indicators have been identified attempting to cover the overall gamut of the welfare and development arena. This sector covers the areas like social protection, employment, housing, empowerment of poor, vulnerable and disadvantaged, etc.

1.2.8 Judicial & Public Security

The judicial and public security sector is critical as it reflects upon law and order situation and

looks into efficiency of judicial procedure, matters related to police, criminal justice, public safety, etc. Five indicators are selected in this sector which include conviction rate, availability of police personnel, proportion of women police personnel, disposal of court cases and disposal of cases by consumer courts.

1.2.9 Environment

Realising the criticality of environmental sustainability for sustainable development, environment has been taken as a separate sector. As depleting forest area is a main area of concern, the change in forest area has been included as an indicator in the sector. Indicator selection under this sector was particularly constrained due to limited availability of homogeneous data/information across the states. However, a beginning has been made in this edition of GGI, which would be built-upon in subsequent editions of the Index.

1.2.10 Citizen Centric Governance

The expectation of the citizens in terms of more transparent, accessible, and responsive services from the public sector is increasing. In response, Government is also making efforts to improve service delivery through use of information technology, online portals, use of mobile applications, etc. The citizen centric governance sector has included indicators to capture the same.



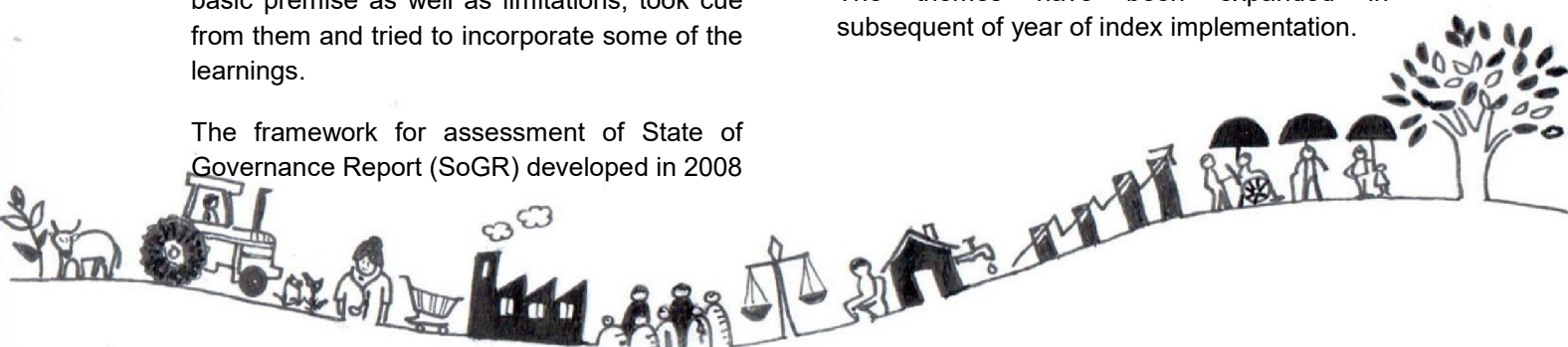
2 Literature Review

A thorough secondary research on the existing models of governance indices was carried out. A comparative analysis of these existing frameworks was prepared and adapted suitably to build upon them instead of reinventing the wheel all over again. Some of the existing governance indices are State of Governance Framework, Public Affairs Index (PAI), Quality of Governance, Worldwide Governance Indicators, etc. Each has a different approach and methodology but all attempted to assess the governance. The GGI attempted to critically analyse the existing indices, understand their basic premise as well as limitations, took cue from them and tried to incorporate some of the learnings.

The framework for assessment of State of Governance Report (SoGR) developed in 2008

by the Department of Administrative Reforms and Public Grievances (DARPG), Ministry of Personnel, Public Grievances & Pensions, GoI has considered five dimensions, i.e., Political, Legal & Judicial, Administrative, Economic and Social/Environment of Governance which were further broken down into 18 components and each component was assessed based on a set of 123 indicators.

PAI-2016 report by Public Affairs Centre (PAC), Bengaluru identified 10 themes encompassing 25 focus subjects spread over 68 indicators. The themes have been expanded in subsequent year of index implementation.



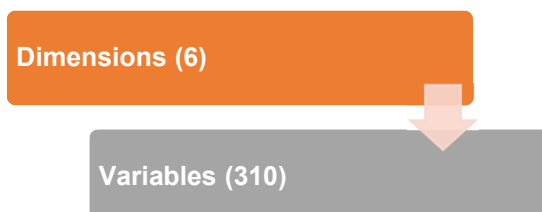
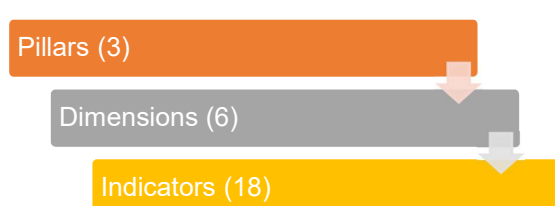
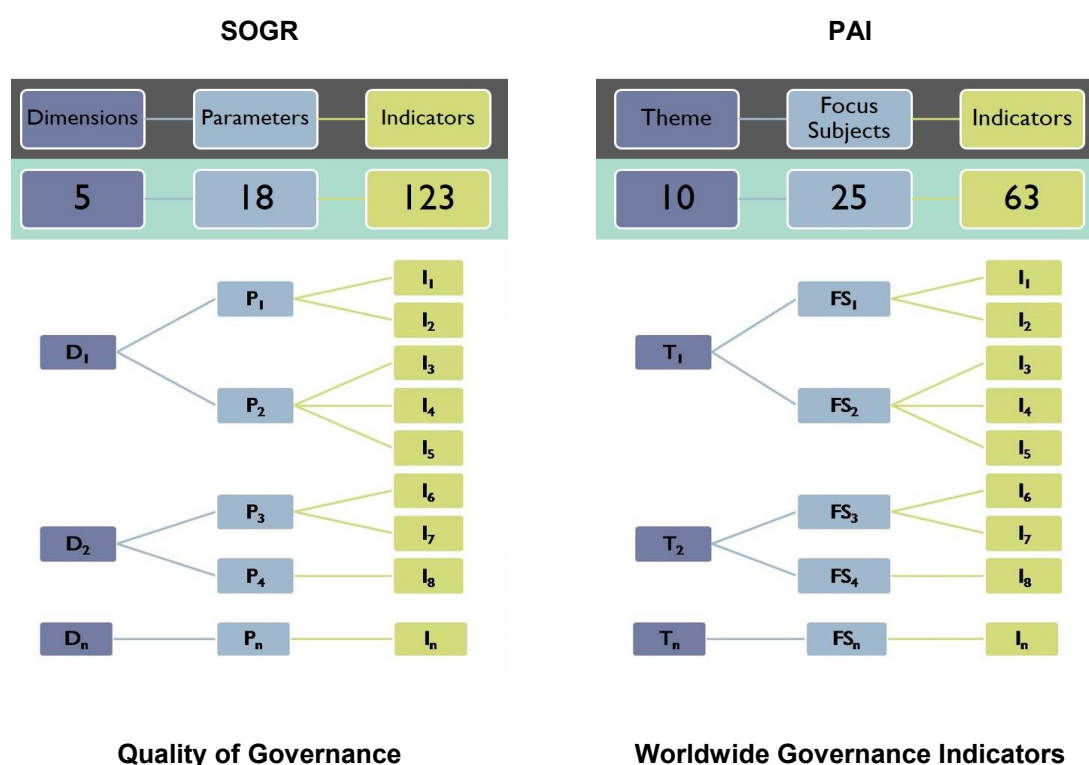
The Quality of Governance, a research report based on performance of various governance dimensions published by Sudipto Mundale & team associated with National Institute of Public Finance and Policy (NIPFP), New Delhi measures the performance in each dimension using indicators for which data was available for 17 States. They have identified three main pillars of the government, i.e., the legislature, the judiciary and the executive. These pillars are further divided into six main dimensions and 18 indicators.

World-wide Governance Indicators (WGI) that Kauffman and Associates (KKM) have been publishing provides governance ratings based on 310 variables, derived from 33 different

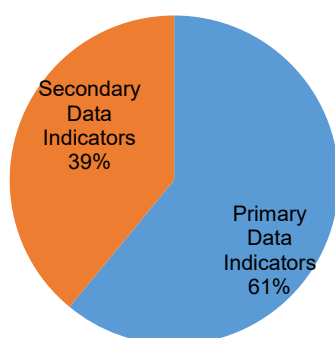
agencies, public, private, and non-governmental organisations, totalling some 10,000 plus data points. Indicators were identified on the basis of process by which governments are selected, monitored and replaced and capacity of government to effectively formulate and implement sound policies. The 310 variables are aggregated for six governance dimensions.

- voice and accountability
- political stability and absence of violence
- government effectiveness
- regulatory quality
- rule of law
- control of corruption

Figure: Indexes



The basic premise of the **SoGR Framework** for selection of dimensions was linked with common elements/aspects of governance which are exercise of power and authority; and government's ability and capacity to fulfil its mandate. It has a mix of qualitative and quantitative indicators. The objective behind the inclusion of qualitative indicators was to assess process related aspects of governance. All the indicators were scored on a five-point scale and corresponding percentage were assigned. Though, it was a very comprehensive framework which attempted to bring all aspects of governance onto a uniform and standard framework for assessment and evaluation but data source for about 61% (75 out of total 123) indicators was through primary sources of information such as survey targeting a very wide range of stakeholder groups such as citizens, government employees, police personnel, business community, civil society organisations, media, etc. Hence, the framework is subject to all limitations of perception-based ratings (Corruption in Developing Countries, Olken and Pande 2011). Primary data collection of 75 indicators – which entails investing time, energy and resources, may have been one primary reason why the Framework was never implemented.



The **Public Affairs Index (PAI)** has published index ranking for three consecutive years starting from 2016. The principal components of good governance such as rule of law, benign policy environment, fostering market for growth, public services, social sector responsibility, accountability, information, etc., have been considered for developing the index. For the purpose, in the first year of its publication, PAI has identified 10 themes encompassing 25 focus subjects spread over 68 indicators. While

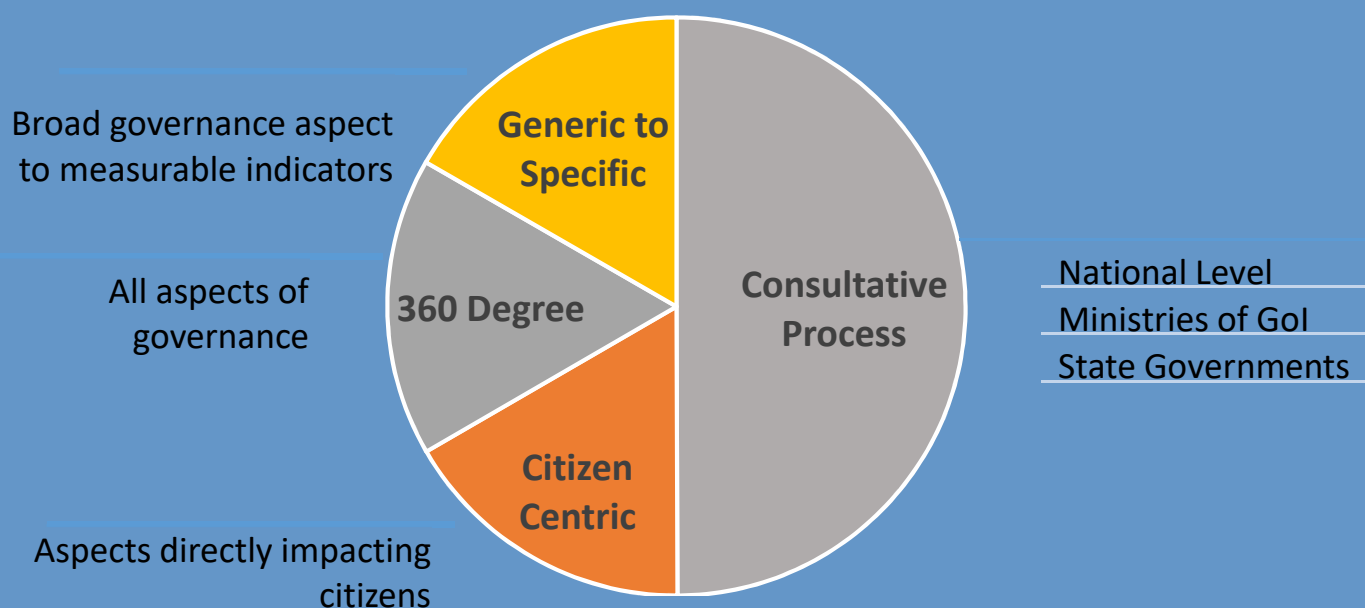
recognising the importance of structure, processes and resources required for good governance, the identified indicators are outcome-oriented throughout. Availability of data in the public domain was one of the critical factors in identification of indicators, however, a care has been taken to cover most of the relevant aspects needed to compare governance among the states. A distinguishing feature of PAI is, that wherever possible, and where the data permitted, it looked at the movement of the State across a three-year period with respect to the progress, or otherwise, in the particular variable concerned, rather than at a static point. The purpose of adopting this strategy is to depict the efforts made by the states in improving the quality and levels of governance in the short term. In cognisance with diversity among the Indian States, the states have been arranged in two lists; large states and small states on the basis of population, with two crores as the dividing line. Criteria for assigning weightages was based on extent of control the state has on variable and impact that the variable has on society at large. Equal weightages were assigned to themes whereas focus areas and indicators were assigned different weightages. UTs are not covered for assessment/ranking.

The research paper on the **Quality of Governance** shows that there is a strong correlation between governance quality and the level of development in a state. The choice of indicators is expedient, depending on what reasonably reliable data is available for the 17 major States selected for this exercise. Outcome variables are preferred, but where these are not available, research has used output or even input variables.

Worldwide Governance Indicators covers the period from 1996 onwards and rates more than 200 countries. The 310 variables are aggregated under six governance dimensions. The individual indicators are aggregated into ratings for these six dimensions and the average rating using an unobserved components model. This model attaches weights to individual variables which reflect the precision of the respective data sources. The KKM effort is ambitious in using all available data on governance. About half of the variables

are based on data from secondary sources, but, the rest are based on perception surveys of varying quality and reliability across data sources. An indicator may be perfectly precise, yet quite unreliable if based on perceptions of an unrepresentative set of observers. There is also a question whether, with such large data overload, the aggregate indicators reasonably and accurately reflect the actual quality of governance in a country. The variables used by KKM are national level variables, and sub-national data may not be available for most of them. It is a perception-based governance data sources from 31 different data sources. Measurement is done by aggregating the scores of indicators. WGI is not applicable at provincial/state/local government level. Countries with weak statistical system may not reflect ground realities.

Besley-Perssons' Pillars of Prosperity Index maintain that prosperity depends on three key pillars of good governance – Fiscal capacity, Legal capacity and Peace. Adopting a few key indicators for these three pillars, “Pillars of Prosperity” (POP) Index is constructed for a set of 184 countries that is impressively parsimonious. The Index first selected variables from available secondary data to represent individual pillars (for instance, International Monetary Fund (IMF)-based tax data on the revenue share of income tax is used as a measure of Fiscal capacity). These representative variables are then scaled to a (0-1) range by subtracting the minimum country value from the maximum and dividing by the sample range. The POP for a country is then given by the unweighted (or equally weighted) average value of indices for the three pillars, which also lies in the (0-1) range.



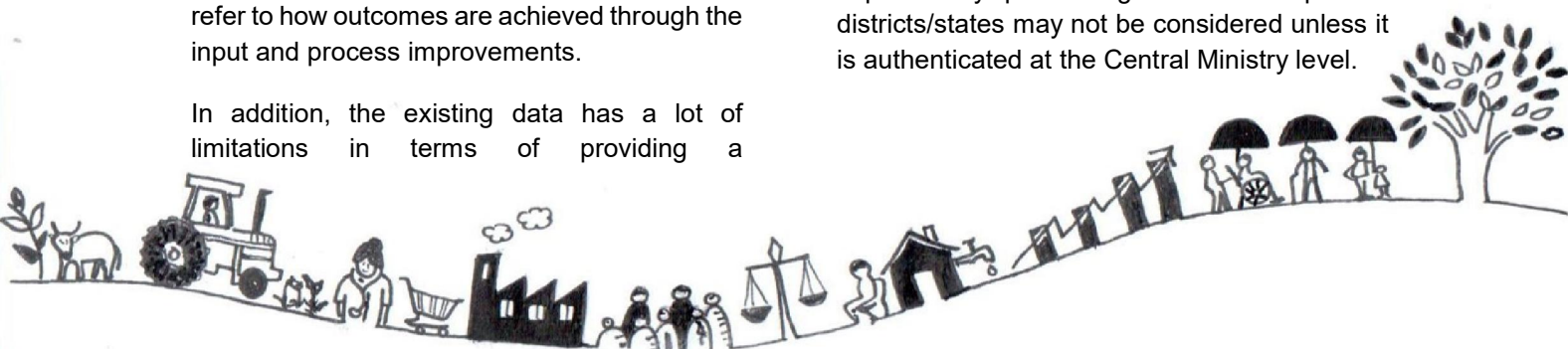
3 Approach and Methodology

There are many ways of measuring governance and it is difficult to effectively assess and analyse the role of governance in development, thereby understanding or assessing the critical aspects of governance in different states. While measuring the governance, it is still a debate on whether to take the absolute figure or the growth rate. While selecting the indicators, there were debates on whether to take performance indicator or process and input-based indicator or a combination of both. Performance indicators refer to the outcome related indicator. Process and input indicators refer to how outcomes are achieved through the input and process improvements.

In addition, the existing data has a lot of limitations in terms of providing a

comprehensive picture of governance. In some case, the data does not cover all states/districts, most of the data are limited to sample states, population, etc. Sometimes data is not available on a yearly basis and some indicators do not reflect a time series data.

The significance of ready data availability through secondary source is premised on the fact that the GGI should be implementable without having to depend on primary data collection. Authenticity of the data which is available is a huge challenge. And hence, data captured by private agencies at respective districts/states may not be considered unless it is authenticated at the Central Ministry level.



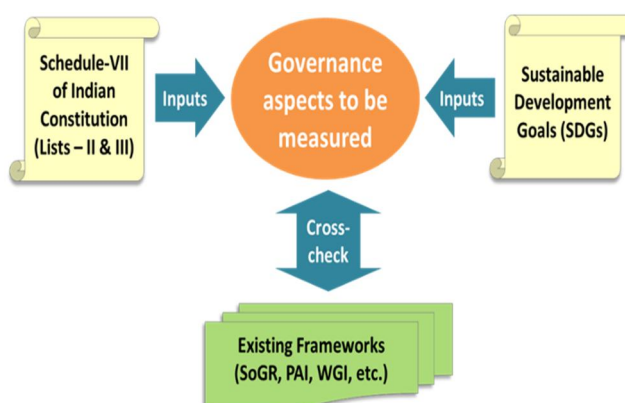
For data collection, option for primary data collection was rejected because existing studies show that it has posed a hurdle in index calculation as there is lack of resources for selecting samples or the cost of conducting

such surveys would be huge and not viable. Moreover, the secondary data are more reliable and accounted for, leading to easy roll-out of the index.

3.1 Approach to the GGI Framework

The genesis of designing and developing an index for assessing the status of governance among the states and UTs emanated as one of the recommendations of GoS on Governance. The DARPG, GoI has taken forward this recommendation in preparing the index. The selection of indicators and the methodology for the composite index were among the most challenging tasks and are guided by the recommendations.

The proposed framework utilises the existing models of Governance Indices as well as other frameworks available including the Constitution of India by adapting those models in terms of its horizontal and vertical coverage. This approach saves the project from re-inventing the wheel and saves effort and time.



While identifying the governance sectors, a zero-based approach was adopted and guidance from existing frameworks were taken. Schedule VII (List II and III) of Indian Constitution (Article 246) has been considered and SDGs of United Nations are also referred.

The approach adopted for the preparation of the Good Governance Index is as follows:

A. Consultative and Citizen Centric	• National and State-level Consultation
B. 360 Degree and Pragmatic	• Within the entire spectrum of governance, only the most critical aspects are finalised allowing pragmatic measurement
C. Generic-to-Specific	• Broad sectors encompass the entire governance spectrum; further divided into indicators that get measured
D. Simple and Quantitative	• Indicators identified can be measured quantitatively majorly based on the available secondary data

3.1.1 Consultative and Citizen Centric Approach

Rigorous consultations at different levels are carried out at different stages for finalising the GGI Framework.

National Consultative Meeting to present CGG's approach and methodology for design

and development of GGI and to seek inputs for refinement in the same.

Meeting with Ministries of Government of India – Three rounds of consultations with 25 Ministries of Government of India was

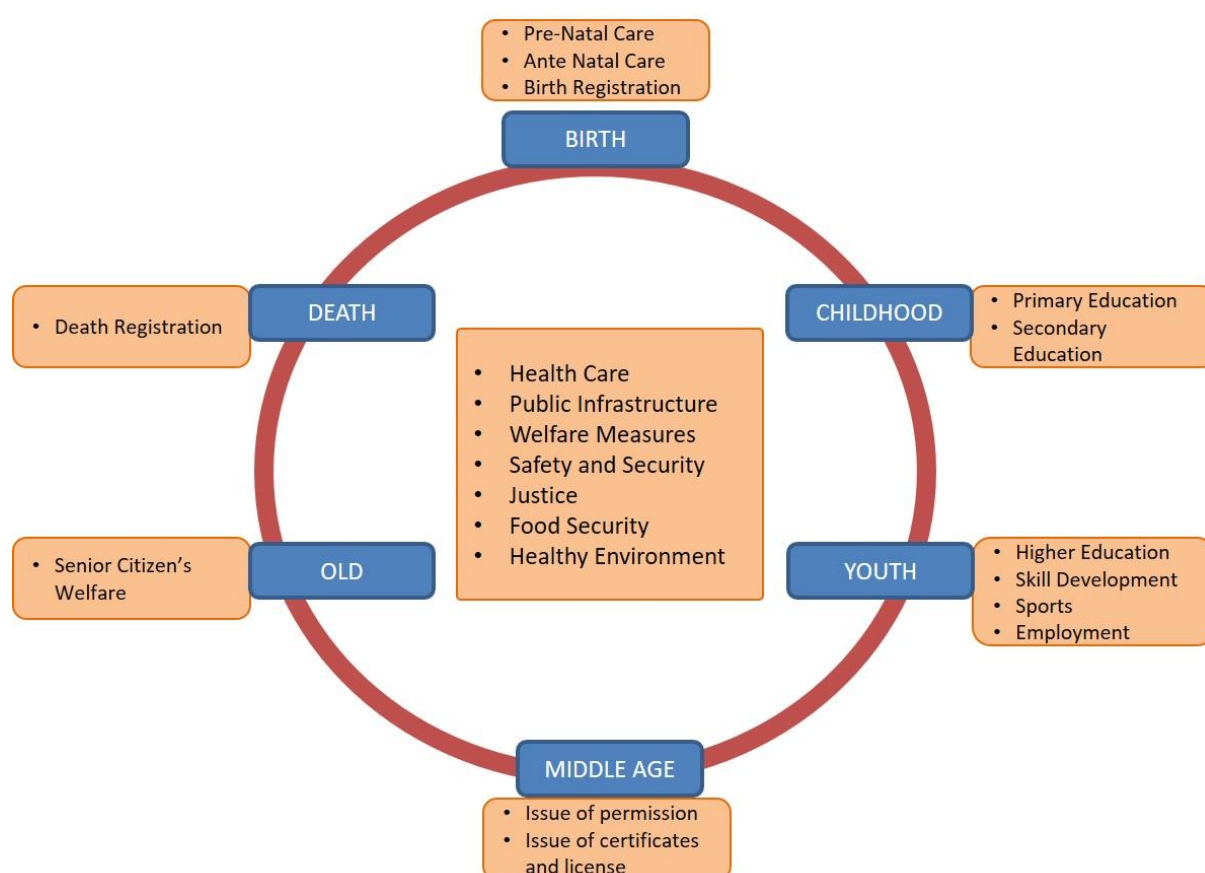
undertaken. The Ministries were represented by the Joint Secretaries, Directors and other senior functionaries. The purpose of the meetings was to understand their mandate/priorities and focus areas as well as availability of state/district-level database to identify suitable indicators.

Consultation with Group of Secretaries on Governance seeking their inputs on the developed indicators and methodology for scoring and rankings of States. GoS was also apprised about the inputs received during State-level consultations. After a detailed discussion on draft list of indicators which emerged after Ministry-level consultations, the GoS on Governance has suggested to limit the number of indicators, which are outcome / output oriented. Based on the suggestion, the draft list of indicators was revised and again presented to Central Ministries for their view and opinions.

State-Level Consultations to seek State's feedback / comments / suggestions on draft list of indicators and subsequent amendments were made at Nainital, Hyderabad, Guwahati and Panaji.

Citizen-centric approach enables governments to focus on service delivery levels and drives them for attaining citizen satisfaction and an overall improvement in quality of life. While selecting the indicators, citizens requirements from governments are kept first and service delivery is looked through the eyes of the citizens. Identified indicators capture the essence of needs in the life cycle of a person, starting from birth, education, employment, welfare, etc. It is also ensured that indicators capture the overall needs like food security, health care, education, public infrastructure, safety and security, justice, etc.

Figure: Citizen Centric Approach



3.1.2 360-Degree and Pragmatic Approach

While identifying the sectors and indicators, all possible dimensions are considered and brainstormed so that the entire spectrum is covered. After considering all possible aspects, the most critical aspects are finalised for identification of broad sectors and indicators,

where pragmatic measurement is possible. In cases where required data is not available presently, those indicators were not included in the present framework used for ranking and suggested as secondary list of indicators.

3.1.3 Generic-to-Specific Approach

Major sectors that encompass the governance spectrum are identified first and then these broad sectors are divided into several indicators that contribute to these sectors. Data Items that facilitate measurement of these indicators are worked out and measurement mechanisms concerned are identified.

This approach establishes a clear-cut and logical correlation among the broad sectors, indicators and data items and provides a rational drill-down.



3.1.4 Simple and Quantitative

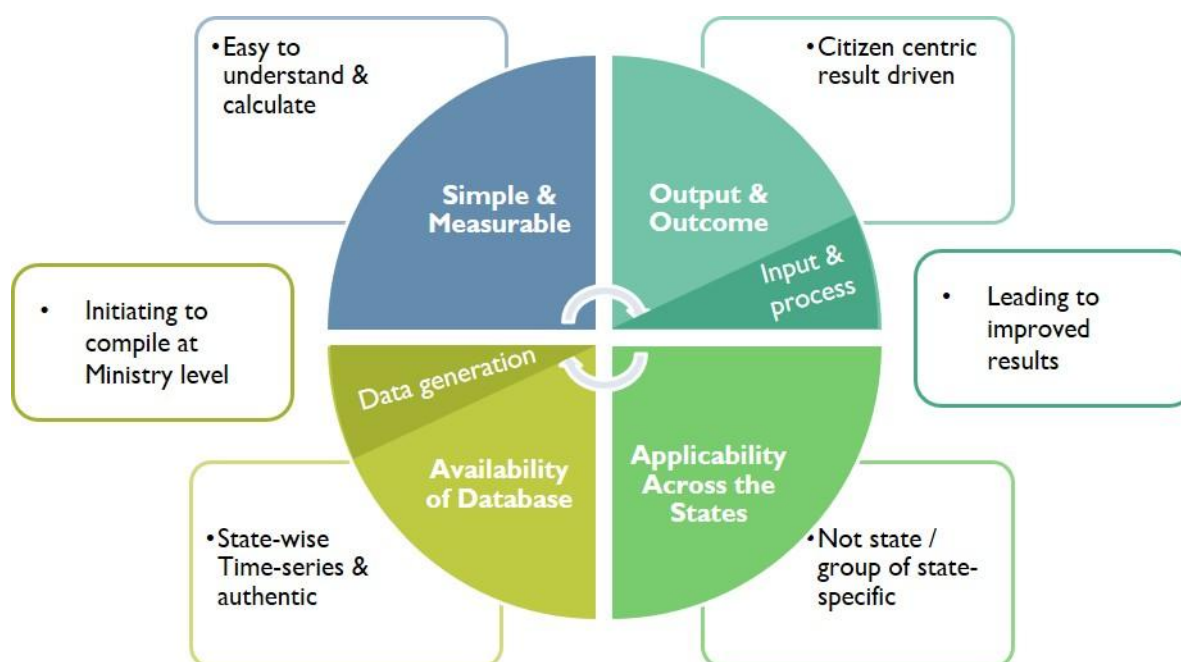
For the GGI framework to be measurable and implementable, it is required that the indicators

which are identified are simple to calculate and comprehend.

3.2 Principles of Selection of Governance Indicators

Following principles governed in finalising the draft indicators:

- Simple and measurable
- Output and outcome oriented
- Usability of data and applicability across the States and UTs
- Time-series and authentic state-wise database – available data, which the respective Departments/Ministries, GoI will be able to provide are considered for the calculation of GGI score



In addition to the main principles followed for developing the indicators, mandate of Ministries of GoI, latest state and district level data

availability at Central level and linking outputs of ongoing flagship programmes and missions are also considered.

3.3 Data Source

The availability of data across the states and its reliability along with acceptability among the stakeholders is vital for the GGI. Therefore, it is proposed to identify only authentic sources for data from which data would be collected and

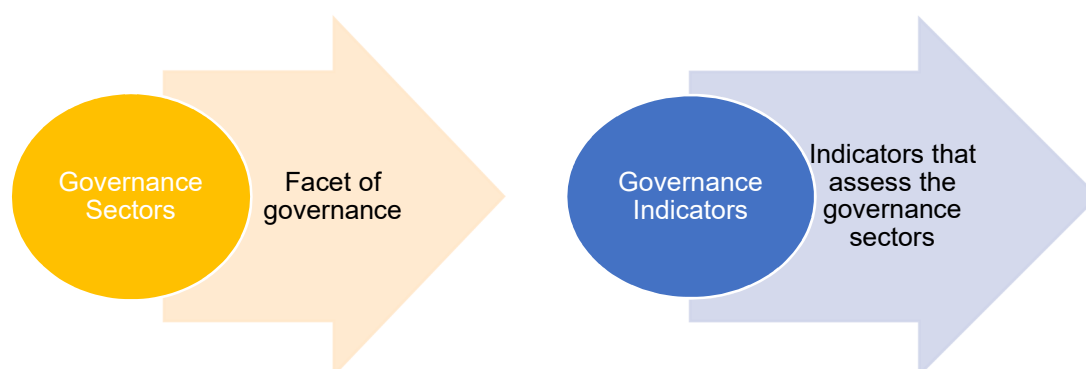
compiled. The present GGI takes into consideration only data which is available with the Ministry and which has a time series measurement.

Figure: Identified Indicative Data Sources

Census of India	Reserve Bank of India (RBI) Studies of State Budgets	National Sample Survey	Statistical Year Books & MIS Maintained by Central Ministries
Indian Public Finance Statistics	National Family Health Survey	National Crime Record Bureau	District Information System for Education (DISE)

3.4 Components of Good Governance Index Framework

The developed Good Governance Index Framework would include:



Based on the inputs received during the National Consultative Meeting and thorough review of existing literature (Section 2), an initial draft with over 120 indicators under 12 sectors was proposed. A guiding input for indicator selection came from the GoS for Governance, suggesting to include only outcome and/or output-based indicators and in case of non-availability of data on such indicators, some proxy indicators (input and/or process-based) can also be included. With detailed deliberations through an iterative process with various stakeholders (Section 3.1.1) including GoS for Governance, 51 indicators clubbed as part of 10 sectors are finalised for inclusion as part of GGI. However, some critical and important indicators, which were suggested during consultations could not be included as part of present framework. However, these indicators are part of this report and appended separately in Section 4 under each sector. Based on the data validation and authenticity of data where required as well as the potentiality of data collection, all or some of these indicators could be included to expand the present Index from 51 indicators to higher number. When such an exercise is undertaken, related

exercise of re-adjusting the weights, etc. needs to be taken up.

#	Sectors	No. of Indicators
1	Public Health	6
2	Human Resource Development	6
3	Public Infrastructure and Utilities	8
4	Judiciary and Public Security	5
5	Economic Governance	5
6	Agriculture and Allied Sector	6
7	Welfare and Development	8
8	Commerce and Industries	3
9	Environment	2
10	Citizen Centric Governance	2
Total		51

3.5 Methodology

3.5.1 Ranking Computation

This section provides guidance on data capture from various sources of data and the process to be followed for calculating sector and indicator-wise scores and to be compiled for final ranking of the States.

The GGI consists of a limited set of relevant indicators categorised in 10 broad sectors. For ranking the states based on these selected sectors and indicators, two approaches emerged

- (i) to rank the states based on their present status, which is a cumulative effort made by the state over the years since their formation (or their erstwhile states), and
- (ii) equally important to assess the rapid progress achieved or attempts made for

higher achievements by the states in recent years.

Both the approaches were deliberated in detail in all the stakeholder consultations. Based on consensus, it was decided to undertake ranking considering the

- present status – called as Absolute, and
- incremental improvements – called as Growth.

However, the index implementing agency, may decide to rank the states based on either of the approaches or both based on its objective/s of undertaking the rankings. This process of ranking based on above-mentioned two approaches is completed by following the below mentioned four steps:

Step I: Compilation of Necessary Data/Information

Calculation of the 51 different indicators under 10 sectors prescribed in the GGI requires data on a large number of facets covering various aspects of governance at state-level. To begin with, the index implementing agency needs to fix the reference year for ranking the states as per Absolute Ranking Approach. In order to rank the states based on second approach, i.e., Growth-based, a base year which should be three (at least) or five years (to be decided based on the data availability) preceding the reference year.

As mentioned before, criteria of selection of indicators, *inter-alia*, is the availability of time-series data (invariably necessary for Growth-based ranking) with the central ministries and/or departments. These secondary sources include annual reports, statistical reports, Management Information System (MIS), factsheets, etc. For some indicators such as IMR, MMR, etc., data needs to be compiled from Sample Registration System (SRS) of Registrar General & Census Commissioner, Ministry of Home Affairs, Government of India which undertakes sample survey across the country at regular interval. Indicators which are

based on population (or total number of households), it is decided to use the latest data available based on recent survey/study with central ministry/department concerned. Otherwise data from Census of India 2011 should be considered.

There is a possibility that data for some indicators may not be available from these sources at central level, in such cases data also needs to be compiled from state-level reports published by respective State Governments which are already available in public domain. The identified data source has been mentioned against each indicator in subsequent section.

The raw data collected as part of this step should be aggregated through an MIS database allowing year-on-year comparisons and state-wise documentation of progress. Such data collection should be a periodic exercise and should be executed through a robust framework for ensuring reliable and regular data collection for all indicators across the States.

Step II: Normalisation of Indicator Values

Statistically, there is no sanity in comparing variables which are expressed in different units. Therefore, it is required to convert the variables with mixed scales into dimensionless entities, so that they can be compared and used for ranking purpose easily. This way of conversion is known as normalisation⁶. It helps in measuring and comparing composite indicators with ease. It also makes the aggregation of indicators meaningful. There are various methods available to normalise variables and attain scores for the states based on their performance on the 51 indicators and compiling them sector-wise. For the purpose of ranking the states as part of GGI, the Dimensional Index Methodology is being used.

Dimensional Index Method⁷ is most commonly used for normalisation of values and subsequent ranking. In this method, the normalised value of each indicator is obtained by subtracting the minimum value from the raw value and then dividing it by data range (maximum – minimum value). The maximum and minimum values for each indicator are ascertained based on the raw values for that indicator across the states – combining all states and UTs without considering the proposed categorisation. Such calculation would permit comparison across all states and can also be used for generating overall ranks: without considering the categorisation.

The following two equations be used to normalise the indicator values:

Dimensional Score for Positive indicators:

$$\text{Score} = (\text{Indicator Value} - \text{Minimum Value}) / (\text{Maximum Value} - \text{Minimum Value})$$

Dimensional Score for Negative indicators:

$$\text{Score} = (\text{Maximum Value} - \text{Indicator Value}) / (\text{Maximum Value} - \text{Minimum Value})$$

Where:

Positive Indicator = for which Higher Value is better

Negative Indicator = for which Lower Value is better

Indicator Value = Available through Secondary Sources

Maximum Value = Highest Indicator Value among the States

Minimum Value = Lowest Indicator Value among the States

The mentioned equations would be directly used for Absolute Ranking Approach by taking the values of indicators for reference year. In case of the Growth-based Ranking Approach,

this exercise would be undertaken after calculating Compound Annual Growth Rate (CAGR) over base year to reference year for each indicator.

The following equation be used for calculating CAGR:

$$\text{CAGR} = (\text{Value of Reference Year} / \text{Value of Base Year})^{(1/n)} - 1 \times 100$$

Where:

n = number of periods

⁶<https://www.coursera.org/lecture/data-genes-medicine/data-normalization-jGN7k>

⁷ibid

Step III: Assigning Weightages

Equal Weightage to Sectors: As mentioned earlier, while conceptualising GGI, various aspects of governance, which are critical for growth, development and inclusiveness, which need to be measured, have been clustered under ten sectors. All the identified ten sectors are facets of equal importance from the point of view of comprehensive index at national level. In addition, there is a possibility that during a particular period, one state might be more focused and channelising its resources towards some limited prioritised sectors due to issues of regional importance. And, at the same time, there is a possibility that one state might be giving equal importance to all sectors at once allocating resources equally. In such scenarios, there would definitely be a difference in outcomes achieved by either of the states. In such circumstances, the index should not provide any advantage or disadvantage to states for ranking purpose. Therefore, it is suggested to give equal weightage to all sectors irrespective of the approach followed for ranking.

Differential Weightages for Indicators: As already mentioned that outcome / output-based indicators were given priority as per the suggestions of GoS on Governance for indicator selection and at the same time selection was restricted due to availability of

data. Therefore, the outcome / output-based indicators are assigned higher weightage whereas proxy indicators (input / process-based) indicators are assigned lower weightage. Assigning higher weightages to outcome/output-based indicators brings the focus on performance and achievements of states. While assigning weightages citizen-centricity is remained at the core, however, still it is a highly subjective and debatable. In arriving at the weights, care is taken to be rational and the weights are derived from extensive reading/study of the available research in the sectors. In addition, attempts have been made to arrive at a consensus on assigned weightages during consultative workshops. The assigned weightages remain the same for both the ranking approaches.

By no means the assigned/suggested weights are final. At any given point of implementation, either the Department (DARPG) or the respective key Ministries/Departments could intervene to change the weights as per the need/requirement/focus. Revising the assigned weightage would certainly become necessity, whenever the index implementing agency decides to include additional indicators (from the list of secondary indicators or any other) or exclusion of indicators from existing list.

Step IV: Computation of Scores and Ranking

After completing data normalisation process, the normalised value of each indicator needs to be multiplied with weightage assigned to indicator in order to obtain the indicator score. These individual indicator scores are aggregated to obtain a value for the sector. These aggregated values after multiplication with sector weight becomes the score for the sector and once sector-wise scores are

aggregated, it becomes state's GGI score to be used for ranking purpose.

Scoring process remains the same for both the ranking approaches. By following the above-mentioned methodology, the index implementing agency can rank all the states and UTs without any categorisation to assess the standing of a state in comparison to other states.



3.5.2 Data Validation

In order to assess the validity of proposed methodology, the entire process was tested following each step starting from collection and compilation of time-series data from the identified secondary sources for about 90% of the indicators. States were ranked category-wise based on both the proposed ranking methodologies. As expected the states which secured top ranks as part of Absolute Ranking Approach were ranked lower as part of Growth-based Ranking Approach as they have very limited scope in terms of incremental improvements and vice-versa. The results of

validation exercise were shared with the DARPG, Gol for further inputs. Once methodology validation was completed, the identified secondary sources were cross-checked with central ministries/departments once again for any other updated secondary sources. The ranking of states was done only to validate the data and test the methodology. The ranking of states, therefore is not included in this report. The present report is limited only to design and development of a framework in designing the Good Governance Index.

3.5.3 Limitations of Index

Form the point of view of designing and developing a comprehensive index, the exercise is severely constrained by the availability of secondary data, due to which some key indicators, e.g. framers' income could not be included. However, there would not be any apprehension in including such indicators once authentic data is available as the structure of index is flexible and incremental in nature.

While discussing the data availability as one of the constraints, it is important to note that data might not be readily available in the desired form for some of the indicators. For instance, while obtaining the score for 'Growth in Food Production' in calculating ranks using Growth-based approach, data would be required in actual terms of actual production in tonnage and not only the percentage increase which is readily available from secondary sources. In such cases, coordination between the ministry concerned and the Ministry of Statistics and Programme Implementation (MoSPI), Government of India would be very important.

As the status of governance is the focus point of the index, it can also be argued that the input and process-based indicators are equally important. While accepting the argument, a comprehensive index covering various sectors cannot have luxury of inclusion of all types of indicators. In addition, adherence to

suggestions of GoS on Governance to include only outcome / output-based indicators retained the focus of index on actual achievements by the states. The process and input based indicators may entail perception surveys and collecting primary data which is time and resource consuming. Embarking on including these indicators also mean delayed rolling out of the Index itself. At the same time, it also helped in keeping the number of indicators in limit which makes it pragmatic to implement.

The data generated during the initial year of implementation of this index would be helpful in refining the index as well as assigning weights in the future. It might also be useful for defining benchmarks taking the exercise away from minimum and maximum values for arriving at the normalised score at least for some of the indicators.

No doubt scholars/academicians/practitioners with involvement of all stakeholders in the future would produce works that are fuller, more profound and which is not constrained by data availability; but if this work gives rise to wider assessment on present status of governance and leads to peer learning among the states, it will have served its purpose.

3.6 Categorisation of States

GGI includes all the states as well as UTs for assessment and ranking purposes and it is commonly agreed that there are wide disparities such as geographical, historical, administrative structure, population size, etc., within the states and among the states and UTs. In the process of ranking, to ensure rationality, equity and level-playing field, states and UTs are grouped into three categories – (i) North-East and Hill States (11), (ii) Union Territories (7), and (iii) Remaining states (18).

The categorisation of states has been discussed as part of consultation process and achieved consensus to proceed as proposed from all the stakeholders. It should also be noted that the similar categorisation has been adopted for the coveted Prime Minister's Awards for Excellence in Public Administration instituted by the DARPG, Ministry of Personnel, Public Grievances & Pensions, Government of India.

4 Sectors and Indicators





1 Agriculture and Allied Sector

Agriculture & allied sector encompasses the governance aspects of the primary sector covering Agriculture, Horticulture, Livestock and Fisheries.

Though this sector continues to be the backbone and is the pillar of the Indian economy, it is not included in the existing indices like SOGR, WGI, PAI, etc. In India, despite furtherance of industries and service sector after liberalisation and opening up of economy, this sector remains very crucial.

India is the second largest agricultural producer and contributes 7.68% of the total agricultural

output of the world. It shares for about 17.32% of India's Gross Value Added⁸. More than two-thirds of country's population still resides in rural areas of which about 58% of the households depend on agriculture as their major livelihood⁹. India's food processing industry accounts for about 32% of the country's food market and is ranked fifth in terms of production, consumption and growth¹⁰.

The Government is working towards ensuring doubling farmers' income by 2022 and reduce agrarian distress. Initiatives are taken by the Government of India in order to improve the effectiveness of the sector. The initiatives are

⁸<http://statisticstimes.com/economy/sectorwise-gdp-contribution-of-india.php>

⁹<http://planningcommission.nic.in/plans/mta/mta-9702/mta-ch3.pdf>

¹⁰<https://www.ibef.org/industry/agriculture-india.aspx>



focused on every aspect in development of the sector - input, process and output & outcome related. Few of the initiatives include scheme for development of infrastructure creation (like irrigation, storage, godowns, etc.), agricultural marketing, crop insurance, mission on agriculture extension and technology, mission for sustainable agriculture, etc.

Different states have different focus in agriculture. Comparing the states on the level of agriculture production etc. may be irrelevant since this is largely driven by the agro-climatic conditions of the states. During the ministry and state-level consultations, it is proposed to prepare sub-set of indicators. States that fall within a sub-set of indicators will only be compared instead of comparing one state with rest of the 31 states in the agriculture sector. For e.g., if a sub-set has irrigation potential, irrigation infrastructure, irrigation investment etc. as indicators, only those states which have irrigation as core focus in agriculture would be compared but not all the states. This approach may be adopted in subsequent GGI exercise. For the purpose of current GGI framework, all the states are compared as per a similar overall set of indicators.

The progress in agriculture sector is reviewed and quantified for a detailed understanding, using indicators such as the following:

- a. Growth of agriculture and allied activities
- b. Growth of food grains production
- c. Growth of horticulture production

As agriculture is not limited to this, progress on the allied sectors, which include, animal husbandry, fisheries, etc. are also captured through the following indicators:

- d. Growth in milk production
- e. Growth in meat production

In order to sustain the momentum of agriculture and allied sectors production and in order to achieve the goals of various development plans, reduce the effect of natural disasters and seasonal variations, decrease the number of farmer suicides, agricultural assistance is required in terms of subsidies, insurances, loans etc., which adds upon an indicator:

- f. Crop insurance

For Indicator Ranking, details on each indicator are presented in the following table:

Indicator	Growth (GVA) of Agriculture and Allied Sector	
Rationale	Being a key for food security, there should be a continuous increase which should be sustained at a higher rate	
Ranking Approach	Absolute	Growth-based
Data Items*	(a) Combined agriculture and allied sector production of reference year	(a) Combined agriculture and allied sector production for reference year
	(b) Combined agriculture and allied sector production of preceding year	(b) Combined agriculture and allied sector production for base year
Formula	$(a) - (b) / (b) \times 100$	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Central Statistics Organisation (CSO), Government of India	
Note: * = Directly calculated figure is also available from CSO, GoI		

Indicator	Growth of Food Grains Production	
Rationale	One of the main outputs of primary sector contributing to food security as well economy as a whole	
Ranking Approach	Absolute	Growth-based
Data Items	(a)Total food grain production of reference year	(a)Total food grain production of reference year
	(b)Total food grain production of preceding year	(b)Total food grain production of base year
Formula	$(a) - (b) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Agricultural Statistics at a Glance published by Ministry of Agriculture and Farmers Welfare, Government of India	

Indicator	Growth of Horticulture Produce	
Rationale	The diverse soil and climate comprising several agro-ecological regions in India, provides the opportunity to grow a variety of horticulture crops, which plays a unique role in economy by improving the income of the rural people	
Ranking Approach	Absolute	Growth-based
Data Items	(a)Total horticulture production of reference year	(a)Total horticulture production of reference year
	(b)Total horticulture production of preceding year	(b)Total horticulture production of base year
Formula	$(a) - (b) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Agricultural Statistics at a Glance published by the Ministry of Agriculture and Farmers Welfare, Government of India	

Indicator	Growth in Milk Production	
Rationale	As part of dairy sector, milk production provides benefits such as nutritive food, supplementary income and productive employment for family labour and plays a key role in the economic sustainability of rural areas in particular	
Ranking Approach	Absolute	Growth-based
Data Items	(a)Total milk production of reference year	(a)Total milk production of reference year
	(b)Total milk production of preceding year	(b)Total milk production of base year
Formula	$(a) - (b) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Agricultural Statistics at a Glance published by the Ministry of Agriculture and Farmers Welfare, Government of India	

Indicator	Growth in Meat Production	
Rationale	Vital part of the food system and one of the main sources of self-employment especially to farmers during lean agriculture season while directly contributing to economy through export-related activities	
Ranking Approach	Absolute	Growth-based
Data Items	(a) Total meat production of reference year	(a) Total meat production of reference year
	(b) Total meat production of preceding year	(b) Total meat production of base year
Formula	$(a) - (b) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Basic Animal Husbandry & Fisheries Statistics published by the Ministry of Agriculture & Farmers Welfare, Government of India	

Indicator	Crop Insurance	
Rationale	Provision of insurance at subsidised premium by state for crops provides an additional support / relief to the farmers if crop is damaged by attack of pests, flood, drought or any other mean	
Ranking Approach	Absolute	Growth-based
Data Items	(a) Total area of crop insured in reference year	(a) Total area of crop insured in reference year
	(b) Total area of crop in current year	(b) Total area of crop insured in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Agricultural Statistics at a Glance published by the Ministry of Agriculture and Farmers Welfare, Government of India	

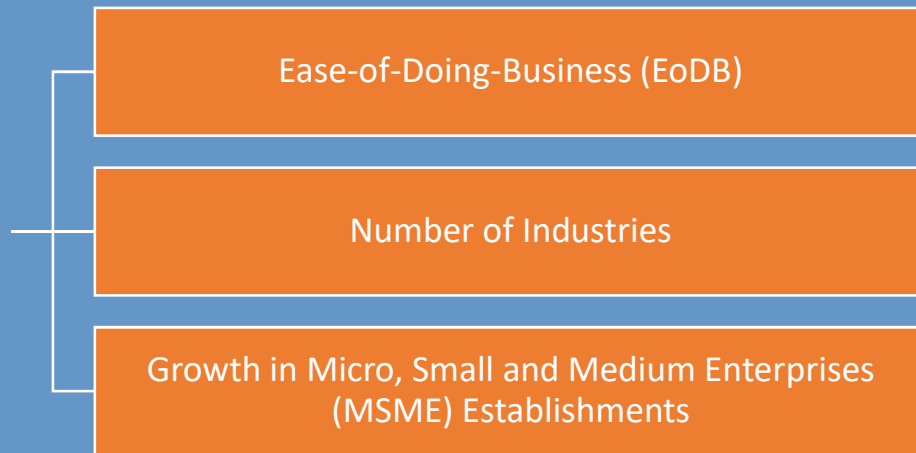
In addition to the indicators listed above and for which data validation has already been carried out, few more indicators are identified which may be added in the subsequent GGI exercise.

Additional Indicators

- Percentage of digitisation of land records- Data to be obtained from Department of Land Resources (DoLR), GoI
- Public Expenditure on agriculture as % of Net State Domestic Product (NSDP) of Agriculture
- Soil Health Cards- Issued vs Target
- Crop Insurance- percentage of non-loanee farmers brought under Pradhan Mantri Fasal Bima Yojana
- Quality seeds distributed per hectare
- Pradhan Mantri Krishi Sinchayee Yojana - area brought under micro irrigation compared to last year (to be calculated against the potential area available for irrigation)
- Percentage of farmers issued Kissan Credit Cards
- Number of households under Milk Cooperatives
- Percentage of artificial insemination
- Have tenancy reforms been undertaken? -YES/NO
- Innovation/reforms undertaken at the state in Agriculture
- Increase in Coverage under Crop Insurance [in terms of Gross Cropped Area (CGA)]
- Access to Inputs: Seeds, Fertilizers, Credit, Pesticides, Insecticides, etc.

- Access to Information: Good Agricultural Practices (GAP), Market
- Access to Market
- Risk Mitigation – Pradhan Mantri Fasal Bima Yojana (PMFBY)

Commerce and Industries



2 Commerce and Industries

This sector encompasses the governance aspects of industry and commerce covering areas such as EoDB, industrial growth, MSME Establishments, etc.

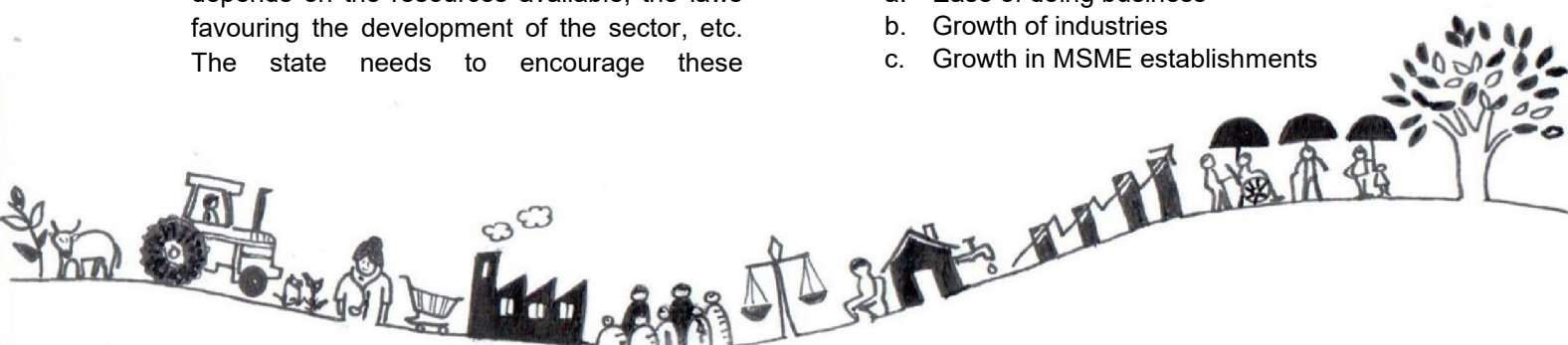
Central and State governments are working towards furtherance of the industries and service sector. This sector is a key to the growth of the state economy and it has a rippling effect with increase in employment.

The growth of commerce and industry in a state depends on the resources available, the laws favouring the development of the sector, etc. The state needs to encourage these

establishments by liberalising their laws and by providing them with loans, subsidies etc. Many new initiatives taken by the Government in the form of Make-in-India, Invest India, Start Up India and e-biz Mission Mode Project under the national e-governance plan are facilitating investment and ease of doing business in the country.

In order to measure the sector, few indicators have been prioritised:

- Ease of doing business
- Growth of industries
- Growth in MSME establishments



For **Indicator Ranking**, details on each indicator are presented in the following table:

Indicator	Ease-of-Doing-Business (EoDB)	
Rationale	Progress made by the State Governments in implementing reforms promoting ease with which an entity can start and run and exit from a business is measured by the Department of Industrial Policy and Promotion, Govt. of India through EoDB covering 11 priority areas. The score is directly taken into account without considering individual indicators.	
Ranking Approach	Absolute	Growth-based
Data Items	EoDB Score of current year	(a) EoDB Score of reference year (b) EoDB Score of base year
Formula	-	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	Nos.	%
Data Source	EoDB Score by Department of Industrial Policy and Promotion (DIPP), Government of India	

Indicator	Growth Rate of Industries	
Rationale	Industries/businesses provide jobs, pay taxes to the government, contribute to GDP of the country and thus economic growth. Being most important factor for an economy, the sustained growth in number is very essential for development	
Ranking Approach	Absolute	Growth-based
Data Items*	(a) Total number of registered industries/businesses in reference year	(a) Total number of registered industries/businesses in reference year
	(b) Total number of registered industries/businesses in preceding year	(b) Total number of registered industries/businesses in base year
Formula	$(a - b) / (b) \times 100$	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Central Statistics Organisation (CSO), Government of India	
Note: * = Directly calculated figure is also available from CSO, GoI		

Indicator	Growth in MSME Establishments	
Rationale	MSME Sector is considered as key engine of economic growth in India and offers huge potential for employment creation.	
Ranking Approach	Absolute	Growth-based
Data Items	(a) Total number of MSMEs registered in reference year (b) Total number of MSMEs registered in preceding year	(a) Total No. of MSMEs registered in reference year (b) Total No. of MSMEs registered in base year
Formula	$(a - b) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	National Sample Survey Report and MSME Census Report: 2006-07	



3 Human Resource Development

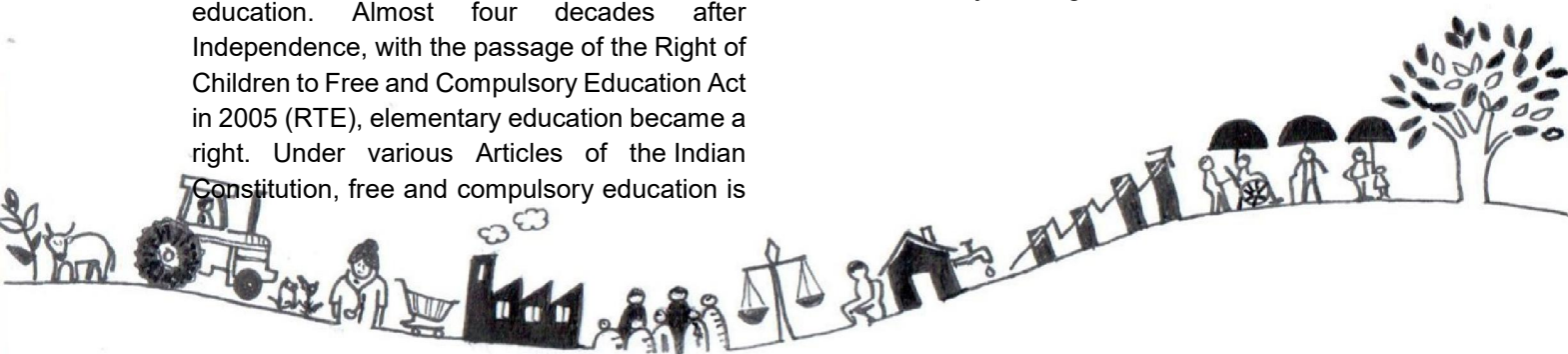
This sector encompasses the governance aspects of education covering primary and secondary education, skill development and other related areas.

Education for all is one of the major concerns of all the development plans and is one of the key objectives of sustainable development goals. Education lays foundation for sustainable and inclusive development. The future of the citizens depends on their educational inputs.

India has made great strides in the field of education. Almost four decades after Independence, with the passage of the Right of Children to Free and Compulsory Education Act in 2005 (RTE), elementary education became a right. Under various Articles of the Indian Constitution, free and compulsory education is

made a fundamental right to children between the ages of 6 and 14. The pressures of economic growth and the acute scarcity of skilled and trained manpower must certainly have played a role to make the government take such a step.

Over the years the Government has taken steps to improve the access, equity and quality of education. Initiatives by the Central government include Sarva Siksha Abhiyan (SSA), Deen Dayal Upadhyaya Grameen Kaushal Yojana, Digital India, Skill India, etc.



The budget for SSA and that for Rashtriya Madhyamik Shiksha Abhiyan (RMSA), teacher training and adult education has been increased. The mid-day meals scheme, which continues to face problems and much criticism since inception, was also given more emphasis by increasing the budgetary allocations. While the SSA made valuable contribution in improving educational infrastructure in the country, there is much to be said regarding the poor quality of education in the public schooling system. The Annual State of Education Report (ASER) emphasises this point year after year¹¹.

The state government plays a crucial role in achieving education for all. In order to measure the governance of the state in provision of education facilities, it is not just the infrastructure provision but the quality of education and retention rate that needs to be focussed which is captured as an indicator.

There are serious issues in learning outcomes which remain deplorable despite heavy financial and human inputs in the education sector over the last few decades. Education must be pursued irrespective of gender, reservations etc. In order to capture the scope of education, indicators like Gender Parity Index and enrolment ratio of scheduled castes (SC) and scheduled tribes (ST) are included.

Provision of education must be driven through an objective. The cycle of education completes after skill training and placement or employment of the citizen. In order to measure the effectiveness of this education system, these parameters are also taken into consideration while formulating the indicators of the GGI.

For **Indicator Ranking**, details on each indicator are presented in the following table:

Indicator	Quality of Education	
Rationale	While the number of years of schooling is important, so is the cognitive ability. Therefore, improving the quality of education is important as students would be able to engage in more productive activities in order to promote economic development.	
Ranking Approach	Absolute	Growth-based
Data Items	(a) Percentage of Students of Std. III who can read Std. II Level Text (Language)	(a) Aggregated score of each data item for reference year
	(b) Percentage of Students of Std. III who can do at least subtraction	
	(c) Percentage of Students of Std. VIII who can read Std. II Level Text (Language)	(b) Aggregated score of each data item for base year
	(d) Percentage of Students of Std VIII who can do division	
Formula*	Normalised score of each data-item considering each as individual indicator is to be calculated and aggregated. The aggregated score is used for ranking purpose after multiplication with assigned weight.	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source[#]	1. Annual Status of Education Report (ASER) by ASER Centre facilitated by Pratham OR	

¹¹<http://www.moneycontrol.com/news/business/economy/budget-2017-spendeducation-sector-seen-falling-short-1004364.html>

	2. National Achievement Survey (NAS), Ministry of Human Resource Development (MHRD), Government of India
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Note:

* = Method for calculating normalised score is provided in Section 3.5.1

= As part of Human Resource Sector, this indicator is very critical. While identifying data source for the indicators, it was found that the Ministry of Human Resource Development (MHRD), Government of India has published a National Achievement Survey Report in 2012. The MHRD, Gol is in the process of rolling out similar exercise on annual basis. Till such exercise comes out with data source Annual Status of Education Report (ASER) by ASER Centre is being used, which is endorsed by the MHRD, Gol during consultations.

Indicator	Retention Rate at Elementary Level (Grade I to VIII)	
Rationale	Children who do not complete at least five years of schooling are unlikely to retain literacy and numeracy skills in their adulthood thus adding to the pool of illiterate adults ¹² . Thus, retention rate becomes very important aspects to be assessed.	
Ranking Approach	Absolute	Growth-based
Data Items*	Directly calculated figure	(a) Normalised score of reference year (b) Normalised score of base year
Formula	-	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	School Education in India published by the National University of Education Planning and Administration	

Note:* = Method for calculating normalised score is provided in Section 3.5.1

Indicator	Gender Parity Index	
Rationale	Access to education is key for ensuring women have access to economic opportunities, improved health care, enhanced decision-making skills, representation in political and economic processes, etc.	
Ranking Approach	Absolute	Growth-based
Data Items*	Directly calculated figure	(a) Normalised score of reference year (b) Normalised score of base year
Formula	-	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Report of Department of School Education, Government of India	

Note:* = Method for calculating normalised score is provided in Section 3.5.1

Indicator	Enrolment Ratio of SC and ST	
Rationale	Education is a very important tool for upliftment of vulnerable sections of our society. Enhanced enrolment of SC and ST would also indicate a win for the struggles for equal rights to some extent	
Ranking Approach	Absolute	Growth-based
Data Items*	Directly calculated figure	(a) Normalised score of reference year (b) Normalised score of base year
Formula	-	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods

¹²<http://www.econcaluniv.ac.in/Arthanitiweb/book/2014/JM.pdf>

Unit	%
Data Source	School Education in India published by National Institute of Educational Planning and Administration (NIEPA)
<i>Note: * = Method for calculating normalised score is provided in Section 3.5.1</i>	

Indicator	Skill Trainings Imparted	
Rationale	In order to make use of demographic dividend India has, it is necessary to focus on skill trainings to produce skilled manpower for contributing productively in economic development.	
Ranking Approach	Absolute	Growth-based
Data Items	(a) Total number of trainings done	(a) Total number of trainings done in reference year
	(b) Total target allocated	(a) Total number of trainings done in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Skill Development Management System (SDMS) of Ministry of Skill Development, Government of India	

Indicator	Placement Ratio including Self-employment	
Rationale	It is not only important to undertake skill trainings, but it is equally important that people who got skill training should be employed in gainful activities and it is not only limited to getting associated with a formal job but also starting own enterprise.	
Ranking Approach	Absolute	Growth-based
Data Items	(a) Total placements done including self-employment in reference year	(a) Total placements done including self-employment in reference year
	(b) Total target allocated in reference year	(b) Total placements done including self-employment in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Skill Development Management System (SDMS) of Ministry of Skill Development, Government of India	

In addition to the indicators listed above and for which data validation has already been carried out, few more indicators are identified which may be added in the subsequent GGI exercise.

Additional Indicators

- Pass % at Under Graduate (UG) level
- Pass % at Post Graduate (PG) level
- % of universities in which curriculum is revised at least once in last three years
- % of teachers having publications of at least one paper per year in last five years
- % of teachers having Ph.D. degree
- Ratio of eligible faculty to guide Ph.D. students to the total number of Ph.D. students enrolled

- % of students who take admission in higher education institutions to the number of students who passed 12th class (separately for boys and girls)
- Dropout rate at the UG level
- Dropout rate at the PG level
- Ratio of enrolment of boys to the girls at UG level
- Ratio of enrolment of boys to the girls at PG level
- Ratio of enrolment of boys to the girls at Ph.D. level
- Gross Enrolment Ratio (GER) of SC, ST and OBC students
- % of students who went for skill training after 12th class
- % of students who completed skill courses
- % of students who got placement after skill training
- % of students who got placement after graduation
- % of students who got placement after PG

For **Indicator Ranking**, details on each indicator are presented in the following table:

Indicator	Operationalisation of 24X7 Facility at PHCs	
Rationale	Being the first point of contact especially in rural areas for health-related issues, it is desirable that higher number of PHCs to operational on continuous basis with all necessary provisions including human resources.	
Ranking Approach	Absolute	Growth-based
Data Items	(a) Total number of PHCs operational at 24X7 basis in reference year	(a) Total number of PHCs operational at 24X7 basis in reference year
	(b) Total number of PHCs in reference year	(b) Total number of PHCs operational at 24X7 basis in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	MIS of National Rural Health Mission (NRHM) and Rural Health Statistics published by Ministry of Health and Family Welfare, Government of India	

Indicator	Availability of Doctors & Paramedical Staff at PHCs	
Rationale	Availability of competent professionals at PHCs is very critical from service delivery point of view. As per the norms issued by Ministry of Health and Family Welfare, it is necessary that all the required staff to be posted at PHCs	
Ranking Approach	Absolute	Growth-based
Data Items	(a) Total Number of Doctors and Paramedical Staff available at PHCs in reference year	(a) Total Number of Doctors and Paramedical Staff available at PHCs in reference year
	(a) Total Number of Doctors and Paramedical Staff Sanctioned for PHCs in reference year	(b) Total Number of Doctors and Paramedical Staff available at PHCs in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Rural Health Statistics published by the Ministry of Health and Family Welfare, Government of India	

Indicator	Maternal Mortality Ratio (MMR)	
Rationale	It is annual number of female deaths for every 100,000 live births due to any reason concerned with or aggravated by pregnancy or its management. It directly reflects on availability of pre-natal care, infrastructure, human resources, etc.	
Ranking Approach	Absolute	Growth-based
Data Items*	Directly calculated figure	(a) MMR of reference year
		(b) MMR of base year
Formula	-	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	Nos.	%
Data Source	SRS Bulletin, Registrar General & Census Commissioner, Ministry of Home Affairs, Government of India	

Indicator	Infant Mortality Rate (IMR)	
Rationale	It is the number of deaths of infants aged less than one year for every 1000 live births. It also reflects availability of pre&postnatal care, infrastructure, human resources, etc.	
Ranking Approach	Absolute	Growth-based
Data Items	Directly calculated figure	(a) IMR of reference year (b) IMR of base year
Formula	-	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	Nos.	%
Data Source	SRS Bulletin, Registrar General & Census Commissioner, Ministry of Home Affairs, Government of India	

Indicator	Total Fertility Rate (TFR)	
Rationale	As second most populous country of the World, India as a nation has to keep its TFR close to replacement rate in order to keep population in check.	
Ranking Approach	Absolute	Growth-based
Data Items*	Directly calculated figure	(a) TFR of reference year (b) TFR of base year
Formula	-	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	Nos.	%
Data Source	SRS Bulletin, Registrar General & Census Commissioner, Ministry of Home Affairs, Government of India	

Indicator	Immunisation Achievement	
Rationale	In order to lead a healthy life, immunisation is very important factor. It not only assures a healthy future to a child but also helps in protecting the broader community by minimising the spread of disease.	
Ranking Approach	Absolute	Growth-based
Data Items*	Directly calculated figure	(a) Normalised score of reference year
		(b) Normalised score of base year
Formula	-	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Immunisation Technical Support Unit, Ministry of Health and Family Welfare, Government of India	
Note: * = Method for calculating normalised score is provided in Section 3.5.1		

In addition to the indicators listed above and for which data validation has already been carried out, few more indicators are identified which may be added in the subsequent GGI exercise.

Additional Indicators

- Operationalisation of First Referral Units (FRUs)
- Delivery Attended by Skilled Birth Personnel / Proportion of Institutional Deliveries
- Percentage of children age 12-23 months fully immunised
- Registration System of Births and Deaths

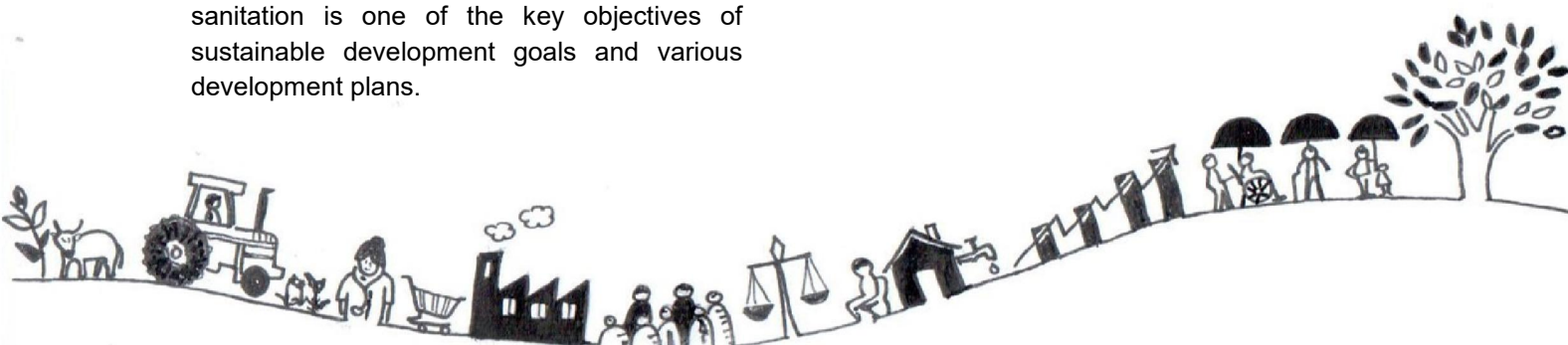


5 Public Infrastructure and Utilities

This sector encompasses the governance aspects of the basic services provided by the government such as water supply, sewerage management, roads and highways, power, public transport, sanitation and other societal infrastructure.

Good and efficient physical infrastructure is a very essential element for sustainable development. Most of the people living in slums and rural areas do not have access to water facilities. Provision of clean water and sanitation is one of the key objectives of sustainable development goals and various development plans.

Government of India, in order to improve the delivery of services and create infrastructure for meeting the needs of the citizen has taken up a number of initiatives like Atal Mission for Rejuvenation and Urban Transformation (AMRUT), Smart Cities Mission, National Heritage City Development and Augmentation Yojana (HRIDAY), Pradhan Mantri Awas Yojana (PMAY), Swachh Bharat Mission (SBM), National Solar Mission, Ujala Scheme, Urban Jyoti Abhiyan (URJA), etc.



All these initiatives are focussed on holistic and sustainable development and not just limited to one but covering the entire gamut of infrastructure and utilities like water, sewerage, sanitation, storm water drainage, public transport, housing, amenities, power supply, etc.

In order to measure the physical infrastructure status of various states, few indicators need to be assessed such as:

- a. Access to potable water
- b. Access to toilets in urban areas
- c. Open defecation free villages

Connectivity plays a major role in development. The connectivity pattern and travel between different places increases the ease of development. Connectivity plays a crucial role especially in rural areas, where most of the people travel to nearby towns or cities for work on daily basis, to avail work, services etc. The development of a state depends upon the qualitative development both in rural as well as urban areas. Focusing on this aspect, another

indicator which contributes towards the measurement of physical development in various states is:

d. Connectivity to rural habitations

Power supply is required in order to make the process easy and effective. India's power sector has an installed capacity of almost 280 GW. Renewable energy constitutes about 28% of this capacity while conventional energy makes up the rest. For India, this is a substantial achievement, yet below the requirement of provision of uninterrupted quality power. Power supply is required to operate a machine which would produce a quality product, to supply water for agricultural fields etc. The efficiency of the state in provision of power supply facilities could be measured using the indicators:

- e. Access to power supply
- f. Availability of 24*7 power supply
- g. Energy availability against requirement
- h. Per capita power consumption

For **Indicator Ranking**, details on each indicator are presented in the following table:

Indicator	Access to Potable Water	
Rationale	The importance of availability of clean drinking water at household-level cannot be overstated when it comes to preventing infection, illness and death. Provision of piped water facility within premise from treated source is considered best way of provision of water services as per recommendations of various national and international organisations from health and economic aspects	
Ranking Approach	Absolute	Growth-based
Data Items	(a) Total number of households (HHs) having access to potable water in rural areas in reference year	(a) Total number of HHs having access to potable water in rural areas in reference year
	(b) Total number of HHs having access to potable water in urban (500 AMRUT Cities) in reference year	(b) Total number of HHs having access to potable water in urban (500 AMRUT Cities) in reference year
	(c) Total number of HHs in rural areas in reference year	(c) Total number of HHs having access to potable water in rural areas in base year
	(d) Total number of HHs in urban areas (500 AMRUT Cities) in reference year	(d) Total number of HHs having access to potable water in urban (500 AMRUT Cities) in base year
Formula	$(a + b) / (c + d) \times 100$	$\{(a + b) / (c + d)\}^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	

Data Source	Data for rural areas to be compiled from Baseline Survey conducted by the Ministry of Rural Development, Government of India. For urban areas, State Annual Action Plan (SAAP) under AMRUT Mission from Ministry of Housing and Urban Affairs, Government of India
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Indicator	Towns Declared Open Defecation Free (ODF)	
Rationale	Lack of proper sanitation services not only breeds disease, it can rob people of their basic human dignity. Provision of individual toilets to all the households is one of the main components under Swachh Bharat Mission (SBM).	
Ranking Approach	Absolute	Growth-based
Data Items	(a) Total number of statutory towns declared as ODF in reference year	(a) Total number of statutory towns declared as ODF in reference year
	(b) Total number of statutory towns in reference year	(b) Total number of statutory towns declared as ODF in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Reports of Ministry of Housing and Urban Affairs, Government of India and Census of India 2011	

Indicator	Villages Declared Open Defecation Free (ODF)	
Rationale	Same as previous indicator	
Ranking Approach	Absolute	Growth-based
Data Items	(a) Total number of villages declared as ODF in reference year	(a) Total number of villages declared as ODF in reference year
	(b) Total number of villages in reference year	(b) Total number of villages declared as ODF in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Reports of Ministry of Rural Development, Government of India and Census of India 2011	

Indicator	Connectivity to Rural Habitations	
Rationale	Road connectivity plays a crucial role in promoting economic, social and cultural development of a region in general and of village/rural habitations in particular. Improvement in road connectivity not only assures the development but also accelerates the process of development of a region.	
Ranking Approach	Absolute	Growth-based
Data Items	(a) Total number of habitations having road connectivity in reference year	(a) Total number of habitations having road connectivity in reference year
	(b) Total number of habitations in reference year	(b) Total number of habitations having road connectivity in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	

Data Source	Reports of Ministry of Rural Development, Government of India
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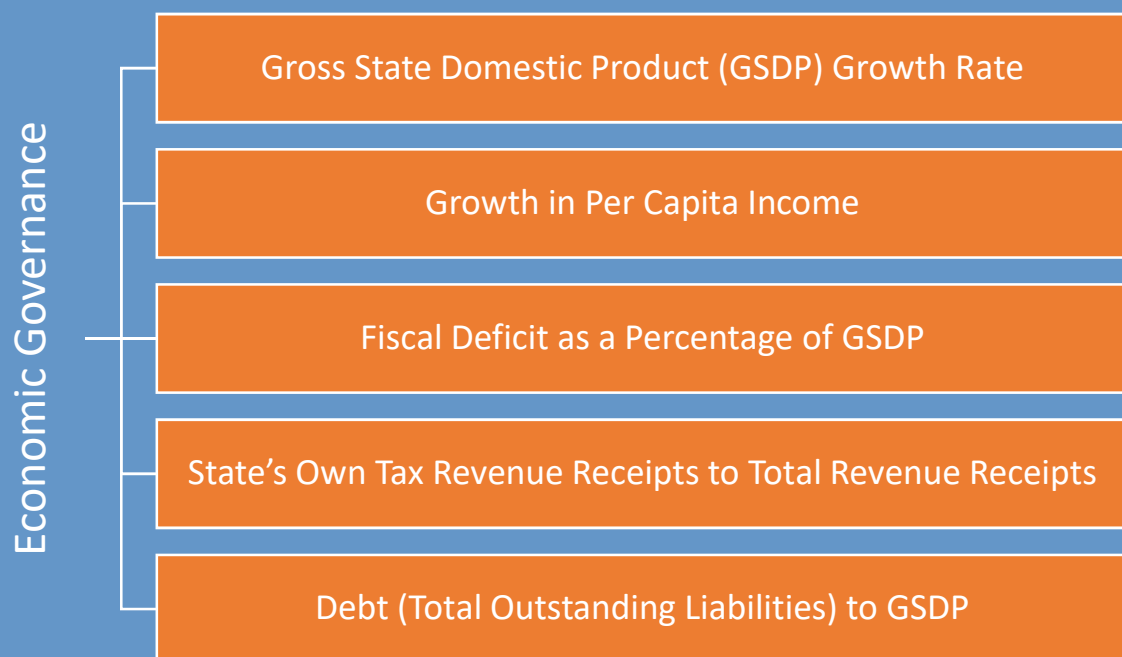
Indicator	Access to Power Supply	
Rationale	India has achieved 100% electrification of all villages. The benefits of achieving such milestone can only be realised when all the households have access to power supply connection.	
Ranking Approach	Absolute	Growth-based
Data Items	(a) Total number of households with domestic power connection in reference year	(a) Total No. of households with domestic power connection in reference year
	(b) Total number of households in reference year	(b) Total No. of households with domestic power connection in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Ministry of Power, Government of India and Census of India 2011	

Indicator	Availability of 24X7 Power Supply	
Rationale	Having access to power supply connection is not an end of service by any means. As part of the “Power for All” programme, enhancing satisfaction levels of the consumers and improving the quality of life of people through 24x7 power supply is a major objective.	
Ranking Approach	Absolute	Growth-based
Data Items	Directly taking calculated average hours of supply for domestic consumption in rural areas	(a) Normalised score for the reference year
		(b) Normalised score for the base year
Formula	-	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	Nos.	%
Data Source	Progress Report of Rural Electrification (RE) Monitoring (Rural) by Ministry of Power, Government of India	
Note: * = Method for calculating normalised score is provided in Section 3.5.1		

Indicator	Energy Availability Against the Requirement	
Rationale	Energy demand changes on a minute-by-minute, daily and seasonal basis. The electrical system must have enough availability/capacity to supply energy exactly when it is needed.	
Ranking Approach	Absolute	Growth-based
Data Items	(a) Total energy available from all sources in reference year	(a) Total energy available from all sources in reference year
	(b) Actual energy required in reference year	(b) Total energy available from all sources in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	

Data Source	Load Generation Balance Report published by the Central Electricity Authority, Government of India
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Indicator	Growth in per capita power consumption	
Rationale	Increase in per capita power consumption is one of the indicators for assessing the economic development	
Ranking Approach	Absolute	Growth-based
Data Items	(a)Ultimate electricity consumption in reference year	(a)Ultimate electricity consumption in reference year
	(b)Mid-year population of current year	(b)Ultimate electricity consumption in base year
Formula	(a) / (b)	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit		%
Data Source	Report of Ministry of Power, Government of India	



6 Economic Governance

This sector encompasses the economic management of the government covering areas such as fiscal management, revenue management, financial inclusion etc.

Economy plays a major role in order to measure the development and governance among states. Each and every other sector will have an indicator which measures that respective sectoral contribution towards the economy. Economy indicates the achievement of long-term goals. With a better financial management on the state, there is better utilisation of resources in order to achieve the objectives of the development plans.

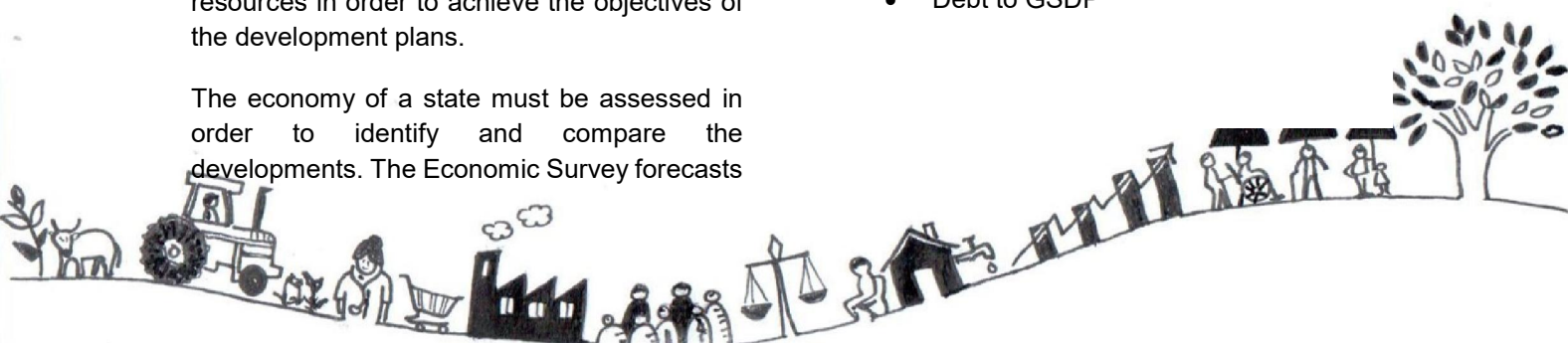
The economy of a state must be assessed in order to identify and compare the developments. The Economic Survey forecasts

that the growth rate would increase to 7.5% for 2018. In order to measure the economic growth rate, few indicators are required such as:

- GSDP growth rate
- Growth per capita income

These indicators would only show the economic growth of a state. But in order to get a detailed picture on economic development, few deficit factors must also be quantified, using indicators such as:

- Fiscal deficit to GSDP
- Debt to GSDP



The consolidated deficit of the states has increased steadily in recent years, rising from 2.5 per cent of GDP in 2014-15 to 3.6 per cent of GDP in 2015-16, in part because of the Ujwal DISCOM Assurance Yojana (UDAY) scheme¹³.

Apart from these, there is one other indicator which measures the economic development of the state, that is:

- State's own revenue to total revenue receipts

For **Indicator Ranking**, details on each indicator are presented in the following table:

Indicator	Gross State Domestic Product (GSDP) Growth Rate	
Rationale	GSDP is a monetary measure of the market value of all final goods and services produced in a period of time indicating economic/productive activities performed in a state. It represents the economic development of the state.	
Ranking Approach	Absolute	Growth
Data Items	(a) GSDP (at constant prices) for reference year	(a) GSDP (at constant prices) for reference year
	(b) GSDP (at constant prices) for preceding year	(b) GSDP (at constant prices) for base year
Formula	$(a - b) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Central Statistical Organization	

Indicator	Growth in Per Capita Income	
Rationale	The more the per capital income, the better is the condition of people and better is the development.	
Ranking Approach	Absolute	Growth
Data Items	(a) Directly calculated figure of per capita Net State Domestic Product (NSDP) at constant prices in reference year	(a) Directly calculated figure of per capita Net State Domestic Product (NSDP) at constant prices in reference year
	(b) Directly calculated figure of per capita Net State Domestic Product (NSDP) at constant prices in preceding year	(b) Directly calculated figure of per capita Net State Domestic Product (NSDP) at constant prices in base year
Formula	$(a - b) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Central Statistical Organisation	

Indicator	Fiscal Deficit as a Percentage of GSDP	
Rationale	It is an indication on how far the government is spending beyond its means. The Fiscal Responsibility and Budget Management (FRBM) Act stipulates the allowed fiscal deficit to be adhered by the states.	
Ranking Approach	Absolute	Growth
	(a) Fiscal deficit	(a) Fiscal deficit in reference year

¹³<https://www.ibef.org/economy/economic-survey-2015-16>

Data Items	(b) Nominal GSDP (at current prices) for current year	(b) Fiscal deficit in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	State Finance: A Study of Budgets: Annually published by the Reserve Bank of India	

Indicator	State's Own Tax Revenue Receipts to Total Revenue Receipts	
Rationale	It represents buoyancy of the state's own tax revenue and state's dependence on central government.	
Ranking Approach	Absolute	Growth
Data Items	(a) State own tax revenue receipts	(a) State own tax revenue receipts in reference year
	(b) Total revenue receipts (all sources)	(b) State own tax revenue receipts in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	State Finance: A Study of Budgets: Annually published by the Reserve Bank of India	

Indicator	Debt (Total Outstanding Liabilities) to GSDP	
Rationale	It represents an economy that produces and sells goods and services sufficient to pay back debts without incurring further debts.	
Ranking Approach	Absolute	Growth
Data Items	(a) Total debt liability in reference year	(a) Total debt liability in reference year
	(b) Nominal GSDP (at current prices) for reference year	(b) Total debt liability in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	State Finance: A Study of Budgets: Annually published by the Reserve Bank of India	

In addition to the indicators listed above and for which data validation has already been carried out, few more indicators are identified which may be added in the subsequent GGI exercise.

Additional Indicators

- Ratio of capital expenditure of the state to the total expenditure of the state or GSDP
- Ratio of social sector expenditure of the state to the total expenditure of the state or GSDP
- Growth in per capita income – can be treated as repeated indicator

For **Indicator Ranking**, details on each indicator are presented in the following table:

Indicator	Sex Ratio at Birth	
Rationale	Gender imbalance causes serious negative consequences for the society in the long run. Sex ratio at birth – or the number of girl children born for every 1,000 boys born; assumes importance in the Indian context and there is a need to increase the same. To counter discrimination both against female fetuses and girl children, Government are making interventions in the form of schemes, campaigns and adherence to stringent laws and these efforts are reflected in increase in the sex ratio.	
Ranking Approach	Absolute	Growth
Data Items	Directly Calculated Figure: Number of female births per 1000 male births	(a) Sex Ratio at Birth in reference year (b) Sex Ratio at Birth in base year
Formula	-	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	Nos.	%
Data Source	Health Management Information System (HMIS) of Ministry of Health and Family Welfare, Government of India	

Indicator	Health Insurance Coverage	
Rationale	Poor and vulnerable families often fall in the trap of financial risk arising out of catastrophic health episodes which leads to economic loss and thus the vicious cycle continues. Health insurance coverage ensures to protect the citizens against such situations.	
Ranking Approach	Absolute	Growth
Data Items	Directly Calculated Figure: Ratio of households with any usual member covered by a health scheme / insurance	(a) Health Insurance coverage in reference year (b) Health Insurance coverage in base year
Formula	-	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	Nos.	%
Data Source	National Family Health Survey	

Indicator	Rural Employment Guarantee	
Rationale	An important intervention to enhance the livelihood opportunities for unskilled labourers in rural areas.	
Ranking Approach	Absolute	Growth
Data Items	Directly Calculated Figure: Average number of days work provided to worked HHs	(a) No. of days work provided to worked HHs in reference year (b) No. of days work provided to worked HHs in base year
Formula	-	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	Nos.	%

Data Source	MIS of Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)
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Indicator	Unemployment Rate	
Rationale	Rising unemployment is seen as a sign of a weak economy. Unemployment is also highly predictive of an increase in crime and uneasiness in the populace and can also lead to long term systemic issues which are difficult to resolve. With a number of interventions in the form of enabler and creating opportunities, government is trying to tackle the increase in unemployment rate. The lower the unemployment rate, the better progressive and productive the state will be.	
Ranking Approach	Absolute	Growth
Data Items	Directly Calculated Figure: Number of unemployed per 1000 persons aged 15 years & above	(a) Number of unemployed per 1000 persons aged 15 years & above according to usual Principal & Subsidiary Status Approach in reference year (b) Number of unemployed (per 1000 persons aged 15 years & above according to usual Principal & Subsidiary Status Approach in base year
Formula	-	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Annual Employment-Unemployment Survey published by Ministry of Labour and Employment	

Indicator	Housing for All	
Rationale	Shortage of adequate and affordable housing leads to unprecedented proliferation of slums/informal settlements and increase in homelessness. The SDG 11 indicates to “make cities and human settlements inclusive, safe, resilient and sustainable” and targets to ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums. Government is working towards provision of affordable housing to all.	
Ranking Approach	Absolute	Growth
Data Items	(a)Total demand for houses (Nos.) in urban areas in reference year	(a) Normalised score for reference year
	(b)Total number of HHs in urban area in reference year	
	(c)Total demand for houses (Nos.) in rural areas in reference year	(b) Normalised score for base year
	(d)Total number of HHs in rural area in reference year	
Formula	{(a) + (c)} / {(b) + (d)} X 100	(a / b) ^(1 / n) – 1 X 100 where n is number of periods
Unit	%	
Data Source	Baseline Survey 2013-14 by Ministry of Housing and Urban Affairs, Baseline Survey 2013-14 by Ministry of Rural Development, Report of Ministry of Housing and Urban Affairs with data upto 2016 and Report of Ministry of Rural Development with data upto 2016	
Note:* = Method for calculating normalised score is provided in Section 3.5.1		

Indicator	Economic Empowerment of Women	
Rationale	The participation of female in work force does not just supports social equality and women's independence but also a huge contribution in the economy. Low female labour force participation rate has been a longstanding issue of concern. Women participation in the labour market is therefore encouraged. Higher participation of female in labour force reflects changes in economic activity, educational attainment, fertility rates, social norms, and other factors.	
Ranking Approach	Absolute	Growth
Data Items	Directly Calculated Figure:	(a) Number of Female Labour Force Participation in reference year (b) Number of Female Labour Force Participation in base year
Formula	-	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	Nos.	%
Data Source	Annual Employment-Unemployment Survey published by Ministry of Labour and Employment	

Indicator	Empowerment of SCs, STs, OBCs and Minorities	
Rationale	Measuring the inclusiveness and empowerment of the marginalised groups is an important component of welfare and development measures taken by the respective states. This indicator attempts to measure the dimension of financial inclusion. The Human Resource Sector already covered the educational inclusion of these groups. The Social Welfare and Development Sector covers financial support to these groups. Since the programmes with respect to financial (credit) are generally similar to all marginalised groups and to meet the objective of keeping the indicators minimal, all four groups are combined.	
Ranking Approach	Absolute	Growth
Data Items	(a)No. of beneficiaries provided credit support for self-employment ventures / income generation in reference year (b)No. of beneficiaries provided credit support for self-employment ventures / income generation in preceding year	(a)No. of beneficiaries provided credit support for self-employment ventures / income generation in reference year (b) No. of beneficiaries provided credit support for self-employment ventures / income generation in base year
Formula	$(a) - (b) / (b) \times 100$	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Ministry of Social Justice and Empowerment for SCs and OBCs, Ministry of Tribal Welfare for STs, Ministry of Minority Welfare for Minorities	

Indicator	Disposal of SC/ST atrocity cases by courts	
Rationale	The social empowerment, especially of SCs and STs are measured through this indicator.	
Ranking Approach	Absolute	Growth
Data Items	(a)Number of cases in which trial completed (Convicted + Acquitted or	(a)No. of cases in which trial completed (Convicted + Acquitted or Discharged) at

	Discharged) at the end of the reference year related to SCs	the end of the reference year related to SCs
	(b) No. of cases in courts including brought forward related to SCs in the reference year	(b)No. of cases in which trial completed (Convicted + Acquitted or Discharged) at the end of the reference year related to STs
	(c)No. of cases in which trial completed (Convicted + Acquitted or Discharged) at the end of the reference year related to STs	(c)No. of cases in which trial completed (Convicted + Acquitted or Discharged) at the end of the base year related to SCs
	(d) No. of cases in courts including brought forward related to STs in the reference year	(d)No. of cases in which trial completed (Convicted + Acquitted or Discharged) at the end of the base year related to STs
Formula	$\{(a) + (c)\} / \{(b) + (d)\} \times 100$	$\{(a + c) / (b + d)\}^{(1/n)} - 1 \times 100$ where <i>n</i> is the number of periods
Unit	%	
Data Source	Annual Report of Department of Social Justice and Empowerment, Ministry of Social Justice and Empowerment	

In addition to the indicators listed above and for which data validation has already been carried out, few more indicators are identified which may be added in the subsequent GGI exercise.

Additional Indicators

- Number of SC/ST/OBC Beneficiaries Getting Skill Training during the Year
- Percentage of Skilled SC/ST/OBC Beneficiaries Getting Placement (Wage/Self-Employment)
- Percentage of Total SC/ST/OBC Beneficiaries Received Pre-Metric Scholarship through Direct Benefit Transfer (DBT) and having Aadhar
- Percentage of Total SC/ST/OBC Beneficiaries Received Pre-Metric Scholarship through Direct Benefit Transfer (DBT) and having Aadhar Seeded Back Account
- Percentage of Total SC/ST/OBC Beneficiaries Received Post-Metric Scholarship through Direct Benefit Transfer (DBT) and having Aadhar
- Percentage of Total SC/ST/OBC Beneficiaries Received Post-Metric Scholarship through Direct Benefit Transfer (DBT) and having Aadhar Seeded Back Account

For **Indicator Ranking**, details on each indicator are presented in the following table:

Indicator	Conviction Rate	
Rationale	Creating a supportive environment for a victim to report the crime, a victim-sensitive criminal justice system and certainty of conviction of accused are areas that will generate deterrence. In addition, higher conviction rate promotes the supportive environment and thereby instilling higher confidence in the system. It also reflects the efficiency of law implementing authorities.	
Ranking Approach	Absolute	Growth
Data Items	Number of convictions divided by number of criminal cases brought which is available as a directly calculated figure.	(a) Normalised score for reference year
		(b) Normalised score for base year
Formula	-	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Crime in India: Statistics published by National Crime Record Bureau	

Note:* = Method for calculating normalised score is provided in Section 3.5.1

Indicator	Availability of Police Personnel	
Rationale	Crime prevention and reduction is a critical component of public security and is directly proportional to the availability of adequate police personnel. Therefore, the availability of police personnel assumes importance from the public security point of view.	
Ranking Approach	Absolute	Growth
Data Items	(a) Actual filled strength of Police (Civil + Armed)	(a) Actual filled strength of Police (Civil + Armed) in reference year
	(b) Sanctioned strength of Police (Civil + Armed)	(b) Actual filled strength of Police (Civil + Armed) in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Data on Police Organisations in India published by Bureau of Police Research & Development	

Indicator	Proportion of Women Police Personnel	
Rationale	To bridge the gender gap or correct the deficit in equality of opportunity to work in the police force, it is imperative to assess the proportion of women in police. In addition, change in society, crimes against women is increasing. Generally, women victims prefer to confide and report the atrocities related to physical and emotional traumas with women police. Their access to justice is negatively affected by lack of women in the police force to whom they can spell out their grievances. Higher proportion of women in police force would ensure more approachability. The increase in proportion of women would address the deficit in access to justice that women face.	
Ranking Approach	Absolute	Growth
Data Items	(a) Actual filled strength of Women (Civil + Armed)	(a) Actual filled strength of Women (Civil + Armed) in reference year

	(b)Actual filled strength of Police (Civil + Armed)	(b)Actual filled strength of Women (Civil + Armed) in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Data on Police Organisations in India published by Bureau of Police Research & Development	

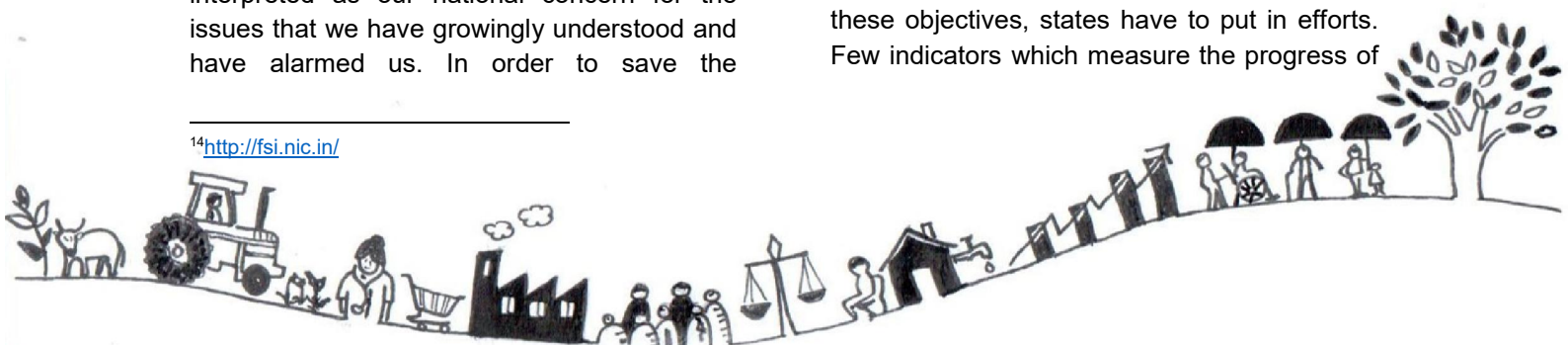
Indicator	Disposal of Court Cases	
Rationale	Judicial delay is a crucial problem in India as it involves huge transaction costs to the citizen as well as the government. The delay in timely resolution of cases has significant consequences for economic growth and development. Efficiency of court is judged by the number of court cases disposed. Improvement in efficiency would increase confidence in the courts.	
Ranking Approach	Absolute	Growth
Data Items	(a)Total cases disposed which were pending for more than two years in reference year	(a)Total cases disposed which were pending for more than two years in reference year
	(b)Total cases pending for more than two years in the reference year (opening balance + cases that became pending in the reference year)	(b)Total cases disposed which were pending for more than two years in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Report of Department of Justice	

Indicator	Disposal of Court Cases by Consumer Court	
Rationale	Consumer Courts are set up by the government to protect the consumer rights. Due to its simple process, a citizen can represent himself without hiring a lawyer. Being so, consumer courts have a larger bearing especially in Indian society which is moving to a consumer-oriented society. Of late the number of cases registered in consumer courts is increasing. In addition to the court cases, consumer courts also assume importance as it deals with cases regarding consumer disputes and grievances.	
Ranking Approach	Absolute	Growth
Data Items	(a)Total cases in consumer court disposed which were pending for more than six months in reference year	(a)Total cases in consumer court disposed which were pending for more than six months in reference year
	(b)Total cases in consumer court pending for more than six months in the reference year	(b)Total cases in consumer court disposed which were pending for more than six months in base year
Formula	$(a) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	
Data Source	Report of Department of Consumer Affairs	

In addition to the indicators listed above and for which data validation has already been carried out, few more indicators are identified which may be added in the subsequent GGI exercise.

Additional indicators

- Disposal of Court Cases
- Availability of Judges
- No. of Information-Communication Technology (ICT) enable e-Courts
- Online availability of court case
- Average time taken for disposal of court cases



the states towards environmental conservation include:

- a. Availability of State action plan for climate change
- b. Change in forest cover

For **Indicator Ranking**, details on each indicator are presented in the following table:

Indicator	Availability of State-level Action Plan for Climate Change	
Rationale	Addressing climate change related issues is a high priority and the first step is preparation of an Action Plan for climate change by the States. This indicator attempts to measure this preparedness.	
Ranking Approach	Absolute	Growth
Data Items	Information regarding whether a State-level Action Plan for Climate Change is available or not	(a) Normalised score for the reference year
		(b) Normalised score for the base year
Formula	-	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	Yes / No	%
Data Source	List of States developed Action Plan is available at website of Ministry of Environment, Forest and Climate Change. 32 State have already developed	
Note:* = Method for calculating normalised score is provided in Section 3.5.1		

Indicator	Change in Forest Cover	
Rationale	Deforestation is one of the core reasons of environmental degradation. The change in forest cover is an important factor and the indicator measures the area under forest cover over a particular time period. This indicator would also show whether the state achieved 33% forest cover as envisioned in the National Forest Policy.	
Ranking Approach	Absolute	Growth
Data Items	(a)Total area under forest cover in reference year (b)Total area under forest cover in preceding year	(a)Total area under forest cover in reference year (b)Total area under forest cover in base year
Formula	$(a) - (b) / (b) \times 100$	$(a / b)^{(1/n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	%	%
Data Source	India State of Forest Report; Biennial report published by Ministry of Environment, Forest and Climate Change	

In addition to the indicators listed above and for which data validation has already been carried out, few more indicators are identified which may be added in the subsequent GGI exercise.

Additional Indicators

- Availability of implementation mechanism, timeline for monitoring the State Level Action Plan for Climate Change

Citizen Centric Governance

Enactment of Right to Services Act by the States

Number of Services Provided Through Electronic / Mobile Medium

10 Citizen Centric Governance

India has an elaborate legal framework and institutional structures underpinned by the Constitution which articulate the vision of a welfare state and by implication provide for creation of a citizen centric governance structure. Citizen centricity with the aim of ensuring citizens' welfare and citizens' satisfaction is critical for any government - local, state or national; which aims to provide good governance. Governance in order to be citizen centric should be participative and transparent. It should be effective, efficient and responsive to the citizens' needs. Furthermore, an ethos of

serving the citizens should permeate all government organizations. Governments have taken measures such as enactment of Right to Services Act, publishing Citizens' Charter etc. Due to availability of Information Technology (IT) application, service provision can be improved further through online services to the citizen. With increased penetration of computer and internet, such service delivery mechanism is proving to be more efficient and effective and at the same time cost effective for all stakeholders.



For Indicator Ranking, details on each indicator are presented in the following table:

Indicator	Enactment of Right to Services Act by the States	
Rationale	Right to Services Act is the first step in curbing corruption by ensuring time bond delivery of public services to the citizens by the government. It brings more effective and efficient governance and enactment of the Act is considered very crucial.	
Ranking Approach	Absolute	Growth
Data Items	Information regarding whether the State has enacted the Right to Services Act	(a) Normalised score for the reference year
		(b) Normalised score for the base year
Formula	-	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	Yes / No	
Data Source	DARPG	
Note: * = Method for calculating normalised score is provided in Section 3.5.1		

Indicator	Number of Services Provided Through Electronic / Mobile Medium	
Rationale	With Information Technology picking up pace, government is delivering services through electronic and mobile medium as it helps in bringing transparency and increase the efficiency.	
Ranking Approach	Absolute	Growth
Data Items	Total number of electronic / mobile technology enabled services that are provided by the state in reference year	(a) Total number of electronic / mobile technology enabled services that are provided by the state in reference year
		(b) Total number of electronic / mobile technology enabled services that are provided by the state of base year
Formula	-	$(a / b)^{(1 / n)} - 1 \times 100$ where <i>n</i> is number of periods
Unit	Nos.	%
Data Source	DARPG	

5 Annexures and Appendices

Annexure 1: Sectors, Indicators and Weightages

Sl. No.	Sectors	Sl. No.	Indicator	Weightage
1	Agriculture and Allied Sector	1	Growth Rate of Agriculture and Allied Sector	0.4
		2	Food Grains Production	0.1
		3	Horticulture Produce	0.1
		4	Milk Production	0.1
		5	Meat Production	0.1
		6	Crop Insurance	0.2
2	Commerce and Industries	1	Ease of doing business	0.5
		2	Growth of industries	0.2
		3	Growth in MSME establishments	0.3
3	Human Resource Development	1	Quality of Education	0.3
		2	Retention Rate at Elementary School Level	0.2
		3	Gender Parity	0.2
		4	Enrolment Ratio of SC & ST	0.1
		5	Skill Trainings Imparted	0.1
		6	Placement Ratio Including Self-employment	0.1
4	Public Health	1	Operationalisation of 24X7 Facility at PHCs	0.1
		2	Availability of Doctors & Paramedical Staff at PHCs	0.1
		3	MMR	0.3
		4	IMR	0.3
		5	TFR	0.1
		6	Immunisation Achievement	0.1
5	Public infrastructure & Utilities	1	Access to Potable Water	0.25
		2	Towns Declared ODF	0.15
		3	Villages Declared ODF	0.15
		4	Connectivity to Rural Habitation	0.1
		5	Access to Power Supply	0.05
		6	Availability of 24X7 Power Supply	0.05
		7	Energy Availability Against the Requirement	0.05
		8	Growth of Per Capita Power Consumption	0.2

Sl. No.	Sectors	Sl. No.	Indicator	Weightage
6	Economic Governance	1	Gross State Domestic Product (GSDP) Growth Rate	0.3
		2	Growth in Per Capita Income	0.25
		3	Fiscal Deficit as a Percentage of GSDP	0.05
		4	State's Own Tax Revenue Receipts to Total Revenue Receipts	0.35
		5	Debt (Total Outstanding Liabilities) to GSDP	0.05
7	Social Welfare & Development	1	Sex Ratio at Birth	0.1
		2	Health Insurance Coverage	0.1
		3	Rural Employment Guarantee	0.2
		4	Unemployment	0.2
		5	Housing for All	0.1
		6	Economic Empowerment of Women	0.1
		7	Empowerment of SCs, STs, OBCs and Minorities	0.1
		8	Disposal of SC/ST Atrocity Cases by Courts	0.1
8	Judiciary and Public Security	1	Conviction Rate	0.3
		2	Availability of Police Personnel	0.25
		3	Population of Women Police Personnel	0.15
		4	Disposal of Court Cases	0.15
		5	Disposal of Cases by Consumer Courts	0.15
9	Environment	1	Availability of State-level Action Plan for Climate Change	0.4
		2	Change in Forest Cover	0.6
10	Citizen Centric Governance	1	Enactment of Right to Services Act by the States	0.5
		2	Number of Services Provided Through Electronic / Mobile Medium	0.5

Appendix I: List of 123 Indicators

Summary of Proposed Key Governance Sectors, Areas & Indicators

Sl. No	Key Governance Sectors	Sl. No.	Key Governance Areas	No. of Key Governance Indicators
1.	Agriculture and Allied Sectors	1.	Management of Agriculture & Horticulture	9
		2.	Livestock & Fisheries	6
2.	Judiciary and Public Security	3.	Public Security	7
		4.	Delivery of Justice	5
3.	Economic Governance	5.	Fiscal Management	6
		6.	Macroeconomic Management	2
		7.	Financial Inclusion	1
4.	Commerce and Industry	8.	Business Environment	1
		9.	Industrial Performance	4
5.	Social Welfare and Development	10.	Welfare Measures	10
		11.	Housing	5
		12.	Public Distribution System	4
		13.	Social Justice and Empowerment	8
6.	Human Resource Development	14.	School Education	8
		15.	Higher Education	4
		16.	Skill Development	6
7.	Public Health	17.	Primary Healthcare	6
		18.	Secondary & Specialized Healthcare	7
		19.	Family Welfare	7
8.	Public Infrastructure and Utilities	20.	Water Supply	2
		21.	Sewerage & Sanitation	5
		22.	Roads and Transportation	4
		23.	Power	6
Total				123

Indicators in the Key Governance Sectors

Sl. No	Key Governance Sectors	Sl. No	Key Governance Areas	Sl. No	Key Governance Indicators	Unit of Measurement
1.	Agriculture and Allied Sectors	1	Management of Agriculture and Horticulture	1.	Extent of coverage of Irrigation as part of Pradhan Mantri Krishi Sinchayi Yojana (PMKSY)	Number
				2.	Extent of crops insured by farmers in the states under Pradhan Mantri Fasal Bima Yojana (PMFBY)	Number
				3.	Quantity of certified seed distributed to the farmers by the states	Number
				4.	Ratio of soil samples collected to the number of soil health cards issued by the states under Soil Health Cards scheme	Percentage

Sl.No	Key Governance Sectors	Sl. No	Key Governance Areas	Sl. No	Key Governance Indicators	Unit of Measurement
				5.	Total area expanded under Horticultural crops and senile gardens as part of NHM	Number
				6.	Wholesale regulated markets in the state linked to eNAM (National Agriculture Market)	Percentage
				7.	Extent of Rainfed Area Development promoted by the states as part of National Mission for Sustainable Agriculture	Number
				8.	Adoption of Paramparagat Krishi Vikas Yojana by the states	Number
				9.	Quantum of agricultural and horticultural commodities procured by the states as part of Market Intervention Scheme (MIS)	Number
		2	Livestock & Fisheries	1.	Increase in Inland Fish Production	Percentage
				2.	Increase in fisheries production by enhanced usage of technology in fresh water pond culture	Percentage
				3.	Increase in milk production	Percentage
				4.	Increase in meat production	Percentage
				5.	Increase in egg and poultry production	Percentage
				6.	Increase in fodder and feed production	Percentage
2.	Judiciary and Public Security	1	Public Security	1.	Cognizable offences registered by police against the complaints received	Percentage
				2.	Incidence of violent crimes	Percentage
				3.	Charge sheets filed against FIRs registered	Percentage
				4.	Conviction Ratio	Percentage
				5.	Access to police stations	Number per one lakh Population
				6.	Deployment of police personnel in law & order police stations	Number per one lakh population
				7.	Deployment of women police personnel	Number per one lakh female population
		2	Delivery of Justice	1.	Disposal of court cases	Percentage
				2.	Vacancy of judges	Percentage
				3.	Subordinate staff capacity	Percentage
				4.	Lok Adalats conducted periodically	Yes/No
				5.	Legal Aid committees functioning periodically	Yes/No
3.	Economic Governance	1.	Fiscal Management	1.	Revenue Deficit/surplus as a Percentage of GSDP	Percentage
				2.	Fiscal deficit as against FRBM norms	Percentage
				3.	State-own Revenue receipts as a percentage of total Revenue receipts	Percentage
				4.	Capital Expenditure to total expenditure	Percentage
				5.	Deviation of actual public expenditure vis-à-vis budgeted expenditure	Percentage
				6.	Utilization of central funds by the states	Percentage
		2.	Macroeconomic Management	1.	GSDP growth rate/PCI Growth	Percentage
				2.	Unemployment rate	Percentage
		3	Financial Inclusion	1.	Eligible Population with JANDHAN bank accounts	Percentage

Sl.No	Key Governance Sectors	Sl. No	Key Governance Areas	Sl. No	Key Governance Indicators	Unit of Measurement
4.	Commerce and Industry	1.	Business Environment	1.	EODB Score (State ranks will be directly taken)	Number
		2.	Industrial Performance	1.	Increase in Industrial production	Percentage
				2.	Increase in no. of industry establishments	Number
				3.	Increase in the Start-up Incubators under Start-up India program	Percentage
				4.	Approvals given for Industrial Establishments under Make In India program	Number
5.	Social Welfare and Development	1.	Welfare Measures	1.	Scholarships for Pre Metric, Post-Metric and higher education	Percentage
				2.	Social Welfare Hostels capacity to that of eligible population	Percentage
				3.	Sex Ratio at Birth (Beti Bachao, Beti Padhao)	Sex ratio at birth
				4.	Fund utilization of Multi Sectoral Development Programme for Minorities	Percentage
				5.	Enrolment coverage of eligible households under Rastriya Swasth Bima Yojana	Percentage
				6.	Average days of work provided per household under MGNREGA	Number
				7.	Work Completion Rate under the scheme MGNREGA	Percentage
				8.	Fund utilization of Matritva Sahyog Yojana Programme	Percentage
				9.	Percentage of social welfare expenditure to total expenditure	Percentage
				10.	Utilization of SC/ST/BC welfare funds provided by NSFDC; NSTFDC; NBCFDC	Percentage
		2.	Housing	1.	Availability of Pucca Houses	Percentage
				2.	Proportion of Slum Population	Percentage
				3.	Proportion of Homeless Population	Percentage
				4.	Proportion of Housing Subsidies	Percentage
				5.	Stamp duty Levied on Subsidised Housing	Number
		3.	Public Distribution System	1.	Farmers receiving Minimum Support Price within the stipulated time	Percentage
				2.	Digitization of Beneficiary Database	Percentage
				3.	Computerisation of Fair price shops	Percentage
				4.	Eligible households using PDS	Percentage
		4.	Social Justice and Empowerment	1.	Disposal of SC/ST atrocity cases by police	Percentage
				2.	Disposal of SC/ST atrocity cases by courts	Percentage
				3.	Cases registered as crimes against women	Number
				4.	Cases registered as crimes against children	Number
				5.	Special prosecutors appointed under Prevention of Atrocities Act	Yes/No
				6.	Special Courts/Exclusive Special Courts set up under Prevention of Atrocities Act	Yes/No
				7.	Special Police Stations set up under Prevention of Atrocities Act	Yes/No
				8.	Manual Scavengers reported by the States	Number

Sl.No	Key Governance Sectors	Sl. No	Key Governance Areas	Sl. No	Key Governance Indicators	Unit of Measurement
6.	Human Resource Development	1.	School Education	1.	Rural Population having facility of a school within 3 kms	Number
				2.	Schools with drinking water facility	Percentage
				3.	Schools with Girls' Toilets	Percentage
				4.	Public Expenditure on Education as Percentage of Total State Government Expenditure	Percentage
				5.	Enrolment ratio of SC and ST in government schools	Percentage
				6.	Dropout Rate to overall enrolment	Percentage
				7.	Retention Rate at Elementary Level (Grade I to VIII)	Percentage
				8.	Ratio of exit class over class I enrolment (only at primary education stage)	Percentage
		2.	Higher Education	1.	Gross Enrolment Ratio in Higher educational institutions in the states	Percentage
				2.	Enrolment in various Disciplines at Ph.D. & Post Graduate level in Higher Education	Percentage
				3.	Enrolment in various Disciplines at Under Graduate level in Higher Education	Percentage
				4.	Number of Colleges per Lakh Population (18-23 YEARS)	Number
		3.	Skill Development	1.	Utilization of Pradhan Mantri Kaushal Vikas Yojna (PMKVY) funds by the states	Number
				2.	Extent of coverage of SEEKHO AUR KAMAO	Number
				3.	Employment exchanges linked to national career centres	Percentage
				4.	Placement rate under DDU-GKY program	Percentage
				5.	Utilization of STEP programme funds - for empowerment of women	Number
				6.	Apprenticeship trainings conducted through Apprentice Protsahan Scheme	Number
7.	Public Health	1.	Primary Healthcare	1.	Accessibility to Primary Health Care	No. per 30,000 Population
				2.	Accessibility to Community Health Centres (CHCs)	No. per 120,000 Population
				3.	Operationalization of 24X7 Facility at PHC	Percentage
				4.	Vacancies of Health Care Staff	Percentage
				5.	Vacancies of Specialists at CHCs	Percentage
				6.	Vacancies of Paramedics at PHCs & CHCs	Percentage
		2.	Secondary & Specialized Healthcare	1.	Availability of Sub-Divisional / Area Hospitals	No.
				2.	Availability of Mobile Medical Units	No.
				3.	Vacancies of Doctors at Sub-Divisional and District Hospitals	Percentage
				4.	Vacancies of Para Medical Staff at Sub-Divisional and District Hospitals	Percentage
				5.	Utilization Ratio of National Health Mission Fund	Percentage
				6.	Per Capita Expenditure on Health by State Government	Rs. per Person

SI.No	Key Governance Sectors	SI.No	Key Governance Areas	SI.No	Key Governance Indicators	Unit of Measurement
		3.	Family Welfare	7.	Public Health Expenditure as Percentage to GSDP	Percentage
				1.	Maternal Mortality Ratio	No. per one lakh live births
				2.	Infant Mortality Rate	No. per one thousand live births
				3.	Contraceptive Prevalence Rate	Percentage
				4.	Institutional Deliveries	Percentage
				5.	Sub-centres without ANMs or health workers (M)	Percentage
				6.	Incidence of Polio	Number
8.	Public Infrastructure & Utilities	1.	Water Supply	7.	Immunization Achievement	Percentage
				1.	Access to domestic connection of treated water within premises	Percentage
		2.	Sewerage & Sanitation	2.	Incidence of water borne diseases in a year	Percentage
				1.	Access to individual toilets	Percentage
				2.	Access to Underground Sewerage System	Percentage
				3.	Population using public toilets	Percentage
				4.	Towns and villages declared open defecation free	Percentage
				5.	Access to drainage	Percentage
		3.	Roads and Transportation	1.	Road Density per 1000 sq.km	Ratio
				2.	Budget utilization for the construction of roads	Percentage
				3.	Habitations having connectivity to rural roads	Percentage
				4.	Access to public transport (bus) facility	Percentage
		4.	Power	1.	Increase in the installed generating capacity after implementing new projects	Number
				2.	Power Generated against requirement	Number
				3.	Aggregate Technical & Commercial (AT&C) Losses	Percentage
				4.	Extent of Rural Area Electrified in the State	Percentage
				5.	Proportion of the Renewable Energy Generated against the total energy	Number
				6.	Increase in the additional power generation capacity with Life Extensions, Renovation & Modernisation of Power Stations and DISCOMS program	Number

Appendix II: Minutes of Meeting of National Consultation on Good Governance Index

Minutes of the Meeting of

National Consultation on Good Governance Index

Date & Time : May 4, 2017 (Thursday), 11:00 AM

Venue : Conference Hall, Centre for Good Governance (CGG), Gachibowli Campus, Hyderabad

Objectives of the Meeting:

The objective of the meeting was to present approach and methodology adopted by Centre for Good Governance (CGG), Hyderabad for design and development of Good Governance Index to officials of Dept. of Administrative Reform and Public Grievances (DARPG), Government of India (GoI), invited dignitaries and sector experts and seek their inputs.

List of Participants:

1. Shri C. Viswanath, IAS, Secretary, DARPG, GoI
2. Ms. Usha Sharma, IAS, Addl. Secretary, DARPG, GoI
3. Dr. P. K. Mohanty, IAS (Retd.), Former Chief Secretary, Govt. of Andhra Pradesh
4. Dr. Suraj Kumar, Chief Mentor, Neeti Foundation
5. Dr. Sheel Asthana, Jt. Director, DoAR, Govt. of Uttar Pradesh
6. Dr. Nivedita P. Haran, IAS (Retd.) Director, CIPS, Telangana
7. Shri A.P.V.N Sarma, IAS (Retd.), Advisor to Governor, Telangana
8. Shri S. Bhale Rao, IAS (Retd.)
9. Shri Rajendra Nimje, ex-IAS, Director General, CGG, Hyderabad
10. Shri Shabbeer Shaik, Director (GRG, UMRG, ODRG), CGG, Hyderabad
11. Shri Devi Prasad, Director (AMRG, ERG), CGG, Hyderabad
12. Shri PV. Varadaraju, Associate Director (ODRG), CGG, Hyderabad
13. Shri Janaki Ram, Senior Knowledge Manager, CGG, Hyderabad
14. Shri Pavan Kumar, Senior Knowledge Manager, CGG, Hyderabad
15. Shri K. Karunakar Reddy, Senior Knowledge Manager, CGG, Hyderabad
16. Shri Vaibhav Purandare, Senior Knowledge Manager, CGG, Hyderabad
17. Ms. Hijam Eskoni Devi, Senior Knowledge Manager, CGG, Hyderabad
18. Ms. Anoosha. K, Knowledge Manager, CGG, Hyderabad
19. Ms. Krutika Misra, Knowledge Manager, CGG, Hyderabad

Proceedings of the Meeting:

1. Shri Rajendra Nimje, ex-IAS, Director General, CGG welcomed all the dignitaries and participants. He briefed about the purpose of the meeting and also outlined the session details. He requested Secretary, DARPG to deliver the opening remarks.
2. Shri C. Viswanath, IAS, Secretary, DARPG, GoI briefed about the genesis of idea of preparation of Good Governance Index. He thanked all the participants for joining and encouraged all to contribute in preparation of Good Governance Index. He also showcased two short-films about the approach

adopted by DARPG for undertaking activities under Prime Minister's Awards for Excellence in Public Administration and Making New India. All the participants appreciated the approach of DARPG.

3. Dr. P.K. Mohanty, IAS (Retd.) emphasized the need for Good Governance Index and suggested that it should not be an academic exercise and theoretical in nature. It must be measurable and at the same time it should be simple to calculate and understand. He opined that the proposed index should be integrated with the available similar indices and should also encompass targets covered by Sustainable Development Goals (SDGs) of United Nations.
4. Shri Vaibhav Purandare, Senior Knowledge Manger, CGG presented the literature review undertaken as part of methodology and briefly explained the existing governance frameworks such State of Governance Report (SoGR), Public Affairs Index (PAI), Quality of Governance and Worldwide Governance Indicators (WGIs). He also presented the learning outcomes of literature review which were considered as inputs.
5. Mrs. Hijam Eskoni Devi, Senior Knowledge Manger, CGG detailed out the methodology adopted for the design and development of Good Governance Index. She explained facet of proposed Good Governance Index while elaborating on guiding documents, process of identification of Key Governance Sectors and their measurement process, methodology to assign weightages, ranking of states and district, etc.
6. Shri C. Viswanath, IAS suggested that the indicators should be quantitative and should be measured through available secondary data. The identified indicators should be comparable across the time period and states. He was of the view that over a period of time, citizen should be able to access the index and a feedback mechanism could also be built-in. Regarding assigning the weightages to KGT & KGA, he recommended giving equal weightages to all the themes.
7. Shri Sheel Asthana, suggested to include areas/indicators related to happiness of citizens and also ethics and morality. Shri Viswanth, IAS suggested him to submit a note on the same with rationale for inclusion in the Index and suggested CGG that such indicators can only be considered if data availability can be ascertained.
8. While thanking DARPG, GoI for invitation to participate in meeting, Dr. Suraj Kumar has appreciated the idea of developing Good Governance Index which is customized based on situation of Indian states. He also emphasized the need of keeping the Index smart and simple. He advised that parameters related to education sector can be taken from Human Development Index (HDI). While appreciating CGG's attempt of linking SDGs to the Good Governance Index, he suggested that CGG should consider the data availability and reliability aspects and also sensitivity testing, based on the need.
9. Dr. Niveditha P. Haran, IAS (Retd) suggested that existing data which would be used to compute indicators should be checked for the reliability with necessary cross-checking mechanism. She opined to consider at least some indicators which are based on primary data for capturing citizens' feedback. She asked CGG to consider the rate of improvement, happiness index and fostering innovation in the index. She stress that Govt. of India should involve state governments during the preparation process to built ownership.
10. Shri APVN Sharma, IAS (Retd.) reiterated the suggestions of other speakers and opined that the aspects related to institutional capacities should also be included as separate indicators.
11. Smt. Usha Sharma, IAS has opined that framework of Good Governance Index should be very simple and entire process should be transparent. She suggested to consider the regional diversity among the states which might pose challenge in finalizing the parameters. She opined that if the assessment parameters of index are not simple, the acceptance from the stakeholders such as

state governments, district administrations and local bodies would be a challenge. She also emphasized that Indicators should not be academic in nature.

12. Shri S. Bhale Rao, IAS (Retd.) suggested to include various aspects of governance such as land administration including pendency of land related cases in courts, availability to police personnel, judicial performance, etc., in the proposed index. In addition, he stress on the need of inclusion of political performance to be part of index with various indicators such as adherence to the timelines for holding various elections, fulfilling the poll promises, etc. He suggested to define benchmarks for all the themes. He opined that ranking the states may lead to challenges related to acceptability among the states for some of the themes and areas due to their respective socio-economic, demographic, and other characteristics. He voiced that primary data needs to be captured for some of the parameters where there is no data available at present.
13. Shri PV Varadaraju, Associate Director, CGG presented the identified themes and areas of Good Governance Index to the participants. Shri Shabbeer Shaik, Director, CGG apprised the participants with the rationale behind selection of each and every theme and area for the good governance index to help the participants to comprehend the concept well. Shri Varadaraju also presented illustrative indicators for each of the area under each theme.
14. The participants had extensive discussions on the identified themes and areas. Based on the discussion it was decided to rename the Key Governance Themes as Key Governance Sectors. Some of themes and areas identified by CGG are suggested to be discarded such as political, resettlement & rehabilitation, mines & minerals and civil society from the Good Governance index.
15. It was decided to include only quantitative and measurable output-oriented indicators with broad and universal acceptability among the states of India. Selection of indicators should also be guided by the desired outcomes of centrally sponsored flagship programmes and missions. In addition, it was also decided to prioritize indicators which have data availability at state, district and local body (Gram Panchayats and Urban Local Bodies) levels at present.
16. It was also suggested to cross-check indicators with existing databases such as Health Management Information System, District Information System for Education (DISE), websites/official portals of ministries and governments, etc.
17. It was decided to consult the ministries of central government for identifying the suitable indicators in their respective functional areas. For the purpose CGG would develop a short-note for circulation. DARPG would request ministries to appoint a nodal officer for coordination purpose and facilitate meetings with them.
18. Three regional consultation workshops by grouping all the states would be organized to discuss on the framework of Good Governance Index with an objective to take views of state governments on identified sectors, areas and indicators
 - I. Hyderabad (covering Southern states, and Orissa and Chhattisgarh)
 - II. Nainital (covering Northern and Western states)
 - III. Guwahati (covering Eastern and Northeastern states, and West Bengal)
19. It was decided that CGG would submit a draft report on Good Governance Index on or before 31August 2017 for DARPG's inputs and comments for finalization.
20. Shri Nimaje, Ex-IAS extended a vote of thanks to all the participants on behalf of DARPG and CGG for their valuable inputs and guidance for design and development of Good Governance Index.

Appendix III: Letters for Ministry Consultation on 01-02 June 2017

DO No. K-17/4/2017-AR (4988) dated 29.05.2017 Inviting Ministries and Departments of Govt. of India for Consultations

उषा शर्मा
Usha Sharma, IAS
अपर सचिव
ADDITIONAL SECRETARY



भारत सरकार,
कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय
प्रशासनिक सुधार और लोक शिकायत विभाग
सरदार पटेल भवन, संसद मार्ग
नई दिल्ली-110001
GOVERNMENT OF INDIA
MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSIONS
DEPARTMENT OF ADMINISTRATIVE REFORMS
& PUBLIC GRIEVANCES
SARDAR PATEL BHAVAN, SANSAD MARG
NEW DELHI-110001
Dated: 29th May, 2017

DO No. K-17/4/2017-AR(4988)

Dear Sir/Madam

As you are aware, Government of India has constituted a Group of Secretaries (GoS) on Governance to assess various dimensions of Governance, ways to strengthen the systems, foster innovations at the cutting edge administrative units (Districts) and find ways of enhancing the capacities of the government machinery in achieving citizen centric governance. After elaborate deliberations, the GoS has recommended that a comprehensive Good Governance Index may be designed and developed, so as to measure the performance of the States/UTs.

2. Accordingly, the Department of Administrative Reforms and Public Grievances (DARPG) has initiated the process and engaged Centre for Good Governance (CGG), Hyderabad as the technical consultant to assist DARPG in developing GGI.
3. The Centre for Good Governance (CGG) has developed a preliminary set of measurable indicators of Good Governance. Many of the proposed indicators have direct bearing on your Ministry/Department and it is critical that, these Indicators are finalized in consultation with your Ministry/Department. A concept note on the project and Proposed Key Governance Sectors, Areas & Indicators of Good Governance Index are enclosed as **Annexure-1**.
4. In the above background meetings with concerned Ministries/ Department are scheduled to be held on **1st and 2nd June, 2017 in Conference Room, 5th Floor, Sardar Patel Bhawan, New Delhi**, as per the enclosed time slots at **Annexure-2**. The objective of this meeting is to
 - a) present the draft indicators that are directly related to your Department/Ministry and
 - b) deliberate upon the validity of the proposed indicators as well as the availability of data with Ministries / Dept. to measure the proposed indicator.

Contd/-p/2-



Please Visit our Website : <http://darpg.gov.in>; <http://goicharters.nic.in>

Phone : 91-11-23741004, Fax: 91-11-23741005 E-mail : adlsecy-darpg@nic.in

5. I would request you to nominate a senior officer not below the rank of Joint Secretary as nodal officer and request him to attend the meeting as per enclosed schedule of date and time. I look forward to your support in developing a measurable and implementable Good Governance Index for the States and UTs.

With warm regards,

Yours sincerely,

(Usha Sharma)

29/5/17

Enclosures:

1. Concept Note and Proposed Key Governance Sectors, Areas & Indicators of Good Governance Index.
2. Schedule of Meeting.

Secretary to Ministries/Depts (as per list)

List

1. Deptt. of AC & FW.
2. Deptt. of Agriculture Research & Education.
3. Deptt. of Animal Husbandry, Dairying and Fisheries
4. Ministry of Social Justice and Empowerment
5. Ministry of Women & Child Development
6. Ministry of Minority Affairs.
7. Deptt. of Health & Family Welfare
8. Deptt. of Rural Development
9. Ministry of Tribal Affairs
10. Ministry of Housing and Urban Poverty Alleviation
11. Dept. of Food and Public Distribution
12. Ministry of Labour and Employment
13. Dept. of Commerce
14. Deptt of Industrial Policy & Promotion
15. Ministry of MSME
16. D/o School Education & Literacy
17. D/o Higher Education
18. Ministry of Skill Development and Entrepreneurship
19. Deptt. of Urban Development
20. Deptt. of Road Transport and Highways
21. Ministry of Power
22. Ministry of NRE
23. Ministry of Home Affairs
24. Dept of Justice
25. Dept. of Consumer Affairs
26. Dept. of Economic Affairs
27. Deptt of Revenue
28. Deptt of Expenditure
29. Dept. of Financial Services.

Appendix IV: List of Participants during Consultations held on 01-20 June 2017





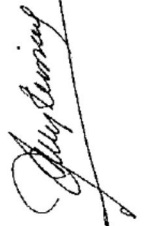

01 June 2017

ATTENDANCE SHEET OF THE MEETING GOOD GOVERNANCE INDEX

K-17/4/2017-AR (4988)
dated 29/05/2017

Dated: 01.06.2017

S.No.	Key Governance Sector	Ministry/Deptt.	Name of the Officer	Mobile Number and E-mail	Address	Signature
1.	Agriculture and Allied Sectors	Department of Agriculture, Cooperation & Farmers Welfare	Dr. B. Rajendar J.S. Director	9599418809 b.rajendar@nic.in	2970, Krishna Blavan, Delhi	Rajendar
2.		Deptt. of Agriculture Research & Education	Rajendra Agrawal DIRECTOR (IC) DARE	divyanshu.1c@nic.in 23382375	102 K B MO AFW Dr Rajendra Prasad Road	Rajendra
3.		Deptt. of Animal Husbandry, dairying & Fisheries	P. K. BANNERJEE DS (IT)	bannerjee.ph@nic.in 23388534	Room No: 398, Krishna Bhawan	Bannerjee
4.	Social Welfare and Development	M/o SJ&E	Manisha Sena Eco. Adviser	9818473458 ms.sena@nic.in	Room No 739 A Wing, Shastri Blavan, New Delhi	Manisha
5.		M/o W&CD				
6.		M/o Minorities Affairs	P. K. Thakur Director	8376858701 pk.thakur@nic.in	Pratishodha Bhawan C-60 Complex, 11th Floor	Thakur

7.	Deptt. of H&FW	BISKAIT DAS, Disectdr	ld 81022-mahar @nic.in 9889123350	512 A Wing, Nirman Paharwan	
8.	Deptt. of Rural Development	Dr Suparna. C. Pachowri Director	9873480039 suparna.edu@nic.in	254 'A' C Wing Krishi Bhawan New Delhi	
9.	M/o Tribal Affairs	S. DAS Director	9818893570 das.sibrita 13@gmail.com	Room No. F-24, August Krants Mah Nrkajilama Place, ND-66	
10.	M/o HUPA Ministry of Panchayats	Anil Sawajal MD Joint Secretary	ph No-230 61419 jshfa-mhupa @gov.in	Room no. 116-57 Nirman Bhawan New Delhi	
11.	D/o F&PD Food & Public Distribution Ministry	T.C. Manoj Kumar J.S.	9999654998 jcroper.fpd@ nic.in	Room no 152 A Kirti Bhawan	
12.	M/o L&E Labour & Employment	LAST Kumar JS	9958981627 punhanir@nic.in	Jaiselam House, 21, Mansingh St New Delhi	
13.	M/o S&P Statistics & Public Information	KUMAR SUNDARAM Deputy Director	9999566304 kumarsundaram@ nic.in	S.P. Bhawan, 4th Floor, Sansad Marg, Delhi-110001	Kumardundaram

ATTENDANCE SHEET OF THE MEETING GOOD GOVERNANCE INDEX

S.No.	Key Governance Sector	Ministry/Deptt.	Name of the Officer and Designation	Mobile Number and E-mail	Address	Signature
Day-2; 02.06.2017						
1.	Public Health	Deptt. of H&FW <i>Health & Family Welfare</i>				
2.		Deptt. of IP&P <i>Industrial Policy & Promotion</i>	DVSP VARMA UNDER SECRETARY	9449473430 dvsp.vorhmas@nic.in	468B Vdyog Bhawan New Delhi	<i>[Signature]</i>
3.		Deptt. of Commerce				
4.	Commerce & Industry	M/o S&PI <i>Statistics & Prog. Implementation</i>	KUMAR SUNDAR DEPUTY DIRECTOR	9999566804 kumar.sundaram@nic.in	S.P. Sharan, 4th floor Sanskrit Marg, Delhi - 110001	Kunal Choudhary
5.		M/o MSME <i>MSME</i>	P.K. Mukhopadhyay DDG (Int)	9818234379 pranab.mukhopadhyay@gov.in	76, Nirmal N. D.	<i>[Signature]</i>
6.		Deptt. SE&L <i>School Education</i>	DR. N.K. SARKAR Dean Ad	niks@seel.nic.in 977636282	233-C Shree Bhawan New Delhi	<i>[Signature]</i>
7.	Human	Deptt. of Higher Education	B.N. 71WAP1 DDG	9818554328 bn.71wapi@nic.in	203-C, Shree Bhawan New Delhi	<i>[Signature]</i>

	Resource Development		Name of officer and Designation	Mobile no. and Email ID	Address	Signature
8.	Resource Development	D/o SD&E	Uptana Saha IS	9717766074 gaiting@gov.in	MSDE	
9.		M/o Affairs				
10.		Deptt. of Rural Development	Hkha Upadhyaya FC RD, J	ualler@nic.in	Head Shapar House, Zampali	Deo
11.		M/o W&CD	K.C. BETHIA DS (IT)	886054484 bcheta-ke @gov.in	Shastri Bhanu	
12.		M/o SD&E(DGT)				
13.	Public Infrastructure	M/o Development	Anuram MUPA	813064480 anuram.mupa@nic.in	Nirman Bhava	Adh
14.		Deptt. of Rural Development	Anuram MUPA		JS, MORD.	Adh
15.		Deptt. of H&FW				

16.	M/o RT&H	Name & Designation of the Officer	Mobile No. and Email ID	Address	Signature
17.	M/o Power	VIP NESH SHARMA Supt. Ex.	7042245959 vipnesh@gmail.com	TRANSPORT Bhargava M/O RT&H	Vipnesh
18.	M/o N&RE	Abhishek Prakash Director	9999694504 abhishekp@nic.in	M/o Power	Abhishek
19.	MHA/National Crime Records Bureau MHA	Julip Kumar IS	jcs@nic.in 23438100	MHA	Julip Kumar
20.	MHA/Bureau of Police Research & Development				
21.	Judiciary & Public Security	Dr. K.S. Jayachandran P. S. S. S.	ks.jayachandran @gov.in 942057684	DOJ Jaisankar House Man Singh Road	Dr. K.S. Jayachandran
22.		SITA RAM MESSA DIRECTOR	986812421 sramessa@nic.in	Dept. of Consumer Affairs	Sita Ram Messa
23.	Deptt. of Economic Affairs	R.N. PANDALA Dt. Secretary	rn.pandala@nic.in 9815046335	Dept. of Economic Affairs	R.N. Pandala
24.	Deptt. of Revenue				
M/o Road Tpt & Highways			9013781330	Transport Mansarovar New Delhi	Secretary

	Economic Governance	Deptt. of Expenditure	Name & Designation of the official	Mob. No. & Email ID	Address	Signature
25.			Rajesh Ranjan JS (PFS)	9877930694 rajesh_ranjan3@ibm.in	North Block,	sh
26.		M/o S&PI				
27.		M/o Labour and Employment	N.K. Sautashw DSG	9868946166 nk_sautashw@nic.in	Shree Shakti Bhawan New Delhi	NSR
28.		Deptt. of Financial Services	Amit Agrawal JS DFS	98711-0730 gov.in	Teemdeep Bldg.	NI
29.		M/o SJ&E				
30.		M/o Affairs Minorities				

NHAI

R.C. Palekar 9871656644 Co-SEA,

GM (IT) Palekar@nhai.org Section-D, New Delhi, ND

NHAI

Rajesh Tripathi 999298096
(Manager) rajesh.tripathi@ihmcl.com

Appendix V: Letters for Ministry Consultation on 08 June, 2017

DO No. K-17/4/2017-AR (4988) dated 05.06.2017 Inviting Ministries and Departments of Govt. of India for Consultations (Identified after Consultation with GoS on Governance)

उषा शर्मा
Usha Sharma, IAS
अपर सचिव
ADDITIONAL SECRETARY



भारत सरकार,
कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय
प्रशासनिक सुधार और लोक शिकायत विभाग
सरदार पटेल भवन, संसद मार्ग
नई दिल्ली-110001
GOVERNMENT OF INDIA
MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSIONS
DEPARTMENT OF ADMINISTRATIVE REFORMS
& PUBLIC GRIEVANCES
SARDAR PATEL BHAVAN, SANSAD MARG
NEW DELHI-110001

DO No. K-17/4/2017-AR(4988)

Dated; 5th June, 2017

Dear Sir/Madam

As you are aware, Government of India has constituted a Group of Secretaries (GoS) on Governance to assess various dimensions of Governance, ways to strengthen the systems, foster innovations at the cutting edge administrative units (Districts) and find ways of enhancing the capacities of the government machinery in achieving citizen centric governance. After elaborate deliberations, the GoS has recommended that a comprehensive Good Governance Index may be designed and developed, so as to measure the performance of the States/UTs.

2. Accordingly, the Department of Administrative Reforms and Public Grievances (DARPG) has initiated the process and engaged Centre for Good Governance (CGG), Hyderabad as the technical consultant to assist DARPG in developing GGI.

3. The Centre for Good Governance (CGG) has developed a preliminary set of measurable indicators of Good Governance. Many of the proposed indicators have direct bearing on your Ministry/Department and it is critical that, these Indicators are finalized in consultation with your Ministry/Department. A concept note on the project and Proposed Key Governance Sectors, Areas & Indicators of Good Governance Index are enclosed as **Annexure-1**.

4. In the above background meetings with concerned Ministries/ Department are scheduled to be held on **8th June, 2017 in Conference Room, 5th Floor, Sardar Patel Bhawan, New Delhi**, as per the enclosed time slots at **Annexure-2**. The objective of this meeting is to

- present the draft indicators that are directly related to your Department/Ministry and
- deliberate upon on the validity of the proposed indicators as well as the availability of data with Ministries / Dept. to measure the proposed indicator.

Contd/-p/2-



Please Visit our Website : <http://darpg.gov.in>; <http://goicharters.nic.in>

Phone : 91-11-23741004, Fax: 91-11-23741005 E-mail : adlsecy-darpg@nic.in

5. I would request you to nominate a senior officer not below the rank of Joint Secretary as nodal officer and request him to attend the meeting as per enclosed schedule of date and time. I look forward to your support in developing a measurable and implementable Good Governance Index for the States and UTs.

With warm regards,

Yours sincerely,


(Usha Sharma)
5/6/17.

Enclosures:

1. Concept Note and Proposed Key Governance Sectors, Areas & Indicators of Good Governance Index.
2. Schedule of Meeting.

Secretary to Ministries/Depts (as per list)

List

1. Ministry of Water Resources, River Development & Ganga Rejuvenation.
2. Ministry of Drinking Water and Sanitation.
3. Deptt. of Land Resources.
4. Deptt. of Rural Development.(Rural Housing Division).

DO No. K-17/4/2017-AR (4988) dated 05.06.2017 Inviting Ministries and Departments of Govt. of India for Second Round of Consultations

उषा शर्मा
Usha Sharma, IAS
अपर सचिव
ADDITIONAL SECRETARY



भारत सरकार,
कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय
प्रशासनिक सुधार और लोक शिकायत विभाग
सरदार पटेल भवन, संसद मार्ग
नई दिल्ली-110001
GOVERNMENT OF INDIA
MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSIONS
DEPARTMENT OF ADMINISTRATIVE REFORMS
& PUBLIC GRIEVANCES
SARDAR PATEL BHAVAN, SANSAD MARG
NEW DELHI-110001

DO No. K-17/4/2017-AR(4988)

Dated; 5th June, 2017

Dear Sir/Madam

Please refer to my earlier D.O. letter of even number dated 29.05.2017(copy enclosed) and also meeting held with the representatives of the concerned Ministries/Departments on 1st & 2nd June, 2017 in Department of Administrative Reforms and Public Grievances (DARPG). In this connection, a Power Point presentation was made by the Centre for Good Governance (CGG), Hyderabad regarding measurable indicators of Good Governance Index.

2. The matter was discussed in detail with the representatives of the concerned Ministries/Departments. During the discussion, on suggestion of representatives some indicators were modified. However for few other Ministries/Departments, the representatives stated that the indicators will have to be decided in consultation with their senior officers and assured that factual information will be provided on 8th June, 2017. Further, templates for requisite information were also handed over to the official representing to the Ministries/Departments.

3. In the above background meetings with Ministries/ Departments whose indicators could not be finalised on 1st & 2nd June, 2017 is scheduled to be held **on 8th June, 2017 in Conference Room, 5th Floor, Sardar Patel Bhawan, New Delhi**, as per the enclosed time slots at **Annexure**.

4. I would request you to advise the representative, who attended the meeting on 1st & 2nd June, 2017 to attend the meeting as per enclosed schedule of date & time and bring with him/her the requisite information in template. I look forward to your support in developing a measurable and implementable Good Governance Index for the States and UTs.

With warm regards,

Yours sincerely,

(Usha Sharma)

Enclosures:

1. Copy of the D.O. letter dated 29.05.2017.
2. Schedule of Meeting.
3. List of representatives, who attended the meeting on 1st & 2nd June, 2017.



सूचना का
अधिकार

Secretary to Ministries/Depts (as per list)

Please Visit our Website : <http://darpg.gov.in>, <http://goicharters.nic.in>





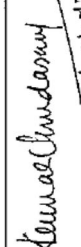

Phone : 91-11-23741004. Fax: 91-11-23741005 E-mail : adlsecy-darpg@nic.in







List-

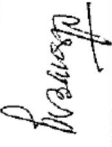



1. Deptt. of AC & FW.
2. Dept. of Consumer Affairs
3. Ministry of Statistics and Programme Implementation.
4. Deptt of Industrial Policy & Promotion
5. Ministry of Social Justice and Empowerment
6. Ministry of Women & Child Development
7. Ministry of Minority Affairs.
8. Deptt. of Urban Development
9. Ministry of Skill Development and Entrepreneurship
10. Ministry of Power
11. Ministry of NRE
12. Deptt. of Rural Development
13. Ministry of Tribal Affairs

Appendix VI: List of Participants during Consultations held on 08 June 2017

ATTENDANCE SHEET OF THE MEETING GOOD GOVERNANCE INDEX DATED 08.06.2017

S.No.	Ministry/Deptt.	Name of the Officer and Designation	Mobile Number and E-mail	Address	Signature
1.	Department of Agriculture, Cooperation & Farmers Welfare (DACFW)				
2.	Ministry of Water Resource, River Development and Ganga Rejuvenation	Ashish Kumar Director	9933320011 discord-mowr@nic.in	Room No. 423 Rafi Marg Ghram Shakti Patna	
3.	Department of Land Resources.	Niraj Kumar DS	9891756683 niraj.kumar72@nic.in	NBO, Building Nirman Bhawan	
4.	Ministry of Consumer Affairs	SITA RAM MEENA DIRECTOR	9868138421 dirent-ca@nic.in	Krishna Bhawan	
5.	Department of Industrial Policy and Promotion	Rajesh Kantpal Director DIP & P Under Secretary	7042337694 rajesh.kantpal@nic.in 9469473030 dip.p.vakhanse@nic.in	260, Udyog Bhawan 668B, Udyog Bhawan	
6.	Ministry of Statistics and Programme Implementation.	KUMAR SUNDARAM Deputy Director	9999566904 kumar.sundaram@nic.in	Sardar Patel Bhawan Sardar Marg, New Delhi-110001	
7.	Ministry of Social Justice and Empowerment	Monisha Sena Ec. Adviser	9818473458 ms.sharma@nic.in	Room No 739 A.W.I.Y, Shakti Bhawan, New Delhi	

S.No.	Ministry/Deptt.	Name of the Officer and Designation	Mobile Number and E-mail	Address	Signature
8.	Ministry of Women and Child Development	K.C. Bhatnagar PS	8860054486 k.c.bhatnagar@gov.in	Room NO. 641 Shastri Bhanu	
9.	Ministry of Minority Affairs	S.K. Sharma US	9810259006 s.k.sharma7d@gov.in	1460 Convent, New Delhi.	
10	Ministry of Skill Development and Entrepreneurship	B.K. Mathur Under Secretary	931300069 b.k.mathur@gov.in	Shivaji Stadium Anand, Delhi Shastri Singh New Delhi	
11.	Ministry of Tribal Affairs	Roopak Chaudhary PS	9968304079 r.chaudhary@nic.in	Shastri Bhawan New Delhi	
12.	Ministry of Urban Development				
13.	Ministry of Rural Development - Rural Housing	PRASANT KUMAR JS	92137 96974 prasant.kumar@pn.in	361-A, Kirti Bhawan.	
14.	Ministry of Drinking Water Sanitation.	Samir Kumar E.O. Asst. Dir.	9810543082 samirkumar@nic.in	650 Convent New Delhi	

S.No.	Ministry/Deptt.	Name of the Officer and Designation	Mobile Number and E-mail	Address	Signature
15.	Department of Rural Development-Rural Housing.				
16	Ministry of Power.				
17.	Ministry of New and Renewable Energy				
18.	DABF M/Agri. & FW	P. K. BANERJEE DS	9868143759 banerjee.p.k@nic.in	Kirti Bhanu New Delhi	
19.	Department of Food & PD	V. K. Ullas Kumar J.S.	9555 604558 vsmen@pd@nic.in	183 A Kirti Bhanu New Delhi	
20.	DARE	A. R. Sengupta D.S.	9810196187 dsdare@2016@gmail.com	206, Krishna Bhanu	
21.	MINISTRY OF RURAL DEVELOPMENT	GAYA PRASAD, DIRECTOR	9868224318 gaya.prasad@nic.in	250, Krishna Bhanu	
22.					

Appendix VII: Letters for Ministry Consultation on 15-16 June 2017

DO No. K-17/4/2017-AR (4988) dated 13.06.2017 Inviting Ministries and Departments of Govt. of India for Third Round of Consultations

उषा शर्मा
Usha Sharma, IAS
अपर सचिव
ADDITIONAL SECRETARY



भारत सरकार,
कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय
प्रशासनिक सुधार और लोक शिकायत विभाग
सरदार पटेल भवन, संसद मार्ग
नई दिल्ली-110001
GOVERNMENT OF INDIA
MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSIONS
DEPARTMENT OF ADMINISTRATIVE REFORMS
& PUBLIC GRIEVANCES
SARDAR PATEL BHAVAN, SANSAD MARG
NEW DELHI-110001

DO No. K-17/4/2017-AR(4988)

Dated; 13th June, 2017

Dear Sir/Madam

Please refer to my earlier D.O. letters of even number dated 29.05.2017 and 05.06.2017(copies enclosed) and also meeting held with the representatives of the concerned Ministries/Departments on 1st & 2nd June, 2017 and follow-up meeting dated 8th June, 2017 in Department of Administrative Reforms and Public Grievances (DARPG).

2. The matter was discussed in detail with the representatives of the concerned Ministries/Departments and it was advised to indicate the parameters which are outcome-oriented and align with the mandate and functions of the concerned Department/Ministry along with the data sources from which the required data can be extracted for measuring these Indicators.

3. In the above background meeting with Ministries/ Departments is scheduled on **15th & 16th June, 2017 in Conference Room, 5th Floor, Sardar Patel Bhawan, New Delhi**, as per the enclosed time slots at **Annexure**.

4. I would request you to kindly nominate the Joint Secretary concerned as nodal officer to attend the said meeting and give inputs on set of indicators of concerned ministry/department so that it can be finalized. Your contribution in this regard would be of immense benefit in developing a measurable and implementable Good Governance Index for the States and UTs in a time bound manner.

With warm regards,

Yours sincerely,

(Usha Sharma)
13/6/17

Enclosures:

1. Copy of the D.O. letters dated 29.05.2017 and 05.06.2017.
2. Schedule of Meeting.
3. List of representatives, who attended the meeting on 1st & 2nd and 8th June, 2017.

Secretary to Ministries/Depts (as per list)



सूचना का
अधिकार

Please Visit our Website : <http://darpg.gov.in>; <http://goicharters.nic.in>





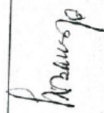

Phone : 91-11-23741004, Fax: 91-11-23741005 E-mail : adlsecy-darpg@nic.in





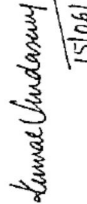
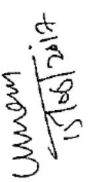
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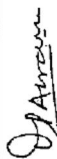

1. Department of AC & FW.
2. Department of Animal Husbandry, Dairying & Fisheries
3. Department of Industrial Policy & Promotion
4. Ministry of MSME
5. Department of Social Justice and Empowerment
6. Ministry of Women & Child Development (ICDS & Women Welfare Division)
7. Ministry of Minority Affairs.
8. Ministry of Tribal Affairs
9. Department of Health & Family Welfare
10. Ministry of Skill Development and Entrepreneurship
11. Ministry of Labour and Employment
12. Ministry of Water Resources, River Development & Ganga Rejuvenation.
13. Ministry of Urban Development (AMRUT and Swachh Bharat Mission Urban Divisions)
14. Ministry of Housing and Urban Poverty Alleviation (PMAY, NULM and National Building Organization Divisions)
15. Department of Rural Development (PMAYG, Swachh Bharat Mission Grameen and DAY-NRLM Divisions)
16. Department of Land Resources.
17. Ministry of Drinking Water and Sanitation.
18. Ministry of Power
19. Department of School Education and Literacy
20. Department of Higher Education
21. Ministry of NRE
22. Ministry of Home Affairs (National Crime Records Bureau and Bureau of Police Research & Development)
23. Department of Justice
24. Department of Consumer Affairs
25. Department of Food and Public Distribution
26. Department of Economic Affairs
27. Department of Revenue.
28. Department of Expenditure.
29. Ministry of Road Transport and Highways
30. Ministry of Development of North Eastern Region
31. Ministry of Environment, Forest and Climate Change
32. Ministry of Statistics and Programme Implementation (request to attend all sessions of meeting).

Appendix VIII: List of Participants during Consultations held on 15-16 June 2017

ATTENDANCE SHEET OF THE MEETING GOOD GOVERNANCE INDEX DATED 15th & 16th June, 2017

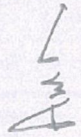





S.No.	Ministry/Deptt.	Name of the Officer and Designation	Mobile & Phone Number and E-mail	Address	Signature
Dated: 15 th June, 2017					
1.	Department of Industrial Policy and Promotion	DVSP VARMA Union Secretary	9449073030 AVSP.VARMA@nic.in	468 B, Vidyotsavam	
2.	Ministry of Micro, Small and Medium Enterprises	P.K. Mukhopadhyay DDG	9818234379 pranab.mukhopadhyay@gov.in 8nd edmsme, gov. in	9/o D.C. MSME	
3.	Ministry of Power / CEA	Mangal Hembram CE (PFAM)	971880051, mhembram@nic.in, Smta Prabha, CE (PDM) 9968481810, prabha_d_only@rediffmail.com, ND-66	468 B, Vidyotsavam	
4.	Ministry of New and Renewable Energy				
5.	Department of Agriculture, Cooperation & Farmers Welfare	Dr. B. Rajender JS (Crops)	9599428809 b.rajender@tas.nic.in	29D, Kirti Nagar	
6.	Department of Animal Husbandry, Dairying & Fisheries	P.K. BANERJEE DS	9868143759 banerjee.pk@nic.in	398, Kirti Nagar	
7.	Ministry of Water Resource, River Development and Ganga Rejuvenation	Ashish Kumar Director	9933320011 disoord-mwr@nic.in	423, Shram Shankar Bhawan	
A.I. S. (Minister Phule)					





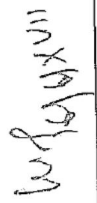
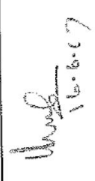

S.No.	Ministry/Deptt.	Name of the Officer and Designation	Mobile & Phone Number and E-mail	Address	Signature
8.	Ministry of Minority Affairs	SK DevNirman Joint Secy	9811760966 siddharth.devnirman@nic.in		
9.	Ministry of Tribal Affairs				
10.	Department of Social Justice and Empowerment	Monika Senjume Eco. Adviser	9818473458 ms-senume@nic.in	B-2 Ground Floor Pt. Deendayal Ardyodays Bhawan, CGO Complex New Delhi	
11.	Ministry of Women and Child Development (ICDS and Women Welfare)	Rajna K. Jena Statistical Adviser.	9868240948 rajena@nic.in	3rd Floor. Deendayal Ardyodays N.D. - 1	
12.	Department of Health & Family Welfare				
13.	Ministry of Home Affairs (National Crime Records Bureau and Bureau of Police Research & Development)	MP Sharma JAG, NCRB	9868866720 mps@ncrb.nic.in	East Block-7 RK Puram, N.D.	
14.	Department of Justice				
15.	Ministry of Statistics and Programme Implementation	KUMAR SUNDRAM Deputy Director.	9999566304 kumar.sundaram@nic.in	4th Floor, Jasdal Patel Bhawan, Sardar Marg, Delhi-110001	
16.	Mo DC, MSME Mo MSME	Umesh Kumar Dy. Director	9314048460 umesh.kumar@nic.in	7th Floor, Mirza Bhawan, New Delhi	





S.No.	Ministry/Deptt.	Name of the Officer and Designation	Mobile & Phone Number and E-mail	Address	Signature
17.	MOHFW.	Dr. VISHNU (CART, SEIVASTAVA) Chief	8257896568 cdstat@nic.in	M/o Health	
18.		Dr. Aravind Programme (in place of Dr. Aravind)	9891167766 aravind@nic.in		
19.	Ministry of Home Affairs, B.P.R. & D.	Parvathy Hegde, ADSP, B.P.R. & D.	parvathy@nic.in parvathy@nic.in 28.11.2017	Block - 4, 5 and 6, C.G.O. Compound	
20.					
21.					
22.					
23.					
24.					
25.					

13 N.C.R.-

ATTENDANCE SHEET OF THE MEETING GOOD GOVERNANCE INDEX DATED 15th & 16th June, 2017

S.No.	Ministry/Deptt.	Name of the Officer and Designation	Mobile & Phone Number and E-mail	Address	Signature
Dated: 16 th June, 2017					
1.	Ministry of Urban Development (AMRUT and Swachh Bharat Mission Urban Divisions)	ANUPAM MISHRA EA	8130644488	Anupam.mishra@nic.in	
2.	Ministry of Housing and Urban Poverty Alleviation (PMAY, NULM and National Building Organization Divisions)	Anant Mishra TS.			
3.	Department of Rural Development ((PMAYG, Swachh Bharat Mission Grameen and DAY-NRLM Divisions)	Alexa Upadhyay JS (MORP) CSO P. Manoj Kumar Director (PMU)	9868123307 manu.1551988@yahoo.co.in		
4.	Department of Land Resources	VIPIN KUMAR GENERAL DIGF (M&E)	9435548847 vipin.bondla68@gmail.com		
5.	Ministry of Drinking Water and Sanitation	Samir Kumar ECO-Admn	98105773082 samir.kumar@nic.in	Cgo Complex	
6.	Department of Consumer Affairs	G.C. Rout Dy. Secy.	9999769666 elbcpu-ca@nic.in	461, Krishna Bhawan	

S.No.	Ministry/Deptt.	Name of the Officer and Designation	Mobile & Phone Number and E-mail	Address	Signature
7.	Department of Food and Public Distribution	P. K. Wangkum J.S.	9555604558 jsimran.pd@nic.in	Room No 18-2A Kash Bham	
8.	Ministry of Labour and Employment	Rajit Kumar J.S.	9958587627 punhani@nic.in	Shri Shakti Bhawan (Jaidelma House) New Delhi	
9.	Department of School Education and Literacy				
10.	Department of Higher Education	B. N. Tiwari DDA	9810554320 2338484 bn.tiwari@nic.in	203-C, Shakti Bhawan, N. Delhi	
11.	Ministry of Skill Development and Entrepreneurship				
12.	Ministry of Development of North Eastern Region	ANIL SANKAR J.S. Joint Secretary	941520919 - mobile 24695129 - OF anil.sankar@nic.in	111- PITHVI BLOCK INDIAN INSTITUTE OF MANAGEMENT JOK BAGH ROAD, NEW DELHI	
13.	Ministry of Environment, Forest and Climate Change	ANIL SANKAR Joint Secretary	9771400600 anil.sankar@gov.in	Room No-203A Vijaya Bhawan Maulana Road New Delhi	
14.	Departments of Economic Affairs	R. V. PANDALA Dy. Secretary	9818046335 rv.pandala@nic.in	Room No. 269-A New Delhi N. Connaught	
15.	Department of Revenue	N. K. Vidyarthi Dir. CBEC, DOR	9899726673 nv.vidyarthi@nic.in	146, North Block, New Delhi	

S.No.	Ministry/Deptt.	Name of the Officer and Designation	Mobile & Phone Number and E-mail	Address	Signature
16.	Department of Expenditure	MANI MOTIAN SAC/DEN	9810573794 man.motian@nic.in	Room 106 N. Delhi.	
17.	Ministry of Road Transport and Highways				
18.	Ministry of Statistics and Programme Implementation	KUMAR SUNDARAM DEPUTY DIRECTOR	9999566304 kumar.sundaram@nic.in	4th Floor, Sardar Patel Bhawan, Sardar Marg, Delhi-110021	 16/06/17
19.	Dept. of Justice	C K REEJONIA DS	9871078824 ckreejonia@aic.in	30, Janshree Tower, N. Delhi.	 16/6/17
20.	MORTM	VIPNESH SHARMA SEC Planning	7042245959 vipneshsharma@gmail.com	TRANSPORT Bapatnagar	 16/6/17
21.	.				
22.					
23.					
24.					

Appendix IX: Minutes of the Meeting with Addl. Secretary, DARPG, Gol

Minutes of the Meeting on “Good Governance Index” held on 28.08.2017 at 4:00 PM in CGG, Hyderabad

Present & Chaired:

- Smt. Vasudha Mishra, IAS, Addl. Secretary, DARPG, Gol
- Sri. Rajendra Nimje, Ex. IAS, Director General, CGG

Following members from CGG have attended the meeting:

- 1) Sri. Shabbeer Shaikh, Director - Governance
- 2) Smt. Arpita Khare, Director – e-Governance
- 3) Smt. Maadhavi Sriram, Sr. Project Manager
- 4) Smt. Hijam Eskoni Devi, Sr. Knowledge Manager
- 5) Sri. Vaibhav Purandare, Sr. Knowledge Manager
- 6) Smt. SiriSwathi, Project Assistant.

- At the outset, the Director General, Centre for Good Governance (CGG), Hyderabad welcomed the Addl. Secretary, DARPG, Gol and introduced all the members attending the meeting.
- The Director-Governance has made a detailed presentation regarding the Design & Development of Good Governance Index. He presented sector-wise and overall ranking of the states for two types of indices, i.e., (i) absolute, and (ii) growth-based in three categories viz., (a) North-Eastern and Hill States (b) Union Territories (c) Remaining States.
- He appraised that the data for all the indicators was compiled from secondary sources and used for developing both types of indices.
- While appreciating the efforts, Addl. Secretary, DARPG, Gol suggested to make some modifications in some of the indicators. She opined that some states which have already achieved a higher level might not figure as top ranking/performer while some states which have started with lower base would appear at top in the index in terms of growth indicator.
- She was of the opinion that index may not reflect the present status if it is based on data which is dated. Therefore, it was decided that for growth-based index a certain time-period (number of years) should be fixed for calculating growth rate. And, for index based on absolute figures should have a cut-off period/year, most preferably the preceding financial year.
- She informed that she has consulted some of the sector experts of Agriculture and Public Health Sectors. Additional indicators for Agriculture Sector has already been shared with CGG and in Health sector, she suggested to drop two indicators, i.e., (i) Total Fertility Rate, and (ii) Operationalizing PHCs on 24X7-basis while including Number of Operational First Referral Units (FRUs).

- She suggested that DARPG would facilitate sector-wise consultations with sector experts and Ministries concerned to bring everyone at one platform and create consensus for indicators selection based on need, suitability, mandate of ministries, data availability, etc.
- It is decided to organize ten sectoral workshops/consultations (one for each identified sector) in the months of September-October 2017 for identifying additional indicators to develop a comprehensive index.
- Once the sector-wise indicators are finalized, they would be divided into two categories based on the data availability with ministry concerned and it was discussed that those indicators for which data is not available readily at present, would be included in the report with clear instruction of inclusion in subsequent years once the data availability is ensured. CGG would validate the remaining indicators after collecting and compiling data with support from DARPG.
- It was also discussed to examine the sectoral indices developed by the NITI Aayog for including some of the indicators.
- While agreeing for the sectoral consultation with sector experts and ministries concerned, the Director General, CGG, has opined that sectoral experts and ministries concerned should be consulted together as separate consultations would pose challenges in consensus based indicator finalization.
- He presented the proposed time-lines in the light of activities to be undertaken and also presented additional budget requirement due to changes in scope of work. While agreeing with proposed time-line and additional budget, Addl. Secretary, DARPG, GoI suggested to submit a note in this regard to DARPG for consideration and approval. Based on this, a note with revised budget would be submitted to DARPG.
 - Smt. Arpita Khare, Director–e-Governance and Smt. Maadhavi Sriram, Sr. Project Manager presented concept and need for Governance Index Monitoring System (GIMS), which would convert the Good Governance Index into a dynamic IT tool for review and supervision purpose at national, state and district level.
 - While appreciating the concept, the Addl. Secretary, DARPG, GoI suggested to put up a note to DARPG.
 - She was of the opinion that the developed Good Governance Index should be able to highlight the backward districts of the country and should lead to formation of strategies for their development. And, added that with development of GIMS which would be accessible to all district collectors, there is a high chance of positive change in the status of backward districts.
 - While concluding the meeting, she checked the status of preparation of Manual for District Level Functionaries. Sri Shabbeer has updated her with the status and assured that all the manuals would be submitted within the revised timeline with due consultations with ministries concerned.
 - The meeting ended with the vote of thanks to the chair.

Appendix X: Minutes of the Meeting with Secretary, DARPG, Gol

Meeting with Shri C. Viswanath, Secretary, DARPG, Gol

22 September 2017

Lobby of The Plaza, Haritha Plaza, Hyderabad

Purpose: Discussion on Status of GGI (Ranking) and Preparation of District Manual

- Mr. Shabbeer explained the ranking methodology followed for ranking of the states in three categories (i) North-Eastern States (ii) Union Territories (iii) Remaining States. He explained that ranking has been done by using (i) Growth Parameters and (ii) Absolute (current) figures.
- Secretary, DARPG complimented the efforts and suggested to cross verify the arrived ranking with PAI and India Today Survey Rankings.
- He opined that CGG should consider ranking the states by giving equal weightages to indicators as different weightage may give scope for criticism by few states which appears at low rank. To avoid the same, he suggested to merge the indicators with less weightages so that the combined indicator will have a higher weightage and in-turn, the final list of indicators can be of equal weights.
- He suggested that Prime Minister always look for outcome/output-based indicators, therefore, CGG should ensure to be ready with strong justification if there are any inputs and/or process-based indicators.
- He also suggested to map the existing indicators with flagship programmes/mission of Gol.
- Mr. Shabbeer informed about the next steps including consultation with sector experts.
- DG and Director (Admin) joined the CGG Team and felicitated Secretary, DARPG.

Appendix XI: State Consultations @ Nainital, Hyderabad, Panaji & Guwahati

Nainital	Hyderabad	Panaji, Goa	Guwahati
07–08 July 2017	22 July 2017	14–15 September 2017	22–23 December 2017
Uttarakhand Academy of Administration, Nainital, Uttarakhand	CGG, Gachibowli Campus, Hyderabad, Telangana	International Centre Goa, Dona Paula, Goa	Assam Administrative Staff College, Guwahati, Assam
<ul style="list-style-type: none"> Appreciation for idea and concurrence for adopted approach & methodology Common suggestions to include the following indicators in respective sectors: <ul style="list-style-type: none"> Health: Availability doctors/paramedical staff at PHCs; Life Expectancy, Institutional Deliveries, etc. Agriculture: Farmers' Income, Availability of Fertilizer, Seed & Irrigation Facilities, Land Registration, etc. Judiciary and Public Security: Naxalism, Equipment available with police personnel Welfare and Development: % of disabled person in Government services; Utilisation of scholarship provided by government Industry: Industrial Infrastructure development data can be included; Road Maintenance data to be included Economy: Indicators related to GST impact Citizen Centric Governance: % of RTI Disposal / Mandatory disclosure (section 41) Environment: Availability of ground water; Use of renewable energy; Increase in plantation; Depletion of river Delete correlated/dependent indicators: Access to PHCs, Schools, etc. 			
<ul style="list-style-type: none"> Skewed in favour of bigger states 	<ul style="list-style-type: none"> Suggested to segregate initially identified (123) indicators into various categories - input, process and output and outcome-based indicators, and include them in report with recommendations to include them phase-wise as part of Index 	<ul style="list-style-type: none"> Equal weightages to be assigned to Sectors as different State Governments might be having different focus and priorities 	<ul style="list-style-type: none"> Include complete list of indicators (input / process-based indicators also)
	<ul style="list-style-type: none"> Introduce second generation indicators 	<ul style="list-style-type: none"> Linking the existing indicators with flagship programmes / missions 	<ul style="list-style-type: none"> Endorsing categorisation of States for ranking purpose as there are vast differences among the Indian states
	<ul style="list-style-type: none"> States' requests for additional time to consult with Departments 		
	<ul style="list-style-type: none"> If all the relevant indicators are identified, if the data is not available, system may be established to start collecting the relevant data from states 		
	<ul style="list-style-type: none"> Ranking methodology to devised keeping in mind that the states which have already achieved a higher level might not figure as top ranking/performer while some states which have started with lower base would appear at top in the index in terms of growth indicator 		



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