

Key performance indicators-based monitoring, measuring progress and ranking of Aspirational Districts

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Abstract

INTRODUCTION: The Aspirational District Program (ADP) is an effort to transform those districts which are lacking in development. It focuses on each district's strengths, identifies areas for quick development, and tracks advancement by rating districts regularly.

OBJECTIVES: By competing with and learning from others in the spirit of competitive & cooperative federalism, districts are pushed and encouraged to first catch up with the best district within their state, and then aim to become one of the best in the nation.

METHODS: In this paper we have described the delta rankings, Key performance Indicators (KPI) and the effects on development of aspirational districts.

RESULTS: The delta ranking of the Aspirational Districts combines the innovative use of data with pragmatic administration, keeping the district at the locus of inclusive development.

CONCLUSION: The government's "Sabka Saath Sabka Vikas aur Sabka Vishwas" initiative aims to improve residents' quality of life while promoting inclusive growth. The ADP fundamentally aims to localise the Sustainable Development Goals, resulting in national advancement.

Keywords: Aspirational District Program, ADP, KPI, delta ranking

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1. Introduction

The Aspirational District Program is an effort to transform those districts which are lacking in development. The initiative is leading by NITI Aayog and many Ministries have taken on duties to propel district improvement. The Aspirational Districts Program intends to transparently and quickly improve 117 districts that were selected from 28 states. This programme, which is largely driven by the States and established for the States, focuses on the advantages of each district and determines the feasible goals for immediate improvement, while tracking development and rating the chosen districts. Each state has established a committee under

its own Chief Secretary to carry out and oversee the programme. A central In-charge Officer with the rank of Additional Secretary or Joint Secretary has also been appointed for each district to offer feedback and suggestions based on their local level results. Aiming to control this shortcoming, the transformation of aspirational districts programme monitors performance on the essential elements that define a good society like health, education, and basic infrastructure [6].

The baseline rating for the Aspirational Districts was recently introduced by the NITI Aayog. These rankings will be based on publicly available information for 49 indicators (a total of 81 data points) from five developmental areas: basic infrastructure, education, agriculture and water resources, financial inclusion, and health and nutrition. The

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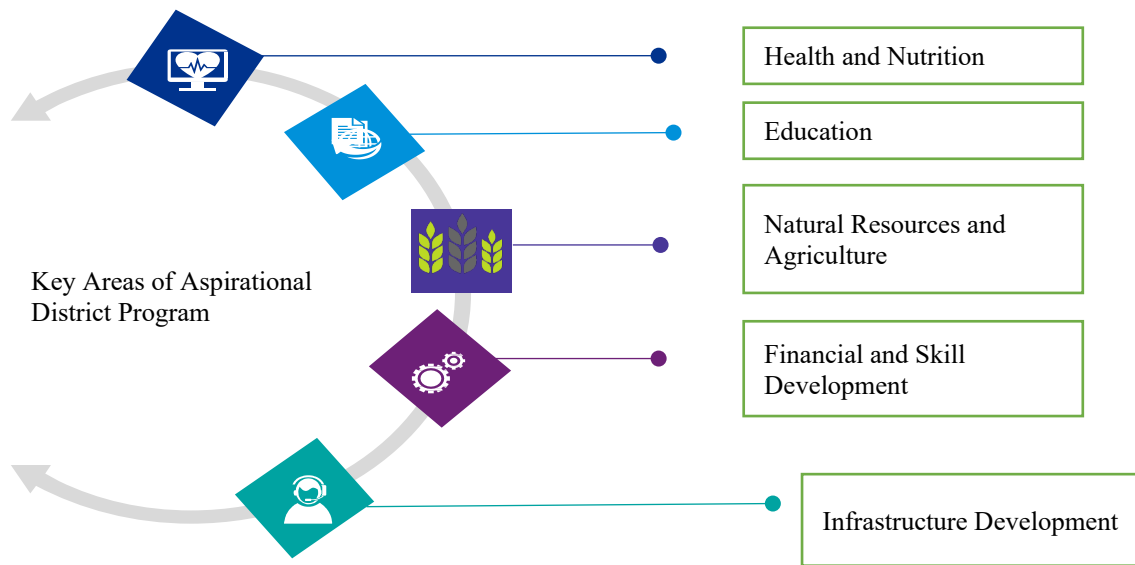


Figure 1. Key Areas of Aspirational District Program

NITI Aayog CEO, Shri Amitabh Kant, announced the rankings. Starting on April 1, anybody could examine the "Champions of Change" Dashboard for real-time data gathering and monitoring. The dashboard makes it easier for District Collectors of all aspirational districts to enter the most recent information on their individual districts. Using the "Best Practices" document that NITI Aayog has created and sent to the district collectors, districts can benefit from one another's experiences [1].

The following concepts, which represent a change in the government's approach to policy and governance, are what motivate the Transformation of Aspirational Districts programme:

- **Economic progress:** The Transformation of Aspirational Districts initiative aims to expand the scope of the development debate beyond only economic progress. Countries have relied extensively throughout time on conventional economic development metrics like the GDP to determine success.
- **Equitable regional enabling:** It appears that having a higher GDP doesn't necessarily translate into significant social development because even states with high per capita GDPs, like top three Maharashtra, Tamil Nadu and Uttar Pradesh have certain districts in the bottom tier. India must thus assure social improvement in its most underdeveloped regions if it is to attain complete human and social development.
- **Competitive Federalism:** A spirit of competitive federalism drives the transformation of aspirational districts program to encounter different geographies to work toward a common goal of development.

A. Key Areas of Aspirational District Programme

Aspirational Districts programme mainly concentrates on five key areas (Table 1): basic infrastructure, financial inclusion and skill development, agriculture and water resources, health and nutrition, and education. These particular areas are included in the ADP because they have a direct bearing on both the economic productivity of individuals and their quality of life. The key aspect of this initiative is that 81 data points are constantly recorded on an accessible dashboard by NITI Aayog in partnership with the Planning Department of the State Government [7].

Table 1. Key areas and their weightage

<i>Key Areas</i>	<i>Weightage</i>
Health and Nutrition	30%
Education	30%
Natural Resources and Agriculture	20%
Financial and Skill Development	10%
Infrastructure Development	10%

Convergence (of Central and State plans), Collaboration (among people and functionaries of Central & State

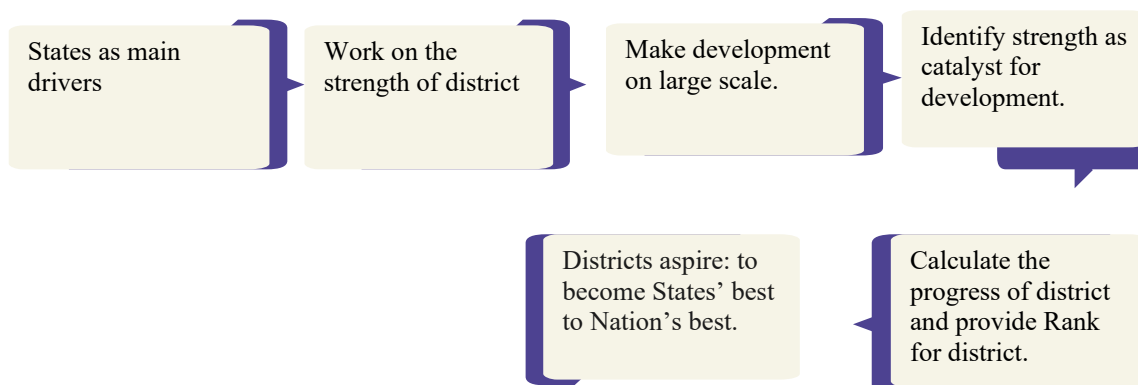


Figure 2. District ranking

Governments including district teams), and Competition make up the three main tenets around which the programme is built (among districts). The 3Cs are linked to one another via the 3Cs themselves. The programme aims to improve collaboration between the Prabhari Officers and members of the state and central governments, as well as between the civil society and these officials, in order to achieve similar policy goals. It also aims to foster a competitive spirit among the districts by using a monitoring dashboard and a monthly ranking system prescribed, although the various table text styles are provided. The formatter will need to create these components, incorporating the applicable criteria that follow.

B. Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) is identified as a indicating point defined by Niti Ayog with the help of ministries across the various important sectors. The KPI mainly focuses on identifying the strength of every district. For the fast improvement in the development of any city these KPIs help to find the easily available opportunities in the districts. The programme tracks 81 data- points across six themes with direct bearing on the quality of life and economic productivity of citizens. The themes and their weights are as follows (Table 2):

Table 2. KPI details

S. No.	KPIs	Weight
1	Health & Nutrition (13 Indicators & 31 Monitorable Data Points)	30%
2	Education (8 Indicators & 14 Monitorable Data Points)	30%
3	Agriculture & Water Resources (10 Indicators & 12 Monitorable Data Points)	20%
4	Financial Inclusion(6 Indicators & 6 Monitorable Data Points)	5%

5	Skill Development(5 Indicators & 10 Monitorable Data Points)	5%
6	Basic Infrastructure(7 Indicators & 8 Monitorable Data Points)	10%
Total		100%

The rankings of the district will be based on publicly available information for 49 indicators which classified as total of 81 data points which is defined from five developmental areas: basic infrastructure, education, agriculture and water resources, financial inclusion, and health and nutrition. NITI Aayog is partnering with two survey agencies, Tata Trusts and IDInsight in 76 and 25 districts respectively.

2. Literature Survey

Sarkar et al. [2] have explained that the country's regional social, economic, and cultural diversity continues to pose a challenge to policymakers when drafting development policies because planning initiatives that haven't reached the grassroots level have actively promoted growing disparities between the developed and underdeveloped sectors and regions. They also review the transformation of ADP in order to assess the likelihood that it would alter the districts by leveraging the "power" of federal links and building resilience for balanced development [2]. "At this stage, hand holding and mentoring by Public Health Institutions especially at the state level and national level may offer further boost in training the staff and monitoring the development," write Bhatia et al. [3] in their research. Similar to this, recruiting and training budget restrictions will become crucial in districts with human resource problems. Due to the simultaneous operation of several operations for many thrust activities, the districts may also experience a shortage of trained labour at each level. Quality programme managers play a crucial role in this situation. This may be managed by carefully adjusting the appropriation and distribution of human resources.

Borah et al. [4] explained that in order to understand the execution structure, the role of knowledge management, and the degree to which it has been adopted, Baksa District in Assam has been used as a case study in the current paper's attempt to examine the structure of knowledge management in the actual implementation of the Transformation of Aspirational District Programme. The programme is very relevant when taking into account the need for health and nutrition, prenatal and postnatal care, as well as child and adolescent nutrition. Since the target population is constantly in contact with frontline workers like ANMs, ASHAs, and Anganwadi Workers, effective training, capacity building, and access to knowledge are necessary. Even though the district under investigation is operating effectively in many areas, higher results might be attained with more organized feedback gathering, change tracking, awareness raising, and line department collaboration. The study of Kumar et al. [5] found that the aspirational districts' socioeconomic indicators were inadequate and required targeted attention to improve. Ten Odisha districts—Dhenkanal, Gajapati, Kandhamal, Balangir, Kalahandi, Rayagada, Koraput, Malkangiri, Nuapada, and Nabarangpur—were covered by this initiative.

Socioeconomic factors were a crucial factor in determining how backward a district was. In order to remedy the weak spots, the socioeconomic situation of individuals in the 101 blocks within the ten underdeveloped districts was examined.

There are some other researchers who have studied ADP and give analysis of particular state.

3. Methodology

Dashboards are required to present data that has been combined from many sources and do so in a clear way. This makes it possible for everyone to comprehend complicated material in a shorter amount of time than it would take to read a whole report. Dashboards, however, are self-contained in their description. The dashboard, for instance, in the context of ADP, records important metrics with real-time visibility of how the districts are performing and how far they are from their goals. Since April 1, 2018, the districts are in charge of inputting the data. Keep in mind that districts only provide information on the indicators that they locally collect. They have no input into other measures, such those for financial inclusion.

There are graded based entry and the real-time progress they have achieved. Two different rating systems are revealed by this database:

DELTA-RANKING – Which captures the change in district rankings over time and are shown on the dashboard and are published as regular reports by NITI AAYOG.

BASELINE RANKING – which captures the district performance compared to the baseline year and was published as a comprehensive report by NITI AAYOG.

NITI Aayog has created a wide blueprint for developing district plans. Because each district has unique opportunities and problems, districts are encouraged to customise the template. They have been specifically urged to locate low hanging fruits/opportunities and devise a strategy to capitalise on them. Furthermore, a Primer including methods to be followed to enhance each of the indicators, created from comments received from various Ministries, has been supplied to the District Administration. 49 In cooperation with Ministries across areas of emphasis, key performance indicators (81 data points) have been identified. The Planning Department of the Government of Andhra Pradesh conceived, produced, and maintains the dashboard. The district ranking is dynamic, reflecting the incremental (delta) improvement made month after month. Third-party agencies are validating some of the key data points. In 76 and 25 districts, respectively, NITI Aayog is collaborating with two survey agencies, Tata Trusts and IDInsight.

4. Delta Ranking

The Champions of Change dashboard is used by the programme to rate districts according to how much they have improved month after month. By the 20th of the next month, districts must provide data for the preceding month; following this date, the dashboard automatically updates rankings depending on the entered data. This rating takes into account input from TATA Trusts and BMGF (IDInsight), two of NITI Aayog's knowledge partners, and generally indicates improvement achieved by districts between June and October 2018. Following is a basic explanation of the approach.

A. Delta First Ranking

The entire number of indicators may be divided into three categories for the first ranking that takes inputs from the household survey into account.

- 1) Indicators that are only calculated via household surveys
- 2) Indicators provided by local governments and central departments
- 3) District-reported indicators that have been verified by knowledge partners

For each category of indicators (D1, D2, and D3, respectively), delta scores are produced, and the final result is a function of the delta scores and a correction factor, CF.

B. Second Delta Ranking

The second delta ranking is the order that takes into account the results of the household survey done by the joint venture partners TATA Trusts and IDInsight. This paper provides specifics on the technique that will be used for the future rating.

Indicators calculated by research organisations using household surveys conducted in June 2018 and the districts' entry of the matching baseline values for each indicator. Self-reported (non-validated) indicators with a monthly or

quarterly frequency between June and October. Self-reported (validated) indicator with a monthly or quarterly frequency between June and October. The survey agencies' point estimates, upper and lower confidence intervals for 20 survey-validated indicators.

5. Conclusion

To identify any trends that could better guide future policy design decisions, the states' performance is examined. In other words, greater attention might be given to certain Aspirational Districts to increase regional equality if any particular state has demonstrated noticeable advances or looks to fall behind across the program's objectives. In the end, it would result in the program's overall national success. The change in mean ratings of the Aspirational Districts within each state from 2018 to 2020 is reflected in the state performance analysis. The education system has improved the most in aspirational districts. The education sector has seen the biggest reduction in district disparities. Contrarily, the Agriculture and Water Resources Sector shows that there is much need for development. Additionally, the districts have been able to lessen their gaps in the areas of basic infrastructure, skill development, and health and nutrition.

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