

Structural Framework of Annual Performance Agreement in Bangladesh: An Assessment of the Gaps

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ABSTRACT

Annual performance Agreement (APA) was introduced by the government in 2015 to enhance accountability and responsiveness in public sector organizations. This agreement follows a structure. The main objective of this study was to assess the gaps in the current structural framework and to explore some potential solutions. To achieve these objectives, semi-structured questionnaires were administered and APA focal points from 30 different Ministries/Divisions participated. Apart from this, a focus group discussion and Key Informant Interview of 5 experts in this field were also held. The study revealed that the current structure was not able to ensure logical performance of the organizations. It could not prevent easy and arbitrary target setting in the absence of a linkage between budget and activities. The absence of a monitoring framework also impeded its implementation. Furthermore, the current structure was unable to address the qualitative aspects of performance. The result also demonstrated that the structure was complex with some unnecessary sections and annexures. The potential solutions included creating a format for linking budget with the activities, mentioning the base of each target linking it with relevant policies/plans and projects, developing a separate monitoring framework and removing unnecessary sections and annexes. The study emphasized addressing these gaps/constraints through considering the recommended solutions for making the current framework comprehensive, performance focused and more effective.

Keywords: Annual Performance Agreement, Performance Management, Strategic Objectives, Key Performance Indicators

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INTRODUCTION

Background

Different countries across the world implement performance agreements in different names and formats to manage organizational performance (Trivedi, 2018). Performance agreement is designed to measure performance of an entity in the form of performance targets (GoK, 2007). It is a negotiated agreement between two parties. It supports in managing the performance of an organization in an efficient and effective manner (Ko et al. (2004: 39). Usually, the most important results that a government entity aspires to achieve within a specific period of time are included in an agreement (Cabinet Division, 2015). It supports in managing the tasks systematically which is helpful for pursuing organizational goal. This is undeniable that a well-structured agreement plays a key role in its successful implementation. Trivedi (2018) mentioned that 80% of the performance of an organization depends on the quality and comprehensiveness of the system it follows. Any limitations in the system or in the framework may result in weak performance of the specific organization.

In the report of the Public Administration Reforms Commission (2000) it was mentioned that the performance of the individuals working in public organizations all together would determine the performance of an organization. Their performance would be based on some indicators and that would be linked with the budget. The report highlighted the importance of ensuring efficiency and effectiveness of the activities done by the public sector organizations through the performance indicators. The report also indicated that performance indicators should be divided into different categories such as physical indicators, service indicators, financial indicators etc. This was the first ever idea in Bangladesh to measure organizational performance in a systematic and structured way. However, the structure of the performance management framework was not so clear though some of the recommendations were implemented in the course of time.

Later, the government of Bangladesh introduced Annual Performance Agreement in 2015 to ensure transparency, accountability and efficiency in organizational activities (Cabinet Division, 2015). A performance agreement is an elaborate plan of prioritized activities that a government entity wants to accomplish within a specific time period. This document contains an overall performance matrix including activities, performance indicators and targets along with future projection of performance.

As per the provision of the latest guidelines developed by the Cabinet Division for 2022-23 financial year, an APA of an organization essentially contains an overall picture of the organization, a preamble, three sections and nine annexures. Section one

provides the context and background for APA and contains vision, mission, strategic objectives, specific activities, second section contains outcome and impacts of the activities and third section contains an elaborate work plan for performance. This section contains strategic objectives, related activities, performance indicators, targets and future projection of the targets. The agreement contains nine annexures containing different aspects like abbreviations, evidence of performance, relation with other offices, consulted policies for the preparation of the work plan. Another five annexures are on five work plans on good governance tools namely National Integrity, Innovation and e-Governance, Citizens Charter, Grievance Redress System and Right to Information (Cabinet Division, 2022). However, there was no indication in this structure on how to link activities with budget, how to prevent easy and arbitrary targets and how to measure qualitative aspects of performance.

The Government of Bangladesh developed a framework for preparing APA in a structured manner. The structure supports the public sector organizations in identifying the overall performance issues, fixing targets and setting performance indicators. This study attempts to assess the gaps/constraints in the current framework of APA for further improvement of the framework.

Problem Statement

The Annual Performance Agreement (APA) system in Bangladesh, while well-intentioned, suffers from several significant problems that impede its effectiveness. Firstly, there is often a lack of clarity and specificity in goal setting. Objectives outlined in APAs can be vague and open to interpretation, leading to confusion and disputes over performance evaluation. Secondly, the APA framework tends to focus heavily on quantitative targets, often overlooking qualitative aspects of performance. This can encourage a narrow focus on easily measurable indicators, neglecting broader developmental and strategic goals. Additionally, the current structure places a considerable administrative burden on agencies involved in setting and monitoring APAs. The lack of streamlined processes and the absence of automated systems can lead to inefficiencies, bureaucratic hurdles, and delays in the agreement's implementation. Furthermore, the system's limited transparency and accountability mechanisms can result in a lack of motivation among stakeholders to genuinely commit to the agreed-upon targets. Without effective monitoring and consequences for non-compliance, the APAs may fail to drive the desired improvements in public service delivery (Rahman et al., 2019).

To address these problems, there is a need for a more streamlined and transparent APA framework that balances quantitative and qualitative goals, ensures clear and realistic targets, employs technology for efficient tracking, and establishes strong accountability mechanisms to foster genuine commitment to performance enhancement.

Rationale of the Study

APA in Bangladesh is still based on the structural framework that was developed in 2015 (Haque, 2022). Meanwhile, the dimensions of the activities of the government organizations have changed a lot. Achieving SDGs by 2030 and realizing the vision of being a developed nation by 2041 will also require solid performance by the public sector organizations. The ongoing COVID pandemic and Russia-Ukraine war has also made the governance more complex. On the other hand, the advancement in technologies has forced the public sectors to redefine the mode of public sector operation and service delivery. There is a need for a well-structured performance management framework which can address these changes and can ensure optimum performance of an organization is crucial (Commonwealth Secretariat, 2022). The Commonwealth Secretariat (2022) identified that an effective performance management system is the pre-condition for effective service delivery and attainment of development goals. Different studies have suggested the need for a comprehensive framework for the effective management of public sector performance (Trivedi, 2018). However, there is no detailed study on identifying the gaps of the existing framework of APA to manage organizational performance in Bangladesh. There is a dire need to assess the gaps in the current structural framework of APA to improve it for ensuring better performance of the public sector organizations.

Objectives of the Study

The objectives of the study are as follows.

- i) To identify the gaps in the current structural framework of Annual Performance Agreement.
- ii) To recommend specific solutions for the improvement of the framework.

LITERATURE REVIEW

The structural framework of organizational performance agreements (OPA) has been a subject of scholarly inquiry within the field of public administration and management. Literature in this area underscores the significance of establishing a clear and effective structural framework to maximize the benefits of performance agreements in organizations.

Researchers emphasize the need for well-defined and transparent objectives within the OPA framework. Behn (2003) argues that clear and specific performance targets enhance accountability by providing a measurable basis for evaluation. Moreover, the strategic alignment of OPA objectives with broader organizational goals is highlighted by Gogan and Draghicia (2013), as this alignment fosters a sense of purpose among employees and ensures that performance efforts contribute to overall mission accomplishment.

The balance between quantitative and qualitative indicators within OPAs has also garnered attention. While quantitative metrics are easily measurable, scholars like Moynihan and Landuyt (2008) suggest incorporating qualitative indicators to capture complex and nuanced aspects of performance. Integrating both types of indicators ensure a comprehensive evaluation of an organization's effectiveness.

The role of technology in the structural framework of OPAs has gained prominence. Research by Radnor and McGuire (2004) emphasizes the utilization of digital tools for effective performance measurement, reporting, and feedback. These technological systems enhance efficiency, accuracy, and transparency in the monitoring and assessment process.

Furthermore, scholars have discussed the importance of decentralized responsibility in the OPA structure. Piotrowski and Rosenbloom (2008) emphasize the value of empowering individual units or departments to set their own performance targets within a broader framework. This decentralized approach fosters a sense of ownership, innovation, and adaptability.

However, the literature also acknowledges challenges in OPA implementation. Andersen and Henriksen (2006) highlight potential resistance to change due to employees' concerns about fairness and ambiguity in goal setting. Bovaird and Löffler (2003) caution against an excessive focus on performance measurement, which might lead to unintended consequences such as "gaming" or neglecting qualitative aspects of performance.

Bhuiyan and Jahan (2017) in a study identified that current APA structure can only address quantitative aspects of performance and cannot address the quality issues. The study also stated that only numerical values cannot ensure the performance of government organizations. They also highlighted the scope of setting soft target to get a good score in final evaluation and mentioned about rethinking of the current structure to prevent that malpractice. This study was also not able to provide any structural frame on how to remove these shortcomings from the current structure.

In another study Bhuiyan et al. (2020) showed that the current APA cannot link employee performance with organizational performance, and it impeded the implementation of the agreement in an efficient manner. They also brought the example of USA, Canada, Australia, New Zealand, United Kingdom, Malaysia, South Korea, Fiji, Kenya and South Africa where such type of linkage played a key role in achieving organizational performance.

The study also highlighted the precedence of linking policy and budget with performance which is not very prominent in Bangladesh. Malaysia's Integrated Performance Management Framework ensures linking budget and policies with their

performance framework. The ministries need to prepare a strategic plan for getting the budget. In South Korea final budget allocation decisions by the Ministry of Planning and Budget tend to favour programmes with strong performance results and thus a strong linkage between both is prominent.

A study conducted by Rahman et.al (2019) underscored the importance of updating good governance related activities in the APA of field level offices time to time considering their capacity of implementation of those activities. The study also focused on the absence of linkage between employee and organizational performance and underscored the necessity for a comprehensive monitoring framework for APA.

The Commonwealth Secretariat (2022) in their '2nd Biennial Pan-Commonwealth Meeting of Heads of Public Service /Cabinet Secretaries' came up with 16 generally agreed performance principles for the organizational performance of the member countries. These principles include making a strong framework for ensuring better organizational performance. Important aspects of those principles are inclusion of financial, quantitative and qualitative targets and establishing strong linkage between organization's vision, strategic objectives and Key Performance Indicators. The framework will take the 'whole of government' approach'. Importantly, performance agreements will be linked with the budget system.

In conclusion, the literature underscores the significance of a well-structured framework for organizational performance agreements. Clear and aligned objectives, a balanced mix of indicators, technological integration, and a decentralized approach are crucial elements. Nevertheless, scholars highlight the need for careful attention to potential pitfalls and challenges to ensure that the structural framework effectively promotes accountability, transparency, and improved organizational performance.

RESEARCH METHODOLOGY

Research Methods

The study employed qualitative approach in collecting data. Semi-structured questionnaires, Focus Group Discussion and Key Informant Interview were used to collect primary data. Secondary data was collected through review of the existing literature in the respective field. The existing framework of APA was reviewed thoroughly to identify the gaps. For getting views about the current framework, semi-structured questionnaires were administered with the participation of APA focal points of different Ministries/Divisions. Apart from this, some experts in this field were interviewed as Key Informants. Side by side a focus group discussion was arranged with the relevant officials of the Cabinet Division.

Justification of the Methods of Study

The study employed different methods such as semi-structured interviews, focus group discussion and key informant interviews for the collection of data. These methods provided more comprehensive and reliable data. The strength from one method was used to overcome the weakness of other method. The results from the methods helped in validating each other and provided stronger evidence for a conclusion.

Target respondents, study area and sample size

The target respondents, study area and sample size has been shown in the following table with justification.

Table 3.1: Target respondents, study area and sample size

SI	Area and sample size	Justification notes
1.	APA focal points (purposely selected) of 30 different Ministries/Divisions	They are involved in formulation and implementation of APA and possess practical knowledge about the framework
2.	Experts/Key Informants (5)	They are the think tank and possess comprehensive knowledge on the issue
3.	Officials (10) of the Cabinet Division involved in coordinating APA implementation	They are directly involved in coordinating the overall implementation of APA at government organizations

RESULTS AND DISCUSSIONS

The study employed semi-structured interviews, key informant interviews and focus group discussion tools to collect primary data on the issue. The result against each aspect has been summarized and discussed below;

Semi-structured interviews

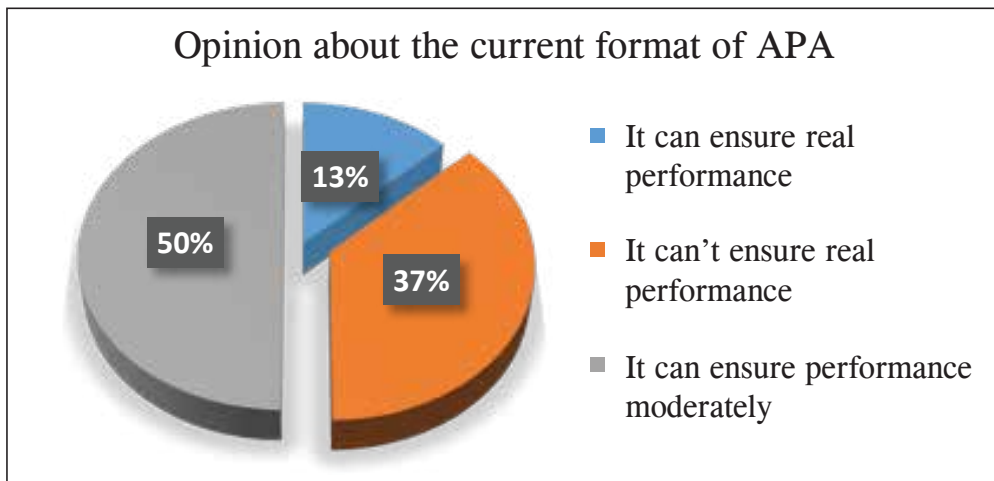
Semi structured interviews were conducted with the participation of 30 APA focal points of different Ministries/Divisions. Feedback from the semi structured interviews has been discussed below:

Opinion about the current format of APA

The respondents were given three options regarding the structure. Half (50%) of the respondents opined that the current structure of APA can ensure performance

moderately while another 37% mentioned that it cannot ensure real performance. All responses have been shown in the figure below;

Figure 1: Opinion about the current format/structure of APA (n=30)

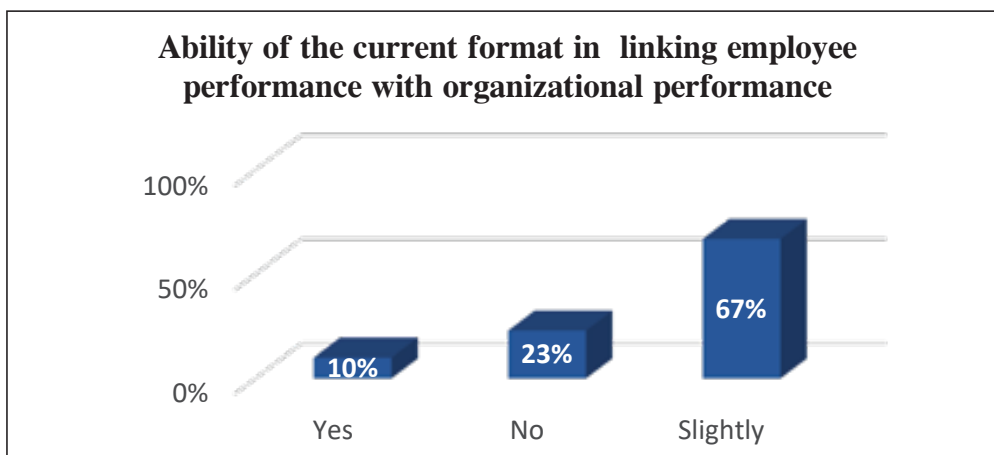


Source: Field data (n=30)

Ability of the current format in linking employee performance with organizational performance

In terms of the ability of the current format of linking employee performance with organization, majority (67%) of the respondents mentioned that it can relate employee performance with organizational performance slightly. Another 23% stated that it cannot relate employee and organizational performance.

Figure 2: Ability of the current format in linking employee performance with organizational performance

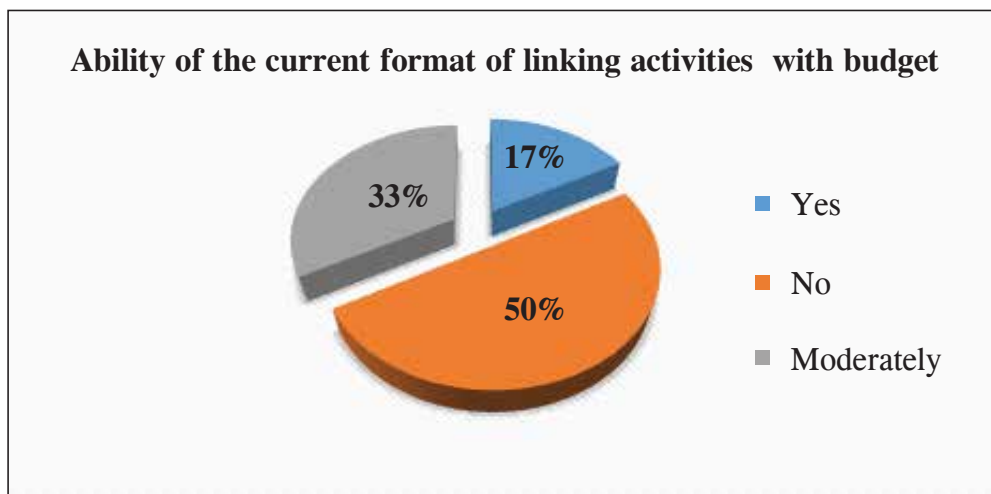


Source: Field data (n=30)

The ability of the current format of APA to link activities with budget.

The respondents were given three options as an answer to this question. Half of the respondents (50%) mentioned that the current structure cannot link activities with the budget. On the other hand, 33% of them opined that it can moderately relate these two aspects. Another 17% mentioned that it can link activities with the budget. The whole articulation has been shown in the following pie chart;

Figure 3: The ability of the current format of APA to link activities with budget

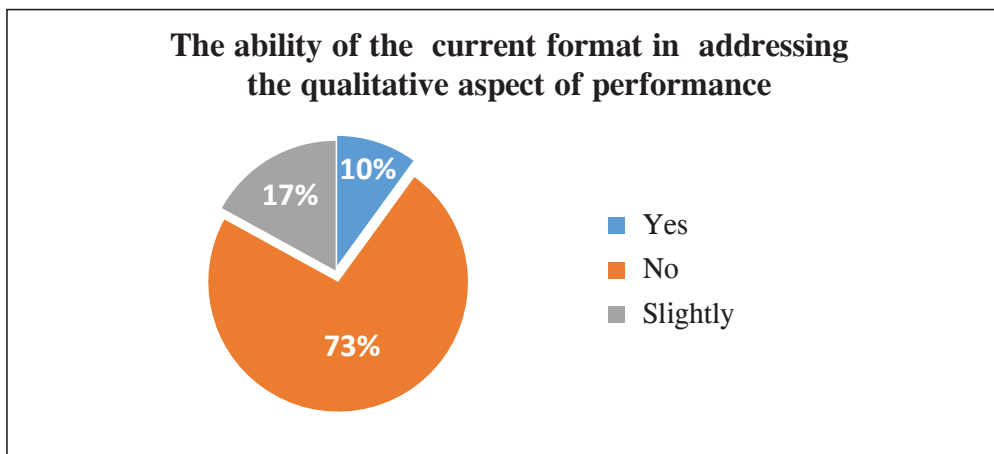


Source: Field data (n=30)

The ability of the current format in addressing the qualitative aspect of performance

To understand the ability of the current format in addressing the qualitative aspect of performance, the respondents were given three options for this question. As per the opinion of majority of the respondents (73%); it cannot address the qualitative aspect of performance while only 17% mentioned that it can slightly address the issue. The result has been shown in the figure below;

Figure 4: The ability of the current format in addressing the qualitative aspect of performance

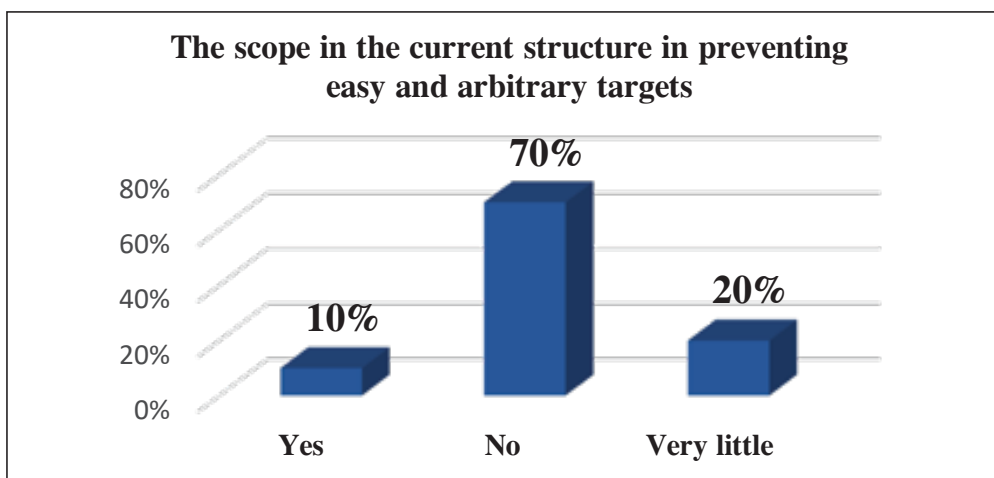


Source: Field data (n=30)

The scope in the current structure in preventing easy and arbitrary target setting.

The opinion of the respondents demonstrated that the current structure of APA cannot prevent easy and arbitrary target setting. Among the total 30 respondents, 21 (70%) mentioned that the current structure cannot prevent setting easy and arbitrary targets. This was quite alarming for ensuring value for money and result based management in public organizations. Another 6 (20%) highlighted that it can do very little. Rest 3 (10%) mentioned that it can do the needful as shown in the figure below.

Figure 5: The scope in the current structure in preventing easy and arbitrary target setting.

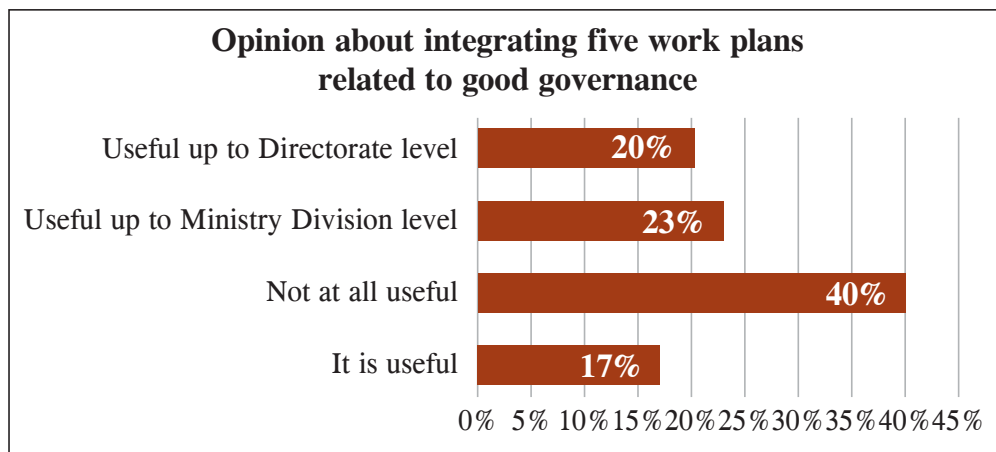


Source: Field data (n=30)

Opinion about integrating 5 work plans related to good governance with APA

In the case of integrating five different work plans related to good governance with APA, the respondents provided mixed reactions. A total of 40% of the respondents highlighted that this integration is not at all useful. About 23% opined that it is useful up to Ministry/Division level while 20% of them mentioned that it is useful up to Directorate level. Another 17% of respondents found the integration useful. The overall findings have been shown in the figure below;

Figure 6: Opinion about integrating 5 work plans related to good governance with APA

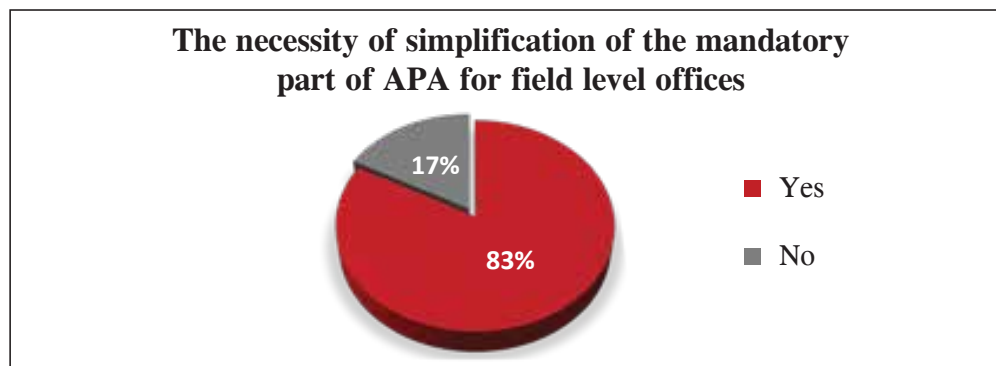


Source: Field data (n=30)

Necessity of the simplification of mandatory part of APA for field level offices

About 83% respondents opted for ‘yes’ in answer to this question which demonstrated a very challenging scenario for the field level offices in implementing APA under this structure. Another 17% mentioned that it does not require any further simplification as shown in the figure below;

Figure 7: Necessity of the simplification of mandatory part of APA for field level offices

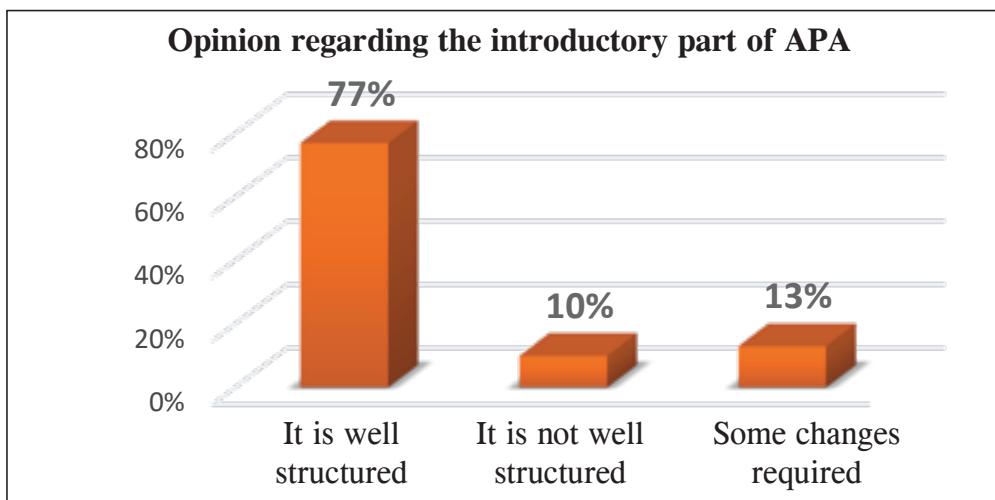


Source: Field data (KII)

Opinion regarding the introductory part of APA

Against the provided options 77% of the respondents opined that the introductory part of APA was well structured while 13% of them mentioned that some changes were required to make it useful and 10% of the respondents mentioned that it was not well structured as shown in the figure below;

Figure 8: Opinion regarding the introductory part of APA

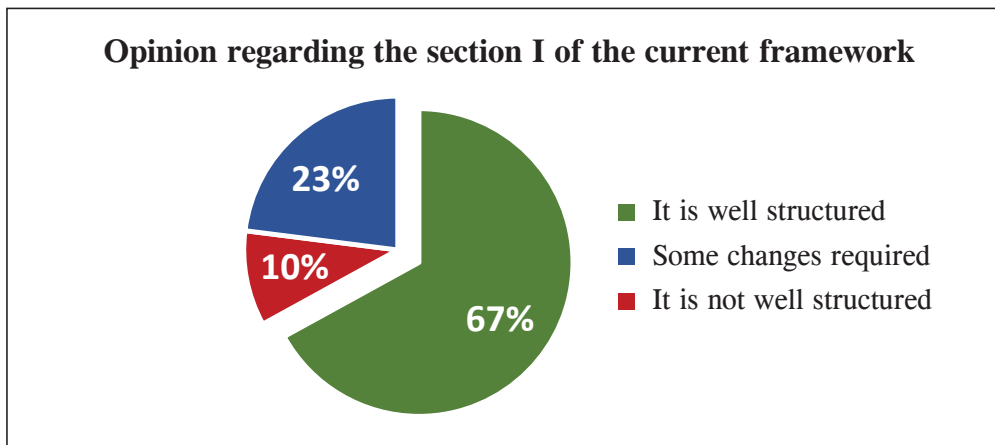


Source: Field data (n=30)

Opinion regarding the section I of the current framework

The respondents were given three choices. Almost 67% of the respondents mentioned that this section was well structured. Another 23% respondents highlighted the need of some changes in this section as shown in the table and figure below;

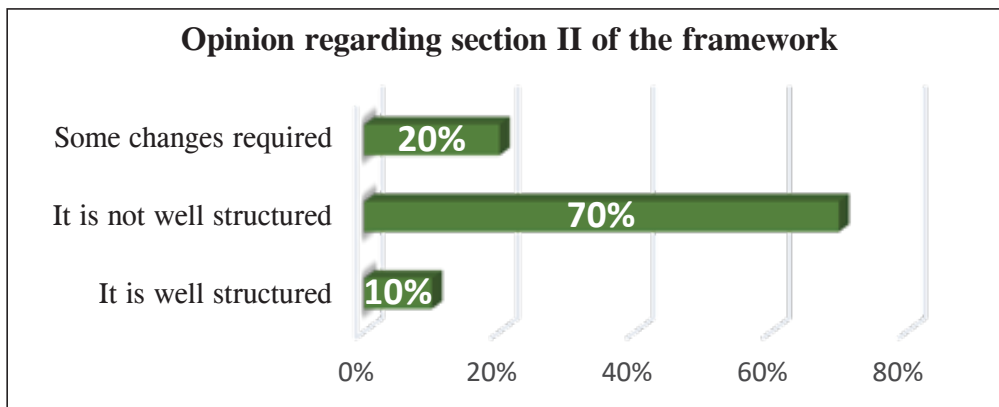
Figure 9: Opinion regarding the section I of the current framework



Opinion regarding the section II (outcome/impact) of the framework

The respondents were asked to select one option from three as shown in the figure below. Most of the respondents (70%) opined that it is not well structured. Another 20% of them mentioned about the necessity of some changes in this part and rest 10% mentioned that it was well structured as shown in the figure below;

Figure 10: Opinion regarding the section II (outcome/impact) of the framework

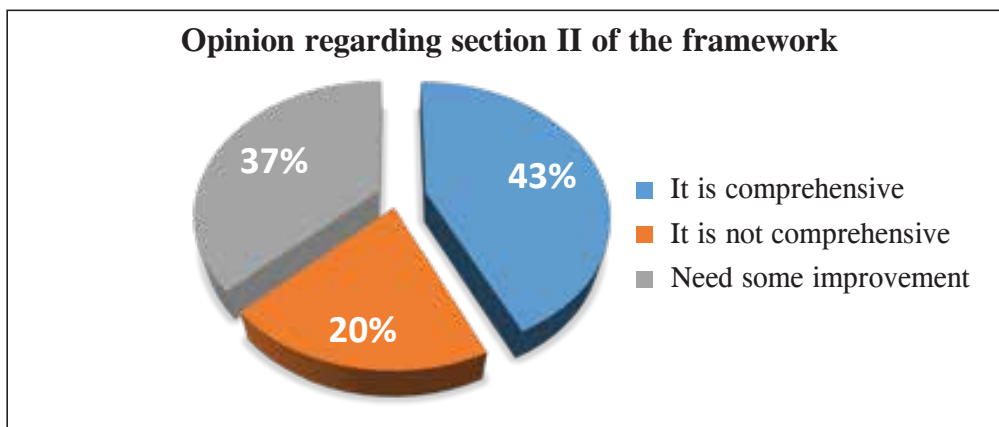


Source: Field data (n=30)

Opinion regarding the section III of the framework

Among the respondents about 43% mentioned that this section was comprehensive while 37% stated that it required some improvement. At the same time another 20% of the respondents stated that the structure of this section was not comprehensive. It is noteworthy to mention that total 57% (37% + 20%) respondents were not satisfied with the structure of this section as shown in the table and figure below:

Figure 11: Opinion regarding section III of the framework?

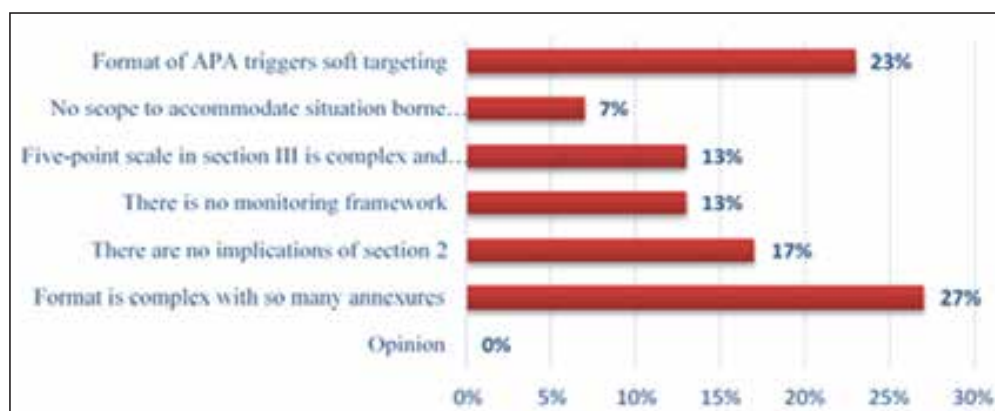


Source: Field data (n=30)

Gaps in the current framework

This was an open-ended question for the respondents. Their answers have been categorized as shown in the table below. About 27% of the respondents mentioned that the current APA format was complex and burdened with so many annexures. Another 23% mentioned that this format triggers soft targeting. 17% of respondents stated that section 2 of the structure has no implications. Another 13% of the respondents highlighted the absence of a monitoring framework while respondents of same percentage mentioned that the five-point scale in section 3 was complex and meaningless.

Figure 12: Gaps in the current framework



Source: Field data (n=30)

Recommendations for the improvement of current APA framework

The respondents were asked to provide some suggestions for minimization of the gaps and improvement of the framework. They came up with the following recommendations.

- Five work plans should be removed from the annexures of the framework and there should be a unified work plan as mandatory part to incorporate good governance related activities;
- Section 2 should be omitted as there is no implication of this part;
- A separate monitoring framework should be incorporated with the current structure;
- Instead of the current five points scale there should be a single point scale which would be treated as 100%;

- A provision should be included in the structure to mention budget allocation against each activity of the respective organization;
- At least 5% marks should be allocated for the qualitative aspects of performance;
- An annexure should be created to justify the set targets based on the policy, plan, program and project of the respective government organization;
- There should be provision in the structure to accommodate situation borne change of target or inclusion of activities if required;

Focus Group Discussion

A focus group discussion was held with the participation of the core officials of the Cabinet Division who were involved in coordinating the overall implementation of APA at the public sector organizations. The discussion unveiled the following gaps in the framework along with some recommendations to overcome those gaps.

Identified gaps in the current APA framework

- Section 2 (outcome) and 3 (performance plan) are not synchronized;
- Strategic objectives are not reflecting in section 2. It is developed arbitrarily;
- There is no monitoring framework in the current structure;
- In annexure IV the issues other than policy/plans are not included;
- Five-point scale in the current structure has no use and create confusion;
- There is no use of annexure III related to the activities of other offices;
- Current structure cannot accommodate qualitative aspects of performance;
- Five work plans have created complexities in implementation of APA especially the field level offices do not have the capabilities to implement these plans;

Recommendations to overcome the gaps

- Section 2 should be synchronized with the strategic objectives/performance areas of the respective organizations;
- Five-point scale in section 3 should be merged in a single point scale to remove ambiguities;

- Annexure III should be omitted from the structure;
- Five work plans related to good governance and reforms initiative should be dropped from the structure. A single work plan representing good governance and reforms initiative should be included in the framework;
- A monitoring framework should be incorporated with the current structure;
- Qualitative aspects of performance should be taken in consideration with the quantitative aspects;
- Some clusters in the part of organizations strategic objective/performance areas part can be created such as administrative, financial, development, capacity development can be created to guide determining the activities in an efficient manner;

Key Informant Interview

Five Key Informants (one APA national committee member, one former additional secretary reforms of the Cabinet Division, two APA technical committee members and another official of the Cabinet Division directly involved in coordinating APA related issues) were interviewed to know their insight on the issue.

Their comments/opinions on the gaps and recommendations for further improvement of the framework have been summarized below;

Gaps in the current framework

- In the current structure there is no mechanism for setting logical targets. It is done arbitrarily;
- There is no linkage of the activities with budget which facilitate determining easy targets;
- There is no specific format for the identification of activities based on policy/plan and other documents related to the concerned Ministries/Divisions;
- There are no indications of the organization responsible for the implementation of some targets determined by the Ministries/Divisions;
- Five work plans on good governance have created complexity in implementing APA;
- Current structure cannot address the inclusion of ADP related targets;

- Five work plans on good governance have made the implementation of APA more complex for the field level offices;
- There is no use of section 2 as the impact or outcome cannot be measured due to lack of data;
- Annexure III related to the activities of other offices has no implications;
- No scope of measuring the qualitative aspects of performance.

Recommendations for further improvement

- There should be a separate annexure to relate activities with the existing plan/policies of the ministries/divisions. In that annexure the name of the concerned plan/policy, recommended actions under that plan/policy, implementable activities, activities included in the APA along with the activities not included should be clearly mentioned;
- There should be a clear base for determining targets in the APA. To do that budget of that specific activity should be mentioned against that with code number. If that activity is implemented through a project or a programme, the specific target of that project for that year should also be mentioned clearly. Real Achievement of that project so far should also be mentioned to understand gap;
- There should be a single work plan for the good governance and reform related activities to avoid complexities;
- There should be a specific weightage for evaluating the qualitative aspects of performance. But it should not cross more than 5% of the total marks;
- The name of the responsible organizations for implementing a specific activity should also be mentioned in the respective annexure;

Overall Findings

The research identified two broad objectives which were pursued under a specific research strategy. It is evident from the analysis of the result of questionnaire survey, KII, Focus Group Discussion and thorough review of the current structure that there are some gaps/constraints in the current framework of APA. Data from the questionnaire survey has strongly been corroborated by Focus Group Discussion and KII results. The study also explored some ways to fill up these gaps for the improvement of the current structure of APA. The gaps identified through the review of existing research work were also filled up. The overall findings of the study are as follows;

Findings on gaps/constraints in the framework

The overall structure of APA is complex with so many forms and annexures and it is unable to demonstrate real performance. The current structure cannot address the issue of setting logical targets by the public sector organizations. It cannot prevent the issue of setting easy and arbitrary targets. Similarly, the framework cannot link performance with the budget and there is no scope of measuring qualitative aspects of performance in the current framework. Moreover, the integration of five work plans on good governance with APA has made the structure more complex. Furthermore, there is no monitoring framework in the current structure of APA and section 2 of the framework has no linkage with strategic objectives of the Ministries/Divisions;

Findings on Solutions

The study showed that it is possible to create a performance base through linking every single activity with the policy/plan and other aspects of the government organizations. The allocated budget for the activities can also be linked with targets through mentioning the amount of budget for every single activity. There is scope of merging five work plans related to reform and good governance into one to avoid complexities in implementation. Besides, the qualitative aspects of performance can be addressed through giving some weightage in overall evaluation and a monitoring framework can be developed to support implementation in an effective and efficient manner. There are also scopes of removing some unnecessary sections and annexures such as section 2 and annex 3 of the current structure.

CONCLUSION AND RECOMMENDATIONS

Conclusion

APA has significantly contributed to ensuring accountability of the public sector organizations. But its maximum potential is yet to be harnessed due to some gaps. The study intended to assess the gaps in the current framework of APA with a view to make it more effective and performance focused. The study entertained the views of the key stakeholders and has been successful in achieving the research objective of revealing the gaps in the current framework along with exploring suitable solutions. The identified gaps included complexity in the framework, missing link between budget and activities, absence of monitoring framework, absence of a mechanism for setting logical target and less scope of measuring qualitative aspects of performance. These gaps demand quick intervention in the context when Bangladesh envisions to be a developed country by 2041. With identification of the gaps, the study also framed some pragmatic recommendations to overcome those gaps. It is expected that the identified gaps along with the recommended solutions altogether will play a crucial role in developing a comprehensive framework of APA

that will be supportive in ensuring real performance of the public sector organizations.

Recommendations

Based on the responses made by the respondents and overall findings of this study, some recommendations have been framed in a view to make the current framework of APA more effective.

- i) There should be a separate annexure to relate activities with the existing plan/policies of the Ministries/Divisions. In that annexure the name of the concerned plan/policies, recommended actions under that plan/policy, implementable activities, activities included in the APA along with the activities not included should be clearly mentioned as shown in the table below;

Table 5.1: Linkage of activities with different plans/polices

Name of the plan/policies/ and other documents and issues related to Ministry/ Division	Recommended actions	Activities for implementation	Identified activities to include in APA	Activities not included in APA	The reason of non-inclusion
1	2	3	4	5	6

- ii) There should be a clear base for determining targets in the APA. To do that the budget of that specific activity should be mentioned against that with code number. If that activity is implemented through a project or a programme, the specific target of that project for that year should also be mentioned clearly. Real achievement of that project so far should also be mentioned to understand the gap as mentioned in the table below;

Table 5.2: Linkage of activities with budget

Name of the Operation unit/ program/scheme/ project	Budget allocation	Activities in APA	Target of the operation unit/scheme/ Program/ project	Achieved so far	Remaining target	Target in APA
1	2	3	4	5	6	7

- iii) Five work plans related to reforms and good governance should be dropped and there should be a single and simplified work plan for these initiatives to avoid complexities;
- iv) There should be a specific weightage for evaluating the qualitative aspects of performance. But it should not cross more than 5% of the total score;
- v) A separate monitoring framework should be developed to strengthen implementation monitoring of APA. It will include quarterly reporting, inspections/visit, coordination with other organizations for achieving targets, meetings and other activities taken for the effective implementation of the agreement;
- vi) Five-point scale in section 3 of the existing structure should be merged in a single point scale to prevent arbitrary target setting;
- vii) Section 2 of the framework should be linked with the strategic objectives through mentioning strategic objectives against each outcome or impact;
- viii) Annexure 3 should be removed from the current framework and should be integrated with the monitoring framework;

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