

The OOMF JOURNEY

Redefining Public Accountability
from Outlays to Outcomes



Transformative assessment from fund utilization to
real-world outcomes through the Output-Outcome
Monitoring Framework

January 2026

Development Monitoring and Evaluation Office, NITI Aayog



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PREFACE

Governance in India is undergoing a profound transformation, one that moves beyond the traditional auditing of expenditures toward the rigorous measurement of real-world outcomes. Central to this evolution is the Output-Outcome Monitoring Framework (OOMF), a strategic initiative that has redefined the relationship between the national budget and the delivery of public services.

For decades, the success of government schemes was largely gauged by outlays, the amount of money allocated and spent. However, as the complexity of developmental challenges grew, it became clear that financial utilization does not always equate to citizen welfare. The OOMF was institutionalized to bridge this gap, ensuring that every rupee of public money is an investment in a verified, measurable outcome.

This document, “The OOMF Journey: Redefining Public Accountability from Outlays to Outcomes,” serves as a comprehensive compendium of this paradigm shift. It captures the institutional journey of the Development Monitoring and Evaluation Office (DMEO), NITI Aayog in building a culture of performance-based governance. From its formal approval by Parliament in 2017 to its current status as a mandatory pillar of the Union Budget, the OOMF has grown to cover over 4,000 indicators across 400 schemes, and approximately ₹12 lakh crores of central expenditure.

Within these pages, we explore the conceptual foundations of the framework, including the Logical Framework Approach (LFA) and the development of SMART indicators, which provide the technical rigor necessary for effective monitoring. We also detail the high-level OOMF Review Meeting mechanism and the digital transformation spearheaded by the VEDAM Dashboard, which together ensure that monitoring is not a static reporting exercise but a dynamic tool for course correction and evidence-based policy making.

As we look toward the future, the integration of the Data Governance Quality Index (DGQI) and the transition to OOMF 2.0 signal India’s commitment to a data-driven, automated, and evaluation-linked ecosystem. By aligning our national priorities with the Sustainable Development Goals (SDGs), the OOMF ensures that our governance remains globally relevant and locally impactful.

This knowledge product is intended for policymakers, administrators, and stakeholders who are committed to the ideals of transparency and accountability. It is an invitation to move beyond the balance sheet and focus on the ultimate objective of governance: improving the quality of life for every citizen of India.





Nidhi Chhibber

Director General

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ACKNOWLEDGEMENT

This report serves as a vital record of our progress in refining the Output-Outcome Monitoring Framework and redefining accountability within the public sector. This publication is a testament to the persistent efforts of the DMEO team, whose dedication remains central to our mission of data-driven governance.

I extend my sincere appreciation to the OOMF team, with special recognition for Dr. Radha R. Ashrit (DDG), Dr. Devi Prasad Bhukya (Director), Dr. Monika Kulshreshtha (Monitoring & Evaluation Lead), and Shri Harish (Senior Statistical Officer). Their technical expertise, meticulous research, and thoughtful contributions were instrumental in structuring this report into its final, impactful form.

I hope that this document serves as a definitive roadmap for stakeholders across the governance ecosystem, fostering a deeper culture of results-based management and transparent public service delivery.



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1. Background

1.1 Evolution of Outcome Budgeting in India

The journey toward a results-based monitoring system in India has spanned several decades, reflecting a gradual interlacing of performance-based budgeting into the nation's existing fiscal architecture. This evolution represents a shift from a focus on the mere utilization of funds to an annual parliamentary mandate centered on developmental impact.

- **1969: The Introduction of Performance Budgeting**

Following the recommendations of the First Administrative Reforms Commission (ARC), the Government of India introduced a performance budgeting system. These reforms were preliminary in nature and faced several institutional caveats. As noted by the Second ARC (2009), early performance budgeting suffered from a lack of a clear relationship between financial outlays and actual performance metrics.¹ Furthermore, target-setting for ensuing years was often inadequate, and there was a growing recognition of the need to track performance at the 'outcomes' level rather than just physical targets.²

- **2005: The Partial Introduction of Outcome Budgeting**

In an effort to move beyond rhetoric, outcome budgeting was partially introduced into the system in 2005. This reform added intermediate development outcomes as a supplementary component to the traditional budget presentation. However, the fundamental structure of the budget continued to be a traditional line-item budget, with the outcome document serving more as an add-on than a core integrated driver of fiscal allocation.³

- **2009: Results Framework Document (RFD)**

To strengthen the Performance Monitoring and Evaluation System (PMES), the government introduced Results Framework Documents. Under this system, each Ministry and Department prepared summaries of the most important results they expected to achieve during the financial year, fostering a culture of internal accountability.⁴

- **2016: Global Benchmarking and the Technical Design of OOMF**

The transition from intent to implementation was catalyzed in 2016 by a pivotal directive from the Secretary, Department of Expenditure (DoE), Ministry of Finance. This mandate required all Ministries and Departments to define measurable

¹ Second Administrative Reforms Commission (ARC, 2009)

² Best Practices Compendium on Outcome Budgeting (2023), Development Monitoring and Evaluation Office, NITI Aayog

³ Ministry of Finance (2006)

⁴ Department of Administrative Reforms and Public Grievances (DARPG) and Cabinet Secretariat (2010)





indicators for their entire portfolio of Central Sector (CS) and Centrally Sponsored Schemes (CSS).

To operationalize this mandate, the DMEO undertook a comprehensive research and benchmarking exercise of international outcome budgeting frameworks. By analyzing global best practices, DMEO developed the structural blueprint for India's OOMF.

This international review ensured that the OOMF was built on a rigorous, world-class foundation, moving beyond simple expenditure tracking to a Results Chain model. This technical design phase was essential in creating a framework that could withstand parliamentary scrutiny and provide a reliable financial compass for the Government of India.

- **2017: Institutionalization of the OOMF**

A landmark shift occurred in 2017 when the OOMF was formally approved by Parliament. This institutionalization was solidified under Rule 54 of the General Financial Rules (GFR) 2017 and the Allocation of Business Rules, giving the framework a permanent legal and administrative foundation.⁵

- **2019-20 to Present: OOMF Annual Publication**

Starting from the FY 2019-20 cycle, the OOMF document has been laid before Parliament alongside the Union Budget for seven consecutive years. This annual publication ensures that performance-based budgeting is no longer an isolated exercise but a strategic anchor of India's public financial management system.

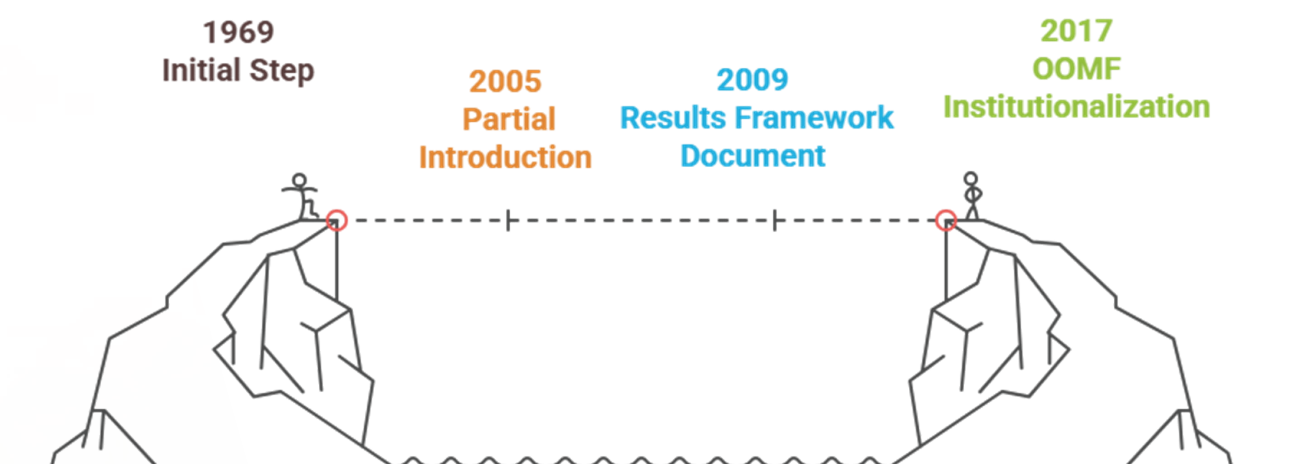


Figure 1: Evolution of Outcome Budgeting in India

⁵ Ministry of Finance (2025)





1.2 Introduction to Output-Outcome Monitoring Framework

The OOMF represents a transformative shift in the governance and financial management of the Government of India. It is an important reform towards outcome-based monitoring in India. Traditionally, government monitoring focused heavily on physical and financial progress, essentially tracking how much money was spent and how many physical assets were created. The OOMF brings a paradigm shift from measuring simply physical and financial progress to a governance model based on actual achievements.

OOMF was developed by the DMEO in mid-2017. The framework aims to provide measurable indicators for achieving scheme objectives, referred to as Outcomes. The goal of the Framework is to actively track progress against these defined output and outcome targets, thereby significantly improving governance through two key benefits:

- (a) **Enhanced Development Impact:** By focusing monitoring efforts on the final results (outcomes), the Framework ensures a strong scheme portfolio that is aligned towards achieving intended development goals.
- (b) **Improved Public Accountability:** The framework strengthens the governance model by demanding greater transparency and accountability for every rupee spent by the Government of India.

OOMF currently facilitates the monitoring of outputs and outcomes of Central Sector Schemes (CSS) and Centrally Sponsored Schemes (CS). It is a key component of the Union Budget process, as it is laid before the Parliament. Since 2019, the OOMF document consisting of schemes with an annual outlay of Rs. 500 crore or more has been consecutively tabled in the Parliament alongside the Union Budget. The respective ministry/department (M/D) in the Parliament lays the framework for less than Rs. 500 crore schemes along with their Detailed Demand for Grants (DDGs). The OOMF consists of both outputs and outcomes indicators along with their targets that are tracked either quarterly or annually through an accessible dashboard known as the Output Outcome Monitoring Dashboard⁶. This accessible digital platform allows for quarterly and annual tracking of indicator targets versus actual progress, facilitating data-driven decision-making and real-time course correction. The framework is reviewed and rationalized annually in close consultation with concerned M/Ds to ensure indicators remain realistic, SMART (Specific, Measurable, Attainable, Relevant, and Timely), and aligned with global standards like the Sustainable Development Goals (SDGs).

⁶ <https://outcomedashboard.niti.gov.in/>





1.2.1 The Mandate

The OOMF is institutionalized through Rule 54 of the General Financial Rules (GFR) 2017⁷ and the Allocation of Business Rules for NITI Aayog, 1961⁸. It is operationalized through the Annual Budget Circular⁹ of the Department of Expenditure's Budget, serving as the definitive mechanism for outcome-based public accountability. Discussion of OOMF progress against targets during pre-budget meetings and appraisal of schemes acts as a strategic anchor. By integrating the rigorous appraisal and approval of schemes with a real-time review of progress against targets, OOMF ensures that performance directly links to fiscal allocation.

(a) Rule 54: GFR 2017

The formal text of Rule 54 mandates the following:

“... the Department of Expenditure in consultation with NITI Aayog and the concerned Ministries shall prepare an Outcome Budget statement linking outlays against each scheme/project with the outputs/deliverables and medium-term outcomes. The Outcome Budget shall be prepared after finalization of the estimates for budgetary allocations, in consultation with the Department of Expenditure and NITI Aayog. It shall be based on the Medium-Term Expenditure Framework (MTEF) Statement. The Outcome Budget shall clearly state the measurable and quantitative targets for each scheme/project, the performance against which will be used to determine the continuation of the scheme and the quantum of budget allocation in future.”

The OOMF derives its legal mandate from this Rule 54. It ensures that DoE, NITI Aayog, and the M/Ds work in collaboration to develop this framework, as the performance against these specified, measurable outcomes forms the foundational basis for deciding whether a scheme should continue and the quantum of budget allocation it will receive in subsequent years.

(b) Government of India (Allocation of Business) Rules, 1961

“To actively monitor and evaluate the implementation of programmes and initiatives, including the identification of the needed resources to strengthen the probability of success and scope of delivery”

While GFR Rule 54 (which we discussed earlier) lays down the financial requirement for an Outcome Budget, this Allocation of Business Rules mandate provides the organizational authority for NITI Aayog to enforce it. In alignment with these provisions, NITI Aayog established the OOMF as the

⁷ https://doe.gov.in/files/circulars_document/Final_GFR_upto_31_07_2024.pdf

⁸ https://cabsec.gov.in/writereaddata/allocationbusinessrule/completeaobrules/english/1_Upload_1187.pdf

⁹ https://dea.gov.in/files/announcements_documents/Budget_Circular202627.pdf



primary mechanism to fulfill the mandate for enhanced public accountability and performance oversight.

(c) **Budget Circular (Issued by the Department of Economic Affairs / Expenditure, Ministry of Finance), 2026-27**

“Output-Outcome Monitoring Framework 2025-26 (OOMF) shall be prepared as per the format (Appendix-XLIV) circulated vide this Ministry’s D.O. letter No. 2(33)-B(P&A)/ 2018 dated 13th May, 2019. The Ministries/Departments shall submit OOMF in the format to NITI Aayog (in Hindi and English). Necessary timeline for preparation and submission of OOMF shall be separately communicated by the NITI Aayog to all Ministries/ Departments. NITI Aayog shall finalize the OOMF and forward the same to Department of Expenditure (PFC-II Division). DoE will review the targets of outputs and outcomes with reference to BE 2026-27 outlay in consultation with DMEO, NITI Aayog and forward the final document to Budget Division, MoF.”

This circular is what makes OOMF a reality. It moves the framework from a theoretical concept to a mandatory financial pillar.

(d) **Discussion on OOMF Progress during Pre-budget Meetings and Scheme Appraisals**

The OOMF attains its full strategic utility during Pre-Budget Meetings and Scheme Appraisals, where it functions as a rigorous diagnostic tool. By coupling historical performance with future fiscal allocations, it ensures that every rupee of public outlay is an investment in a verified outcome, transforming the appraisal process from a routine financial check to a high-order performance-linked review.

1.3 Evolution of OOMF

The evolution of the OOMF reflects a steady transition from a policy concept to a deeply institutionalized mechanism within India’s budgetary process.

The following timeline describes the key milestones in this journey:

(a) **February 2017: Parliamentary Approval**

The journey formally began when the OOMF for the financial year 2017-18 was approved by the Parliament. This marked the official transition toward results-based monitoring at the highest level of government.

(b) **July 2018: Digitalization and Capacity Building**

To move from paper-based reporting to real-time tracking, the DMEO developed a dedicated OOMF Dashboard. During this period, training





workshops were organized across various Ministries and Departments to equip officials with the technical skills needed to define and track SMART indicators.

(c) **July 2019: First Presentation with the Union Budget**

A major milestone was achieved when the OOMF for 2019-20 was presented in Parliament alongside the Union Budget. This institutionalized the framework as a core budgetary document, ensuring that financial outlays were publicly linked to specific targets.

(d) **2020 – 2022: The Era of Review and Refinement Beginning in February 2020**

The framework became a permanent feature of the annual budget presentation. During these years, the focus shifted towards accountability through Review Meetings (RM). These high-level meetings, held annually (RM 2020, RM 2021, and RM 2022), also opened another channel to refine indicators and resolve implementation bottlenecks.

(e) **February 2022: Public Accessibility and Transparency**

To enhance public accountability, a dedicated website was launched (dmeo.gov.in/output-outcome-framework). This portal serves as a public repository for OOMF documents across all Ministries and Departments, allowing citizens and researchers to track the performance of government schemes.

(f) **February 2023 – Present: Continued Institutionalization**

The framework has reached a stage of maturity, with OOMF documents being presented in the Parliament alongside Union Budget consistently every year. It now covers nearly 40% of the Central Government's expenditure budget, serving as a robust foundation for performance-based budgeting in India.

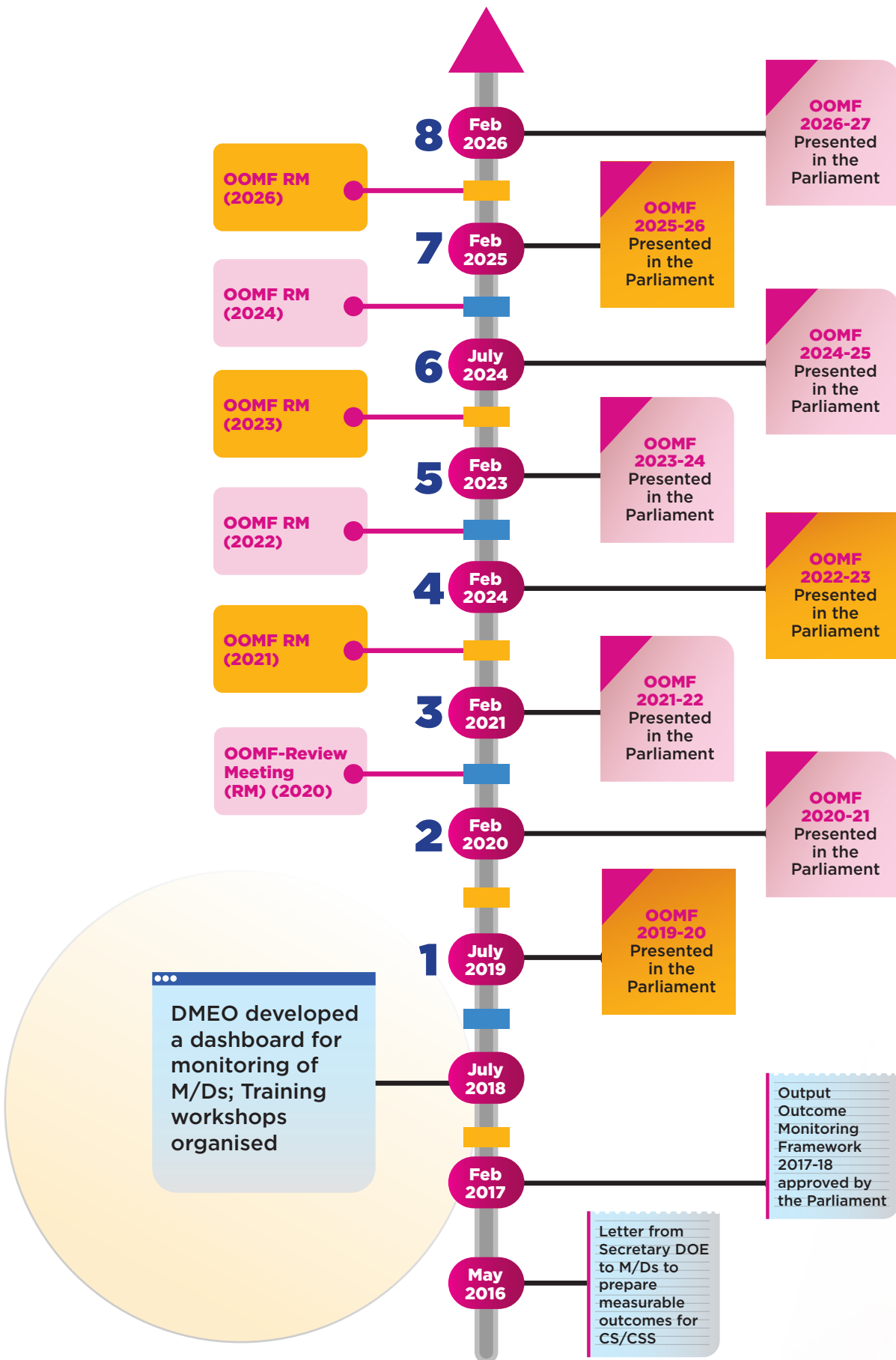


Figure 2: Journey of OOMF



2. Activities under OOMF

Throughout the fiscal year, DMEO, NITI Aayog spearheads a continuous cycle of strategic activities to institutionalize the OOMF across the Government of India. These key activities are as follows:

- (a) **OOMF Development for Union Budget:** DMEO collaborates with Central Ministries to map financial outlays to SMART indicators, which are then presented alongside the Union Budget in Parliament to ensure financial transparency and performance-oriented spending.
- (b) **Inclusion of OOMF at the Scheme design stage:** This involves integrating OOMF targets into the Expenditure Finance Committee (EFC) and Standing Finance Committee (SFC) memoranda so that no new scheme is appraised, or existing scheme continued, without considering the output and outcome indicators suggested by DMEO.
- (c) **Interaction with Ministries/Departments (M/Ds):** There is a continuous technical communication between DMEO and line ministries to rationalize indicators and update periodic progress, ensuring that the monitoring framework remains relevant to the evolving needs of each sector.
- (d) **OOMF Review Meetings:** High-level meetings are chaired by the Vice Chairman or Hon'ble Members of NITI Aayog to evaluate the physical and financial progress of schemes, review actionable points from previous years' review meetings, and address sector-specific challenges.
- (e) **Capacity Building for States and DMEO Officials:** DMEO develops training programs, webinars, and toolkits to help State Governments and internal officials adopt OOMF standards, thereby fostering cooperative federalism by improving monitoring systems nationwide.
- (f) **Dashboard Tracking:** The framework utilizes the Output-Outcome Dashboard for real-time data entry and visualization, providing decision-makers with a financial compass to track progress on a monthly or quarterly basis.

2.1 Output-Outcome Monitoring Framework Development

(a) Logical Framework Approach (LFA)

The OOMF is based on the premise of a Logical Framework Approach (LFA). It is a systematic and analytical process that uses a tool for planning, designing, and monitoring any results-oriented project or scheme, ensuring that every activity is linked to a higher-level goal.





The Logical Framework Approach was originally developed in 1969 for the United States Agency for International Development (USAID).¹⁰ It was created by Leon Rosenberg and Lawrence Posner of Fry Consultants, under contract with USAID, to improve project planning and evaluation by providing a structured, logical way to link project activities to their intended impacts. In the 1970s, its methodology gained widespread popularity and was adopted by other major bilateral and multilateral organizations, such as the German Technical Cooperation. By the mid-1990s, the World Bank, the European Commission, and various United Nations agencies made the use of LogFrames mandatory for project proposals and monitoring. In the mid-1990s, the approach was further institutionalized through legislative mandates, such as New Zealand's Fiscal Responsibility Act (1994),¹¹ which required the government to specify broad strategic priorities to guide budget preparation. This period marked a global shift where the LFA was no longer just for international aid but became a standard for domestic public management.

By the 2000s, countries began adapting the LFA into more sophisticated Results-Based Budgeting systems. A notable evolution occurred in Mexico (2008), which developed a Matrix of Indicators for Results (MIR). This MIR is essentially a refined 4x4 LogFrame grid that identifies program objectives, performance indicators, means of verification, and assumptions. Similarly, France introduced performance budgeting reforms in 2001 (implemented in 2006), focusing on mission-level objectives and indicators.¹²

In the Indian context, the LFA has recently seen deep institutionalization. As of September 1, 2021, the Government of India formally incorporated the Logical Framework into its project appraisal process. All new and ongoing schemes must now use the LogFrame approach in their EFC and SFC templates to outline scheme design and M&E aspects. This evolution has transformed the LogFrame from a static planning document into a dynamic tool that informs budget allocation based on verified performance.

Logical Framework is the output of the LFA process. It is a project management tool used in the design, planning, execution, monitoring, and assessment of projects. It is a concise, four-by-four matrix that summarizes the project's internal logic, including its results chain and the external factors (assumptions and risks) that could affect success. It utilizes a Results Chain to establish logical linkages between a set of means (inputs/activities) and a set of ends (outcomes/impact).

¹⁰ Golini et al., 2018

¹¹ Fiscal Responsibility Act (1994)

¹² https://www.nzlii.org/nz/legis/hist_act/fra19941994n17270.pdf



(b) Results Chain

In the context of the OOMF and LFA, the results chain is a structural tool that illustrates the causal relationship between resources and their final impact. This means-to-ends logic ensures that government expenditure is not just tracked as a cost, but as an investment in citizen welfare.

The Logical Framework facilitates target setting through a results chain:

- (i) **Inputs:** These are the financial, human, and material resources allocated to a scheme or project. In the OOMF context, this is often the Outlay or the budget approved in the Union Budget.

Example: Budget allocated for a nutrition scheme, the hiring of health workers, and the procurement of food packets.

- (ii) **Activities:** These represent the specific actions, processes, or tasks performed to utilize the inputs and convert them into tangible deliverables.

Example: Transporting food to rural centers, conducting awareness workshops, and training local health staff.

- (iii) **Output:** These are the immediate, tangible products or services generated by the activities. Outputs are usually within the direct control of the implementing agency and are easy to count.

Example: The number of food packets distributed or the number of people who attended a training session.

- (iv) **Outcome:** These represent the short-to-medium-term changes in the behavior, status, or condition of the target beneficiaries resulting from the outputs. The short-to-medium term effects are preconditions for achieving long-term goals (e.g., improved survival rates or changes in behavior).

Example: Improved nutritional status among children in the targeted region.

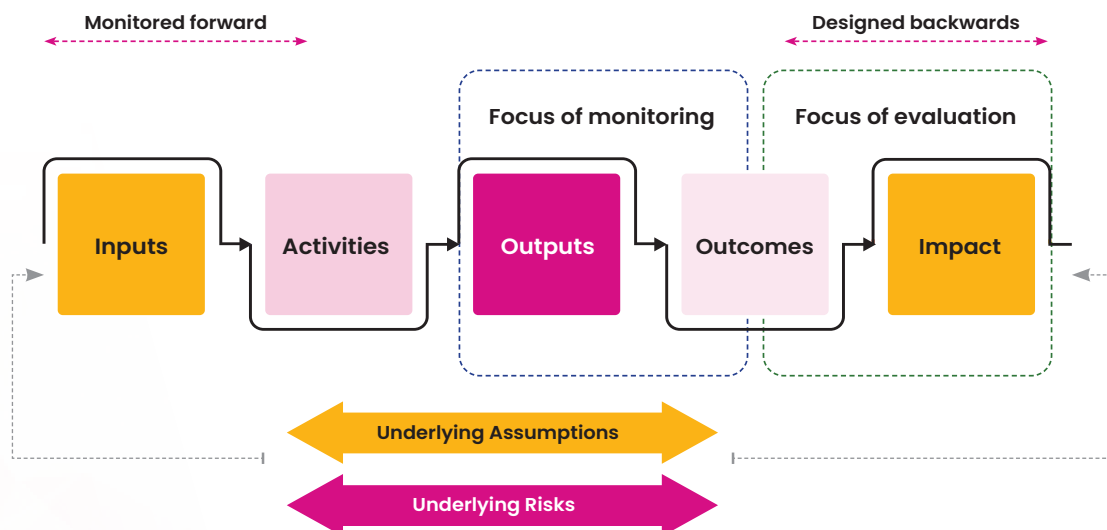


Figure 3: Logical Framework





- (v) **Impact:** The long-term goal or objective intended to be achieved through the scheme cycle. While often occurring after the project cycle, outcomes serve as necessary preconditions for achieving the ultimate long-term goal or vision. It can only be accessed via evaluating a scheme/programme.

Example: A significant increase in overall survival rates, lower infant mortality, and a healthier, more productive national workforce.

- (vi) **The “If-Then” Logic of the Results Chain:** The framework operates on a conditional logic: If the inputs are provided, then the activities can be completed; if the activities are completed, then the outputs will be produced; if the outputs are produced, then the desired outcomes will be achieved.

(c) **SMART Indicators**

Central to the OOMF are indicators. Indicators are direct or indirect measures that verify the extent to which objectives are fulfilled. These indicators are categorized as Quantitative (numerically comparable indices or percentages) and Qualitative (status depicted in qualitative terms or grading). To ensure they are effective, every indicator must follow the SMART criteria.

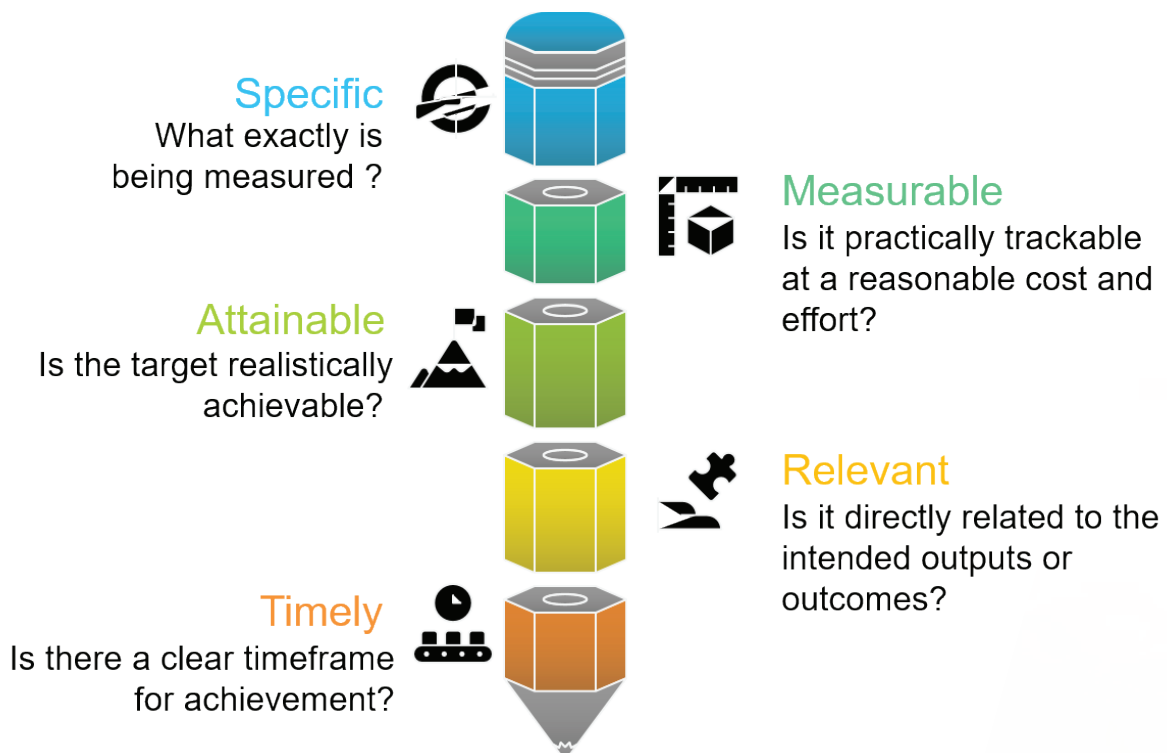


Figure 4: SMART criteria for framing indicators



(d) Achievements till FY 2025-2026

The framework has seen significant institutional success since its inception:

- (i) Seven consecutive OOMF documents have been presented in Parliament.
- (ii) Covers approximately 70 ministries/departments.
- (iii) Covers ~400 Central Sector (CS) and Centrally Sponsored Schemes (CSS) with nearly 4,000 indicators.
- (iv) Monitors approximately ₹12 lakh crores of the government's expenditure budget.
- (v) DMEO presented the OOMF initiative to the Comptroller and Auditor General (CAG) of India, which has now begun incorporating OOMF inputs into national audit exercises.
- (vi) Developed a Best Practices Compendium on Outcome Budgeting in December 2023.
- (vii) Developed a Toolkit on Theory of Change in 2023.
- (viii) Comprehensive review of International Outcome budgeting frameworks.

Figure 4 illustrates the year-on-year growth in the participation of Ministries and Departments in the OOMF. This metric is a key indicator of the framework's expanding institutional footprint across the Government of India.

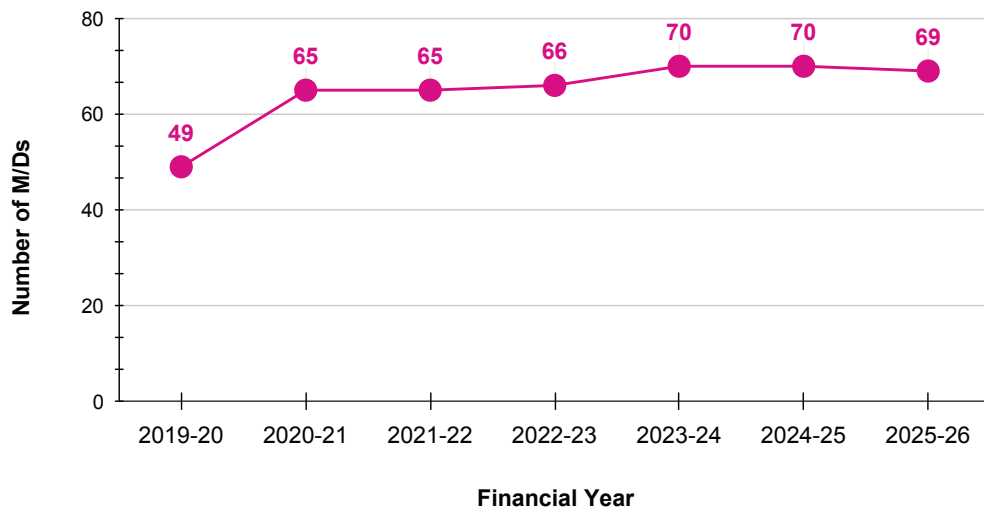


Figure 4: Year-on-Year Growth in the number of M/Ds covered under OOMF

The graph highlights a consistent upward trend in departmental adoption since the framework was first implemented in the 2019-20 Budget. The journey began with 49 participating M/Ds in FY 2019-20. Participation jumped to 65





M/Ds in FY 2020-21 and maintained a steady presence, reaching 66 M/Ds by FY 2022-23. In 2024-25, participation has reached an all-time high of 70 M/Ds. In FY 2025-26, participation is stabilized at 69 M/Ds.¹³ This increasing participation reflects the successful institutionalization of OOMF.

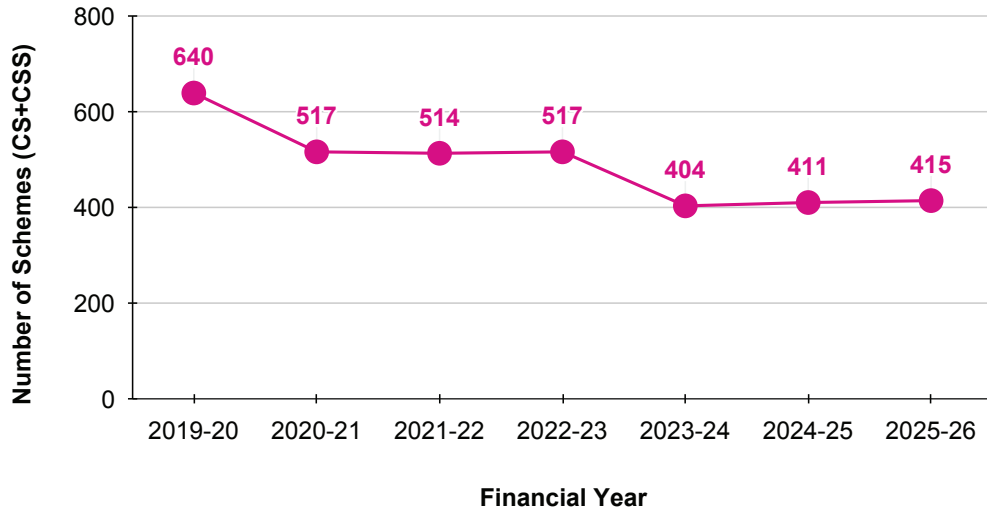


Figure 5: Year-on-Year Growth in the number of schemes covered under OOMF

The above Figure illustrates the trends in the total number of government schemes (CS & CSS) monitored under the OOMF from its inception till FY 2025-26. There is a significant shift in the landscape of the Central Sector and Centrally Sponsored Schemes over the last seven years. The framework began by monitoring 640 schemes in FY 2019-20. This number saw a sharp decline to 517 the following year and remained relatively stable around the 514–517 range until 2023. This early reduction is attributed to the initial rationalization and merger of smaller, fragmented schemes into more cohesive schemes. A notable dip occurred in FY 2023-24, where the count dropped to 404 schemes. In FY 2024-25, the number of schemes increased slightly to 411 and in FY 2025-26 to 415. Altogether, there is a 35% reduction in individual schemes in OOMF since 2019 due to the overall rationalization of schemes.

(e) **Challenges**

Despite its success, several challenges persist in the OOMF lifecycle:

- (i) There is a tendency to select indicators that are easily captured by existing Management Information Systems (MIS) rather than those that accurately measure scheme performance and are not aligned with scheme objectives.

¹³ 6 M/Ds have been excluded from OOMF due to strategic reasons.



- (ii) Ministries often struggle to distinguish between immediate Outputs (deliverables) and medium-term Outcomes, leading to vague reporting.
- (iii) There is a dependence on qualitative indicators that cannot be objectively measured.
- (iv) Frequent changes in nodal officers and inconsistent indicators over different years hinder long-term performance assessment.
- (v) The shift from viewing OOMF as a compliance check to a strategic management tool is in progress.
- (vi) Sometimes multiple schemes are merged under an umbrella. In such cases, Key Performance Indicators are changed without contextualizing the earlier schemes, hence making it difficult to assess the true long-term impact of the interventions.
- (vii) The current dashboard is yet to be utilized to its full potential to conduct granular analysis even at sub-national levels.

(f) Areas of Improvement (OOMF 2.0)

To evolve into a more robust OOMF 2.0, several strategic improvements are suggested:

- (i) Mapping OOMF indicators with Global Development Indicators and the Sustainable Development Goals (SDGs).
- (ii) Improving datasets by using emerging technologies like Artificial Intelligence and Big Data to strengthen data quality.
- (iii) Moving beyond simple counts to include Direction of Change indicators, baselines, and clear data sources for every metric.
- (iv) Improving the detail and frequency of administrative data.
- (v) Incorporating OOMF progress directly into the annual reports of Ministries to ensure higher visibility and accountability.

(g) OOMF Review Meeting

The OOMF Review Meetings were institutionalized in February 2020 following a directive from the Hon'ble Vice Chairman, NITI Aayog. These meetings serve as a high-level oversight mechanism organized jointly by the relevant NITI Aayog verticals and the DMEO. The meetings are attended by the Secretaries of the respective Ministries/Departments, and the representatives of the Department of Expenditure and NITI verticals.

The primary objectives are to:

- (i) Evaluate the physical and financial performance of Central Sector (CS) and Centrally Sponsored Schemes (CSS).





- (ii) Track the status of actionable points emerging from previous cycles to ensure mid-course corrections.
- (iii) Analyze achievements against obligated budgets for SC/ST, Gender, and North-East components.
- (iv) Identify and resolve inter-departmental coordination issues and sector-specific challenges.
- (v) Discuss ways to enhance the performance of the scheme and the implementation of the same.

(h) Achievements till FY 2025-2026

Since their inception, the OOMF review meetings have transitioned OOMF from a mere reporting exercise to a robust appraisal tool. Over 180 high-level meetings have been conducted across six financial years, involving Ministry Secretaries and NITI leadership.

Figure 6 below presents the cumulative number of OOMF review meetings completed across financial years from FY 2020-21 to FY 2025-26. Starting from a baseline of 38 meetings in FY 2020-21, the cumulative count has grown significantly to reach 184 meetings by FY 2025-26. The most significant single-year expansion occurred between FY 2020-21 and FY 2021-22, where the count jumped from 38 to 91. This surge indicates a period of intense institutional activity where NITI Aayog ramped up its engagement with various Ministries and Departments to refine indicators and establish monitoring protocols. As of FY 2025-26, with 184 cumulative meetings, the review process has become an inextricable part of the budgetary and appraisal cycle.

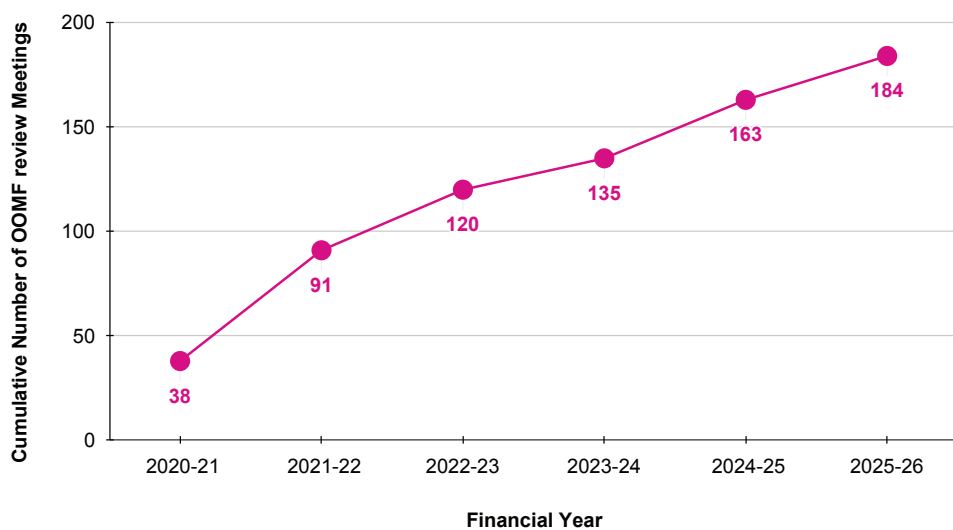


Figure 6: Year-on-Year Growth in Cumulative Number of OOMF Review Meetings



These Review Meetings, chaired by the Vice Chairman or Hon'ble Members of NITI Aayog, are not merely administrative check-ins. The growth in these numbers correlates with moving beyond financial audits to ensure that scheme deliverables are being met on the ground. It also ensures that the nearly 4000 indicators across 400+ schemes are consistently updated to reflect national priorities and global standards like the SDGs.

(i) **Strategic Value of OOMF Review Meetings**

The OOMF Review Meetings are designed not just for oversight, but as a platform for performance optimization and strategic growth of the schemes. By moving beyond routine compliance, these meetings provide the following key institutional benefits:

- (i) Indicator Rationalization act as a critical checkpoint to refine and rationalize performance metrics. This ensures that every indicator is a true reflection of the scheme's core objectives, eliminating redundant data points and focusing on high-impact outcomes.
- (ii) The meetings facilitate a robust exchange of ideas by bringing together diverse stakeholders, including the M/D, domain specialists, and financial experts from the Department of Expenditure (DoE). This collaborative environment allows for a rigorous debate on indicators, implementation challenges and fiscal efficiency.
- (iii) By synthesizing views from both technical and financial perspectives, the review process identifies specific opportunities to scale up successful interventions or rationalize underperforming components, ensuring a more responsive and effective monitoring ecosystem.

2.2 Capacity Building

(a) **Background**

Capacity building is essential to ensure that officials at various levels (DMEO, M/Ds, and State) understand the difference between Outputs and Outcomes and can design effective indicators. DMEO has conducted a diverse range of capacity-building sessions covering topics like OOMF, Logical Framework, SMART Indicators, Theory of Change, and Outcome Budgeting. These sessions are categorized into state-level engagements, national institutional partnerships, and international outreach programs.

(b) **Achievements till FY 2025-2026**

(i) **State and Union Territory Engagements**

Multiple capacity-building sessions have been conducted across all States and UTs of India since 2021. Some of the notable sessions are





as follows: Jammu & Kashmir, Rajasthan, Uttar Pradesh, Uttarakhand, Tripura, Tamil Nadu, Assam, Bihar, Maharashtra, Chhattisgarh, Gujarat, Kerala, Ladakh, Andaman & Nicobar, Mizoram, and Puducherry. These sessions focus on institutionalizing a monitoring system through the OOMF framework and strengthening state-level evaluation ecosystems.

(ii) **National Institutional Partnerships & Training**

DMEO collaborates with premier national institutes to integrate M&E into the civil service curriculum:

- LBSNAA (Lal Bahadur Shastri National Academy of Administration)
- AIGGPA (Atal Bihari Vajpayee Institute of Good Governance and Policy Analysis)
- NILERD (National Institute of Labour Economics Research and Development)
- iGOT-Mission Karmayogi / Capacity Building Commission
- ORGI (Office of the Registrar General & Census Commissioner)
- IA&AS (Indian Audit and Accounts Service)
- AJNIFM (Arun Jaitley National Institute of Financial Management), Faridabad

(iii) **International and Global Outreach**

- ITEC (Indian Technical and Economic Cooperation)
- gLOCAL Evaluation Week
- Asia Evaluation Week
- Asia Pacific Evaluation Association

(c) **Challenges**

- (i) Differentiated levels of technical capacity of different departments within the states.
- (ii) Differentiating between complex and different outcomes at the ground levels.

(d) **Areas of Improvement**

- (i) Developing permanent digital knowledge repositories and e-learning modules to ensure continuous and accessible training for both newly inducted and serving officials.



- (ii) Integrating OOMF-specific modules into the mandatory foundation and induction programs for all civil service cadres to foster a results-oriented mindset from the outset.
- (iii) Promoting the customized adoption of the OOMF framework across all States and Union Territories to enhance the efficiency, accountability, and impact of state-level developmental schemes.

2.3 OOMF Dashboard

(a) Background

To facilitate real-time monitoring, DMEO has developed a user-friendly online OOMF Dashboard. This dashboard allows Ministries/Departments to monitor budgetary outlays, set annual targets, and report quarterly progress against specific output and outcome indicators. This digital infrastructure ensures that data is not siloed and remains accessible for performance-based budgeting and review meetings chaired by the Vice Chairman or Hon'ble Members of NITI Aayog. This data is also used by the Department of Expenditure while reviewing the schemes for EFC/SFC appraisal.

(b) Achievements

The dashboard has successfully transitioned government monitoring into the digital age:

- (i) It maintains a comprehensive database of targets and achievements for hundreds of schemes, allowing for easy retrieval and visualization.
- (ii) The platform leverages advanced visualization tools, including heat maps and quantitative tracking modules, to provide an immediate high-level overview of performance supported by simple data analytics.
- (iii) Data from the dashboard is now used as a critical input during pre-budget discussions to link fund allocations to past performance.

(c) Challenges

Despite its utility, the current dashboard version faces several limitations:

- (i) Preparing the OOMF document is time-consuming, requiring multiple iterations of formatting and data entry by DMEO teams.
- (ii) The current architecture treats all DMEO users as super-admins with full control, making it difficult to define individual accountability or protect the system from accidental risks.
- (iii) The current landing page utilizes a Heat Map that is often difficult for general users to interpret or find actionable.





- (iv) There is a lack of bulk upload features and real-time API integration with Ministry-specific MIS, leading to delays and potential data inconsistencies.

(d) **Areas of Improvement**

A new VEDAM dashboard is proposed to be launched for OOMF. The proposed Dashboard aims to transform the platform into a smarter, more secure, and user-friendly strategic tool:

- (i) Replacing the heat map with high-impact graphs showing the Top 10 and Bottom 5-10 Ministries based on compliance and progress rankings.
- (ii) Implementing a three-tier role-based access system (Super Admin, Ministry Users, DoE users, and DMEO Ministry-specific Admins) to improve security and define clear accountability.
- (iii) Developing a smart module capable of generating OOMF documents in both Hindi and English directly from the data fields drastically reducing manual processing time.
- (iv) Introducing color-coded progress bars against the targets—Green (>80%), Yellow (60-80%), and Red (<60%).
- (v) Adding fields for scheme duration and direct links to download official scheme guidelines and the Action Taken Report of previous review meetings for better context during reviews.
- (vi) Creating a Target vs. Progress module that allows users to generate multi-year bar graphs and time-series plots for specific indicators.
- (vii) Introducing a bulk upload feature for targets and progress data to streamline the update process for large ministries.

3. Future of OOMF

The future of the OOMF is envisioned as a data-driven, automated, and evaluation-linked ecosystem. By evolving from a manual reporting tool to a strategic decision-making engine, the framework will ensure that every rupee of public expenditure is accounted for through tangible developmental impact.

3.1 The OOMF and DGQI Synergy

A critical pillar for the future of OOMF is its integration with the Data Governance Quality Index (DGQI). While OOMF tracks what is being achieved (performance), DGQI measures how well the data is being managed.





A high DGQI score indicates that a Ministry has robust data systems, automated flows, and high data integrity. By linking the two, the accuracy of OOMF data provided by M/Ds is naturally enhanced. As Ministries improve their DGQI scores, the reliance on self-reported, manual OOMF data decreases, replaced by validated, high-quality digital evidence.

3.2 Utilizing OOMF data for Evaluation

The future of OOMF lies in its transition from monitoring to evaluation. The longitudinal data captured on the OOMF Dashboard serves as the primary evidence base for:

- **Impact Assessments:** Continuous OOMF data can provide for the baseline and trendline necessary for third-party evaluators to determine if a scheme has achieved its long-term goals. This is important since baseline field surveys are not conducted before launching a new scheme or continuing an old one.
- **Rationalizing Interventions:** Analysis of outcome trends can help the M/Ds to decide whether a scheme should be scaled up, restructured, or discontinued based on its proven results chain performance.
- **Evidence-Based Policy:** By treating OOMF data as a precursor to formal evaluation, NITI Aayog can move toward a closed-loop governance system where monitoring data directly informs the design of the next generation of schemes.

3.3 Strategic Recommendations for OOMF 2.0

To institutionalize this future, several strategic shifts are proposed:

- Leveraging DGQI & OOMF as a benchmark parameter for the Department of Expenditure to decide fund allocations. Ministries with sound data management (High DGQI), amenable to field verification, and consistent OOMF indicators can be prioritized for higher budgetary support and vice versa.
- Moving away from manual entry toward a purely automatic exercise via API-based linkage between Ministry MIS and the OOMF portal. This will reduce administrative burden and eliminate human error.
- Reducing the number of indicators to focus only on those that capture the most impactful data, particularly for Umbrella schemes where sub-schemes contribute to a broader common outcome.

This evolution will ensure that OOMF remains the financial compass of the Government of India, steering public resources toward the most effective and transparent developmental outcomes.





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