INTRODUCTION

The Ministry of Personnel, Public Grievances and Pensions is the coordinating agency of the Central Government in personnel matters, specially in respect of issues concerning recruitment, training, career development, staff welfare as well as the post retirement dispensation. The Ministry is also concerned with promotion of responsive people-oriented modern administration. The Ministry comprises three Departments, viz. the Department of Personnel and Training, the Department of Pensions and Pensioners’ Welfare and the Department of Administrative Reforms and Public Grievances.

1. ORGANISATIONAL SET-UP

This Ministry is under the over all charge of the Prime Minister, assisted by a Minister of State. All the three Departments of the Ministry have been functioning under the charge of Secretary (Personnel), who is presently assisted by four Additional Secretaries, three Joint Secretaries and other supporting officers and staff. Functionally, the Ministry is presently divided into seven divisions, each of which is headed by an officer of the level of Joint Secretary or above. The Divisions are:-

Ministry of Personnel, Public Grievances & Pensions

(i) Establishment Officer
(ii) Services and Vigilance
(iii) Establishment
(iv) Administrative Tribunal and Administration
(v) Training
(vi) Pension and Central Services
(vii) Administrative Reforms and Public Grievances

2. DEPARTMENT OF PERSONNEL AND TRAINING AND THE VARIOUS AGENCIES UNDER ITS ADMINISTRATIVE CONTROL

2.1 The role of the Department of Personnel and Training can be conceptually divided into two parts. In its larger nodal role, it acts as the formulator of policies and the watch dog of the Government to ensure that certain accepted standards and norms, as laid down by it, are followed by all Ministries/Departments in recruitment, regulation of service conditions and deputation of personnel as well as other related issues. Towards this end, guidelines are issued by it for the benefit of all Ministries/
Departments and it monitors the implementation of these guidelines. It also advises all organizations of the Central Government on issues of Personnel Management. At a more immediate level, the Department has the direct responsibility of being the cadre controlling authority for the Indian Administrative Service (IAS) and the Central Secretariat Service (CSS). The Department also operates the Central Staffing Scheme under which suitable officers from All India Services and Group ‘A’ Central Services are selected and then placed in posts at the levels of Deputy Secretary/Director and Joint Secretary, on the basis of tenure deputation. The Department also deals with cases of appointment to posts of Chairman, Managing Director, full-time functional Directors/Members of the Boards of Management of various Public Sector Undertakings/Enterprises, Corporations, Banks and Financial Institutions. It also deals with the assignment of Indian experts to various developing countries.

2.2 Senior Appointments under the Government of India

All proposals for senior appointments under the Government of India, which require the approval of the Appointments Committee of the Cabinet (ACC) under the Government of India (Transaction of Business) Rules, 1961, are processed through the Establishment Officer as Secretary of the ACC. These include board level appointments to Central Public Sector Undertakings and appointments of Joint Secretaries, Directors and Deputy Secretaries in the Ministries/Departments. In addition, all appointments by promotion, which require the approval of the ACC are also processed through the Establishment Officer.

2.3 Public Enterprises Selection Board

The Public Enterprises Selection Board (PESB) is entrusted with the responsibility of making recommendations for appointments to the full-time Board level posts of Chief Executives and functional Directors and part-time Chairman in the Central Public Undertakings.

2.4 Recruitment Agencies

Two Organisations through which the Department ensures recruitment of personnel for the Union / Central Government are the Union Public Service Commission (UPSC) and the Staff Selection Commission (SSC). The former is constituted under a provision of the Constitution and is responsible for conducting examinations for appointments to the higher civil services and civil posts under the Union Government, including recruitment to the All India Services. There is a mandatory provision for consulting the Commission on all matters relating to methods of
recruitment, principles to be followed in making promotions and transfers from one service to another and on all disciplinary matters. The SSC is responsible for making recruitment of subordinate staff such as Assistants, Stenographers etc.

2.5 Training Institutions

Two major training institutions directly under the administrative control of the Department are the Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie and the Institute of Secretariat Training and Management (ISTM), New Delhi. The former is mainly responsible for providing induction training to recruits to the Indian Administrative Service and other All India Services and Central Services. The Institute of Secretariat Training and Management provides induction as well as in-service training to members of the Central Secretariat Service.

2.6 Joint Consultative Machinery (JCM)

There is a well-structured machinery for joint consultation between the Central Government and its employees for promoting harmonious relations and securing the greatest measure of cooperation between the Central Government and the general body of employees in matters of common concern with the objective of increasing the efficiency of public services along with the well-being of the employees. It is a three tier machinery consisting of:-

(i) National Council- at the apex level, functioning under the Department of Personnel & Training.

(ii) Department Councils- functioning at Ministries’ / Departments’ level.

(iii) Office Councils- functioning at offices/organizations under various Ministries/Departments.

The Scheme has proved to be an effective forum for amicable settlement of grievances of the Central Government employees relating to service matters etc.

2.7 Central Administrative Tribunal

In spite of the elaborate system of rules and regulations which govern personnel management, there are Government employees who feel aggrieved by the Government decisions. In order to provide speedy and inexpensive justice to employees aggrieved by Government decisions, the Government set up the Central Administrative Tribunal (CAT) in 1985, which now deals with all cases relating to service matters which were previously dealt with by Courts upto and including the High Courts. There are now 17 regular Benches of the CAT functioning in various parts of the country, including its Principal Bench in Delhi.
2.8 Staff Welfare

Realising that improvement in the working and living conditions of the employees and their families leads to efficiency and high morale, the Department supports various welfare programmes, which are provided in various Ministries/Departments, Central Government Employees Welfare Coordination Committees in Central Government Offices located outside Delhi, Resident Welfare Associations/Area Welfare Officers, Benevolent Fund and Departmental Canteens. Department of Personnel and Training is the nodal agency for four registered societies set up for the welfare of the Government employees and their families. These societies are the Central Civil Services Cultural and Sports Board, Grih Kalyan Kendra, Kendriya Bhandar and Civil Services Officers Institute (CSOI). These societies are located in Delhi.

2.9 Administrative Vigilance

The Administrative Vigilance Division of the Department of Personnel & Training is the nodal agency in the field of Vigilance and Anti-corruption. Its main tasks, interalia, are to oversee and provide necessary directions to the Government's programme of maintenance of discipline and eradication of corruption from the public services. In order to step up efforts towards containment of corruption, the three-pronged strategy of prevention, surveillance and detection as well as deterrent and punitive action adopted during the preceding years, was followed during the current year too. Towards this end, the implementation of the Anti-corruption Action plan of each Ministry/Department has been monitored through quarterly reports. Emphasis was laid on preventive vigilance that might involve appropriate changes in the existing rules/regulations/procedures in selected areas. Apart from this, other anti-corruption measures, such as strengthening of the departmental vigilance and recourse to the powers of premature retirement of Government servants under appropriate rules as well as the monitoring of vigilance work of various Ministries/Departments, were also implemented.

2.10 Central Vigilance Commission

The Central Vigilance Commission (CVC) was originally set up by a Resolution of the Government dated 11 February, 1964. It advises the Central Government on all vigilance matters. The Independent Review Committee, set up by the Central Government in 1997 inter alia recommended that the question of conferring statutory status to the Central Vigilance Commission be considered by the Government and the Central Vigilance Commission be made responsible for the efficient functioning of
the Central Bureau of Investigation (CBI). Subsequently, the Supreme Court in its judgment dated 18 December, 1997 in the Vineet Narain’s case (popularly known as Jain Hawala case) had, *inter alia*, given directions that the Central Vigilance Commission should be accorded statutory status and it shall be responsible for the efficient functioning of the CBI.

The Government has accorded statutory status to the Central Vigilance Commission by the way of the Central Vigilance Commission Act, 2003 (No.45 of 2003), notified in the Gazette of India Extraordinary on 12 September, 2003.

2.11 **Central Bureau of Investigation (CBI)**

The Central Bureau of Investigation (CBI) is the premier investigating agency of the country to investigate complex and important cases. The superintendence over the functioning of the Delhi Special Police Establishment, in so far as it relates to the investigation of offences alleged to have been committed under the Prevention of Corruption Act, 1988, is sought to be entrusted to the Central Vigilance Commission.

### 3. DEPARTMENT OF PENSIONS AND PENSIONERS’ WELFARE

The Department of Pensions and Pensioners’ Welfare is the nodal agency of the Government of India for formulation of general policy on pension and others retirement benefits, as also for redressal of grievances relating to retirement benefits. The Department was set up in 1985 as a part of Ministry of Personnel, Public Grievances and Pensions and has been rendering service for the benefit of pensioners since then. The Department has taken a number of steps over the years for streamlining the pension administration system, for greater convenience and welfare of the pensioners.

### 4. DEPARTMENT OF ADMINISTRATIVE REFORMS AND PUBLIC GRIEVANCES

The Department of Administrative Reforms and Public Grievances is the nodal agency of the Government of India for administrative reforms as well as redress of public grievances relating to the States in general and those pertaining to Central Government agencies in particular. The Department disseminates information on important activities of the Government relating to administrative reforms and public grievance redressal through publications and documentation. The Department also undertakes activities in the field of international exchange and cooperation to promote public service reforms. The mission of the Department is to act as a facilitator, in consultation with Central Ministries/Departments, States/UT Administrations, Organisations and individuals, to improve Government functioning through process reengineering, organization and methods and grievance handling, and by promoting modernization, Citizen’s Charters, award schemes, e-governance and best practices.
5. IMPORTANT INITIATIVES/DECISIONS:

5.1 THE RIGHT TO INFORMATION ACT, 2005

In order to promote openness, transparency and accountability in administration, Parliament had enacted the Freedom of Information Act, 2002 so as to enable a citizen of India to secure access to information under the control of Public Authorities. The National Common Minimum Programme of the Government envisaged that ‘the Right to Information will be made more progressive, participatory and meaningful’, following which it was decided to repeal the ‘Freedom of Information Act, 2002’ and enact a new legislation in its place. Accordingly, ‘the Right to Information Bill, 2004’ was introduced in the Lok Sabha on 23 December, 2004. The Bill was passed by both the Houses of Parliament in May 2005 and, on receiving the assent of the President on 15 June, 2005, the Right to Information Act, 2005 was notified in the Gazette of India on 21 June, 2005. The Act has become fully operational from 12 October, 2005.

5.2 CADRE TRAINING PLAN

One of the major events of this year has been the finalization of the Cadre Training Plan for the CSS Officers of various grades. It may be stated that a Committee of Senior Officers was set up in February, 2001 for devising a Comprehensive Training Plan for CSS officers. The Committee submitted its Report in February, 2005, making far reaching recommendations. The Report has been examined and approved by the Hon’ble Minister of State for Personnel with certain modifications. Further, action to implement the various recommendations contained in the Report of the Committee is being pursued vigorously.

5.3 NON-FUNCTIONAL SCALE TO SECTION OFFICERS

It may be stated that the Government’s decision to grant Non-functional Scale to Section Officers of CSS and Private Secretaries of CSSS after 4 years’ approved service in the grade w.e.f. 3 October, 2003 is under review vis-à-vis its applicability retrospectively, w.e.f. 1 January, 1996 notionally, with actual benefits from 3 October, 2003 the date of restructuring of CSS.

5.4. CADRE STRUCTURING OF CSSS

The Government had constituted a ‘Group of Officers’ on Cadre Structure of Central Secretariat Stenographers Service (CSSS) on 16 October, 2003. The Group submitted its report in February, 2004. The recommendations of the ‘Group of Officers’ on Cadre Structure of CSSS were considered by the Government and
several decisions have been taken with the approval of the Cabinet on 16 June, 2005. In order to implement/operationalize the decisions taken by the Government on Cadre Structure of CSSS, 9 orders have been issued from June to November, 2005. With this, orders for operationalization of most of the Government decisions have been issued. As a result of implementation of the decisions taken by the Government, 13 Sr. PPS and 83 PPS have been promoted on ad-hoc basis vide OMs dated 6 December, 2005 and 22 December, 2005 respectively.

5.5 AMENDMENT OF RULE 37 OF CCS (PENSION) RULES
Sub-rule (8) of Rule 37 A of CCS (Pension) Rules, 1972 has been amended to facilitate employees absorbed in PSU or Autonomous Body to exercise option either to get pro rata pensionary benefits or to continue to get combined service benefits. Prior to above amendment, employees were eligible for combined service benefits only.

5.6 PENSIONERS’ PORTAL
There are over 37 lakh pensioners of various Ministries/Departments of the Central Government. Ministries/Departments are having a variety of mechanisms for redressal of pensioners’ grievance, which are not uniform and compatible with each other. Department of Pension & Pensioners' Welfare has accordingly taken up a proposal for putting in place a ‘Pensioners' Portal’ which would adopt a uniform system by harnessing IT resources. The portal will be used for monitoring pension sanction process of retiring employees as also for registration, redressal and monitoring of grievances of civilian pensioners (excluding Railways). The Portal will also provide updated information on pension matters for the guidance of pensioners.

5.7 CAPAM HIGH LEVEL SEMINAR:
The Ministry, at the instance of Commonwealth Association of Public Administration and Management (CAPAM), hosted a meeting of Public Service Training Institutes in the Commonwealth in the form of a High Level Seminar on 4-5 October, 2005, and the CAPAM Board of Directors’ meeting on 6 October, 2005 in Hotel Maurya Sheraton, New Delhi. Secretary (P) as a member of the Board of Directors of CAPAM in ex officio capacity, on behalf of Government of India, attended the Board meeting. The theme of the Seminar was “In Pursuit of Excellence: Developing and Maintaining a High Quality Public Service”. 27 Countries in the Commonwealth participated in the High Level Seminar.
5.8 INFORMATION & FACILITATION COUNTERS (IFCs)

Computerised Information and Facilitation Counters (IFCs) have been set up to provide information and assistance to the public regarding the programmes and procedures of the concerned organisation as well as acknowledgement and status report of individual applications and grievances. There are 106 Information and Facilitation Counters (IFCs) functioning in Central Government Ministries/Departments/Organisations as on 30 November 2005. Evaluation studies of these IFCs are undertaken on random basis for suggesting improvement in their functioning.

5.9 PRIME MINISTER’S AWARD FOR EXCELLENCE IN PUBLIC ADMINISTRATION:

The Prime Minister had announced, during the National Conference of District Collectors in May 2005, institution of awards for excellence in Public Administration. Accordingly, the Department of Administrative Reforms & Public Grievances has initiated action for institution of an Award Scheme during the financial year 2005-06, titled “Prime Minister’s Award for Excellence in Public Administration” for the recognition of the meritorious and outstanding contribution made by Civil Servants.
CHAPTER - 1

SENIOR APPOINTMENTS, FOREIGN TRAINING AND FOREIGN ASSIGNMENTS

1.1 The Department of Personnel & Training deals with appointments at senior level and personnel policies of the Government of India. For this purpose, the Establishment Officer and Additional Secretary in the Department of Personnel & Training acts as the Secretary to the Appointments Committee of the Cabinet (ACC). All proposals for senior appointments under the Government of India requiring approval of the ACC, under the Government of India (Transaction of Business) Rules, 1961, are processed through the Establishment Officer. These include Board level appointments to Public Sector Undertakings and appointments to the posts at the level of Joint Secretaries. In addition, all appointments by promotion, which require the approval of the ACC, are also processed through the Establishment Officer.

1.2 The Establishment Officer is also the *ex officio* Member Secretary of the Civil Services Board, which is chaired by the Cabinet Secretary. This Board makes recommendations for appointments and extensions of tenures in respect of the posts of Deputy Secretaries, Directors and Joint Secretaries under the Central Staffing Scheme. In addition, the Board also makes recommendations to the ACC for inclusion of officers in the Joint Secretaries suitability list and for premature retirement of the officials under the relevant rules.

1.3 The Establishment Officer is also the Member Secretary of the Central Establishment Board (CEB), which is chaired by the Secretary (Personnel). This Board makes recommendations for deputing officers on foreign training, assessment of Central Secretariat Service officers for appointments to the posts of Deputy Secretary and Director in the Ministries/Departments as well as regarding premature retirement under the relevant rules in respect of officers below the rank of Joint Secretary. In addition, the Central Establishment Board also makes recommendations on cases of extension of tenure of foreign assignments beyond the normal stipulated period in respect of officers below the rank of Joint Secretary.

APPOINTMENTS

1.4 A total of 319 officers were appointed to the posts at the levels of Joint Secretary or equivalent and below under the Central Staffing Scheme during 2005 i.e. 01 January, 2005 to 31 December, 2005. Of these, 154 belong to IAS, 27 to CSS and 138 to other organised services.
1.5 In addition to the appointments under the Central Staffing Scheme (as mentioned at para 1.4) a total of 279 appointments as Chairman-cum-Managing Directors (CMDs), MDs, Executive Directors, Functional Directors, Deputy Governors, Non-Official Directors were made on the Boards of Public Sector Undertakings and Banks/Financial Institutions from 01 January, 2005 to 31 December, 2005. 2 Chief Executives were appointed to Autonomous Bodies. In addition, 2 appointments were made to the posts of Chairman/Deputy Chairman in Port Trusts. 11 appointments were made as Member/Chairman/President/Vice President in various Administrative Tribunals/Labour Courts/CAT/Commissions. During the same period 127 appointments were made at the level of General Managers/Additional General Managers/Members/Additional Members/Chairmen/DG in Indian Railways, Chief Security Commissioners and in higher grades.

A total of 161 officers were also approved during the above period for holding additional/current charge/extension of tenure/services of CMDs/MDs, Executive Directors, Functional Directors, Dy. Governor, Non-official Directors in PSUs/Banks, Port Trusts, Autonomous Bodies, RCT (Indian Railways).

1.6 117 Secretary and equivalent, 105 Additional Secretary and equivalent, 425 Joint Secretary and equivalent, 674 Director and equivalent and 276 Deputy Secretary and equivalent officers were working at the Centre as on 31 December, 2005.

1.7 A total of 1168 officers were approved for appointment (including promotion and deputation) to the posts of and above the level of Joint Secretary in various organized Central Services, not included in the Central Staffing Scheme.

FOREIGN TRAINING

1.8 Department of Personnel & Training has been nominating officers belonging to Indian Administrative Service, Central Secretariat Service, State Civil Services and other officers serving under the Central Staffing Scheme, for various training programmes abroad. Nominations have been made for programmes sponsored by foreign Governments and also for programmes funded under Domestic Funding Scheme.

1.9 During the year 2005, nominations for 12 long term foreign training programmes (duration of approximately one year) under the Domestic Funding Scheme have been finalised and a total of 52 officers have been nominated to these programmes. These programmes are in Institute of Management, Manila (5 officers), University of Birmingham (5 officers), University of Ljubljana, Solvenia (6 officers), Maxwell School, Syracuse University, USA (7 officers), Institute of Social Studies, the Hague, Netherlands (7 officers), IDS Sussex, U.K. (2 officers), Duke University, USA (6 officers), National
Institute of Singapore (4 officers), University of Melbourne, Australia (2 officers),
Australian National University (2 officers), KDI School, Seoul, South Korea (4 officers),
Kennedy School of Government, Harvard University (2 officers).

1.10 In addition to aforementioned programmes under Domestic Funding Scheme,
officers were also recommended for long term foreign funded programmes (duration
of approximately one year) at ENA, Paris (5 officers) and Young Leaders Programme
(YLP) in Japan (3 officers). However, selection of officers recommended for these
programmes has not yet been finalized by the concerned foreign governments. 3 officers
were selected to attend YLP, Japan on the basis of their application last year but only
one officer is going to join. One short term programme funded by the Government of
Japan has also been processed but the nomination is yet to be finalized.

1.11 Apart from the long term programmes indicated above, officers were nominated
to various short programmes available under Domestic Funding Scheme. Under this
Scheme, a total of 181 officers were nominated to various Institutes in Thailand,
Netherlands, UK, Manila, Australia and USA. In addition, 4 officers have also been
nominated to short term programme under Domestic Funding Scheme-Certificate Course
at Syracuse University USA.

For the first quarter of the year 2005, 3 IAS officers have been selected for attending
NDC course in January, 2005. It is very likely that approximately 30 short term foreign
training slots will be available in the first quarter of 2006.

MISCELLANEOUS

1.12 56 IAS officers were nominated in April-May, 2005, in consultation with the
Election Commission of India, to act as Election Observers for the Bye elections to the
Legislative Assemblies of Uttar Pradesh, Goa, Andhra Pradesh, Karnataka, Tamil Nadu
and Kerala and 456 IAS officers were nominated in August-September, 2005 to act as
Election Observers for General Election to the Legislative Assembly of Bihar. Besides,
1200 nominations for Observer’s duty for the forthcoming General Elections to the
Legislative Assemblies of Assam, Kerala, Tamil Nadu, West Bengal and Pondicherry
are under process, which would be sent to the ECI during February-March, 2006.
CHAPTER-2
CADRE MANAGEMENT

A - ALL INDIA SERVICES

Cadre strength of IAS

2.1 The authorised cadre strength of the IAS as on 1 January, 2005 was 5261 and the number of officers in position was 4788. The corresponding figures as on 1 January, 2006 were 5337 and 4790 respectively. The authorized cadre strength and the number of officers in position in different years since 1951 is as given below:

<table>
<thead>
<tr>
<th>Year (As on 1 January)</th>
<th>Authorised cadre strength</th>
<th>Number of officers in position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1951 (At the time of initial constitution of the service)</td>
<td>1232</td>
<td>957 (Including 336 officers of the Indian Civil Service)</td>
</tr>
<tr>
<td>1961</td>
<td>1862</td>
<td>1722 (Including 215 officers of the Indian Civil Service)</td>
</tr>
<tr>
<td>1971</td>
<td>3203</td>
<td>2754 (Including 88 officers of the Indian Civil Service)</td>
</tr>
<tr>
<td>1981</td>
<td>4599</td>
<td>3883</td>
</tr>
<tr>
<td>1991</td>
<td>5334</td>
<td>4881</td>
</tr>
<tr>
<td>2001</td>
<td>5159</td>
<td>5118</td>
</tr>
<tr>
<td>2002</td>
<td>5159</td>
<td>5051</td>
</tr>
<tr>
<td>2003</td>
<td>5159</td>
<td>4871</td>
</tr>
<tr>
<td>2004</td>
<td>5159</td>
<td>4791</td>
</tr>
<tr>
<td>2005</td>
<td>5261</td>
<td>4788</td>
</tr>
<tr>
<td>2006</td>
<td>5337</td>
<td>4790</td>
</tr>
</tbody>
</table>

2.2 There is a provision for quinquennial cadre reviews in respect of every cadre of the three All India Services under the relevant Cadre Rules.

2.3 In the year 2005-2006, meetings of the Cadre Review Committee were held to review the strength and composition of the following cadres participating in the All India Services:
Indian Administrative Service:
(i) Nagaland
(ii) Sikkim
(iii) Uttar Pradesh

Indian Police Service:
(i) Uttaranchal

Indian Forest Service:
(i) Manipur-Tripura
(ii) Andhra Pradesh
(iii) Chhattisgarh
(iv) Haryana

Civil Services Examination, 2004
2.4 In 2004, the Union Public Service Commission conducted the Civil Services Examination for recruitment to the following 18 services out of which 17 are Group ‘A’ services and the remaining 1 is a Group ‘B’ service:

(i) The Indian Administrative Service
(ii) The Indian Foreign Service
(iii) The Indian Police Service
(iv) The Indian P & T Accounts and Finance Service, Group ‘A’
(v) The Indian Audit and Accounts Service Group ‘A’
(vi) The Indian Customs and Central Excise Service, Group ‘A’
(vii) The Indian Defence Accounts Service, Group ‘A’
(viii) The Indian Revenue Service, Group ‘A’
(ix) The Indian Ordnance Factories Service, Group ‘A’
(Asstt. Works Manager-Non Technical)
(x) The Indian Postal Service, Group ‘A’
(xi) The Indian Civil Accounts Service, Group ‘A’
(xii) The Indian Railway Traffic Service, Group ‘A’
(xiii) The Indian Railway Accounts Service, Group ‘A’
(xiv) The Indian Railway Personnel Service, Group ‘A’
(xv) The Indian Defence Estates Service, Group ‘A’
(xvi) The Indian Information Service Junior Grade, Group ‘A’
(xvii) The Indian Trade Service, Group ‘A’
(xviii) The Armed Forces Headquarters Civil Service Group ‘B’ (Assistant Civilian Staff Officer’s Grade)

2.5 On the basis of the results of the Civil Services Examination 2004, the following allocations of successful candidates have been made for the different services:-

<table>
<thead>
<tr>
<th>Service</th>
<th>General</th>
<th>SC</th>
<th>ST</th>
<th>OBC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAS</td>
<td>39</td>
<td>12</td>
<td>6</td>
<td>34#</td>
<td>91</td>
</tr>
<tr>
<td>IFS</td>
<td>10</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>IPS</td>
<td>48</td>
<td>11</td>
<td>8</td>
<td>21</td>
<td>88</td>
</tr>
<tr>
<td>Central Civil Services (Group ‘A’)</td>
<td>86</td>
<td>37</td>
<td>18</td>
<td>53@</td>
<td>194</td>
</tr>
<tr>
<td>Central Civil Services (Group ‘B’)</td>
<td>1</td>
<td>-</td>
<td>8</td>
<td>-</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>184</strong></td>
<td><strong>63</strong></td>
<td><strong>42</strong></td>
<td><strong>113</strong></td>
<td><strong>402</strong></td>
</tr>
</tbody>
</table>

# Out of these 34 candidates, 8 candidate have been adjusted against unreserved vacancies
@ Out of these 53 candidates, 1 candidate has been adjusted against unreserved vacancies.

Allocation of 11 candidates in the main list and 31 candidates in the Reserved list is in process.

**Review of the existing scheme of the Civil Services Examination**

2.6 The U.P.S.C. on 19 July, 2000 constituted a Committee to review the existing scheme of Civil Services Examination. This Committee consisted of the following members:

(1) Prof. Yoginder Kumar Alagh Chairman
(2) Shri Tejinder Khanna Member
(3) Dr. B.P. Mathur Member
The broad terms of reference for this Committee were to examine the present scheme of the Civil Services Examination and the systems for working that scheme in the light of the past experience and current requirements and to recommend such changes in the said scheme, systems and methods as required for identifying the best and most suitable persons for appointment to various services/posts which form part of the scheme. The Committee has submitted its report and the recommendations of the Committee along with the comments of the Union Public Service Commission, received by the Government, are under examination.

CENTRAL SECRETARIAT SERVICES (CSSs) DIVISION

2.7 Central Secretariat Services Division, known as CS Division in the Department of Personnel & Training, is the cadre controlling authority in respect of the following three services:

(i) Central Secretariat Service (CSS);
(ii) Central Secretariat Stenographers Service (CSSS); and
(iii) Central Secretariat Clerical Service (CSCS).

2.8 These services comprise grades as indicated below:

I. Central Secretariat Service (CSS)

<table>
<thead>
<tr>
<th>Grade</th>
<th>Classification</th>
<th>Pay Scale (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Selection Grade (Director)</td>
<td>Group ‘A’ (Gazetted)</td>
<td>14300-18300</td>
</tr>
<tr>
<td>Selection Grade (Deputy Secretary)</td>
<td>Group ‘A’ (Gazetted)</td>
<td>12000-16500</td>
</tr>
<tr>
<td>Grade-I (Under Secretary)</td>
<td>Group ‘A’ (Gazetted)</td>
<td>10000-15200</td>
</tr>
<tr>
<td>Section Officer’s Grade</td>
<td>Group ‘B’ (Gazetted)</td>
<td>6500-10500</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8000-13500**</td>
</tr>
<tr>
<td>Assistant’s Grade</td>
<td>Group ‘B’ (Non-Gazetted)</td>
<td>5500-9000</td>
</tr>
</tbody>
</table>

** Non Functional scale - Rs.8000-13500 after 4 years’ approved service in the grade.
II. Central Secretariat Stenographers’ Service (CSSS)

<table>
<thead>
<tr>
<th>Grade</th>
<th>Classification</th>
<th>Pay Scale (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Principal Private Secretary Grade Group ‘A’ (Gazetted)</td>
<td>12000-16500</td>
<td></td>
</tr>
<tr>
<td>Private Secretary Grade (Principal Private Secretary) Group ‘A’ (Gazetted)</td>
<td>10000-15000</td>
<td></td>
</tr>
<tr>
<td>Grade ‘A’ &amp; ‘B’ (Merged) (Private Secretary) Group ‘B’ (Gazetted)</td>
<td>6500-10500 8000-13500**</td>
<td></td>
</tr>
<tr>
<td>Grade ‘C’ (Personal Assistant) Group ‘B’ (Non-Gazetted)</td>
<td>5500-9000</td>
<td></td>
</tr>
<tr>
<td>Grade ‘D’ (Stenographer) Group ‘C’ (Non-Gazetted)</td>
<td>4000-6000</td>
<td></td>
</tr>
</tbody>
</table>

** Non Functional scale - Rs.8000-13500 after 4 years’ approved service in the grade.

III. Central Secretariat Clerical Service (CSCS)

<table>
<thead>
<tr>
<th>Grade</th>
<th>Classification</th>
<th>Scale of Pay (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper Division Grade (Upper Division Clerk) Group ‘C’ (Non-Gazetted)</td>
<td>4000-6000</td>
<td></td>
</tr>
<tr>
<td>Lower Division Grade (Lower Division Clerk) Group ‘C’ (Non-Gazetted)</td>
<td>3050-4590</td>
<td></td>
</tr>
</tbody>
</table>

2.9 All the above grades, except Senior Selection Grade (Director), Selection Grade (Deputy Secretary) and Grade-I (Under Secretary) of CSS and Senior PPS Grade and PS Grade (PPS) of CSSS, are decentralized into 34 cadres. These cadres are responsible for appointment and promotion of eligible officials in these grades in accordance with the laid down rules/regulations/instructions. However, in pursuance of the Government’s decisions on Cadre Restructuring of CSS, the cadre management, including postings in all the grades (except the Senior Selection Grade) of CSS has been centralized with the CS Division of Department of Personnel & Training.

2.10 This Division coordinates the process of filling up the vacancies in various grades of CSS/CSSS/CSCS reported by the 34 cadre authorities. Accordingly, as provided under the Statutory Rules and extant instructions, it issues zone for promotion in respect of vacancies to be filled up through Seniority Quota on the basis of seniority-cum-fitness; whereas, in respect of vacancies to be filled up through direct recruitment as well as limited departmental competitive examination(s), it reports vacancies to the recruiting agencies, namely, the UPSC and the SSC.
CSS - Highlights of the Year

2.11 Cadre Restructuring of CSS: As a result of a major event in October, 2003, when Government took several decisions on Cadre Restructuring of CSS, the CS Division was devolved with additional work to implement the various decisions. Most of the decisions of Government have since been implemented and these have gone a long way in addressing the expectations of the members of the service.

2.12 Cadre Training Plan: One of the major events of this year has been the finalization of the Cadre Training Plan for the CSS Officers of various grades. It may be stated that a Committee of Senior Officers was set up in February, 2001 for devising a Comprehensive Training Plan for CSS officers. The Committee submitted its Report in February, 2005, making far reaching recommendations. The Report has been examined and approved by the Hon'ble MOS(PP) with certain modifications. Further action to implement the various recommendations contained in the Report of the Committee is being taken.

2.13 Non-functional Scale to Section Officers: It may be stated that the Government's decision to grant Non-functional Scale to Section Officers of CSSS after 4 years' approved service in the grade w.e.f. 03.10.2003 is under review vis-à-vis its applicability retrospectively, w.e.f. 01.01.1996 notionally, with actual benefits from 03.10.2003, the date of restructuring of CSS.

2.14 Suitability List of Senior Selection Grade (Director): This work has been devolved on CS Division from EO's Division recently and action has been initiated to prepare the suitability list of Senior Selection Grade for the years 2000 and 2001.

2.15 Select List of Selection Grade (Deputy Secretary): Select Lists of Deputy Secretary for the years 1995, 1996 and 1997 have been issued in September, 2005. Further action to prepare the Select List for the year 1998 has been initiated.

2.16 Select List of Grade-I (Under Secretary): Select Lists of Grade-I (Under Secretary) for the years 1997 to 2000 have been issued in November 2005. Further action to prepare the Select Lists for subsequent years has been initiated.

2.17 Ad hoc Promotion of CSS Officers: The ad hoc promotions in the various grades of CSS have been made from time to time to meet the functional requirements in public interest.

2.18 Training for Deputy Secretaries: Two Management Development Programmes (MDPs) for Deputy Secretaries of CSS were conducted by IIPA during the year. The next MDP has already commenced from 2 January, 2006.
2.19. Training for Under Secretaries: Two Professional Development Programmes (PDPs) for Under Secretaries of CSS were conducted by ISTM during the year. The next PDP has already commenced from 9 January, 2006.

2.20 Civil List: Civil List of Grade-I (Under Secretary) and Selection Grade (Deputy Secretary) as on 1 July, 2004 has been published/issued and the List as on 1 July, 2005 is expected to be ready shortly.

2.21 Section Officers’ Grade:
(i) The Select List (Examination Quota) for the year 2003 was issued in October, 2005. While the result of the written part of the Limited Departmental Competitive Examination, 2004 has been declared by the UPSC in November, 2005, the final result is still awaited.

(ii) The Select List (Seniority Quota) for the year 2002 was issued in April, 2005. Zone for the Select List (Seniority Quota), 2003 has been fixed and the Select List is expected to be issued shortly.

(iii) All Secretariat Select List of Section Officer’s Grade for the year 1996 has been issued in April, 2005.

2.22 Assistants’ Grade:
(i) On the basis of the final results of the Combined Main (Graduate Level) Examination 2003, conducted by the SSC, 162 candidates finally qualified and recommended for appointment in Assistants’ Grade of CSS were allocated to various cadres in February-March, 2005.

(ii) Supplementary Common Seniority List (SCSL) of Assistants for the year 1991 has been prepared/issued. Action for preparation of SCSL for the years 1992 to 1994 has also been initiated.

(iii) 389 vacancies in the Assistants’ Grade of CSS for the Select List year 2004, to be filled up on the basis of Combined Main (Graduate Level) Examination, 2005, have been reported to the SSC. The process of furnishing the vacancies to be filled up in the Assistants’ Grade for the year 2005 is under way.

CSSS - Highlights of the Year

2.23 Cadre Structuring of CSSS: The Government had constituted a ‘Group of Officers’ on Cadre Structure of Central Secretariat Stenographers Service (CSSS) on 16 October, 2003. The Group submitted its report in February, 2004. The recommendations of the ‘Group of Officers’ on Cadre Structure of CSSS were considered by the Government and several decisions have been taken with the approval of the Cabinet on 16 June, 2005. In order to
implement/operationalize the decisions taken by the Government on Cadre Structure of CSSS, 09 orders have been issued from June to November, 2005. With this, orders for operationalization of most of the Government decisions have been issued. As a result of implementation of the decisions taken by the Government, 13 Sr. PPS and 83 PPS have been promoted on ad-hoc basis vide OMs dated 6 December, 2005 and 22 December, 2005 respectively.

2.24 Select Lists of the Sr. PPS: The DPCs held in the UPSC in May, 2005 had recommended the names of 36 CSSS officers for inclusion in the Select Lists of Sr. PPS for the years 2000, 2001, 2002 and 2003. These Select Lists have since been issued on 23 June, 2005.

2.25 Select Lists of the PPS: The DPCs held in the UPSC in May, 2005 had recommended the names of 39 CSSS officers for inclusion in the Select Lists of PPS for the years 1999, 2000, 2001 and 2002. These Select Lists have since been issued on 23 June, 2005.

2.26 Recruitment/Appointment in Steno. Grade ‘A’ & ‘B’ (merged), Grade ‘C’ and Grade ‘D’ of CSSS

The number of candidates recruited as Steno. Grade ‘A’ & ‘B’ (merged), Steno. Grade ‘C’ and Steno. Grade ‘D’ of CSSS through the Limited Departmental Competitive Examination (LDCE) and Open Examinations in the last seven Select List (SL) years is given as below:

<table>
<thead>
<tr>
<th>Select List</th>
<th>Private Secretary (Steno. Grade ‘A’ &amp; ‘B’ (merged))</th>
<th>Personal Assistant (Steno. Grade ‘C’)</th>
<th>Steno. Grade ‘D’</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>LDCE Quota (50%)</td>
<td>LDCE Quota (25%)</td>
<td>Open Exam. Quota (50%)</td>
</tr>
<tr>
<td>1999</td>
<td>18</td>
<td>16</td>
<td>40</td>
</tr>
<tr>
<td>2000</td>
<td>15</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>2001</td>
<td>13</td>
<td>16</td>
<td>13</td>
</tr>
<tr>
<td>2002</td>
<td>22</td>
<td>17</td>
<td>09</td>
</tr>
<tr>
<td>2003</td>
<td>17</td>
<td>15</td>
<td>x</td>
</tr>
<tr>
<td>2004</td>
<td>xx</td>
<td>27</td>
<td>x</td>
</tr>
<tr>
<td>2005</td>
<td>x</td>
<td>xx</td>
<td>x</td>
</tr>
</tbody>
</table>

x Examination not conducted.

xx Result awaited.
2.27 Central Secretariat Clerical Service (CSCS)

The number of candidates recruited to Upper Division/Lower Division Clerk grades of the CSCS through the Open/Limited Departmental Competitive/Qualifying Examinations against the vacancies in the last seven select list years is as given below:

<table>
<thead>
<tr>
<th>Select List Year</th>
<th>UD Grade</th>
<th>LD Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Limited Departmental Competitive Examination (25%)</td>
<td>Open Examination</td>
</tr>
<tr>
<td>1999</td>
<td>19</td>
<td>432</td>
</tr>
<tr>
<td>2000</td>
<td>32</td>
<td>71</td>
</tr>
<tr>
<td>2001</td>
<td>38</td>
<td>57</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(reallocated to M/o External Affairs)</td>
</tr>
<tr>
<td>2002</td>
<td>34</td>
<td>*</td>
</tr>
<tr>
<td>2003</td>
<td>26</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(remaining 11 yet to be nominated)</td>
</tr>
<tr>
<td>2004</td>
<td>115</td>
<td>*</td>
</tr>
<tr>
<td>2005</td>
<td>xx</td>
<td>*</td>
</tr>
</tbody>
</table>

* It has since been decided to discontinue the direct recruitment in the grade.
xx Result awaited.

2.28 Zones for Promotion In Decentralized Grades

For minimizing disparities in promotions in the decentralized grades of CSS/CSSS/CSCS, zones of promotions are reviewed and notified annually. Candidates within the prescribed zones, who are found suitable for promotion but are not promoted in their own cadres for want of vacancies, are nominated to other cadres where vacancies are available for promotion. After specifying the Zones of Promotion of various Grades, the nomination from Central Panel for appointment in the grade of UDC in SL of 2001 & 2002 and in the grade of Assistant in SL 2002 have been made and nominations from Central Panel for appointment in the grades of Steno. Grade ‘C’ in SL 2001 and Steno Grade ‘A’ & ‘B’ (Merged) in SL 2001 respectively have also been made. The Zone of Promotion of UDC for SL 2003 & 2004, Assistant for SL, 2003, Steno. Grade ‘C’ for SL 2002 & 2003 and Steno. Grade ‘A’ & ‘B’ (Merged) for SL 2002 & 2003 have been issued.
CHAPTER-3

CADRE REVIEW

3.1 Periodic review of the structure of a regularly constituted service/cadre is an important cadre management function. It attempts to bring about congruence between functional needs of the Organization as well as the legitimate career aspirations of the members of the service. The main thrust of cadre review is on manpower projections and recruitment planning on scientific lines aiming at rationalization of the cadre structure of the service in order to achieve the objectives of improved efficiency, morale and effectiveness of the cadre.

3.2 The Department of Personnel & Training is the nodal department for periodic review of cadre structure of all Group ‘A’ Central Service/Cadres. The cadre review of a Group ‘A’ Central Service is held ordinarily at an interval of every five years. In this regard, guidelines are issued to cadre controlling authorities from time to time. The Cadre Review Division of the Department functions as the Secretariat for the Cadre Review Committee constituted for the purpose of reviewing individual Services/Cadres. It also renders advice to cadre controlling authorities on different aspects of cadre review.

3.3 Cadre Review Division also compiles statistical information regarding the number of posts at various levels, structural ratios and threshold profile of the members of the Service/Cadre indicating the position (as on 1 January and 1 July of every year). The data so compiled is analysed and incongruence, if any, observed in the cadre structure of a service are brought to the notice of the concerned cadre controlling authority for appropriate remedial action.

3.4 During the period of report, the Cadre Review Committee, chaired by the Cabinet Secretary, approved the cadre review proposals of the Indian Railway Accounts Service (IRAS), Indian Railway Traffic Service (IRTS), Indian Railway Service of Engineers (IRSE), Indian Railway Medical Service (IRMS), Indian Civil Accounts Service (ICAS) and Indian Information Service (IIS). The cadre review proposals of Indian Economic Service (IES) and Indian Statistical Service (ISS) were also examined in consultation with the Department of Expenditure, Ministry of Finance, and the revised cadre structure was sent to IES and ISS Boards for obtaining Cabinet approval. The cadre review proposals of Indian Railway Personnel Service (IRPS), Border Roads Engineering Service (BRES), Central Company Law Service (CCLS) and Railway Protection Force (RPF) are under examination.
Revision of Monograph on Cadre Management of Group ‘A’ Central Services

3.5 The Third Edition of Monograph was published in 1993. It compiled recommendations of the Fourth Pay Commission relating to the cadre review. In the intervening years, changes have taken place, particularly with the acceptance of the recommendations of the Fifth Pay Commission, which have necessitated revision of the Monograph.

3.6 The revised Monograph under preparation will contain at one place guidelines for carrying out cadre review of Central Group ‘A’ Services, including recommendation of the Fifth Central Pay Commission having bearing on cadre review. It will contain a brief write-up on all the 58 Central Group ‘A’ Services. The brief write-up will also cover the historical background of the services, their functions and responsibilities and future trends, etc.

Initiatives taken during the Year

3.7 The cadre review of a regularly constituted Group ‘A’ service is to be conducted at an interval of five years. Failure of some services to undertake periodic Cadre Restructuring was viewed with concern by the Cabinet Secretary. Later, Secretary (P) addressed all cadre controlling authorities to review the cadre structure of the services under their control. A meeting of senior officers of the Ministries/Departments, from which cadre review proposals were long overdue, was taken by the Additional Secretary (Pensions) in the month of October, 2005 with a view to impress upon them the necessity for periodic cadre reviews. The Joint Secretary or equivalent level officers from Department of Posts, Ministry of Defence and Ministry of Urban Development, who attended the meeting, were requested to expedite sending the cadre review proposals in respect of Indian Postal Service, Indian Defence Estates Service, Indian Naval Armament Service, Indian Ordnance Factory Service, Indian Defence Service of Engineers, Central Electrical & Mechanical Engineering Service (CPWD), Central Engineering Service (CPWD) and Central Architects Service (CPWD).
4.1 As desired by the Hon'ble Speaker, Lok Sabha, instructions on observance of proper procedure in official dealings between Administration and Members of Parliament and State Legislatures in the matter of invitation of Members of Parliament and State Legislatures to public functions organised by Government departments, their Subordinate Offices and Public Undertakings under those departments have been reiterated with the suggestion that such functions should be held, as far as possible, when the Parliament is not in session.

4.2 In the light of the decision of the Supreme Court in the case of Medha Kotwal Lele and others Vs. Union of India and Ors, instructions have been issued clarifying that the report of the Complaints Committee constituted for prevention of sexual harassment of women at workplaces should be treated as an inquiry report (and not a preliminary report), for the purposes of disciplinary action against the accused Government servant.

4.3 Rule 11 of the CCS (Conduct) Rules, 1964 has been amended to provide that every Government servant shall communicate information to a person in accordance with the Right to Information Act, 2005 (22 of 2005) and the rules made thereunder.
CHAPTER - 5

RESERVATION FOR SCHEDULED CASTES, SCHEDULED TRIBES, OTHER BACKWARD CLASSES, EX-SERVICEMEN AND PHYSICALLY HANDICAPPED PERSONS IN THE CENTRAL GOVERNMENT SERVICES

RESERVATION FOR SCHEDULED CASTES, SCHEDULED TRIBES AND OBCs

5.1 Clause (4) of Article 16 of the Constitution of India enables the State to make provisions for reservation of appointments or posts in favour of any backward class of citizens which, in the opinion of the State, is not adequately represented in the services under the State. Clause (4A) of the same Article enables the State to provide reservation for the members of the Scheduled Castes and Scheduled Tribes in the matter of promotion. Article 335 declares that the claims of the members of the Scheduled Castes and the Scheduled Tribes shall be taken into consideration, consistent with the maintenance of efficiency of administration in the making of appointments to services and posts in connection with the affairs of the Union or of a State. Proviso to the said Article empowers the State to make any provision in favour of the members of the Scheduled Castes and Scheduled Tribes for relaxation in qualifying marks in any examination or lowering the standards of evaluation, for reservation in matters of promotion to any class or classes of services or posts in connection with the affairs of the Union or of a State. Armed with powers given by these provisions of the Constitution, Government has issued various instructions providing for reservation in services for the members of the Scheduled Castes (SCs), the Scheduled Tribes (STs) and the Other Backward Classes (OBCs).

5.2 Reservation for SCs, STs and OBCs is available in all groups of posts in case of direct recruitment. While in case of direct recruitment on all India basis by open competition, reservation for SCs, STs and OBCs is 15%, 7.5% and 27%, respectively in case of direct recruitment on all India basis otherwise than by open competition it is 16.66%, 7.5% and 25.84% respectively. In case of direct recruitment to Groups C and D posts, normally attracting candidates from a locality or a region, percentage of reservation for SCs/STs is generally fixed in proportion to the population of SCs and STs in the respective States/UTs and reservation for OBCs in such cases has been so fixed that it is not more than 27%, and total reservation does not exceed the limit of 50%. Reservation in promotion by non-selection method is available to SCs and STs in all groups of services viz. A, B, C and D at the rate of 15% and 7.5% respectively. In case of promotion by selection method, reservation to SCs/STs is available up to the lowest rung of Group ‘A’ at the same rates. There is no reservation for OBCs in case of promotions. In promotion by selection to posts within Group ‘A’ which carry an ultimate salary of Rs.18300 or less, there is no reservation, but the instructions provide that the Scheduled Caste/Scheduled
Tribe officers, who are senior enough in the zone of consideration for promotion so as to be within the number of vacancies for which the select list is to be drawn up, would be included in that list provided they are not considered unfit for promotion.

5.3 Representation of SCs, STs and OBCs in the Central Government Services as on 1 January, 2004 is given in the statement at Appendix-I. In the All India Services and other Central services to which recruitment is made through the Civil Services Examination, almost all the vacancies reserved for SCs/STs/OBCs have been filled by the candidates of respective categories in the recent years. Vacancies reserved and filled in Indian Administrative Service, Indian Foreign Service and Indian Police Service in the year of Examination 2004 are given in Appendix-II. Reservation for OBCs was started only in 1993. It is expected that as a result of introduction of reservation for them, their representation in services would increase in due course of time.

RELAXATIONS AND CONCESSIONS

5.4 Various concessions like relaxation in the upper age limit, unlimited number of chances within the relaxed age limit prescribed for appearing in the competitive examinations, exemption from payment of examination fees, relaxation in standards of suitability, non-adjustment of candidates selected on their own merit against reserved vacancies, provisions of carry forward, of reservation, etc. continue to be prescribed to improve the representation of SCs and STs in the services/posts. Likewise, concessions like relaxations in the upper age limit upto three years, relaxation in number of chances upto seven within the relaxed age limit for appearing in the Civil Services examination etc. are available to Other Backward Classes. To ensure that posts reserved for SCs, STs and OBCs are filled by candidates belonging to these categories of persons only, there is a ban on deresorvation of posts in case of direct recruitment.

5.5 The National Common Minimum Programme provides that all reservation quota of Scheduled Castes and Scheduled Tribes, including in promotions, will be filled in a time bound manner and a Reservation Act will be enacted. Accordingly, the Government has launched a Special Recruitment Drive to fill up the backlog reserved vacancies of SCs and STs in direct recruitment as well as promotion within a fixed time frame. With a view to codify the provisions of reservation for SCs, STs and OBCs, the Government has introduced a Bill in the Rajya Sabha, namely, the Scheduled Castes, Scheduled Tribes and Other Backward Classes (Reservation in Posts and Services) Bill, 2004.

RESERVATION FOR EX-SERVICEMEN

5.6 Reservation for ex-servicemen was initially introduced for a period of two years in 1966. This was extended from time to time and is now available in terms of the Ex-servicemen
(Re-employment in Central Civil Services and Posts) Rules, 1979. As per these Rules, ten percent of the vacancies in the posts of the level of Assistant Commandant in para-military forces, ten percent of the vacancies in Group ‘C’ services and posts, and 20% of the vacancies in Group ‘D’ services and posts are reserved for ex-servicemen, subject to certain conditions. Ex-servicemen are entitled to get age relaxation for appointment to any vacancy in Central civil services/posts, whether reserved or not. Ex-servicemen who have already secured employment under the Central Government are entitled to the benefit of age relaxation as prescribed for securing another employment in a higher grade or cadre under the Central Government. There are some provisions regarding relaxation/exemption of educational qualifications for the ex-servicemen. The DG (Resettlement), Ministry of Defence, monitors the implementation of these orders in the Central Government Agencies.

RESERVATION FOR PERSONS WITH DISABILITIES

5.7 Section 33 of the Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995 provides that every appropriate Government shall appoint in every establishment such percentage of vacancies, not less than three percent, for persons or class of persons with disability, of which one percent each shall be reserved for persons suffering from (i) blindness or low vision, (ii) hearing impairment, and (iii) locomotor disability or cerebral palsy, in the posts identified for each disability. The cases of orthopaedically handicapped persons are covered under the category of locomotor disability or cerebral palsy. In November, 1977, much before the enactment of the above Act, reservation for persons with disabilities was introduced in case of direct recruitment to Groups C and D posts. It was extended to the cases of promotion to Group C and D posts in 1989. With the enactment of the Act, however reservation for persons with disabilities is now available in identified posts in all Groups of posts viz. A, B, C and D in case of direct recruitment. In case of promotion, it is available when promotions are made within Group D, from Group D to Group C and within Group C in identified posts. Reservation for ex-servicemen and physically handicapped persons is termed as ‘horizontal’ reservation and reservation for SCs, STs and OBCs is termed as ‘vertical’ reservation. Guidelines exist explaining how the ‘horizontal’ reservation is to be adjusted against the ‘vertical’ reservation.

LIAISON OFFICERS

5.8 In each Ministry/Department, the Deputy Secretary in-charge of administration or any other officer, at least of the rank of Deputy Secretary, is appointed to act as Liaison Officer in respect of matters relating to the representation of Scheduled Castes and Scheduled Tribes in all establishments and services under the administrative control of the Ministry/Department. He is *inter alia* responsible for ensuring due compliance, by the subordinate
appointing authorities, of the orders and instructions pertaining to the reservation of vacancies in favour of Scheduled Castes and Scheduled Tribes and other benefits admissible to them. Each Ministry/Department is supposed to have a Cell under the direct control of the Liaison Officer to assist him/her to discharge his/her duties effectively. In offices under the control of Head of Department too, a Liaison Officer is nominated for work relating to representation of Scheduled Castes and Scheduled Tribes. The duties of Liaison Officers for offices under such Heads of Departments are similar to those of Liaison Officer of the Ministry/Department in respect of offices under their charge. Liaison Officers for SCs/STs have also been made responsible for reservation matters relating to Physically Handicapped and Ex-servicemen.

5.9 Orders were issued on 6 March, 1997 for appointment of separate Liaison Officers in each Ministry/Department for looking into the matters concerning reservation for Other Backward Classes.

**REPRESENTATION OF SC/ST/OBC, MINORITIES AND WOMEN ON SELECTION BOARDS/COMMITTEES**

5.10 Instructions exist that Ministries/Departments etc. should endeavour to nominate, to the maximum extent possible, a Scheduled Caste/Tribe officer on the Selection Boards and Departmental Promotion Committees constituted for various posts/services under them. Particularly, where a Selection Board or a Departmental Promotion Committee has to make bulk selection for a large number of vacancies, say for 30 or more at a time, no effort should be spared in finding a Scheduled Caste or Scheduled Tribe officer for inclusion in the Selection Board/Departmental Promotion Committee.

5.11 Wherever a Selection Committee/Board exists or has to be constituted for making recruitment to 10 or more vacancies in Group ‘C’ or Group ‘D’ posts/services, it shall be mandatory to have one member belonging to SC/ST/OBC and one member belonging to Minority Community on such Committees/Boards. One of the members of the Selection Committee/Boards, whether from the general category or from the minority community or from SC/ST/OBC, should be a lady, failing which a lady member should be co-opted on the Committee/Board. It is also to be ensured that where the number of vacancies against which selection is to be made is less than 10, no effort should be spared in finding a Scheduled Caste/Scheduled Tribe/Other Backward Classes Officer, a Minority Community officer and a lady officer for inclusion in such Committees/Boards.
APPENDIX-I

REPRESENTATION OF SCs, STs AND OBCs IN THE CENTRAL GOVERNMENT SERVICES AS ON 1-1-2004

<table>
<thead>
<tr>
<th>GROUP</th>
<th>TOTAL</th>
<th>SCs</th>
<th>%</th>
<th>STs</th>
<th>%</th>
<th>OBCs</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>80011</td>
<td>9744</td>
<td>12.2</td>
<td>3311</td>
<td>4.1</td>
<td>3090</td>
<td>3.9</td>
</tr>
<tr>
<td>B</td>
<td>135409</td>
<td>19602</td>
<td>14.5</td>
<td>6274</td>
<td>4.6</td>
<td>3123</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2040970</td>
<td>344865</td>
<td>16.9</td>
<td>136630</td>
<td>6.7</td>
<td>106309</td>
<td>5.2</td>
</tr>
<tr>
<td>D (Excluding Sweepers)</td>
<td>802116</td>
<td>147212</td>
<td>18.4</td>
<td>53776</td>
<td>6.7</td>
<td>26158</td>
<td>3.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sweepers</td>
<td>91601</td>
<td>59320</td>
<td>64.76</td>
<td>5368</td>
<td>5.86</td>
<td>3340</td>
<td>3.65</td>
</tr>
<tr>
<td>Total (Excluding Sweepers)</td>
<td>3058506</td>
<td>521423</td>
<td>17.05</td>
<td>199991</td>
<td>6.54</td>
<td>138680</td>
<td>4.53</td>
</tr>
<tr>
<td>Total (Including Sweepers)</td>
<td>3150075</td>
<td>580743</td>
<td>18.44</td>
<td>205359</td>
<td>6.52</td>
<td>142020</td>
<td>4.51</td>
</tr>
</tbody>
</table>

NOTE: It does not include information in respect of Ministry of Environment and Forests.

APPENDIX-II

VACANCIES RESERVED AND FILLED UP IN INDIAN ADMINISTRATIVE SERVICE, INDIAN FOREIGN SERVICE AND INDIAN POLICE SERVICE ON THE BASIS OF CIVIL SERVICES EXAMINATION – 2004

<table>
<thead>
<tr>
<th>Services</th>
<th>Vacancies Total</th>
<th>Vacancies Filled</th>
<th>Vacancies Total</th>
<th>Vacancies Filled</th>
<th>Vacancies Total</th>
<th>Vacancies Filled</th>
<th>Vacancies Total</th>
<th>Vacancies Filled</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.A.S</td>
<td>91</td>
<td>91</td>
<td>12</td>
<td>12</td>
<td>6</td>
<td>6</td>
<td>26</td>
<td>34@</td>
</tr>
<tr>
<td>I.F.S.</td>
<td>20</td>
<td>20</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>I.P.S.</td>
<td>88</td>
<td>88</td>
<td>11</td>
<td>11</td>
<td>8</td>
<td>8</td>
<td>21</td>
<td>21</td>
</tr>
</tbody>
</table>

@ 8 OBC candidates have been adjusted against unreserved vacancies.
CHAPTER - 6

RECRUITMENT AGENCIES

6.1 The Union Public Service Commission (UPSC) and the Staff Selection Commission (SSC) are the two designated recruitment agencies of the Central Government. The UPSC makes recruitment for Group ‘A’ services/posts and Group ‘B’ gazetted posts in Ministries/Departments etc. SSC makes recruitment for non-gazetted posts in Ministries/Departments and their attached and subordinate offices, carrying the pay scale of Rs.6500-10,500 and non-technical Group ‘C’ posts. While the UPSC is a constitutional body set up under Article 315 of the Constitution, the SSC has been set up by a Resolution of the Government and has the status of an attached office of the Department of Personnel and Training.

UNION PUBLIC SERVICE COMMISSION

6.2 The Union Public Service Commission comprises a Chairman and ten Members. As on 12.12.2005, the Chairman and ten Members are in position. During the year there have been some changes in the incumbency of the Chairman/Members. Dr. S.R. Hashim assumed charge of Chairman w.e.f. 04.01.2005 (AN). Ms. Chokila Iyer, Shri K. Roy Paul and Prof. K.S. Chalam were appointed as Members, with effect from 01.02.2005 (AN), 18.05.2005 (AN) and 01.06.2005 (AN) respectively during this period.

Functions and working of UPSC

6.3 The functions of the Commission are as specified in Article 320 of the Constitution. So far as the working of the Commission is concerned, Article 323 of the Constitution provides for submission of Annual Report on the working by the Commission and its laying before the Parliament. A separate report on the working of the Commission is accordingly laid before the Parliament.

STAFF SELECTION COMMISSION

6.4 Shri I.M.G. Khan, Additional Secretary, D.O.P&T had been assigned additional charge of post of Chairman, Staff Selection Commission w.e.f. 24.11.2005. Following his transfer, the charge is currently held by Additional Secretary, D.O.P. & T. Shri Parkash Chander and Smt. Pratibha Mohan are holding the post of Members w.e.f. 16.8.2001 and 08.10.2004 respectively.

6.5 The sanctioned strength of SSC including Regional Offices is 507, consisting of 85 gazetted (37 Group ‘A’ and 48 Group ‘B’ officers) and 422 non-gazetted.
Functions and working of SSC

6.6 The main responsibility of the Staff Selection Commission is to make recruitment to Group ‘C’ (non-technical) and Group ‘B’ (non-gazetted - both technical and non-technical) posts in Departments of Government of India, its attached and subordinate offices, except those for which recruitment is made by the Railway Recruitment Boards and Industrial Establishments. The Government of India, by amendments to the Resolution on 13 November, 2003 and 29 September, 2005, has also given the responsibility of making recruitment to the posts of Section Officer (Commercial/Audit) and all non-gazetted posts which carry the pay scale of Rs. 6,500 - 10,500.

Regional Offices & their Jurisdiction

6.7 The Staff Selection Commission has nine Regional/Sub-Regional Offices in different parts of the country. These Regional/Sub-Regional Offices are responsible for receipt and processing of applications for various examinations, issue of admit cards to the candidates, conducting the interviews/PETs (wherever required) either at the Regional Headquarters or other major cities within the regions. The jurisdiction of the various Regional Offices is as under:-
<table>
<thead>
<tr>
<th>S.No.</th>
<th>Region</th>
<th>Jurisdiction</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Northern Regional Office at New Delhi</td>
<td>NCT of Delhi and Rajasthan</td>
</tr>
<tr>
<td>2.</td>
<td>Central Regional Office at Allahabad</td>
<td>Uttar Pradesh, Uttarakhand, Bihar and Jharkhand</td>
</tr>
<tr>
<td>3.</td>
<td>Western Regional Office at Mumbai</td>
<td>Gujarat, Maharashtra, Goa and Union Territories of Dadar &amp; Nagar Haveli and Daman &amp; Diu</td>
</tr>
<tr>
<td>4.</td>
<td>Eastern Regional Office at Kolkata</td>
<td>West Bengal, Orissa, Sikkim and Union Territory of Andaman &amp; Nicobar Islands</td>
</tr>
<tr>
<td>5.</td>
<td>North-Eastern Regional Office at Guwahati</td>
<td>Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland &amp; Tripura</td>
</tr>
<tr>
<td>6.</td>
<td>Southern Regional Office at Chennai</td>
<td>Andhra Pradesh, Tamil Nadu and Union Territory of Pondicherry</td>
</tr>
<tr>
<td>7.</td>
<td>Kerala-Karnataka Regional Office at Bangalore</td>
<td>Karnataka, Kerala and Union Territory of Lakshadweep</td>
</tr>
<tr>
<td>8.</td>
<td>Madhya Pradesh Sub-Regional Office at Raipur</td>
<td>Madhya Pradesh and Chhattisgarh</td>
</tr>
<tr>
<td>9.</td>
<td>North-Western Sub-Regional Office at Chandigarh</td>
<td>Jammu &amp; Kashmir, Himachal Pradesh, Haryana, Punjab and UT of Chandigarh</td>
</tr>
</tbody>
</table>
Recruitments

6.8 The Commission has conducted/scheduled eight All India Level Open Competitive Examinations and one Limited Departmental Examination during the period from 1 April, 2005 to 30 November, 2005.

Open Competitive Examinations

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of Examination</th>
<th>No. of Applications</th>
<th>Date of Exam.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Junior Hindi Translators Examination, 2005</td>
<td>8,518</td>
<td>24.04.2005</td>
</tr>
<tr>
<td>2.</td>
<td>Section Officer (Audit) Examination, 2005</td>
<td>3,34,481</td>
<td>05.06.2005</td>
</tr>
<tr>
<td>3.</td>
<td>Sub-Inspectors in Central Police Organisations Examination, 2005</td>
<td>81,452</td>
<td>26.06.2005</td>
</tr>
<tr>
<td>5.</td>
<td>Section Officer (Audit) Exam 05 Re-Examination</td>
<td>14</td>
<td>10.07.2005</td>
</tr>
<tr>
<td>7.</td>
<td>Recruitment of Section Officer (Commercial) Examination 2005</td>
<td>95,145</td>
<td>25.09.2005</td>
</tr>
<tr>
<td>8.</td>
<td>Combined Graduate Level (Prel.) Examination 2005</td>
<td>6,30,200</td>
<td>13.11.2005</td>
</tr>
</tbody>
</table>

Departmental Examinations

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of Examination</th>
<th>No. of Applications</th>
<th>Date of Exam.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>U.D. Grade Limited Departmental Examination, 2005</td>
<td>1288</td>
<td>09.10.2005</td>
</tr>
</tbody>
</table>

Results Declared

6.9 The Commission declared six final results of various All India Open Examinations taken together during the period from 1 April, 2005 to 30 November, 2005. In addition, Commission also declared the results of two Departmental Examinations during the period from 1 April 2005 to 30 November 2005. The success rate of candidates, examination-wise, is given as under:-
## Results Declared

### Open Examinations

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Name of the Examination</th>
<th>Date of declaration of final result</th>
<th>No. of candidates finally Recommended</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Junior Hindi Translators Exam., 2005</td>
<td>08.06.2005</td>
<td>71</td>
</tr>
<tr>
<td>2.</td>
<td>Tax Assistant Exam. 2004</td>
<td>03.08.2005</td>
<td>339</td>
</tr>
</tbody>
</table>

### Departmental Examinations

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Name of the Examination</th>
<th>Date of declaration of final result</th>
<th>No. of candidates finally Recommended</th>
</tr>
</thead>
</table>

### Recruitment to Selection Posts

6.10 Apart from the regular examinations, the Commission also makes recruitment to various isolated posts in Government of India or its attached / subordinate offices on the basis of either interview or by holding a screening / proficiency test followed by an interview. A total of 83 Group ‘B’ posts and 40 Group ‘C’ posts were filled in this category during the period from 1 April, 2005 to 30 November, 2005.
Combined Matric Level Examination

6.11 The proposal of the Staff Selection Commission (SSC) to answer papers (excluding language specific papers) for the Matric Level (Main) Examination in English or any of the languages mentioned in the VIII Schedule of the Constitution of India has been approved by the Government. This would be applicable for:

(i) answering the question papers in ‘General Studies’ and ‘Essay’ for the posts of stenographer Grade C and stenographer Grade D;

(ii) answering the question papers in ‘General Studies’ and ‘Arithmetic’ for the post of LDC.

The question papers would, however, be available to the candidates, as per the existing practice, in English and Hindi. The SSC has already included the Combined Matric Level Examination in its tentative examination programme for the year 2006.

Special Recruitment Drive

6.12 The Staff Selection Commission held a Special Recruitment Drive for Scheduled Caste and Scheduled Tribe candidates for recruitment to the posts of Stenographers Grade ‘D’ and LDCs to clear the backlog vacancies, for which an examination was held in August 2005.

Question Bank Project Workshop

6.13 The Staff Selection Commission has developed a Question Bank which contains standard questions on all topics/sub-topics that are to be covered in the objective type examinations conducted by the Commission. For resourcing the Question Bank and to facilitate paper setters in selecting good quality standard questions, Commission organized Question Bank Project Workshops during the period 2004-2005. The Commission is organizing similar workshops during the year 2005-2006 too.

Information and Facilitation Counter

6.14 Considering larger number of candidates appearing for SSC examinations, a need was felt to set up an Information & Facilitation Counter for larger public-interface, transparency in administration and easy and speedy access to information for candidates and others in respect of service and activities of the Commission. Accordingly, a computerized Facilitation Counter with the assistance of NIC was set up in October, 1999 in New Delhi. Since then, it has been providing the following facilities to the candidates/others:

i) General assistance to all visiting candidates regarding various queries on existing and forthcoming examinations, apart from providing inter-link between officers of SSC and candidates.

ii) Receipt of application from for all examinations for Northern Region and issuing acknowledgements for the same.

iii) Issue of Duplicate Admission Certificates to candidates (after verification) in case of their non-receipt by candidates falling within the jurisdiction of Northern Region.
iv) Information of various sorts through Telephone No. 24360619 and 24363343 installed at the Facilitation Counter.

v) Information relating to declared results across the Counter for all examinations of SSC – General & Departmental.

vi) Providing a drop-box for submission of applications after office hours and on holidays.

vii) Seating arrangements for candidates to write applications, waiting Hall etc.

viii) Counter for receiving applications/fees under Right to Information Act.

6.15 The approximate figures of cases handled at the Facilitation Counter during 2005-2006 (up to October, 2005) are as under :-

1. Telephone enquiries handled 5000-6000 approx.

2. Personal enquiries including issue of Duplicate ACs to candidates 4000 approx.

3. Applications received at the counter 10,000 approx.

6.16 The website named “http://www.ssc.nic.in” of Staff Selection Commission has already been indexed for use by candidates and others.

Progressive use of Hindi in Commission’s work

6.17 During the period under review provision of Section 3(3) of Official Languages Act, 1963 and Official Language Rule 5 were duly complied with. All the notices of various examinations published during the period were issued bilingually and emphasis was laid on increasing the original correspondence in Hindi with the three regions, namely A, B and C, as per the targets prescribed by the Department of Official Language. In order to persuade the Officers/Officials of the Commission to do maximum work in Hindi, a three-day Hindi workshop was organized during the month of June, 2005. In this workshop one officer and 12 officials were imparted practical training on various aspects of day to day official work in Hindi. Under the Cash Award Scheme for the year 2004-05, 9 employees of SSC(Hq.) were given cash awards for doing their original official work in Hindi. At the same time Regional Office, Bangalore and R & A Section of SSC (Hq.) were awarded Official Language (Running) Shield for excellent performance in implementation of Official Language Policy.

6.18 In order to encourage progressive use of Hindi in official work and to create interest among the Officer/Officials for its usage, Hindi Fortnight was organized from 1 September, 2005 to 15 September, 2005. During the fortnight various competitions like Essay Writing, Typing Test, Noting and Drafting, Poem Recitation and Quiz in Hindi were organized. Cash awards and certificates were also distributed to the winners by the Member (M) on this occasion in the concluding session. In continuation, a two days Hindi Workshop was organized on 1 and 2 September, 2005. In this workshop 3 officers and 14 officials were imparted practical training on implementation of Official Language Policy and Noting and Drafting and Correspondence in Hindi.
CHAPTER - 7

TRAINING POLICY AND PROGRAMMES

7.1 In April, 1996, Government issued operational guidelines on the National Training Policy which lays emphasis on imparting training to all levels of Government employees. Accordingly, the Department of Personnel and Training has taken up a number of programmes to address the training needs of different levels of Government employees. These are:

1. Post Graduate Programmes in Public Policy
2. In-service Training
3. Strengthening of State Level Administrative Training Institutes (ATIs)
4. Support to State Training Programmes
5. Trainer Development Programmes
6. Equipment Support to State ATIs
7. Development of Training Software

COMMENCEMENT OF POST GRADUATE PROGRAMS IN PUBLIC POLICY

7.2 Since external donors withdrew the support they were providing for Indian officers to pursue higher studies in the area of public policy abroad, the Government of India decided to start high quality programmes in public policy within the country. The first such programme was started at IIM, Bangalore in June, 2002. This programme accommodates around 30 participants for a two-year programme leading to a postgraduate diploma in public policy and management. Out of the two years, one year is spent at IIM, Bangalore and the 2nd year is spent at the participants normal work place. In June, 2005, the 4th batch of 31 participants joined the programme.

7.3 In its effort to start additional programmes of this nature, an MoU was signed with the TERI School of Advance Studies on 29 January, 2005 for starting the second such programme leading to a post graduate degree in public policy and sustainable development. The first batch of participants has joined the programme at TERI in January, 2006.

IN-SERVICE TRAINING

In-service training of IAS

7.4 In-service training programmes for IAS officers consist of one-week training programmes on a range of subjects, and two-week training programmes with a different focus for three different levels of seniority of officers.
7.5 During the year, thirteen two-week programmes were conducted. The break up of these programmes for the different seniority groups is given below:

<table>
<thead>
<tr>
<th>For officers having service of</th>
<th>No. of programmes</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-9 years</td>
<td>6</td>
<td>Programme Implementation</td>
</tr>
<tr>
<td>10-16 years</td>
<td>3</td>
<td>Management Concepts and Decision making</td>
</tr>
<tr>
<td>17-20 years</td>
<td>4</td>
<td>Policy Planning and Analysis</td>
</tr>
</tbody>
</table>

7.6 A total of twenty seven one-week training programmes were conducted at different Institutions. The following subjects were covered in these programmes:

1. India and the World
2. Infrastructure Development and Institutional Financing
3. Negotiating Strategies
4. Quantitative Methods and Operational Research for Public Policy and Management
5. E-Governance and its Benefits
6. Basic and Advanced Course on WTO
7. Ethical Issues in Today’s Administration
8. Infrastructure Deregulation
9. Administrative Law
10. Public Private Partnership
11. Urban Management
12. Leadership and Change Management
13. Strategic Leadership for Policy Makers
14. Management of State Finance
15. Community Mobilization and Participatory Management Techniques
16. Disaster Management
17. Project Formulation & its Implementation
18. Indian Infrastructural Issues
19. Team Building
In addition to the above 1-week training programmes, two special 1-week Joint Civil Military Training Programmes on National Security have also been conducted.

7.7 It has since been decided to introduce a new system of mandatory Mid-career training for IAS officers. This training is proposed to be provided in three phases as indicated below:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Years of Service</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase III</td>
<td>7-9 years</td>
<td>8 weeks</td>
</tr>
<tr>
<td>Phase IV</td>
<td>14-16 years</td>
<td>8 weeks</td>
</tr>
<tr>
<td>Phase V</td>
<td>26-28 years</td>
<td>4 weeks</td>
</tr>
</tbody>
</table>

7.8 1-week training programmes for IAS officers will continue, but the 2-week training programmes for IAS officers may be discontinued after introduction of the new Mid-Career training for IAS officers.

**Other In-service Programmes**

7.9 The thirty-first ‘Advanced Professional Programme in Public Administration’ (APPPA) is being conducted by the Indian Institute of Public Administration (IIPA) New Delhi from July, 2005 to March, 2006. This nine months post-graduate programme is meant for senior officers with 10 years of service in Group’A’. It aims at providing an understanding of the socio-economic environment and of the tools and techniques that are useful in meeting the challenges of development administration. It also seeks to develop in the participants interpersonal skills and sensitiveness to people’s needs with a view to make administration more responsive.
7.10 Two one-week orientation programmes were sponsored for Deputy Secretaries/ Directors who joined the Central Government under the Central Staffing Scheme. The programmes, conducted at the Institute of Secretariat Training and Management, focus on policy formulation skills, parliamentary procedure, formulation of proposals and budgeting and financial management.

STRENGTHENING OF STATE ADMINISTRATIVE TRAINING INSTITUTES

7.11 This project was taken up to meet the training needs of the State Civil Services as also government functionaries at the cutting edge level. Seventeen State ATIs were strengthened and equipped with the capacity to undertake a large number of training programmes for such government functionaries. This project ended on 30 September, 2005. A total of 46 subject specific training modules have since been developed. Out of these, 18 modules are in the Distance Learning Mode (DLM). Ten of these DLM modules have also been converted into multimedia format for web-based/online learning. Modules on training techniques, such as Training Need Analysis, Evaluation of training, Mentoring Facilitation, and Direct Trainer Skills (I & II) have also been developed. Intensive district level training programmes were also conducted in seven districts in Maharasta, Tamil Nadu, Rajasthan, Madhya Pradesh, Uttar Pradesh, Bihar and West Bengal.
SUPPORT TO STATE TRAINING PROGRAMMES

7.12 The Training Division sponsors training programmes for the state government and public sectors and autonomous bodies' officials, which are conducted at the State Training Institutes, District Training Centres and Secretariat Training Branches of the states. These programmes are designed to develop the knowledge of state officials in different areas and equip them with management and technical skills. These programmes also sensitize them in the new and upcoming areas. The Programmes cover a large variety of subjects like Computer Awareness and IT, Participatory Administration, Decentralised Planning and Governance, Change Management, Disaster Management, State Financial Management, Gender Issues, Human Rights, Ethics and Human Values, Management of Finance for Non-Finance Officers, Economic Reforms and Rural Poor, Office Procedure, Citizen's Charter, In-service Training for Clerical Staff, Management of Training, Training Needs Analysis, Evaluation of Training etc. Proposals are being invited for conducting training courses in new areas like Right to Information, Gender Budgeting etc. in the next year.

Participants of training programme on “Financial Rules, Procedures & Functions” of DDOs’ at ATI, Arunachal Pradesh
During the year, 530 courses were sponsored at a cost of about Rs 2.00 crore thereby covering 11,426 participants in the different states of the country.

A training programme at UAA, Nainital in Session
EQUIPMENT SUPPORT TO STATE TRAINING INSTITUTES

7.14 During the year 2005-2006 hardware/equipment support amounting to Rs. 75.00 lakh was provided to 18 District/Regional Training Centres in eight States namely Kerala, Himachal Pradesh, Punjab, Mizoram, Madhya Pradesh, West Bengal, Uttaranchal and Gujarat.

DEVELOPMENT OF TRAINING SOFTWARE

7.15 As a part of the process of building up of appropriate training material, some institutions were given financial support for the preparation of case/research studies on specific thrust areas. Development of case/research studies is a continuous process in an effort to augment the indigenous training material for use in various training programmes. Five case/research studies have been commissioned during the year 2005-2006, for which an amount of Rs. 10.00 lakh has been provided. Two documents of “Best Practices” in various fields of public Governance are being developed, which will help replication of success at other places. Three workshops on “Case Study – Preparation and Use” were sponsored so as to develop expertise in this field.

TRAINER DEVELOPMENT PROGRAMMES

Plan Training Scheme

7.16 Trainer Development Programmes (TDP) consist of the programmes on Direct Trainer Skills (DTS), Design of Training (DoT), Management of Training (MoT), Training Need Analysis (TNA), Distance Learning Methodology (DLM), Training Techniques (TT), Evaluation of Training (EoT) and Direct Trainer Skills-II (DTS-II), in addition to development of Master Trainers/Recognised Users in all of the above areas. These programmes are conducted in selected National and State Training Institutes that have developed expertise in these areas.
7.17 During the year 2005-2006, the Training Division organised a number of courses, viz. 36 on Direct Trainer Skills (1-week), 29 on Design of Training (1-week), 2 on Management of Training (Trainers) 9 on Management of Training 9 on Training Need Analysis (2-week), 2 on Distance Learning Methodology (2-week), 2 on Distance Learning Methodology-Workshop (3-days), 1 on Training Techniques (2-week), 7 on Evaluation of Training (1-week) and 5 on Direct Trainer Skills-II (1-week) under the Trainer Development Programmes.

7.18 12 Computer programmes on ICT Tools for e-Readiness in Government (2-week) and 2 Workshops on e-Governance (1-week), designed by the National Informatics Centre (NIC), New Delhi, were also sponsored by this Division under TDP. While some of these programmes focus on imparting skills, others focus on bringing about attitudinal change. Most of these programmes are in the form of Training of Trainers (ToT) modules. These programmes develop a cadre of trainers in the selected areas and create a multiplier effect. In addition, 4 courses on Mentoring (3-days) and 4 courses on Facilitation (3-days) have also been sponsored for the first time during this year under the Trainer Development Programmes.

7.19 In all, 126 training programmes are being sponsored and about 2144 officers are expected to be trained during this financial year (2005-2006).

7.20 The Training Division has been implementing the Trainer Development Programmes, which has helped in creating a Skilled Cadre of Master Trainers/Recognised Users (MTs/RUs) in the area of design and delivery of training programmes. The Master Trainers have essentially been involved in organising Recognised User Development Programmes. Under Trainer Development Programmes, Master Trainers, Recognised Users and base level trainers are being developed in various State Administrative Training Institutes. This is an ongoing process. 5 MTs and 38 RUs are expected to be developed during 2005-2006.
7.21 Under TDP, a Workshop of Master Trainers & Recognised Users (MTs/RUs) is organised every year with a view to discuss important issues of common interest. The various MTs and RUs come together from all over the country and put forth their views and ideas. This workshop provides a forum to discuss common ideas to make the TDP more effective. The Annual Workshop of MTs/RUs for the year 2004-2005 was organized on 24-25 January, 2005 at the HCM Rajasthan State Institute of Public Administration (RIPA), Jaipur. The Annual Workshop of MTs/RUs for the year 2005-2006 is scheduled to be held at AIM, Chennai during January, 2006.

**Faculty Development Scheme**

7.22 Faculty Development is a key requirement for upgrading the skills of trainers and improving their knowledge base. Unless trainers get an opportunity to keep abreast of latest developments, training programme become outdated and they provide no new learning. It is, therefore, important that provision is made for development of faculty members in all training institutions, including the Institute of Secretariat Training & Management and State Level Administrative Training Institutes. Faculty development comprises of structured training programmes, tours and attending conferences/seminars, which help in new learning. This scheme has gained popularity and has received an overwhelming response in various areas.

7.23 During the last financial year, nominations from State Administrative Training Institutes, Institute of Secretariat Training & Management, New Delhi and Lal Bahadur Shastri National Academy of Administration, Mussoorie covering Master Trainers/Recognised Users were received. It was felt that an opportunity for faculty development would help in upgrading the quality of trainers and also act as an incentive for better quality of people to come as faculty members. Around 36 officers are expected to attend different training programmes under Faculty Development Scheme during 2005-06, all over the country.
DOMESTIC FUNDING OF FOREIGN TRAINING

7.24 Department of Personnel & Training has been sponsoring officers for training programmes abroad. In the past, these have been almost entirely funded by bilateral or multilateral aid. However, over the years this aid has come down. Keeping in view the importance and benefits of providing international exposure to the officers, a scheme of Domestic Funding of Foreign Training was started in 2001. This covers both long-term and short-term training in reputed universities/institutes in several countries. A scheme of Partial Funding of Foreign Study has also been started as another component of the scheme of Domestic Funding of Foreign Training. The officers under this scheme seek admission on their own and Government of India provides up to US $18,000 as financial assistance to the eligible officers to undertake such studies. During the year 2004-2005, 39 officers were deputed for various long-term training programmes, 121 officers were deputed for short-term training programme and 15 officers were provided financial assistance under the scheme of Partial Funding of Foreign Study. During the current financial year i.e. 2005-2006, 45 officers are likely to be deputed for long-term training programmes and 85 officers (till 12 December, 2005) for short-term training programmes. About 25 officers are likely to be covered during the current year under the scheme of Partial Funding of Foreign Study.

TRAINING ACTIVITIES ON RIGHT TO INFORMATION ACT, 2005

7.25 Section 26(1)(d) of the Right to Information Act, 2005 mentions that the appropriate Government may, to the extent of availability of financial and other resources, train the PIOs of public authorities and produce relevant training material etc. In the above context, the following activities have been undertaken by the Training Division:

Seven workshops were conducted at the Institute of Secretariat Training and Management, New Delhi on ‘Right to Information Act, 2005’ for Public Information Officers (PIOs) and
Assistant Public Information Officers (APIOs) nominated from Various Ministries/Departments to the Government of India. Around 200 officers were covered. In addition, 5 exclusive workshops were conducted by ISTM for the officers of Ministry of Urban Development and Ministry of Labour covering around 85 officers.

**Workshop on RTI in Progress at ISTM**

**Training of Trainers at State Administrative Training Institutes (ATIs)**

7.26 In order to create a pool of trainers by sharing information with different ATIs, four ATIs were selected to conduct three days workshop for trainers from other states which were conducted at ATI, Mysore, AASC, Guwahati, Uttarakhal Academy Nainital, YASHADA Pune. These workshops covered 75 trainers across the country.

**Training of PIOs/APIOs at State Level**

7.27 Based on the exchange of information on resource material, the State ATIs were asked to conduct further workshops of three days duration for sensitization of PIOs/APIOs from the State Government in their respective institutes. In response, proposals were received from 18 State training institutes, who have been allocated 2 workshops of 3 days duration each. For all the above activities, the Training Division has incurred an expenditure of Rs.11.91 lakhs so far.

**Capacity Building Through UNDP Project**

7.28 Training Division is executing a UNDP funded project on capacity building for Access to Information to the tune of Rs.6.86 crores to be completed in the next three years. Among other activities it also envisages capacity building by preparing training modules/Training of Trainers at national, state and district level, research documentation and dissemination etc. on Right to Information.
CHAPTER - 8

TRAINING INSTITUTIONS

LAL BAHADUR SHASTRI NATIONAL ACADEMY OF ADMINISTRATION

INTRODUCTION

8.1 The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie is the premier training institution for the higher civil services in India. The Academy imparts induction level and in-service training. A common Foundation Course is held for entrants to All India Services and all Group “A” services of the Union. A professional training programme for regular recruits to the Indian Administrative Service (IAS) and members of the Royal Bhutan Service is conducted after the Foundation Course. The Academy also conducts in-service training courses for members of the IAS and officers promoted to the IAS from the State Civil Services, as well as workshops and seminars on policy issues.

8.2 The Academy has developed a vision statement through a process of intensive discussions with all stakeholders. The vision statement reads:

“We seek to promote good governance, by providing quality training towards building a professional and responsive civil service in a caring, ethical and transparent framework.”

LBSNAA seeks to impart to civil servants exemplary attitudes and values expected in public services. A primary aim of our training is to positively influence, in the brief period available during training, the attitudes and values of intelligent young persons in their mid-twenties, coming from a wide variety of backgrounds.

INDUCTION COURSES

8.3 The Foundation Course is essentially knowledge centered, the Professional Courses are fundamentally skill-oriented and the in-service courses are mainly directed towards enhancement of policy formulation capabilities for assuming senior positions in Government.

Foundation Course (15 Weeks)

8.4 This course is intended for members of the All India Services, viz. the Indian Administrative Service, the Indian Police Service and the Indian Forest Service, and the various Central Services (Group-A) of the Union. It is a fifteen-week course conducted twice every year, from September to December and again from March to June. The course aims at imparting a basic understanding of the constitutional, political, socio-economic and legal
framework of the Country, and also fostering greater co-ordination among the members of the different public services by building *esprit de corps* and cultivating an attitude of co-operation and inter-dependence. The course endeavors to make the Officer Trainees professional in their approach and aware of the challenges and opportunities within the civil service. It is structured to familiarize the new entrants in the Government with the environment of political, economic and administrative issues, through a well-defined syllabus. A revised syllabus was introduced from the 74th Foundation Course. The objectives of the course were also extensively revised and emphasis was laid on right values, ethical standards, norms of behaviour and personal conduct expected of civil servants; developing qualities such as sensitivity to social problems, responsiveness to changing needs and expectations of citizens; accountability to ensure high job performance; commitment to democratic values and concept of partnership and participative decision making. Concurrent evaluation based on tests, quizzes, assignments and reports was also introduced.

8.5 The Academy is now increasingly moving toward a modular format of training. Some of the modules conducted are: administrative accountability, underpinning the need to be more accessible, accountable and transparent; self-awareness, covering areas of personal ethics and behaviour; principles and issues in Ethics, including ethics and administration; leadership qualities and motivation; disabilities, including a field visit to the National Institute for Visually Handicapped; social sector; poverty and its manifestation, and the government programmes; issues in gender etc. There is, however, a constant and underlying emphasis in all academic and co-curricular inputs to drive home the message of being non-arrogant, more accessible and humane in their approach to the citizens.

The main activities organized during the Foundation Courses are:

1. **Village Visit Programme:** This is organized for a period of one week in order to sensitise the Officer Trainees to the reality of rural India, through a structured study of a village. The objective of the visit is to assess the dynamics of the socio-economic and political situation existing in the villages, understand the problems faced by villagers especially the deprived sections of the women and poor, and recognize the importance of the need to learn from the people in evolving solutions. A module on Participatory Rural Appraisal is also conducted prior to the village visit in order to enable better interaction with the villagers. Individual and group reports are also presented by the Officer Trainees after they return. This visit has been consistently found to be very useful as a sensitization methodology by the Officer Trainees.

2. **Trek in the Himalayas:** The objective of trek is to inculcate the spirit of adventure
and to strengthen the *esprit de corps* in the Officer Trainees. The trek is also a significant learning experience in group dynamics, interpersonal relations, humanism, courage, endurance and love and respect for nature. The nine-day trek in tough conditions increases the solidarity among the trainees and is considered an important component of the FC.

3. **Extra Curricular Activities** are organised in the afternoons in order to impart skills other than purely academic, to the trainees in recognition of the need for an officer to have diverse interests and a well-rounded personality.

4. To provide a forum for, and promote the talents of the OTs, various *cultural programmes* are organized. The A.K. Sinha One Act Play Competition tests the acting skills of the trainees. Apart from that, cultural programmes and Zonal Days are organized to instil in the trainees a sense of the diversity and oneness of the country. The trainees themselves highlight the cultural traditions of various parts of the country through exhibitions, culinary events, folk dances etc. A Fete is organized in order to inculcate the spirit of entrepreneurship among the trainees. The proceeds go to the Social Services Society, which organises outdoor clinics for the poor TB patients of Mussoorie and surrounding area, including rickshaw pullers and runs a school (Balwadi) for education of the poor children. Blood donation camps are organised twice a year in which enthusiastic participation from the trainees is witnessed.

8.6 During the year 2005, two Foundation Courses, viz. 77th Foundation Course and 78th Foundation Course were organised. In the 77th Foundation Course (14 March, 2005 to 24 June, 2005), which was organised for those who could not complete Foundation Course earlier, a total 45 Officer Trainees took part. 78th Foundation Course (22 August, 2005 to 2 December 2005) was organised for the newly recruited officers of All India Services and other Central Services (Group - A). In the Course, 305 Officer Trainees (including 1 member of Royal Bhutan Civil Service) took part.

**IAS Professional Course, Phase-I (24 Weeks)**

8.7 After completion of the Foundation course, the IAS Officer Trainees and trainees of Royal Bhutan Civil Service undergo the Professional Course Phase-I for 24 weeks. This course aims to develop and hone the professional skills of trainees in handling a large range of responsibilities that an officer shoulders during the first ten years of service. Emphasis is laid on understanding of public systems and their management, together with grounding in Public Administration, Law, Economics and Computer Applications. During the first part of Phase-I,
the Officer Trainees are sent on a 9 week Winter Study Tour (Bharat Darshan) comprising of attachments with the three Armed Forces, Public Sector, Private Sector Units, Municipal Bodies, Voluntary Agencies, specially those working in difficult conditions, and civil administration in insurgency affected areas etc. The Officer Trainees are required to maintain a detailed account of their activities and visits by means of a daily diary, which is used for their assessment. They are also required to make presentations on their experiences and learnings on their return.

8.8 These attachments give the officers an opportunity to experience the diverse mosaic of our country. They also get an opportunity to see and understand closely the functioning of various organizations. The stay at villages, as part of the Winter Study Tour, and exposure to grassroot realities of our country sensitizes the Officer Trainees to the plight of the citizenry. Interaction with grassroot level political executive also sharpens their understanding of democratic institutions. Stress is laid on local self-government institutions being respected and helped as facilitators in the process of development.

8.9 Thereafter, the officers go through a strict regimen of classroom training. It is here that professional inputs in Public Administration, Management, Law, Economics and Computer Applications are provided in accordance with the syllabi approved by the Government of India. Attachment to the Bureau of Parliamentary Studies and Training (BPST) is also arranged during this period where the Officer Trainees get an opportunity to meet Parliamentarians and various other dignitaries in the Capital.

8.10 The 16-week Academic Module held on campus covers the prescribed syllabi through cross-disciplinary modules in 323 sessions of about 400 hours of teaching. The course design of the Professional Course (Phase-I) is based on the firm belief that an administrator is required to display exceptional qualities of integrity, moral courage, empathy, leadership, sense of justice, impartiality, rationality, freedom from prejudice and arbitrariness, and, above all, sustained hard work. There has to be a commitment to the goals of development, equity and social justice as also a conviction that rule of law is the only means to achieve these goals. The training methodology adopted includes lectures, case discussions, seminars, syndicate work, small group discussions, hands on sessions, online learning, management games and role plays, audio visual media and exercises. Extensive reading material on each of the modules is also circulated. The academic tasks expected of the trainees include writing of state papers, seminar papers which are then presented by them before a panel of experts, book reviews, rapporteuring for various sessions, and action research projects to understand the linkages and implementation of various government schemes.
8.11 In pursuit of the firm belief that the inculcation of the right attitudes imbues the individual with a sense of commitment, some of the academic modules taken up in Phase I are rural development and basic needs, land reforms and land administration, panchayati raj, district planning, gender issues, social sector management, food security and PDS, social legislation, social marketing and quality service delivery in government.

8.12 IAS Professional Course, Phase-I (2004-2006 Batch) was conducted from 18 December, 2005 to 3 June, 2005. 92 Officer Trainees of Indian Administrative Service took part in the course.

**District Training (52 Weeks)**

8.13 During the District Training the Officer Trainees learn about the various facets of administration at the district level. During this period they are under the direct control of the District Collector and the State Government. They get an opportunity to get first hand knowledge of the work of the Collector/ District Magistrate, Deputy Commissioner and various other institutions in the State government. They also get an opportunity of holding independent charge as Tehsildar/Mamlatdar, Sub Divisional Magistrate, Block Development Officer, District Development Officer or Chief Executive Officer of a Municipality.

8.14 The Officer Trainees are required to do assignments for the Academy, based on field studies in the district. The assignments required of them are, monthly report on training which could be either in the form of a DO letter and an Analytical Note on an issue or a Daily Diary, one assignment on District Administration where they study one area in detail and write a report, court work assignment comprising of case records of 9 cases and 2 inquiries, and language assignments incorporating lessons and tests in the language of the allotted cadre. A major assignment expected of them is the village study assignment comprising two parts, the land reforms study and the socio economic study of a village. The Officer Trainees are required to stay in the village and complete the assignment, as well as make frequent visits to other villages in their districts. Through this the Officer Trainees learn to study the problems of the poor in depth in an objective manner. They also learn to appreciate better how government schemes translate into reality. These assignments are presented in the Phase-II and evaluated by the Centre for Rural Studies. The counsellors nominated by the Academy for the various cadres remain in touch with the Officer Trainees throughout this period via correspondence, field visits to their districts and contact with their Collectors.
**IAS Professional Course Phase-II (6 Weeks)**

8.15 While theoretical concepts are sought to be imparted in the Foundation and Phase-I courses, the ground level realities are studied during the District Training. Phase-II is a time to share the experience gathered, as all the Officer Trainees return to the Academy from different districts in India. The course content of Phase-II is designed to consolidate the learning and assimilation of the district experiences gained over one year in the field with the theoretical constructs taught earlier. It gives an opportunity to the Officer Trainees to re-examine the field realities vis-à-vis theoretical inputs provided in the Academy. The Phase-II course specifically aims to provide an opportunity to trainees to reflect on their district training so as to understand the issues involved in administration. This gives them an awareness of problems and situations that they will face in the initial years of their careers. The objective of the programme is to make the Officer Trainees confident of shouldering responsibilities as field officers and consolidate the attributes of fair play, empathy and responsiveness. Presentations are made by the Officer Trainees on their district assignments, village assignments and experiences in the districts. The sessions also comprise case studies and exercises, panel discussions, lectures, seminars, modules and workshops.

8.16 The Phase-II course was conducted from 13 June, 2005 to 22 July, 2005 at the LBSNAA campus. In all 70 Officer Trainees attended the IAS Professional Course Phase-II.

**IN-SERVICE COURSES**

8.17 The Academy conducts in-service courses for members of the Indian Administrative Service with the objective of updating their levels of knowledge and skills and to provide opportunities for exchange of ideas, views and experiences with people who have developed expertise in different sectors of national development. The methodology of training followed in the in-service courses is experiential learning, syndicate reports and group work, management exercises, films, panel discussions, seminars, case studies and hands on computer sessions. Yoga classes and outdoor activities are also part of the courses.

8.18 The Academy conducts courses for in-service training of members of the Indian Administrative Service who have put in a certain number of years of service at different levels of seniority. These courses are for:

1. IAS officers of 17-20 years of seniority
2. IAS Officers of 10-16 years seniority
3. IAS officers of 6-9 years seniority
These courses are compulsory in nature and all IAS officers are required to attend them at the appropriate levels of seniority.

8.19 During the year 2005, the following In-service Training Programmes were conducted in the Academy:-

(i) The 26th Training Program for IAS Officers of 17-20 years service was conducted from 6 June, 2005 to 17 June, 2005. 24 Officers attended the training programme.

(ii) The 27th Training program for IAS Officers of 17-20 years service was conducted from 19 September, 2005 to 30 September, 2005. 13 Officers attended the training programme.

(iii) The 18th Training Program for IAS Officers of 10-16 years service was conducted from 16 May, 2005 to 27 May, 2005. 20 Officers attended the training programme.

(iv) The 19th Training Program for IAS Officers of 10-16 years service was conducted from 3 October, 2005 to 14 October, 2005. 22 Officers attended the training programme.

(v) The 12th Training Program for IAS Officers of 6-9 year service was conducted from 2 May, 2005 to 13 May, 2005. 14 Officers attended the training programme.

(vi) The 13th Training Program for IAS Officers of 6-9 year service was conducted from 20 June, 2005 to 1 July, 2005. 22 Officers attended the training programme.

Joint Civil-Military Training Programme on National Security for IAS, IFS, IPS, IRS, Armed Forces and CPMF

8.20 The first Joint Civil-Military Training Programme on National Security was conducted by the Lal Bahadur Shastri National Academy of Administration (LBSNAA) from 2 to 14 February, 2003 at Mussoorie. The participants of the training program were drawn from the Civil Services, the Armed Forces and the Para-Military Forces in a manner outlined in the agreed curriculum document. Various issues including National Security, Police, Challenges of the North East, Intelligence, Military, External Security, Economic Security, Left Wing Extremism, Governance Issues, Technology & Security, Open Source Analysis, Strategic Culture, Insurgency and Terrorism were discussed and deliberated at length. The programme is held every year. The 4th Joint Civil-Military Training Program on National Security for IAS, IFS, IPS, IRS, Armed Forces and CPMF was conducted from 4-15 July, 2005. 28 Officers attended the Training Programme. The 5th Joint Civil-Military Training Program on National Security for IAS, IFS, IPS, IRS, Armed Forces and CPMF was conducted from 28 November, 2005 to 9 December, 2005. 23 Officers attended the Training Programme.
Courses on Ethical Issues in Today’s Administration

8.21 The Academy conducts one to two courses of one-week duration each every year on the theme ‘Ethical Issues in Today’s Administration’. The course is open to officers of various levels of seniority. Ethics in government is a nascent area of study in the country, and so far the Academy has conducted nine such courses. The basic issues dealt with are regarding ethical dilemmas in the government. Critical dilemmas are those that the officers face when they have to choose between one right and another, as opposed to choosing between one right and one wrong, where the dilemma may not exist. The course tries to study and explore the various dimensions that go into making choices.

8.22 The objective of the programme is thus to expose the participants to the basic principles of Ethics/Moral Philosophy; tease them into thinking about the values that underpin the framing and implementation of public policy; and expose them to the ethical frameworks that policy makers use to resolve sticky public policy issues. The aim is to create an atmosphere in which participatory learning takes place. A churning of the considerable experience and knowledge of the participants through sharing and debate is encouraged not only to achieve the stated objectives of the course but also to bring about a vertical integration of the group.

8.23 In order to achieve the objectives, the emphasis in the course remains on participatory learning. The various topics covered by the courses so far are as follows: The framework of Ethics: what is ethics, what is meant by human welfare, human justice and human dignity; Ethics and Administration: what are the social and administrative predicaments, discussion through case studies on systemic insensitivity, non performance, patronage, lawlessness and injustice, corruption, institutional rot, apathy, cynicism and demoralization; Values and Ethics- the Indian Perspective: discussion on the meaning of religion, levels of human personality, tools and mechanisms for remaining connected to our core personality; Values for Public Policy makers: exploring the values required for policy makers as seen from the perspective of the civil society. Discussion focuses on how the policies can harm those they are meant to help, unless all stakeholders are involved; Values and Ethics and the Repercussions for Civil Servants: This session is usually taken by the CVC, where the rules pertaining to this issue are elaborated and instances are also given from government.

8.24 Apart from the sessions for class room presentations, exercises, case studies and films, a considerable portion of the course revolves around experience sharing by the participants. It has been found that the participants want to vent their feelings and thoughts which they may not be able to do in their official positions, for various reasons. The course provides a forum for letting off steam and getting an understanding response. In their informal
as well as formal feedback, many participants have claimed to have benefited and getting positively charged as a result of experience sharing. This also enables generation of discussion and finding of new solutions which may not be obvious to the person involved in the dilemma. Nearly 3-4 sessions are kept for experience sharing. The participants also work in small groups and bring out group reports i.e. papers on various moral and ethical dilemmas confronting administration. The group reports are presented in a plenary session before all the participants.

8.25 The 10th Program on “Ethical Issues in Today’s Administration” was conducted from 27 June to 1 July, 2005. 28 Officers attended the programme.

**INDUCTION COURSES FOR OFFICERS PROMOTED TO THE IAS OR IN THE SELECT LIST FOR PROMOTION**

8.26 Courses are also conducted for officers on the select list promoted to the IAS from the state civil services. The aim of these courses is to update levels of knowledge and skills of the officers and to provide them opportunities for exchange of ideas, views and experiences with people who have developed expertise in different sectors of national development. Considerable focus is given to new managerial thoughts, techniques, and skills as well as to frontier areas of technology and its management. There is an emphasis on giving the Induction Course participants an all India perspective. The courses are of a duration of eight weeks, including about two weeks of Bharat Darshan.

8.27 During 2004, the following Induction Courses for Officers promoted to the IAS or in the select list for promotion were conducted in the Academy:

(i) The 97th Induction Training Program for Officers promoted to the IAS or in the select list for promotion from the State Civil Service was conducted from 7 March to 29 April, 2005. 24 officers attended the programme.

(ii) The 98th Induction Training Program for Officers promoted to the IAS or in the select list for promotion from the State Civil Service was conducted from 25 July to 16 September, 2005. 28 officers attended the programme.

(iii) The 99th Induction Training Program for Officers promoted to the IAS or in the select list for promotion from the State Civil Service was conducted from 24 October to 16 December, 2005. 22 officers attended the programme.

**CURRICULUM DEVELOPMENT**

8.28 To ensure that the academic curriculum is relevant, it is constantly reviewed and updated. This is done on the basis of extensive consultations with the state governments through the state counsellors. The representatives of the state governments and the central
government are also consulted from time to time. As the conventional classroom lecture methodology is not often the most effective route to create an impact on attitudes and values, several new methodologies have been introduced with significant success. Most courses operate on a modular structure whereby relevant themes are chosen and dealt with, in a consolidated fashion, to ensure that all aspects relating to them are covered comprehensively.

8.29 A module may consist of all or some of the following methodologies:

1. Lectures by both in-house and guest faculty
2. Panel discussions (to promote divergence of opinions & views)
3. Case studies
4. Films
5. Group discussions
6. Simulation exercises
7. Seminars
8. Moot courts and mock trial
9. Order and judgment writing practices
10. Practical demonstrations
11. Problem-solving exercises
12. Paper writing (Term Paper, Syndicate Paper)
13. Group activity
14. Field visits

8.30 Some of the training modules that are currently being covered are:

1. Administrative Accountability
2. Agriculture and Tenancy
3. Computers
4. District Planning
5. Economic Reforms and the Poor
6. Ethics and Values
7. Food Security
8. Gender Issues
9. Government and Public Order
10. Human Rights
11. Indian History and Culture
12. WTO and Intellectual Property Rights
13. Panchayati Raj
14. Personality Development
15. Policy Issues in Environment
16. Political Economy
17. Project Management
18. Public Policy Process
19. Self Awareness
20. Skills for Effective Administrators
22. Team Building
23. Total Quality Management
24. World Trade Organization

8.31 In order to promote an all round development of the personality, a great deal of emphasis is placed on outdoor events. Physical training, cross-country race, yoga, horse riding, river rafting, para gliding and pistol shooting are some of the activities that the Officer Trainees are involved in. Exposure to public speaking, theatre workshops, motor mechanics, gardening, photography and music appreciation are some of the co-curricular activities offered to the young administrators. An opportunity to learn games from coaches of the Sports Authority of India is another option available.

8.32 To nurture the values of integrity, moral courage, empathy with and respect for the underprivileged, and freedom from any sectarian prejudices based on religion, region, caste, class or gender, the Officer Trainees are encouraged to participate in diverse social activities. Various Clubs and Societies have been formed, in which the Officer Trainees are elected as Officer Bearers. They organize and take part in quizzes, debates, poetry competitions and numerous other activities after class hours. This lends a spirit of bonhomie and vivacity to the courses and also encourages esprit de corps.

TRAINING IN COMPUTERS AND THE STATUS OF INFORMATION TECHNOLOGY INFRASTRUCTURE

8.33 The Academy has been continually upgrading its Information Technology infrastructure to ensure that the trainees are exposed to the latest technology. There are more than
440 PCs connected through LAN with access to the Internet and E-mail facilities. Entire Network of the Academy campus has been upgraded. The Academy has redesigned its website this year and now the website of LBSNAA is hosted by the name of http://www.civilservices.gov.in/ with the following features:-

- An E-mail facility to all IAS Officers
- Bulletin Board
- Discussion Groups
- E-Groups.

8.34 The training in computers is an integral part of all training programmes. The NIC faculty posted at the Academy imparts this training. The Academy runs modules on e-governance in all the courses. Online feedback system has been put in place and is being adhered to in all courses. The administrative issues relating to tours and leave have been automated and now the Academy is fully automated in that respect. The trainees are also exposed to implement systems from districts to give them a first-hand experience of IT applications.

8.35 The Academy has also implemented a project for automation of Workflow with electronic processing of documents and minimal use of paper. The first two phases of the automation process have already been completed including training activities, Officers’ Mess, issues relating to personnel administration and accounts. The third phase of this programme is under implementation and many other operations including purchase and issue of stores, allotment and maintenance of office space and residential accommodation and management of vehicles are being computerized.

SEMINARS AND WORKSHOPS

8.36 A number of seminars and workshops of 2-5 days duration are held throughout the year. Some regular workshops are:

Retreat of IAS Officers

8.37 The Academy organizes a Retreat every year for officers who joined the service 50 years back. The first such Retreat was held in 1997, the Golden Jubilee Year of Indian Independence, where the ICS and IAS officers, who were in service at the time of Independence, participated. Since then, the retired officers of the said seniority are called every year for a period of three days to share their rich experience with the faculty and Officer Trainees. The seniors are extremely contemporary in their approach and provide valuable insights into the changing environment of the administration. The recommendations made by them on various issues confronting the country are sent to DoPT and all ATIs.
8.38 This year officers of 1955 batch were invited to deliberate and interact on 23 - 24 June, 2005. In all twenty Officers and eight spouses attended the Retreat. The recommendations made by the group were very useful.

Conference of Heads of ATI and State Training Coordinators

8.39 A conference of all state ATIs is held every year to discuss the issues related to Coordination of the 52 weeks district training of IAS officer trainees with the ATIs delineating clear responsibilities of the Collectors imparting training and recommending a mechanism to ensure the sustained interest of Collectors in the district training and other areas of networking between LBSNAA and the ATIs, including coordination of in-service courses. The Academy has collated the district training plans of all the states and on that basis has suggested some points for incorporation in the state training plans. The Conference also provides an opportunity to obtain feedback on district training from the Officer Trainees attending Phase II. During the year 2005, 4th Conference of Heads of State ATIs and State Training Coordinator was conducted in the Academy.

RESEARCH UNITS

8.40 LBSNAA is in a unique position of being able to provide support to the Government for policy formulation through its research activities. It is with this objective that a number of research units have been set up.

CENTRE FOR CO-OPERATIVES AND RURAL DEVELOPMENT

8.41 Centre for Co-operatives and Rural Development (CCRD) is functioning since September 1995. CCRD is engaged in conducting research in co-operative sector, studying the difficulties faced by the rural poor in organising themselves into co-ops and successful interventions by co-operatives and rural development institutions in poverty reduction, to impart training in the area of co-operatives and rural development to officers of the IAS and other Class-I Services, organising Training Programs on Self Help Groups for IAS officers, and providing support to the National Institute of Administrative Research (NIAR) and other research units of the Academy.

8.42 An Exposure Programme on Micro-Finance and Self-Help Groups for IAS Officers was organized on September 26-28, 2005 at Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie. The participants of this programme were IAS officers of middle / senior level (4 to 12 years of seniority) from Chhattisgarh, Himachal Pradesh, Haryana, Punjab, Uttar Pradesh, Madhya Pradesh, New Delhi & Uttaranchal. One day field visit to interact with the self help groups and bankers was also organised. The proceedings of the deliberations and resolutions were compiled, edited and finalized during the period. The report was also printed and sent to the participants.
CENTRE FOR RURAL STUDIES (CRS)

8.43 The activities of the Centre for Rural Studies for the Year 2005-06 are as under:

(1) Village Study Programme for 77th and 78th Foundation Courses : One of the principal objectives of this Centre is to organise the village study programme for the Officer Trainees during the Foundation Course. A village visit handbook and a PLA technique manual was prepared by the CRS and the Officer Trainees were imparted training on the PLA techniques. The Officer Trainees of 77th Foundation Course visited twelve villages of Bihar, Gujarat, Madhya Pradesh and Uttar Pradesh to study the village realities using Participatory Learning and Action (PLA) techniques and submitted 12 Village Study Group Reports to the Centre for evaluation and documentation.

The Village Visit Programme for the Officer Trainees of 78th Foundation Course was conducted in 60 Villages of the States of Andhra Pradesh, Chhattisgarh, Gujarat, Madhya Pradesh, Maharashtra, Orissa, Rajasthan, Sikkim, Uttar Pradesh and West Bengal. 60 Village Study Group Reports were submitted for evaluation.

(2) Village Study Assignments for IAS Phase-II Probationers : The Officer Trainees of the Indian Administrative Service are required to spend a part of their district training in the village. They are required to undertake a detailed study of the land reforms in one village of their respective districts and the socio-economic conditions prevailing therein. The Officer Trainees use the methodology prepared by the Centre for Rural Studies and the structured questionnaire constructed theme wise. For the IAS (Phase-II) trainees of the batch 2004-06, the Centre has prepared Questionnaires with modifications for the Village Study Assignment. This assignment forms a major part of the District Training Assignment. It involves submission of two Reports, namely Socio-economic and Land Reforms, on a selected village. The Centre also received 69 Socio-economic and 69 Land Reforms reports from the IAS Probationers of the batch 2003-05. These reports were evaluated in CRS.

(3) Research/Evaluation Studies Undertaken
   (a) A field study for the study entitled ‘Evaluation of Computerization of Land Records in Tamil Nadu’ has been completed with the help of Madras University, Chennai in 32 villages of four districts of the State.

   (b) A study titled ‘Dams, Displacement and Resettlement & Rehabilitation in India-an Empirical Assessment’ is being carried out with the following main objectives:

   (i) To study the extent of displacement and the process of resettlement & rehabilitation of the project affected families; and
(ii) To review the resettlement & rehabilitation policy of the projects undertaken for the study and analyze how far it has been able to take account of the principle of equity and fairness in the implementation of resettlement & rehabilitation of the project affected families.


(5) Publications

a. External Publications :

• Land Reforms in India : Computerisation of Land Records, (Vol. X)

• Socio-Economic Study of North – Central & Western India (Volume III) :
  Concept Publishing Company, New Delhi.

b. Article Published :


c. Articles to be Published :

• Evaluation of Computerization of Land Records in Karnataka- A study from Gulbarga District, an article written by Manoj Ahuja & A.P. Singh, accepted by Economic & Political Weekly.

• Appraisal of Computerization of Land Records in West Bengal, an article written by Manoj Ahuja & A.P. Singh, accepted by Man & Development Journal.

d. Internal Publications

• Studies on Ceiling Laws: Case Studies from Bihar written by Dr. C. Ashokvardhan, IAS, published by CRS, LBSNAA.

• Ceiling Laws in India, written by Dr. C. Ashokvardhan, IAS published by CRS, LBSNAA.

CENTRE FOR DISASTER MANAGEMENT

8.44 Ministry of Home Affairs, Government of India, has set up a Centre for Disaster Management in LBS National Academy of Administration, Mussoorie for acting as a nodal institution for imparting training on various aspects of Disaster Management with a special focus on Incident Command System. The Centre has been conducting a number of training programs and has also been formulating the national strategy for adaptation of the global best practices to suit Indian conditions. The Centre for Disaster Management has collaborations with United States Department of Agriculture-Forest Services under GOI-USAID Disaster
Management Support Program. It has also taken up the task of setting up and initiating training at regional training centers in the country. The Centre is involved in training IAS officers at induction as well as in-service level in the field of disaster management, use of ICT, HAM radio, action research projects, documentation of best practices, development of films, conducting seminars, case studies, teaching materials etc.

8.45 The Centre for Disaster Management, LBSNAA, Mussoorie is envisioned to undertake the following activities:-

I. Adaptation of the Incident Command System to suit Indian conditions.

II. Preparation of Operational Manuals incorporating Incident Command System principles.

III. Training of IAS and Group-A service officers and In-service Officers in all aspects of disaster management and exposure to Incident Command System.

IV. Conduct of National Level Training of Trainers (ToT) programmes for the Incident Command System.

V. To coordinate with identified regional and state training institutes for training of field staff in Incident Command System.

VI. To undertake documentation and development of case studies/other training materials relating to Disaster Management.

8.46 As per the consultations between Government of India and Government of United States, represented by their lead department for ICS i.e. United States Forest Services (USFS), a detailed calendar for the project has been finalised covering the process of transfer of knowledge regarding new management system, adaptation, Training of Trainers (TOT) & other related areas. The calendar of events so prepared is also part of the official document of the Government of India. The LBSNAA has already started the process of training of Core group and resource persons from different states. The activities are continuing as per the calendar developed after mutual consultations. The official document of MHA entitled ‘Incident Command System’ gives further details of the scheme including training plan and calendar.
### Training Programmes

8.47 An abstract of training programmes conducted by LBSNAA during April to December, 2005 is given below:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Name of the Course</th>
<th>Duration in Weeks/ Days</th>
<th>Dates of the Program</th>
<th>No. of Participants</th>
<th>VENUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Training programme in Ham Radio</td>
<td>10 Weeks</td>
<td>29.4.05 - 24.6.06</td>
<td>17, 3, 20</td>
<td>LBSNAA, Mussoorie</td>
</tr>
<tr>
<td>2</td>
<td>ICS Positional Courses: Finance/Administration Section Chief</td>
<td>2 days</td>
<td>2-3 May '05</td>
<td>24, 1, 25</td>
<td>Dr. MCR HRD Institute of A.P., Hyderabad.</td>
</tr>
<tr>
<td>3</td>
<td>Logistics Section Chief</td>
<td>3 days</td>
<td>4-6 May '05</td>
<td>24, 1, 25</td>
<td>Dr. MCR HRD Institute of A.P.</td>
</tr>
<tr>
<td>4</td>
<td>Module on ICS for 6-9 years seniority for IAS officers.</td>
<td>½ day session</td>
<td>11 May '05</td>
<td>11, 3, 14</td>
<td>LBSNAA, Mussoorie</td>
</tr>
<tr>
<td>5</td>
<td>Heads of State ATI's Conference</td>
<td>½ day session</td>
<td>20 May '05</td>
<td>17, 4, 21</td>
<td>LBSNAA, Mussoorie</td>
</tr>
<tr>
<td>6</td>
<td>Module on ICS for 10-16 years seniority IAS officers</td>
<td>½ day session</td>
<td>25 May '05</td>
<td>15, 5, 20</td>
<td>LBSNAA, Mussoorie</td>
</tr>
<tr>
<td>7</td>
<td>ICS Positional Courses: Finance/Administration Section Chief</td>
<td>2 days</td>
<td>31 May - 1 June 2005</td>
<td>22, 1, 23</td>
<td>LBSNAA, Mussoorie</td>
</tr>
<tr>
<td>8</td>
<td>Logistics Section Chief</td>
<td>3 days</td>
<td>2 - 4 June '05</td>
<td>22, 1, 23</td>
<td>LBSNAA, Mussoorie</td>
</tr>
<tr>
<td>9</td>
<td>Module on ICS for 6-9 years seniority IAS officers.</td>
<td>½ day session</td>
<td>20 June '05</td>
<td>20, 02, 22</td>
<td>LBSNAA, Mussoorie</td>
</tr>
<tr>
<td>10</td>
<td>One day orientation workshop on ICS for Govt. of Bihar Officials (DMs, SPs etc.)</td>
<td>1 day</td>
<td>27 June '05</td>
<td>44, 1, 45</td>
<td>Patna, Bihar</td>
</tr>
<tr>
<td>S. No.</td>
<td>Name of the Course</td>
<td>Duration in Weeks/Days</td>
<td>Dates of the Program</td>
<td>No. of Participants</td>
<td>VENUE</td>
</tr>
<tr>
<td>-------</td>
<td>----------------------------------------------------------------------------------</td>
<td>------------------------</td>
<td>----------------------</td>
<td>---------------------</td>
<td>-----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>11.</td>
<td>Vertical Interaction Course for IPS Officers on Disaster Management at Nainital.</td>
<td>½ day session</td>
<td>6 July '05</td>
<td>21</td>
<td>Uttaranchal Academy of Administration, Nainital</td>
</tr>
<tr>
<td>12.</td>
<td>Module on Disaster Management for delegates from Afghanistan.</td>
<td>1 day</td>
<td>6 Sept. '05</td>
<td>5</td>
<td>Indian Institute for Foreign Trade (IIFT), Delhi.</td>
</tr>
<tr>
<td>13.</td>
<td>ICS Training programme to the participants of GGS Indraprastha University, Delhi.</td>
<td>2 days</td>
<td>1 - 2 Oct. '05</td>
<td>48</td>
<td>LBSNAA, Mussoorie</td>
</tr>
<tr>
<td>14.</td>
<td>Module on ICS for 99th Induction Programme</td>
<td>½ day session</td>
<td>11 Nov. '05</td>
<td>21</td>
<td>LBSNAA, Mussoorie</td>
</tr>
<tr>
<td>15.</td>
<td>Ham Radio Training Programme for the Officer Trainees of 78th Foundation Course</td>
<td>13 Weeks</td>
<td>5 Sept. - 30 Nov. 2005</td>
<td>64</td>
<td>LBSNAA, Mussoorie</td>
</tr>
<tr>
<td>16.</td>
<td>Introduction to Disaster Management</td>
<td>½ day session</td>
<td>13, 28 &amp; 31 Oct. 2005</td>
<td>250</td>
<td>LBSNAA, Mussoorie</td>
</tr>
<tr>
<td>17.</td>
<td>Basic &amp; Intermediate ICS Course for Officers of Andhra Pradesh</td>
<td>1 Week</td>
<td>7 - 11 Nov. 2005</td>
<td>30</td>
<td>Dr. MCR HRD Institute of A.P., Hyderabad.</td>
</tr>
<tr>
<td>18.</td>
<td>Incident &amp; Event Management Programme</td>
<td>½ day session</td>
<td>21 - 22 Nov. 2005</td>
<td>250</td>
<td>LBSNAA, Mussoorie</td>
</tr>
</tbody>
</table>
8.48 Other Activities of the Centre

I. A Mock Drill for Chemical Disaster on ICS pattern involving all the major line departments was facilitated for Delhi Government on 6th June’05.

II. Associated with YASHADA in bringing out a book ‘Coping With Tsunami-A Documentation on Tamil Nadu Experience’.

III. A draft Disaster Management Plan for the Academy was developed and a Mock Drill was conducted on 21 June’05 for fire hazard. All staff of the LBSNAA, Officer Trainees of 77th FC and IAS probationers of Phase-II (2003-2005 batch) participated in this Mock Drill.

IV. A debate was organized on 28 November 2005 for Officer Trainees of 78th FC in which 27 Officer Trainees took part.

V. The Centre provided guidance to two groups of Officer Trainees (15 each) of 78th Foundation Course on their syndicate work Mainstreaming Disaster Management in Development Process’.

VI. Guided the Officer Trainees on their village visit programme for study of community Based Disaster Preparedness and other Government initiatives in this regard.

VII. A paper on “Evolving Emergency Response: Institutionalizing ICS in India” was presented at the World Conference on Disaster Reduction held at Mumbai, 18 November 2005.

VIII. A book entitled “Introduction to Incident Command System” was brought out on 2 December 2005 as part of the effort to institutionalize ICS in India. The book was released by Shri T.K.A. Nair, Principal Secretary to the Hon’ble Prime Minister of India.

CENTRE FOR LITERACY DEVELOPMENT [EARLIER NATIONAL LITERACY RESOURCE CENTRE (NLRC)]

8.49 The Centre for Literacy Development (National Literacy Resource Centre) was set up to support and strengthen the literacy initiatives in the country, with a special focus on the more challenging States. It was meant to reinforce the training and orientation of district leaders conducting the campaigns, and also to sensitize future administrators in issues of participatory development. The NLRC was financially supported by the National Literacy Mission (Ministry of Human Resource Development).

The CLD has provided training and sensitization inputs on broad issues of ‘Literacy, Education and Human Development’ to the regular courses run by the Academy, for Officer Trainees
and the officers attending in-service courses. The CLD also conducted ‘Saksharta Samvaad’ orientation workshops for District Magistrates, literacy functionaries, activists and Panchayat representatives from different districts of the country. The CLD also documents select literacy campaigns and prepares case studies to be used as training material.

PUBLICATION CELL

8.50 The main functions of the Publication Cell are creation, collection and dissemination of appropriate training software and to publish Academy’s prestigious biannual Journal “The Administrator”. It also develops background teaching materials in various areas of public administration, economics, law, management, computers etc. There is an Editorial Board and a Core Group exists to monitor its activities, which are headed by the Director of the Academy.

Functions

8.51 The work relating to development of training software and to publish “The Administrator” are the core functions of the Cell. Its other functions are to:

(i) Identify the areas in which studies are to be undertaken to prepare the software;

(ii) Identify Resource Persons to undertake the development of the software;

(iii) Establish linkages with national and international institutions having specialisation in particular areas, for exchange of information;

(iv) Commission studies for providing an analytical framework on the basis of the information and data collected;

(v) Suggest measures, strategy and methodology for tackling the problems identified;

(vi) Identify and purchase suitable training films;

(vii) Publish the Source Books/Case Studies and other books relating to training;

(viii) Market the software produced;

(ix) Develop modules for Training of Trainers in Public Management;

(x) Commission studies to assess the impact of training; and

(xi) Experiment with alternate training methodologies, including micro-community interventions.
Types of Training Software

8.52 The Cell has developed the following types of training software:
   
   (i) Source Books;
   
   (ii) Training Manuals;
   
   (iii) Case Studies; and
   
   (iv) Training Films.

Source Books and Training Manuals

8.53 The Cell has undertaken a major project to prepare a series of source books and training manuals for officers in the field on different aspects of administration. The aim is to put together material that is practical and action oriented in character and to serve as invaluable reference books for effective interventions by administrators working in the field. These books serve as corpus of accumulated knowledge to be drawn upon by administrators in different stages of their career.

8.54 During the year the following books have been published or are under process:

   
   2. ‘Values and Ethics’ by Ms. Shashi Mishra (under printing).
   
   
   
   5. Source book on Case Studies (under process)
   

Case Studies

8.55 Among the training methodologies currently in use, perhaps the most effective for mid-career professionals is the methodology of case studies. Further, the feedback received from participants and programme coordinators of in-service courses suggests that this is the most preferred training and learning methodology.

8.56 Case Studies developed and under progress are as follows:

   1. Case Study on ‘Transforming India Post’ by Dr. M. Janakiraman, IIM, Lucknow has been completed.
   
3. Case Study by Shri O.P. Gupta, Inspector General of Registration & Controller of Stamps, Pune (under process).

Training Material

8.57 The Publication Cell has also helped in developing reading material for participants of in-service courses of Indira Bhawan.

Academy Biannual Journal ‘The Administrator’

8.58 ‘The Administrator’ is to serve as a platform for research and documentation in the areas of public administration, public management and public policy for practitioners and students of these fields. This year ‘The Administrator’ Vol. 47, Issue Nos. 1 and 2 have been printed. Vol. 48 for the year 2005 is under process.

NATIONAL CENTRE FOR GENDER TRAINING, PLANNING AND RESEARCH (NGC)

8.59 The National Centre for Gender Training, Planning and Research (National Gender Centre) was established in 1998, to mainstream gender in policy, programme formulation and implementation in Government so as to establish gender as a priority concern in government and to ensure the equitable development of men and women. NGC’s approach to gender equality has been to ensure that all aspects of its training programme mainstream gender equality issues in design and implementation and monitoring. The Centre delivers gender training through courses and sensitization inputs, to understand the conceptual and analytical gender relations framework, to the regular courses run by the Academy for the Officer Trainees of All India Service, and Central Services in the Foundation Course, Phase–I and Phase–II. Apart from this, training is imparted to middle to senior level officers of the IAS and officers promoted to the IAS from the state civil services attending in-service programmes. The Centre has been conducting Training of Trainers programmes on various gender issues to upgrade the skills of the trainers.

8.60 It is also advising, conducting training programmes and workshops on various issues, and is developing gender training modules and running courses for other institutions and clients like DOWCD, NACEN, IGNFPA, UNFPA, NCW etc. covering various gender issues. Apart from this, the Centre plays a conscious advocacy role by periodically conducting Panel Discussions and Essay Competitions for the Officer Trainees on sensitive issues like violence against women, women’s health, sexual harassment at workplace, women’s participation in economic development activities and the political arena etc.

8.61 The experience of NGC has demonstrated the vital importance of gender training as a critical input in bringing new insights about the nature of gender issues in the development process and has signaled the necessity for the institutionalization of training.
Outputs, Strategies and Activities

8.62 Courses for the LBSNAA: The Centre delivers gender training through courses and sensitization inputs to understand the conceptual and analytical gender relations framework to the regular courses run by the Academy, for the Officer Trainees of All India Service, and Central Services in the Foundation Course, Phase–I and Phase–II.

(1) Sensitization Module Towards a Sensitive Work Culture: A CORE MODULE is designed for the Foundation Course with a FOCUS on GENDER rather than WOMEN as an integral part of the redesigned training module. The module, while explaining the CONCEPT of gender implies not looking at ‘women’ and ‘women’s issues’ in isolation. Rather it emphasises the need to recognize the different needs of women and men.

(2) Village Study: The Professional Courses for the IAS is in two phases, interspersed with District training, in order to achieve the objective, it was examined that since Village Study works as an excellent sensitization mechanism, there is a need to design a questionnaire for the District training, in order to enable the trainees, to effectively collect the correct data on gender, understand the problems of rural women, which will help the trainees to examine the gender differentials in terms of access to health, education etc. ‘The Report on Status of Women Empowerment’ was designed as part of the village visit report.

(3) During the campus training of IAS officers, LBSNAA conducts seminars in which the Officer Trainees prepare papers on topics under a major theme for presentation before a panel. NGC has been conducting seminars on themes like ‘Gender Issues - Gender Budgeting’ and has brought out seminar reports.

UNFPA Workshops on Population, Development & RH:

8.63 Since United Nations Population Fund Agency (UNFPA) has been supporting integrated population and development programmes in certain states of India, it has been its experience that people at the senior and managerial levels should also be involved in this debate for any concrete results to take place. Another concern has been to address the gender issues involved in the population and development programme. To address these needs UNFPA has been organizing workshops. LBSNAA has been closely associated with UNFPA in the past and has conducted a number of workshops with them. The National Centre for Gender Training, Planning and Research has organized Workshops in collaboration with the United Nations Population Fund for senior administrators, covering issues of Population, Development and Reproductive Health. In these Workshops IPD District Collectors, Chief Medical Officers and State Government Officers involved in the implementation of IPDs have participated. Efforts are continuing in association with UNFPA.
towards addressing capacity building of policy makers and administrators on gender and population issues under UNFPA's Sixth Country Programme.

**United Nations Development Fund for Women (UNIFEM):**

8.64 NGC is working in collaboration with UNIFEM, to attain gender equality and work for social, political and economic empowerment, on issues like Gender Budgeting, Violence Against Women etc. by conducting training programmes for the Officer Trainees to the All India Services and the Central Services Group-A officers, who attend a common Foundational Course, and to the participants of in-service training courses for middle and senior level IAS officers as well as for officers promoted to the IAS from the state civil services.

**Madhya Pradesh Women Resource Centre:**

8.65 The Women Resource Centre, RCVP Noranha Academy of Administration and Management Bhopal have affiliated themselves to the National Gender Centre (NGC) and made as their nodal agency for any sort of collaborative work in the field of Gender. The NGC organised a two-day workshop at Bhopal on Gender Budgeting for the ministers and for officers.

8.66 **2nd National Conference for Women:** 2nd National Conference for Women in Police was organised at LBSNAA by the Uttaranchal Government and NGC conducted the capsule on Sexual Harassment at Workplace for the officers with a view to sensitise the participants towards this issue.

**National Academy of Direct Taxes (NADT):**

8.67 The Gender capsule is to be conducted for the Officer Trainees at NADT, Nagpur to MAINSTREAM GENDER, with a view to SENSITISE civil servants and Officer Trainees towards gender issues and to make them GENDER AWARE. This is to be done to raise awareness of how gender plays a key role in the way women and men participate in social and economic activities and to promote gender equality. The Training module aims at Mainstreaming Gender which, inter alia, involves taking account of gender concerns in all POLICY, PROGRAMME, ADMINISTRATIVE and FINANCIAL ACTIVITIES, and in ORGANIZATIONAL PROCEDURES.

**Interaction with the Heads of Administrative Training Institutes:**

8.68 Keeping in mind that networking is a fundamental tool for effective gender mainstreaming, NGC is working in a team-based partnership approach with the State training institutes to undertake the training programmes or projects. Gender training is a strategy to infuse and institutionalize gender concerns within organizations or to put policy mandates into practice. But significantly, gender training not only puts into focus gender issues, it also improves the general way in which an organization operates. In this role, the Centre promotes
gender issues through central and regional workshops to share the project experience with the ATI's to ensure quality inputs and promote networking.

**The United Nations Children’s Fund (UNICEF)**

8.69 The National Gender Centre, LBSNAA, Mussoorie is implementing a project for UNICEF, New Delhi. The project marks the first stage of the collaborative effort between UNICEF, New Delhi and the NGC. Unequal relationships affect child’s access to services. Overall, gender sensitive services do not reinforce gender roles and stereotyped behaviour, but actively aim to challenge gender inequality and promote child's right and autonomy in deciding on and meeting their needs.

8.70 The objectives are:

- To develop an understanding of child issues like health, education etc. to enhance sensitivity to the concept of gender and gender issues,
- To develop an understanding of empowerment of women and girls and how gender impacts on these,
- To develop skills in analyzing child programmes from a gender perspective,
- To translate the gender analysis into programmatic interventions, and
- To help the participants to devise strategies for gender sensitive programmes.

8.71 The idea is to organise workshops, seminars, conduct research work, document information on child related issues and disseminate that knowledge in order:

(i) to sensitise the trainers about child related discriminatory issues and analyze the reasons for difference;
(ii) to analyze and examine the differential access to children; and
(iii) to devise strategies for gender sensitive programmes for children.

8.72 A two-day workshop was held at LBSNAA on 27-28 October 2005 in which the issues for the main conference were decided along with methodologies which will set the base for the Conference to be held in December 2005.

8.73 NGC is doing action research on ‘Declining sex ratio in Punjab and Haryana’ with a view to take corrective action in these progressive states, which are forward looking and in the forefront in all sectors except in social sector.
TOTAL QUALITY MANAGEMENT IN TRAINING INSTITUTIONS (TQM)

8.74 The Academy has been recognized as the lead institute for Total Quality Management in Training Institutions. As part of the Total Quality Management initiative, the Academy undertakes a number of activities. These include Total Quality Management initiatives within the Academy itself involving a number of staff-oriented activities and upgrading facilities and utilities within the Academy. Total Quality Management has become an integral part of the courses run in the Academy. Some of the significant Total Quality Management topics are (i) Kaizen and 5 ‘S’ system; (ii) Quality Circles; (iii) Training Management; (iv) Problem Solving Techniques and; (v) Quality Delivery of Public Services.

8.75 To take the message of Total Quality Management to a wider audience, the Academy has also, in the past sponsored a one-day special plenary session on Quality in Government as part of the annual Quality Summit of the Confederation of Indian Industry, New Delhi. A stand-alone conference on the subject is proposed to be organised in Delhi on 25 February 2006, in collaboration with Confederation of Indian Industry.

8.76 The TQM project for government training institutes aims at developing Action Plans in their institutes using the knowledge and skills acquired during the training and also provides for monitoring of the implementation of the Action Plans over the project period. Further, it undertakes to periodically assess the quality of training institutions on the basis of pre-determined criteria and develop a system of self-assessment of training quality.

THE ACADEMY SPIRIT

8.77 LBSNAA seeks to impart to civil servants exemplary attitudes and values expected in public services. The skills and knowledge required by a professional civil servant are relatively easier to impart, and these have traditionally been the strength of the Academy. However, to positively influence in the brief period available to us, the attitudes and values of intelligent young persons in their mid-twenties, coming from a wide variety of backgrounds, is a daunting task.

8.78 It is generally argued that for public service one needs integrity, moral courage, empathy with and respect for the underprivileged, and freedom from any sectarian prejudices based on religion, region, caste, class or gender. But today, it is precisely these very values that are under siege because of turbulent conflicts and upheavals in the recent past.

8.79 To nurture these values, the officer trainees are encouraged to participate in diverse social activities. They are given responsibilities for improving the Lalita Shastri Balwadi School,
where LKG/UKG & Class-I are conducted at a concessional rate for the children of the employees and the public. In the school nearly 100 children are enrolled. The problem of solid waste management has also been addressed by them in close coordination with NGOs working in Mussoorie. The officer trainees also do shramdaan to maintain the environment. The emphasis on caring for the poor, listening to the people, providing safety nets for the vulnerable, and being open and transparent runs like a thread in all the courses and all the interactions.

8.80 The Officer Trainees are divided into counsellor groups where they are able to discuss their beliefs in a frank atmosphere. This forum serves as a great means of eliciting their views and conveying the right messages to them.

THE ACADEMY AS ALMA MATER

8.81 All officer trainees in the All India Service and Central Services begin their careers from the Lal Bahadur Shastri National Academy of Administration at Mussoorie. This is their first experience of government. As a result, this institution provides a bonding between young officers from different civil services. The Academy furthers the creation of oneness among the officers who look back to this institution with nostalgia.

INSTITUTE OF SECRETARIAT TRAINING AND MANAGEMENT

8.82 The Institute of Secretariat Training and Management (ISTM) was established in 1948 for the purpose of imparting training to the officers of the Central Secretariat. Originally set up with the objective of conducting foundational and in-service training programmes for Assistants and Section Officers of the Central Secretariat, the range of the activities of the Institute has increased exponentially over the last five decades. In addition to the in-house training programmes, the peripatetic training provided by the Institute to the State Governments and Union Territories, and training in behavioural skills, management techniques, financial management and office management are of particular significance. On specific request from central government departments and public sector/autonomous organizations, the Institute organizes special programmes addressed to the specific customer needs in different areas.

8.83 During the period from 1 April 2005 to 30 November 2005, ISTM conducted a total of 113 training programmes (including organization of specific programmes and peripatetic programmes) covering a trainee population of 1849. Further, 60 courses are likely to be conducted during the period December 2005 to March 2006, including special programmes for central government departments and public sector/autonomous organisations, in which around 1200 trainees are likely to be benefited. The details of these courses organised being organised are explained in the subsequent paras.
Foundational Courses

8.84 Three foundational courses were conducted, which include two for the Assistants (Direct Recruits) of 10 weeks’ duration and one for Personal Assistants (Direct Recruits) for two weeks’ duration. Two foundational courses will be conducted during the period December 2005 to March 2006.

Specialised Programmes

8.85 The Institute also conducts a number of specialized programmes on various subjects. Details of the number of programmes already conducted and proposed to be conducted are given below:

<table>
<thead>
<tr>
<th>Subject</th>
<th>No. of programmes conducted upto 30th November 2005</th>
<th>Remaining programme which would be conducted by March 2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundational &amp; Refresher Courses</td>
<td>14</td>
<td>08</td>
</tr>
<tr>
<td>Personnel Administration and Office Management</td>
<td>15</td>
<td>09</td>
</tr>
<tr>
<td>Financial Management</td>
<td>12</td>
<td>04</td>
</tr>
<tr>
<td>Management Services</td>
<td>09</td>
<td>02</td>
</tr>
<tr>
<td>Behavior Training &amp; Secretarial Skills</td>
<td>07</td>
<td>04</td>
</tr>
<tr>
<td>Training of Trainers</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>International course on Training of Trainers</td>
<td>01</td>
<td>-</td>
</tr>
<tr>
<td>Computer courses</td>
<td>09</td>
<td>01</td>
</tr>
<tr>
<td>Peripatetic programmes for States/UTs</td>
<td>11</td>
<td>07</td>
</tr>
<tr>
<td>Organisation specific Programmes</td>
<td>14</td>
<td>21</td>
</tr>
</tbody>
</table>

International course on Training of Trainers in Session
Modernisation of ISTM

8.86 A plan scheme on 'Modernisation of ISTM', started in 1982, is being implemented in the Institute to continuously upgrade its infrastructure facilities. In the year 2005-2006 (upto November 2005) the following works were completed:

i. Complete renovation of second floor of the newly acquired hostel.

ii. Complete renovation of the ground floor of the newly acquired hostel. This place will be utilized for dinning hall very shortly.

iii. Boundary wall around the park within ISTM Campus.

iv. Beautification of ISTM Campus through horticulture work. Some work in this regard is still in progress.

v. Provision of water supply for horticulture purpose around the boundary wall of ISTM Campus.

vi. Procurement of training equipments. All lecture halls have been equipped with LCD projection system.

Faculty Development

8.87 During the year, ISTM had taken up faculty development in a planned way. As a result:

i) One faculty member underwent a course on ‘Design of Training’;

ii) One Faculty member attended a course on ‘Evaluation of Training’;

iii) One faculty member attended a course on ‘Direct Trainers Skills’;

iv) Four faculty members attended a course on ‘Direct Trainers Skills-II’;

v) Three faculty members were deputed to a Training Programme of three weeks on ‘Management of Training Centres’ at Asian Institute of Technology, Bangkok;

vi) One faculty member was deputed for ‘Training of Trainers’ at Asian Institute of Technology, Bangkok; and

vii) One faculty member was deputed for ‘Training Delivery Skills’ at RIPA International, London.
Training Initiatives

8.88 The following training initiatives were undertaken during 2005-06:

I  Ten Workshops on Right to Information were conducted.

II New programmes on good governance, management of change, business process re-engineering etc. were introduced.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

8.89 The Indian Institute of Public Administration is an autonomous organization registered as a society under the Societies Registration Act XXI of 1860. The objectives of the Institute are:

I  To promote and provide for the study of Public Administration, Economics and Political Science with reference to Public Administration and Machinery of Government.

II To undertake, organize and facilitate study courses, conferences, lectures and research in matters relating to Public Administration.

8.90 During the financial year 2005-2006, the Institute is likely to be paid grants-in-aid to the extent of Rs.189 lakhs (RE).

8.91 The other details of the activities of the Institute are given in the Annual Report of the Institute, which is laid before both the Houses of Parliament every year.
CHAPTER - 9

ADMINISTRATIVE VIGILANCE DIVISION

9.1. The Administrative Vigilance Division of the Department of Personnel & Training is the nodal agency in the field of Vigilance and Anti-corruption. Its main tasks, *inter alia*, are to oversee and provide necessary directions to the Government’s programme of maintenance of discipline and eradication of corruption from the public service. In order to step up efforts towards containment of corruption, the three-pronged strategy of prevention, surveillance and detection as well as deterrent and punitive action adopted during the preceding years, was followed during the current year too. Towards this end, the implementation of the Anti-corruption Action plan of each of the Ministry/Department has been monitored through quarterly reports. Emphasis was laid on preventive vigilance that might involve appropriate changes in the existing rules/regulations/procedures in selected areas. Apart from this, other anti-corruption measures, such as strengthening of the departmental vigilance and recourse to the powers of premature retirement of Government servants under appropriate rules as well as the monitoring of vigilance work of various Ministries/Departments were also implemented.

9.2. In its crucial role for maintenance of probity and integrity in public services, the Division formulates policy on the subject and coordinates the work of various Ministries/Departments for maintenance of discipline/vigilance and eradication of corruption in their respective operational areas. The Division also handles all policy and administrative matters pertaining to the Central Vigilance Commission. It also deals with the complaints of corruption against the Chief Ministers and Ministers of State Governments.

DISCIPLINARY PROCEEDINGS & SANCTIONS FOR PROSECUTION

9.3. This Division is responsible for examination of the Disciplinary cases in respect of IAS officers working under the Central Government and officers (Gr. I and above) of the Central Secretariat Service (CSS). The Division also processes cases referred by the State Governments and Ministries/Departments under Government of India on the following issues:

- Proposals from States to impose major penalty of dismissal/removal/compulsory retirement on members of Indian Administrative Service.
- Proposals from State seeking permission under the AIS (DCRB) Rules to initiate action against retired members of IAS.
- Proposals from State for imposing penalty of cut in Pension.
- Proposal to initiate disciplinary proceedings/suspension of IAS officers working under the Government of India.
- Appeal against suspension submitted by IAS officers serving in the State.
Requests for sanction for prosecution under the Prevention of Corruption Act, 1988 against the above categories of officers.

Advice/clarification to the State Governments/Departments on the procedural aspects of disciplinary proceedings.

Provides information regarding vigilance status of IAS & CSS (Gr. I and above) officers at the time of their empanelment/promotion/posting etc. To facilitate this function a Computerised Vigilance Information System has been operationalised with a central database and the facility can be accessed by the concerned requisitioning Divisions of this Department.

The number of cases falling under the various categories handled by this Division during the year 2005 is placed at Appendix-I.

Further, this Division has been entrusted with the responsibility of exploring options to minimize the time taken in conclusion of disciplinary proceedings. To facilitate monitoring of the cases, with the assistance of National Informatics Centre (NIC), a programme named Disciplinary Cases Monitoring Management Information System (DCMMIS) has been put in place to create a common data base of the disciplinary cases in various Ministries/Departments/Public Sector Undertakings under Government of India.

UNITED NATIONS CONVENTION AGAINST CORRUPTION

This Division has been actively involved in formulating Government's stand in the United Nations Convention against Corruption. Government of India had been represented by an Inter-Ministerial Delegation in the negotiations held at Vienna, Austria. The negotiations have been successfully completed after Seven Sessions and led to finalization of the United Nations Convention against Corruption.

The Convention prescribes a series of measures for preventing corruption, which include formulating and implementing effective anti-corruption policies and practices; constituting preventive anti-corruption bodies; adopting transparent system for recruitment, promotion etc. of civil servants; establishing criteria of candidature for election to public office and ensuring transparency in the funding of candidature for elected public office/political parties; establishing Code of Conduct for public officials; establishing systems based on transparency, competition and objective criteria in public procurement and management of public finances; public access to information; preventing opportunities of corruption among members of judiciary; enhancing transparency and proper conduct of business in the private sector; active participation of community based organizations in fighting against corruption and instituting regulatory and supervisory regime for financial institution in order to deter and detect money laundering. India has signed the Convention on 9 December, 2005.
### APPENDIX - I

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Pending on 31/12/04</th>
<th>Received during the year up to 31/12/2005</th>
<th>Disposed of</th>
<th>Pending as on 31/12/2005</th>
</tr>
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<tr>
<td></td>
<td>IAS</td>
<td>CSS</td>
<td>IAS</td>
<td>CSS</td>
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<tr>
<td>1.</td>
<td>Complaint</td>
<td>178</td>
<td>1</td>
<td>102</td>
</tr>
<tr>
<td>2.</td>
<td>Disciplinary proceedings initiated-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Major</td>
<td>21</td>
<td>20</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>b) Minor</td>
<td>-</td>
<td>2</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>3.</td>
<td>Disciplinary cases received from States</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) AIS (D&amp;A) Rules 1969</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>b) AIS (DCRB) Rules 1958</td>
<td>15</td>
<td>10</td>
<td>6</td>
<td>19</td>
</tr>
<tr>
<td>4.</td>
<td>Sanction for prosecution</td>
<td>10</td>
<td>-</td>
<td>9</td>
</tr>
<tr>
<td>5.</td>
<td>No. of cases advice given</td>
<td>-</td>
<td>-</td>
<td>11</td>
</tr>
<tr>
<td>6.</td>
<td>Miscellaneous</td>
<td>8</td>
<td>7</td>
<td>9</td>
</tr>
</tbody>
</table>
CHAPTER-10

CENTRAL BUREAU OF INVESTIGATION

EVOLUTION AND GROWTH OF CBI

10.1.1 At an early stage of the World War-II, the Government of India realised that the vast increase in expenditure for war efforts had provided opportunities to unscrupulous and anti-social persons, both officials and non-officials, for indulging in bribery and corruption at the cost of the public and the Government. It was felt that the Police and other Law Enforcement Agencies under the State Governments were not in a position to cope with the situation. An executive order was, therefore, issued by the Government of India in 1941, setting up the Special Police Establishment under a DIG in the then Department of War with the mandate to investigate cases of bribery and corruption in transactions with which the War and Supply Department of the Government of India was concerned.

10.1.2 At the end of 1942, the activities of the SPE were extended to include cases of corruption on Railways too, presumably because the Railways were vitally concerned with the movement and supply of war materials.

10.1.3 In 1943, some doubt was felt about the legal powers of police officers working with SPE and, therefore, an Ordinance was issued by the Government of India, by which a Special Police Force was constituted for the investigation of certain offences committed in connection with the departments of the Central Government, with powers to investigate such offences anywhere in British India. Even after the end of war, need for a Central Government Agency to investigate cases of bribery and corruption was felt and, therefore, the Ordinance issued in 1943, which had lapsed on 30th September, 1946 was replaced by the Delhi Special Police Establishment Ordinance of 1946. This was subsequently replaced by the Delhi Special Police Establishment Act, 1946. After the promulgation of the Act, superintendence of the SPE was transferred to the Home Department and its functions were enlarged to cover all departments of the Government of India. The jurisdiction of SPE was extended to all the Union territories and could be extended to States with the consent of the State Government. The Headquarters was shifted to Delhi and the organisation was put under the charge of Director, Intelligence Bureau. However, in 1948, a post of Inspector General of Police, SPE was created and the organization was placed under his charge.

10.1.4 In 1953, an Enforcement Wing was added to the SPE to deal with the offences under the Import and Export Control Act. With the passage of time, more and more cases under laws other than Prevention of Corruption Act and violations of Import and Export Control Act
also came to be entrusted to the SPE. In fact, by 1963 the SPE was authorised to investigate offences under 91 different sections of Indian Penal code and 16 other Central Acts besides offences under the Prevention of Corruption Act, 1947.

10.1.5 A growing need was felt for a Central Police Agency at the disposal of the Central Government which would investigate not only cases of bribery and corruption, but also cases of breaches of Central fiscal laws, major frauds relating to Government of India departments, public joint stock companies, passport frauds, crimes on the high seas, crimes on the Airlines and serious crimes committed by organised gangs and professional criminals. Therefore, the Government of India set up Central Bureau of Investigation by a resolution dated 1 April, 1963 with the following divisions:

(i) Investigation & Anti Corruption Division (Delhi Special Police Establishment);
(ii) Technical Division;
(iii) Crime Records and Statistics Division;
(iv) Research Division;
(v) Legal and General Division; and
(vi) Administration Division;

10.1.6 The Investigation & Anti Corruption Division (Delhi Special Police Establishment) was entrusted with the following mandate in the resolution although it continued to derive its jurisdiction and powers from DSPE Act 1946:

(1) Cases in which public servants under the control of the Central Government are involved either by themselves or along with State Government servants and/or other persons.

(2) Cases in which the interests of the Central Government, or of any public sector project or undertaking, or any statutory corporation or body set up and financed by the Government of India are involved.

(3) Cases relating to breaches of Central Laws with the enforcement of which the Government of India is particularly concerned, e.g.

(a) Breaches of Import and Export Control Orders,
(b) Serious breaches of Foreign Exchange Regulation Act,
(c) Passport frauds,
(d) Cases under the official Secrets Act pertaining to the affairs of the Central Government, and
(e) Cases of certain specified categories under the Defence of India Act or Rules with which the Central Government is particularly concerned.

(4) Serious cases of cheating or fraud relating to the Railways, or Posts & Telegraphs Department, particularly those involving professional criminals operating in several States.

(5) Crime on the High Seas,

(6) Crime on the Airlines,

(7) Important and serious cases in Union Territories particularly those by professional criminals.

(8) Serious cases of fraud, cheating and embezzlement relating to Public Joint Stock Companies.

(9) Other cases of a serious nature, when committed by organised gangs or professional criminals, or cases having ramifications in several States including Union Territories, serious cases of spurious drugs, important cases of kidnapping of children by professional inter State gangs, etc. These cases will be taken up only at the request of or with the concurrence of the State Governments/Union Territories Administrations concerned.

(10) Collection of intelligence about corruption in the public services and the projects and undertakings in the public sector.

(11) Prosecution of cases investigated by this Division.

(12) Presentation of cases before Enquiry Offices in which departmental proceedings are instituted on the recommendation of this Division.

10.1.7 CBI was further strengthened by addition of an Economic Offences Wing by a Government of India Resolution dated 29.2.1964. At this time, CBI had two Investigation Wings: one called the General Offences Wing, which dealt with cases of bribery and corruption involving employees of Central Government/PSUs and the other Economic Offences Wing, which dealt with cases of violation of fiscal laws.

10.1.8 In September, 1964 a Food Offences Wing was formed to collect intelligence regarding hoarding, black marketing, smuggling and profiteering in food grains and take up such cases having inter-state ramifications in view of the situation prevailing at that time. It was merged in the Economic Offences Wing in 1968.
10.1.9  With passage of time, requests were made by various quarters for CBI to take up investigation even in conventional crimes like assassinations, kidnappings, hijackings, crimes committed by extremists, violation of Official Secrets Act, large scale Banks and Insurance frauds etc. and others specific cases like Bhagalpur Blindings, Bhopal Gas Tragedy etc. Since early 1980’s, the constitutional courts also started referring cases to CBI for enquiry/investigation on the basis of petitions filed by the aggrieved persons in cases of murders, dowry deaths, rapes etc. In view of these developments, it was decided in 1987 to have two Investigation Divisions in CBI namely Anti-Corruption Division and Special Crimes Division, the latter dealing with cases of conventional crimes as well as economic offences.

10.1.10  Even after the establishment of Special Crimes Division, Special Cells were created to take up investigations in important & sensational cases of conventional nature, e.g. Special Investigation Team (SIT) was constituted in 1991 to investigate cases relating to the assassination of Shri Rajiv Gandhi, Special Investigation Cell-IV was created in 1992 to investigate cases relating to the demolition of Babri Majid in Ayodhya and Special Task Force was created in 1993 to take up investigation relating to bomb blast in Bombay. Bank Frauds and Securities Cell was created in 1992 to investigate cases related to Bank Frauds & Securities scams.

10.1.11  Due to increased work load relating to Securities Scam cases and rise in economic offences with the liberalization of Indian economy, a separate Economic Offences Wing was established in 1994 consequent to the approval of reorganization plan of the CBI. Accordingly, three investigation Divisions were constituted in CBI, as follows:

(a) **Anti Corruption Division**: To deal with cases of corruption and fraud committed by public servants of all Central Government Departments, Central Public Sector Undertakings and Central Financial Institutions.

(b) **Economic Crimes Division**: To deal with bank frauds, financial frauds, import Export & Foreign Exchange Violations, large-scale smuggling of narcotics, antiques, cultural property and smuggling of other contraband items etc.

(c) **Special Crimes Division**: To deal with cases of terrorism, bomb blasts, sensational homicides, kidnapping for ransom and crimes committed by the mafia/underworld.

10.1.12  Over a period of time, some of the work originally allotted to the CBI was transferred to other organisations. Part of the work relating to Crime Records and Statistics Division was transferred to NCRB and that relating to Research Division was transferred to BPR&D.
10.1.13 Pursuant to the direction of Hon’ble Supreme Court in Vineet Narian and others Vs. Union of India, the existing Legal Division was reconstituted as Directorate of Prosecution in July 2001.

10.1.14 Today, CBI has the following Divisions:-
1. Anti-Corruption Division
2. Economic Offences Division
3. Special Crimes Division
4. Directorate of Prosecution
5. Administration Division
6. Policy & Coordination Division
7. Central Forensic Science Laboratory

10.1.15 Over the years, the Central Bureau of Investigation has emerged as a premier investigating agency of the country and it enjoys the trust of the people, Parliament, Judiciary and the Government. In the last 64 years, the organization has evolved from an anti-corruption agency to a multi-faceted, multi-disciplinary central police & law enforcement agency with capability, credibility and legal mandate to investigate and prosecute offences anywhere in India.

10.1.16 CBI derives its power to investigate from the Delhi Special Police Establishment Act, 1946. As per section 2 of the Act, DSPE has jurisdiction to investigate offences in the Union Territories only. However, the jurisdiction can be extended by the Central Government to other areas including railways areas and States under section 5(1) of the Act, provided the State Governments have accorded consent under section 6 of the Act. The members of the force of the rank of Sub Inspectors and above can exercise all powers of the police officer of the concerned areas for the purposes of investigation, including powers of officer in-charge of the police station. As per section 3 of the Act, Special Police Establishment is authorised to investigate only those cases, which are notified by the Central Government in the Official Gazette from time to time. Besides notifying offences under 69 existing Central and 18 State Acts, 231 offences under the Indian Penal Code have also been notified by the Central Government under section 3 of the DSPE Act.

10.1.17 The superintendence of Delhi Special Police Establishment vests in the Central Government save investigation of offences under the Prevention of Corruption Act, 1988, in which case the Superintendence vests in the Central Vigilance Commission.

10.1.18 Director, CBI as Inspector General of Police, Delhi Special Police Establishment, is responsible for the administration of the organisation. Director, CBI has been provided security of tenure in CBI by the CVC Act, 2003 and can continue to hold office for a period not less than two years from the date on which he/she assumes office, notwithstanding anything contrary in the conditions of service. The CVC Act also provides mechanism for selection of Director, CBI and other officers of the rank of SP and above in CBI.
MANPOWER

10.2.1 The total sanctioned strength of CBI as on 31.12.2005 was 5891. However, the actual manpower available was 4711 and as many as 1180 posts were lying vacant at the end of the year. These vacancies were mainly in the ranks of Sr. Supdt. of Police-8, Supdt. of Police-17, Addl. Supdt. of Police-13, Dy. Supdt. of Police-95, Inspectors-174, Sub. Inspectors-130+14, Asstt. Sub Inspector - 23, Head Constables-42, Constables-134+95. Besides there were vacancies of 81 Law Officers at various levels. 95 Technical posts were also lying vacant.

10.2.2 During the year, 22 Departmental Promotion Committee meetings were held; as a result of which promotion of 210 CBI personnel at various levels was facilitated. 3 Departmental Promotion Committee meetings were held to facilitate confirmation of 99 CBI personnel at various levels. The officers/officials absorbed in CBI in different ranks are indicated in the table below:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Rank</th>
<th>No. of officers/official absorbed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Addl. SP</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Sub-Inspector</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>ASI</td>
<td>7</td>
</tr>
<tr>
<td>4</td>
<td>Head Constable</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Constable</td>
<td>82</td>
</tr>
</tbody>
</table>

10.2.3 Comparative Manpower Chart:
CRIME WORK

10.3.1 The CBI took up 1267 cases for registration during the year 2005. These included 30 cases taken up on the request of States Governments/Union Territories and 173 cases taken up on the directions of the Supreme Court/High Courts. During the year investigation was finalised in 1231 cases. At the end of the year, 1397 cases were under investigation. During the year, Charge-sheets were filed in 795 cases and judgments delivered by the courts in 596 cases. The conviction rate for the year 2005 was 65.5%. There were as many as 6905 cases under trial in various courts at the end of the year.

Registration

10.3.2 CBI registered 1267 cases in the year 2005, which includes 1077 Regular Cases (RCs) and 190 Preliminary Enquiries (PEs). 1780 public servants were named in these cases including, 980 gazetted officers and 37 officers of Joint Secretary level & above. 183 cases were registered for demand of bribe by public servants for showing official favours and 162 cases were registered for possession of assets disproportionate to known source of income. The following bar charts show the registration of cases by CBI during the last three years and the break-up of registration in 2005 in the three Investigation Divisions of CBI.

Investigation

10.3.3 In the year 2005 investigation was finalised in 1231 cases, which includes 1029 RCs and 202 PEs. From amongst the regular cases, sufficient evidence was gathered for prosecution in as many as 795 cases in which charge sheets were filed in the competent courts, after taking prosecution sanctions wherever necessary.

10.3.4 The following bar charts indicate the disposal of cases from investigation during the last three years and the division-wise disposal of cases from investigation in 2005.
10.3.5 There were 1397 cases under investigation at the end of the year as against 1354 cases under investigation at the end of 2004. The following bar charts show the comparative figures for the last three years.

10.3.6 The number of cases under investigation for more than two years decreased substantially from 158 as on 31.12.2004 to 136 at the end of the current year. Out of these cases, field investigation has been completed in 39 cases and SP’s Reports have been sent seeking sanctions for prosecution. The following bar charts show the cases under investigation for more than 2 years at the end of 2003, 2004 and 2005.
10.3.7 The following pie chart gives the detailed break up of the disposal of cases from investigation.

**BREAK-UP OF INVESTIGATION DISPOSAL**

- Prosecution: 41%
- Prosecution + RDA: 23%
- PE Convert to RC: 7%
- Otherwise disposed off: 2%
- Closed: 10%
- Such Action: 4%
- RDA Only: 13%

**Trial**

10.3.8 During the year 596 cases were disposed from trial. Out of these 341 cases resulted in conviction, 150 in acquittal, 30 discharge and 75 cases were disposed of for other reasons. The bar charts below show the disposal from trial during the last three years and the division-wise break-up of disposal from trial in 2005.
10.3.9 The conviction rate during the year 2005 has been 65.5%. The following bar chart shows break-up of cases decided by the courts during the year 2005:

10.3.10 The cases pending under trial increased from 6614 as on 31.12.2004 to 6905 at the end of this year because the number of cases sent for trial were more than of cases decided by the courts.
DIRECTORATE OF PROSECUTION

10.4.1 Directorate of Prosecution was set up in CBI on the basis of the report submitted by the Independent Review Committee followed by an OM dated 9 July 2001 issued by the Government of India, Ministry of Personnel, Public Grievances and Pensions, Department of Personnel and Training. The Director of Prosecution in CBI is selected and appointed by the Government of India as per the rules prescribed.

10.4.2 The Directorate of Prosecution in CBI is required to perform the following functions:

(i) Tendering Legal Advice in CBI cases.
(ii) Conducting prosecution in CBI cases.
(iii) Matters relating to amendment of laws or promulgation of new laws.
(iv) Matters relating to Notification of offences u/s 3, 5 and 6 of DSPE Act.
(v) Processing Legal matters pertaining to the conferences and meetings.
(vi) Matters relating to interpretation of laws, statutory rules and regulations and amendments thereof.
(vii) Preparation of notes on legal matters for publication in CBI Bulletins/Periodicals etc.
(viii) Matters relating to the appointment of Special Judges, Magistrates, Retainer Counsels and Special Counsels and other matters related thereto.
(x) Correspondence regarding Parliament Questions on the above matters.
5. INTERPOL AND COORDINATION WING

10.5.1 India is one of the oldest members of INTERPOL, having joined the organisation way back in 1949. The CBI has been designated as i.e. the National Central Bureau (NCB) of India by the INTERPOL. The Director of the Central Bureau of Investigation is also the ex-officio Head of the NCB-India.

10.5.2 INTERPOL Wing of CBI handles various matters like extradition of the accused persons, execution of Letters Rogatory, preliminary inquiries/ investigations in criminal matters, inquiries in non-crime related matters, verification of character and antecedents, information on drugs and counterfeiting currency, coordination of INTERPOL Conferences, negotiation of treaties in extradition matters and mutual legal assistance in criminal matters and issuance of INTERPOL Notices.

Conferences and Meetings of Inerpol

10.5.3 Visit of Vietnamese Delegation: A Vietnamese delegation of Special Anti-Corruption Commission of the Communist Party of Vietnam visited CBI Headquarters, New Delhi on May 27, 2005 for discussing the role and functioning of CBI in prevention and fighting corruption. The meeting was held at Main Conference Hall of CBI. The delegation was briefed on (i) the mandate of CBI in enforcing anti-corruption laws and policies; (ii) CBI’s experience in fighting corruption, and (iii) coordination of law enforcement agencies in handling corruption.

10.5.4 Visit of Chinese delegation: A seven-member Chinese delegation headed by H.E. Mr. Liu Fengyan, a Ministerial-level Commissioner from the Ministry of Supervision of China paid a visit to CBI Headquarters from 18 to 20 June, 2005. Discussions were held on India’s experience in anti-corruption and good governance.

Contribution of National Central Bureau - India at International Platform

10.5.5 Shri U.S. Misra, Director, CBI and Head of NCB-India led the Indian delegation to the 74th INTERPOL General Assembly Session held at Berlin (Germany) from 19 to 22 September, 2005. Indian delegation participated in the deliberations and gave important inputs during the General Assembly session including a presentation on cyber criminality. Director, CBI was elected to the post of Vice-President, INTERPOL, Asian Region for one year term upto September / October 2006. This was a great achievement for our country, the Indian Police and the CBI.

10.5.6 During the period under review, 150 requests for part investigation were received from CBI branches and State Police forces, of which 36 were received from CBI and 114 from State Police Forces. Similarly, 254 requests were received from foreign National Central Bureaus. All the requests were duly processed and follow up action initiated.
10.5.7 Twenty one Letters Rogatory were sent to other countries for conducting investigation on the pointers indicated by the investigation agencies. Of these, 08 requests had been received from CBI and 13 from State Police forces. Similarly, 24 Letters Rogatory received from other countries were processed and sent for necessary action to concerned agencies. INTERPOL Wing guides law enforcement agencies, as and when approached, on preparation of Letters Rogatory and other issues of bilateral/ multilateral cooperation in investigation and criminal matters abroad. The INTERPOL Wing also assists the Indian law enforcement agencies in preparation of extradition requests and coordinates the arrest of fugitives in India / abroad for extradition / deportation, as the case may be.

CBI ACADEMY

10.6.1 CBI Academy at Ghaziabad started functioning w.e.f. 10.1.1996. Prior to this a Training Centre was functioning at Lok Nayak Bhawan, New Delhi for conducting short term in-service courses. At that time, for basic courses of Deputy Superintendents of Police, Sub-Inspectors and Constables, CBI depended on State Police Training Institutions and National Police Academy, Hyderabad.

10.6.2 Now the CBI Academy is organising the following types of training courses:

i. Basic Courses for the directly recruited Deputy Superintendents of Police, Sub-Inspectors and Constables of the CBI Cadre.

ii. Induction courses for newly appointed Law Officers and Ministerial Staff of CBI.

iii. Orientation Courses for deputationists, immediately after their induction into the CBI.

iv. Post Promotional Courses to equip the officers to handle new responsibilities arising out of change in the nature of their job.

v. Specialized Courses for Investigating Officers of CBI and State Police Organizations.

vi. Short-term in-service Courses in the areas of professional interests like Scientific Aids to Investigation, Interview and Interrogation Techniques, Cyber Crime, Vigilance Courses, Trial Management, etc.

vii. Seminars / Workshops for senior officers on Anti-Corruption Laws and Investigation, Economic Offences and Information Technology.

viii. Vertical Interaction courses and foreign courses allotted to CBI Academy by BPR&D/MHA.
ix. Special course on Prevention of Money Laundering Act for the officers of Directorate of Enforcement.

10.6.3 During the year 2005, the IXth Batch of directly recruited Sub-inspectors reported to the Academy on 1.4.2005 for basic training course. After completing their 30 weeks of Phase-I training, 35 Sub-Inspector Cadets have been attached to different ACB Branches of CBI as well as local police stations for getting practical/field training, after which they will be reporting to CBI Academy for their Phase-II training. During first phase of their training, Sub-Inspector Cadets were given inputs on Laws, General Investigation, Specialized Investigation and Outdoor Training. For inculcating attitudinal change in the Sub-Inspector Cadets to adapt to better group behaviour, they were encouraged to participate in extra curricular activities, such as, sports, cultural programme, project works etc.

10.6.4 During the year 2005, CBI Academy has conducted 66 courses as compared to 60 courses in the year 2004. The comparative figures of training courses / participants in the year 2004 and 2005 are given in Table - I below :

**TABLE-I**

<table>
<thead>
<tr>
<th>Year</th>
<th>2004 Courses</th>
<th>Participants</th>
<th>2005 Courses</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academy</td>
<td>60</td>
<td>1745</td>
<td>66</td>
<td>1922</td>
</tr>
<tr>
<td>RTCs</td>
<td>-</td>
<td>-</td>
<td>20</td>
<td>309</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>1745</td>
<td>86</td>
<td>2231</td>
</tr>
</tbody>
</table>

10.6.5 The comparative figures of the courses conducted by the Academy & the RTCs for the year 2005 are given in Table II below :

**TABLE-II**

<table>
<thead>
<tr>
<th>No. of Courses</th>
<th>No. of Participants</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CBI</td>
<td>Non-CBI</td>
</tr>
<tr>
<td>Academy</td>
<td>66</td>
<td>822</td>
</tr>
<tr>
<td>RTC, Chennai</td>
<td>10</td>
<td>191</td>
</tr>
<tr>
<td>RTC, Kolkata</td>
<td>9</td>
<td>93</td>
</tr>
<tr>
<td>RTC, Mumbai</td>
<td>1</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
<td>1131</td>
</tr>
</tbody>
</table>
D.P.KOHLI MEMORIAL LECTURE

10.7.1 The 6th D.P. Kohli Memorial Lecture was organised on 28.4.2005 at Vigyan Bhawan, New Delhi. A lecture on ‘Parliamentary Democracy in India - Present and Future’ was delivered by Shri Somnath Chatterjee, Hon’ble Speaker, Lok Sabha. Shri Suresh Pachouri, Hon’ble Minister of State (Personnel, Public Grievances & Pensions) and Shri P. Shankar, CVC also addressed the gathering.

10.7.2 Shri D.P. Kohli Award for the Best Detective Constable/ Head Constable of the CBI for the year 2004 was presented by Shri Suresh Pachouri, Minister of State (Personnel, Public Grievances & Pensions) to Shri Vijay Pal Singh, Constable (Posthumously). The award was received by his widow Smt. Roshni Devi.
CHAPTER - 11

ADMINISTRATIVE TRIBUNALS

11.1 The enactment of Administrative Tribunals Act, 1985 opened a new chapter in the sphere of administering justice to the aggrieved government servants in their service matters. The Administrative Tribunals Act owes its origin to Article 323-A of the Constitution of India which empowers Central Government to set up, by an Act of Parliament, Administrative Tribunals for adjudication of disputes and complaints with respect to recruitment and conditions of service of persons appointed to the public services and posts in connection with the affairs of the Union and the States. In pursuance of the provisions contained in the Administrative Tribunals Act, 1985, the Administrative Tribunals set up under it exercise original jurisdiction in respect of service matters of employees covered by the Act. As a result of the judgement dated 18 March, 1997 of the Supreme Court in the case of L. Chandra Kumar & Ors. Vs. UOI, the appeals against the orders of an Administrative Tribunal shall lie before the Division Bench of the concerned High Court.

11.2 The Administrative Tribunals are distinguishable from the ordinary courts with regard to their jurisdiction and procedure. They exercise jurisdiction only in relation to the service matters of the litigants covered by the Act. They are also free from the shackles of many of the technicalities of the ordinary courts. The procedural simplicity of the Act can be appreciated from the fact that the aggrieved person can also appear before it personally. Government can also present its case through its departmental officers or legal practitioners. Further, only a nominal fee of Rs.50/- is to be paid by the litigants for filing the application before the Tribunal. Thus, the objective of the Tribunal is to provide speedy and inexpensive justice to the litigants.

11.3. The Act provides for establishment of Central Administrative Tribunal and the State Administrative Tribunals. The Central Administrative Tribunal was set up on 1.11.1985. Today, it has 17 regular Benches, 15 of which operate at the principal seats of High Courts and the remaining two at Jaipur and Lucknow. These Benches also hold circuit sittings at other seats of High Courts. A statement showing the location of Central Administrative Tribunal Benches, the dates of their establishment and the number of courts in each of these Benches along with a list of places where they hold circuit sittings is given in Appendix-I.

11.4. In brief, the Tribunal consists of a Chairman, Vice-Chairmen and Members. The Vice-Chairmen and Members are drawn both from judicial as well as administrative streams so as to give the Tribunal the benefit of expertise both in legal and administrative spheres. The sanctioned strength of the Chairman, Vice-Chairmen and Members of Central Administrative
Tribunal at present is as below:

Chairman : 1
Vice-Chairmen : 16
Members : 49

Total 66

11.5. It has also been the constant endeavour of this Ministry that the posts of Chairman, Vice-Chairmen and Members are filled up well in time and no post remains vacant for a long time. The appointment of Chairman, CAT, as per practice, is initiated by the Chief Justice of India on a reference made to this effect by the Central Government. The appointment of Vice-Chairmen and Members in CAT are made on the basis of recommendations of a Selection Committee chaired by a nominee of the Chief Justice of India, who is a sitting judge of the Supreme Court. The appointments are made with the approval of Appointments Committee of the Cabinet after obtaining the concurrence of the Chief Justice of India.

11.6. All selections have been made for vacancies of Vice-Chairmen arising upto 31.12.2005 and Members in CAT arising upto 30.06.2005. The action is underway to make selection of Members for vacancies up to 31.12.2005.

11.7. State Administrative Tribunals were set up by the Governments of the following States under the Administrative Tribunals Act:

1. Andhra Pradesh,
2. Himachal Pradesh,
3. Orissa,
4. Karnataka,
5. Maharashtra,
6. Tamil Nadu, and
7. West Bengal.

The appointments to the vacancies in State Administrative Tribunals are made on the basis of proposals sent by the State Governments, with the approval of the Governors. Thereafter, their appointments undergo the same process as the one in respect of Central Administrative Tribunal.

11.8. Three States Governments, viz. Government of Himachal Pradesh, Karnataka and Tamil Nadu, have requested the Central Government to abolish their respective Administrative Tribunals. In order to consider their requests the Administrative Tribunals Act, 1985 is being suitably amended, by which apart from this facilitating clause, some other amendments are also being made. A note in this regard is at Appendix-II.
11.9. Since its inception in 1985 upto 31 October 2005, the Central Administrative Tribunal received for adjudication 4,63,865 cases (including those transferred from High Courts), out of which 4,40,519 cases have been disposed of leaving a pendency of 23,346 cases. A statement indicating the institution, disposal and pendency of cases since inception of CAT is at Appendix-III.

11.10. Section 14(2) of the Administrative Tribunals Act, 1985 empowers the Central Government to extend the provisions of the Act to local or other authorities within the territory of India or under the control of Government of India and to corporations or Societies owned or controlled by Government of India. In exercise of these powers, the Central Government had extended the provisions of the Act to 45 organisations so far. A list showing the names of organizations to whom the jurisdiction of Central Administrative Tribunal has been extended so far is placed at Appendix-IV.

11.11. The Central Administrative Tribunal may pass final orders either in Hindi or in English as per the discretion of the individual Bench.

APPENDIX - I

NAME, DATE OF SETTING, NO. OF COURTS AND ADDRESSES OF VARIOUS BENCHES OF CENTRAL ADMINISTRATIVE TRIBUNAL

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of the Bench</th>
<th>Date of Setting</th>
<th>No. of Courts</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>PRINCIPAL</td>
<td>01.11.1985</td>
<td>5</td>
<td>NEW DELHI</td>
</tr>
<tr>
<td>2.</td>
<td>AHMEDABAD</td>
<td>30.06.1986</td>
<td>2</td>
<td>AHMEDABAD</td>
</tr>
<tr>
<td>3.</td>
<td>ALLAHABAD</td>
<td>01.11.1985</td>
<td>3</td>
<td>ALLAHABAD</td>
</tr>
<tr>
<td>4.</td>
<td>BANGALORE</td>
<td>03.03.1986</td>
<td>2</td>
<td>BANGALORE</td>
</tr>
<tr>
<td>5.</td>
<td>CHANDIGARH</td>
<td>03.03.1986</td>
<td>2</td>
<td>CHANDIGARH</td>
</tr>
<tr>
<td>6.</td>
<td>CHENNAI</td>
<td>01.11.1985</td>
<td>2</td>
<td>CHENNAI</td>
</tr>
<tr>
<td>7.</td>
<td>CUTTACK</td>
<td>30.06.1986</td>
<td>1</td>
<td>CUTTACK</td>
</tr>
<tr>
<td>8.</td>
<td>ERNAKULAM</td>
<td>01.09.1988</td>
<td>2</td>
<td>ERNAKULAM</td>
</tr>
<tr>
<td>9.</td>
<td>GUWAHATI</td>
<td>03.03.1986</td>
<td>1</td>
<td>GUWAHATI</td>
</tr>
<tr>
<td>10</td>
<td>HYDERABAD</td>
<td>30.06.1986</td>
<td>2</td>
<td>HYDERABAD</td>
</tr>
<tr>
<td>11</td>
<td>JABALPUR</td>
<td>30.06.1986</td>
<td>1</td>
<td>JABALPUR</td>
</tr>
<tr>
<td>12</td>
<td>JAIPUR</td>
<td>15.10.1991</td>
<td>1</td>
<td>JAIPUR</td>
</tr>
<tr>
<td>13</td>
<td>JODHPUR</td>
<td>30.06.1986</td>
<td>2</td>
<td>JODHPUR</td>
</tr>
<tr>
<td>14</td>
<td>KOLKATA</td>
<td>01.11.1985</td>
<td>2</td>
<td>KOLKATA</td>
</tr>
<tr>
<td>15</td>
<td>LUCKNOW</td>
<td>15.10.1991</td>
<td>1</td>
<td>LUCKNOW</td>
</tr>
<tr>
<td>16</td>
<td>MUMBAI</td>
<td>01.11.1985</td>
<td>2</td>
<td>MUMBAI</td>
</tr>
<tr>
<td>17</td>
<td>PATNA</td>
<td>30.06.1986</td>
<td>2</td>
<td>PATNA</td>
</tr>
</tbody>
</table>
Statement Showing the Name of Bench and Places where Circuit Sittings are Held:

1. ALLAHABAD BENCH - Nainital
2. KOLKATA BENCH - Port Blair, Gangtok
3. CHANDIGARH BENCH - Shimla, Jammu
4. CHENNAI BENCH - Pondicherry
5. GUWAHATI BENCH - Shillong, Itanagar, Kohima, Agartala, Imphal
6. JABALPUR BENCH - Indore, Gwalior, Bilaspur
7. MUMBAI BENCH - Nagpur, Aurangabad, Panaji
8. PATNA BENCH - Ranchi

APPENDIX - II

AMENDMENTS TO ADMINISTRATIVE TRIBUNALS ACT, 1985

Administrative Tribunals Act, 1985 was enacted by the Parliament in pursuance of Article 323A of the Constitution whereby setting up of Central Administrative Tribunal and State Administrative Tribunals was facilitated.

The following two amendment Bills are likely to be introduced in the Parliament, viz.:-

I. ADMINISTRATIVE TRIBUNALS (AMENDMENT) BILL, 2005

This Bill is aimed at making enabling provision in the Administrative Tribunal Act, 1985 for abolition of Administrative Tribunals.

There have been several requests from the State Governments seeking abolition of State Administrative Tribunals functioning in those States. In fact, the State of Madhya Pradesh has since abolished Madhya Pradesh Administrative Tribunal in pursuance of Madhya Pradesh Reorganization Act, 2000 and the directions of High Court of Madhya Pradesh.

Since there could be certain situations when it may be necessary to consider abolition of any Administrative Tribunal (Central or State), it was decided to incorporate an enabling provision in the Administrative Tribunals Act, 1985 for:

(a) Abolition of an Administrative Tribunal either fully or any of its Benches; and
(b) Regulation of services of the employees of such Tribunal(s) which are to be abolished.

It is also proposed to provide for an appeal against orders of the Tribunal in the concerned High Court as directed by the Supreme Court in the case of L. Chandra Kumar Vs. UOI, 1997.

The Cabinet approved a Note in this regard and a draft Bill was formulated in consultation with Legislative Department. The Law Ministry felt that abolition of any Administrative Tribunal could mean financial implications and as such it will have to be introduced as a Money Bill. Accordingly recommendation of the President has been obtained for introduction of the Bill in the Lok Sabha.

Ministry of Parliamentary Affairs has been requested to intimate the schedule for introduction of the Bill in the Lok Sabha. Simultaneously Legislative Department has been requested to provide printed copies of both English and Hindi versions of the Bill to Ministry of Parliamentary Affairs to facilitate introduction of the Bill in the Lok Sabha. Meanwhile, a notice for introduction of the Bill in Lok Sabha has been given on 08.12.2005.

II. THE ADMINISTRATIVE TRIBUNALS (SECOND AMENDMENT) BILL, 2005

This Bill is aimed at deletion of Section 17 of the Administrative Tribunal act, 1985 relating to ‘Power to Punish for Contempt’ of self, vested in the Administrative Tribunals.

In 1997, the Hon’ble Supreme Court, vide its judgement in the case of L. Chandra Kumar and Others Vs Union of India, observed that the Appellate jurisdiction of the High Courts cannot be taken away as it forms part of the basic structure of the Constitution and thus the Administrative Tribunals were brought within the appellate jurisdiction of the High Courts as per their territorial jurisdiction/s.

Since the Administrative Tribunals no longer enjoy the same status as the High Courts, it was felt that Section 17 of the Administrative Tribunal Act conferring power to punish for contempt upon the Administrative Tribunals should be deleted.

In their advice the Ministry of Law observed that the question of giving powers to punish for contempt to the Tribunals was considered by the National Commission to review the working of the Constitution and the Commission had not favoured conferment of such power on the Tribunals.

After deletion of Section 17 of the Administrative Tribunals Act, 1985, it will be open to the Government/Tribunal to invoke the provisions of Section 15 and 17 of the Contempt of Courts Act, 1971.
Cabinet has since approved the proposal. It is proposed to bring a Bill in the Parliament to the above effect. Ministry of Parliamentary Affairs have been requested to intimate the schedule for introduction of the Bill. Simultaneously, Legislative Department have been requested to provide fair printed versions, both English and Hindi, to Ministry of Parliamentary Affairs to facilitate introduction of the Bill.

### APPENDIX - III

**STATEMENT SHOWING THE POSITION OF INSTITUTION, DISPOSAL AND PENDENCY OF CASES IN THE CENTRAL ADMINISTRATIVE TRIBUNAL SINCE INCEPTION UPTO 31.10.2005.**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>PERIOD</th>
<th>INSTITUTION</th>
<th>DISPOSAL</th>
<th>PENDENCY AT THE END OF THE PERIOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>01.11.85 to 31.12.85</td>
<td>2963</td>
<td>30</td>
<td>2933</td>
</tr>
<tr>
<td>2.</td>
<td>01.01.86 to 31.12.86</td>
<td>23177</td>
<td>8934</td>
<td>17176</td>
</tr>
<tr>
<td>3.</td>
<td>01.01.87 to 31.12.87</td>
<td>19410</td>
<td>15084</td>
<td>21502</td>
</tr>
<tr>
<td>4.</td>
<td>01.01.88 to 31.12.88</td>
<td>19425</td>
<td>13769</td>
<td>27158</td>
</tr>
<tr>
<td>5.</td>
<td>01.01.89 to 31.12.89</td>
<td>18602</td>
<td>13986</td>
<td>31774</td>
</tr>
<tr>
<td>6.</td>
<td>01.01.90 to 31.12.90</td>
<td>19283</td>
<td>15495</td>
<td>35562</td>
</tr>
<tr>
<td>7.</td>
<td>01.01.91 to 31.12.91</td>
<td>21623</td>
<td>17552</td>
<td>39633</td>
</tr>
<tr>
<td>8.</td>
<td>01.01.92 to 31.12.92</td>
<td>25184</td>
<td>23782</td>
<td>41035</td>
</tr>
<tr>
<td>9.</td>
<td>01.01.93 to 31.12.93</td>
<td>27067</td>
<td>28074</td>
<td>40028</td>
</tr>
<tr>
<td>10.</td>
<td>01.01.94 to 31.12.94</td>
<td>26230</td>
<td>26409</td>
<td>39849</td>
</tr>
<tr>
<td>11.</td>
<td>01.01.95 to 31.12.95</td>
<td>25789</td>
<td>23668</td>
<td>41970</td>
</tr>
<tr>
<td>12.</td>
<td>01.01.96 to 31.12.96</td>
<td>23584</td>
<td>20667</td>
<td>44887</td>
</tr>
<tr>
<td>13.</td>
<td>01.01.97 to 31.12.97</td>
<td>23098</td>
<td>21981</td>
<td>46004</td>
</tr>
<tr>
<td>14.</td>
<td>01.01.98 to 31.12.98</td>
<td>21911</td>
<td>18394</td>
<td>49521</td>
</tr>
<tr>
<td>15.</td>
<td>01.01.99 to 31.12.99</td>
<td>22944</td>
<td>24566</td>
<td>47899</td>
</tr>
<tr>
<td>16.</td>
<td>01.01.00 to 31.12.00</td>
<td>25146</td>
<td>31398</td>
<td>41647</td>
</tr>
<tr>
<td>17.</td>
<td>01.01.01 to 31.12.01</td>
<td>25977</td>
<td>31953</td>
<td>35671</td>
</tr>
<tr>
<td>18.</td>
<td>01.01.02 to 31.12.02</td>
<td>25398</td>
<td>29514</td>
<td>31555</td>
</tr>
<tr>
<td>19.</td>
<td>01.01.03 to 31.12.03</td>
<td>25089</td>
<td>28076</td>
<td>28568</td>
</tr>
<tr>
<td>20.</td>
<td>01.01.04 to 31.12.04</td>
<td>23825</td>
<td>27735</td>
<td>24658</td>
</tr>
<tr>
<td>21.</td>
<td>01.01.05 to 31.10.05</td>
<td>18140</td>
<td>19452</td>
<td>23346</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>463865</strong></td>
<td><strong>440519</strong></td>
<td><strong>23346</strong></td>
<td></td>
</tr>
</tbody>
</table>
LIST OF ORGANISATIONS BROUGHT WITHIN THE PURVIEW OF CENTRAL ADMINISTRATIVE TRIBUNAL

1. Central Board of Trustees constituted under the Employees Provident Funds and Miscellaneous Provisions Act, 1952
2. Employees State Insurance Corporation
3. Central Board for Workers’ Education
4. National Council of Safety in Mines, Dhanbad
5. National Labour Institute
6. Council of Scientific and Industrial Research
7. Central Social Welfare Board
8. Indian Council of Agricultural Research
9. Sports Authority of India
11. Institute of Hotel Management, Catering and Nutrition, New Delhi
12. Institute of Hotel Management, Catering Technology and Applied Nutrition, Mumbai
13. Institute of Hotel Management, Catering Technology and Applied Nutrition, Chennai
15. Institute of Hotel Management, Catering Technology and Applied Nutrition, Goa
16. Institute of Hotel Management, Catering Technology and Applied Nutrition, Bangalore
17. Institute of Hotel Management, Catering Technology and Nutrition, Lucknow
18. Institute of Hotel Management, Catering Technology and Applied Nutrition, Hyderabad
19. Institute of Hotel Management, Catering and Nutrition, Ahmedabad
20. Institute of Hotel Management, Catering Technology and Applied Nutrition, Bhubaneswar
21. Institute of Hotel Management, Catering Technology and Applied Nutrition, Jaipur
<table>
<thead>
<tr>
<th>Number</th>
<th>Institution Name and Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>22.</td>
<td>Institute of Hotel Management, Catering Technology and Applied Nutrition, Bhopal</td>
</tr>
<tr>
<td>23.</td>
<td>Institute of Hotel Management, Catering Technology and Applied Nutrition, Srinagar</td>
</tr>
<tr>
<td>24.</td>
<td>Institute of Hotel Management, Catering Technology and Applied Nutrition, Guwahati</td>
</tr>
<tr>
<td>25.</td>
<td>Institute of Hotel Management, Catering Technology and Applied Nutrition, Gwalior</td>
</tr>
<tr>
<td>26.</td>
<td>Institute of Hotel Management, Catering Technology and Applied Nutrition, Thiruvananthapuram</td>
</tr>
<tr>
<td>27.</td>
<td>Institute of Hotel Management, Catering and Nutrition, Chandigarh</td>
</tr>
<tr>
<td>28.</td>
<td>Institute of Hotel Management, Catering Technology and Applied Nutrition, Gurdaspur</td>
</tr>
<tr>
<td>29.</td>
<td>Institute of Hotel Management, Catering Technology and Applied Nutrition, Shimla</td>
</tr>
<tr>
<td>30.</td>
<td>Institute of Hotel Management, Catering Technology and Applied Nutrition, Patna</td>
</tr>
<tr>
<td>31.</td>
<td>National Power Training Institute, Faridabad</td>
</tr>
<tr>
<td>32.</td>
<td>Central Pollution Control Board, Delhi</td>
</tr>
<tr>
<td>33.</td>
<td>Indian Institute of Advanced Study, Shimla</td>
</tr>
<tr>
<td>34.</td>
<td>Kendriya Vidyalaya Sangathan, New Delhi</td>
</tr>
<tr>
<td>35.</td>
<td>Novodaya Vidyalaya Samiti, New Delhi</td>
</tr>
<tr>
<td>36.</td>
<td>Indian Council of Medical Research, New Delhi</td>
</tr>
<tr>
<td>37.</td>
<td>Film and Television Institute of India, Pune</td>
</tr>
<tr>
<td>38.</td>
<td>Satyajit Ray Film and Television Institute, Calcutta</td>
</tr>
<tr>
<td>39.</td>
<td>National Council of Educational Research and Training</td>
</tr>
<tr>
<td>40.</td>
<td>University Grants Commission</td>
</tr>
<tr>
<td>41.</td>
<td>Central Tibetan Schools Administration and Central School for Tibetans</td>
</tr>
<tr>
<td>42.</td>
<td>Indian Institute of Astrophysics</td>
</tr>
<tr>
<td>43.</td>
<td>Indian Council of Forestry Research and Education</td>
</tr>
<tr>
<td>44.</td>
<td>Indian Institute of Forest Management</td>
</tr>
<tr>
<td>45.</td>
<td>Indian Plywood Industries Research and Training Institute</td>
</tr>
</tbody>
</table>
CHAPTER - 12

MACHINERY FOR JOINT CONSULTATION AND COMPULSORY ARBITRATION

12.1 The Scheme for Joint Consultation and Compulsory Arbitration for the Central Government Employees was introduced in the year 1966 on the lines of the Whitely Councils in the U.K. This is a declaration of joint intent regarding the common approach of the Government of India on the one hand, and the employees’ organisations, on the other, for joint consultation and smooth working.

The basic objectives of the Joint Consultative Machinery (JCM) are as under:

- To promote harmonious relations between the Government and its employees.
- To secure the greatest measure of cooperation between the Government in its capacity as employer and the general body of its employees in matters of common concern; and
- To increase the efficiency of the public services, through a collaborative endeavour, to narrow the area of ‘unresolved differences’ and widen the ambit of agreement on substantive issues of common concern.

12.2. The JCM Scheme provides for a three tier machinery:

(i) the National Council as the apex body;

(ii) Departmental Councils at the level of individual Ministries / Departments, including their attached and subordinate offices; and

(iii) Regional / Office Councils to deal with mainly the local problems at the level of each individual office, depending on its structure.

12.3. The scope of the JCM Scheme includes all matters relating to conditions of service and work, welfare of the employees and improvement of efficiency and standards of work, provided, however, that (i) in regard to recruitment, promotion and discipline, consultation is limited to matters of general principles; and (ii) individual cases are not considered.

12.4. Under the JCM Scheme, there have been continuous interaction with staff unions at the National level as well as at the Departmental level and a number of important issues have been resolved amicably through mutual discussions. 44 meetings of the National Council (JCM) have been held since the inception of the Scheme in 1966. The last meeting was held on 28 May, 2005.
12.5. **Standing Committee** : There have been frequent interactions with the staff side through the meetings of the Standing Committee of National Council (JCM). Even general recommendations of the Vth CPC were implemented after having a series of meetings with the members of the Standing Committee of National Council (JCM), which culminated in the Agreement signed on 11 September, 1997 with the Group of Ministers. Many issues of the employees of the major Ministries / Departments, like Ministry of Railways, Ministry of Defence and Department of Posts, have been resolved through negotiations and interactions with the Unions / Federations at the Departmental level.

12.6. **Arbitration** : An important feature of the JCM Scheme is the provision for Arbitration in the cases where there is no agreement on an issue between the Official Side and the Staff Side on matters relating to:

(i) pay and allowances;

(ii) weekly hours of work; and

(iii) leave

of a class or grade of employees.

12.7. **Board of Arbitration (BOA)** : A Board of Arbitration (BOA), comprising a chairman (who is an independent person) and two members (nominated one each by staff side and official side), is functioning under the administrative control of the Ministry of Labour. Awards of the Board of Arbitration are binding on both the sides, subject to the over-riding authority of Parliament to reject or modify the awards.

12.8. Under JCM Scheme, 257 references have been made to Board of Arbitration, so far, for settlement of disagreement cases. Out of these 257 references, 254 have been decided by BOA. Most of the awards, which were in favour of the employees, have been implemented, except a few which could not be accepted due to adverse effect on National economy / social justice. Detailed position of the references made to Board of Arbitration is given in the tables at **Annexure**.
ANNEXURE

POSITION OF THE CASES REFERRED TO THE BOARD OF ARBITRATION (BOA)
UPTO THE YEAR 2005

(i) Total number of case referred to the BOA = 257
(ii) Total number of cases disposed of by BOA = 254
(iii) Number of cases pending with the BOA = 3

TABLE-1

Break-up of 254 Cases decided by BOA

<table>
<thead>
<tr>
<th>Demands of Staff Side accepted partially or fully by Board of Arbitration</th>
<th>Demands of Staff Side rejected by BOA</th>
<th>Withdrawn by Staff Side</th>
<th>Amicably settled</th>
<th>Disposed of by BOA without any Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>176</td>
<td>48</td>
<td>19</td>
<td>6</td>
<td>5</td>
</tr>
</tbody>
</table>

TABLE-2

Action taken by the Government on 176 Cases
(mentioned in first Col. of Table.1 above)

<table>
<thead>
<tr>
<th>No. of Awards accepted and implemented by the Govt.</th>
<th>No. of Awards proposed to be rejected by the Govt. (pending with the Parliament)</th>
<th>No. of Awards rejected with the approval of Parliament</th>
<th>No. of Awards pending with the Govt.</th>
</tr>
</thead>
<tbody>
<tr>
<td>156</td>
<td>8</td>
<td>5</td>
<td>7</td>
</tr>
</tbody>
</table>
CHAPTER - 13

STAFF WELFARE

13.1 The Central Government is the largest single employer in the Country and bears the major responsibility for the Welfare of a large number of employees spread all over the country. Recognizing that improvement in the working and living conditions of the employees and their families lead to high morale and efficiency at the work place, the Department of Personnel and Training supports various staff welfare measures. A brief account of the measures is given below.

STAFF WELFARE MEASURES

(i) Residents' Welfare Association :

13.2 In order to foster a spirit of mutual help and goodwill among residents of Government colonies and to promote social, cultural and recreational activities, Residents' Welfare Associations, which have adopted the Model Constitution prescribed by DOPT, have been recognized in Delhi/New Delhi and in other parts of the country. At present, there are 92 recognized Associations. The members of the Managing Committees of these Associations are elected every two years under the provisions of a Model Constitution framed by the Department of Personnel and Training. DOPT sanctions grants-in-aid to recognized Associations only, subject to a maximum of Rs.4500/- per annum.

(ii) Area Welfare Officer :

13.3 Area Welfare Officer's (AWOs) are nominated in large residential colonies of Central Government employees. The AWOs serve as a link between the Government and residents in matters relating to the welfare of Government employees. They also work as field officers in coordinating and maintaining liaison with the various agencies of Government such as CPWD, CGHS, Police etc. Applications are invited from Gazetted Officers working in various Ministries/Departments for being nominated as Area Welfare Officer for a period of two years. Officers desirous of being nominated as AWOs on voluntary and honorary basis are required to apply through their respective Ministries/Departments.

(iii) Central Government Employees Welfare Coordination Committees (CGEWCCs):

13.4 Central Government Employees Welfare Coordination Committees (CGEWCCs) have been formed outside Delhi, at places where there are at least five Central Government Offices and the total number of Central Government Employees is not less than 1000. These Committees are responsible for coordinating the welfare activities of the Central Government employees serving within their jurisdiction. At present, there are 41 recognized
Coordination Committees in the country. The senior most officer at the station functions as the Chairman of the Committee. Recognized Committees receive grants-in-aid from the Department of Personnel and Training.

**Benevolent Fund:**

13.5 To provide financial assistance to the Central Government employees in the event of their prolonged illness, death, etc., Benevolent Funds have been in operation in the Central Government Departments. The employees who are members of this fund contribute Rs.20/- each per annum. The Government’s contribution to this fund is at the rate of Re.1/- per head per annum on the sanctioned staff strength of the concerned Ministry/Department.

**CENTRAL CIVIL SERVICES CULTURAL AND SPORTS BOARD**

13.6 The Central Civil Services Cultural and Sports Board, a society registered under the Societies Registration Act, 1860, is the Central Agency for promotion of Sports and Cultural activities among civil servants in the country. The Board was set up in 1964 as Central Secretariat Club in the Ministry of Home Affairs. Initially the objective of the Board was to promote cultural and sports activities amongst the Central Government Employees located in Delhi only. In course of time, the activities of the Board increased manifold to cater to the needs of the Central Government employees located outside Delhi as well. Therefore, Regional Sports Boards were set up where the number of Central Government Employees was more than one thousand. At present, there are 21 Regional Boards. The senior most Central Government Officer at the station is usually the Chairman of the Central Civil Services Regional Board for Cultural and Sports. The Secretary to the Regional Board is nominated by the Chairman. These Regional Boards for Cultural and Sports, as per provisions contained in the constitution of the Central Civil Services Cultural and Sports Board, are responsible for promotion of cultural and sports activities amongst the Central Government employees in their respective areas.

13.7 To carry out its activities, the Government provides grants-in-aid to the Board every year. During the year 2005-2006 till 31.12.2005 Rs.20 lakhs have been released as grants-in-aid to the Board. The Board, in turn, sanctions grants-in-aid to the Regional Boards for carrying out their activities.

(i) **Inter-Ministry Tournaments** : The Board has conducted Inter-Ministry Tournaments in 12 Sports disciplines and 2 Cultural disciplines till 31.12.2005.

(ii) **All India Civil Services Tournaments** : The All India Civil Services Tournaments in sports and cultural events are jointly organized by the Board and the State/Union Territory...
Government/Regional Sports Board. The allocation of responsibility for holding these tournaments is coordinated by the Board after ascertaining the convenience and choice of the State/UTs/RSBs. A part of the expenditure for conducting the AICS Tournaments is met by the Board in the form of financial assistance to the State/UTs/RSBs, which come forward to host these tournaments. These tournaments are open to Civilian Central/State Government employees. The uniformed personnel from the Police, Defence and other paramilitary organization are not eligible for participation in these tournaments. The Board has conducted All India Civil Services Tournaments in 8 Sports disciplines during the year 2005-2006, till 31.12.2005, in collaboration with State/UT Governments.

(iii) **Boards Affiliation to National Federation**: The Board is affiliated to a number of sports Associations/Federations at the National Level. The Board’s teams participate in the National Tournaments organized by these Associations/Federations.

(iv) **Trekking Programmes**: The Board sponsors trekking programmes for Central Government employees in collaboration with the Youth Hostels Association of India. The Board also encourages Central Government employees to undertake trekking programmes on their own. A part of expenditure on these programmes is met by the Board. 9 Central Government employees have availed these facilities during the year 2005-2006.

(v) **Playing Facilities Maintained by the Board**: The Board provides playing facilities in Delhi for the Central Government employees and has a sports complex at Vinay Marg, New Delhi, which has facilities for Football, Hockey, Cricket, Athletics and Tennis. The Board also maintains Tennis Courts at Bharati Nagar, R.K.Puram and Brassey Avenue. There are Cricket Practice pitches at Brassey Avenue and Vinay Marg Sports Complex, and a Volleyball & Shootingball court at Brassey Avenue. Facilities are also available for Carrom, Chess and Table Tennis at Nirman Bhavan. These facilities were extensively used by the Central Government employees and their dependents.

**GRIH KALYAN KENDRA**

13.8 Grih Kalyan Kendra (GKK), a Society registered under the Societies Registration Act, 1860, was set up with the following objectives:

(i) To promote social, cultural and educational activities for the benefit of Central government employees and their dependants.

(ii) To impart technical and vocational training in home crafts and other household arts for fruitful utilization of leisure time of these people.
(iii) To organize and promote economic activities that may provide opportunities for gainful employment to the member of the families of the employees for supplementing the family income.

13.9 In pursuance of its objectives, GKK has been conducting the following activities:

(i) Training classes in cutting, tailoring and embroidery for the housewives and grown up girls during their leisure hours.

(ii) Nursery education for children in the age group of 3 to 5 years.

(iii) Creches and Day Care Centers for children between the age of 90 days and 12 years.

(iv) Recreational facilities like classes in Karate, Yoga, Dance, Music, Aerobics, Weight Lifting and Indoor Games.

(v) Hiring out of Samaj Sadans (Community Centers) for the use of Central Government employees and others for social and cultural functions like marriages etc.

13.10 GKK is running 28 Craft Centres, 15 Creche/Day Care Centres and 24 Nursery Schools in Delhi and a few other cities.

13.11 Supporting and organizing recreational activities with a view to promoting physical fitness among Central Government employees and their family members is a part of the activities of GKK. The Kendra has accordingly set up a Health Club and 7 other Gym/Fitness Centres in Delhi, Bangalore, Chennai, Mumbai and Nagpur. These Health Centres have had an encouraging response from the beneficiaries.

13.12 Grih Kalyan Kendra administers 41 Samaj Sadans, out of which 26 are in Delhi and 15 outside Delhi. These Samaj Sadans are made available on hire for organizing various social and cultural functions, to the Central Government employees and, where ever available, to others. Hiring out of these Sadans is an important source of revenue for the GKK. In these Sadans, facilities like indoor Games, Health Club, Multi-Gyms, Karate, Yoga, Dance and Music classes, etc. are provided. In addition, GKK also runs its welfare activities in 19 other premises in Delhi and 11 in outstations. It receives grants-in-aid from the Government. An amount of Rs.25.00 lakh has been released during the year 2005-2006, till 31.12.2005.

KENDRIYA BHANDAR

Objectives of the Organisation

13.13 The Central Government Employees Consumer Cooperative Society Ltd., New Delhi, now functioning in the name of KENDRIYA BHANDAR, was set up in 1963 as a Welfare
Project for the benefit of the Central Government Employees. The society endeavours to serve the Central Government Employees and the general public at large by providing quality goods of daily needs at reasonable prices.

**Network**

13.14 Today the Society operates a network of 114 stores in Delhi, Maharashtra, Tamil Nadu, Andhra Pradesh, Karnataka, Cochin, Daman, Goa, Uttar Pradesh, Uttaranchal, Rajasthan, Madhya Pradesh, Haryana, Punjab, and Chandigarh. Stationery is sold to the Central Government offices at East Block and West Block, R.K.Puram, New Delhi. So far Kendriya Bhandar was mainly dependent on sale of stationery to Government Department as per instructions contained in DOP&T OM dated 14.07.1981. However, Ministry of Finance vide their O.M. dated 29.07.2005 has issued instructions to all the Government Departments to follow the provisions of New GFR 2005 for procurement of stationery etc. and that DOP&T instructions dated 14.07.1981 are not applicable. Therefore, business of Kendriya Bhandar is likely to come down drastically during the year 2005-06. It is realized that Kendriya Bhandar needs to revamp its Grocery & Consumer retail business. Efforts are being made in this direction.

13.15 Kendriya Bhandar is a Welfare project of the Central Government employees and was extended the benefit of allotment of accommodation at nominal rent of Re.1/- p.m. This matter has since been reviewed. The Government has decided that the accommodation allotted to Kendriya Bhandar would be got vacated in a phased manner over 3 years and till then market rate of license fee will be charged.

13.16 In line with latest trend in retailing, Kendriya Bhandar has taken up concerted efforts to modernize the existing stores in term of its ambience, display system, computerization etc. in a phased manner. In this direction, outlets in Netaji Nagar, Pandara Road, R.K.Puram Sector-IV, Pushpa Bhavan, Pragati Vihar, Hari Nagar and Patparganj have been modernized and action is on hand to modernize other stores in a phased manner.

13.17 As a new beginning, Kendriya Bhandar has also opened its first Medical Store at Mahadev Road for the benefit of Members of Parliament and others. Kendriya Bhandar has recently (April 2005) opened a grocery consumer store at Delhi University Campus and is also likely to open a chemist shop there to cater to the needs of Delhi University staff and students. Kendriya Bhandar has also opened its branch at Gandhi Nagar, Gujarat in August 2005 for catering to the requirements of Central & State Government Departments.

13.18 Activities such as billing to customers, purchases, inventory etc. of Stationery Division of Kendriya Bhandar, located at R.K.Puram (East) & (West) Blocks, are computerized through Local Area Network. Further, in Head Office, Accounts Departments, purchases & stocks of consumer items, pulses and spices are computerized.
13.19 All the Stores of Kendriya Bhandar in Delhi retailing into Grocery and Consumer items have been provided with Alpha Numeric Cash Register Machines for the purpose of billing to customers.

13.20 **Multi-state Cooperative Society**: Kendriya Bhandar is registered as a Multi-state Cooperative Society w.e.f. 08.09.2000. With this achievement Kendriya Bhandar has been able to expand its operation in other states of the Country.

13.21 **Sales Performance**: Kendriya Bhandar has registered significant growth in the recent past. Total sales and net profit during the last two years, are given below:

<table>
<thead>
<tr>
<th>COOPERATIVE YEAR</th>
<th>SALES (Rs. in Crores)</th>
<th>NET PROFIT (Rs. in Crores)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003 – 2004</td>
<td>292.66</td>
<td>5.83</td>
</tr>
<tr>
<td>2004 – 2005</td>
<td>351.13</td>
<td>9.32</td>
</tr>
</tbody>
</table>

13.22 Kendriya Bhandar has a paid-up capital of Rs. 83.72 lakhs, of which Rs.68.18 lakhs have been subscribed by the Government and Rs.15.54 lakhs by individual members as on 31.03.2005.

13.23 Certain other achievements of Kendriya Bhandar are as follows:

- Kendriya Bhandar has declared a record dividend of 30% for the years 2003-04 and 2004-2005.
- The society has been paying bonus @ 20% to its employees for the last many years.
- Kendriya Bhandar has completed 42 years of its existence on 01.07.2005.

**DEPARTMENTAL CANTEENS**

13.24 As a measure of staff Welfare, Departmental Canteen/Tiffin Rooms have been set up in Central Government Offices/Establishments to make available beverages, snacks and meals, prepared in hygienic conditions, to the employees during the working hours at reasonable rates. At present, about 1350 recognized Canteens/Tiffin Rooms are functioning in various offices of the Central Government. These Canteens are run in accordance with administrative instructions and guidelines issued by the Department of Personnel and Training from time to time.

13.25 Performance of these Canteens is periodically reviewed through liaison with various Departments and feedback reports. With a view to bringing about uniformity in the accounting
procedure and improvement in cleanliness, quality of service etc., detailed instructions had been/are being issued from time to time.

13.26 On the basis of the judgment of the Hon’ble Supreme Court on 11.10.1991, the Canteen employees have been treated as Government employees w.e.f. 01.10.1991 and have been extended all the benefits that are admissible to other sections of the Government Staff of comparable levels. Accordingly, the Vth Pay Commission’s pay scales and other benefits including A.C.P. have also been extended to the Canteen staff.

13.27 A scholarship scheme in favour of children of Canteen Staff showing merit in their academic studies was introduced in the year 1998. The first batch of such awards was given in March, 2000 and subsequently in every year till date.

13.28 The Staff Inspection Unit (SIU) of the Ministry of Finance, Department of Expenditure had undertaken a norms study of the non-statutory Departmental Canteens for revision of existing norms for the staffing pattern in these Canteens. The SIU submitted its report and the matter was further processed. Accordingly, all the Ministries/Departments have been requested to implement the recommendations of the SIU and inform DoPT accordingly. The Information received in this regard is being compiled.

13.29 Relevant, useful and updated information pertaining to the various important aspects of the Canteen Section’s work is being put on the Ministry’s website. Such information is also available with the computerized Facilitation Centre of the DoPT.

CIVIL SERVICES OFFICERS INSTITUTE (CSOI)

13.30 Civil Services Officer Institute (CSOI), a Society registered under the Societies’ Registration Act, 1860, has been functioning from the premises situated in M.S. Apartment, Kasturba Gandhi Marg, New Delhi. Construction of new premises for the Institute at Chanakyapuri has been taken up. Grants-in-aid assistance is provided by the Government for capital investments only.

SANSKRITI SCHOOL

In pursuance of a Government decision, the Civil Services Society set up a School in Delhi with the objective of providing quality education to the wards of Government servants, particularly those coming on transfer to Delhi. It was decided to provide grants-in-aid assistance to the school for capital investments and setting up a corpus fund. The school has been sanctioned grants-in-aid of Rs. 5.50 Crore so far.
CHAPTER - 14

REDEPLOYMENT OF SURPLUS STAFF

14.1 In the context of a modern, development-oriented welfare state and with a view to containing expenditure on establishment and improving efficiency of public services, a scheme for redeployment of Surplus Staff has been in operation since 1966. The concerted efforts of the Department have resulted in redeployment of 9581 persons out of the total 10,860 persons accepted in the Surplus Cell since inception of the scheme till 1.12.2005.

14.2 In order to make the scheme of redeployment of surplus staff more effective, following measures have been taken recently:

(i) Action has been initiated to bring those Departments/Offices of the Central Government within the purview of the Central Civil Services (Redeployment of Surplus Staff) Rules, 1990, which were hitherto excluded from these rules.

(ii) Action has been initiated to retrain the surplus staff through Training Division/ISTM so that they can be equipped with the requisite skills required for the new jobs where they are likely to be redeployed.

(iii) Proactive measures have been adopted to ensure that the prior claim of surplus staff is considered before any action for fresh recruitment is initiated by Government Departments/Offices covered under the Scheme.

14.3 As on 1-1-2005, there were 636 surplus staff belonging to Group ‘A’ ‘B’, ‘C’, and ‘D’ (Group ‘A’ –9, Group ‘B’ – 82, Group ‘C’- 497 and Group ‘D’- 48). At the end of November 2005, 490 (A-8, B – 55, C –371, D – 56) surplus staff are on the Surplus Rolls. The Department shall be redeploying the remaining surplus employees against suitable vacancies to be reported to it. Furthermore, in line with the instructions of the Establishment Division dated 28.2.2002, regarding Special VRS for permanent employees declared surplus, 391 surplus staff have availed of the facility of Special VRS till November 2005.
14.4 The overall position of surplus Staff and their redeployment since inception of the Scheme is given below:

<table>
<thead>
<tr>
<th>Category of surplus staff</th>
<th>No. of employees awaiting redeployment as on 1/1/2005</th>
<th>No. of employees added from 1/1/2005 - 1/12/2005</th>
<th>Total No. of persons accepted in the surplus Cell since inception till 1/12/05</th>
<th>No. of persons redeployed since inception of the scheme</th>
<th>No. of persons retrenched or who have resigned</th>
<th>No. of persons retired on superannuation or those who have opted for VRS / Spl. VRS terminal benefit</th>
<th>No. of persons awaiting redeployment as on 1/12/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 'A'</td>
<td>9</td>
<td>-</td>
<td>100</td>
<td>61</td>
<td>4</td>
<td>27</td>
<td>8</td>
</tr>
<tr>
<td>Group 'B'</td>
<td>82</td>
<td>14</td>
<td>578</td>
<td>393</td>
<td>3</td>
<td>127</td>
<td>55</td>
</tr>
<tr>
<td>Group 'C'</td>
<td>497</td>
<td>51</td>
<td>9889</td>
<td>8960</td>
<td>65</td>
<td>493</td>
<td>371</td>
</tr>
<tr>
<td>Group 'D'</td>
<td>48</td>
<td>24</td>
<td>293</td>
<td>167</td>
<td>-</td>
<td>70</td>
<td>56</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>636</strong></td>
<td><strong>89</strong></td>
<td><strong>10860</strong></td>
<td><strong>9581</strong></td>
<td><strong>72</strong></td>
<td><strong>717</strong></td>
<td><strong>490</strong></td>
</tr>
</tbody>
</table>
CHAPTER - 15

ALLOCATION OF STAFF AS A RESULT OF REORGANIZATION OF STATES

15.1 The States Reorganisation Act, 1956, and subsequent enactments which deal with the Reorganisation of States and Union Territories vest Powers in the Union Government to allocate the staff to the successor States and Union Territories. The responsibility for allocation and integration of the staff of the States undergoing reorganisation, as entrusted to the Union Government under these laws, is handled by the Department of Personnel & Training in the Ministry of Personnel, Public Grievances & Pensions.

15.2 The work pertaining to allocation of staff, arising out of the States Reorganisation Act, 1956 and subsequent Reorganisation Acts have already been completed including integration of services after reorganization of States. Review of first stage promotion of the integrated staff of Andhra Pradesh has also been completed, except where it is required to be reviewed under the orders of the Courts of Law or where the States as well as the Union Government are of the opinion that the claims of the concerned employees for such a review is justified.

15.3 Consequent on the enactment of Bihar, Madhya Pradesh and Uttar Pradesh Reorganisation Acts, 2000, the Central Government has completed the work relating to final allocation of all the 1,62,461 State service personnel, other than All India Services, to the successor States of Madhya Pradesh/Chhattisgarh; whereas in respect of Bihar/Jharkhand and Uttar Pradesh/Uttaranchal, the State Advisory Committees, constituted by the Central Government, are seized of the matter and their final recommendations are awaited, barring a few Departments in respect of which recommendations have been received and final allocation orders have also been issued. The State Advisory Committees for Uttar Pradesh and Bihar are meeting regularly, and, with the cooperation of the concerned State Governments, it is proposed to complete the allocation work for the employees of these States at the earliest.

15.4 The final allocation for all employees of Madhya Pradesh is complete. The term of the State Advisory Committee (SAC) has come to an end. The Cell is in the process of obtaining the approval of the competent authority on the last of the recommendations made by the State Advisory Committee on the representations that it considered before winding up its work.

15.5 An Internal Committee to consider the grievances of those employees aggrieved by their final allocations, has been set up in the Department headed by Secretary (P) with Additional Secretary (P) as its member.

15.6 In Uttar Pradesh, a total of approximately 10,98,000 Personnel were to be allocated between the two successor states. It was decided to issue orders of allocation only for those
personnel who are to be allocated to the successor State of Uttaranchal, who number approximately 1,40,000. Out of these 40,000 employees belonging to the Hill Sub-cadre were allocated to Uttaranchal en masse. Of the total employees, final allocation is complete for 7,45,900 employees. The State Advisory Committee has made its recommendations in respect of another 1,89,000 employees. The cases pending are 1,50,000 at the end of November 2005 which means that State Advisory Committee needs to consider some 30,000 more representations.

15.7 In Bihar, a total number of 1,08,000 employees were to be bifurcated between the two successor States. The TFAL has been issued for all these employees. The recommendations of the State Advisory Committee for the Final Allocation of all but 23,000 employees have been made.
DEPARTMENT OF PENSIONS AND PENSIONERS’ WELFARE

CHAPTER - 16

DEPARTMENT OF PENSIONS AND PENSIONERS’ WELFARE

16.1 The Department of Pensions & Pensioners’ Welfare is the nodal agency in the Central Government for formulation of pension policy as well as for redressal of grievances on retirement benefits. The Department was set up in 1985 as a part of the Ministry of Personnel, Public Grievances and Pensions and has been rendering service for the welfare of the pensioners.

16.2 Inter alia this Department is concerned with the formulation and implementation of rules relating to:

- CCS (Pension) Rules, 1972
- CCS (Commutation of Pension) Rules, 1981
- GPF (CS) Rules, 1960
- CPF Rules (India), 1962
- CCS (Extra-ordinary Pension) Rules, 1939

16.3 Some of the important events/decisions taken during 2004-2005 are as under:

SCOVA

16.4 The Standing Committee of Voluntary Agencies (SCOVA), which is a consultative forum for representatives of various Central Government Pensioners Associations, has been reconstituted vide this Department’s Resolution No.41/3/2005-P&PW (G) dated 18 October, 2005. The term of this SCOVA is up to 31 March 2007. In this SCOVA, non-official members have been drawn from well-known and efficient pensioners’ associations all over the country.

DEARNESS RELIEF TO PENSIONER/FAMILY PENSIONERS

16.5 Two instalments of Dearness Relief were sanctioned to pensioners/family pensioners with effect from 1.1.2005 and 1.7.2005. To enable banks to speedily disburse these D.R., copies of the order were sent by Fax/E-Mail to public sector banks and also hosted on the website of this Department.

FACILITIES FOR EMPLOYEES ABSORBED IN PUBLIC SECTOR UNDERTAKINGS/AUTONOMOUS BODIES

16.6 With the implementation of the New Pension Scheme w.e.f. 1.1.2004, the Old Pension Scheme under Central Civil Services (Pension) Rules, 1972, ceases to exist beyond 31.12.2003. However, the employees would continue to be covered in the Old Pension
Scheme if they join after submitting practical resignation from Central Government or Central Autonomous body where old pension scheme was in operation prior to 1.1.2004. This will facilitate mobility of employees between Central Government Departments and Central Autonomous bodies and _vice versa_.

**AMENDMENT OF RULE 37 OF CCS (PENSION) RULES**

16.7 Sub-rule (8) of Rule 37A of CCS (Pension) Rules, 1972 has been amended to facilitate employees absorbed in PSU or Autonomous Body to exercise option either to get _pro rata_ pensionary benefits or to continue to get combined service benefits. Prior to above amendment, employees were eligible for combined service benefits only.

**NEW INITIATIVE**

16.8 There are over 37 lakh pensioners of various Ministries/Departments of the Central Government. Ministries/Departments are having a variety of pensioners’ redressal grievance mechanisms which are not uniform and compatible with each other. Department of Pensions & Pensioners’ Welfare has accordingly taken up a proposal for putting in place ‘Pensioners Portal’ which would adopt a uniform system by harnessing IT resources. The portal will be used for monitoring pension sanction process of retiring employees as also for registration, redressal and monitoring of grievances of civilian pensioners (excluding Railways). The Portal will also provide updated information on pension matters for the guidance of pensioners. The Portal will have following components namely:

(a) **Non-Interactive Component** : To provide updated information on pension matters and also database on pensioners.

(b) **Interactive Component** To provide facility for monitoring the pension sanction process of the retiring employees in the Ministries/Departments and their field offices, and registration, monitoring and redressal of grievances.

16.9 The Portal has been envisaged to have 3 levels i.e. the Field Level, the Administrative Ministry/Department Level and the Nodal Level in the Department of Pensions & Pensioners’ Welfare. A pensioner can see information or register his grievance at any of the 3 levels which will be hyperlinked. Thus, the Portal will serve as One-Stop-Shop for redressal of grievances. The Portal also envisages participation of Pensioners Association at the Field Level for managing the Field Level Windows.
CHAPTER - 17

DEPARTMENT OF ADMINISTRATIVE REFORMS AND PUBLIC GRIEVANCES

The Department of Administrative Reforms and Public Grievances is the nodal agency of the Government of India for administrative reforms as well as for redressal of public grievances relating to the States in general and grievances pertaining to Central Government agencies in particular. The Department disseminates information on important activities of the Government relating to administrative reforms and public grievance redressal through publications and documentation. The Department also undertakes activities in the field of international exchange and cooperation to promote public service reforms.

The mission of the Department is to act as a facilitator, in consultation with Central Ministries/Departments, States/UT Administrations, Organisations and individuals, to improve Government functioning through process reengineering, Organization and Methods and Grievance handling, and by promoting modernization, Citizen’s Charters, award schemes, e-governance and best practices. Some of the major steps taken by the Department of Administrative Reforms and Public Grievances to provide improved services to the people are outlined in the succeeding paragraphs.

17.1. CHIEF SECRETARIES CONFERENCE AND DRAWING UP A MODEL CODE OF GOVERNANCE

A day-long Conference of Chief Secretaries held on 2-11-2004 under the Chairmanship of Cabinet Secretary focusing on good governance, administrative reforms and related issues had agreed to have a Model Code of Governance which would enshrine the fundamental principles and benchmarks of good governance and would look at governance from the point of view of the citizen and outline the framework for good governance, based on identifiable benchmarks for comparison and evaluation, which can be a model for States to follow. Accordingly, a Model Code of Governance, which is in the form of a road-map for the administration was finalized and sent to all Chief Secretaries of States / UTs on 14-4-2005. The main components of the Model Code cover action points under the heads (i) Improving Service Delivery, (ii) Development of Programmes for Weaker Sections and Backward Areas, (iii) Technology and System Improvement, (iv) Financial Management and Budget Sanctity, (v) Accountability and Transparency, (vi) Public Service Morale and Anti-Corruption Measures, and (vii) Incentivising Reforms.

17.2. NATIONAL CONFERENCE OF DISTRICT COLLECTORS

17.2.1 A two-day National Conference of District Collectors on governance issues and improvement of delivery systems at district level was held on 19 & 20 May, 2005 at Vigyan
MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSIONS

Bhavan, New Delhi. A total of 237 Collectors from 29 States and 4 UTs participated in the Conference.

17.2.2 On the first day, i.e. 19-5-2005, the Conference was addressed by the Hon’ble Ministers for Rural Development, Panchayati Raj, Human Resource Development, Agriculture & Co-operation, Finance and Home Affairs. Further, the officers of the Ministry of Health & Family Welfare made a presentation on National Rural Health Mission. These were followed by discussions.

17.2.3 The second day of the Conference, i.e. 20.5.2005, was presided over by the Hon’ble Prime Minister. The selected Collectors made presentations based on the summary of conclusions of regional workshops held on the following eight identified themes:

(i) Delivery of Services in Education and Health Sectors
(ii) Delivery of Services and Role of Local Institutions
(iii) Modernisation of District Administration and Capacity Building
(iv) Integrated Implementation of Rural Development Programmes at District Level
(v) Development of Infrastructure, Urban Renewal and Habitat Issues
(vi) Natural Resource Management and Environmental Concerns
(vii) Right to Information and Transparency in Government
(viii) Public Private Partnership in Governance at District Level

17.2.4 Secretary, Department of Information Technology, then made a short presentation on ‘E-Governance and service delivery to the citizens’. He gave an overview of the vision of the National E-Governance Plan, the service delivery model that has been envisaged in the common service centers from where these services can be accessed by all.

17.2.5 Prime Minister inaugurated a Portal for District Collectors / District Magistrates and Governance Knowledge Centre – a Digital Repository, which are briefly explained below:-

(i) Portal for District Collectors / District Magistrates:

The Portal has been designed to cover a range of information on Legal Issues, AIS Rules, Training, Procurement & Contracts, State & District websites, Best Practices, Development & Social Welfare, Health, Education, Forest & Environment, Data & Statistics, Disaster Management, E-Governance, Urban Development, Office Management & Protocol, Elections
etc. It is expected that this Portal would provide the information that the District Magistrates/Collectors may need for discharging their responsibilities more effectively.

**(ii) Governance Knowledge Centre - A Digital Repository:**

The Digital Repository is envisaged as a tool to capture, organize and store for easy retrieval of digital contents with respect to the various selected case studies of ‘Good Governance Practices’ in India and abroad. The Governance Knowledge Centre encompasses web-based Digital Repository as also a support team comprising domain experts, resource persons, analysts along with technical professionals, who continuously ensure dynamic updation of Knowledge Resources and Case Studies relevant to the profile of users visiting the repository.

17.2.6 A DVD containing 73 reports of the Committees / Commissions on Administrative Reforms brought out since 1812 was also released by the Prime Minister. Prime Minister in his address to the Conference on 20.5.2005 recalled the onerous responsibilities being discharged by District Collectors / Deputy Commissioners in difficult circumstances. He called upon the Collectors to discharge their duties with competence and to be partisan towards the poor, the weaker sections, minorities, women and Scheduled Castes and Scheduled Tribes and all such disadvantaged people who need support of the State.

17.2.7 Details of the Conference have been put on the departmental website at http://darpg.nic.in for general information.

**17.3. ADMINISTRATIVE REFORMS COMMISSION**

17.3.1 Government of India has notified on 31-8-2005 the constitution of the second Administrative Reforms Commission to prepare a detailed blueprint for revamping the public administration system. The Commission will suggest measures to achieve a pro-active, responsive, accountable, sustainable and efficient administration for the country at all levels of the Government. The Commission will, *inter alia*, consider the following:

1. Organisational Structure of the Government of India
2. Ethics in Governance
3. Refurbishing of Personnel Administration
4. Strengthening of financial management systems
5. Steps to ensure effective administration at the State level
6. Steps to ensure effective District Administration
7. Local Self Government / Panchayati Raj Institutions
8. Social Capital, Trust and Participative public service delivery
Citizen-centric Administration
Promoting e-governance
Issues of Federal Polity
Crisis Management
Public Order

The detailed Terms of Reference for the Commission have been put on the departmental website at http://darpg.nic.in for information of the general public.

17.3.2 The Commission consists of Shri Veerappa Moily as Chairperson, Shri V. Ramachandran, Dr. A.P. Mukherjee, Dr. A.H. Kalro and Dr. Jayaprakash Narayan as Members, and Smt. Vineeta Rai as Member-Secretary. The Commission is required to submit its reports to the Government within a period of one year.

17.4. CITIZEN’S CHARTERS INITIATIVES

17.4.1 The Chief Ministers’ Conference held in May 1997, which had endorsed the Citizen’s Charter Initiatives started by Government of India in the year 1996-97, had also decided that Central Government and State Governments would formulate Citizen’s Charters starting with those organisations which have a large public interface.

17.4.2 A Core Group under the Chairmanship of Secretary, Ministry of Personnel, Public Grievances and Pensions with Secretary, Department of Consumer Affairs, Principal Information Officer, Director General, National Informatics Centre (NIC) as members and Additional Secretary, Department of Administrative Reforms and Public Grievances as member-secretary is functioning in the Government Of India to examine the draft Citizen’s Charters of Central Government Ministries/ Departments/ Organisations. As on 30 November 2005, 30 Ministries/ Departments had brought out 111 Citizen’s Charters and 24 State Governments/ UT Administrations’ Organisations have brought out 656 Citizen’s Charters.

17.4.4 The Department of Administrative Reforms and Public Grievances, in consultation with M/s Tata Consultancy Services Ltd. (TCS), under the World Bank funding has developed a model for conceptualizing and implementing a Scheme for recognizing excellence in service delivery by government organizations. The Scheme has been tailor-made for government organizations with specific focus on citizen interface and expectations and is slated for implementation in the Ministries in a phased manner. The model synthesizes the ground realities in India with International Best Practices and is based on proper implementation of Citizen’s Charters, effectiveness of public grievance redressal mechanism and status of
service delivery enablers from the citizen's perspective and efforts made by the departments in improving their own capability to deliver. The model had been tested among several organizations and was presented before Workshops of NGOs, citizen groups and government departments. These discussions have eventually culminated in implementation of the certification requirements. Using the tools provided by this model, government agencies can self-assess and improve quality of their service delivery, and, over a period of time, graduate to a level where an objective evaluation can be done and excellence can be publicly recognized.

17.4.5 The model is being converted into an Indian Standard for public service delivery and Bureau of Indian Standards (BIS), in consultation with DAR&PG, TCS, Quality Council of India (QCI), National Productivity Council (NPC) and other organizations, has prepared a requirement standard for service delivery by government organizations.

17.4.6 A comprehensive website, www.goicharters.nic.in has been developed by the Department in collaboration with NIC, which contains Citizen's Charters issued by various Central Government Ministries/Departments/Organisations till date. The website provides useful information, data and links to help Government of India Ministries/Departments/Organizations and also the State Government Departments to formulate Citizen's Charters.

17.5 INFORMATION & FACILITATION COUNTERS (IFCS)

17.5.1 Computerised Information and Facilitation Counters (IFCs) have been set up to provide information and assistance to the public regarding the schemes and procedures of the concerned organisation as well as acknowledgement and status report of individual applications and grievances.

17.5.2 There are 106 Information and Facilitation Counters (IFCs) functioning in Central Government Ministries/Departments/Organisations as on 30 November 2005. Evaluation studies of these IFCs are undertaken on a random basis for suggesting improvement in their functioning.

17.6 REDRESS OF GRIEVANCES

17.6.1 The Department of Administrative Reforms and Public Grievances is the nodal agency for initiating, implementing and monitoring policy guidelines on handling of public grievances in Government of India. Detailed policy guidelines have been formulated by the Department of AR & PG for redress of grievances by the Ministries and Departments of GOI.

17.6.2 For any matter of discontent arising out of functioning of government organization, a citizen can approach the concerned department of government for prompt redress of his grievance. If the grievances are not redressed by the concerned department, a citizen may
approach the Directorate of Grievances, Cabinet Secretariat or the Department of Administrative Reforms and Public Grievances for the redress of grievances. The grievances are redressed in government in a decentralized manner and the concerned Ministries/Departments are responsible for taking action on the grievance petitions pertaining to the Ministries/Departments.

17.6.3 The grievances received in the DAR&PG are forwarded to the concerned Ministries/Departments and other organisations of government with a copy to the petitioner for expeditious redressal under intimation to DAR&PG. The Department, however, ‘takes up’ about 1000 grievances every year, considering serious nature of the grievance, for intensive monitoring till their disposal. This enables the Department to evaluate the effectiveness of the redress machinery of the concerned government agency. While selecting grievances/complaints for monitoring, the department does keep in view the gravity and the nature of the grievances received as well as the frequency of similar grievances arising in any particular field of work of the government departments. Grievances of women, handicapped, backward classes and senior citizens, in particular, are taken up for close monitoring. According to the procedure adopted in the Department, representation containing grievances of the citizens are broadly categorized as delay, harassment, misbehaviour, non-payment of dues, delay in taking decisions etc. The receipt of the grievance is acknowledged and the aggrieved citizen is advised that the remedial action would be taken by the concerned Ministry or Department that will correspond with him.

17.6.4 For speedy and effective redressal of public grievances, a mechanism of ‘Fast Track’ is also in place. Complaints of a serious nature as forwarded by the Prime Minster’s Office, MP/MLA references and complaints received by MOS (PP) and Secretary (P) and about 30% of the serious complaints received in the Department are put on ‘Fast Track’. The cases are pursued intensively with regular interventions at the highest level for speedy redressal.

17.6.5 Nature of complaints and grievance prone areas of different Ministries are examined and statements of grievances being received indicating the grievance prone areas are forwarded to the concerned Ministries of Government of India for taking remedial actions. Reports are also shared with Directors of Grievances of Ministries/Department of GOI with large pendancy of ‘taken up’ cases for expeditious redressal of pending grievances.

17.6.6 National Informatics Centre (NIC) has developed a uniform software called Public Grievance Redress and Monitoring System (PGRAMS), in consultation with Directorate of Public Grievances (Cabinet Secretariat) and Department of AR & PG, for installation in various Central Government Ministries/Departments. It has been installed in a number of Ministries/Departments/ Organisations including Department of Administrative Reforms and Public Grievances and Directorate of Public Grievances, Cabinet Secretariat. All the Ministries/
Departments of GOI have been requested to install the PGRAMS for effective redressal and monitoring of redressal of public grievances.

17.6.7 All grievances received in the Department of Administrative Reforms and Public Grievances are being put up on the PGRAMS. The citizens can also lodge their grievances on this website and monitor the action taken thereon by accessing the website (http://darpg.grievance/nic.in).

17.6.8 A Standing Committee of Secretaries for Grievance Redress headed by the Cabinet Secretary was constituted in 1998. The other Members of the Standing Committee are Chairman, Railway Board and Secretaries of the Ministries/Departments of Personnel, Posts and Consumer Affairs, Secretary (Coordination and Public Grievances), Cabinet Secretariat, the Director General of the National Informatics Centre and the Principal Information Officer, Ministry of Information and Broadcasting. It is serviced by the Public Grievance Division of the Department of Administrative Reforms and Public Grievances. The Committee, which has been meeting at regular intervals to conduct the reviews, has so far reviewed 30 Ministries/Departments, prominent among them being Ministries of Railways, External Affairs, Home Affairs, Finance, Defence, Petroleum and Natural Gas, Surface Transport, Tourism, Information & Broadcasting, Environment and Forests, Urban Development, Civil Aviation and the Departments of Telecommunications, Posts and Company Affairs.

17.6.9 A Standing Committee has been constituted under the Chairmanship of Cabinet Secretary with Principal Secretary to Prime Minister and Secretary, Ministry of Personnel, Public Grievances and Pensions as Members in respect of grievances of officers of the level of Joint Secretary and above. The Committee is serviced by the Public Grievance Division of the Department of Administrative Reforms & Public Grievances. The Committee has so far considered about 112 grievances of the officers of the level of Joint Secretary and above. It has also recommended many important systemic changes which have been accepted by the government for improvement of functioning of various departments to eliminate causes of grievances of officers.

17.7. REVIEW OF ADMINISTRATIVE LAWS

17.7.1 A Commission on Review of Administrative Laws was set up by the Department of Administrative Reforms & Public Grievances on 8 May, 1998 with a view to identify proposals for amendment of the existing laws, regulations and procedures having inter-sectoral impact and also for repeal of all dysfunctional laws. The Commission submitted its report on 30 September, 1998. The important recommendations of the Commission include recommendations for repeal of almost 50 per cent of Central Laws (1382 out of 2500 Laws), expeditious amendments to a critical list of about 109 Acts, documentation of administrative
laws, rules, regulations executive instructions, etc. by all the Ministries/Departments, harmonization of statutes and laws from the perspective of domestic and foreign investors, trade and industry, consumers, exporters and importers and development of a viable alternative disputes resolution machinery.

17.7.2 A Standing Committee was constituted in November, 1998 under the Chairmanship of Secretary (Personnel) to monitor the follow-up action on the implementation of the recommendations made by the Commission. The Committee meets at regular intervals to monitor the implementation position.

17.7.3 Out of the 1382 Central Laws of different categories recommended for repeal by the Commission, 414 Acts including 5 War-time Permanent Ordinances have since been repealed. The various Ministries/Departments have decided to retain 819 Acts (which include 700 Appropriation Acts and 27 Reorganization Acts). As regards amendments, 52 Acts have already been amended and 18 Amendment Bills have been introduced in Parliament. The remaining Acts are at various stages of processing.

17.7.4 The Legislative Department has, with the assistance of NIC, placed all the unrepealed Central Acts of all-India application, which find a place in the scheme of the India Code, on NICNET and INTERNET. Action has also been initiated by the Legislative Department to make subordinate legislations also available on NICNET and INTERNET with the assistance of the concerned administrative Ministries and NIC. An Action Plan has been prepared and communicated to concerned Ministries/Departments for making all subordinate legislations available on NICNET.

17.7.5 Simplification/consolidation of rules and procedures will mostly follow amendments and repeal of laws. Legislative Department has taken steps to bring a sector-wise compendium of legislations, beginning with compendia of Electoral Laws.

17.8 WORLD BANK PROJECT ON CAPACITY BUILDING FOR GOOD GOVERNANCE

17.8.1 The Department of Administrative Reforms has taken up for implementation the Sub-Project for Capacity building for Good governance with technical assistance from World Bank under the broad Project for Technical Assistance for Economic Reforms. The Sub-Project comprises the following three major components:

(i) (a) Conceptualizing and implementing a Charter Mark Scheme for recognizing excellence in the implementation of Citizen Charters:

(b) Public Grievance Redress Mechanism rating Model; and

(c) A Scheme of Awards to Institutions for Excellence in Public Service Delivery.

(iii) Documentation and dissemination of best practices and setting up of a facility with digital repository of best practices and resources to support good governance initiatives.

17.8.2 The project funding is to the tune of 1.19 million US Dollars over a three-year period with a counterpart funding of Rs.9.2 million from Government of India.

17.8.3 Contracts were signed with M/S Tata Consultancy Services & Excelsoft Technologies, with the approval of World Bank, in March, 2004 for implementation of (i) Charter Mark PG rating etc., (ii) Records Management, and (iii) Documentation & Dissemination projects.

17.8.4 A Joint Project Implementation and Steering Committee (JPISC) supervises the progress made in implementation of the three components of the Project.

17.8.5 The activities as envisaged in the contracts signed with the respective consulting agencies about implementation of the sub-Project are in different stages of implementation and are likely to be completed by December, 2006.

17.9 Digital Repository of Best Practices

17.9.1 Under the World Bank Project for Capacity Building for Good Governance, the Department of Administrative Reforms and Public Grievances has taken up an initiative to design and develop a web-based repository of good governance initiatives and best practices.

17.9.2 The primary objective of the Digital Repository is to provide knowledge resources and references that would help organizations, individuals, resource persons and civil societies comprehend, disseminate, share and augment their knowledge in the area of governance and public sector management. Knowledge so shared by practitioners would facilitate in better comprehension of the nuances of administrative and management practices and pave the way for taking up appropriate interventions to improve governance standards, which in turn would help improve delivery of services to the citizens.

17.9.3 The project to design and develop the Digital Repository is now complete and has been uploaded on the web for public access under the URL http://www.indiagovernance.org. The Digital Repository was launched by the Prime Minister during the National Conference of Collectors held at Vigyan Bhawan, New Delhi on 19-20 May, 2005.

17.9.4 The information content made available in the Digital Repository is structured along various governance themes, sectors/ sub-sectors, policy areas and other dimensions such as the following:

(ii) Best practices and Case studies structured under various Governance Themes such as rural development, municipal governance, education, energy, agriculture, water and sanitation, e-governance etc.

(iii) References, Tools & Techniques and Templates.

17.9.5 80 case studies have been uploaded and made available under appropriate links in the Digital Repository. Case studies are sourced in a variety of ways, such as (i) compilation by resource persons, experts in various disciplines and areas of expertise; (ii) republishing articles, briefs, reports etc. from other publications and public domain sources with a mention of the source and, wherever necessary, with the permission of the authors; and (iii) documentation and briefs made available from various government agencies, officers and project heads detailing the initiatives which have been taken up by them.

17.9.6 Efforts have been made to ensure that the documentation/ case studies published on the Digital Repository on each of the best practices/ initiatives are comprehensive and progressively enriched to contain information on several dimensions such as those mentioned hereunder:

- Context and geographical attributes
- Sector/ sub-sector
- Policy area description
- Project/ programme initiative description
- Outcomes/ strategy, methodology adopted
- Agency which implemented the initiative
- Implementation time frames, project costing
- Evaluation/ review/ validation exercises etc.
- Stakeholder/ Citizen feedback on impact, utility
- Policy support, infrastructure, change management
- Sustainability, operations and management
- Project management, standards, quality assurance
- Advocacy & communication
- Information relating to author / contributor.
17.10 SCHEME ON ADMINISTRATIVE REFORMS

17.10.1 This Department has been operating two Plan Schemes namely ‘Scheme on Modernisation of Government Offices’ and ‘Scheme on Administrative Reforms’, the former from 1986 and the latter from 2000-2001. These two Schemes have been merged from the year 2002-2003 and a composite Plan Scheme under the nomenclature of ‘Plan Scheme on Administrative Reforms’ has been formulated. The earlier Plan Scheme on ‘Modernisation of Government Offices’ is one of the components of the new Plan Scheme. The World Bank Project on Capacity Building for Good Governance is also part of this Plan Scheme. The Scheme, *inter alia*, provides for empanelment of professional/research agencies to pilot projects in Administrative Reforms in the following areas:

- Evaluation and Benchmarking;
- Application of Information Technology;
- Research Projects in Administrative Reforms;
- Development of Knowledge Management Systems; and
- Assessment of Quality in Government.

17.10.2 A Steering Committee has been set up to operationalise the various proposals under this Scheme. The projects, which have so far been executed through such professional agencies, are (i) Evaluation of Plan Scheme on Modernisation of Government Offices; (ii) Evaluation of Citizen’s Charter; (iii) Compendium of Citizen’s Charter in Booklet and CD format, (iv) Maintenance of Website of Deptt. of AR&PG; (v) Award Scheme; (vi) Evaluation of CSN & MIG; (vii) Strengthening Quality Initiative in the Department of Administrative Reforms & PG; and (ix) Assessment of Skill-sets and Competencies required in the Department of Administrative Reforms & PG and Development of a Capacity Building Programme for the Department. Some of the schemes which are under implementation by these agencies include (i) Setting up of Wide area network (WAN); (ii) Evaluation of Efficiency and Productivity in Government; (iii) Less Paper Office Initiative in the Department of Administrative Reforms & PG; and (iv) Change Management Project.

**e-DISHA (A Less Paper Office Initiative)**

17.10.3 The reduction of paperwork in Government and switching over to e-Governance is one of the priority items on the agenda for Governance Reforms. The need for transformation to an electronic work environment leveraging on ICT to bring about transparency, accountability and enhanced internal efficiency was reinforced in the plenary session of Fifth Conference of
IT Managers held in 25 & 26 June 2003 at New Delhi. Secretary (P) had also given a directive for implementation of the Less Paper Initiative in the Department of AR&PG.

17.10.4 In this context, select IT companies, namely, Newgen, Adobe, IBM and DSR were engaged to build a software solution for a less paper office environment. Accordingly, a solution framework for transitioning to Less Paper Office environment has been developed and has been tested/validated for its deployment in the Department of AR&PG.

The initiative would *inter alia* encompass the following processes:

- Electronic File Movement Tracking and Management, which encompasses file creation, notings, referencing to correspondence papers, decision making, routing, closing and weeding
- Decision making in Meetings – issue of notices, agenda papers, minutes, action-taken follow up etc.
- Program/Project Monitoring and Status Tracking
- Collaboration Tasks
- Preparation of briefs, status papers, action taken reports and proposals
- MIS.

17.10.5 In addition to above, the initiative would also take care of routine administrative processes covering *inter alia* human resources, budget, bills/payments, stores etc.

17.10.6 The paper work reduction due to applicability of the Less Paper Office initiative would help improve the internal efficiency of the Department, leading to the enhancement in service delivery levels, responsiveness and pro-active customer centric function.

17.10.7 Currently, the Less Paper Office solution is being implemented in D/o AR&PG. The solution will be maintained by the NIC.

17.11 **MINIMUM AGENDA ON e-GOVERNANCE**

17.11.1 The Department of AR&PG monitors the progress of implementation of Minimum Agenda on e-Governance in various Ministries/Departments. This Minimum Agenda, *inter alia*, ensures provision of a basic minimum infrastructure as well as certain Government to Government and Government to Citizen transactions. The progress of implementation of this Minimum Agenda is being monitored by the Department of Administrative Reforms & Public Grievances. The points of Minimum Agenda include making PCs available, setting up of LAN (Local Area Network), training and capacity building in IT, redress of grievances using IT, development of websites, making available forms on the web sites, enabling submission of
forms online, and electronic publication of information in public domain including Acts and rules. Officers of the rank of Joint Secretary have been identified and designated as Information Technology (IT) Managers for the concerned Department/Ministry of the Government of India.

17.11.2 An analysis of reports received on Minimum Agenda for e-Governance reveals that most of the Ministries/Departments have developed their own websites. The pay-roll accounting system has also been computerized in most of the Ministries/Departments. About 90% of the reporting Ministries/Departments have provided PCs and have set up LAN. In respect of other items, many of the Ministries/Departments have initiated action. As regards electronic work flows like e-mail, on-line notice board, use of grievance redress software, submission of forms on-line and on-line delivery of services, more than one third of the Ministries/Departments have made significant achievement in this regard and the rest of the Ministries/Departments have initiated action. Most of the Ministries/Departments have notified rules, regulations and forms on their websites.

17.11.3 Revised Minimum Agenda for e-Governance for implementation as an outcome of the discussion held at Sixth IT Managers Conference held on 25-26 March 2004 at Hotel Ashok, New Delhi are as given below:

(a) Each Ministry/Department to set up an appropriate task force on IT for implementing an Annual Action Plan for e-Governance encompassing activities, interventions to realize specific milestones and outcomes.

(b) The Administrative functions relating to Human Resource Management, routine administrative tasks like GPF, leave, pay roll, Income tax, advances etc. would henceforth be done electronically.

(c) Each of the Ministry/Department would implement comprehensive files, dak movement tracking and associated automation of office processes and workflows to enable monitor efficient disposal of daks and files.

(d) Efforts would be made in each Ministry/Department to (i) undertake a study of various processes and procedures with a view to simplify such processes (ii) classify and prioritize interactions with citizen and stakeholders; and (iii) evolve to the extent feasible, standard forms of responses.

17.12 NATIONAL CONFERENCE ON e-GOVERNANCE

17.12.1 The Department of Administrative Reforms and Public Grievances organizes every year a Conference at the national level to promote e-governance in the country. Each Conference is preceded by regional level workshops. So far the Department has organized
eight such conferences. The 8th National Conference on e-Governance was held at Bhubaneswar from 3-5 February, 2005 in collaboration with the Department of Information Technology and the Government of Orissa. The previous conferences were held at Hyderabad, Bangalore, Jaipur, Goa, Chandigarh and Chennai.

17.12.2 The next National conference on e-Governance is scheduled to be held at Kochi, Kerala in February, 2006.

**17.13 SETTING UP OF NATIONAL INSTITUTE OF SMART GOVERNMENT**

17.13.1 Setting up of National Institute for Smart Government was one of the 108 recommendations of the National Task Force on Information Technology and Software Development.

17.13.2 On the recommendations of the Task Force, the National Institute for Smart Government (NISG) has been set up. The Cabinet in its meeting held on 24 March 2005 also approved the establishment of the NISG as a Section 25 not-for-profit Company with equity of 49% by Government and 51% by the Private Sector and also agreed to contribute equity of Rs. 1 crore each by the Department of Administrative Reforms & Public Grievances and the Department of Information Technology (against total Central Government equity of Rs. 2.00 Crore).

17.13.3 NISG has started its operation from its headquarters located on the campus of International Institute of Information Technology (IIIT), Hyderabad. The major projects executed/under execution by the NISG include the following:

- DCA21 for MCA, GoI
- ICTD Project for UNDP and Dept. of IT, GoI
- eBiz for the DIPP, Ministry of Industries, GoI
- eGovWorld, a Knowledge Portal on e-Government for the DIT, GoI
- Bangalore One for Government of Karnataka
- ENVISION for Ministry of Environment & Forests, GoI
- E-Procurement for Governments of Chhattisgarh and Karnataka
- E-Government Roadmap for Chhattisgarh
- ILIS (Integrated Land Information System) for Govt. of A.P.

NISG is also conducting training programmes to build the capacity for e-governance initiatives at the strategic level.
17.14 CAPACITY BUILDING FOR POVERTY REDUCTION THROUGH DFID

17.14.1 The Department of Administrative Reforms and Public Grievances has undertaken a project funded by the Department for International Development (DFID), UK on ‘Capacity Building for Poverty Reduction’ (CBPR). This project aims to support the Government of India to achieve its Tenth Five Year Plan development targets through improvements in governance, specifically in the area of public administration reform. The purpose of CBPR programme is to assist the Ministry of Personnel, Public Grievances and Pensions in its efforts to promote and support improvements in public administration, which will benefit the poor and the marginalized. UK Government would provide an assistance of six million pounds for this project. The project has the approval of Ministry of Finance (DEA).

17.14.2 The following initiatives have been identified to be taken up in the first year of the CBPR programme:

(i) State of Governance Report;
(ii) Convergent Delivery of Services at the District Level;
(iii) Audit of Service Delivery Mechanisms;
(iv) Organizations Support for Initiatives to be taken up by DAR&PG; and
(v) Skills Needs Assessment and Innovative Programmes to Upgrade Service Delivery.

17.14.3 Approval of the Expenditure Finance Committee has already been obtained for incurring expenditure to the tune of Rs.48.02 crores for the period 2005-06 to 2008-09 as envisaged in the Project Memorandum negotiated in consultation with DFID and Department of Economic Affairs. Out of this amount, Rs.1.00 crore is the requirement for the year 2005-06. Rs.15.00 crores, Rs.16.815 crores and Rs.15.205 crores are the requirements for the years 2006-07, 2007-08 and 2008-09 respectively.

17.15 DOCUMENTATION AND DISSEMINATION

17.15.1 State Governments and Union Territory administrations have taken several initiatives in Good Governance from time to time. However, the documentation of the process of conceptualizing and implementing these initiatives/practices is often confined to newspaper reports and official briefs. This is largely due to the fact that the people involved in the process have little time or patience to document it. In the absence of professional documentation, it is not possible to make an evaluation of these initiatives with a view to take steps for their replication in other States/UTs or elsewhere.
17.15.2 The Documentation and Dissemination Division of the Department primarily carries out the activities of documentation, incubation and dissemination of good governance practices of Central, State/UT Governments, with a view to sharing of experience with each other and replicate elsewhere. Besides, the Division also brings out periodic publications and maintains repository of reference material concerning public administration, management, information technology and human resource development in the shape of rich and well equipped library. The Division also caters to public relation requirements of the Department from time to time. Broadly, the Division carries out the following activities:

- **Financial Assistance to State Governments/UT Administrations for professional documentation and dissemination of ‘Good Governance Practices’**: The objective of the Scheme is to support professional documentation of good governance practices by the State/UT governments.

- **Documentation and Dissemination of exemplary Good Governance Practices through publications and Audio-visual material**: This Division produces documentary films on exemplary best practices and converts them into CDs for disseminating amongst the policy makers, implementing agencies for sharing of experience with each other. A list of films produced during 2004-05 and distributed in the form of CDs during the year 2005 is at Annexure ‘A’.

- A book titled “Ideas That Have Worked” has been published which contains articles based on a series of twenty lectures of eminent personalities organized by this Department who have excelled and made outstanding contribution in their respective field. This book has been distributed amongst senior officers of the Government of India. The book is being commercially marketed by a renowned publisher.

- The Division is now proposing to publish a compilation of best practices in the form of a book.

- A proposal to publish a book titled “Effective Administration through Listening to the Customer” is under consideration.

- A series of presentations on two best practices of States are being organized every month before a select group of Secretaries and senior officers. Officers of the concerned State Governments are called to make the presentation. During 2005-06 (upto November, 2005) six presentations have been held. Their details are at Annexure ‘B’.

- The Division has undertaken the task of creating an archive of important reports of Administrative Reforms Commissions / Committee set up since pre-Independence era.
73 such reports have been digitized and are available on a DVD, which was released by the Hon’ble Prime Minister during the National Conference of Collectors held in May, 2005.

- Dissemination of important and relevant material on good governance initiatives published/produced by other agencies through duplication, reprint etc.
- Documentation of proceedings of workshops, seminars, conferences on requisition organized by various Divisions of the department.

17.16 PERIODIC PUBLICATIONS

- A Monthly Newsletter Civil Services News is being published with the objective of disseminating decisions taken/orders issued from time to time by various Ministries/Departments of Government of India. It also showcases the effective and award winning initiatives taken by the Central/State Governments. The Newsletter is now in the seventeenth year of its publication. It is also available online on the website of the Department.

- A Quarterly Journal ‘Management in Government’ is being published which focuses on application of management techniques to practical situations of public administration, conceptualization of principles of good management based on experience of live situations. Published since 1969, the quarterly journal is running its thirty fifth year.

- The Department also brings out an annual publication ‘Administrative Year Book’ incorporating significant developments in the Central Government.

17.17 LIBRARY

17.17.1 This Department maintains and upkeeps a rich library which has around 20,000 titles covering a wide range of subjects. Books and Articles on Public administration, Management Techniques in government and private sector, Personnel Management, reports of various Commissions etc. are available for reference.

17.17.2 The library keeps a record of feedback on various activities of the Department by way of press clippings in general, and on public grievances and administrative reforms in particular.

- The Department also maintains and updates lists of -
  
  (i) Secretaries to the Government of India
  (ii) Secretary level officers to the Government of India
  (iii) Special Secretaries of Government of India and
  (iv) Chief Secretaries of States and Union Territories
17.18 CSMOP-COMPLIANCE

17.18.1 Department of Administrative Reforms and Public Grievances being the nodal agency in the field of administrative reforms, offers help and advice to the Ministries/Departments on O&M issues. It focuses on enhancement in efficiency and better delivery of services with the help of modern office aids, latest technology, incentives and training. The Department has also been working on the development of Information & Communication Technology tools conforming to the guidelines and instructions issued by it.

17.18.2 The Central Secretariat Manual of Office Procedure, the 12th Edition of which was released in May, 2003, provides for the inspection of sections, review of reports and returns, review of rules/regulations and manuals, consolidation of orders/instructions. These functions provide control mechanism to ensure proper, smooth and transparent functioning of offices. All the Ministries/Departments are required to comply with the provisions of the manual and to forward to this Department the annual compliance report. As on date, 14 Ministries/Departments have sent their compliance for the year 2004-05 during which 751 forms and 2 rules/manuals were reviewed in that year.

17.19 RECORDS MANAGEMENT

17.19.1 One of the most important provisions of the Manual is records management. The Department facilitates and monitors the compliance with the procedures for management of records. Till second week of the December, 2005, Five Ministries/Departments have forwarded their reports for the year 2005-06 according to which in all 14,837 files have been reviewed and 10,618 files are being weeded out in the year 2005-2006. Similarly, as per the reports forwarded by 22 Ministries/Departments for the year 2004-05, 1,39,382 files were reviewed and 1,27,244 files were weeded out in that year.

17.19.2 To help the Ministries/Departments manage their records properly, the Department has brought out a comprehensive book on records management which not only makes available all the events/instructions at one place, but also contains supporting guidelines and user manual for an automation programme named “Records Management Information System”.

17.19.3 The Public Records Act, 1993 and the Public Records Rules, 1997, while lending statutory support to the records management, put the records creating agencies under obligation to maintain their records properly. The Right to Information Act, 2005 will also lead to an upsurge in the public demand for information and failure on that count may render officers liable for penal action. The increasing use of Information and Communication Technology tools in the Government sector has added another dimension to the challenges the records management system is facing. All these factors underline the need for an efficient
and modern records management system. This component would address all such issues and help the employees adapt to the fast changing scenario.

17.19.4 The Department is in the process of finalizing the Records Management Training Module being developed under the World Bank Project on “Capacity Building for Good Governance”. The idea behind this component is to have a training module incorporating the best practices in India and outside to prepare the government employees to meet the challenges of the times ahead, in the area of Records Management.

17.19.5 The Module was fine tuned on the basis of the feedback received in the pilot run in December 2004 and was presented in the four regional workshops in April 2005 at Chennai, Bhopal, Kolkata and Delhi. Trainers of various administrative training institutes and State Governments were invited to attend the workshop. All the participants appreciated the module. It would be made available to various training institutes and State Governments after finalisation.

17.19.6 As a part of this project, policy guidelines have also been drafted for e-mail management. These guidelines would help the employees manage their e-mails in accordance with the standard principles of records management.

17.20 MODERNISATION OF GOVERNMENT OFFICES

17.20.1 As stated earlier, a Plan provision on Modernisation on Government Offices is part of the Department’s Plan Scheme on Administrative Reforms. The Modernisation Scheme, introduced in 1987-88, aims at enhancing efficiency of the work force by providing conducive work environment and better ambience. It lays emphasis on creation of open offices, better delivery of services to the public, systematic records management and job satisfaction at work. The Scheme has proved to be a success. Till the previous financial year, i.e., 2004-05, Rs. 27.20 crores had been sanctioned for 341 proposals of various Ministries/Departments. In the current financial year 2005-06, a sum of Rs. 3.57 crores has been sanctioned till date.

17.20.2 The revised guidelines for the Scheme, which lay emphasis on comprehensive planning, standardized norms for the physical parameters of the modernisation of offices, proper maintenance of the modernized units etc., are being enforced from the financial year i.e. 2004-05. Further, on the recommendation of the Department related Parliamentary Standing Committee to monitor the modernisation projects more actively, it was decided last year (2004-05) to call for status reports from the user Ministries/Department after 45 days of the release of funds. Two site visits were also undertaken last year after analyzing the status reports of the Ministries/Departments.
17.21 “SWACHHATAM”- AWARD FOR HYGIENIC OFFICE ENVIRONMENT

The Department has launched an award scheme, namely, “Swachhatam” for rewarding the Ministries/Departments of the Government of India for maintaining the cleanest and most hygienic office environment during the financial year 2005-2006, comprising cash award of Rs.1.00 lakh as first prize; Rs.0.75 lakh as second prize and Rs.0.50 lakh as third prize. In the first instance, the Department has selected Ministry of Home Affairs (North Block), Ministry of Health (Nirman Bhavan), Ministry of Transport (Transport Bhawan), Ministry of Information and Broadcasting (Shastri Bhawan), Department of AYUSH (Red Cross Building), Ministry of Statistics and Programme Implementation (Sardar Patel Bhawan) and Department of Administrative Reforms & Public Grievances (Sardar Patel Bhawan) for assessment for grant of the award. In this regard a feedback sheet and questionnaire were devised and sent to the targeted Departments/Ministries for filling the data and other information. The responses have since been received and are under examination. A Committee, comprising of officials of the Department of AR & PG, CPWD and Department of Personnel & Training (Welfare Division), had been constituted to make on the spot visits and carry our their assessment for giving the awards.

17.22 PRIME MINISTER’S AWARD FOR EXCELLENCE IN PUBLIC ADMINISTRATION

17.22.1 The Prime Minister had announced during the National Conference of District Collectors in May 2005, the institution of awards for excellence in Public Administration. Accordingly, the Department of Administrative Reforms & Public Grievances has instituted Award Scheme titled “Prime Minister’s Award for Excellence in Public Administration” during the financial year 2005-06 for the recognition of the meritorious and outstanding contribution made by Civil Servants in the following areas:

- Implementation of innovative schemes/projects;
- Bringing about perceptible systemic changes and building up institutions;
- Making public delivery systems efficient and corruption free;
- Showing innovation and adaptation to meet the stake-holders’ requirements;
- Extraordinary performance in emergent situations like floods, earthquakes etc; and
- Setting high standards of services and continued improvement, showing high leadership qualities and improving employee motivation etc.

Nominations for the year 2005-2006 are to be received by March, 2006.

17.22.2 Generally not more than one award will be given in each area mentioned above. All officers of the Central and State Governments individually or as a group or as organizations would be eligible to participate in the Scheme. The award would comprise the following:
(i) A medal,
(ii) A scroll, and
(iii) Cash Award of Rs.1,00,000/- In case of group of officials total award money for that group will be Rs.5 lakh subject to a maximum of Rs.1 lakh per person. The amount for an organization will be upto a limit of Rs.5 lakh.

The Prime Minister would distribute the awards in a ceremominal function on an annual basis around the Republic Day Celebrations.

**17.23 MEMBERSHIP OF THE COMMONWEALTH ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (CAPAM)**

17.23.1 The Ministry of Personnel, Public Grievances and Pensions is an institutional member of Commonwealth Association for Public Administration (CAPAM), since 1997. CAPAM, set up in 1994, with Headquarters at Toronto Canada, is a non-profit academic association devoted to exchanging timely information on public sector management among the 54 Commonwealth countries and in countries beyond the Commonwealth.

**CAPAM International Innovations Award Programme**

17.23.2 Since 1998, CAPAM has instituted a Biennial International Innovations Awards Programme. Through this programme, CAPAM endeavors to promote new initiatives in government reform, to expose countries to varying perspectives on models of change and reform, to promote quality service to public, and to further strengthen communications and exchange among different member countries. This provides an opportunity to exchange experience on new developments and innovations in management in government of Commonwealth countries.

17.23.3 CAPAM has announced the fifth International Innovation Award - 2006. The event will be held at Sydney in conjunction with CAPAM Biennial Conference from 19 – 25 October 2006, on the theme “Citizen Engagement and Service Delivery” and has invited applications to the Programme. The Department of Administrative Reforms & Public Grievances had requested all the State Governments and select Central Government Departments to send submissions demonstrating innovative practices in providing public services that respond to expressed needs and wishes of citizens, and/or enable enhanced public participation in decisions surrounding service.

17.23.4 As an Institutional member of CAPAM, the Ministry of Personnel, Public Grievances and Pensions (Department of Administrative Reforms and Public Grievances) has been participating in this Programme ever since its institution and has been sponsoring best practices of the Central and State Governments for this Awards Programme. A 10-member
International Jury, would review submissions to determine 10 finalists. AS (AR&PG) is one of the Jury members. There are six awards – one Gold, two Silver and three Bronze. India has won Gold medal for four consecutive years in succession ie., 1998, 2000, 2002 and 2004. This was a remarkable feat for India in the face of stiff competition from advanced countries like Canada, Malaysia, Jamaica, Malta, New Zealand, South Africa Singapore, UK etc.

**CAPAM High Level Seminar and Board of Directors Meeting in India, 4-6, October 2005**

17.23.5 The Ministry, at the instance of CAPAM, hosted a meeting of Public Service Training Institutes in the Commonwealth in the form of a High Level Seminar, on 4-5 October, 2005, and the CAPAM Board of Directors’ meeting on 06 October, in Hotel Maurya Sheraton, New Delhi. Secretary (P), as a member of the Board of Directors of CAPAM in ex-officio capacity on behalf of Government of India, attended the Board meeting. The theme of the Seminar was ‘In Pursuit of Excellence: Developing and Maintaining a High Quality Public Service’. 27 Countries of the Commonwealth participated in the High Level Seminar.

17.23.6 The aim of the meeting was to enable schools of public administration responsible for in-career training of civil servants to keep abreast of best practices and trends in training and knowledge development by beginning a discourse on improving the quality of training imparted to public administrators.

17.23.7 A Network of Public Service Training Institutions in India has been developed by Department of Administrative Reforms and Public Grievances, Government of India that would provide opportunities for courses and training programmes to be developed for CAPAM members in specific areas of governance. It could also provide a web-based learning and resource network online. The linkages among the training institutions in India will be useful for sharing training material, disseminating research findings, running distance-learning courses etc. This will further enhance the quality of capacity building efforts of the participating institutions. The network of resource centres in India would act as the Regional Centre of CAPAM and a web-portal of the network launched during the CAPAM seminar in New Delhi, on 4-5 October 2005. 22 select institutions from India are participating in the network of Commonwealth public service training institutes. The Institutes have identified major areas of focus/interest in which they can design suitable training programmes to meet the requirements of Commonwealth countries. They are equipped with necessary infrastructure, including training material and faculty for hosting courses.

17.23.8 The network of resource centres in India could disseminate CAPAM documents and material concerning excellence in public sector administration and management. They can also contribute in enrichment of Practice Knowledge Centre – the ‘Knowledge Bank’ of CAPAM – containing collection of material and publications from CAPAM affiliates and institutional members.
17.23.9 CAPAM members could access a similar ‘Knowledge Bank’ to be developed and maintained by the participating training institutions in India and also to the Digital Repository of best practices – Governance Knowledge Centre - available with the Ministry of Personnel, Government of India. The primary objective of the ‘Knowledge Bank/Digital Repository’ is to provide knowledge resource and reference that would help the members and Commonwealth public service training institutions comprehend, disseminate, share and augment their knowledge in the area of governance and public sector management.

17.23.10 The concerned training institutes in India could offer customized programmes, region specific programmes/workshops and generic programmes for the CAPAM members and also offer distance learning opportunities. They could also offer consultancy services to the members as well.

17.24 MEMBERSHIP OF INTERNATIONAL INSTITUTE OF ADMINISTRATIVE SCIENCES (IIAS)

17.24.1 The Ministry of Personnel, Public Grievances and Pensions is also an institutional member of the International Institute of Administrative Sciences (IIAS). The IIAS was set up in 1930 with its headquarters at Brussels, Belgium. The Institute promotes development of Administrative Sciences, institutional development of the economy and of the public sector management, better organization and operation of public administrative agencies, improvement of administrative methods and techniques, etc.

17.24.2 A large part of IIAS activities is devoted to analysis and research, dissemination of information and consultancy. Three kinds of major meetings are organized by IIAS over a 3 year cycle: the International Congress of Administrative Sciences, whose objective is to examine major trends world-wide in public administration; the Regional International Conference which focuses on a theme linked to problems of a region and Specialised International Conference which focuses on a very specific current theme.

17.25 MEMORANDUM OF UNDERSTANDING BETWEEN INDIA AND MALAYSIA

17.25.1 A Memorandum of Understanding on cooperation in the field of Civil Service, Personnel Management and Public Administration between Government of India, represented by the Ministry of Personnel, Public Grievances and Pensions (Department of Administrative Reforms and Public Grievances) and the Government of Malaysia, represented by the Public Service Department, was signed on 14 May, 2001 during the visit of Prime Minister of India to Malaysia.

17.25.2 To facilitate implementation of the MoU across various spheres of interest identified for exchange and cooperation, a Joint Working Group on Civil Service (JWGCS), which is an inter-governmental machinery of India and Malaysia, has been constituted. The JWGCS consists of members of both the countries as nominated by the concerned parties. The
Secretary, Ministry of Personnel, Public Grievances and Pensions is the leader of the Indian side and the Director General, Public Service Department is the leader of the Malaysian side. The JWGCS has formed three Task Forces for each side under its supervision with specific direction to spearhead issues in the identified areas of interest.

17.25.3 The first meeting of the India-Malaysia JWGCS was held in New Delhi on 25 February, 2002 during the course of which its Terms of Reference (TOR) were signed, the areas of interests were identified and it was decided to set up three Task Forces by each side to work on the identified areas of interest.

17.25.4 The second meeting of India-Malaysia JWGCS was held in Kuala Lumpur on 23 January, 2003 during the course of which a Work-Plan for the year 2003-04, as prepared by the three Task Forces from both the sides, was adopted by JWGCS for implementation.

17.25.5 The third meeting of India-Malaysia JWGCS was held in New Delhi on 07 January, 2004 to review the progress of implementation of various projects/activities charted under the Work Plan 2003-04 in the identified areas of interest, viz. (i) Human Resource Management and Governance, (ii) Civil Service Matters, and (iii) Service Delivery & Productivity Enhancement.

17.25.6 An Indian delegation led by the then Secretary (P), visited Malaysia, under the MoU, in April, 2004 to discuss enhancement of bilateral working relationship and new areas of cooperation for mutual benefits of the two countries, based on the current framework of cooperation as outline in the TOR.

17.25.7 The Fourth meeting of India-Malaysia JWGCS is proposed to be held in Malaysia during 2006 to review the progress of implementation of various projects/activities.

ANNEXURE - ‘A’

FILMS PRODUCED BY THE DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES

1. Bangalore Agenda Task Force
2. Lost World Regained (Kutch Rehabilitation in Gujarat)
3. Vadodara Wins (One Day Governance in Vadodara, Gujarat)
4. Bridging the Digital Divide (Akshaya Project in Kerala)
5. Eco-Tourism in Himachal Pradesh
6. Where there is a will, there is a way (People’s Movement against Throwaway Plastics in Tamilnadu)
7. *Bhoomi* (Online Delivery of Land Records in Karnataka)

8. *E-Seva* – the one stop Shop (Andhra Pradesh)

9. Window of Joy (Citizen Facilitation Centre in Kalyan-Dombivili, Maharashtra)

10. *Bhagidari* – Partnership Redefined (Government of NCT of Delhi)

11. Breaking the Barriers (Communitisation of Public Institutions and Services in Nagaland)
## PRESENTATIONS ON BEST PRACTICES

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| 1.     | 3.5.05               | **Gyandoot: Community owned Rural Internet Project in Madhya Pradesh**   | The objective of **Gyandoot** is to establish community owned, technologically innovative and sustainable information kiosks in a poverty stricken tribal dominated rural area of Madhya Pradesh. It was launched in January 2000 in Dhar District. The entire network covers 311 Panchayats, over 600 villages and a population of around half a million. The following services are offered at the kiosks:  
  • Agriculture Produce Auction Centres Rates.  
  • Copies of Land Records.  
  • On-line Registration of Applications.  
  • On-line Public Grievance Redressal.  
  • Village Auction Site.  
  • Transparency in Government. |
| 2.     | 10.6.05              | **E-Chaupal - ITC**                                                      | Through internet kiosks set up in the villages, **ITC e-Choupal** initiative empowers the Indian farmer with information (e.g. local & global commodity prices, local weather forecasts) and knowledge (e.g. best farming practices, risk management techniques). The computer is placed in the house of a farmer selected from the village, who is trained by ITC and is designated ‘Sanchalak’. He serves as an interface between the computer and other farmers, thus overcoming the literacy barrier. |
|        |                      | **Slum Sanitation in Pune Resettlement and Rehabilitation of the Urban Poor: the Mumbai Urban Transport Project** | This case study looks at a major experiment carried out in Pune city, which has a population of 28 lakhs and of whom about 40% live in slums. About two years ago, a new Municipal Commissioner, Ratnakar Gaikwad, was appointed and he began a massive programme of building toilets in slums through community participation by giving contracts to NGOs. |
### Innovations in primary education ‘Nali-Kali’ (Karnataka)

3. 13.7.05

The case study seeks to describe the way in which the programme was implemented and draws lessons for urban governance.

Mumbai has a population of 12 million people. The suburban rail system is the lifeline of the city. There are three suburban rail lines – Central, Western and Harbour - that link the central business district of Bombay with the suburban areas in the North of the city. The Central line from Victoria Terminus to Thane has about 8,000 families living alongside the track; the Western line from Churchgate to Dahisar has about 3,000 slum families, and the Harbour line from V.T. to Mankhurd around 13,000. The presence of a large number of slums along the tracks has an effect upon the speed of trains. This case study looks at the resettlement and rehabilitation of more than 10,000 families who were living along the railway tracks.

Based on an interaction with the Rishi Valley School, the teachers in primary schools in Mysore worked on the processes of teaching to transform the rigid system in government schools to an enjoyable and participative system focusing on the ‘joys of learning’. The ‘Nali-Kali’ approach began in 1995 with UNICEF assistance. Since then it has spread to 1500 schools in Mysore district, and another 2000 schools in selected DPEP and joint UN Systems blocks and clusters outside Mysore district. In all, there are 4000 schools in Karnataka where this pedagogy is being practised. It was based on the realization that each child learns at his/her own pace and that the teachers job was to facilitate learning by providing appropriate inputs at each milestone.
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<td>Primary Education for All Village Children, Shishu Shiksha Karmasuchi, W.B.</td>
<td>In 1997, the Government of West Bengal formulated an alternate primary education system that was innovative in its populist appeal, as well as in its financial plan. <strong>Shishu Shiksha Karmasuchi (SSK)</strong> was initiated to meet the need for universal access to primary education within a time-frame. It solicited community action and initiative to run the schools. SSK was formalized and operated by the Panchayati Raj system, which represents liberalization and decentralization at its constitutional best. SSK is a low-cost and non-formal education system that aims to ensure quality education at the primary school level. SSK represents a partnership, based on the principles of decentralized management, between the government and the community. The system is designed to reach out to hitherto unserved and underserved areas. The SSK programme aims to universalize access of primary education and ensure quality education.</td>
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<td>4.</td>
<td>2.9.05</td>
<td>‘Lokvani’, Distt. Sitapur (U.P.)</td>
<td><strong>Lokvani</strong> is an e-governance initiative by the combined efforts of District Administration and National Informatics Centre in Sitapur (UP, India). The initiative is not only giving a practical shape to the Right to Information Act, but is also creating job opportunities for the educated but unemployed youth of Sitapur. Lokvani is a unique public private partnership program, which gives citizens an opportunity to interact with the government without coming to any government office. Lokvani was conceptualised by District Magistrate, Sitapur in September 2004. He commissioned a study of similar initiatives in the districts of Jhalawad (Rajasthan) and Dhar (Madhya Pradesh). The study revealed the strengths and weaknesses of these efforts. Lokvani was accordingly designed to improve upon them.</td>
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<td>‘One Day Governance’, Vadodara &amp; Ahmedabad Models (Guj.)</td>
<td>The concept of <strong>One Day Governance</strong> is that the citizen would get solution to his grievance within 24 hours of reporting it to the competent authority. To achieve efficiency and accountability in G2G transactions, it was decided to network the government offices under the Collectorate. Apart from a LAN network at the Collectorate, 13 taluka offices and 3 Sub-Divisional Magistrate offices are connected now with a central server at the Collectorate. Customized software has been developed and deployed to ensure file tracking between various departments to ensure accountability and transparency.</td>
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| 5.    | 7.10.05              | Problems of Street / Destitute Children       | First presentation was made by **CRY** which is an independent, registered voluntary organization working for community based development for underprivileged children. Some success stories from real life situations were shared by the CRY team and then the details of the profile of the organization were provided through a presentation. CRY caters to the immediate needs of children by working in partnership with grassroot level local institutions and individuals involved in child development. Issues addressed by CRY are: healthcare, education, income generation and community organization. CRY’s long term strategy involves restoration of basic life of children to Survival, Development, Protection and Participation. Second Presentation was made by the team of **Childline**, Mumbai detailing the problems of the street children, their experiences in this area of work and the activities being carried out by the Organisation. Childline is a 24-hour helpline and emergency response system for children in distress. The children living on the streets and working as underage
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<td>6.</td>
<td>25.11.05</td>
<td>e-Procurement E-Procurement – Andhra Experience</td>
<td>labourers form the most vulnerable groups to abuse and exploitation. They are also victims of injurious, abandonment, assault and diseases. Though there are a host of services that aim at protecting child’s rights, they either remain untapped or are not popularized enough for the street children to start using them. Childline primarily tries to create an outreach for these children through the toll-free number 1098. Initiated as an experimental project of the TATA Institute of Social Sciences, Mumbai, Childline has grown into a partnership between the Ministry of Social Justice and Empowerment, voluntary agencies, allied systems, academic institutes, corporate sector, children and the community. It functions through a network of over 150 organisations in 66 cities spread over 21 states of the country. Childline, therefore, strives to provide an effective link between the children and the system. First presentation was made by Information Technology and Communication Department of the Government of Andhra Pradesh. e-procurement.gov.in is a comprehensive e-infrastructure that will help the government and the citizens realize the vision of fuelling growth via profitable B2B e-commerce. Providing a robust and proven platform used by the largest companies in India and the world, it enables trade between companies of different sizes, platforms and locations. To this end, eprocurement.gov.in will provide services like e-procurement, e-tendering, e-selling and e-auctions. The eprocurement.gov.in platform provides its members with access to several trading suppliers. E-procurement auction Services offers government departments easy-to-use, web-based solutions for conducting dynamic</td>
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<td>exchanges in an on-line environment. It provides real-time bidding solutions for buyers and sellers that bring an unprecedented level of profitability, control, and simplicity to corporate procurement and liquidation processes. The Tender Management Software helps both the buyers and the suppliers to reduce the cycle time, unnecessary paper work, waiting in long queues and simultaneously to maintain transparency in the entire process. e-Procurement will be utilized by all GoAP departments, including local bodies and municipal corporations along with their vendors. Co-operative sectors, public sectors and other state governments can also use this solution.</td>
<td>e-Procurement Application at N.I.C.</td>
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<td>With an intention to automate the entire procurement process along with bid submission and payments by suppliers in an online, web-based, real-time environment, NIC is implementing an e-procurement system for NIC and NICSI. The system has been developed with a view of extending it to other government departments/organizations with appropriate business process mapping and customizations. The objective of automation of the procurement process is to reduce the cycle times of procurement, reduce costs of procurement through competitive bidding, increase visibility of the procurement spend for effective decision making, increase transparency in the procurement process and completely eliminate paperwork for speedy and efficient functioning. The system covers various business processes as part of the engagement, beginning with end-user request, moving on to indenting and purchasing / tendering and culminating in Award of Contract / Purchase Order.</td>
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CHAPTER - 18

PUBLIC ENTERPRISES SELECTION BOARD

18.1 The Public Enterprises Selection Board (PESB) is a high powered body constituted by Government of India Resolution dated 3.3.1987 which was subsequently amended from time to time, the latest being on 19.4.2000. The PESB is headed by a full-time Chairman with two Members. The PESB has been set up with the objective of evolving a sound managerial policy for the Central Public Sector Enterprises and, in particular, to advise Government on appointments to their top management posts.

18.2 The specific functions assigned to the PESB include the following:

(i) to be responsible for the selection of personnel for the posts of Chairman, Managing Director or Chairman-cum-Managing Director (Level-I) and Functional Director (Level-II) in PSEs as well as in posts at any other level, as may be specified by the Government;

(ii) to advise the Government on matters relating to appointments, confirmation or extension of tenure and termination of services of the personnel of the above mentioned levels;

(iii) to advise Government on the desired structures at the Board Level, and, for senior management personnel, for each PSE or group of PSEs;

(iv) to advise the Government on a suitable performance appraisal system for both the PSEs and the managerial personnel in such enterprises;

(v) to build a data bank containing data relating to the performance of PSEs and their officers;

(vi) to advise the Government on formulation and enforcement of a code of conduct and ethics for managerial personnel in PSEs; and

(vii) to advise the Government on evolving suitable training and development programmes for management personnel in PSEs.

18.3 During the year 2005-2006 (upto 31.12.2005) the PESB held 144 meetings, including 20 discussion meetings, for joint appraisal for extension/non-extension of tenure of Board Level executives and made 28 recommendations for posts of Chief Executives and 96 for full-time Functional Directors in the Central Public Sector Enterprises. The PESB also made recommendations in 39 proposals for appointment of non-official part-time Directors in various PSUs.
18.4 Keeping in view the specific role assigned to the PESB vide Government of India Resolution dated 3.3.1987, the administrative Ministries/Departments have been advised to invariably consult the PESB in all cases where appointments have been made on the recommendations of the PESB, before issuing confirmation orders and extension of tenures of Board Level incumbents.

18.5 The Data Bank of the PESB Secretariat stores the bio-data of managerial personnel received from various sources – Government, public and private sector. The database has been computerized to facilitate easy storage and retrieval. An exercise has been started by the PESB to not only enlarge the data bank but also to update it. Besides, a number of steps are being taken to streamline the existing procedure for filling up Board Level vacancies in Central PSEs.
CHAPTER - 19

PROGRESSIVE USE OF HINDI IN OFFICIAL WORK

The Ministry continued to make concerted efforts to promote the use of Hindi in official work and to ensure compliance with the provisions of the Official Languages Act, 1963, as amended in 1967, and the Official Languages (Use for Official Purposes of the Union) Rules, 1976, as amended in 1987, as also the various orders/instructions issued by the Department of Official Language from time to time, with a view to ensuring proper implementation of the Official Language Policy of the Government.

19.1 IMPLEMENTATION OF OFFICIAL LANGUAGE POLICY AND THE ANNUAL PROGRAMME

(a) Machinery for Implementation

The Ministry has a full-fledged Hindi Division headed by a Deputy Director (OL) with two Assistant Directors and other supporting staff. This Division caters to the need of the Department of Personnel and Training as also of the Department of Pensions and Pensioners’ Welfare. There is a separate Hindi Unit under a Deputy Director (OL) with necessary supporting staff in the Department of Administrative Reforms and Public Grievances. Besides monitoring the implementation of the Official Language Policy and the Annual Programme, Hindi Division arranges for in-service training of the staff in Hindi Language, Hindi Typewriting and Hindi Stenography. It also undertakes translation of the material received from various Sections/Desks of the Ministry from English into Hindi and from Hindi into English.

(b) Hindi Salahakar Samiti

Hindi Salahakar Samiti of the Ministry have been reconstituted and suggestions for the meeting of the Samiti have been invited from the members.

(c) Official Language Implementation Committee

Four meetings of the Official Language Implementation Committee of the Department of Personnel and Training and the Department of Pensions and Pensioners’ Welfare were held during the year.

19.2 SPECIFIC MEASURES TAKEN FOR PROMOTING THE USE OF HINDI

(a) Notification of the offices under Rule 10(4) of the Official Languages (Use for Official Purposes of the Union) Rules, 1976 as amended in 1987

All the three Departments of the Ministry, as also its Attached and other offices, except certain Benches of the Central Administrative Tribunal, stand notified under the provisions

(b) Training in Hindi Teaching, Hindi Typewriting and Hindi Stenography
During the year, 4 officials were nominated for Hindi Language classes, 13 for Hindi Typewriting classes and 10 for Hindi Stenography classes, under the Hindi Teaching Scheme.

(c) Cash Awards and Incentive Schemes
During the year, 10 officials of the Department of Personnel and Training and the Department of Pensions and Pensioners’ Welfare have submitted their data for cash prizes under the scheme of encouraging the optimum use of Hindi in official work. The matter is being processed.

(d) Celebration of Hindi Divas and Hindi Pakhwara
On the occasion of Hindi Divas on September 14, 2005, Secretary (Personnel) issued an appeal to all the officers and staff of the Ministry as well as to those of its Attached and other offices to make more and more use of Hindi in their official work. During Hindi Pakhwara, competition in respect of Hindi Stenography, Hindi Typewriting, Hindi Essay writing, Hindi Dictation, Hindi Noting and Drafting, Hindi Quiz, Translation, Extempore Speech and Hindi Poetry Recitation were organised and the participants, who stood first, second and third and also those who came out with commendable performance, were given cash prizes.

(e) Hindi Workshop
During the year, the Department of Personnel and Training and the Department of Pensions and Pensioners’ Welfare organised Hindi Workshop to impart practical training to the officials to enable them to do more and more official work in Hindi.

19.3 PROPAGATION OF INFORMATION TECHNOLOGY IN HINDI DIVISION
Hindi Division of the Ministry has been provided with four computers. Hindi typing work of the Hindi Division as well as of other Divisions/Sections/Desks of the Ministry is done on computers. Hindi Software programmes have also been installed in most of the computers of the Ministry with the help of National Informatics Centre (NIC). E-mail addresses of Deputy Director (OL) and Assistant Directors (OL) have been created and correspondence in Hindi can be done through them.

19.4 USE OF HINDI IN THE ATTACHED AND OTHER OFFICES
(a) Official Language Implementation Committees
The Attached and Subordinate Offices of the Ministry have their own Hindi Units and Official Language Implementation Committees. These Committees have been meeting at regular intervals. A representative of the Ministry attends the meetings.
(b) Training Institutions

The two training institutions under the Ministry, viz. Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie and the Institute of Secretariat Training and Management (ISTM), New Delhi, have made considerable progress in providing training material to trainees in Hindi too. Both the institutions have adequate arrangements for urgent translation/updating the Hindi version of the training material.

(c) Monitoring and Inspection

With a view to assessing the progress made in promoting the use of Hindi in official work, while complying with the Official Language Policy and implementing the Annual Programme, a team of officers from the Official Language Unit of the Department of Personnel and Training and the Department of Pensions and Pensioners’ Welfare, inspects the Attached and the Subordinate Offices of the Ministry in a phased manner and also suggests ways and means, from time to time, to overcome the practical difficulties experienced in the course of implementing the Official Language Policy. Besides, inspecting 17 Sections of the Department, Hindi Division of the Ministry inspected Lal Bahadur Shastri National Academy of Administration, Mussoorie. With a view to monitor the progressive use of Hindi in official work, quarterly reports received from various quarters are reviewed in Hindi Division and the progress made in the progressive use of Hindi is discussed at length in the quarterly meetings of the Official Language Implementation Committee.
CHAPTER - 20

INFORMATION TECHNOLOGY (IT) AND INFORMATICS DEVELOPMENT

Personnel, Public Grievances and Pensions Infotech (PersInfotech) Division of NIC, has been providing informatics and computer networking (LAN & WAN) support to the Ministry of Personnel, Public Grievances and Pensions and also assisting the Ministry in developing and implementing various Management Information Systems (MIS) and Decision Support Systems (DSS) for effective functioning of its various offices at different levels since 1985.

One of the major strengths of this Division lies in the area of developing & implementing software of high quality in various sectors of Ministry of Personnel (MOP). This Division is involved in the process of developing state-of-the-art application softwares which are customized to the users needs. These Application software packages are completely indigenous and user-friendly for the employees of this Ministry.

This Division comprises the following NIC Computer Centres in the Ministry of Personnel:

- NIC DOPT Computer Centre, North Block,
- NIC AR&PG Computer Centre, SP Bhawan,
- NIC-Dept. of Pension Computer Centre, Lok Nayak Bhawan,
- NIC-Training Division Computer Centre, old JNU Campus, and
- NIC-PESB Computer Centre, CGO Complex.

The details of the Application software developed/implemented and other related tasks for maintenance of already developed and implemented application software as well as Home pages information made available by NIC/MOP on MOP website for different Departments and other offices of the Ministry are indicated in the following paragraphs. The new web sites developed and hosted by NIC for MOP are also depicted.

NIC-D/O PERSONNEL & TRAINING, NORTH BLOCK

20.1.1 DSS for Empanelment Information and Monitoring System for Central Staffing Scheme:

This system has been implemented in the EO(SM) Sections of EO Division. This system keeps track of status of officer(s) considered for the empanelment at Joint Secretary level till the officer is either empaneled or a second review is held. It gives the statistical details of the batches. It also helps the section in generating the Assessment Sheet and Assessment Results.

User of System: EO(SM) Section, Dir(SM) & E.O.

Input to the System: File details, Officer Basic details, Service details, ACR status, Vigilance status, Eligibility status, Assessment results, CSB, ACC meeting details and empanelment status.

Output (Reports):

- Assessment Sheet
- Assessment Results
- List of Officers’ Eligibility Status-wise
- Assessment Grading-wise
- Empanelment Status-wise

Data Source: SM Section, E.O. Division.

Software Source: Persinfotech Division, NIC.

Software Platform: Client Server System. Visual Basic at the front end and MS-SQL Server at Server end.

20.1.2 IAS OFFICERS ACR DIGITIZATION

Objective:

There are presently around 5000 serving IAS Officers. As part of assessment of an officer’s performance, an ACR is written at the end of every year. The ACR is a vital document in the process of screening officers for possible postings under the Central Staffing Scheme and for Empanelment of officers for various levels under Government of India.
For screening of officers using ACR, the following difficulties encountered:

- The ACR, in a bulky paper format, has to be transported physically to various levels of decision makers.

- Since the file can be at only one location at a time, the other decision makers have to wait till the file reaches them.

- There is no search and retrieval possible based on any parameters in the physical ACR.

In order to overcome the above difficulties, it has been decided that all the existing ACRs of all IAS Officers be digitised and converted into electronic format by scanning.

**Storage and Retrieval System for scanned ACRs:**

The ACRs of all IAS officers will be scanned and stored in the Document Storage and Retrieval System.

Each Scanned ACR will be given parameters w.r.t. the following:

- Officer Name
- Officer ID.No.
- Date of Birth
- Cadre and Allotment Year
- Date of Joining the Service
- Period of Report of ACR
- Posting Details
- ACR Grading

Each individual user will be given specific username and password. Scanned ACRs can be viewed based on the indexing parameters entered. After querying the System, the Scanned ACRs can be written to a Compact Disc (CD) which will be write protected and copy protected. The CDs thus created will be circulated to concerned Ministries / Departments, Cabinet Secretariat and ACC by replacing the physical ACR. With the help of CD itself, the senior officers can query and view the ACRs of officers written to the CD. The CD cannot be tampered with, as it is write-protected and copy-protected.

**Implementation Status:**

Storage and Retrieval System Software implemented in EO Division, DOPT with all necessary...
features like CD View Station, CD Copy Protection.

All the ACRs of IAS Officers have been digitised by scanning, approximately 7 lakh pages. Indexing Parameters have been entered in the system for the scanned ACRs.

20.1.3 WEB-BASED ACC PROPOSAL MONITORING SYSTEM VER 3.1 (AN INTRANET / INTERNET APPLICATION OF NIC)

Introduction :

The Department of Personnel & Training deals with the senior/middle level management appointments and personnel policies of the Government of India. For this purpose, the Establishment Officer (EO) in the Department of Personnel and Training is the Secretary to the Appointments Committee of the Cabinet (ACC). All proposals for senior/middle appointments under the Government of India, which require approval of the ACC under the Government of India (Transaction of Business) Rules, 1961, are processed through the Establishment Officer. These include Board Level appointments to Public Sector Undertakings and appointments of Joint Secretaries, Directors and Deputy Secretaries in the Ministries and Departments. In addition, all appointments by promotion, which require the approval of the ACC are also processed through the Establishment Officer.

This software on ACC Proposal Monitoring System is developed for monitoring the movement of ACC Proposals in the office of EO, MOS(PP), Cabinet Secretariat, Home Minister’s Office and PMO for speedy consideration and Disposal of Cases.

Highlights

- ACC Proposal Monitoring System is a comprehensive software developed to help the Officers to monitor the pendency status of ACC Proposals and it is a good tool for tracking the status of any ACC proposal.

- It is an integrated package which gives enough administrative support right from diarising of proposals received, status updation (opening/movement/processing/finalisation/reporting of ACC proposal) till the decision / implementation of proposals.

- It is supported by a powerful query for easy retrieval based on any parameter.

How the System Works ?

This system provides Registration, Processing, Finalisation/Outcome, Query, History, and Reports module of ACC proposals received from a Ministry/Department/PSU. Once a
proposal is registered digitally, the same may be forwarded to the appropriate section/level for further action. Along with sending the physical file to the next section/level a digital record will also be forwarded to such section/level. There are various levels at which the entries are made and once the entry is made at one level it need not be repeated at remaining levels and should simply be forwarded to the appropriate level with the physical file also sent accordingly.

Features

- The system is Web-enabled and can be accessed through a browser
- The system can take care of large number of LAN Nodes
- The system can access multi-locations through a centralized server using WAN
- Maintenance and Implementation of the system is easy as it is Web-enabled
- No client installation is required – simplifies subsequent updates and usage by all
- Authorisation checks for data access

Users of the System: PMO, Home Minister’s Office, Cabinet Secretariat, MOS (PP)’s Office and All Officers / Sections in EO Division dealing with ACC proposals can use this software to register and monitor ACC proposals.

Input to the System: The input to the system is as follows:

**Receipts** - Diary Date, Diary Type (Letter/File/Hindi Letter), Category, Reference Number, Reference Date, Sender’s Name, Sender’s Address, Subject, Dealing Assistant, Remarks and Enclosures Details.

**Files** - File Number, File Created Date, File Type, File Classification, Subject and Remarks.

**ACC Proposals** - Proposal Receipt Date, Sector, Ministry, PSU, Name of concerned Officer(s), ACR-Link Files/Annexures Details, Service, Cadre, Allotment Year, Type of Proposal (e.g. appointment, DPC, promotion etc.), Vacancy Date, Subject and Remarks

Output (Reports): The following Outputs can be taken from the System:

**Receipts** :-

- Date Wise Diary Register
- Date Wise List of Receipts Received
- Date Wise List of Receipts Forwarded
• Pending Receipts (All)
• Pending Receipts (Dealing Hand Wise)
• Receipts Merged in File
• Closed Receipts

Files :-
• Date Wise File Register
• Date Wise List of Files Received
• Date Wise List of Files Forwarded

ACC Proposals :-
• Date Wise Proposal Register
• Date Wise/Section Wise List of Proposals Received
• Date Wise/Section Wise List of Proposals Forwarded
• Ministry Wise List Of Orders
• List Of Directions
• List of All Pending Proposals

Query: The system can be queried on any input fields to view the List/Status of Proposals/Files/ Letters based on various parameters like:

• ACC Proposal No./Subject etc.
• File No./Subject etc.
• Diary Number/Date/Type/Subject etc.

Ultimate Beneficiary: Officers / Minister who receive Letters / Files / ACC proposals, which are effectively maintained and monitored by this system for speedy consideration and disposal of cases.

Data Source: Proposals received in the Section/Officer’s Personal Section.

Software Source: PersInfotech Division, NIC-DOPT Computer Centre, M/o Personnel, PG & Pensions, North Block.

Software Platform: Windows NT/2000, SQL Server, ASP, HTML.
Implementation Status:

Implemented at:

- All Sections in EO Division of Department of Personnel & Training, North Block, including MOS(PP) office.
- Cabinet Secretariat, Rashtrapati Bhavan.
- Home Minister Office, North Block.
- PMO, South Block.

20.1.4. ACC Vacancy Monitoring & Information System

Overview
This web enabled system has been implemented for all Ministries, Departments, for monitoring vacancies and anticipated vacancies of posts which require ACC sanction in corresponding PSUs, Banks, Financial institutions & Autonomous bodies etc. This collected data is being used by EO division, DOPT, Cabinet secretariat, and PMO.

Highlights
The vacancies arising in next 6 months for the concerned Ministry/Department are entered in the system.

Features at a Glance

- Current status of processing of selection of Candidates for the posts.

Benefits

- Eliminates manual intervention completely.
- Transparency can be maintained.

Target Users

EO division, Cabinet Secretariat, PMO.

Specifications

- Windows 98
- MS SQL Server at the Back End
- Web-based
List of Major Reports

The vacancies arising in the next 6 months for the concerned Ministry/Department as entered in the system.

Implementation Status

- Implemented in the ministries/Departments.

20.1.5 Web based Questionnaire Regarding Holiday Policy

Description

With a view to rationalise the Holiday Policy for Administrative offices of Central Government, views and suggestions are solicited from the Public/ Citizens/ Organisations/States/ Others. For This a Web-based Questionnaire is provided on the web site of Ministry of Personnel (http://persmin.nic.in) to be filled up by the Public.

User of the System

- Establishment Division of DoPT.

Input to the System

- Questionnaire
  - Filled by the public like Name, Address, Organization Type, Suggestions, Optimum Number of Effective Holidays etc.

Output (Reports)

- Complete detailed List of Responses
- Responses received for various questions
- Break-up of responses to various questions

Ultimate Beneficiary

- Establishment Division of DoPT

Data Source

- From Public through website

Software Source

- PersInfotech Division, NIC
Platform Requirements

- Windows 2000 Server or above
- IIS
- SQL 7.0 or above
- IE 4.0 or above

20.1.6 Special Pay Review System

Description
With a view to compile and review cases of Special Pay existing in various Ministries & Departments, for Central pay Commission; software has been developed for Pay Section of Establishment Division.

User of the System
- Pay Section of Establishment Division of DoPT

Input to the System
- Organisation Name, Designation, Pay Scale, Special Pay, Approved By, Grounds for Grant etc.

Output (Reports)
- Complete detailed List of Reports received from Ministries/Departments
- Organisation-wise report
- Designation-wise Report
- Query based Report

Ultimate Beneficiary
- Pay Section of Establishment Division of DoPT
- Central Pay Commission

Data Source
- Pay –II Section of Establishment Division of DoPT

Software Source
- PersInfotech Division, NIC
Platform Requirements

- Windows 2000 Server or above
- IIS
- SQL 7.0 or above

20.1.7 Web-based Precedent Book Information System.
This is a computerized Precedent Book wherein sections of DoPT keep the record of major decisions on important files and retrieve information on file number, decision, major head etc.

User of the System: Officials and Section of DoPT

Input to the System: File Number, File Date, Proposal, Major Head, Subhead, Decision, Decision Date, Previous Reference.

Output (Reports): Complete Reports and Reports based on queries.

Query: Regarding file number, Major Head and on any work in Decision

Target User of the System: Officials and Section of DoPT

Ultimate Beneficiary: Officials and Sections of DoPT

Data source: Sections of DoPT

Software Source: Persinfotech Division, NIC.

Software Platform: It is a Web-enabled System. Windows with IIS and MS-SQL Server at Server end and any windows system at Client side.

20.1.8 RTI Request Management Information System
A web-enabled RTI Request Management Information System based on RTI Act, 2005 is being developed. The software consists of three modules namely:

1. PIO Module: This module facilitates the PIOs of Ministry/Department/ Organisation to assess and provide necessary information w.r.t. the requests received in their offices and entered into the system by the secretariat staff of PIOs. The system also facilitates the PIO’s with various reports, alerts and automated letters.

2. Appellate Module: This module facilitates the Appellate Authorities of Ministry/ Department/ Organisation to assess and provide necessary orders w.r.t. the first appeal
made by the requester. The system also facilitates the Appellate Authorities with various reports and automated letters.

3. **CIC Module**: This module is being developed to meet the specific requirements of Chief Information Commissioner and Information Officers, in order to process the second appeal and complaints received in Central Information Commission (CIC).

**Users of the System**: All PIOs and Appellate Authorities of Ministries/Departments/Organisations and Chief Information Commissioner, Information Officers in CIC.

**Input to the System**: Requests, Appeals and Complaints received from the citizens.

**Output**: Various Reports, Alerts and System Generated Letters (based upon action taken).

**Query**: The system can be queried on different parameters to view the status of action taken and other details w.r.t. the requests, complaints and appeals submitted by the citizens.

**Ultimate Beneficiary**:

*The Citizens*: This system facilitates the Public Authorities to provide necessary information to the citizen at the earliest.

*The Public Authority*: The system facilitates the PIOs and Appellate Authorities to process the requests and appeals respectively.

**Software Source**: PersInfotech Division, NIC

**Software Platform**:

Windows 2000 Server/Windows 2003 Server with SQL Server 2000 at the server and Internet Explorer at the client system.

20.2 **NIC-TRAINING DIVISION, DOPT, OLD JNU CAMPUS**

20.2.1 **Master Trainer Recognised Users (MTRU)**: Trainer Development Program Information System (**TDPIS**) has been developed and implemented in Training Division. The system is used to store and retrieve the details (Name, Designation, Institute, Address, Telephone Number, email etc.) of Master Trainers & Recognised Users of Training Division. The application system is used to depute resource persons to conduct various trainer development programmes.

**User of the System**: Officers and staff of Training division.

**Output**: The system will provide resource persons’ information as per the search criteria.
Target User of the System: Officers and staff of Training Division.

Ultimate Beneficiary: Officers and staff of Training Division.

Data Source: MTRU Section of Training Division, DoPT.

Software Source: PersInfotech Division, NIC.

Software Platform: SQL Server, ASP and HTML.

20.2.2 E-Granthalaya Application Software: The training division of Dopt at Old campus JNU has a library which has a good number of books & journals. The application software was implemented and data was fed into the system. As the application is in client server environment, a web-based front-end was developed and implemented to query the library database. Using this front-end query form, users could search for availability of books & journals in the library.

User of the System: Officers and staff of Training Division, Department of Personnel & Training.

Output: The system will provide information about the availability of books to the user as per the search criteria.

Target User of the System: All the Officers and staff of Ministry.

Ultimate Beneficiary: Officers and staff of Training Division.

Data Source: Library in Training Division.

Software Source: PersInfotech Division, NIC.

Software Platform: SQL Server, ASP and HTML.

20.2.3 Network infrastructure for CIC

Central Information Commission has been established on the 5th floor of Old JNU Campus. The Commission has been provided with the network infrastructure and connectivity to the internet by NIC-Dopt Training division. The network was designed and implemented by NIC.

20.3 NIC-D/O PENSIONS & PENSIONERS’ WELFARE, LOK NAYAK BHAWAN

1. Some new features for generating the various reports are added in already implemented Web-based Pension Grievances Redress & Monitoring System (PENGRAMS) in D/O Pensions & Pensioners’ Welfare.

2. Implemented the Documents Monitoring Information System(DMIS) & imparted the training for usage of DMIS in D/O Pensions & Pensioners’ Welfare.

3. Implemented the Records Management Information System(RMIS) & imparted the training for usage of RMIS in D/O Pensions & Pensioners’ Welfare.
20.4 NIC-D/O ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES, SARDAR PATEL BHAWAN

1. Web Based Public Grievances Monitoring System

Description

We based Public Grievances Monitoring System (PGRAMS), which is running at D/AR&PG, is modified to incorporate the following utilities.

- Enable to Monitor Fast Track Cases
- Provision to Include and monitor Reply for Transferred Cases

User of the System

- PG Section of the Department
- Various ministries & Departments

Input to the System

- Public Grievances Details
- Reminder to a Grievance
- Reply form Ministries & Departments

Output (Reports)

- Various MIS reports for Monitoring Grievances

Query

- Status of a Grievance

Ultimate Beneficiary

- PG Section of DARPG, various Ministries & Departments and Public who lodge a grievance

Data Source

- PG Seciton, DARPG
- Grievances web site

Software Source

- PersInfotech Division, NIC

Platform Requirements

- Windows NT 4.0 or above
• IIS 4.0 or above
• SQL 7.0 or above
• IE 4.0 or above

20.5 NIC PUBLIC ENTERPRISES SELECTION BOARD, CGO COMPLEX

Nominations Information and Monitoring System for Public Enterprises Selection Board
This system has been implemented in PESB. This system keeps track of status of all
vacancies of officer(s) who have applied for the vacant posts at Board Level. It gives the
report of all officers who have applied, retained or not for a particular vacant post.

User of System: PESB Section and all senior officers of PESB.

Input to the System: Vacancy Details, Officer Basic Details, Current Pay Details, Education
Qualification and Current Designation and Organisation.

Output (Reports):
• Officer’s Bio-Data
• List of all Officers applied for a vacant Post
• List of all Officers retained for a vacant Post
• List of all Officers not retained for a vacant Post

Data Source: All PSUs and PESB Section.

Software Source: PersInfotech Division, NIC.

Software Platform: Client Server System. Visual Basic at the front end and MS-SQL Server
at Server end. Crystal Reports as reporting tool.

20.6 HOMEPAGES ON INTERNET

The details of new homepage / websites incorporated in the Ministry’s Website are depicted
department-wise and new websites developed and hosted for Ministry of Personnel, PG
and Pensions are given as below:

NIC-Department of Personnel & Training, North Block:
1. Vacancy Circulars
2. Various Circulars w.r.t. all Divisions of DOPT
3. Various Tender documents
4. Various Circulars relating to RTI in Ministry of Personnel
5. Holiday List 2006
6. Regular Updation of Secretary List, Chief Secretary List and Vacancy/Offer List/Appointments System
7. Various Acts and Rules
8. Exclusive website has been developed for Right to Information Act (http://righttoinformation.gov.in)

**NIC-D/o Administrative Reforms and Public Grievances, Sardar Patel Bhawan:**

A new website named http://trgnetindia.gov.in has been developed by NIC and has been hosted & inaugurated in Commonwealth Association of Public Administration & Management (CAPAM) conference, New Delhi. This site contains the information regarding CAPAM conference and focus area, training programmes, courses offered by public service Training institutions established in all over India.

**NIC Department of Pensions and Pensioners’ Welfare, Lok Nayak Bhawan:**

1. Uploading of all Pension Rules
2. Re-Structuring of Pension Website in accordance with RTI Act
3. Uploading of various pension circulars on various pension subjects (new & old)
4. Addition/Updation of various Act & Rules pertaining to CS Division, Welfare Section & CR Division of DOPT in DOPT website and also details of States Re-organisation(SR) division of DOPT are added to the DOPT website.

**NIC Public Enterprises Selection Board, CGO Complex:**

Vacancy circulars about Board Level appointments in Central PSUs.

**NIC Training Division, DOPT, Old JNU Campus:**

1. About us: This page has been changed to incorporate the information made compulsory by RTI Act such as:
   a. Organisational Chart.
   b. Directory of Officers.
   c. Activities of Training division.
   d. Channel of submission for requisition of information.
   e. Documents with Training Division.
2. Trainer Development Program: includes the circular and programme schedule.
3. List of Trainers: this Report provides query screen to fetch the information of master trainers and recognized users.
4. Circular for APPPA (Advanced Professional Program in Public Administration) program for current year.

5. Circular for PGPPPM (Post Graduate Program for Public Policy and Management) program for current year.

6. Syllabus Review Committee: Syllabus Review Committee, constituted by DoPT to review the syllabus of various courses conducted at LBSNAA, had asked for suggestions through this link.

7. Central Information Commission’s website (www.cic.gov.in) was registered, designed and uploaded on the NIC server. The website is being updated regularly to disseminate information regarding the commission.
CHAPTER - 21

THE RIGHT TO INFORMATION ACT, 2005

21.1 In order to promote openness, transparency and accountability in administration, the Parliament had enacted the ‘Freedom of Information Act, 2002’ so as to enable a citizen of India to secure access to information under the control of Public Authorities. The National Common Minimum Programme of the Government envisaged that ‘the Right to Information will be made more progressive, participatory and meaningful, following which it was decided to repeal the ‘Freedom of Information Act, 2002’ and enact a new legislation in its place. Accordingly, ‘the Right to Information Bill, 2004’ was introduced in the Lok Sabha on 23 December, 2004. The Bill was passed by both the Houses of Parliament in May, 2005 and on receiving the assent of the President on 15 June, 2005, ‘the Right to Information Act, 2005’ was notified in the Gazette of India on 21 June, 2005. The Act has become fully operational from 12 October, 2005.

21.2 In pursuance of Section 12 of the Right to Information Act, 2005, the Gazette Notification constituting the Central Information Commission was issued on 11 October, 2005 and the Chief Information Commissioner and four other Information Commissioners have taken oath and are in position. They are as follows:

i. Shri Wajahat Habibullah Chief Information Commissioner
ii. Shri A.N. Tiwari Information Commissioner
iii. Shri O.P. Kejariwal Information Commissioner
iv. Shri M.M. Ansari Information Commissioner
v. Smt. Padma Balasubramanian Information Commissioner

21.3 The Government has notified the following rules:-

(i) (a) The Right to Information (Regulation of Fee and Cost) Rules, 2005 (notified on 16.9.2005);

(b) The Right to Information (Regulation of Fee and Cost Amendment) Rules, 2005 (notified on 27.10.2005); and

CHAPTER - 22

GENDER ISSUES : WOMEN IN CIVIL SERVICES

22.1 The Department of Personnel & Training (DoPT), Government of India, and United Nations Development Programme (UNDP) jointly implemented a Capacity Building Project for Civil Services during the mid nineties. It had four broad objectives. One of the objectives under Output IV concerned issues of women in Civil Services.

22.2 The UNDP assisted Project aimed at providing a technical support to review career development, placement and utilisation of women in higher public service, particularly at decision making levels and setting up an institutional mechanism to examine women’s issues in Civil Service regulations.

22.3 A number of activities were undertaken under this Project with regard to Output IV as detailed below:

- Training of a core group of resource persons in the Graduate School, USDA, Washington.
- Conduct of a survey on gender and the Civil Services.
- Development of a curriculum for regional workshops by Administrative Training Institutes (ATI).
- Conduct of ten regional Workshops by nine ATIs.
- Final Workshop of Cadre Controlling Authorities of different Civil Services belonging to the Government of India.
- Establishment of a Focal Point in the DoPT.

22.4 The final Workshop of the Cadre Controlling Authorities (CCA) was held in New Delhi on October 14-15, 1998. The recommendations of this Workshop were compiled by LBSNAA, Mussoorie and were circulated by Department of Administrative Reforms to all the Ministries/Departments/CCAs. They were requested to study the recommendations with a view to identifying their own working environment and rules, etc. and review them to remove gender bias and make them gender neutral.

22.5 Based on the Project Report, a Focal Point was set up in DoPT at the Desk of DS/ACC in 1998, which was transferred to Department of AR&PG for some time and is now located in CR Division. The Focal Point was to operate through a network of nodal points to be located in various Ministries/Departments (initially at GOI level and eventually in various State Governments).
22.6 The role of the Focal Point was defined in a Meeting convened by Secretary (P) on May 6, 1998 as under:

(a) to anchor conduct of review of existing rules and regulations for possible gender bias and discrimination against women and suggest corrective action; and

(b) to coordinate output flowing from various activities related to the issue requiring policy formulation or issue of regulation and guidelines.

22.7 As a follow-up action of the post-Project scenario, it was decided in June 2000 to form a Steering Committee under the Chairmanship of Secretary (P) with the following constitution:

- Secretary, Ministry of Personnel, PG & Pensions – Chairperson
- Additional Secretary, Department of AR&PG – Vice Chairperson
- JS (Trg.), Department of Personnel & Training.
- Director (LBSNAA).
- Director General, YASHADA, Pune.
- Director, MP Academy of Administration, Bhopal.
- Smt. (Dr.) Sarojini Thakur, JS, Deptt. of Women & Child Development.
- Smt. Vijayalakshmi Joshi, CVO, CAPART.
- Dy. Secy. (MM), Department of Personnel & Training.

22.8 The Steering Committee had the following terms of reference:

- Review of Rules and Regulations by Ministries/Departments/CCAs to remove Gender bias;
- Give adequate publicity to enable women to enter Government Service;
- Introduce Training Programmes on gender sensitization by all CCAs, as well as activities originated by the Focal Point. It was also decided to follow-up on the initiatives taken by the Department of Women and Child Development to set up nodal points in all Ministries/Departments to handle and coordinate gender related matters.

22.9 At a meeting of the Steering Committee held on 6-11-2000 under AS (AR&PG) a tentative minimum agenda was formulated and was circulated to CCAs on 19-2-2001. At the next meeting of the Steering Committee held on 16-3-2001, a 12-point minimum agenda (six items in Phase I which can be implemented quickly and six of long duration in Phase II,
was finalised. A reporting mechanism was also devised to report/monitor action taken by the Departments/CCAs concerned.

22.10 A copy of the Agenda was sent to CCAs on 1.6.2001 for status report in respect of all the points listed in the minimum agenda. The file was also submitted to the then MOS (PP) for calling a conference of CCAs. MOS (PP) desired that disaggregated data be collected before a conference is convened.

22.11 In the meantime, we have received data/feedback on the items of minimum agenda, especially gender disaggregated data, from majority of the cadres except a few. A reminder has been issued to defaulting Cadres on 4-2-2003. On receipt of the same, conclusions will be drawn and put up to the Chairman, Steering Committee. However, based on the part information available through replies received from CCAs, following broad conclusions can be drawn:

- The representation of women in civil services, though much below the desired level, is steadily increasing.
- All the CCAs try to accommodate husband/wife at the same place, as far as possible.
- There are no Rules/Regulations which permit gender bias/discrimination.
- Gender Sensitising Training Programmes are being conducted by most of the CCAs.
- Daycare centres/créches are provided on the basis of requests received and in consultation with women staff.
23.1 The accounts of the Ministry of Personnel, Public Grievances and Pensions and its various Subordinate/Attached Offices are being audited by inspection teams of the Director General of Audit, Central Revenues/Accountant Generals of the States at an interval of two years or more. As per available information, the total number of outstanding audit objections as on 31.12.2005 was 112. The office-wise break-up is given below:

### Outstanding Audit Objections

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Staff Selection Commission</td>
<td>34</td>
<td>18</td>
</tr>
<tr>
<td>2.</td>
<td>Central Administrative Tribunal</td>
<td>43</td>
<td>34</td>
</tr>
<tr>
<td>4.</td>
<td>Central Vigilance Commission</td>
<td>Nil</td>
<td>7</td>
</tr>
<tr>
<td>5.</td>
<td>Lal Bahadur Shastri National Academy of Administration</td>
<td>12</td>
<td>5</td>
</tr>
<tr>
<td>6.</td>
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<td>7.</td>
<td>Central Bureau of Investigation</td>
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</tr>
<tr>
<td>8.</td>
<td>Institute of Secretariat Training and Management</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>9.</td>
<td>Department of AR &amp; PG</td>
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<td>9</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>128</strong></td>
<td><strong>112</strong></td>
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23.2 All the concerned authorities have been instructed to take steps for early settlement of the audit objections.