

# **RESULTS-FRAMEWORK DOCUMENT**



सत्यमेव जयते

**DEPARTMENT OF HEAVY INDUSTRY  
MINISTRY OF HEAVY INDUSTRIES &  
PUBLIC ENTERPRISES**

**FOR THE PERIOD**

**APRIL 1, 2011 TO MARCH 31, 2012 (Revised Copy)**

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## **SECTION - I**

### **VISION**

To have modern, healthy and robust auto, heavy engineering, heavy electrical & capital goods sectors and self-reliant & growth oriented PSEs under the Department.

### **MISSION**

“The Department of Heavy Industry strives to bolster profit making PSEs as well as restructure and revive sick and loss making PSEs under its administrative control.

The Department of Heavy Industry seeks to achieve its vision of global automotive excellence through creation of state-of-the-art Research and Testing infrastructure through the National Automotive Testing and R&D Infrastructure Project (NATRIP) by 2012.

The Department of Heavy Industry seeks to achieve its vision by providing necessary support to the Auto, Heavy Engineering, Heavy Electrical and Capital Goods Sector”.

## **OBJECTIVES**

### **Objective No. 1**

Supporting BHEL to achieve sustained high growth and become globally competitive.

### **Objective No. 2**

Supporting profit making other PSEs (excluding BHEL) to attain higher turnover and profits

### **Objective No. 3**

Restructuring PSEs to reduce sick and loss making PSEs as also their cash losses

### **Objective No. 4**

Setting up of seven state of the art automotive testing and R&D centres across the country - Physical progress of the project

### **Objective No. 5**

Appropriately and adequately addressing the concerns of the Auto, Heavy Engineering, Heavy Electrical and Capital Goods Sectors

## **FUNCTIONS**

**(a)** To support, strengthen and assist PSEs with a view to attaining consistently high growth in turnover, increase in aggregate profits of profit making PSEs and reduce aggregate losses of loss making PSEs.

**(b)** To encourage, explore all possible viable options and undertake restructuring and revival of sick/ loss making PSEs under DHI, through a comprehensive revival business plan which may also include synergic collaboration or merger of sick companies with profitable PSE, induction of joint venture strategic venture partner, failing which closure of such companies that cannot be revived.

**(c)** Formulate and undertake initiatives, schemes, projects, policies to facilitate R&D, encourage international cooperation, create required mechanisms and project critical industry sectoral requirements relating to National policy modulation in the areas of trade, taxation, environment, manufacturing, emissions and safety (auto section) along with providing inputs for formulating the GoI stand in International multilateral fora like WP-29, WTO, etc., bilateral co-operations and agreements like FTA, ICFPA, etc.

**(d)** To implement the department's flagship project, National Automotive Testing R&D Infrastructure Project (NATRiP) across the country for **(i)** Creating core global competencies in automotive sector in India, **(ii)** Enhancing competitive skills for product development for deepening of automotive manufacturing in the country, **(iii)** Synergising India's unique capabilities in Information Technology with the automotive sector and **(iv)** Facilitating seamless integration of Indian automotive industry with the world to put India strongly on the global automotive map.

**(e)** To implement the Automotive Mission Plan 2006-16, which lays down the joint vision of Industry and the Government for the automotive industry in 2016.

**(f)** To administer and support BHEL, a Navratna PSE, with a view to transform it into a leading global manufacturer of power generating equipment and energy solutions so as to bridge the power infrastructure gap in the country and to transform BHEL into a globally competitive company through consistent high growth in turnover, profits, net worth, order book position, exports, manpower development and investments in latest technologies.

**(g)** To provide financial support to PSEs for **(i)** funding their VRS/ VSS, **(ii)** investment needs for implementation of restructuring plans of sick/ loss making PSEs as sanctioned by the Government/ BIFR; and **(iii)** loan for payment of salary, wage and statutory dues to sick PSEs.

**(h)** Support and implement good corporate governance and efficient functioning of PSEs under DHI through enforcement of DPE, GoI guidelines, signing of MOUs with PSE's with a view to accord greater functional autonomy, periodic review of PSE performance, appointment of Directors

(Functional as well as Part-time non-official) on the Boards of PSEs under DHI and through participation of department's officers in the Boards of the PSEs as Government nominees.

**(i)** To administer, support the growth and development of Fluid Control Research Institute (FCRI) and Automotive Research Association of India (ARAI) which are leading organisations under DHI in the area of flow measurement and automotive testing & R&D respectively.

**(j)** Striving for growth of Industry's sectors allotted to DHI and for this purpose, to constitute and hold regular meetings of the various constituted Inter Ministerial Groups and the Development Councils under DHI in the area of Automotive & Allied Industries, Machine Tools, Heavy Electrical & Allied Industries. Textile Machinery Industry and the various sub groups of these councils.

**(k)** To constitute the National Council and National Board for Electric Mobility, hold their regular meetings, coordinate with all stakeholders, implement and monitor the various projects, schemes, interventions, targets and Electric Mobility Plan 2020 to be adopted by the council as a part of the National Mission on Electric Mobility.

**(l)** To formulate and review the Demand for Grant of the Department, respond to audit observations/VIP references, monitor cases under litigation, vigilance administration of Department & PSEs, administrative tasks .

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**SECTION - II**

**Inter se priorities among key objectives, success indicators and targets for the period 1.4.2011 – 31.3.2012**

Objective	Weight	Actions	Success Indicator	Unit	Relative Weight	Target				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
<b>Objective 1:</b> <b>Supporting BHEL to achieve high growth and become globally competitive</b>	<b>23%</b>	<b>Action 1:</b> Manufacturing Capacity augmentation	Capability to deliver	MW	8	20000	16000	15500	15000	<15000
		<b>Action 2:</b> Supporting BHEL For procuring orders	(i) Export orders (ii) Domestic orders	₹ in crore	3	3500	3000	2850	2700	<2550
		<b>Action 3 :</b> Power Sector Capacity addition	Capacity completed*	MW	4	12200	10000	9000	8000	7000
		<b>Action 4:</b> Technical Manpower augmentation by BHEL during the year.	Additional No. of persons employed	No.	4	3600	3500	3400	3300	3200

Objective	Weight	Actions	Success Indicator	Unit	Relative Weight	Target				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
<b>Objective 2: Supporting profit making other PSEs (excluding BHEL) to attain higher turnover and profits</b>	19%	<b>Action 1:</b> Structured review of PSE performance	(A)% increase in aggregate turnover in 2011-12 (YoY)	%	7	20	19	18	17	<17
		<b>Action 2:</b> Improvement in the performance of PSEs.	(B)% increase in aggregate net profits for 2011-12 (YoY) over the last year	%	7	2.5	2	1.5	1	<1
			Achievement of excellent rating in the MoU	Number	5	5	4	3	2	1

Objective	Weight	Actions	Success Indicator	Unit	Relative Weight	Target				
						Excellent	Very Good	Good	Fair	Poor
<b>Objective 3: Restructuring PSEs to reduce sick and loss making PSEs as also their cash losses.</b>	18%	<b>Action 1:</b> Revival/ Restructuring of PSEs. HMT Ltd, HMT(MT), HMT(W) TSL	(i) Consultant's report	Date	1	100%	90%	80%	70%	60%
			(ii) Reference toBRPSE		1	30 <sup>th</sup> Sep, 2011	31 <sup>st</sup> Oct, 2011	30 <sup>th</sup> Nov, 2011	31 <sup>st</sup> Dec, 2011	31 <sup>st</sup> Jan, 2012
			(iii) Approval of CCEA for any two PSEs		1	31 <sup>st</sup> Oct 2011	30 <sup>th</sup> Nov.2011	31 <sup>st</sup> Dec. 2011	29 <sup>th</sup> Feb 2012	31 <sup>st</sup> Mar 2012
			(iv) Filing of MDRS in BIFR		1	30 <sup>th</sup> Nov11	31 <sup>st</sup> Dec 2011	31Jan 2012	29thFeb 2012	31 <sup>st</sup> Mar 2012
		<b>Action 2:</b> Submission of Note for seeking approval of CCEA for Revival/Restructuring of PSEs HMT(B), SIL NPPC, NEPA, R&C, REIL.HPF.	No. of PSEs for which decision of CCEA is obtained.	Number	6	5	4	3	2	
		<b>Action 3:</b> Providing funds for revival of PSEs including VRS/VSS & statutory dues	Progress of expenditure	% of BE	4	100	95	90	85	80
		<b>Action 4:</b> Improving performance of sick/loss making PSEs	reduction in cash-losses (YoY)	%	4	8	7	6	5	<5

Objective	Weight	Actions	Success indicator	Unit	Relative weight	target				
						Excellent	very good	good	fair	poor
Objective 4: Setting up of seven state of the art automotive testing and R&D centres across the country - Physical progress of the project	14%	Action 1: operationalising of Jaffirbund campus - Silchar	completion date	Date	2	100%	90%	80%	70%	60%
			completion date	15-Jul-11	15-Aug-11	31-Aug-11	15-Sep-11	16-Sep-11		
		Action 2: Completion of civil works of EMC lab, FAT lab at GARC, Chennai	Completion date	date	2	15-May-11	25-May-11	31-May-11	15-Jun-11	16-June-2011
			Operationalisation date	Date	2	31-May-11	5-June-11	10-Jun-11	15-Jun-11	16-June-2011
		Action 3 (b): Completion of General Storage & Client Workshop, iCAT II, Manesar	completion date	date	2	30-Jun-2011	15-July-11	31-July-11	15-Aug-11	16-Aug-11
			completion date	Date	2	15-Jul-11	30-Aug-11	15-Sep-11	30-Sep-2011	1-Oct-11
		Action 3 (c): Completion of civil works of EMC, PAS lab, iCAT II, Manesar	Completion date	date	2	31-May-11	15-July-11	31-July-11	15-Aug-11	16-Aug-11
			Completion date	Date	2	15-Jun-11	30-July-11	15-Aug-11	31-Aug-11	1-Sep-11
Action 4 (a): Completion of General Storage & Client Workshop, NATRAX, Indore	Completion date	Date	2	15-Jun-11	30-July-11	15-Aug-11	31-Aug-11	1-Sep-11		
	Completion date	Date	2	15-Jun-11	30-July-11	15-Aug-11	31-Aug-11	1-Sep-11		

Objective	Weight	Actions	Success Indicator	Unit	Relative Weight	Target						
						Excellent	Very Good	Good	Fair	Poor		
						100%	90%	80%	70%	60%		
<b>Objective 5: Appropriately and adequately addressing the concerns of the Auto, Heavy Engineering, Heavy Electrical and Capital Goods Sectors.</b>	11%	<b>Action 1: (a)</b> Setting up of National Council for electric Mobility (NCEM) and National Board for Electric Mobility (NBEM)	Completion of action	Time	1	31 <sup>st</sup> July, 2011	31 <sup>st</sup> Aug, 2011	30 <sup>th</sup> Sep, 2011	31 <sup>st</sup> October, 2011	30 <sup>th</sup> Nov, 2011		
			Report	Time	1	31 <sup>st</sup> Dec.2011	31 <sup>st</sup> Jan.2012	29 <sup>th</sup> Feb.2012	31 <sup>st</sup> March 2012	-		
			1	<b>Action 2:</b> Funding of R&D Projects funded through Cess Funds (DCAA).	Progress of utilization of BE	%	1	100	90	80	70	<70
					No. of meetings held	No.	2	5	4	3	2	1
			1	<b>Action 3:</b> Protect and project the concerns of domestic industry through effective articulation of issues at bi/multi-lateral forum such as WP 29, JWGs. <b>Action 4:</b> Submitting revised proposals to the Planning Commission for "Scheme for enhancement of competitiveness in the Indian Capital Goods Sector" for inclusion in the 12 <sup>th</sup> Five Year Plan. <b>Action 5:</b> Evolving policy/strategy paper/ document for faster growth of 5 sub-sectors of capital goods industry	Approval of Scheme	Date	1	30 <sup>th</sup> Nov, 2011	31 <sup>st</sup> Dec, 2011	31 <sup>st</sup> Jan, 2012	29 <sup>th</sup> Feb, 2012	31 <sup>st</sup> March, 2012
					Machine Tools	Date of Completion	1	31 <sup>st</sup> July, 2011	31 <sup>st</sup> Aug 2011	30 <sup>th</sup> Sep 2011	31 <sup>st</sup> Oct 2011	30 <sup>th</sup> Nov 2011
					Textile Machinery	Date of Completion	1	31 <sup>st</sup> Aug 2011	30 <sup>th</sup> Sep 2011	31 <sup>st</sup> Oct 2011	30 <sup>th</sup> Nov 2011	31 <sup>st</sup> Dec 2011
					Heavy Electrical Equipment	Date of Completion	1	30 <sup>th</sup> Sep 2011	31 <sup>st</sup> Oct 2011	30 <sup>th</sup> Nov 2011	31 <sup>st</sup> Dec 2011	31 <sup>st</sup> Jan 2012
					Mining & Construction Company	Date of Completion	1	31 <sup>st</sup> Oct 2011	30 <sup>th</sup> Nov 2011	31 <sup>st</sup> Dec 2011	31 <sup>st</sup> Jan 2012	29 <sup>th</sup> Feb 2012
			1		Process Plant Equipment	Date of Completion	1	30 <sup>th</sup> Nov 2011	31 <sup>st</sup> Dec 2011	31 <sup>st</sup> Jan 2012	29 <sup>th</sup> Feb 2012	31 <sup>st</sup> Mar 2012

## MANDATORY SUCCESS INDICATORS

Objective	Weight	Actions	Success Indicator	Unit	Relative Weight	Target				
						Excellent	Very Good	Good	Fair	Poor
1. Efficient Functioning of the RFID System.	3%	Action 1: Timely submission of Draft for Approval	On-time submission	date	2%	100%	90%	80%	70%	60%
		Action 2: Timely submission of Results	On-time submission	date	1%	March, 7 2011	March, 8 2011	March, 9 2011	March, 10 2011	March, 11 2011
2. Improving Internal Efficiency/responsiveness/service delivery of Ministry /Department	10%	Action 1. Identify and implement 3 major recommendations of ARC II relevant to the Department	Finalize 3 major recommendations of ARC II relevant to the	date	2%	Dec.10, 2011	Dec15, 2011	Dec 20, 2011	Dec 24, 2011	Dec 31, 2011
		Action 2. Identify potential areas of corruption related to Departmental activities and develop an action plan to mitigate them	Finalize an action plan to mitigate potential areas of corruption	Date	2%	Dec, 10 2011	Dec, 15 2011	Dec 20, 2011	Dec 24, 2011	Dec 31, 2011
		Action 3. Develop an action plan for e-office Implementation in the department/ Ministry	Finalize an action plan for e-Office	Date	2%	Dec, 10 2011	Dec, 15 2011	Dec, 20,2011	Dec, 24, 2011	Dec, 31, 2011
		Action 4. Develop an action plan to implement ISO 9001 certification	Finalize an action plan to implement ISO 9001 Certification	date	2%	Dec, 10 2011	Dec, 15 2011	Dec, 20,2011	Dec, 24, 2011	Dec, 31, 2011

<b>3. Ensuring compliance to the Financial Accountability Framework</b>	<b>Action 5. Implementation of Sevottam</b>	Independent Audit of Implementation of Citizen's Charter	%	1	100	95	90	85	80	
		Independent Audit of implementation of public grievance redressal system	%	1	100	95	90	85	80	
	<b>1</b>	Timely submission of ATNS on Audit Paras of C&AG	Percentage of ATNs submitted within due date ( 4 months) from date of presentation of Report to Parliament by CAG during the year.	%	0.5	100	90	80	70	60
			Percentage of ATNs submitted within due date (6 months) from date of presentation of Report to Parliament by PAC during the year.	%	0.5	100	90	80	70	60
	<b>1</b>	Early disposal of pending ATNs on Audit paras of C&AG Reports presented to Parliament before 31.03.2011.	Percentage of outstanding ATNs disposed off during the year.	%	0.5	100	90	80	70	60
			Percentage of outstanding ATNs disposed off during the year.	%	0.5	100	90	80	70	60

**SECTION III**  
**Trend values of the success indicators**

Objective	Actions	Success Indicator	Unit	Actual Value for FY 09-10	Actual Value for FY 10-11	Target Value for FY 11-12	Projected Value for FY 12-13	Projected Value for FY 13-14
<b>Objective 1: Supporting BHEL to achieve sustained high growth and become globally competitive</b>	<b>Action 1:</b> Manufacturing Capacity augmentation	Capability to deliver	MW	15000	15500	20000	20000	20000
	<b>Action 2:</b> Supporting BHEL For procuring orders	(i) Export orders (ii) Domestic orders #	₹ in crore	3571 55466	2136 57364	3500 56500	3750 61250	4000 66000
	<b>Action 3 :</b> Power Sector Capacity addition	Capacity completed*	MW	4690	10030**	12200	12500	13500
	<b>Action 4:</b> Technical Manpower augmentation by BHEL during the year.	Additional No. of persons employed	No.	3536	3600	3600	3200	3000

\*\* Current assessment based on present site conditions: 10030 MW (Out of this 2126 MW is critical due to lack of customer input/site preparedness.)

# Domestic order inflows posts FY 11-12 are based on customers finalizing orders.

Objective	Actions	Success Indicator	Unit	Actual Value for FY 09-10	Actual Value for FY 10-11	Target Value for FY 11-12	Projected Value for FY 12-13	Projected Value for FY 13-14
<b>Objective 2: Supporting profit making other PSEs (excluding BHEL) to attain higher turnover and profits</b>	<b>Action 1:</b> Structured review of PSE performance	(A)% increase in aggregate turnover in 2011-12 (YoY)	%	11.92 (₹ 4568.50 crore)	15.54 (₹ 5278.68 crore anticipated)	17.90 ₹6223.54 crore	To be based on MOUs figure for this year	To be based on MOUs figure for this year
	<b>Action 2:</b> Improvement in the performance of PSEs.	(B)% increase in aggregate net profits for 2011-12 (YoY) over the last year	%	367.16 (₹ 522.71 crore)	-(56.42) (₹ 227.78 crore anticipated)	31.81 (₹ 300.25 crore)	To be based on MOUs figure for this year	To be based on MOUs figure for this year
			Number	2	3	4	5	6

Note: figures in the brackets represent the absolute amount for the respective years.

Objective	Actions	Success Indicator	Unit	Actual Value for FY 09-10	Actual Value for FY 10-11	Target Value for FY 11-12	Projected Value for FY 12-13	Projected Value for FY 13-14
<b>Objective 3: Restructuring PSEs to reduce sick and loss making PSEs as also their cash losses.</b>	<b>Action 1:</b> Revival/Restructuring of PSEs. HMT Ltd, HMT(MT), HMT(W) TSL	(i) Consultant's report (ii) Reference to BRPSE (iii) Approval of CCEA for any two PSEs (iv) Filing of MDRS in BIFR	Date	NA	NA	4	Will depend on case on hand	Will depend on case on hand
	<b>Action 2:</b> Submission of Note for seeking approval of CCEA for Revival/Restructuring of PSEs HMT(B), SIL NPPC, NEPA, R&C, REIL, HPF.	No. of PSEs for which decision of CCEA is obtained.	Number	5	5	6	Will depend on case on hand	Will depend on case on hand
	<b>Action 3:</b> Providing funds for revival of PSEs including VRS/VSS & statutory dues	Progress of expenditure	% of BE	87.7	65.69 (up to Jan 2011)	85	90	95
	<b>Action 4:</b> Improving performance of sick/loss making PSEs	reduction in cash-losses (YoY)	%	(-) 0.66	(-) 43.02	(-) 3.20	(-) 5.00	(-) 2.00

Objective	Actions	Success indicator	Unit	Actual Value for FY 09-10	Actual Value for FY 10-11	Target Value for FY 11-12	Projected Value for FY 12-13	Projected Value for FY 13-14
<b>Objective 4: Setting up of seven state of the art automotive testing and R&amp;D centres across the country - Physical progress of the project</b>	Expenditure of budget allocation for the year: This being a new project and is being implemented to set up infrastructure for the first time, only data for comparison is annual amount spent for project as against budget allocation		Originally demanded	582.87	641.9	1122.85	327.66	Project completed
			Fund allocated	145.59	232.14	354.17	TBD	
			Actual Spent	206.53	224.16 (up to feb 2011)	354.17	-	
		% of total	141.85	96.56	-	-		

# including previous year unspent balance

Objective	Actions	Success Indicator	Unit	Actual Value for FY 09-10	Actual Value for FY 10-11	Target Value for FY 11-12	Projected Value for FY 12-13	Projected Value for FY 13-14
<b>Objective 5: Appropriately and adequately addressing the concerns of the Auto, Heavy Engineering, Heavy Electrical and Capital Goods Sectors.</b>	<b>Action 1: (a)</b> Setting up of National Council for electric Mobility (NCEM) and National Board for Electric Mobility (NBEM)	Completion of action	Time	NA	NA	31 <sup>st</sup> Aug 2011	NA	NA
	<b>Action 1: (b)</b> Action Plan for Electric Mobility	Report	Time	NA	NA	31 <sup>st</sup> Jan 2012	NA	NA
	<b>Action 2:</b> Funding of R&D Projects funded through Cess Funds (DCAA).	Progress of utilization of BE	%	59.6	0	90	-	-
	<b>Action 3:</b> Protect and project the concerns of domestic industry through effective articulation of issues at bi/multi-lateral forum such as WP 29, JWGs.	No. of meetings held	No.	4	6	5	5	5
	<b>Action 4:</b> Submitting revised proposals to the Planning Commission for "Scheme for enhancement of competitiveness in the Indian Capital Goods Sector" for inclusion in the 12 <sup>th</sup> Five Year Plan.	Approval of Scheme	Date	NA	NA	31 <sup>st</sup> Dec 2011	NA	NA
	<b>Action 5:</b> Evolving policy/strategy paper/ document for faster growth of 5 sub-sectors of capital goods industry	Machine Tools	Date of Completion	NA	NA	31 <sup>st</sup> Aug 2011	NA	NA
		Textile Machinery	Date of Completion	NA	NA	30 <sup>th</sup> Sep 2011	NA	NA
		Heavy Electrical Equipment	Date of Completion	NA	NA	31 <sup>st</sup> Oct 2011	NA	NA
		Mining & Construction Company	Date of Completion	NA	NA	30 <sup>th</sup> Nov 2011	NA	NA
		Process Plant Equipment	Date of Completion	NA	NA	31 <sup>st</sup> Dec 2011	NA	NA

Objective	Actions	Success Indicator	Unit	Actual Value for FY 09-10	Actual Value for FY 10-11	Target Value for FY 11-12	Projected Value for FY 12-13	Projected Value for FY 13-14
<b>1. Efficient Functioning of the RFD System.</b>	<b>Action 1:</b> Timely submission of Draft for Approval	On-time submission	date	Nov, 30 2009	March, 8 2010	March 7, 2011	March 2012	-
	<b>Action 2:</b> Timely submission of Results	On-time submission	date	May, 1 2010	28 <sup>th</sup> April 2011	May 2012	-	-
<b>2. Improving Internal Efficiency of Ministry/Department</b>	<b>Action 1.</b> Identify and implement 3 major recommendations of ARC II relevant to the Department	Finalize 3 major recommendations of ARC II relevant to the	date	NA	NA	14 Dec 2011	-	-
	<b>Action 2.</b> Identify potential areas of corruption related to Departmental activities and develop an action plan to mitigate them	Finalize an action plan to mitigate potential areas of corruption	Date	NA	NA	14 Dec 2011	-	-
	<b>Action 3.</b> Develop an action plan for e-office Implementation in the department/ Ministry	Finalize an action plan for e-Office	Date	NA	NA	14 Dec 2011	-	-
	<b>Action 4.</b> Develop an action plan to implement ISO 9001 certification	Finalize an action plan to implement ISO 9001 Certification	Date	NA	NA	14 Dec 2011	-	-
	<b>Action 5.</b> Implementation of Sevottam	Independent Audit of Implementation of Citizen's Charter Independent Audit of implementation of public grievance redressal system	%	NA	NA	95	-	-

Objective	Actions	Success Indicator	Unit	Actual Value for FY 09-10	Actual Value for FY 10-11	Target Value for FY 11-12	Projected Value for FY 12-13	Projected Value for FY 13-14
<b>Ensuring compliance to the Financial Accountability Framework.</b>	Timely submission of ATNs on Audit Paras of C&AG	Percentage of ATNs submitted within due date (4 months) from date of presentation of Report to Parliament by CAG during the year.	Percentage (%)	44	10	90	-	-
	Timely submission of ATRs to the PAC Sectt. On PAC Reports.	Percentage of ATNs submitted within due date (6 months) from date of presentation of Report to Parliament by PAC during the year.	Percentage (%)	0	0	100	-	-
	Early disposal of pending ATNs on Audit paras of C&AG Reports presented to Parliament before 31.03.2011.	Percentage of outstanding ATNs disposed off during the year.	Percentage (%)	10	8	90	-	-
	Early disposal of pending ATNs on PAC Reports presented to Parliament before 31.03.2011.	Percentage of outstanding ATNs disposed off during the year.	Percentage (%)	0	0	100	-	-

## SECTION – IV

**Aggregate Turnover:** Here it means total production of CPSEs under DHI in value terms.

**Cash losses** Here it means cash losses incurred by the company through operations

**Aggregate net Profit:** Company's profits before tax. This measure deducts all expenses from revenue including interest expenses and operating expenses, but it leaves out the payment of tax.

**Review of PSE Performance:** Performance evaluation of CPSEs is done by the Department on the basis of Memorandum of Understanding (MoU) signed by the CPSEs with the Department with a view to improve the performance of PSEs.

**Restructuring/Revival of Sick PSEs:** include making reference to BIFR/BRPSE, financial and business restructuring, fresh cash infusion, diversification, modernization, technology upgradation, formation of joint ventures, mergers/closures, change of management, cost control, etc.

**VRS/VSS & Statutory Dues:** The Department is providing budgetary support as loan to sick/loss making PSEs towards payment of Voluntary Retirement Scheme (in case of surplus employees in operating PSEs)/Voluntary Separation Scheme (in case of closure of Companies) to its employees. Criteria on which Budgetary support as loans are extended to CPSEs are:

(i) The CPSEs are still loss making under the definition given in Sick Industrial Companies (Special Provision) Act, 1985/Department of Public Enterprises Resolution dated 6.12.2004.

(ii) The CPSEs are unable to pay the salary/wages due to their poor financial conditions.

(iii) The revival/closure Plan is pending consideration of Government/BIFR for approval based on recommendations of BRPSE.

**Phasing of Expenditure:** Process of dividing the entire expenditure to be incurred by the Department into phases for the concerned financial year (the yearly expenditure is divided into four quarters or phases).

**Structured Review of Power Projects under BHEL:** Meeting with concerned BHEL officials with DHI on regular basis to review the progress of various projects being executed by BHEL in the country including various bottlenecks and problems being faced and remedial measures to be taken by the company for timely execution.

**Capacity Completed:** Power plant commissioned by BHEL in MW and power added to the grid during the year.

**Capacity Augmented:** Increase in installed manufacturing capacity of BHEL for various equipments being manufactured by them.

**Taking up with MoF:** Every year, ahead of Budget Session of Parliament, the Department takes up various issues concerning the Auto sector and other sub sectors of Capital goods sector in the form of duty concessions, tax concession for R&D activities etc. with the Ministry of Finance.

**Quality of Report:** Functioning of NATRIP centres are audited for the rigorousness and quality of testing standards and processes followed by them, which is reported in quality of report.

**Policy issues through IMGs and JVGs:** Since policy matters of Auto Sector relating to emissions, safety, fiscal policy, exim policy etc. are made by a number of Ministries, DHI being the Nodal Ministry for Auto Sector has constituted IMGs for implementation of Auto Mission Plan and for resolving the issues impacting the growth of the Auto Sector. Similarly, to make DCAAI more effective, three sub JVGs have been constituted for taking ahead important initiatives.

**No. of Projects Funded under Cess Fund:** The automobile cess fund is made available to DCAAI. One of the important areas for using this fund is aiding and promoting pre-competitive R&D in Auto Sector for the benefit of the Industry.

**Concerns of Domestic industry at bi/multi/pluri-lateral Forum:** The Indian Industry is impacted by the various developments in bi/multi/pluri-lateral forums like FTAs, negotiations under WTO etc. The Department consults the industries before finalizing its views on matters impacting the industries and the recommendations so developed or made to the various concerned Government Departments like Ministry of Commerce etc.

## SECTION – V

**Alignment with Strategy:** The Strategic Plan formulated by DHI for a span of 5 years envisages improvement in the performance of PSEs under DHI and development of Industry Sectors allocated to DHI as per the Allocation of Business Rules. In alignment with the Strategy in the RFD for 2011-12, it is provided that DHI would prepare Policy/Strategic Plan document for phased growth of 5 sub-sectors of the Capital Goods industry. The scheme for enhancement of competitiveness in the Capital Goods Sector for inclusion in the Capital Goods Sector for inclusion in the 12<sup>th</sup> Five Year Plan would be taken up with the Planning Commission. The restructuring of loss making sick PSEs under DHI would be processed in order to bring down the cash losses of the loss making units. The growth in the profit of the profit making PSEs is also provided.

**Strategy:** DHI formulated strategy for development of growth of Industry Sector allocated to DHI and growth in the performance of PSEs under DHI for a period of 5 years.

**Citizens Charter:** Copy enclosed.

**Board for Reconstruction of Public Sector Enterprises (BRPSE):** The Government constituted Board for Reconstruction of Public Sector Enterprises (BRPSE) vide Resolution dated 6<sup>th</sup> December, 2004 as a part time advisory body to advise the Government on strategies, measures and schemes related to the task of strengthening, modernization, reviving and restructuring of Central Public Sector Enterprises (CPSEs). The Board comprises of a Part-time Chairman in the rank of Minister of State, three Non-official Members and three official Members. In addition, Chairman, Standing Conference of Public Enterprises (SCOPE), Chairman, Public Enterprises Selection Board (PESB) and Chairman, Oil and Natural Gas Corporation Ltd. (ONGC) are the permanent invitees. The Board is serviced by the Department of Public Enterprises (DPE) and the Secretary of BRPSE is in the rank of Additional Secretary to the Government of India. The sick enterprises are identified as per the definition given in DPE's Resolution dated 6.12.2004. Then a comprehensive package for revival/rehabilitation or closure of sick/loss making CPSEs is prepared after consultation with all stakeholders. Then the proposals are submitted to the BRPSE through DPE for its consideration and making recommendations to the Government.

**Ministry of Finance:** Ministry of Finance is approached by the Department for providing adequate budget for the various schemes

and PSEs under DHI, Revival/Restructuring of PSEs, VRS/VSS and other statutory dues of PSEs etc. Moreover, ahead of Budget Session of Parliament, the Department takes up various issues concerning the Auto sector and some other sub sectors of Capital goods sector in the form of duty concessions, tax concession for R&D activities etc. with the Ministry of Finance.

**Department of Personnel & Training:** The DOPT is involved in the Board level appointments in the CPSEs under DHI.

**Ministry of MSME:** There are certain overlapping sectors in capital goods/auto sector etc. wherein both the Department of Heavy Industry and MSME units may be there. Similarly in case of certain schemes interaction between two Ministries takes place.

**Ministry of Power:** The Department continuously interacts with the Ministry of Power for BHEL Projects.

**BHEL** Power generation capacity is dependent on other players for balancing the plant which include coal handling equipment etc. The targets of BHEL are subject to availability of customer inputs and other reasons.

Total thermal sets planned for capacity addition during 2011-12 are 25 of which 6 are EPC and 19 are BTG. In most of the EPC contracts, certain critical areas like Power evacuation, adequate land for storage, water system, CHP, AHP, etc. are in customer's scope. As such, capacity addition shall depend on timely availability of these critical inputs to BHEL & capacity addition for hydel sets shall depend on availability of water and other inputs like civil works etc. The list of projects slated for capacity addition during 2011-12 shall be subject to review from time to time by CEA/MOP during 2011-12.

**Section VI: Outcome/Impact of activities of organisation Ministry**

S. No.	Outcome/Impact of organisation/RCS	Jointly responsible for influencing this outcome/impact with the following organisation(s)/ departments/ministry(ies)	Success Indicator(s)	2009-10	2010-11	2011-12	2012-13	2013-14
1.	Performance improvement supporting profit making PSEs excluding BHEL to attain higher turnover and profit.	Profit making PSEs under DHI	Turnover (₹ in crore)	4568.50	5278.68	6223.54	To be based on MOUs figure for this year	To be based on MOUs figure for this year
2.	Performance improvement and functioning of the organisation through restructuring of sick PSEs and reduction of cash losses by them.	Approval of Ministry of Finance and Planning Commission are needed for infusion of fresh funds as part of restructuring for technology induction, change of product portfolio, making networks etc., write off of outstanding Govt. dues and remission of loans liabilities from the Banks in order to remove the handicaps of the outstanding liabilities on the production and the working capital.	Profit (₹ in crore) No. of PSEs restructured	522.71 1	227.78 2	300.25 --	To be based on MOUs figure for this year --	To be based on MOUs figure for this year --

3.	Creation of World class infrastructure facilities by setting up 7 state Art Automotive Testing & R&D centres (NATRIP) which would spur R&D activities in the auto sector.	(i) Acquisition of lands through States Governments, for creating facilities. (ii) Availability of funds by the Planning Commission and Ministry of Finance	Some facilities have been set up and the remaining facilities like development of fast track can be set up only when the land is made available by the State Govt.	-	-	-	-
4	Supporting BHEL to achieve growth and become global player.	Augmentation of Power Generation capacity depends upon balancing of Plants which depends upon the delivery of equipments by other vendors.	MW	15000	15500	20000	20000
5	Development of manufacturing sector is critical for economic development. This can be achieved through addressing the concerns of Auto/ Capital Goods Sector through setting up of national Council for Electric Mobility and National Board for Electric Mobility scheme for announcement of competitiveness in Indian Capital Goods Sector and formulation of	(i) NCEM and NBEM will be set-up through approval of the Cabinet after approval of Ministry of Finance and Planning Commission; (ii) Planning Commission and Ministry of Finance have to approve the scheme for Capital Goods sector and make available of funds.	Auto-vision 2006-16 for development of Auto sector is under implementation. Integrated approach to the development of Capital Goods sector is required for which involvement of all Industry Associations and cooperation from individuals is required. Transfer of state of the Art	NA	NA	NA	NA



	presentations at conferences	at MoRTH	presented (in nos)						
4	Implementation of workplace safety	NA	No. of reportable accidents (in nos.)	0	0	0	0	0	0
5	Encourage & support social welfare activities	NA	Financial assistance provided to social welfare projects (₹ in lakhs)	7.8	12	5.4	6	6	6

**Responsibility Center : NATRiP**

1	2	3	4	5	6	7	8	9
S. No	Outcome / Impact of Organization /RCs	Jointly responsible for influencing this outcome/ impact with the following organization (s)/ departments/ ministry (ies)	Success indicator	2009-10	2010-11	2011-12	2012-13	2013-14
1	Setting up of seven state-of-the-art automotive testing and R&D centres across the country	<ul style="list-style-type: none"> <li>NATRiP</li> <li>Implementation Society</li> <li>Department of Heavy Industry</li> <li>Ministry of Road Transport and Highways</li> <li>Ministry of Environment and Forests</li> <li>Ministry of Finance, Department of Expenditure.</li> <li>Planning Commission</li> </ul>	<p><b>Interim:-</b> Financial Expenditure</p> <p><b>At final Stage:-</b> Commissioning</p>	₹ 206.53 Cr (actual spent)	₹ 224.16 Cr (actual spent)	₹ 800.00 Cr* (projected value)	₹ 650.51 Cr# (projected value)	-
				<ul style="list-style-type: none"> <li>Commissioning of Silchar Dholchura Campus for Hill Driving Training Institute</li> <li>Chennai- Completion of General Buildings.</li> <li>Manesar I – Completion of Buildings for General Storage &amp; Client</li> </ul>	<ul style="list-style-type: none"> <li>Completion of Silchar Jaffirbund – I&amp;M Bldg</li> <li>Commissioning of Accident Data Analysis Centre at Rae Bareli</li> <li>Commissioning of MACD Labs at G-ARC, Chennai</li> <li>Commissioning of MACD Labs</li> </ul>	<ul style="list-style-type: none"> <li>Registration of G-ARC Chennai as testing centre</li> <li>Commencing commercial operation of labs commissioning at G-ARC &amp; ICAT</li> <li>Completion of civil works of labs and installation &amp;</li> </ul>	<ul style="list-style-type: none"> <li>Completion and commissioning of test track at ICAT, NATRAX, G-ARC</li> <li>Operationalization of centres in G-ARC, ICAT, NATRAX, Silchar</li> </ul>	-

			Workshop. • Completion of EMC lab at VRDE Ahmednagar,	at ICAT, Manesar	commissioning of labs at G-ARC, ICAT, NATRAX • Commencing training program at Silchar • Trial activities for accident data analysis centre	
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\*Subject to the allocation of funds of ₹ 800 Cr under BE 2011-12 (including supplementary allocation, if any)

#Subject to the approval of Cost Escalation proposal of ₹ 570.06 crore of NATRIP is currently under consideration of Union Cabinet

**Responsibility Center : FCRI**

Sl.No	Outcome/Impact of organization/RCS	Jointly responsible for influencing this outcome/impact with the following organizations/ departments/ ministry(ies)	Success Indicator	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
1	Maximization of utilization of facility infrastructure	DHI, Ministry of Petroleum (ONGC, GAIL etc), Ministry of Consumer Affairs, Ministry of Finance.	Income from Testing & calibration	895	1300	1500	1700	1900
2	Expansion of training activities.	DHI, Ministry of Petroleum(ONGC, GAIL etc), Ministry of Consumer Affairs, Ministry of Finance, Ministry of External affairs.	Income from training	109	130	170	200	225
3	Increase in sponsored projects	DHI, Ministry of Petroleum(ONGC, GAIL etc), Ministry of Consumer Affairs, Ministry of Finance, DAE	Income from projects	90	160	200	250	270
4	Surplus	DHI	Net Income	164	190	190	240	250
5	Enhance the number of user industries	DHI, Ministry of Petroleum(ONGC, GAIL etc), Ministry of Consumer Affairs, Ministry of Finance.	Number of customers	2000	2200	2400	3000	3250
6	Provide more value added service to the existing customers and retain high level of customer satisfaction	DHI, Ministry of Petroleum(ONGC, GAIL etc), Ministry of Consumer Affairs, Ministry of Finance.	Number of customers	200	250	400	500	700
7	Provide training programs in fluid flow	DHI, Ministry of Petroleum(ONGC, GAIL etc), Ministry of Consumer Affairs, Ministry of Finance, Ministry of External affairs.	Number of National Participants	455	480	500	550	600
8	Provide training programs in fluid flow, Project Management (ITEC/Colombo Plan)	DHI, Ministry of Petroleum(ONGC, GAIL etc), Ministry of Consumer Affairs, Ministry of Finance, Ministry of External affairs.	Number of International Participants	46	59	65	70	75

