

Quadrant	Key Performance Indicator (KPI)	KPI Definition	Formula
Financial	Timely Budget Submission	Measures whether the budget (Both Capital & Revenue) is submitted on time (Benchmark: 31st Dec of the current year for the next financial year) (Following scale to be adhered for rating: 5- If submitted on or before the schedule date 4- If submitted within 15 days of lapse of schedule date 3- If submitted within 30 days of lapse of schedule date 2- If submitted within 45 days of lapse of schedule date 1- If submitted post 45 days of lapse of schedule date	As per rating scale
Financial	% Utilization of capital budget	Measures the variance between actual capital budget utilised in the current year and the capital budget utilised in the previous year (Following scale to be adhered for rating: 5- If capital budget utilisation in current year is 20% or more compared to previous year 4- If capital budget utilisation in current year is between 10%-19% more compared to previous year 3- If capital budget utilisation in current year is between 5%-9% more compared to previous year 2- If capital budget utilisation in current year is between 0%-4% more compared to previous year 1- If capital budget utilisation in current year is less than previous year	As per rating scale
Financial	% Utilization of revenue budget	Measures the variance between actual and budgeted / forecasted activity. Following scale to be adhered to for rating: 5- 100% and above achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement	(Actual amount of budget utilised/ Total amount allotted in the budget) * 100
Financial	Completion within final estimated costs	Measures whether the project is completed within final estimate cost (Following scale to be adhered for rating: 5- If deviation from planned cost is less than 10% 4- If deviation from planned cost is between 10%-15% 3- If deviation from planned cost is between 15%-20% 2- If deviation from planned cost is between 20%-25% 1- If deviation from planned cost is more than 25%)	(Final Estimated Cost- Actual Cost/ Final Estimated Cost) * 100
Financial	Timely completion of project	Measures whether the projects awarded are completed within planned/approved(without penalty) timelines (Applicable for projects with value above one crore) Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3- If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	(No of projects completed within planned/approved(without penalty) timelines/ Total no of projects) * 100
Financial	% Utilization of CSR budget	Measures the actual CSR budget utilised against the CSR budget (Following scale to be adhered for rating: 5- If percentage is 100% 4- If percentage is between 85%-99% 3- If percentage is 70%-84% 2- If percentage is 60%- 69% 1- If percentage is less than 60%	(Actual CSR budget utilized/ CSR budget) * 100
Customer	Timely response to legal disputes	Measures the timely response to legal query with respect to legal cases (Benchmark: Within 30 days of receipt of query) Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No of timely response to query of legal cases/ Number of legal query with respect to civil cases sought in the current year) * 100
Customer	Timely verification of work completion	Measures the reduction in cycle time of verification of work completion to enable timely payment to external agencies/vendors (as per manual guidelines) Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Number of timely verifications of work completion done/ Number of verifications required to be done) * 100
Customer	Grievance Settlement Rate (External customers- inclusive of customers, contractors, vendors and outside agencies)	Measures the percentage of grievances resolved compared to number of grievances recorded Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No of grievances resolved/ No of grievances recorded) * 100

Customer	Timely reply to parliament questions / RTI	Measures the number of parliament questions/RTI replied in time relative to total number of parliament questions/RTI replied. Following scale to be adhered to for rating: 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Number of parliament questions/ RTI replied in time/ Total number of parliament questions/RTI replied) * 100
Customer	"Report & MIS (-Quarterly Vigilance Report-For project value greater than 1 crore - Monthly Report - Infrastructure Development Report including Road,CHP,Siding etc)"	Measures the percentage of deviation in submission of Statutory reports Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 98%-99% 3- If percentage is between 96%-97% 2- If percentage is between 91%-95% 1- If percentage is less than 90%"	(No of statutory report actually submitted on time/ No of statutory report required to be submitted) * 100
Customer	Implementation of agreed points of IR Issues	Measures the implementation of agreed civil parameters which have been recorded in MOM (IR Meetings) and estimation has been agreed by competent authority with financial concurrence for new work Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3- If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	(Number of issues actually resolved/ Number of issues recorded in MoM and agreed by competent authority with financial concurrence) * 100
Customer	Bill processing	Measures the timely processing of contract bills 5- If there is no delay. 4- If delay is of 15 days 3- If delay is of 15 days to 30 days 2- If delay is of 30 days to 45 days 1- If delay is of more than 45 days	As per rating scale
Customer	Bill processing	Measures the value of work paid against value of contract work executed 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Value of work paid/ value of executed work) * 100
Customer	Timely completion of quality inspections	Measures the actual number of quality inspections held in proportion to the target number of quality inspections required to be held (Benchmark- Area Civil Engineer-At least one unit every week and Subsidiary HQ- Minimum one area every month) Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 98%-99% 3- If percentage is between 96%-97% 2- If percentage is between 91%-95% 1- If percentage is less than 90%	(No of cases of quality inspections actually held/ No of quality inspections required to be held) * 100
Customer	Laboratory Test (Building Material etc)	Measures the timely adherence to laboratory test schedule to ensure adherence to quality norms Following rating scale to be adhered for rating : 5- 100% and above achievement 4- Between 86%-99% achievement 3- Between 76%-85% achievement 2- Between 61%-75% achievement 1- Below 60% achievement	(No of cases of laboratory test actually done/ No of laboratory test required as per norms) * 100
Process	Updation of Civil Engineering Manual	Measures the increase in process improvement by ensuring regular updation of Civil Engineering Manual Following scale to be adhered for rating: 5- If Process Manual is updated within 31st May of the next year for previous year 4- If Process Manual is updated within 30th June of the next year for previous year 3- If Process Manual is updated within 31st July of the next year for previous year 2- If Process Manual is updated within 31st August of the next year for previous year 1- If Process Manual is updated post 31st August of the next year for previous year	As per rating scale
Process	Audit Paragraph rate	A measure that highlights the degree to which documentation and process execution is in sync with the standard operating procedures of the company. Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Actual number of audit paragraphs dropped/ Actual number of audit paragraphs raised) * 100
Process	Interior Maintenance	Measures the number of interior maintenance activities planned for the year against the number of activities actually completed Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Actual no of interior activities completed x 100 Total no of planned interior activities

Process	Drawings & desings	Measures whether the number of drawing/ designs required for the year against the number of drawings/ designs that are made available either using inhouse expertise or via outsourcing Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Actual no of drawings/ designs provided/ Total no of requisitions for drawing/ designs) * 100
Process	Adherence to Maintenance Plan	Measures whether there is actual adherence to initiatives against the maintenance plan Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Actual no of initiatives completed/ Target no of planned initiatives) * 100
Process	Timely AMC Renewal	Measures the timely completion of AMC renewal before expiry of pervious contract Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No of cases of AMC renewal completed before the expiry of the last contract/ Total no of cases of AMC renewal) * 100
Process	Survey Report	Measures the timely preparation of survey report for determination of Revenue Budget Following scale to be adhered for rating: 5- If Revenue Budget is submitted within schedule date 4- If Revenue Budget is submitted within 15 days of lapse of schedule date 3- If Revenue Budget is submitted within 30 days of lapse of schedule date 2- If Revenue Budget is submitted within 45 days of lapse of schedule date 1- If Revenue Budget is submitted post 45 days of lapse of schedule date	As per rating scale
Process	Timely Submission of technical Audit Report	Mesasures the timely submission of technical audit report from quality aspect for projects under perview Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No of reports submitted on time/ No of reports required to be submitted) * 100
Process	Adherence to CSR Schedule (as per MOU)	Measures the percentage of adherence to CSR plan Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No of work completed as per CSR plan/ No of work agreed to be completed as per CSR plan) * 100
Process	Standardisation of Tender documents	Measures the annual updation and standardisation of tender documents Following scale to be adhered for rating: 5- If Updation is completed within schedule date 4- If Updation is completed within 15 days of lapse of schedule date 3- If Updation is completed within 30 days of lapse of schedule date 2- If Updation is completed within 45 days of lapse of schedule date 1- If Updation is completed post 45 days of lapse of schedule date	As per rating scale
Process	Adherence to Safety Compliance	Measures whether there is adherence to initiatives of the safety plan for the year Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No of safety plan actually adhered/ No of safety plan agreed to be adhered) * 100
Process	Award of work	Measures the number of works awarded against the number of works for which tender was floated Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Number of works awarded/ Number of works for which tender was floated) * 100
Process	Finalisation/Closure of Contract	Measures the proportion of number of contracts actually closed against the number of contracts required to be closed in the current year Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Number of contracts closed/ Number of contracts to be closed in the current year) * 100

Process	Project implementation (Civil activities)	Measures the successful execution of civil works in colony/mines 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No. of activities executed/ no. of activities planned) * 100
Process	Project implementation (Civil activities)	Measures the timely successful execution of civil works in colony/mines 5- If there is no delay. 4- If delay is of 1 month 3- If delay is of 1 to 2 months 2- If delay is of 2 to 3 months 1- If delay is of more than 3 months	As per rating scale
Process	Achieving MoU score	Measures the timely completion of MoU related projects 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of MoU projects completed in time/ total no. of MoU projects) * 100
Process	Achieving MoU score	Measures the MoU score achieved for the MoU related activities assigned to the executive 5- If achieved Excellent score for target 4- If achieved Very good score for target 3- If achieved Good score for target 2- If achieved Fair score for target 1- If achieved Poor score for target	As per rating scale
Process	Estimation & planning	Measures the no. of estimates prepared against the target no. of estimates 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of estimates prepared/ target no. of estimates) * 100
Process	Estimation & planning	Measures the timely preparation of estimates 5- If there is no delay. 4- If delay is of 15 days 3- If delay is of 15 days to 30 days 2- If delay is of 30 days to 45 days 1- If delay is of more than 45 days	As per rating scale
Process	Preparation of schemes	Measures the no. of schemes prepared against the target no. of schemes 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of schemes prepared/ target no. of schemes) * 100
Process	Milestones achieved	Measures the achievement of milestones of contract works 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of milestone achieved/ no. of milestones planned) * 100
Process	Bill processing	Measures the number of contract bills processed against the no. of contract bills due to be processed 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of contract bills processed/ no. of contract bills due) * 100
Process	Sample testing	Measures the percentage of sample test against the required no. of test. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of sample test done/ required no. of sample test) * 100
Process	RE (Revised estimate) preparation	Measures the number of RE prepared against the no. of RE to be prepared. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of RE prepared/ no. of RE due to be prepared) * 100
Process	RE (Revised estimate) preparation	Measures the timely preparation of RE 5- If there is no delay. 4- If delay is of 15 days 3- If delay is of 15 days to 30 days 2- If delay is of 30 days to 45 days 1- If delay is of more than 45 d	As per rating scale
Process	R&R activities	Measures the completion of no. of R&R activities related to civil work 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of R&R activities completed/ no. of R&R activities planned to be completed) * 100
Process	R&R	Measures the no. of families rehabilitated 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of families rehabilitated/ target no. of families to be rehabilitated) * 100
Process	Hours of water supplied	Measures the average hours of water supplied against the targeted hours of water supply 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Actual average hours of water supplied/ targeted hours of water supply) * 100

Process	Hours of water supplied	Measures the percentage of population covered for water supply against the targeted population 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(percentage of population covered for water supply/ targeted population) * 100
Process	Improving sanitation	Measures the no. of implementation of planned no. of activities for improving sanitation of colonies 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Actual no. of activities implemented/ no. of activities planned) * 100
Process	New initiative	Measures the percentage of work completion on new initiatives planned in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed
Process	Initiatives for system improvement	Measures the percentage of system improvement work completed against the planned activities in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed
Learning & Growth	Update of employee skill	Measures the percentage of employees sent for training against the number of request for nomination received for training. Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Number of employees released for trainings by the HOD/ Total number of employees nominated for trainings by HRD) * 100
Learning & Growth	New initiatives with respect to technological upgradation	Measures the number of new initiatives taken with respect to technological upgradation Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 75%-99% 3- If percentage is 50%-74% 2- If percentage is 49%- 25% 1- If percentage is less than 25%	(Number of new initiatives actually taken/ Number of new initiatives agreed to be taken in current year) * 100
Learning & Growth	Employee Satisfaction Index	Measures the employee engagement in their work activities and responsibilities in terms of enthusiasm and commitments Following rating scale to be adhered for rating : 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Number of employees giving a rating of 4 or 5 on a 5 point scale instrument/ Total survey population) * 100
Learning & Growth	Coordination meeting	Measures the no. of coordination meetings held during a year against the planned no. of meetings 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of meetings held/ no. of meetings planned) * 100
Learning & Growth	Automation of processes	Measures the no. of processes automated against the planned no. of processes during the year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of processes automated/ no. of processes planned) * 100
Learning & Growth	No. of trainings conducted on new concepts	Measures the no. of training conducted for employees of civil department on new concepts against the no. of programmes planned. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of trainings conducted/ total no. of programmes planned) * 100
Learning & Growth	No. of employees trained on new concepts	Measures the no. of employees covered under training conducted on new concepts against the no. of employees planned to be covered. 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of employees covered/ total no. of employees planned to be covered) * 100

Learning & Growth	Mentoring	Measures the no. of executives (mentees) covered under mentoring process against the target.  5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of mentees covered/ total no. of target mentees) * 100
Learning & Growth	Mentoring	Measures the no. of executives (mentees) guided under mentoring scheme in a year.  5 - For guiding 5 mentees 4 - For guiding 4 mentees 3 - For guiding 3 mentees 2 - For guiding 2 mentees 1 - For guiding 1 mentees	Total no. of mentees guided successfully in a year
Learning & Growth	Training hours	Measures the no. of under-reports (sub-ordinates) completed the planned hours of training in a year against the total no. of under-reports  5 - 100% 4 - 91% to 99% 3 - 81 % 90% 2 - 71% to 80% 1 - Less than 80%	(no. of under-reports completed the planned training hours/ total no. of under-reports) * 100
Learning & Growth	Internal Trainer Certification (ITC) <i>(The department should encourage developing a pool of internal trainers for the discipline for training programmes at MDIs, IICM etc.)</i>	Measures the no. of under-reports who have obtained ITC in a year against the total no. of under-reports  5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of under-reports obtained ITC/ total no. of under-reports) * 100
Learning & Growth	Quality Circle (QC) <i>(Department is expected to form Quality Circles for process/ cost improvement and undertake QC projects on relevant themes. A QC project should be completed within 6 months)</i>	Measures the no. of quality circle projects completed in a year against the planned no. of QC projects  5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No. of QC projects completed/ total no. QC projects planned) * 100
Learning & Growth	Quality Circle (QC)	Measures the no. of quality circle projects implemented in a year against the no. of QC projects completed.  5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No. of QC projects implemented/ total no. QC projects completed) * 100
Learning & Growth	Developing best practices <i>(Department is expected to undertake continuous process improvement projects for improving efficiency, saving cost, reducing wastage &amp; loss etc. A 'Process Improvement' will be judged as Best practice in the company through a mechanism of Best practice competition to be organized at company level)</i>	Measures the no. of processes developed/ improved as best practices.  5 - If atleast 1 process is improved as best practice and implemented 4 - If atleast 1 process is improved as best practice 3 - If atleast 2 processes significantly improved 2 - If atleast 1 process is significantly improved 1 - If atleast 1 process is improved marginally	No. of processes developed/ improved as best practices.
Learning & Growth	Organizing conferences/ seminars/ workshops/ evening lectures	Measures the no. of learning programs organized on relevant themes of the discipline for knowledge/ skill updation  5 - If the no. of programs organized is 4 or more 4 - If the no. of programs organized is 3 3 - If the no. of programs organized is 2 2 - If the no. of programs organized is 1	No. of learning programs organized on relevant themes of the discipline for knowledge/ skill updation
Learning & Growth	Acredition	Measures the percentage of work completed for certification/ acredition against the activities planned for the phase.  5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Number of initiatives implemented/ Total no. of initiatives planned) * 100
Learning & Growth	Periodic inspection of facilities	Measures the no. of periodic inspections undertaken by welfare committees against the planned no. of inspection of facilities. (minimum 12 meetings in a year)  5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(No. of periodic inspections undertaken/ no. of inspections planned) * 100

Learning & Growth	Awareness building programs on sanitation/ health & hygiene	Measures the no. of awareness building programs organised on sanitation/health & hygiene against no. of programs planned 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(Actual no. programs organised/ no. of programs planned) * 100
Learning & Growth	Milestones achieved	Measures the achievement of milestones of implementation of e-tendering 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	(no. of milestone achieved/ no. of milestones planned) * 100
Learning & Growth	ERP implementation	Measures the percentage of work completed for ERP implementation against the planned activities in a year 5- If percentage is 100% 4- If percentage is between 90 %-99% 3- If percentage is between 80%-89% 2- If percentage is between 60%-79% 1- If percentage is less than 60%	Percentage equivalent of work completed