



**Central Board of Direct Taxes**  
Department of Revenue

# **Results Framework Document 2012-13**



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## Section – I

### Functions of Central Board of Direct Taxes (CBDT):

CBDT is the statutory authority functioning under the Central Board of Revenue Act, 1963. The officials of the Board also functions as a Division of the Ministry of Finance, dealing with matters relating to levy and collection of direct taxes.

CBDT is the apex body charged with the administration of direct taxes. The functions performed by CBDT (with the help of various Chief Commissioners and Director Generals of Income Tax under its administrative control) are:

- Formulating the policy regarding direct tax laws and their implementation
- Assessment and collection of direct taxes; developing strategy for revenue enhancement; recovery of taxes; widening of tax base
- Framing and implementing the general policy regarding
  - Organization of the set-up and the structure of the Income-tax department
  - Methods and procedures of the work of the Income-tax department
  - Measures for disposal of assessments, collection of taxes, prevention and detection of tax evasion and tax avoidance
  - Recruitment, training and other matters pertaining to service conditions and career prospects of the personnel of the Income-tax department
  - Grant of rewards and appreciation certificates, including *sammaan* awards to taxpayers
  - Infrastructure requirements of the Income-tax department
  - Computerization of the Income-tax department
- Operating the first appellate machinery comprising of Commissioners of Income tax (Appeals) to perform the work of disposal of appeals against the orders of the assessing officers
- Having an investigation machinery with the aim to curb tax evasion and unearth unaccounted money
- Coordination with the other investigation and enforcement agencies
- Handling the taxpayers grievances
- Dissemination of information relating to direct taxes

### Overview

Direct Tax Collections has increased during the last 10 years by 6.5 times, from Rs. 68,305 Crores in FY 2000-01 to Rs. 4,46,070 Crores in FY 2010-11, at an impressive compound annual growth rate of 18.6%.

Despite such high strides in direct tax collections, many challenges like not so modern taxpayers' service, burgeoning black economy, perceived large tax gap and inadequate workforce continue. The Central Board of Direct Taxes (CBDT) is of the view that enhanced voluntary compliance can go a long way in addressing the twin problems of burgeoning black economy and perceived large tax gap. It has accordingly initiated a number of programmes and policies to increase services to the taxpayers. The Results-Framework Document (RFD) of the Central Board of Direct Taxes for the Financial Year 2012-13, which reflects the vision, mission, objectives, functions and performance obligations of the Income Tax Department, will need to be viewed with reference to the efforts undertaken by the Department to dynamically improve the performance in different aspects of taxpayer services.

### Vision:

CBDT enunciated its **Vision** as:

*“To partner in the nation building process through progressive tax policy, efficient and effective administration and improved voluntary compliance”*

### Mission

To realize its Vision, CBDT has adopted the following **Mission**:

- *To formulate progressive tax policies*
- *To make compliance easy*
- *To enforce tax laws with fairness*
- *To deliver quality services*
- *To continuously upgrade skills and build a professional and motivated*

In line with this mission, for the financial year 2012-13, the Department is concentrating on providing better taxpayer's services with the view to enhance voluntary compliance. Targets for RFD for this year have been set accordingly.

### Objectives

#### **Programmes of the CBDT for FY 2012-13**

The Central Board of Direct Taxes has carefully reviewed its priorities with a view to sharpen the different mechanism for achieving focused, effective and meaningful implementation of the taxpayer services that will also facilitate voluntary compliance for the Department. For this year, efforts of the CBDT are on reducing the compliance costs of the taxpayers, and for these reasons, CBDT intends to focus on:

- Better Communication with Taxpayers

- Better management and development of Human resources in the Income Tax department to enhance Tax payer services
- Strengthening IT enabled services for taxpayer services

CBDT proposes to achieve the aforesaid objectives through: -

- Filling up the existing vacancies in the department in a phased manner so that sufficient manpower exists for providing quality services to the tax payers.
- Providing proper training to the available manpower so that they are equipped to deliver the desired level of services to the tax payers.
- Creating better infrastructure so as to provide a congenial atmosphere in offices for better service to the taxpayers.
- Educating taxpayers so as to enable them to pay their taxes correctly while simultaneously ensuring that their cost of compliance is reduced.

In consonance with the saying that “*what gets measured gets done*”, specific goals have been given to each of the concerned Directorate General which will ensure that tangible and recordable progress is made in all these fields. The goals for different Directorates Genral are as under: -

**Directorate General of Human Resource Development: -**

- Endeavour to fill the existing vacancies in the cadres of Inspectors and Tax Assistants.
- Identify the training need of the employees so that they are equipped to deliver the desired level of services to the tax payers.
- Set up the road map for Performance Management and Evaluation System (PMES).

**Directorate General of Systems: -**

- Provide better on-line services for facilitating e-filing of returns and forms by the tax payers
- Set up separate Central Processing Centers (CPC) for TDS statements
- Ensure speedier processing and rectification of returns in the CPCs

**Directorate General of Administration: -**

- Create a Sevottam compliant system to implement, monitor and review ‘Citizen’s Charter’
- Create a Sevottam Compliant System to redress and monitor public grievances
- Popularize Citizen’s Charter
- Create awareness amongst the tax payers



**Directorate General of Vigilance: -**

- Finalize an action plan to mitigate potential areas of corruption

**Directorate General of Logistics: -**

- Timely submission of RFD for 2012-13
- Timely submission of Results for 2012-13
- Finalize a Strategic Plan for the Department
- Set up new Aayakar Seva Kendras (ASK) and obtain IS: 15700 certification for it
- Prepare infrastructural policy and update data on infrastructure shortages

Tangible, measurable progress is to be made on each of the above stated objectives by the concerned Directorates General and this will form the basis for evaluating their respective performance under the RFD as per the time bound objectives given in table 1.

## Section – 2

**Table-1: Inter-se priorities among key Objectives, Success indicators and targets for 2012-13**  
Mandatory Success Indicators

Objective	Weight	Actions	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
<b>Efficient Functioning of the RFD System</b>  (MANDATORY)	11%	<b>Timely submission of RFD for 2012-13</b>	On-time submission	Date	2%	5 <sup>th</sup> Mar 2012	8 <sup>th</sup> Mar 2012	9 <sup>th</sup> Mar 2012	10 <sup>th</sup> Mar 2012	11 <sup>th</sup> Mar 2012
		<b>Timely submission of Results for 2012-13</b>	On-time submission	Date	1%	1 <sup>st</sup> May 2013	2 <sup>nd</sup> May 2013	3 <sup>rd</sup> May 2013	4 <sup>th</sup> May 2013	5 <sup>th</sup> May 2013
		<b>Finalize a Strategic Plan for the Department</b>	Finalize the Strategic Plan for next 5 years	Date	2%	10 <sup>th</sup> Dec. 2012	15 <sup>th</sup> Dec. 2012	20 <sup>th</sup> Dec. 2012	24 <sup>th</sup> Dec. 2012	31 <sup>st</sup> Dec. 2012
		<b>Identify potential areas of corruption related to organization activities and develop an action plan to mitigate them</b>	Finalize an action plan to mitigate potential areas of corruption.	Date	2%	10 <sup>th</sup> Dec. 2012	15 <sup>th</sup> Dec. 2012	20 <sup>th</sup> Dec. 2012	24 <sup>th</sup> Dec. 2012	31 <sup>st</sup> Dec. 2012
		<b>Implementation of Sevottam</b>	1. Create a Sevottam compliant system to implement, monitor and review Citizen's Charter.	Date	2%	10 <sup>th</sup> Dec. 2012	15 <sup>th</sup> Dec. 2012	20 <sup>th</sup> Dec. 2012	24 <sup>th</sup> Dec. 2012	31 <sup>st</sup> Dec. 2012
			2. Create a Sevottam Compliant system to redress and monitor public grievances	Date	2%	10 <sup>th</sup> Dec. 2012	15 <sup>th</sup> Dec. 2012	20 <sup>th</sup> Dec. 2012	24 <sup>th</sup> Dec. 2012	31 <sup>st</sup> Dec. 2012

Objective	Weight	Actions	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
<b>1. Better Communication with Taxpayers</b>	<b>20%</b>	Display of Citizens' Charter in all the buildings of the Department	a. Finalization of Design	Date	2%	15th April, 2012	20th April, 2012	25th April, 2012	30th April, 2012	5th May, 2012
			b. Uploading a downloadable Citizen's Charter on Departmental website for display	Date	0.5%	30th April, 2012	5th May, 2012	10th May, 2012	15th May, 2012	20th May, 2012
			c. Calling for tenders for printing & submitting proposal for sanctions	Date	0.5%	30th April, 2012	15th May, 2012	30th May, 2012	15th June, 2012	30th June, 2012
			d. Awarding of Contract for printing	Working Days after receipt of sanction	0.5%	15	20	25	30	35
			e. Distribution of Citizens' Charter in office buildings	Working Days after receipt of printed material	1.5%	30	40	50	60	70
		Writing, Designing, Printing and Distribution of booklets on Tax Payer Information Series	Writing, Designing, Printing and Distribution of booklets on Tax Payer Information Series	Number of booklets	2%	6	5	4	3	2
		Insertions in TV & Newspaper	a. TV commercials	Number of days	4%	10	9	8	7	6
			b. Print Insertions	Number of insertions	6%	25	20	15	10	5
		Pamphlets/ Hoardings etc.	a. Outdoor publicity through Hoardings	Number of days	1%	30	25	20	15	10

			b. Writing, Designing, Printing and Distribution of Brochures	Number of brochures	2%	8	7	6	5	4
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Objective	Weight	Actions	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
<b>2. Single window facility for taxpayers</b>	<b>20%</b>	Setting up of Aayakar Seva Kendra (ASK)	a. Identification of ASK locations	Date	2%	31st May 2012	5th June, 2012	10th June, 2012	15th June, 2012	20th June, 2012
			b. Obtaining administrative and financial sanction	Date	4%	30th June 2012	5th Jul, 2012	10th Jul, 2012	15th Jul, 2012	20th Jul, 2012
			c. Creation of Physical Infrastructure for ASK	Date	4%	31st Dec., 2012	15th Jan. 2013	31st Jan, 2013	14th Feb. 2013	28th Feb. 2013
			d. Number of ASK to be set up	Number	6%	50	45	40	35	30
		Obtaining Certification IS: 15700 for Aayakar Seva Kendras	To obtain certification IS: 15700 for Aayakar Seva Kendras set-up in Income Tax Offices	Number	4%	20	16	12	8	4
<b>3. State of the art infrastructure to make efficient delivery system &amp; pleasant environment for tax payers &amp; administrators</b>	<b>10%</b>	Preparation of Infrastructural Policy, updating Infrastructural Manual and preparing data pertaining to shortage of office space and residences,	a. Preparation of Infrastructural Policy	Date	2%	30.06.2012	7.07.12	14.07.12	21.07.2012	28.07.12
			b. Preparation of Infrastructure Manual	Date	2%	30.09.2012	07.09.12	14.09.12	21.09.2012	28.09.12
			c. Preparation of data pertaining to shortage of office space and residences	Date	6%	31.12.2012	07.01.13	14.01.13	21.01.13	28.01.13

Objective	Weight	Actions	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
<b>4. (a) Better management and development of Human resources in the Income</b>	<b>1.5 %</b>	Augmenting Human Resources for better taxpayer services	a. Collecting data of vacancies of Tax Assistants and Inspectors from Cadre Controlling Authorities	Date	0.1%	15th Jul, 2012	31st Jul., 2012	16th Aug., 2012	1st Sept., 2012	15th Sept., 2012
			b. Intimating interim vacancies in DR quota to Staff Selection Commission	Date	0.1%	31st Jul., 2012	16th Aug., 2012	31st Aug., 2012	15th Sept., 2012	30th Sept., 2012
			c. Obtaining NOC from Surplus Cell of DOPT	Date	0.1%	15th Sept, 2012	30th Sept. 2012	15th Oct 2012	31st Oct, 2012	15th Nov. 2012
			d. Analysis of vacancies and communication of category wise final vacancies to SSC	Date	0.2%	30th Sept., 2012	15th Oct., 2012	31st Oct., 2012	15th Nov., 2012	30th Nov., 2012
			e. Allocation of Cadres to successful candidates (of previous years CGLE)	Date	1%	31st Dec., 2012	31st Jan. 2013	28th Feb., 2013	15th Mar., 2013	31st Mar., 2013

objective	Weight	Actions	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
<b>4 (b)</b> <b>Tax Department to enhance Tax payer services</b>	7.5%	Aligning Training Module for Tax payer services	a. Identification of Training needs	Date	1%	30th Jun., 2012	15th Jul., 2012	31st Jul., 2012	16th Aug., 2012	31st Aug., 2012
			b. Determination of course content and Identification of partner Institutes	Date	1%	30th Sept., 2012	15th Oct., 2012	31st Oct., 2012	15th Nov., 2012	30th Nov., 2012
			c. Finalization of Training Calendar	Date	0.5%	15th Dec., 2012	31st Dec., 2012	15th Jan., 2013	31st Jan., 2013	15th Feb., 2013
			d. Training of Trainers	Date	1%	31st Jan., 2013	15th Feb., 2013	28th Feb., 2013	15th Mar., 2013	31st Mar., 2013
			e. Obtaining financial sanction for pan Department roll out *	Date	1%	15th Jan., 2013	31st Jan., 2013	15th Feb., 2013	28th Feb., 2013	15th Mar., 2013
		Setting up a Performance Management and Evaluation System (PMES)	a. Identification of road map for setting up the Performance Management and Evaluation System (PMES)	Date	1%	30th Sept., 2012	15th Oct., 2012	31st Oct., 2012	15th Nov., 2012	30th Nov., 2012
			b. Obtaining financial sanction for conducting pan Department Management study for Identification of key result areas of each business unit	Date	1%	31st Oct., 2012	15th Nov., 2012	30th Nov., 2012	15th Dec., 2012	31st Dec., 2012
			c. Issue of RFP for selection of consultant for the study **	Date	1%	31st Jan., 2013	15th Feb., 2013	28th Feb., 2013	15th Mar., 2013	31st Mar., 2013

Objective	Weight	Actions	Success Indicator	Unit	Weight	Target / Criteria Value				
						Excellent	Very Good	Good	Fair	Poor
						100%	90%	80%	70%	60%
<b>5. Strengthening IT enabled services for taxpayer services</b>	<b>30%</b>	Speedy Processing of e>Returns at CPC	Average No. of returns processed per month at CPC	Count per month	10.5%	1000000	900000	800000	700000	600000
		Speedy disposal of e-rectification applications at CPC	Average time for disposal of e-rectification applications at CPC	Days	4.5%	<100	100-150	150-200	200-250	>250
		Enabling e-filing of Returns and Forms	Setting up, operationalization and creating capacities for new e-filing portal with better online services including submission all ITR and other forms, pre-filing of forms and MIS services to ITD officials and tax professionals	Date of Completion	7.5%	March 31, 2013	NA	NA	NA	NA
		Processing of TDS statements	Setting up, operationalization and creating capacities for new CPC-TDS portal for processing of TDS statements, identification of defaults and communication to deductors and deductees through ICT.	Date of Completion	7.5%	March 31, 2013	NA	NA	NA	NA

\* Pan Department training for the manpower in ASK centres and backend services to be carried out by the Directorate of Organization & Management Services, implementing the roll out of ASK centres in coordination with Directorate of HRD and Directorate of Training over the next 5 years.

\*\* Selection of consultant for study, signing of contract and completion of study/submission of recommendations to Government for approval to be done over the next 2 years.

**Section – 3**  
**Trend Value of the Success Indicators**

Objective	Actions	Success Indicator	Unit	Actual Value for FY 2010-11 (a)	Actual Value for FY 2011-12 (b)	Target Value for FY 2012-13 (c)	Projected Value for FY 2013-14 (d)	Projected Value for FY 2014-15 (e)
<b>1. Better Communication with Taxpayers</b>	Display of Citizens' Charter in all the buildings of the Department	a. Finalization of Design	Date			15th April, 2012		
		b. Uploading a downloadable Citizen's Charter on Departmental website for display	Date			30th April, 2012		
		c. Calling for tenders for printing & submitting proposal for sanctions	Date			30th April, 2012		
		d. Awarding of Contract for printing	Working Days after receipt of sanction			15		
		e. Distribution of Citizens' Charter in office buildings	Working Days after receipt of printed material			30		
	Writing, Designing, Printing and Distribution of booklets on Tax Payer Information Series	Writing, Designing, Printing and Distribution of booklets on Tax Payer Information Series	Number of booklets	5	5	6	As per requirement	
	Insertions in TV & Newspaper	a. TV commercials	Number of days	10	10	10	As per requirement	
		b. Print Insertions	Number of insertions	25	25	25	As per requirement	
	Pamphlets/Hoardings etc.	a. Outdoor publicity through Hoardings	Number of days	15	30	30	As per requirement	
		b. Writing, Designing, Printing and Distribution of Brochures	Number of brochures	6	8	8	10	10

Objective	Actions	Success Indicator	Unit	Actual Value for FY 2010-11 (a)	Actual Value for FY 2011-12 (b)	Target Value for FY 2012-13 (c)	Projected Value for FY 2013-14 (d)	Projected Value for FY 2014-15 (e)
<b>2. Single window facility for taxpayers</b>	Setting up of Aayakar Seva Kendra (ASK)	a. Identification of ASK locations	Date			31st May 2012		
		b. Obtaining administrative and financial sanction	Date			30th June 2012		
		c. Creation of Physical Infrastructure for ASK	Date			31st Dec., 2012		
		d. Number of ASK to be set up	Number	13	50	50	To be decided by <b>01-03-2013</b>	To be decided by <b>01-03-2014</b>
	Obtaining Certification IS: 15700 for Aayakar Seva Kendras	To obtain certification IS: 15700 for Aayakar Seva Kendras set-up in Income Tax Offices	Number	1	2	20	-	-
<b>3. State of the art infrastructure to make efficient delivery system &amp; pleasant environment for tax payers &amp; administrators</b>	Preparation of Infrastructural Policy, updating Infrastructural Manual and preparing data pertaining to shortage of office space and residences,	a. Preparation of Infrastructural Policy	Date			30.06.2012		
		b. Preparation of Infrastructure Manual	Date			30.09.2012		
		c. Preparation of data pertaining to shortage of office space and residences	Date			31.12.2012		

Objective	Actions	Success Indicator	Unit	Actual Value for FY 2010-11 (a)	Actual Value for FY 2011-12 (b)	Target Value for FY 2012-13 (c)	Projected Value for FY 2013-14 (d)	Projected Value for FY 2014-15 (e)
<b>4. (a) Better management and development of Human resources in the Income</b>	Augmenting Human Resources for better taxpayer services	a. Collecting data of vacancies of Tax Assistants and Inspectors from Cadre Controlling Authorities	Date			15th Jul, 2012		
		b. Intimating interim vacancies in DR quota to Staff Selection Commission	Date			31st Jul., 2012		
		c. Obtaining NOC from Surplus Cell of DOPT	Date			15th Sept, 2012		
		d. Analysis of vacancies and communication of category wise final vacancies to SSC	Date			30th Sept., 2012		
		e. Allocation of Cadres to successful candidates (of previous years CGLE)	Date			31st Dec., 2012		
<b>4. (b) Tax Department to enhance Tax payer services</b>	Aligning Training Module for Tax payer services	a. Identification of Training needs	Date			30th Jun., 2012		
		b. Determination of course content and Identification of partner Institutes	Date			30th Sept., 2012		
		c. Finalization of Training Calendar	Date			15th Dec., 2012		
		d. Training of Trainers	Date			31st Jan., 2013		
		e. Obtaining financial sanction for pan Department roll out *	Date			15th Jan., 2013		
	Setting up a Performance Management and Evaluation System (PMES)	a. Identification of road map for setting up the Performance Management and Evaluation System (PMES)	Date			30th Sept., 2012		
		b. Obtaining financial sanction for conducting pan Department Management study for Identification of key result areas of each business unit	Date			31st Oct., 2012		

	c. Issue of RFP for selection of consultant for the study **	Date				31st Jan., 2013		
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Objective	Actions	Success Indicator	Unit	Actual Value for FY 2010-11 (a)	Actual Value for FY 2011-12 (b)	Target Value for FY 2012-13 (c)	Projected Value for FY 2013-14 (d)	Projected Value for FY 2014-15 (e)
<b>5. Strengthening IT enabled services for taxpayer services</b>	Speedy Processing of e>Returns at CPC	Average No. of returns processed per month at CPC	Count per month	5,52,988	Year yet to finish	1000000	To be decided by 1/3/2013	To be decided by 1/3/2014
	Speedy disposal of e-rectification applications at CPC	Average time for disposal of e-rectification applications at CPC	Days	121	Year yet to finish	<100	To be decided by 1/3/2013	To be decided by 1/3/2014
	Enabling e-filing of Returns and Forms	Setting up, operationalization and creating capacities for new e-filing portal with better online services including submission all ITR and other forms, pre-filing of forms and MIS services to ITD officials and tax professionals	Date of Completion			March 31, 2013		
	Processing of TDS statements	Setting up, operationalization and creating capacities for new CPC-TDS portal for processing of TDS statements, identification of defaults and communication to deductors and deductees through ICT.	Date of Completion			March 31, 2013		

## Section 4

### Description of Success indicators and measurement methodology

#### **Mandatory Success indicators**

##### Finalize strategic Plan for next 5 years

Vision -2020 documents has been prepared by the Department which was released by the Hon'ble Finance Minister. This document also contains strategic Plan for 5 years i.e. 2011-15. A comprehensive plan also exists to monitor and measure progress.

##### Action Plan to mitigate potential areas of corruption

The work relating to identification of potential areas of corruption related to the organizational activities and development of an action plan for its mitigation has commenced. The action plan is likely to be finalized by 10<sup>th</sup> December, 2012.

##### Create a Sevottam compliant system to implement, monitor and review Citizen's Charter

Citizen Charter 2007 was reviewed and a revised Citizen Charter was prepared in July, 2010 for implementation in the Income Tax Department. The monitoring of service delivery will be two-pronged i.e. where Aayakar Seva Kendras (ASK) are functional, the monitoring would be done through ASK centers with the help of a customized software. However, in offices where ASK has not been set-up so far, the monitoring and measurement would be done through a detailed MIS being developed for the purpose. The next review of Citizen's Charter is due in 2013.

##### Create a Sevottam compliant system to redress and monitor public grievances

In offices, where ASK is functional, a Sevottam compliant system to redress and monitor public grievances already exists and on-line monitoring is possible through centrally deployed software. However, the Department is in the process of establishing Sevottam compliant grievance redressal and monitoring system to measure, review and prevent public grievances.

### **Success indicators in Table-I (Section-2)**

The Success Indicators and the proposed methodology have been indicated in Table 1 in terms of the timeliness, physical achievements or numbers. The success indicators have been taken keeping in view the nature of objectives of the tasks.

#### **To set-up Aayakar Seva Kendras across the country**

Every Aayakar Seva Kendra includes Collection Area, May I help you Desk, Facilitation Area and a well-furnished Lounge for taxpayers. This would further be equipped with computers, printers, LCD, PAN Kiosk, Water Dispenser, Q-Management System, Customized ATM etc. and would go a long way in helping the taxpayers.

#### **To obtain certification IS 15700:2005 for ASK centers**

The Income Tax Department endeavors to be transparent and fair in its processes. The skill sets of the employees would be upgraded by formulating comprehensive training programmes so that ASK centers function in conformity with the standards laid down in Service Quality Manual. This excellence in service delivery certificate is given by a third party i.e. Bureau of Indian Standards after detailed audit of the processes.

The monitoring and measurement of the performance of ASK centers would be on-line through a specifically designed software.

## Section 5

Specific performance requirements from other agencies that are critical for delivering agreed results

S. No. (1)	Actions (2)	Success Indicators (3)	Other agencies involved (4)	Specific performance required from other agencies (5)
1.	<b>Better Communication with Taxpayers</b>	Obtaining financial sanction for Advertisements etc.	IFU/Department of Expenditure	The actual processing of financial proposal and provision of funds for the programme would be done by these agencies
2.	<b>Setting up of Aayakar Seva Kendras</b>	Setting up of Aayakar Seva Kendras	1. IFU/Department of Expenditure	1. The actual processing of financial proposal and provision of funds for the programme would be done by these agencies
2. Central Public works Department (CPWD)/Other Executing Agencies			2. Civil and Electrical Engineering for Modification of Office space into Aayakar Seva Kendras	
3.	<b>Obtaining certification for Aayakar Seva Kendras</b>	Obtaining IS: 15700 for Aayakar Seva Kendras	Bureau of Indian Standards (BIS)	It is the BIS that will conduct the inspections and award the certificates
4.	<b>Augmentation Human Resources for Better Services</b>	Seeking NOC from Surplus Cell of DOPT	DOPT (Surplus Cell)	Providing NOC
		Allocation of Cadres to successful candidates (of previous years CGLE)	Staff Selection Commission	1. SSC recommending successful candidates as per the indent placed with them. 2. Receipt of Complete Dossiers in respect of all successful candidates including provisional candidates
5.	<b>Aligning Training Module for taxpayer services</b>	Seeking financial sanction for pan Departmental roll out	IFU/Department of Expenditure	The actual processing of financial proposal and provision of funds for the programme would be done by these agencies

S. No. (1)	Actions (2)	Success Indicators (3)	Other agencies involved (4)	Specific performance required from other agencies (5)
6.	<b>Setting up a Performance Management and Evaluation System</b>	Seeking financial sanction for conducting pan Department Management study for Identification of key result areas of each business unit  Selection of consultant and signing of contract	IFU/Department of Expenditure  1. IFU/Department of Expenditure 2. Department of legal Affairs, Ministry of Law	The actual processing of financial proposal and provision of funds for the engagement of the consultant would be done by these agencies  The award of contract and financial sanction would be given by IFU/Department of Expenditure and the contract would be required to be approved by the Department of Legal Affairs.
7.	<b>Enabling e-filing of Returns and Forms</b>	Setting up, operationalization and creating capacities for new e-filing portal with better online services	IFU/Department of Expenditure	The actual processing of financial proposal and provision of funds for the engagement of the consultant would be done by these agencies
8.	<b>Processing of TDS statements</b>	Setting up, operationalization and creating capacities for new CPC-TDS portal	IFU/Department of Expenditure	The actual processing of financial proposal and provision of funds for the engagement of the consultant would be done by these agencies

**Section 6**

**OUTCOME/IMPACT OF ACTIVITIES OF ORGANIZATION**

<b>Outcome/Impact of Department/Ministry</b>  <b>(1)</b>	<b>Jointly responsible for influencing this outcome/impact with the following Department (s)/ Ministry (ies)</b>  <b>(2)</b>	<b>Success Indicator</b>  <b>(3)</b>	<b>Unit</b>  <b>(4)</b>	<b>FY 09/10</b>  <b>(5)</b>	<b>FY 10/11</b>  <b>(6)</b>	<b>FY 11/12</b>  <b>(7)</b>	<b>FY 12/13</b>  <b>(8)</b>	<b>FY 13/14</b>  <b>(9)</b>
1.Setting up of ASKs	IFU/Department of Expenditure	Better taxpayer satisfaction	Intangible benefits	Better voluntary tax compliance.				
2.State of the art infrastructure	IFU/Department of Expenditure							
3.Filling up of vacancies in the Department	SSC & DoPT							
4.Aligning Training module for taxpayer services	IFU/Department of Expenditure							
5.Enhancing IT enabled services	IFU/Department of Expenditure							