



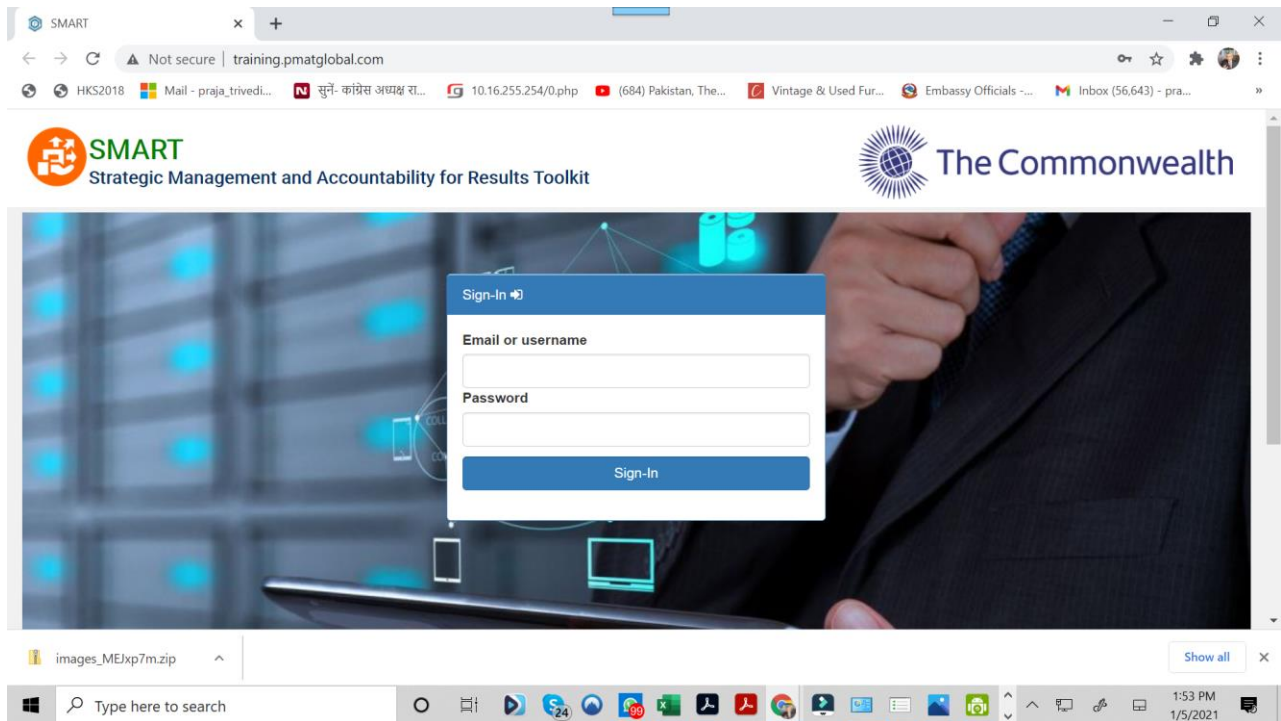
# SMARTUser Manual

Version 2.2

## INDEX

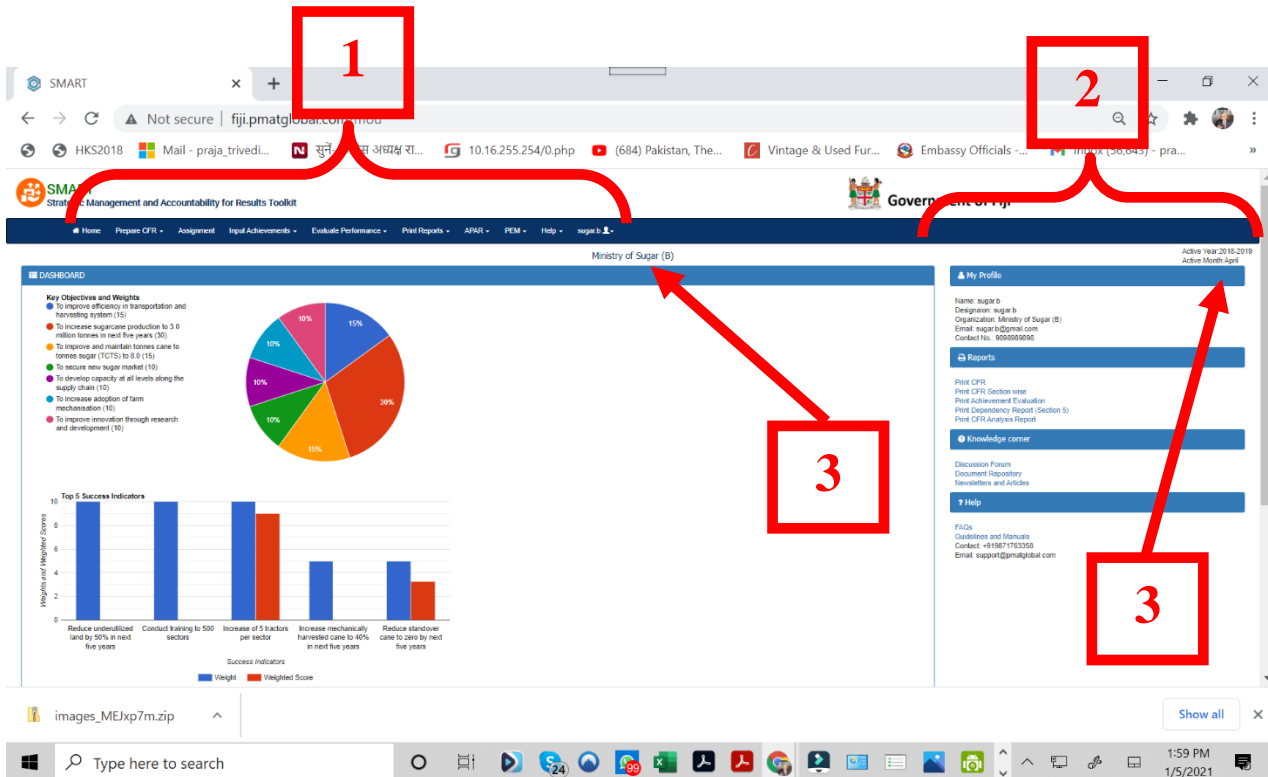
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# 1. Login to SMART



1. Go to the url <http://training.pmatglobal.com/>
2. Enter the given credentials into the login form and press enter
3. After successful login system will take you to the Dashboard as seen in the next step

## 2. Dashboard



The dashboard gives you access to all options available in the system as follows:

- 1. Navigation Bar:** Here you can access different options like Prepare CFR , Achievements, Print Reports, and Help etc. You can also change password and logout from the system by using options available under User link in the navigation bar.
- 2. Quick links:** It shows the profile of logged-in user, links to various reports, knowledge corner and support information
- 3. Organization:** Below the navigation bar you can see the organization name of the logged-in user.
- 4. Active Year:** On the right side of the screen, you can see the active financial year in which you are working. This is set by the Administrator and common for all organizations.

### 3. Change Password

It is always a good practice to change the default password after first login.

The screenshot shows the SMART Government of Fiji dashboard. The user is logged in as 'sugar.b'. The user profile dropdown menu is open, showing options: 'Change Password', 'Active', and 'Log out'. A red arrow points to the 'Change Password' option, which is highlighted with a red box and the text 'Change Password'.

**Key Objectives and Weights**

- To improve efficiency in transportation and harvesting system (15)
- To increase sugarcane production to 3.0 million tonnes in next five years (30)
- To improve and maintain tonnes cane to tonnes sugar (TCTS) to 8.0 (15)
- To secure new sugar market (10)
- To develop capacity at all levels along the supply chain (10)
- To increase adoption of farm mechanisation (10)
- To improve innovation through research and development (10)

**Top 5 Success Indicators**

**Ministry of Sugar (B)**

**Active Year 2018-2019**  
**Active Month April**

**User Profile**

Name: sugar.b  
Designation: sugar.b  
Organization: Ministry of Sugar (B)  
Email: sugar.b@gmail.com  
Contact No.: 9898989898

**Reports**

CFR  
CFR Section wise  
Achievement Evaluation  
Dependency Report (Section 5)  
CFR Analysis Report

**Knowledge corner**

Discussion Forum  
Document Repository  
Newsletters and Articles

**Help**

Click on User tab in navigation bar and click change password. It will take you to the following screen.

Here you have to enter current password, new password and repeat new password. Click on change password button.

The screenshot shows the 'Change Password' form in the SMART Government of Fiji system. The user is logged in as 'sugar.b'. The form has three input fields: 'Current password', 'New password', and 'Repeat new password'. A 'Change password' button is at the bottom of the form.

**Ministry of Sugar (B)**

Logged in as sugar.b | Log out

**Current password**

**New password**

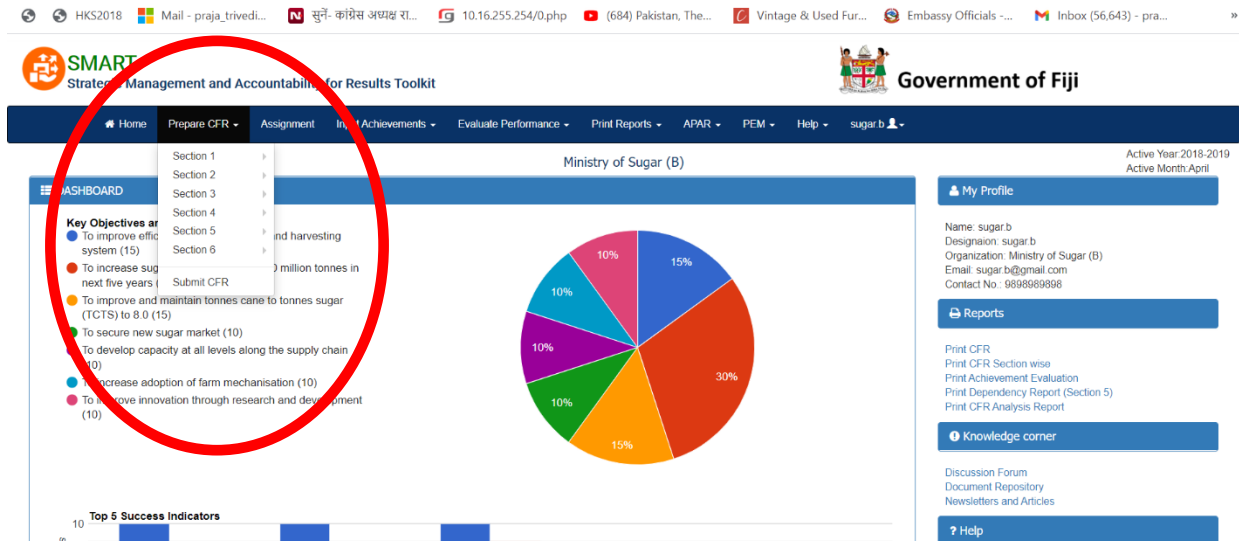
**Repeat new password**

**Change password**

**Active Year 2018-2019**  
**Active Month April**

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## 4. Prepare CFR



The second tab in navigation bar is “Prepare CFR” which gives you access to the various sections of the CFR for entering relevant information.

To start with, just click on Section 1, select Vision, Mission and Objectives.

See the next step.

## 5. Section 1

The screenshot displays the 'Section 1' interface for 'ComSec Staff 1'. The page title is 'Section 1: Vision, Mission and Objectives for the year 2020-2021'. The active year is 2020-2021, and the active month is July. The interface includes a breadcrumb trail 'You are here: Home / Section 1' and navigation buttons 'Back (Home)' and '(Key Objectives) Next'. The main content area is divided into three sections: Vision, Mission, and Objectives. The Vision section contains the text 'To create a modern, economically viable and sustainable sugar industry' and an 'Add/Edit' link. The Mission section contains the text 'To develop the sugar industry through modernization, improved technology, innovation through research and development, building resilience, creation of an enabling environment, and improving competitiveness in sugarcane and sugar production at domestic, regional and global level.' and an 'Add/Edit' link. The Objectives section contains a table with three rows of objectives. A green 'Add Objective +' button is located below the Mission section. Red callouts 1 through 5 highlight specific elements: 1 points to the 'Add/Edit' link in the Vision section, 2 points to the 'Add/Edit' link in the Mission section, 3 points to the 'Add Objective +' button, 4 points to the 'Arrange' column in the Objectives table, and 5 points to the 'Back (Home)' and '(Key Objectives) Next' buttons.

ComSec Staff 1

Active Year:2020-2021  
Active Month:July

You are here: Home / Section 1

### Section 1

Vision, Mission and Objectives for the year 2020-2021

« Back (Home) (Key Objectives) Next »

#### Vision

To create a modern, economically viable and sustainable sugar industry

[Add/Edit](#)

#### Mission

To develop the sugar industry through modernization, improved technology, innovation through research and development, building resilience, creation of an enabling environment, and improving competitiveness in sugarcane and sugar production at domestic, regional and global level.

[Add/Edit](#)

[Add Objective +](#)

#### Objectives

#	Objective	Arrange	
1	To improve efficiency in transportation and harvesting system	↓	<a href="#">✎</a> <a href="#">✕</a>
2	To increase sugarcane production to 3.0 million tonnes in next five years	↓ ↑	<a href="#">✎</a> <a href="#">✕</a>
3	To improve and maintain tonnes cane to tonnes sugar (TCTS) to 8.0	↓ ↑	<a href="#">✎</a> <a href="#">✕</a>

Section 1 captures the vision, mission and objectives of the organization

- 1. Add/Edit Vision:** Click on Add/Edit link which will take you to an editor screen. Just enter your vision statement and click Save button
- 2. Add/Edit Mission:** Click on Add/Edit link which will take you to an editor screen. Just enter your mission statement and click Save button
- 3. Add Objective:** Click on green button (Add Objective) and on the next screen enter one objective at a time and click on save button. When you have entered all objectives click on back button to return to Section 1.
- 4.** You can also Edit / Delete/ Re-arrange list of objectives using the available options
- 5.** On all screens you will options for going back or next which eases the navigation while preparing CFR step-by-step and avoids visiting the navigation bar again and again.

## 6. Section 2

**SMART**  
Strategic Management and Accountability for Results Toolkit

The Commonwealth

Home Prepare CFR Assignment Input Achievements Evaluate Performance Print Reports APAR PEM User

ComSec Staff 1

Active Year: 2020-2021  
Active Month: July

Section 1  
Vision, Mission and Objectives for the year 2020-2021

Section 1  
Section 2  
Section 3  
Section 4  
Section 5  
Section 6  
Submit CFR

Key Objectives  
Actions  
Success Indicators  
Target/ Criteria

Back (Home) (Key Objectives) Next

To create a modern, economically viable and sustainable sugar industry

Add Edit

Mission

To develop the sugar industry through modernization, improved technology, innovation through research and development, building resilience, creation of an enabling environment, and improving competitiveness in sugarcane and sugar production at domestic, regional and global level.

Add Edit

Add Objective +

Objectives

As you can see, Section 2 has four steps

- 1. Key Objectives:** Select the key objectives of the year and assign weight to them
  - 2. Actions:** To create actions proposed to be performed for achieving the relevant key objectives
  - 3. Success Indicators:** To measure the success made for relevant action performed
  - 4. Target/ Criteria:** Assign targets to be achieved against each success indicators in a 5-scale
- Click on Key Objectives to go to next step



## Section 2

Key Objectives for the year  
2016-2017

#	Objective	IsKey?	Weight
1	Universal access to Primary Health Care services for all sections of society with effective linkages to secondary and tertiary health care.	<input checked="" type="checkbox"/> IsKey	30.00
2	Improving Maternal and Child Health.	<input checked="" type="checkbox"/> IsKey	25.00
3	Focusing on Population stabilization in the Country.	<input checked="" type="checkbox"/> IsKey	20.00
4	Developing human resources for health to achieve health goals.	<input checked="" type="checkbox"/> IsKey	15.00
5	Reducing overall disease burden of the society.	<input type="checkbox"/> IsKey	
6	Strengthening Secondary and Tertiary Health Care.	<input type="checkbox"/> IsKey	
<b>Mandatory Objective(s)</b>			
	Efficient functioning of PA system		5
2	Administrative Reforms		5
		<b>Total Weight:</b>	100
			Save

## 7. Key Objectives

From this table you have to choose key objectives by clicking on **is Key checkbox** and assigning weight in the next column using the following steps:-

1. List of overall objectives that are entered in Section 1
  2. List of Mandatory objectives that are entered by Administrator and are common across all the organizations preparing PA. User cannot change these objectives and weights assigned to them.
  3. Click this checkbox to make the objective a Key Objective (Key Objective is different from objective in a sense that it is applicable in the current financial year. An organization may have 10 objectives but it may choose make only 6 or 7 of them as key objectives for the current financial year)
  4. After selecting the objective as key objective, you have to assign some weight to it as its inter- se priority. The weight cannot be negative or blank.
  5. The total weight of key objectives including mandatory objectives must be equal to 100.
- Click Save. Click on next step and go to Actions.

## 8. Actions

Active Year:  
2016-2017

Department of Health and Family Welfare  
India

You are here: Home / Section 2 / Actions

### Section 2 - Actions

Actions for the year  
2016-2017

#	Objective	Weight	Add	Action	Arrange	Edit/ Delete
1	Universal access to Primary Health Care services for all sections of society with effective linkages to secondary and tertiary health care.	30	+	[1.1] Strengthening of Health Infrastructure [1.2] Augmentation of availability of Human Resources in identified High Priority Districts [1.3] Capacity Building	↓ ↑ ↑	<a href="#">✕</a> <a href="#">✕</a> <a href="#">✕</a>
2	Improving Maternal and Child Health.	25	+	[2.1] Promoting Institutional Deliveries		<a href="#">✕</a> <a href="#">✕</a>
3	Focusing on Population stabilization in the Country.	20	+	[3.1] Promoting Post Partum IUCD		<a href="#">✕</a> <a href="#">✕</a>
4	Developing human resources for health to achieve health goals.	15	+	[4.1] Strengthening & Upgradation of Govt. Medical Colleges [4.2] Upgrading of Government Medical College for increase in MBBS seats	↓ ↑	<a href="#">✕</a> <a href="#">✕</a>
<b>Mandatory Objective(s)</b>						
1	Efficient functioning of PA system	5		[1.1] Timely submission of draft PA for approval [1.2] Timely submission of results		
2	Administrative Reforms	5		[2.1] Prepare an action plan for implementing ISO 9001 [2.2] Identify, design and implement major innovations		

◀ Back (Key Objectives)    (Success Indicators) Next ▶

For each key objective you have to create actions proposed to be performed in order to achieve this objective. One objective may have multiple actions.

1. List of Objectives which were made key objectives in the previous step.
2. List of mandatory objectives and their actions set by the administrator. You cannot add/edit actions to mandatory objectives.
3. Weights of the objectives entered in the previous step.
4. Click on the '+' sign to add a new action to the corresponding objective. On the next screen enter one action at a time and click on save.
5. You can also edit / delete/ re-arrange actions using the available options.

Click on next and go to Success Indicators.

## 9. Success Indicators

Department of Health and Family Welfare  
India

Section 2 - Success Indicators  
Success Indicators for the year  
2016-2017

You are here: Home / Section 2 / Success Indicators

Active Year: 2016-2017

#	Objective	Weight	Action	Add	Success Indicator	Arrange	Edit	Delete
1	Universal access to Primary Health Care services for all sections of society with effective linkages to secondary and tertiary health care.	30	[1.1] Strengthening of Health Infrastructure	+	[1.1.1] Operationalization of 24x7 Facility at PHC level out of the total number of 24000 PHCs	↑	✎	✕
			[1.2] Augmentation of availability of Human Resources in identified High Priority Districts	+	[1.2.1] Increase in the number of patients transported over the baseline figure for 2016-2017	↑	✎	✕
			[1.3] Capacity Building	+	[1.3.1] Deployment of new ANMs	↑	✎	✕
				+	[1.3.2] Deployment of new Doctors/Specialists	↑	✎	✕
2	Improving Maternal and Child Health.	25	[2.1] Promoting Institutional Deliveries	+	[2.1.1] ASHA Trained (up to VI th & VI th Module)	↑	✎	✕
				+	[2.1.2] Percentage point increase in Institutional Deliveries over the baseline of March 31, 2014 in high priority districts	↑	✎	✕
3	Focusing on Population stabilization in the Country.	20	[3.1] Promoting Post Partum IUCD	+	[3.1.1] Increase in IUCD insertions over previous financial year	↑	✎	✕
4	Developing human resources for health to achieve health goals.	15	[4.1] Strengthening & Upgradation of Govt. Medical Colleges	+	[4.1.1] Completion of Upgradation of identified Medical Colleges (Post Graduation)	↑	✎	✕
			[4.2] Upgrading of Government Medical College for increase in MBBS seats	+	[4.2.1] Completion of upgradation of identified Medical Colleges (MBBS)	↑	✎	✕
<b>Mandatory Objective(s)</b>								
1	Efficient functioning of PA system	5	[1.1] Timely submission of draft PA for approval	+	[1.1.1] On-time submission	↑	✎	✕
			[1.2] Timely submission of results	+	[1.2.1] On-time submission	↑	✎	✕
2	Administrative Reforms	5	[2.1] Prepare an action plan for implementing ISO 9001	+	[2.1.1] Areas of operations covered	↑	✎	✕
			[2.2] Identify, design and implement major innovations	+	[2.2.1] Implementation of identified innovations	↑	✎	✕

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For measuring the progress made in implementation of the set objectives and actions, we need success indicators. One action may have more than one success indicator.

1. Click on '+' sign to create a new success indicator for the corresponding action and on the next screen enter one success indicator at a time.
2. You can edit/ delete/ re-arrange success indicators using the available options.
3. These are the mandatory indicators set by the Administrator. You cannot change or edit mandatory indicators.
4. Click on next and go to Target/ Criteria.

## 10. Target/ Criteria

Department of Health and Family Welfare  
India

You are here: Home / Section 2 / Target/Criteria

Section 2 - Target/Criteria  
Target/criteria of success indicators for the year 2016-2017

2016-2017

Back (Success Indicators) (Section 3) Next

Manage Criteria	#	Objective	Weight	Action	Success Indicator	Unit	Weight	Target/ Criteria Value				
								Excellent	Very Good	Good	Fair	Poor
1	1	Universal access to Primary Health Care services for all sections of society with effective linkages to secondary and tertiary health care.	30	[1.1] Strengthening of Health Infrastructure	[1.1.1] Operationalization of 24x7 Facility at PHC level out of the total number of 24000 PHCs	%	10	39	38	37	36	35
					[1.1.2] Increase in the number of patients transported over the baseline figure for 2016-2017	%	5	5	4	3	2	1
				[1.2] Augmentation of availability of Human Resources in identified High Priority Districts	[1.2.1] Deployment of new ANMs	Number	5	450	400	350	300	250
					[1.2.2] Deployment of new Doctors/Specialists	Number	5	250	200	150	100	50
				[1.3] Capacity Building	[1.3.1] ASHA Trained (up to VI th & VIIth Module)	Number	5	150000	130000	120000	110000	100000
	2	Improving Maternal and Child Health.	25	[2.1] Promoting Institutional Deliveries	[2.1.1] Percentage point increase in Institutional Deliveries over the baseline of March 31, 2014 in high priority districts	%	25	12	10	8	6	4
	3	Focusing on Population stabilization in the Country	20	[3.1] Promoting Post Partum IUCD	[3.1.1] Increase in IUCD insertions over previous financial year	%	20	16	15	14	13	12
	4	Developing human resources for health to achieve health goals.	15	[4.1] Strengthening & Upgradation of Govt. Medical Colleges	[4.1.1] Completion of Upgradation of identified Medical Colleges (Post Graduation)	Number	10	12	10	8	6	4
				[4.2] Upgrading of Government Medical College for increase in MBBS seats	[4.2.1] Completion of upgradation of identified Medical Colleges (MBBS)	Number	5	26	24	22	20	18
Mandatory Objective(s)												
	1	Efficient functioning of PA system	5	[1.1] Timely submission of draft PA for approval	[1.1.1] On-time submission	Date	3	01/04/2016	04/04/2016	05/04/2016	06/04/2016	07/04/2016
				[1.2] Timely submission of results	[1.2.1] On-time submission	Date	2	27/03/2017	28/03/2017	29/03/2017	30/03/2017	31/03/2017
	2	Administrative Reforms	5	[2.1] Prepare an action plan for implementing ISO 9001	[2.1.1] Areas of operations covered	%	3	100	90	80	70	60
				[2.2] Identify, design and implement major innovations	[2.2.1] Implementation of identified innovations	Date	2	01/12/2016	07/12/2016	14/12/2016	23/01/2017	31/12/2016

For each success indicator, you have to assign targets to be achieved in 5-point-scale.

1. Click on Manage Criteria icon on the first column from left. It will take on a screen as described on the next page.
2. The already added targets are shown on the right-side columns of the table.

# Manage Criteria

On this screen, you have assign Unit, weight and targets to the success indicators of the corresponding objective.

1. Selected objective with weight
  2. List of actions along with success indicators of the selected objective
  3. In case you don't have 5 targets for the success indicator then click 'Yes No?' Checkbox this will disable all the input fields and you don't have to enter any target/unit for this success indicator. Only at the time of entering achievements you have to give input as either YES or NO.
  4. If the unit of the success indicator is Date then click on this check box [is Date?] it will convert the target fields into calendar from which you can easily choose relevant dates.
- Note: It will only show dates in a range which falls under current financial year to avoid any errors at the time of saving data.
5. If the unit is not Yes No or Date then enter the unit manually like Number, Days or Months etc.
  6. Assign some weight to the success indicator. The total weight of the success indicators must be equal to the weight of their corresponding objective.
  7. Enter targets in all 5 columns in either ascending or descending order. All 5 values should be assigned. Note: Only Dates and figures are allowed.

**Note: If unit is not "Yes No" then all 5 target values are mandatory.**

Click save and back to go the previous screen

## 11. Section 3 - Trend Values

You are here: Home / Section 3 / Trend values

### Section 3

Trend Values of success indicators for the year 2016-2017

◀ Back (Target/Criteria)

(Section 4) Next ▶

Assign #	Objective	Weight	Action	Success Indicator	Unit	Weight	Trend Values				
							Actual values 2014-2015	Actual values 2015-2016	Target values 2016-2017	Projected values 2017-2018	Projected values 2018-2019
1	To make forays into the global market through formation of Joint Ventures with reputed international companies and / or chartering vessels	40	[1.1] Maintenance of 2.5 m Least Available Depth (LAD) in Hadlia-Farakka stretch of National Waterways-1 [1.2] Construction of IWT terminal at Allapuzha on NW3.	[1.1.1] Maintenance of LAD. [1.2.1] Percentage of work completed.	Days	25	280	290	315	320	325
2	To improve Human Resource capital of the company by sustained programme of training and recruitment	30	[2.1] Capacity Augmentation through PPP / Non- PPP Projects. [2.2] Increase in total capacity in Major Ports including capacity addition during the year.	[2.1.1] Final approval for capacity addition projects. [2.2.1] Total capacity achieved by the end of financial year	MMT	10			35	35	35
3	To implement integrated e-governance in all the functional areas of the Company through the DCI FIIT Project	20	[3.1] Recruitment of 64 Faculty Members for various IMU campuses.	[3.1.1] Selection of faculty members.	Date	20			08/12/2016		
<b>Mandatory Objective(s)</b>											
1	Efficient functioning of MOU System	5	[1.1] Timely submission of draft MOU for approval [1.2] Timely submission of results	[1.1.1] On-time submission [1.2.1] On-time submission	Date	3			04/04/2016		
2	Administrative Reforms	5	[2.1] Prepare an action plan for implementing ISO 9001 [2.2] Identify, design and implement major innovations	[2.1.1] Areas of operations covered [2.2.1] Implementation of identified innovations	%	3	90	90	90	90	90
					Date	2			08/03/2017		

◀ Back (Target/Criteria)

(Section 4) Next ▶

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Section 3 captures the trend values of success indicators.

1. Click on Pencil button in first column and on the next screen you may assign actual values for last 2 years and projected values for next 2 years for the corresponding success indicators.

2. You may also assign Trend Values for mandatory indicators by the same method.

Note: The values for the current year column are taken from the Very Good column of Section 2.

Click on next and go to Section 4.

## 12. Section 4 – Part (I) Acronyms

SMART Strategic Management and Accountability for Results Toolkit

PMAT Performance Management and Accountability Toolkit

The Commonwealth Asian Productivity Organization (APO)

Department of Health and Family Welfare India

You are here: Home / Section 4 / Acronyms

Section 4  
Acronyms for the year 2016-2017

Back (Section 3)

**1** List of Acronyms

#	Acronym(s)	Expansions	Edit/Delete
1	ANM	Auxiliary Nurse Midwife	<a href="#">Edit</a> <a href="#">Delete</a>
2	ASHA	Accredited Social Health Activist	<a href="#">Edit</a> <a href="#">Delete</a>
3	IUD	Intra Uterine Devices	<a href="#">Edit</a> <a href="#">Delete</a>
4	PHC	Primary Health Centre	<a href="#">Edit</a> <a href="#">Delete</a>

**2** Add Acronym(s)

Acronym

Expansion

Save

**3**

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Section 4 has two parts i) Acronyms and abbreviations ii) Description, definition and proposed measurement methodology of success indicators

1. List of acronyms already added
2. Add acronym and its expansion and click on save
3. Edit / delete acronyms

Click on next and go to Part (ii) of Section 4 (Description, definition and proposed measurement methodology of success indicators)



## 13. Section 4 – Part (II) Description, definition and proposed measurement methodology of success indicators

SMART Strategic Management and Accountability for Results Toolkit



The Commonwealth

Department of Health and Family Welfare India

Active Year: 2016-2017

You are here: Home / Section 4 / Description and definition

Section 4  
(Description, definitions and proposed measurement methodologies of Success Indicators)

Success Indicator	Description	Definition	Measurement	Causality	
[1.1.1] Operationalization of 24x7 Facility at PHC level out of the total number of 24000 PHCs	OPERATIONALISATION OF 24 X 7 FACILITY AT PHC LEVEL	Under NHM, PHCs are being operationalized for providing 24x7 services in a phased manner in basic Obstetric and Nursing facilities by placing at least 1-2 Medical Officers and more than 3 Staff Nurses in these facilities. All 24x7 PHCs, providing delivery services, would also have newborn care corners and provide basic newborn care services including resuscitation, prevention of infections, provision of warmth and early and exclusively breast feeding	STAFF FOR NEW PRIMARY HEALTH CENTRE: 1. Medical Officer – 1, 2. Pharmacist – 1, 3. Nurse Mid-wife (Staff Nurse)....1 + 2 additional Staff Nurses on contract 4. Health Worker	The PHC provides the primary health aid at ground level thereby implementing universal access to primary health care across all sections of the society	
[1.1.2] Increase in the number of patients transported over the baseline figure for 2016-2017	Shows the effectiveness and importance of PTS (PATIENT TRANSPORT SYSTEM)	Transportation from the site of accident or home or any other place to nearest appropriate First Referral Unit hospital in case of medical need, and transportation from a Medical Facility to a higher medical facility	Number of patients transported over the base line figure over 2015-2016		

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1. Click on Add New button to enter a new description. It will take you to a screen as described below

2. You can edit/ delete entries by using the available options.

(Description and definitions of Success Indicators)

**Add new**

Description is a required field\*. Maximum 500 characters

Success Indicator

[1.2.1] Total capacity achieved by the end of financial year

Description

Definition

Measurement

Causality

Save

3. On this screen you have to select a success indicator from the dropdown and enter its description, definition, measurement and causality in the given fields. Click on save button.



## 14. Section 5 (Specific performance requirements from others)

The screenshot shows the PMAT web application interface. At the top, there's a navigation bar with 'SMART Strategic Management and Accountability for Results Toolkit' and 'The Commonwealth'. Below this, a breadcrumb trail indicates 'You are here: Home / Section 5 / Performance requirements'. The main heading is 'Section 5 (Specific performance requirements from other organizations)'. A table lists performance requirements, with one entry for 'Department of Bio-Technology'. A red circle labeled '1' points to the 'Add new' button, and a red circle labeled '2' points to the edit/delete icons in the table's action column. The footer contains links for 'About PMAT', 'Disclaimer', 'Terms and conditions', 'Data storage policy', 'Hyperlinking policy', and 'Help', along with a copyright notice for 2016 Prof. Prajapati Trivedi, Indian School of Business.

Section 5 captures specific performance requirements from other organizations/ departments that are critical in achieving your objectives

1. Click on Add new button to enter a new performance requirement. It will take you to a screen as described below.
2. You can also edit or delete entries by using the available options

The screenshot shows the 'Add new performance requirement' form. The title 'Add new performance requirement' is highlighted with a red circle labeled '3'. The form contains several fields: 'Select Organization' (with a dropdown menu), 'Select Successindicator(s)' (with a button to select), 'What is your requirement?' (text area), 'Give justification for your requirement' (text area), 'Quantify your requirement' (text area), and 'What if your requirement is not met?' (text area). Each text area has a 'Required field. Max 255 characters' label. A 'Save' button is at the bottom right.

3. On this screen you have to select an organization on which you depend. Then select success indicators and make relevant entries in the following fields. Click on save button. **Note: all field are mandatory.**

## 15. Section 6 (Outcome/ Impact)

**SMART Strategic Management and Accountability for Results Toolkit**

Department of Health and Family Welfare, India

Section 6: Outcome/Impact of the Organization for 2016-2017

#	Objective(s)	Outcome/Impact of the Organization	Jointly responsible for influencing this outcome/impact with the following Organizations	Edit/ Delete	Add SI	Success Indicator(s)	Unit	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	Edit/ Delete
1	Universal access to Primary Health Care services for all sections of society with effective linkages to secondary and tertiary health care.	+ Improved access to health care services	States / Union Territories			Average number of PHCs per 1000 population	Number	0.0287	0.0289	0.0291	0.0293	0.0295	
2	Improving Maternal and Child Health.	+ Improvement in maternal health	States / Union Territories			Full immunization (Age group 0 - 12)	%	85	87	88	88	90	
3	Focusing on Population stabilization in the Country.	+ Reduction in growth rate in population	States / Union Territories			Total Fertility Rate	Children born per woman	2.44	2.3	2.2	2.0	1.92	
4	Developing human resources for health to achieve health goals.	+ Development of Human Resources	States / Union Territories			Number of doctors per 1000 population	Number	0.85	0.86	0.87	0.88	0.9	
Other Outcomes  Add Other Outcome(s)													
1	-	- Reduction in mortality rate	States and Union Territories			Infant Mortality Rate	per 1000 live births	42	37	36	32	30	
						Crude death rate	per 1000 population	7	6.9	6.8	6.7	6.5	

Back (Section 5)

Section 6 allows entering the Outcome/Impact of the organization/ department.

1. List of key objectives as entered in section 1 and 2. You have to define outcome/ impact against these objectives
2. Click on '+' sign and on the next screen enter Outcome/Impact and Jointly responsible for influencing this outcome.
3. Then you have to add success indicator for the added outcome/ impact. Click on '+' sign and enter success indicator, unit and trend values of the outcome.
4. If you have any outcome which is not directly related to any of the objectives then you can add it under the other outcomes.
5. You can edit/ delete/ re-arrange outcomes and success indicators by using the available options.

By this step all sections of CFR are complete.

## 16. Submit CFR

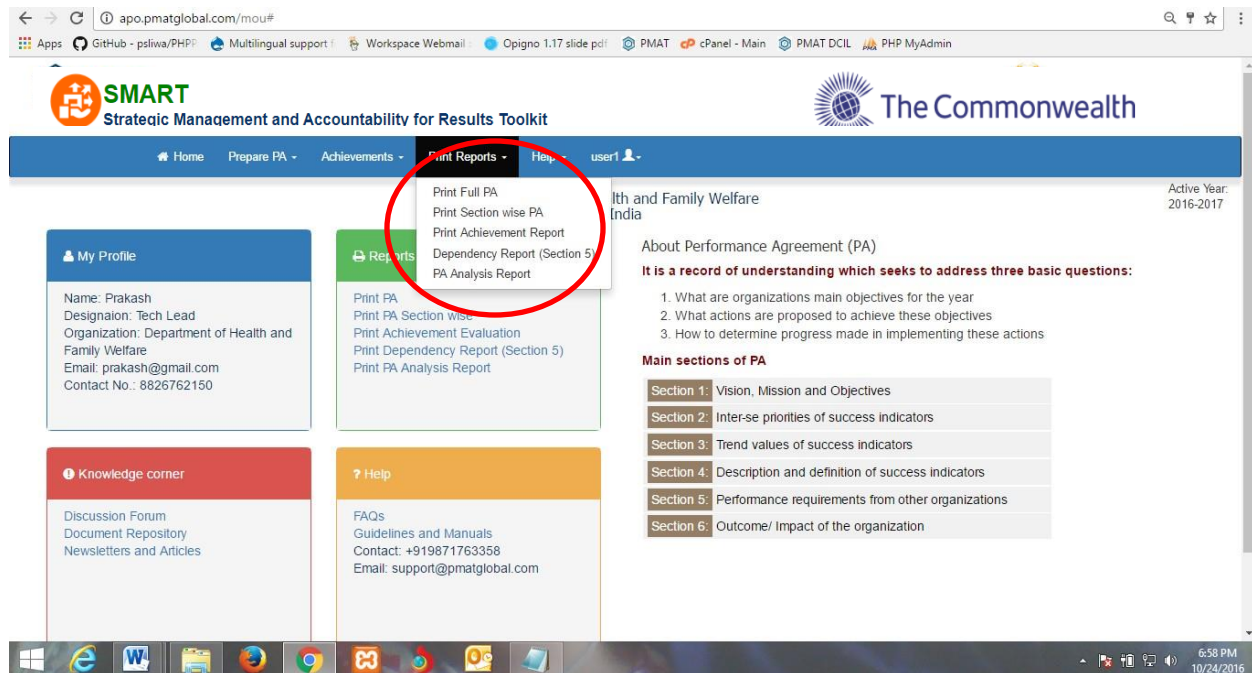
The screenshot shows the SMART Strategic Management and Accountability for Results Toolkit interface. The user is logged in as 'user1'. The 'Prepare PA' dropdown menu is open, showing options for Section 1 through Section 6, and a 'Submit PA' option. A red circle with the number '1' highlights the 'Submit PA' option. The interface also displays the user's profile, a list of sections to prepare, and a list of reports to print. The active year is 2016-2017.

On completing all the sections, you can submit CFR. After submission all the data will be locked and no further changes will be allowed until requested via competent authority.

1. Click on Submit CFR option available under Prepare CFR tab. The system will prompt to confirm whether you want to submit CFR. Click on yes.

Your CFR for the current financial year is submitted.

## 17. Print Reports



At any point of time while preparing CFR or after that you can download and print the following reports:-

1. Full PA: Print CFR having all 6 sections in a PDF format
2. PA Section wise: Print CFR by choosing sections you want to print
3. Achievement Report: Print Achievement Evaluation Report for the selected year
4. Dependency Report: Print Section 5 Dependency Report showing your dependency on other organizations as well as others' dependencies on your organization
5. PA Analysis Report: Print a quick statistics report of the PA