Annual Report
2012 - 13

MINISTRY OF PERSONNEL,
PUBLIC GRIEVANCES & PENSIONS
GOVERNMENT OF INDIA
NEW DELHI
http://www.persmin.gov.in
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**Ministry of Personnel, Public Grievances and Pensions**  
**Department of Personnel & Training**

**Vision**

To develop an enabling environment for the development and management of human resources of the Government for efficient, effective, accountable, responsive and transparent governance.

**Mission**

1. Providing a dynamic framework of personnel policies and procedures for the effective functioning of the government.
2. Developing competence and innovation in government.
3. Building capacity of human resources at all levels of government for efficient delivery of public services.
4. Inculcating and supporting a culture of transparency, accountability and zero tolerance of corruption in public affairs.
5. Institutionalizing a system for a constructive ongoing engagement with the stakeholders.
CHAPTER-1

INTRODUCTION

1.0 The Ministry of Personnel, Public Grievances and Pensions is under the direct charge of the Prime Minister of India. The Minister of State (Personnel, Public Grievances and Pensions) also holds the portfolio of PMO. The Ministry of Personnel, Public Grievances and Pensions is the nodal Ministry responsible for personnel matters, especially in respect of issues concerning recruitment, training, career development, staff welfare, administrative reforms and post retirement dispensation.

1.1 The Ministry comprises of three Departments:

(i) Department of Personnel and Training (DoPT);

(ii) Department of Administrative Reforms and Public Grievances; and

(iii) Department of Pension and Pensioners’ Welfare.

Department of Personnel and Training (DoPT) under the charge of Secretary (Personnel) comprises of six wings namely; Establishment Officer, Services and Vigilance, Establishment, Administrative Tribunal and Administration, & Training. Each of these wings is headed by an officer of the rank of Joint Secretary or an Additional Secretary. The Organisational chart of the Department is at next page. DoPT acts as the formulator of policies pertaining to recruitment, regulation of service conditions, and deputation of personnel besides advising all organisations of the Central Government on issues pertaining to personnel management.

Major Initiatives taken during the year 2012-2013 have been brought out in Chapter 2.

Personnel Policies (Chapter 3)

1.2 The Department is responsible for framing rules and regulations governing service conditions including recruitment rules, promotions and seniority, Flexible Complementing Scheme, leave travel concession, deputation and child care leave of employees. Personnel are recruited for the central government by the Union Public Service Commission through competitive examinations conducted by them for appointments to higher civil services and through the Staff Selection Commission of non-gazetted staff in Group-B & C categories. In order to achieve the objective of upliftment and welfare of the Scheduled Castes and Scheduled Tribes, Other Backward Classes and Persons with Disabilities, the Department is responsible for framing policies to provide reservation to these groups in various central government services and for monitoring its implementation.
Abbreviations Used in the Organization Chart

ACC - Appointments Committee of Cabinet
AIS - All India Services
AS - Additional Secretary
AT & A - Administrative Tribunal & Administration
CRID - Cadre Review Division
CWO - Chief Welfare Officer
DFFT - Domestic Funding of Foreign Training
DIR - Director
E - Establishment
EO - Establishment Officer
IR - Information Rights
JS - Joint Secretary
MOS - Minister of State
PR - Personal Record
MM - Middle Management
S - Services
SM - Senior Management

ADMN - Administration
BUD - Budget
AT - Administrative Tribunal
C - Canteens
CS - Central Services
PIIA - Pathways for an inclusive Indian Administration
DS - Deputy Secretary
JCA - Joint Consultative Machinery and Arbitrations
LTTP - Long Term Training Programme
L&A - Leave & Allowances
PESB - Public Enterprises Selection Board
RES - REservation
S & V - Services & Vigilance
SR - State Reorganization
TRG - Training
V - Vigilance
W - Welfare
Cadre Management (Chapter 4)

1.3 This Department is responsible for management of the cadres of All India Services (AIS)(IAS, IPS and IFS) and all three Secretariat Services namely Central Secretariat Services (CSS), Central Secretariat Stenographers’ Services (CSSS) and Central Secretariat Clerical Services (CSCS). In addition, this Department frames and also revises Rules and Regulations regarding conditions of Service of the All India Services, such as Indian Police Service (IPS) and Indian Forest Service (IFS), in consultation with the Ministry of Home Affairs and Ministry of Environment and Forests. This Department is also responsible for cadre review of 58 Central Group ‘A’ Services on a periodic basis.

Senior Appointments under the Government of India (Chapter 5)

1.4 The Department deals with appointments at senior level and personnel policies of 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), are processed by the Department. These include board level appointments to Central Public Sector Undertakings and appointments under the Central Staffing Scheme for posts of Joint Secretaries, Directors and Deputy Secretaries in Ministries / Departments. In addition, all appointments by promotion, which require the approval of the ACC are also processed by the Department.

Training Policy and Programmes (Chapter 6)

1.5 The Department is the nodal Department to impart training to the government functionaries. The training wing of the DoPT formulates policies and implements its training programmes by identifying areas of training, designing training programmes, development of trainers and training capabilities and administering policies in training. Major training activities undertaken during the year are (i) In-service training of IAS officers (ii) Mid-Career Training of IAS Officers (iii) Domestic Funding of Foreign Training (iv) Post Graduate Programmes in Public Policy (v) Training Support, (vi) Intensive Training Programme, (vii) Augmentation of the Capacity of training institutions (viii) Distance and e-learning initiatives and (ix) e-governance initiatives.

Training Institutions (Chapter 7)

1.6 Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussourie, Uttarakhand and Institute of Secretariat Training and Management (ISTM), Delhi are two premier training institutions, attached to this Department.
These institutes cater to the needs of human resource development by imparting training to all officers of Central Government at frequent intervals for their career progression. The Department also supports the Indian Institute of Public Administration (IIPA) which is an autonomous organisation, in undertaking advance training programmes for administrators as well as researchers on issues relating to public administration.

**Administrative Vigilance (Chapter 8)**

1.7 The Department is the nodal agency responsible for formulation and implementation of vigilance and anti-corruption policies of the Government. Administrative Vigilance Wing in the Department oversees government programme for maintenance of discipline and eradication of corruption from public service. The Government has ratified the United Nations Convention against Corruption (UNCAC). The Central Vigilance Commission (CVC) advises the Central Government on all vigilance matters. The jurisdiction of the Commission extends to all the organisations to which the executive powers of the Union of India extend.

**Central Bureau of Investigation (Chapter 9)**

1.8 Central Bureau of Investigation (CBI) was set up by the Government of India by a Resolution dated April 1, 1963 to not only investigate cases of bribery and corruption, but also violation of central fiscal laws, major frauds relating to Government of India Departments, Public Joint Stock Companies, passport frauds and serious crimes committed by organized gangs and professional criminals. CBI was further strengthened by the addition of Economic Offences Wing by the Government of India by Resolution dated February 2, 1964.

**Joint Consultative Machinery (Chapter 10)**

1.9 The Government provides for a Joint Consultative Machinery for joint consultation at three levels between the Central Government and its employees for promoting harmonious relations and securing optimum level of co-operation between the Central Government and its employees in matters of common concern. The objective is to increase the efficiency of public services along with the well-being of the employees. The three tiers are:

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

(ii) Department Councils – functioning at the level of the Ministries/Departments.

(iii) Office Councils – functioning at offices/organisations under various Ministries/Departments.
1.10  The Scheme has proved to be an effective forum for amicable settlement of grievances of the Central Government employees relating to their service matters etc.

**Central Administrative Tribunal (Chapter 11)**

1.11  In order to provide speedy and inexpensive justice delivery system to the employees who feel 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. The CAT has 17 regular benches, 15 of which operate at the Principal seats of High Courts and the remaining two are at Jaipur and Lucknow.

**Staff Welfare (Chapter 12)**

1.12  The Central Government being the largest single employer in the country discharges its responsibility for looking after the welfare of employees through various welfare measures. The Department also extends support to various staff welfare measures. The DoPT is the nodal Department for four registered societies set up for the welfare of the Government employees and their families. In addition, the Department lays down policies for Departmental Canteens and supports the Resident Welfare Associations.

**Right to Information (Chapter 13)**

1.13  The Department has brought out a comprehensive law in order to ensure right to information to the Citizens of India in almost entire matters of governance at all levels from Central Government to the local self-government. The Law (RTI Act, 2005) has provided a mechanism where the Central Information Commission, being the apex body at the Centre, facilitates its citizenry in accessing information in a time bound, hassle free and affordable manner.

**Results Framework Document for the Department (Chapter 14)**

1.14  A system for Monitoring and Evaluating the Performance of all Government Departments and Ministries has been put in place. The system provides for preparation of a Results Framework Document (RFD) by the Department, summarizing the main objectives and corresponding action for the year. DoPT has prepared its RFD listing out various objectives to be achieved in a given time frame for monitoring and proper evaluation of its performance at the end of the year. As part of RFD exercise, this Department has prepared its Strategy and Strategic Plan for five years after consultation with the stakeholders.
Progressive Use of Hindi 
(Chapter 15)

1.15 The Department is fully committed to promote the use of Hindi as the official language, in official matters and motivate compliance of the provisions of the Official Language Act, 1963, the rules framed there under. The Department also ensures that the spirit of various orders and guidelines issued by the Department of Official Language are appropriately enforced for implementation of the official language policy of the Union. The Department has an Official Language Division which monitors the implementation of the policy in the Department.

Financial Management 
(Chapter 16)

1.16 In order to promote the various programmes administered by this Department, an annual allocation of Rs.279 crores was made in the annual plan outlay and Rs.615.67 crores under non-plan allocation for the year 2012-13. The requirements and priorities of its attached and subordinate offices were kept in view while making budgetary allocations to them by this Department. No PAC and CAG Observation/Para is pending in respect of this Department.
MAJOR INITIATIVES DURING THE YEAR

Lokpal and Lokayuktas Bill, 2011

2.1 Upon consideration of the recommendations of the 48th report of the Parliamentary Standing Committee on Lokpal, the Government withdrew the Lokpal Bill, 2011 pending in the Lok Sabha and introduced a new comprehensive Lokpal and Lokayuktas Bill, 2011 in the Lok Sabha on 22.12.2011 to establish the institution of Lokpal at the Centre and Lokayukta at the level of States. The said Bill was passed by the Lok Sabha on 27.12.2011 and transmitted to the Rajya Sabha. The Bill was taken up for discussion and passing in the Rajya Sabha on 29.12.2011 but the discussion remained inconclusive. Subsequently, the Rajya Sabha adopted a motion on 21.05.2012 and referred the Bill to a Select Committee of the Rajya Sabha for examination and report. The Select Committee submitted its report to the Rajya Sabha on 23.11.2012. The recommendations of the Select Committee were examined and proposal for moving official amendments to the Bill as reported by the Select Committee have been considered and approved by the Cabinet in its meeting held on 31st January, 2013.


2.2 In order to establish a mechanism to receive complaints relating to disclosure on any allegation of corruption or willful misuse of power of discretion against any public servant and to inquire or cause an inquiry into such disclosures and to provide adequate safeguards against victimization of the persons making such complaint and for matters connected therewith or incidental thereto, the Government introduced “The Public Interest Disclosure and Protection to Persons Making the Disclosure Bill, 2010” in the Lok Sabha on 26.08.2010 and after that the Bill was referred to the Department Related Parliamentary Standing Committee. The recommendations of the Parliamentary Standing Committee were considered and the Cabinet in its meeting held on 13.12.2011 approved official amendments...
to the Bill which included renaming it as “The Whistle Blowers Protection Bill, 2011”. The Lok Sabha considered the Bill along with the Official Amendments and passed it on 27.12.2011 and transmitted it to the Rajya Sabha for discussion & passing. The Bill was listed for consideration on 28th & 29th December, 2011 but could not be taken up for discussion and passing in Rajya Sabha. The said Bill could not be taken up during the Winter Session, 2012. Presently, the Bill is pending in Rajya Sabha and is likely to be taken up for discussion and passing in the Rajya Sabha in the ensuing Budget Session, 2013.

2.3 During the year active participation in the international efforts of G-20, OECD and UNODC in tackling global corruption continued. Indian Governmental Experts are undertaking a peer review of South Korea on their State of Compliance of provisions of UNCAC under the review mechanism of UNCAC. Similarly being a member State of UNCAC, India will be subject to a peer review of the implementations of provisions of Chapter III and IV of UNCAC during the year 2013.

**Initiatives in Training**

2.4 The National Training Policy, 2012 has been circulated to all Ministries/Departments, Government of India for adoption. The policy has been formulated to strengthen the institutional mechanism for capacity building measures for civil servants to face the emerging challenges in the changed environment in all spheres of governance. The Policy has been drafted with a view to matching individual’s competencies with the jobs they have to perform and bridge the competency gaps for current and future roles through training and capacity building. Guidelines for implementation of the Policy especially on preparing Cadre Training Plan (CTP), Annual Training Plan (ATP) etc. have been issued on 04.07.2012.

2.5 Under Intensive Training Programme, training activities are scheduled to be completed in 50 additional districts. The sectors are School Education, Public Distribution System, Public Health, Revenue, Water and Sanitation, Integrated Child Development, Police, etc.

2.6 Lal Bahadur Shastri National Academy of Administration (LBSNAA) conducted Phase-III, IV and V of the Mid-Career Training Programme for IAS officers. 91 officers under Phase-III, 118 officers under Phase-IV and 97 officers under the Phase-V participated.

2.7 Training Division sponsored around 2145 short term courses at various State Administrative Training Institutes (SATIs) during this year. The subject areas of these courses included Solid Waste Management, Social Security & Legal Provision for
Disabled & Senior Citizens, Right to Information, Gender Issues, Financial Management, Disaster Management, E-Governance, Cyber Security etc.

(i) The State Administrative Training Institutes are conducting at least 25 training programmes on ‘Sensitising Government functionaries on Minority Issues’. All the State ATIs have been requested to prepare and incorporate a compact module on this subject in all the in-service training programmes of the State Governments.

(ii) Under the Long Term Domestic Post Graduate Programmes in Public Policy Management for officers belonging to various Group ‘A’ services, while 18 Officers have already undergone training at MDI, Gurgaon, 18 Officers in IIM, Bangalore and 12 officers in TERI University are undergoing the training.

(iii) Mid-Career interactions between Armed Forces and Civil Services Officers were organized at the State Administrative Training Institutes / Defence Institutions in various parts of the country with an objective to benefit both the Armed Forces and Civil Services Officers by way of mutual learning from each other’s strength and also by imbibing the best points of each other’s work culture, ethos and customs. 10 such programmes are scheduled for the current year.

2.8 Board Level Appointment in CPSEs

(i) In view of large number of applications being increasingly received for Board level positions in CPSEs, PESB has decided to shortlist 15 candidates for each selection meeting.

(ii) The panel of the recommended candidates is forwarded to ACC six months before the superannuation vacancy and within four month of the occurrence of unforeseen vacancy.

(iii) The name of the recommended candidate is uploaded on the PESB website the same day of the selection meeting.

Election Observers

2.9 During the year 2012, 725 nominations of IAS officers for appointment as General Observers for Elections to the Legislative Assemblies of Gujarat, Himachal Pradesh, Meghalaya, Tripura, Nagaland and Karnataka and various by-elections have been sent to Election Commission of India (ECI). Moreover, another 40 nominations of IAS officers for appointment as General Observers for Presidential Election were also sent to the Election Commission of India during the year.
E. O. Division

2.10 For appointment of a member of an All India Service/Central Group ‘A’ Service to the post of Joint Secretary/ equivalent at the Centre under the Central Staffing Scheme, empanelment is a pre-requisite. Empanelment of eligible officers of the 37 participating services is handled in EO Division and this is done batch-wise. An IT-enabled System-Empanelment and Appraisal System (EASY) has been developed with NIC for generating/transferring of data electronically from Cadre Controlling Authorities (CCAs) in connection with empanelment. Henceforth all proposals for JS level empanelment are to be electronically processed through this software.

2.11 The software includes various features which would help the Cadre Controlling Authorities in the management of their own cadre at the same time helping EO Division in expediting the empanelment process. The software has three modules viz., Cadre Controlling Authority Module, DOPT Module and Officers’ Interface. The uses of various modules would be as follows:

(a) Cadre Controlling Authorities

The software would help in creation of a data bank on personnel information; would enable maintenance of career profile of each officer; would help in digitizing ACRs/APARs; would Generate ER sheets and the Civil List of the cadre; and help to build and generate complete vigilance history of each officer.

(b) DOPT

Grading sheets of officers would be available in soft copy; verification of grading sheets would therefore become easier and faster. The software would also enable conversion of grades into numerical scores, would generate officer-wise average weighted scores, list of descending order of officers, four year moving average etc. This would bring about easy monitoring of empanelment batch-wise and service-wise. Besides the software would also help in maintaining a data-base for nominating members of Experts Panels.

(c) Officers

The Officers would be able to access the information regarding availability of their ACRs/APARs; eligibility for empanelment; current status of empanelment etc.

Establishment Division

2.12 The Department has completed review of instructions pertaining to vigilance clearance for promotion and issued an O.M. on 2nd November, 2012. It has been provided that vigilance clearance cannot be denied on the grounds of pending disciplinary/criminal/court case against a Government servant, if the
three conditions mentioned in para 2 of this Department’s O.M. dated 14.09.1992 are not satisfied. The legally tenable and objective procedure in such cases would be to strengthen the administrative vigilance in each Department and to provide for processing the disciplinary cases in a time bound manner. If the charges against a Government servant are grave enough and whom Government does not wish to promote, it is open to the Government to suspend such an officer and expedite the disciplinary proceedings. The O.M. also provides clarification on stage when prosecution for criminal charge can be stated to be pending by including the provision of rule 9 (6)(b)(i)(b) of CCS (Pension) Rules, 1962.

2.13 To improve the motivation and morale of individual sportspersons serving in the Government, a scheme for out of turn promotion has been introduced w.e.f. 26.07.2012 which provides for a maximum of three, out of turn promotions in the entire service career by upgradation of the post personal to the sportsperson who has achieved medal winning performance in sports events in regular disciplines of Olympic Games, Commonwealth Games, Asian Games, World Championships and Record breaking medal winning performance in National Games conducted by Indian Olympic Association in the regular disciplines of Olympics, Commonwealth Games, Asian Games and World Championships. The Scheme also covers differently-abled sportspersons for equivalent events/games organized for them.

2.14 The three year time limit prescribed for considering request for appointment on compassionate ground has been withdrawn vide instruction dated 26.07.2012 and thus presently penurious condition of the dependent of deceased government servant is the only criteria for considering requests for compassionate appointment, subject to availability of a vacancy.

Reservation Division

2.15 The Constitution (One Hundred and Seventeenth Amendment) Bill, 2012:

The Supreme Court in the case of M. Nagaraj vs. Union of India & others observed that the State have to establish quantifiable data showing the backwardness of the class and inadequacy of representation in the public employment, keeping in view the maintenance of efficiency of administration, as laid down in Article 335 of the Constitution before providing reservation in promotion. In the recent past, the Hon’ble Supreme Court in the matter of Rajesh Kumar vs. Uttar Pradesh Power Corporation Limited has struck down reservation in promotion in services of the State of Uttar Pradesh...
for the reason that the conditions laid down in M. Nagaraj’s case were not complied with. Earlier also, the Apex Court in the matter of Surajbhan Meena vs. State of Rajasthan had quashed the provision of reservation in promotion in the State of Rajasthan. In order to provide Constitutional safeguards to the persons belonging to Scheduled Castes and Scheduled Tribes, it was decided 2008 to fill up the backlog reserved vacancies of SCs, STs and OBCs which was concluded on 31.3.2012. As per information received from the Ministries/Departments, there were a total of 75,522 backlog reserved vacancies as on 1st November, 2008 of which 47,727 have been filled up by the end of March, 2012, the details are given as under:-

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Category</th>
<th>Number of backlog vacancies identified</th>
<th>Number of backlog vacancies filled</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td>DR</td>
<td>Promotion</td>
</tr>
<tr>
<td>1.</td>
<td>SCs</td>
<td>10955</td>
<td>13458</td>
</tr>
<tr>
<td>2.</td>
<td>STs</td>
<td>11400</td>
<td>17637</td>
</tr>
<tr>
<td>3.</td>
<td>OBCs</td>
<td>22072</td>
<td>Not applicable</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>44427</td>
<td>31095</td>
</tr>
</tbody>
</table>

DR = Direct Recruitment.

Amendment made in the Ex-Servicemen (Re-employment in Central Civil Services and Posts) Rules, 1979

2.17 The Ex-servicemen (Re-employment in Central Civil Services and Posts) Rules, 1979 regulates recruitment of Ex-servicemen as a measure of their rehabilitation. The Rule was first notified in 1979 and subsequent amendments have been made on 12th February, 1986, 27th October, 1986 and 27th March, 1987.
2.18 Further amendments have been made in the Rules as stated below in the year 2012 in exercise of the powers conferred by the proviso to article 309 of the Constitution:-

a. Definition of Ex-servicemen [Clause (c), Rule 2];

b. Applicability of reservation (Rule 3);

c. Extent of Reservation [Sub Rule (1), (2) and (3) of Rule 4];

d. Age relaxation of Ex-servicemen (Rule 5).

2.19 The Ex-servicemen (Retirement in Central Civil Services and Posts) Amendment Rules, 2012 have been published in the Gazette of India (Extraordinary) under G.S.R. 757 (E) on 10th October, 2012.

On-line collection of annual data for representation of SC/ST/OBC/ Persons with Disability

2.20 The Department has already launched on-line software to collect annual data for representation of SCs, STs, OBCs and Persons with Disability under the URL “rrcps.nic.in”. Trial run/demonstration was conducted twice in September, 2012 and January, 2013. The Ministries/ Departments have been advised to upload on-line annual data for representation of SCs, STs, OBCs and Persons with Disability as on 1.1.2012 and 1.1.2013. This will help in timely collection of data and compilation thereof.

Competency Framework for Civil Services

2.21 As part of collaboration between the Government of India and UNDP, the “Pathways for an Inclusive Indian Administration” (PIIA) project is being implemented by the Department of Personnel & Training, Ministry of Personnel, Public Grievances and Pensions with funding from UNDP. The PIIA project focuses on developing the capacities of civil servants and on strengthening their enabling environment in view of a more effective, efficient, transparent and accountable Public Administration at National and State level that takes to heart the Government of India objective of inclusion through an enhanced delivery of services to the marginalised and vulnerable. One of the objectives of the project is to support the shift towards the Competency–based Human Resource Management of the Indian Civil Services.

2.22 A draft competency dictionary has been developed during Phase I of the project through extensive consultation with multiple stakeholders including Secretaries to the Government of India, Chief Secretaries and Secretaries of States, PM Award Winners and other senior civil
servants. As the initiative is led by the Department of Personnel & Training, it has been actively involved in the design of the competency dictionary from the very beginning.

2.23 Phase II of the project is now being initiated whereby Competency-based HRM will be introduced at two pilot departments, namely, the Department of Personnel & Training and the Ministry of Corporate Affairs. As part of pilots at two Departments, job descriptions will be developed for all unique positions and competency requirements will be identified for these roles.

**Service Allocation to the candidates of CSE**

2.24 Against 1001 vacancies for Civil Services Examination (CSE), 2011, UPSC recommended the names of 910 candidates for service allocation to 24 services, i.e., IAS, IFS, IPS and various other Group ‘A’ & ‘B’ Services. Service allocation to the candidates selected on the basis of CSE, 2011 was done on 03.09.2012.

**Foundation Course for Candidates**

2.25 87th Foundation Course for
successful candidates of CSE 2011 commenced on 3rd September 2012 at four academies, i.e., LBSNAA, Mussoorie, RCVP Noronha Academy, Bhopal, NADT, Nagpur, and, Dr. MCHRD Institute, Hyderabad. All IAS, IPS and IFS officers have been sent for Foundation Course to LBSNAA, Mussoorie. Officers from the rest of the services and IFoS have been apportioned to remaining academies, so that all services are suitably represented at all the remaining academies.

**Cadre Allocation to IAS Probationers**

2.26 Cadre was allocated to 170 IAS probationers who were selected into IAS on the basis of Civil Services Examination, 2011 with the approval of Hon’ble Prime Minister and notified on 24th January 2013.

**DEPARTMENT OF PENSION & PENSIONERS’ WELFARE**

2.27 **Major initiatives/tasks that have been undertaken during 2012 by DoP&PW**

1. Grant of family pension to another dependent family member in case the recipient is reported missing.

2. The change of date of birth/age of parents and spouse of a pensioner has been allowed in case it was reported incorrectly by the pensioner/employee to the office previously.

3. Sharing of family pension by children from a void or voidable marriage with the widow of the employee/pensioner.

4. Grant of family pension to disabled children after their marriage and

5. Grant of two family pensions for two spells of services rendered by the deceased employees/pensioner.

**Workshop on International Women’s Day**

2.28 A workshop to mark the International Women’s Day 2013 was organized by Department of Personnel & Training on 8th March 2013 at IIPA, New Delhi. The workshop was inaugurated by Secretary (P).
2.29 All women employees of the Department including women representatives from the subordinate offices participated in the workshop. Lectures were held on protection issues concerning women and the legal remedies available to them. A live demonstration on self defence techniques by the Special Unit of the Delhi Police was given. A session was also held on awareness on health issues followed by an interactive session. The workshop was a truly informative and learning session for all in the context of present day scenario and with working women trying to make a balance with their responsibilities at home and at office.
CHAPTER 3

PERSONNEL POLICIES

3.1 The Department of Personnel & Training is responsible for framing and revising rules and regulations regarding service conditions of the employees, in consultation with the Ministry of Finance. Matters relating to framing and amendment of recruitment rules/service rules for Group “A” and “B” posts are dealt with in this Department. In respect of Group “C” posts, including the multitasking staff, power to frame recruitment rules has been delegated to the concerned Ministry/Department. This Department is also responsible for framing of policy relating to the procedure for Departmental Promotion Committee(s) and policy on seniority, general policy matters relating to flexible complementing scheme, leave travel concession, deputation, child care leave, pay & allowances, holiday policy, age relaxation and other matters concerning service conditions are also examined and processed in this Department. Some of the important issues/initiatives taken during the year include:

MODIFIED FLEXIBLE COMPLEMENTING SCHEME FOR SCIENTISTS BASED ON THE RECOMMENDATIONS OF THE 6TH CENTRAL PAY COMMISSION

3.2 DoPT has issued guidelines vide O.M. dated 17.7.2002 for carrying out timely assessments for promotion under Flexible Complementing Scheme (FCS). It was also mentioned that the promotion shall be made from prospective date. The issue of date of effect of promotion under FCS had been reviewed in the light of directions in this regard from the Hon’ble Courts/Tribunals etc. In DoPT’s O. M. dated 21.9.2012 it has been reiterated that the benefit of promotion from retrospective date or from the date of completion of residency period without timely assessments would dilute the spirit of FCS instructions on rigorous assessments and would be akin to granting financial upgradation as in other such schemes. The Ministries/Departments have been advised for strict compliance of DoPT’s instructions.

NON-FUNCTIONAL UPGRADATION TO OFFICERS OF ORGANISED GROUP ‘A’ SERVICES

3.3 The issue regarding extending the benefit of Non-Functional Upgradation as
in DoPT’s O.M. dated 24.4.2009 to Officers of Group ‘A’ Services who are covered by their own-promotion schemes like DACP, FCS etc. was examined in this Department. Keeping in view that it would not be desirable to mix provisions of one scheme with the other, it was clarified in this Department O.M. dated 2.4.2012 that the benefit of non-functional upgradation shall not be applicable to the officers in those organised services where FCS and DACP Schemes are already operating and where officers were already separately covered by their own In-situ Career Progression Scheme.

3.4 A number of references were received from Ministries / Departments / Cadre Controlling Authorities of Organised Group ‘A’ Services seeking clarifications on non-functional upgradation issued in DoPT’s O.M. dated 24.4.2009. These have been examined in this Department and to facilitate the processing, FAQ’s on non-functional upgradation have been issued on 01.08.2012.

**SEARCH-CUM-SELECTION COMMITTEES**

3.5 The instructions on setting up of Search-cum-Selection Committees have been issued in this Department vide its O.M. dated 30.7.2007. It was observed that there are a number of instances of scrapping of panel by various Ministries / Departments without the approval of Appointments Committee of Cabinet (ACC) which is not in accordance with the DoPT instructions referred above. Therefore in O.M. dated 17.7.2012 all the Ministries / Departments have been requested to follow the laid down norms without deviation and that the powers vested with the ACC should not be exercised by the Ministries / Departments without the approval of ACC.

**COMPREHENSIVE REVIEW OF INSTRUCTIONS PERTAINING TO VIGILANCE CLEARANCE FOR PROMOTION**

3.6 The Department has completed review of instructions pertaining to vigilance clearance for promotion and issued O.M. on 2nd November, 2012. It has been provided that vigilance clearance cannot be denied on the grounds of pending disciplinary/criminal/court case against a Government servant, if the three conditions mentioned in para 2 of this Department’s O.M. dated 14.09.1992 are not satisfied. The legally tenable and objective procedure in such cases would be to strengthen the administrative vigilance in each Department and to provide for processing the disciplinary cases in a time bound manner. If the charges against a Government servant are grave enough and whom the Government does not wish to promote, it is open to the Government to suspend such an officer and expedite the disciplinary proceedings. The O.M. also provides clarification on the stage when prosecution for criminal charge can
be stated to be pending by including the provision of rule 9 (6)(b)(i)(b) of CCS (Pension) Rules, 1962.

**OUT OF TURN PROMOTION OF SPORTSPERSONS**

3.7 To improve the motivation and morale of individual sportspersons serving in the Government, a scheme for out of turn promotion has been introduced w.e.f. 26.07.2012. The Scheme provides for a maximum of three out of turn promotions in the entire service career. The promotion are to be effected by upgradation of the post personal to the sportsperson. Such a post will continue to be upgraded in higher grade till it is vacated by the sportsperson either by his/her subsequent promotion, resignation or on retirement. The medal winning performance in sports events to be eligible for out of turn promotion is to be restricted to regular disciplines of:

i. Olympic Games,

ii. Commonwealth Games,

iii. Asian Games,

iv. World Championships and

v. Record breaking medal winning performance in National Games conducted by Indian Olympic Association in the regular disciplines of Olympics, Commonwealth Games, Asian Games and World Championships.

3.8 The Scheme will also cover differently-abled sportspersons for equivalent events/games organized for them.

**REVIEW OF THREE YEAR TIME-LIMIT FOR MAKING & CONSIDERING REQUESTS FOR APPOINTMENT ON COMPASSIONATE GROUNDS**

3.9 The three year time limit prescribed for considering request for appointment on compassionate ground has been withdrawn vide instruction dated 26.07.2012. At present subject of availability of a vacancy, immediate assistance and penurious condition of the dependent of deceased government servant is the only criteria for considering requests for compassionate appointment.

**SENIORITY OF MERGED GRADE**

3.10 The instruction of determination of seniority of officers holding post in grades which have been merged in pursuance to recommendation of Sixth Central Pay Commission was issued on 13.09.2012. It has been provided that the status of a government servant as on 29.08.2008 including those who have earned promotion between 01.01.2006 to 31.08.2008 is to be protected as appointment/promotions are made as per the provisions of statutory recruitment rules applicable to the post/grade.
GRANT OF BENEFITS OF MACP TO OFFICERS WHO ARE LATER ON INDUCTED INTO ORGANIZED GROUP A SERVICES

3.11 Officers who are inducted to the Organized Group ‘A’ Services when they are nearing retirement are allowed MACP benefits with effect from the due date subject to the condition that only at the time of retirement an evaluation of up-gradations/promotions earned by the officer would be made vide instructions issued on 13.6.2012. In case such officers have already attained three financial upgradations under MACP Scheme, they will not be entitled for NFU to the same grade from a later date.


3.12 Instructions have been issued vide OM dated 4.10.2012 to allow stepping up of pay in such cases where the senior, but for the pay revision on account of 6th CPC would have continued to draw higher pay subject to the following conditions:

i. Both the junior and the senior Government servants should belong to the same cadre and the posts in which they have been promoted/financially upgraded should be identical in the same cadre.

ii. The pre-revised scale of pay and the revised grade pay of the lower and higher posts in which they are entitled to draw pay should be identical.

iii. The senior Government servant should have been drawing equal or more pay than the junior before receiving ACP/Promotion.

iv. The stipulations as contained in DOPT’s O.M. No. 4/7/92-Estt.(Pay-I) dated 4.11.1993 along with revision of pay scales may be observed while granting such a stepping up of pay.

AMENDMENT OF RULE 12 OF CCS (LEAVE) RULES, 1972:

3.13 To curb unauthorized absence from Government service, a provision was made in Rule 12 of CS (Leave) Rules that a Government servant who remains absent from duty for a continuous period exceeding five years other than on foreign service with or without leave, shall be deemed to have resigned from Government service.

AMENDMENT OF RULE 43-AA AND 43-B OF CCS (LEAVE) RULES, 1972:

3.14 Rules 43-AA and 43-B were amended by including the terms as Child for the purpose of these rules includes a child taken as ward by the Government
servant under the Guardians and Wards Act, 1890 or the personal law applicable to that Government servant provided such a ward lives with the Government servant and is treated as member of the family.

**CHILD CARE LEAVE TO CIVILIAN FEMALE INDUSTRIAL EMPLOYEES OF DEFENCE ESTABLISHMENT:**

3.15 After review of provisions relating to Child Care Leave (CCL), effective date of CCL to civilian female industrial employees of Defence Establishment was revised to be given effect to from 01.9.2008 vide OM No.12012/2/2009-Estt (L) dated 31.5.2012 at par with non-industrial Central Government employees.

3.16 After review of provisions relating to Child Care Leave, it was decided to extend the admissibility of CCL to all civilian female industrial employees of central Government at par with that of civilian female industrial employees of Defence Establishment vide OM No.12012/2/2009-Estt (L) dated 01.8.2012.

**SPECIAL CONCESSIONS/ FACILITIES TO CENTRAL GOVERNMENT EMPLOYEES WORKING IN KASHMIR VALLEY**

3.17 A package of incentives as approved by the Cabinet Committee on Security, containing special concessions/facilities to Central Government Employees working in Kashmir Valley in Attached and Subordinate Offices and PSUs under the Central Government has been extended up to 31.12.2012. This package is admissible to Central Government employees including the natives of Kashmir Valley, serving in 10 (ten) districts of J&K, viz., Anantnag, Baramulla, Budgam, Kupwara, Pulwama, Srinagar, Kulgam, Shopian, Ganderbal and Bandipora. The package is also admissible to Temporary Status Casual Labourers working in Kashmir Valley in terms of para 5 (i) of the Casual Labourers (Grant of Temporary Status and Regularization) Scheme of Government of India, 1993.

**REVISION OF RATES OF RISK ALLOWANCE:**

3.18 The rates of Risk Allowance in respect of the existing categories of Central Government employees have been enhanced by 100% with effect from 1st September, 2008 vide O.M. No. 21012/01/2010-Estt. (AL) dated 18.10.2012. The amount of Risk Allowance would be automatically raised by
25% every time the Dearness Allowance on the revised pay structure goes up by 50%.

E-SERVICE BOOK:

3.19 Department of Administrative Reforms & Public Grievances have developed a software for e-service book under their e-office Mission Mode Project (MMP) was customised and vetted by DoPT. The e-service book project under this is being pilot run in the Department of Economic Affairs and Department of Financial Services, as part of e-office MMP.

ADVANCE INCREMENTS TO STENOGRAPHERS OF SUBORDINATE OFFICES ON QUALIFYING SPEED TEST IN SHORTHAND AT 100/120W.P.M.

3.20 It has been decided that two advance increments may be granted @ 3% of the Basic Pay on the date of passing the test and this increment will be treated as a separate element in addition to the Basic Pay.

TRANSFER TO LOWER POST UNDER FR 15(A).

3.21 On transfer to the lower post/scale under FR 15(A), the pay of a Govt. servant holding a post on regular basis will be fixed at a stage equal to the pay drawn by him in the higher grade or in case the transfer to a lower post was made subject to certain terms and conditions, then the pay may be fixed according to such terms and conditions.

PROFORMA PROMOTION IN THE CASE OF CANDIDATES PROMOTED ON PASSING A LIMITED DEPARTMENTAL EXAMINATION:

3.22 In the case of candidates who have passed the LDCE and their names have been recommended for promotion, proforma promotions have been allowed from the date their juniors in the cadre in the order of merit in the LDCE have been so promoted. This is also allowed in case there is no junior on account of such candidate being the last in the order of ranks/merit from the date he would have received such promotion if he had been in his cadre. It will however be ensured that the conditions laid down in the Department of Personnel’s OM No.8/4/84-Estt-(Pay-I) dated the 15th July, 1985 are strictly fulfilled and the principle of NBR based on overall seniority list of cadres is followed.

EXTENSION AFTER THE EMPLOYEE RECEIVES A PROFORMA PROMOTION:

3.23 The para 8.6 of the OM No.6/8/2009-Estt (Pay-II) dated 17.6.2010 relating to regulation of pay after an officer has got proforma promotion and extension of deputation thereafter, has been modified as para 8.6(a) as under:

“If the Grade pay of the officer in the parent cadre becomes higher than that of
the deputation post after getting proforma promotion, he may be allowed the pay in the pay band + Grade Pay of the post to which he is promoted, if he so opts. In such cases, extensions in deputation after an employee has received the proforma promotion may be considered as per the instructions contained in paras 8.1 to 8.3.2.”

CLARIFICATION REGARDING REGULATION OF PAYMENT OF EMPLOYER’S SHARE OF CONTRIBUTION TO THE CONTRIBUTORY PROVIDENT FUND DURING THE PERIOD OF REVERSE DEPUTATION:

3.24 The issue of payment of employer’s share of Contribution to the Provident Fund in case of reverse deputation has been considered. It has been provided that in case of reverse deputation, the employer’s share of Provident Fund for the period on deputation to the Central Government will be borne either by the employee himself or the borrowing organisation, i.e., Central Government depending on the terms of deputation. A clear mention of the stipulation on whether the Central Government or the employee would bear the liability may be made in the terms of deputation.

UNIFORM TERMS AND CONDITIONS OF SERVICE OF CHAIRPERSON AND MEMBERS OF VARIOUS REGULATORY AUTHORITIES-EXTENSION OF BENEFIT OF CONSOLIDATED PAY PACKAGE TO CHAIRPERSONS AND FULL TIME MEMBERS TO TWO MORE REGULATORY BODIES:

3.25 On the recommendations of the Sixth Pay Commission, as accepted by the Government, the Chairpersons and Members of the certain specified Regulatory Bodies consolidated pay package of Chairpersons and Members have been revised to Rs.3.75 lakh to Chairpersons and Rs.3.125 lakh for Members with effect from 1.1.2011. Approval has been given for an option to retain their present pay and allowances together with house and car or choose the higher pay package for the whole time Members to two more Regulatory Bodies, viz., (i) Warehousing Development and Regulatory Authority and (ii) Airports Economic Regulatory Authority of India. Those who opt for this higher pay package without house and car shall not be subject to the extant provision of the Government of reduction in the pay by the amount of the gross pension.

CCS (LTC) RULES, 1988- RELAXATION FOR TRAVEL BY AIR TO VISIT NER

3.26 Government decided to permit all Central Government Employees to travel by air to visit North-Eastern Region under CCS (LTC) Rules, 1988 against conversion
of one block of their hometown LTC. While employees entitled to travel can avail the LTC by Air India in economy class under LTC 80 from their place of posting of nearest airport to a city in the NER or nearest airport, all other employees of Govt. of India can travel by air in economy class from Guwahati or Kolkata to any city in the North East or the nearest airport. This relaxation is valid up to 30th April, 2014.

**CCS (LTC) RULES, 1988-RELAXATION FOR TRAVEL BY AIR TO VISIT J&K**

3.27 Government decided to permit all Central Government employees to travel by air to Jammu and Kashmir against conversion of one block of their hometown LTC. While employees of Government of India can travel by air in economy class from Delhi and Amritsar to any place in J&K by any airline subject to their entitlement being limited to LTC 80 fares of Air India. Journey from their place of posting up to Delhi and Amritsar will have to be undertaken as per entitlement. This scheme shall be effective up to 17th June, 2014.

**RECRUITMENT AGENCIES**

3.28 The Union Public Service Commission (UPSC) and the Staff Selection Commission (SSC) are the two designated recruitment agencies administered by the Department of Personnel and Training. While the UPSC is a Constitutional body set up under Article 315 of the Constitution, the Staff Selection Commission has been set up by Resolution of the Government and it has the status of an attached office of the Department of Personnel and Training. Both these agencies enjoy the reputation for selecting candidates for the Government services in fair, objective and impartial manner. The candidates for the various examinations come from a variety of social environment and different disciplines.

**SET UP AND FUNCTIONS OF UNION PUBLIC SERVICE COMMISSION**

3.29 The Union Public Service Commission comprises a Chairman and ten Members. The UPSC makes recruitment for the All India Services, Group ‘A’ Central Civil Services/posts, and Group ‘B’ Gazetted posts in Ministries/Departments of the Central Government. The Commission also conducts the examination for recruitment of Commissioned officers in the Defence Forces. Some Union Territories (UTs) also avail the services of the Union Public Service Commission for recruitment to the posts under the UT.

3.30 The functions of the Commission are as specified in Article 320 of the Constitution. By exercise of powers conferred by the proviso to Article 320 (3) of the Constitution the President has made the UPSC (Exemption from Consultation) Regulations, 1958 as amended from time to time, as respects the All India Services and also as respects other services and posts in connection with the affairs of the Union.
specifying the matters in which it shall not be necessary for the UPSC to be consulted. The latest 62nd Annual Report of the Union Public Service Commission for the period 01.04.2011 to 31.03.2012 was laid on the Table of Lok Sabha and Rajya Sabha on 19.12.2012.

3.31 The major activities of the Commission during the period from April 1, 2011 to March 31, 2012, as included in the above Annual Report are given below:

- Under recruitment through examination method, the Commission conducted 14 examinations, 10 for recruitment to Civil Services/Posts and 4 for Defence Services; a total of 21,02,131 applications were received and processed; 9938 candidates interviewed for Civil Services/Posts (interviews for Defence Services were conducted by SSB of Min. of Defence) and 6863 candidates recommended for appointment to various posts, 5007 (including 307 candidates recommended through Reserve List) for Civil Services/ Posts and 1,856 for Defence Services/Posts.

- A Committee of Experts’ headed by Prof. B.B. Bhattacharya, EX- V.C., J.N.U. was formed to examine the issue of medium of language in the interview for Personality Test in the Civil Services Examination. The recommendations of the Committee, as accepted by the Commission and duly approved by Govt. have been duly implemented by including the same in instructions for the candidates contained in the Detailed Application Form for the Civil Services (Main) Examination, 2011.

- A Committee of Experts’ under the Chairmanship of Prof. Arun S. Nigavekar, Ex-Chairman, University Grants Commission, has been formed to review the existing structure of Civil Services (Main) Examination and suggest necessary changes, if required.

- A High Level Standing Committee constituted by the Commission to examine the modalities for implementing the recommendations of the Parliamentary Resolution on Official Languages dated 18th January 1968, has submitted its Report to the Commission on 10th January 2012. The Commission after accepting the recommendations made by the Committee in the report has duly forwarded the same to the Government on 12th March 2012.

- The Union Public Service Commission received 295 requisitions (including 30 reopened cases) involving 1,972 posts.
for Direct Recruitment by Selection from various Ministries/Departments. Taking into consideration the requisitions carried over from the previous year, the Commission, in all, processed 528 requisitions involving 4,008 posts. Of these, 130 requisitions involving 1,511 posts were treated as closed for want of clarifications from the concerned Ministries/Departments. In all, 189 requisitions involving 920 posts were advertised during the year 2011-12. However, recruitment action in respect of three requisitions involving four posts, were treated as cancelled on the request of the Ministries/Departments, after these posts had been advertised.

- During the year 2011-12, a total of 44,442 applications were received in direct recruitment cases; 5,238 candidates were called for interview and 3,946 candidates were actually interviewed. The number of candidates recommended during the period under report was 1,036.

- 277 cases involving 1339 posts, for which 93,523 applications had been received, could be finalized culminating in the recommendation of 1,036 candidates, thus registering an Applicants to Post Ratio of 70 and a Recommendation to Post Ratio of 0.77.

- In five cases of Direct Recruitment by Selection, in which the number of applicants was very high as compared to the number of vacancies, Recruitment Tests were conducted for short-listing of suitable number of candidates for Selection. In one case, Proficiency Test was also conducted during the year.

- In respect of 303 posts to be filled by Direct Recruitment by Selection none of the candidates from amongst those who had applied, was found suitable. Most of these posts required specialized medical, engineering or scientific qualifications.

- The Commission made recommendations in respect of 6,747 officers/posts in regard to suitability of candidates/officials for promotion, deputation, absorption etc.

- The Commission considered the service records of 15,426 officers and recommended (a) 6,507 officers for promotion in Central Services and (b) 240 officers for appointment on deputation/absorption.

The Commission recommended 2246 SC, ST and OBC candidates to fill up the posts reserved for them in recruitment by examination. It also recommended 171 SC, ST and OBC candidates in respect of examinations held in 2009-10 and 2010-11 from the Reserve List during the period under report. In addition to these 50 SC/ST/OBC candidates were
The Commission recommended 104 candidates belonging to the Scheduled Castes, 41 to the Scheduled Tribes and 233 to the Other Backward Classes to fill 67.3 percent of the posts reserved for them out of the posts filled by Direct Recruitment by Selection. This figure does not include 24 candidates belonging to the Scheduled Castes, 05 candidates to the Scheduled Tribes and 107 candidates to the Other Backward Classes who were recommended against unreserved post.

The Commission recommended 14 candidates with disabilities out of the 26 posts reserved for them out of the posts filled by Direct Recruitment by Selection and one such candidate was recommended against an unreserved post.

Commission has taken a decision to start a Series of Lectures on ‘Governance and Public Service’ on the occasion of the Foundation Day of the Commission celebrated every year on 1st October. The Second Lecture of the Series was delivered by Hon’ble Vice President of India, Shri Hamid Ansari on 3rd May, 2011 and Third Lecture of the Series was delivered by the former Hon’ble President of India, Dr. A.P.J. Abdul Kalam on 1st December, 2011 at Vigyan Bhawan, New Delhi.

6 Foreign Delegations from Afghanistan (twice), Kenya, Taiwan, South Africa and Mongolia visited the Commission and held discussion on various issues related to selection methods.

SET UP AND FUNCTIONS OF STAFF SELECTION COMMISSION

The set up of the Staff Selection Commission (SSC) comprises its Headquarters located in New Delhi and 09 Regional/sub Regional offices located at different parts of the country. The SSC (Hqrs.) comprises one Chairperson, two Members, one Secretary-cum Controller of Examinations and other supporting officers and staff. The Regional/Sub-Regional offices are responsible for receipt and processing of applications for various examinations, issue of admit-cards to the candidates and conduct of examinations, interviews and Physical Endurance Tests (wherever required) either at the Regional Headquarters or other major cities in the regions.

The role of the Staff Selection Commission is to make recruitment to Group ‘C’ (non-technical) and Group ‘B’ (non-gazetted) posts in Ministries/Departments of Government of India and its attached and subordinate offices except those for which recruitment is made by the Railway Recruitment Boards and those exempted from the purview of SSC.
3.34 The Staff Selection Commission has Nine Regional/Sub-regional Offices in different parts of the country. These Regional/Sub-regional Offices perform the functions of Controller of Examination and are responsible for receipt and processing of applications for various examinations, issue of admit cards to the candidates, conducting examinations, interviews and Physical Endurance Tests (wherever required) either at Regional Headquarters or other major cities in the regions. The jurisdiction of the various Regional Offices is as under:

**Regional Offices and their Jurisdiction**

Shri V. Narayansamy, Hon’ble Minister of State (PP) inaugurating the Question Bank Workshop in New Delhi.
### Region Jurisdiction

1. Northern Regional Office at New Delhi
   - Delhi, Rajasthan and Uttarakhand

2. Central Regional Office at Allahabad
   - Uttar Pradesh and Bihar

3. Western Regional Office at Mumbai
   - Gujarat, Maharashtra, Goa and Union Territories of Dadar & Nagar Haveli and Daman and Diu

4. Eastern Regional Office at Kolkata
   - West Bengal, Orissa, Sikkim, Jharkhand and U. T. of Andaman and Nicobar Islands.

5. North-Eastern Regional Office at Guwahati
   - Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland and Tripura.

6. Southern Regional Office at Chennai
   - Andhra Pradesh, Tamil Nadu and Union Territory of Pondicherry.

7. Kerala-Karnataka Regional Office at Bangalore
   - Karnataka, Kerala and Union Territory of Lakshadweep.

8. Madhya Pradesh Sub-Regional Office at Raipur
   - Madhya Pradesh and Chhattisgarh.

9. North-Western Sub-Regional Office at Chandigarh
   - Jammu & Kashmir, Himachal Pradesh, Haryana, Punjab and Union Territory of Chandigarh.

### Details of Registered Candidates for Examinations held/Advertised during 2012-13 (April 2012 onwards)

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of Examination</th>
<th>Date of Advt.</th>
<th>Date of Exam</th>
<th>No. of candidates registered for examination</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>JE (Civil, Mechanical, Electrical, Quantity Surveying and Contract) Exam, 2012</td>
<td>12.01.2012</td>
<td>08.04.2012</td>
<td>195111</td>
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<tr>
<td>2.</td>
<td>FCI Examination, 2012 for Paper-II</td>
<td>15.04.2012</td>
<td>50689</td>
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3.35 During 2012-13 the details of registered Candidates for examinations conducted by the Staff Selection Commission are as under:
<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of Examination</th>
<th>Date of Advt.</th>
<th>Date of Exam</th>
<th>No. of candidates registered for examination</th>
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<tbody>
<tr>
<td>4.</td>
<td>Re-exam of Sepoy in NCB</td>
<td></td>
<td>13.05.2012</td>
<td>31464</td>
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<td>6.</td>
<td>SI in CAPFs and ASI in CISF Exam 2012</td>
<td>17.02.2012</td>
<td>27.05.2012</td>
<td>325481</td>
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<td>7.</td>
<td>Selection Posts</td>
<td>N.A.</td>
<td>N.A.</td>
<td>344938</td>
</tr>
<tr>
<td>13.</td>
<td>Paper-II of Sub-Inspectors in CAPFs and Assistant Sub-Inspector in CISF, Examination-2012</td>
<td></td>
<td>29.07.2012 (AN)</td>
<td>72370</td>
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<tr>
<td>15.</td>
<td>CGL (Tier-II Examination) 2012 Paper-I &amp; II</td>
<td>16.09.2012</td>
<td></td>
<td>121307</td>
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<tr>
<td>17.</td>
<td>UD Deptt. Exam 2012</td>
<td>11.08.2012</td>
<td>04.11.2012</td>
<td>100</td>
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<tr>
<td>18.</td>
<td>CST for Selection posts</td>
<td>----</td>
<td>28.10.2012</td>
<td>863</td>
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<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>8514648</strong></td>
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Results in 2012-13 (till 15.11.2012)

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<tr>
<th>S. No.</th>
<th>Examination</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>CHSL Exam, 2011 (DEO)</td>
<td>1029</td>
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<tr>
<td>2.</td>
<td>CHSL Exam, 2011 (LDC)</td>
<td>1693</td>
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<tr>
<td>3.</td>
<td>Recruitment of Constables (GD) in ITBP 2011 (Additional List)</td>
<td>6853</td>
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<tr>
<td>4.</td>
<td>Recruitment of Constable (GD) in other CAPFs 2011 (Additional Lists)</td>
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<td>5.</td>
<td>FCI AG II &amp; III Exam, 2012 Select List &amp; Reserve Lists</td>
<td>3671</td>
</tr>
<tr>
<td>7.</td>
<td>Constable/Rifleman Exam, 2012- (Female)</td>
<td>1366</td>
</tr>
<tr>
<td>8.</td>
<td>Constable/Rifleman Exam, 2012 – (Male)</td>
<td>37553</td>
</tr>
<tr>
<td>9.</td>
<td>IIS Gr. B. Exam, 2012</td>
<td>123</td>
</tr>
<tr>
<td></td>
<td><strong>Total :</strong></td>
<td><strong>60926</strong></td>
</tr>
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</table>

PROGRESSIVE USE OF HINDI IN COMMISSION’S WORK

3.36 During the period under review, provision of Section 3(3) of Official Language Act, 1963 and Official Language Rules, 1976 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 three regions namely A, B and C as per targets prescribed by the Department of Official Language. Under the cash Award Scheme for the year 2011-12, one employee of SSC (HQ) was given cash award for doing original work in Hindi.
3.37 In order to encourage the progressive use of Hindi in the official work and to create interest among the Officers/Officials for its usage, Hindi software “Akshar Naveen” 2.0 which is Unicode compliant is being used. All the Regional/sub-Regional offices of Commission (HQ) too are using this Hindi Software. Hindi Fortnight was organized from 14th September, 2012 to 28th September, 2012. During the fortnight, Essay writing, Typing Test, Noting and Drafting, Poem recitation, Debate, Hindi dictation for junior staff and Stenography competitions were organized. Cash award and certificates were also distributed to the winners by the Chairman, SSC in the concluding session. A one day Hindi Workshop was also organized on 21st September, 2012 on “Noting and Drafting”. Thirty officials were trained in the workshop.

Public Enterprises Selection Board

3.38 The Public Enterprises Selection Board {PESB} is a high powered body
constituted by Government of India vide Resolution dated 3.3.1987 which was subsequently amended from time-to-time, the latest being on 4.4.08. 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 appointment to top management posts. The PESB is headed by a full – time Chairman with three Members.

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

a) To be responsible for the selection of personnel for the posts of Chairman, Managing Director or Chairman-cum-Managing Director and Functional Directors in PSEs as well as in posts at any other level as may be specified by the Government.

b) To advise Government on matters relating to appointments, confirmation or extension of tenure and termination of services of the personnel of the above mentioned levels.

c) To advise Government on the desired structures at the Board level, and for senior management personnel, for each PSE or group of PSEs.

d) To advise Government on a suitable performance appraisal system for both the PSEs and the managerial personnel in such enterprises.

e) To advise Government on formulation and enforcement of a code of conduct and ethics for managerial personnel in PSEs.

f) To advise Government on evolving suitable training and development programs for management personnel in PSEs.

g) To build data bank containing data relating to the performance of PSEs and their officers.

3.40 During the year 2012-2013 (up to 15.11.2012), the PESB has made 77 recommendations for appointment of Board level executives. PESB has also recommended extension/non-extension in 8 cases and confirmation in 3 cases. There were a large number of backlog vacancies earlier and all have been cleared. Recommendations are being sent six months in advance of the occurrence of anticipated vacancy and within four month of occurrence of unforeseen vacancies.

3.41 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 of non-confirmation and non-extension of tenure.

3.42 As per latest ACC orders, Ministries are required to send proposals to PESB only in cases of non-confirmation of tenure
of Board level incumbents on performance grounds i.e., in cases where the score on the special performance report (SPR) is less than 37.5.

3.43 A CMD/MD/Functional Director would be deemed to be confirmed unless the Ministry/Department sends a proposal to the PESB, to the contrary, within 30 days after the expiry of one year of the executive’s contractual period.

3.44 Within this stipulated period of one year and thirty days, the Ministry shall issue necessary order for confirmation, if the Ministry fails to send a proposal to the contrary, to the PESB.

3.45 Now only proposals of non-extension on performance grounds are required to be sent to PESB by the Administrative Ministries. All cases of extension shall be referred to the ACC, as is the existing procedure.

3.46 The PESB in consultation with DPE has evolved a benchmarking system to be applicable while considering proposals for extension. All proposals in which the incumbent meets the benchmark and the Ministry/Department decides to recommend extension shall be referred to the ACC for approval, not later than two months before the scheduled expiry of the tenure of the incumbent. No reference would be needed to PESB in such cases.

3.47 All proposals wherein the incumbent does not meet the benchmark shall be referred to the PESB by the Department/Ministry concerned. This reference has to be made six months before the scheduled expiry of tenure of the incumbent. The recommendation of the PESB shall be referred to the ACC for orders.

3.48 ACC has directed that in view of large number of applications being received for Board level positions in CPSEs, short listing of eligible candidates be done and only fifteen applicants called for a Selection Meeting.

RESERVATION IN THE CENTRAL GOVERNMENT SERVICES

3.49 The Government has taken several steps for the upliftment and welfare of Scheduled Castes, Scheduled Tribes, Other Backward Classes and Persons with Disabilities. One such step is to give them reservation in services under the State. The ex-servicemen also get reservation in services.

RESERVATION FOR SCs, STs AND OBCs:

3.50 Clause (4) of Article 16 of the Constitution of India enables the State to make provision for reservation in 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 provides that the claims of the members of the Scheduled Castes and the Scheduled Tribes shall be taken into consideration, consistently 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.

3.51 Armed with powers given by the Constitution, the 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). Such members of Other Backward Classes who fall in creamy layer, however, do not get the benefit of reservation.

3.52 Reservation to SCs, STs and OBCs, in case of direct recruitment, is available in all groups of posts. When direct recruitment is made on all India basis by open competition, reservation for SCs, STs and OBCs is respectively 15%, 7.5% and 27%; and when direct recruitment is made 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 and 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 is fixed keeping in view of their proportion in the population of the State/UT and that it is not more than 27% and total reservation for SCs, STs and OBCs does not exceed the limit of 50%.

3.53 The Government has carved out a sub-quota of 4.5 per cent for minority communities from within the 27% reservation for OBCs vide Department of Personnel and Training’s OM No. 41018/2/2011-Estt.(Res.) dated 22.12.2011. However, the Andhra Pradesh High Court has quashed the same order. An SLP has been filed by the Ministry of Human Resource Development in the Supreme Court against the decision of the High Court of Andhra Pradesh and the matter is sub-judice.

3.54 Reservation in promotion by non-selection method is available to SCs and STs in all groups of services at the rate of 15% and 7.5%, respectively. In case of promotion by selection method, SCs and STs get the benefit of reservation upto the lowest rung of Group ‘A’ and quantum of
reservation for them in such case is the same as in the case of promotion by non-selection. However, no reservation is given in the matter of promotion to the grades of posts or services in which the element of direct recruitment, if any, exceeds 75 percent. There is no reservation for OBCs in the matter of promotion.

3.55 In promotion by selection to posts within Group ‘A’ which carry an ultimate salary of Rs.18,300/- or less (in pre-revised pay scale), there is no reservation, but 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, are included in that list provided they are not considered unfit for promotion.

3.56 Various relaxations and concessions are given to SC and ST candidates so as to improve their representation in services. For example, they get 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 fee and relaxation in standards of suitability. Likewise, the OBC candidates get 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. The SC/ST/OBC candidates appointed on their own merit are adjusted against unreserved vacancies. 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 de-reservation of vacancies in case of direct recruitment.

3.57 Provision of reservation has, over the period, helped in increasing the representation of SCs and STs in services of the Government of India. As per available information, they were only 13.17% and 2.25%, respectively, in services as on 1st January, 1965. As per available information their representation as on 1.1.2011 has now increased to about 17.2% and 7.4% (inclusive of safai-karamcharis), respectively. Similarly, the representation of SCs and STs in Group A service has increased to a great extent during last forty six years. While representation of SCs in Group ‘A’ services in 1965 was 1.64% only, it is about 11.5% now. Likewise, the representation of STs in Group ‘A’ services has increased from 0.27% in 1965 to about 4.8%. Representation of OBCs in services, as per information received from various Ministries/Departments is still quite low because reservation for them started only in 1993. It is also important to note that the information about OBCs does not appear to include such members of Other Backward Communities who were appointed prior to introduction of reservation for them.
or who fall within the creamy layer. It is expected that as a result of introduction of reservation, their representation in services would increase in due course of time.

3.58 Out of the total 73 Ministries/Departments, information has been received from 71 Ministries/Departments in regard to representation of SCs, STs and OBCs in services of the Central Government as on 1.1.2011. As per information received from the Ministries/Departments (excluding two Ministries) the representation of SCs, STs and OBCs as on 1st January, 2011 is given in the following table:

<table>
<thead>
<tr>
<th>Group</th>
<th>Total Employees</th>
<th>SCs</th>
<th>STs</th>
<th>OBCs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of SCs</td>
<td>%</td>
<td>No. of STs</td>
<td>%</td>
</tr>
<tr>
<td>A</td>
<td>77455</td>
<td>8922</td>
<td>11.5</td>
<td>3732</td>
</tr>
<tr>
<td>B</td>
<td>190134</td>
<td>28403</td>
<td>14.9</td>
<td>11357</td>
</tr>
<tr>
<td>C</td>
<td>*2744629</td>
<td>481072</td>
<td>17.5</td>
<td>207353</td>
</tr>
<tr>
<td>Total (including Safaikaramcharies)</td>
<td>3012218</td>
<td>518397</td>
<td>17.2</td>
<td>222442</td>
</tr>
</tbody>
</table>

*including erstwhile Group ‘D’.

The above information does not include data in respect of two Ministries, from whom the information is awaited.

3.59 Almost all the vacancies reserved for SCs, STs and OBCs in the All India Services and other Central services to which recruitment is made through the Civil Services Examination have been filled by the candidates of respective categories in the recent years. Number of vacancies reserved in Indian Administrative Service, Indian Foreign Service and Indian Police Service for the year of Examination, 2011 and vacancies filled up are given in the following statement:

<table>
<thead>
<tr>
<th>Service(s)</th>
<th>Unreserved</th>
<th>Scheduled Castes</th>
<th>Scheduled Tribes</th>
<th>Other Backward Classes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Vacancies earmarked unreserved</td>
<td>Service allocated as unreserved</td>
<td>Vacancies Ear-marked / reserved For SCs</td>
<td>Service allocated to SCs</td>
</tr>
<tr>
<td>I.A.S</td>
<td>85</td>
<td>85*</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td>I.F.S.</td>
<td>23</td>
<td>23</td>
<td>05</td>
<td>05</td>
</tr>
<tr>
<td>I.P.S.</td>
<td>78</td>
<td>78</td>
<td>21</td>
<td>21</td>
</tr>
</tbody>
</table>

Note: - DoPT is Cadre Controlling Authority for IAS only. Thus, the detail for IAS in columns above is actual appointment. In case of other two services i.e. IFS and IPS, the information is on the basis of confirmed allocation made. This Department does not have data on the actual number of candidates who joined the Service.

* Appointment have been offered to 85 candidates, however, one candidate has not joined as yet.
Quantum of reservation for the SCs, STs and OBCs in any grade/cadre is determined on the basis of number of posts in the grade/cadre. However, in small cadres having less than 14 posts, where it is not possible to give reservation to all the three categories on the basis of this principle, reservation is provided by rotation by way of L-Shaped 14-Point rosters prescribed by Department of Personnel and Training’s Office Memorandum No.36012/2/96-Estt. (Res.) dated 2.7.1997. While determining reservation, it is ensured that total number of reserved posts for SCs, STs and OBCs in any cadre does not exceed 50% of the total number of posts in the cadre. At the same time, total number of vacancies earmarked/reserved in a year in any cadre should not be more than 50% of the total vacancies of the year. However, the backlog reserved vacancies are treated as a separate and distinct group, on which limit of 50% does not apply.

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 within the Ministry/Department under the direct control of the Liaison Officer to assist him to discharge his duties effectively. In offices under the control of Head of Department also, 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.

Orders were issued on 6-3-1997 for appointment of separate Liaison Officers in each Ministry/Department for looking into the matters concerning reservation for Other Backward Classes.

Instructions issued by Government of India about reservation are mutatis mutandis followed by the Public Sector Undertakings, Financial Institutions including the Public Sector Banks. The autonomous bodies such as statutory and semi-government bodies also make reservations on the same lines in their services. Instructions exist to the effect that a clause providing for reservation should be included in terms and conditions while giving grant to the voluntary agencies
employing more than 20 persons on regular basis and meeting at least 50 per cent of their recurring expenditure from grants-in-aid from Central Government.

3.64 In order to protect the interests of SC/ST/OBC communities and to ensure that the posts reserved for them are filled up only by candidates belonging to these categories, it has been decided that where sufficient number of candidates belonging to these categories are not available to fill up the vacancies reserved in direct recruitment for them, the vacancies would not be filled. These unfilled vacancies become backlog reserved vacancies for the subsequent recruitment year. This Department has been launching Special Recruitment Drives to fill up the backlog vacancies reserved for SCs and STs from time to time. Special Recruitment Drives (SRDs) were launched to fill up backlog vacancies of SCs and STs in 1989, 1990, 1991, 1993, 1995, 1996 and 2004. More than 60,000 backlog vacancies were filled by way the Drive launched in 2004.

3.65 The latest Special Recruitment Drive was launched in November, 2008 to fill up the backlog reserved vacancies of SCs, STs and OBCs which was concluded on 31.3.2012. As per information received from the Ministries/Departments, there were a total of 75,522 backlog reserved vacancies as on 1st November, 2008 of which 47,727 vacancies have been filled up by the end of March, 2012, the details are given as under:-

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Category</th>
<th>Number of backlog vacancies identified</th>
<th>Number of backlog vacancies filled</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>DR</td>
<td>Promotion</td>
</tr>
<tr>
<td>1.</td>
<td>SCs</td>
<td>10955</td>
<td>13458</td>
</tr>
<tr>
<td>2.</td>
<td>STs</td>
<td>11400</td>
<td>17637</td>
</tr>
<tr>
<td>3.</td>
<td>OBCs</td>
<td>22072</td>
<td>not applicable</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>44427</td>
<td>31095</td>
</tr>
</tbody>
</table>

3.66 Instructions exist that the Ministries/ Departments etc. should endeavour to nominate to the maximum extent possible, a Scheduled Caste/ Scheduled Tribe officer on the Selection Boards, Departmental Promotion Committees constituted for various posts/services under them. Particularly, where a Selection Board or 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.
3.67 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 is mandatory to have one member belonging to SC/ST/OBC and one member belonging to Minority Community in such Committees/Boards. One of the members of the Selection Committee/Board, 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 Class Officer, a Minority Community officer and a lady officer for inclusion in such Committees/Boards.

RESERVATION FOR EX-SERVICEMEN

3.68 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 upto 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 Director General (Resettlement), Ministry of Defence monitors the implementation of these orders in the Central Government Agencies.

3.69 Reservation for ex-servicemen and Persons with Disabilities (PwDs) 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.

3.70 The Ex-servicemen (Re-employment in Central Civil Services and Posts) Rules, 1979 regulates recruitment of Ex-servicemen as a measure of their rehabilitation. The Rules were first notified in 1979 and subsequent amendments have been made on 12th February, 1986, 27th October, 1986 and 27th March, 1987.
3.71 Further amendments have been made in the Rules as stated below in the year 2012 in exercise of the powers conferred by the proviso to article 309 of the Constitution:

- Definition of Ex-servicemen [Clause (c), Rule 2];
- Applicability of Reservation (Rule 3);
- Extent of Reservation [Sub Rule (1), (2) and (3) of Rule 4];
- Age relaxation of Ex-servicemen (Rule 5).

3.72 The Ex-servicemen (Re-employment in Central Civil Services and Posts) Amendment Rules, 2012 have been published in the Gazette of India (Extraordinary) under G.S.R. 757 (E) on 10th October, 2012.

SUPREME COURT’S RECENT JUDGEMENTS IN REGARD TO RESERVATION IN PROMOTION AND REMEDIAL ACTION TAKEN BY THE GOVERNMENT

3.73 The Supreme Court in the case of M. Nagaraj vs. Union of India & Others has observed that the concerned State will have to show in each case the existence of the compelling reasons, namely, backwardness, inadequacy of representation and overall administrative efficiency before making provision for reservation. The impugned provision is an enabling provision. The state is not bound to make reservation for SC/ST in matter of promotions. However, if they wish to exercise their discretion and make such provision, the State has to collect quantifiable data showing the backwardness of the class and inadequacy of representation of that class in public employment in addition to compliance of Article 335. In the recent past, the Hon’ble Supreme Court in the matter of Rajesh Kumar vs. Uttar Pradesh Power Corporation Limited has struck down reservation in promotion in services of the State of Uttar Pradesh for the reason that the conditions laid down in M.Nagaraj’s case were not complied with. Earlier also, the Apex Court in the matter of Surajbhan Meena vs. State of Rajasthan had quashed the provision of reservation in promotion in the State of Rajasthan. In order to provide Constitutional safeguards to the people belonging to Scheduled Caste and Scheduled Tribe, it was decided to further amend the Constitution of India to provide impediment free reservation to Scheduled Castes and Scheduled Tribes in promotion. Accordingly, the Government introduced “the Constitution (One Hundred and Seventeenth Amendment) Bill, 2012” in the Rajya Sabha on 5.09.2012, which was passed by Rajya Sabha on 17.12.2012 and is transmitted to the Lok Sabha for consideration.
RESERVATION FOR PERSONS WITH DISABILITIES

3.74 Section 33 of the Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995 (PWD Act) 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. Section 32 of the Act requires the Government to identify posts in establishments which can be reserved for the persons with disability.

3.75 The PWD Act came into force only in 1996. However, it was much before in November, 1977 that reservation for persons with disabilities was introduced in case of direct recruitment to Group 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, reservation for persons with disabilities was made applicable in identified Group A and B posts also in case of direct recruitment.

3.76 With a view to streamlining the procedure of reservation for persons with disabilities, the Department of Personnel and Training, Government of India issued consolidated instructions on the subject in December, 2005. As per these instructions, reservation for persons with disability is now available in all Groups of posts 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 identified posts. As provided in the Act, the benefit of reservation goes to persons suffering from (i) blindness or low vision, (ii) hearing impairment and (iii) locomotor disability or cerebral palsy, each category being entitled to 1% reservation. The cases of orthopedically handicapped persons are covered under the category of locomotor disability or cerebral palsy.

3.77 Various concessions are given to persons with disabilities like upper age limit for persons with disabilities is relaxable (a) by ten years (15 years for SCs/STs and 13 years for OBCs) in case of direct recruitment to Group ‘C’ and Group ‘D’ posts; (b) by 5 years (10 years for SCs/STs and 8 years for OBCs) in case of direct recruitment to Group ‘A’ and Group ‘B’ posts where recruitment is made otherwise than through open competitive examination; and (c) by 10 years (15 years for SCs/STs and 13 years for OBCs) in case of direct recruitment to Group ‘A’ and Group ‘B’ posts through open competitive examination. The relaxation in age limit
is given to them irrespective of the fact whether the post is reserved or not, provided the post is identified suitable for persons with disabilities. Apart from age relaxation, they also get exemption from payment of application fee and examination fee and relaxation in standards of suitability. 72 Ministries/Departments have supplied information about representation of Persons with Disabilities in the Central Government Services as on 1st January, 2011. Representation of Persons with Disabilities in the Central Government Services as on *1.01.2011 is given in the following table:-

<table>
<thead>
<tr>
<th>GROUP</th>
<th>Number of Persons with Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>VH</td>
</tr>
<tr>
<td>A</td>
<td>24</td>
</tr>
<tr>
<td>B</td>
<td>68</td>
</tr>
<tr>
<td>C</td>
<td>1299</td>
</tr>
<tr>
<td>D</td>
<td>320</td>
</tr>
<tr>
<td>Total</td>
<td>1711</td>
</tr>
</tbody>
</table>

*Data does not include information in respect of one Ministry.

3.78 If any vacancy reserved for any category of disability cannot be filled by a person with disability due to non-availability of a suitable person with that disability or for any other sufficient reason such vacancy is not filled and is carried forward as a ‘backlog reserved vacancy’ to the subsequent recruitment year. In the subsequent recruitment year, the ‘backlog reserved vacancy’ is treated as reserved for the category of disability for which it was kept reserved in the initial year of recruitment and filled as such. However, if a suitable person with that disability is not available in the subsequent recruitment also, it may be filled by interchange among the three categories of disabilities, failing which by appointment of a person other than a person with disability. Thus if a vacancy is earmarked reserved for any category of disability and a suitable person with that disability is not available to fill it up in the initial year of recruitment, it becomes a ‘backlog reserved vacancy’ for the first subsequent recruitment year.

3.79 A Special Recruitment Drive was launched to fill up the backlog reserved vacancies for persons with disabilities in November, 2009. As per information received from Ministries/Departments, there were a total of 6003 backlog vacancies for Persons with Disabilities (PwD) in direct recruitment as well as in promotion as on 15th November, 2009. Out of the 6003 backlog vacancies for PwDs, 2388 vacancies were filled up.
CHAPTER 4

CADRE MANAGEMENT

This Department is responsible for Cadre Management of All India Services (IAS, IPS and IFS) which includes framing and revising rules and regulations regarding service conditions of the employees, in consultation with the Ministry of Home Affairs and Ministry of Environment and Forests. Matters relating to framing and amendment of recruitment rules, clarification related to rules etc., are examined and processed in this Division. Some of the important issues/initiatives taken during the year include:

4.2. Amendments in AIS Rules

a) Indian Police Service (Probationers’ Final Examination) Rules, 2012 has been notified on 25.06.2012 in supersession to Indian Police Service (Probationers’ Final Examination) Rules, 1999.

b) Amendment in Explanation 1 in Rule 2(c) of AIS (Medical Attendance) Rules, 1954 related to enhancement of income limit for dependency of the family member from Rs. 1500/- to Rs. 3500/-, has been notified on 21.11.2012.

c) Amendment in rule 16(3) of AIS (DCRB) Rules, 1958 providing two tiers of intensive reviews of All India Service Officers on completion of 15 years of qualifying service and again on completion of 25 years of qualifying service to assess the suitability of the officers for their further retention in service or otherwise, has been notified on 31.01.2012.

d) Amendment in Rule 6 of IFS and IPS (Pay) Rules, 2007, regulating Pay fixation of a Member of Service (MOS) on his reversion to the Cadre after grant of Proforma Promotion to him, has been notified on 20.06.2012.

Cadre strength of IAS

4.3 The authorized cadre strength of the IAS as on 01.01.2012 was 6154 and the number of officers in position was 4368. The corresponding figures are 6217 and 4737 as on 01.01.2013 respectively. The authorized cadre strength and the number of officers in position in different years since 1951 are as given below:
<table>
<thead>
<tr>
<th>Year (As on 1st January)</th>
<th>Authorized cadre strength</th>
<th>No. 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>
<tr>
<td>2007</td>
<td>5422</td>
<td>4731</td>
</tr>
<tr>
<td>2008</td>
<td>5460</td>
<td>4761</td>
</tr>
<tr>
<td>2009</td>
<td>5671</td>
<td>4572</td>
</tr>
<tr>
<td>2010</td>
<td>5689</td>
<td>4534</td>
</tr>
<tr>
<td>2011</td>
<td>6077</td>
<td>4456</td>
</tr>
<tr>
<td>2012</td>
<td>6154</td>
<td>4368</td>
</tr>
<tr>
<td>2013</td>
<td>6217</td>
<td>4737</td>
</tr>
</tbody>
</table>

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

4.5 In the year 2012, notifications have been issued revising the strength and composition of the following cadres participating in the All India Services:

**Indian Administrative Service**

1. West Bengal

**Indian Forest Service**

1. Himachal Pradesh
2. Jharkhand
3. Karnataka
4. West Bengal

4.6 Guidelines for premature retirement of AIS officers under amended rule 16(3) of AIS (DCRB) Rules, 1958 have been finalized and issued among States on 28.06.2012. It is worth mentioning that the Rule 16(3) of AIS (DCRB) Rules, 1958 was amended in order to make it more significant and stringent to ensure efficiency in administration by weeding out dead woods at two stages instead of one stage as provided in the earlier Rule.

4.7 As per the amended rule, intensive review of All India Service officers is now proposed at two stages, firstly on completion of 15 years of qualifying service and secondly on completion of 25 years of service. The corresponding guidelines for reviewing of the records of the All India Service officers have also been suitably modified to make it more transparent and effective. The composition of Reviewing Committee has been modified
in the revised guidelines by including one member of SC/ST/Minority community along with one member as Member of Service in the Apex scale born on a different cadre. This has been done to ensure impartiality and transparency in the process.

**Commercial Employment**

4.8 As per Rule 26 of the All India Services (Death-Cum-Retirement Benefits) Rules, 1958 a pensioner shall not accept any commercial employment before the expiry of one year from the date of his retirement, except with the previous sanction of the Government. DOPT is the cadre controlling authority for IAS. During the year 2012, permission of the Central Government has been granted to 4 retired IAS officers for accepting commercial employment (post retirement) under this rule.

**Resignation of AIS Officers**

4.9 The issue of resignation of AIS officers is governed by Rule 5 of AIS (DCRB) Rules, 1958. Rule 5(1) of AIS (DCRB) Rules, 1958 provides that no retirement benefits may be granted to a person who has been dismissed or removed from the service or who has resigned from the service. During the current year i.e. 2012, resignation of 1 (one) IAS officer was accepted by the Government.

4.10 In 2010, the Union Public Service Commission conducted the Civil Services Examination for recruitment to the following 24 services out of which 19 are Group ‘A’ Services and the remaining 5 are Group ‘B’ Services.

i) The Indian Administrative Service.

ii) The Indian Foreign Service.

iii) The Indian Police Service.

iv) The Indian P&T Accounts and Finance Services. Group ‘A’

v) The Indian Audit and Accounts Service, Group ‘A’

vi) Indian Revenue Service (Customs & Central Excise) Gr. ‘A’

vii) The Indian Defence Accounts Service, Group ‘A’

viii) The Indian Revenue Service, (I.T) Group ‘A’


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) Post of Assistant Security Officer, Group ‘A’ in Railway Protection Force.

xvi) The Indian Defence Estates Service, Group ‘A’
xvii) The Indian Information Service, Junior Grade Group ‘A’

oxviii) The Indian Trade Service, Group “A’ (Gr.III)

xix) The Indian Corporate Law Service, Group ‘A’.

xx) The Armed Forces Headquarters Civil Service, Group ‘B’ (Section Officer’s Grade).

xxi) The Delhi, Andaman and Nicobar Islands, Lakshadweep, Daman & Diu and Dadra & Nagar Haveli Civil Service, Group ‘B’.

xxii) The Delhi, Andaman and Nicobar Islands, Lakshadweep, Daman & Diu and Dadra & Nagar Haveli Police Service, Group ‘B’

xxiii) Pondicherry Civil Service, Group ‘B’

xxiv) Pondicherry Police Service, Group ‘B’.

4.11 On the basis of the results declared in the year 2012 of the Civil Services Examination, 2011, the number of candidates allocated to the IAS, IFS and IPS, Central Services Group ‘A’ and Central Services Group ‘B’ as on date are as under:

<table>
<thead>
<tr>
<th>Service</th>
<th>Category Wise Allocation as on 28.12.2012 (Confirmed Basis)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General</td>
</tr>
<tr>
<td>IAS</td>
<td>85</td>
</tr>
<tr>
<td>IFS</td>
<td>23</td>
</tr>
</tbody>
</table>

4.12 Inter-Cadre deputation:- Inter-cadre deputation is permissible to All India Service officers on completion of their nine years of service and before attaining promotion to super-time scale in his/her own home cadre. Such deputation is considered in view of the personal difficulties of the officers concerned and is permissible for a maximum period of 5 years in the entire service career of the officers and the period at a time thereof normally do not exceed three years.

4.13 Inter-cadre Transfer:- Inter-cadre transfer is normally permissible to an All India Service officer on the ground of his/her marriage to another officer of the All India Service. The couple is normally
transferred to one of the two cadres on which they are borne except home State of the officer whose cadre is changed. In the case of refusal by both the cadres the matter is formally taken up a second time with both the cadres. In case of continued refusal by both the cadres to accept the officers concerned, possibilities are explored for transfer of the officers to a third cadre being deficit one, subject to concurrence of the State Government concerned. Other grounds for cadre transfer of All India service officers is ‘extreme hardship’ which includes (a) threat to the life of the officer or his immediate family and (b) severe health problems to the officer or his immediate due to the climate or environment of the state to which he is allotted. In the case of lady officers borne on North Eastern cadres marries officer borne on another cadre the lady officer is mandatorily transferred to her spouse’s cadre if she so request except her home cadre. All India Service officers belonging to North Eastern cadre may be allowed transfer of cadre to any other cadre in the North East in relaxation of the existing conditions subject to availability of deficit in the insider quota.

**Determination of promotion quota vacancies**

4.14 As per timelines finalized by the UPSC in consultation with this Department regarding holding of Selection Committee meeting for promotion to IAS of various States/Cadres, this Department in consultation with State Governments had determined promotion quota vacancies of IAS both under State Civil Services and non-SCS cadre falling in respect of all States on or before 31st March 2011. Thereafter this Department had requested UPSC as well as State Governments to take further necessary action towards holding of Selection Committee meetings. This had been done with a view to provide sufficient time to States/UPSC for advance planning and scheduling of meetings so that the same are not bunched up in the fag end of the year. Through concerted effort of this Department UPSC and State Governments, it has been possible to have uptodate meetings in respect of 13 States / Cadre. Further in respect of 9 States / Cadres meeting of the Selection Committee for only one year is pending.

**Consultation with Stakeholders**

4.15 The DoPT is dealing with large number of issues relating to recruitment to All India Services, cadre management of IAS, implementation of DSPE Act, 1946, training to officers of various Services/Cadres. In order to achieve the objective of good governance by effective implementation of Government policies and programmes in the said fields concerted efforts of Government of India, State Governments and UPSC are required.
4.16 With a view to highlight the need about concerted effort of Government of Indian and State Governments in order to achieve the objective of good governance by effective implementation of Government policies and programmes in the said fields, two meetings with the stakeholders viz. Principal Secretaries (GAD) of State Governments, MHA, M/o E&F, UPSC etc. were held during 2011, under the Chairmanship of Secretary (P)/MOS (PP).

**Cadre Review of Group ‘A’ Services**

4.17 Periodical cadre reviews play a key role in an effective and proper cadre management. Such reviews provide an opportunity to the services to reassess and realign themselves to the emerging challenges in public service delivery. The reviews also help maintain a healthy balance between the functional requirements of an organisation and legitimate career aspirations of its officers. In terms of the extant guidelines, the ideal periodicity of cadre review is once every five years.

4.18 Cadre Review Division is mandated to facilitate the review of 58 existing Central Group ‘A’ Services. The cadre review proposals are scrutinised in this Division keeping in view the broad factors like functional requirements, stagnation at various levels, financial implications, measures for saving, organisational proficiency etc. The proposals are then referred to the Department of Expenditure for financial concurrence and placed before the Cadre Review Committee for its approval. The Division also renders advice to the Cadre Controlling Authorities for better cadre management. The Division also acts as the Secretariat for Cadre Review Committee constituted for review of individual service/cadre.

4.19 There are 58 Central Group ‘A’ Services. Out of these, the cadre review proposals of Indian Defence Service of Engineers (IDSE), Indian Revenue Service (Income Tax), Indian Revenue Service (Customs & Central Excise), Indian Civil Accounts Service, Central Power Engineering Service, Central Labour Service, Central Water Engineering Service, Indian Ordnance Factory Service and Indian Costs Accounts Service are at various stages of consideration. The proposals of Central Engineering Service (CPWD), Central Electrical & Mechanical Engineering Service (CPWD) and Central Architecture Service (CPWD) have been finally approved since publication of last report. In addition, two proposals to constitute two Organized Group ‘A’ Engineering Service namely, Indian Radio Regulatory Service and Indian Naval Material Management Service are under active consideration.

**CENTRAL SECRETARIAT SERVICE (CSS)**

4.20 The Central Secretariat Service (CSS) comprises the grades, starting from entry grade, of Assistant, Section Officer, Grade –I
(Under Secretary), Selection Grade (Deputy Secretary) and Senior Selection Grade (Director). Its cadre strength is more than 11,000 employees. Cadre management of CSS is handled in the CS-I Division of the Department of Personnel & Training, which includes, inter alia, policy making, framing rules and regulations and managing the human resources.

4.21 Cadre management of the grades of Under Secretary and above of CSS is centrally administered in the CS-I Division and that of the grades of Assistant and Section Officer are partly centralized. Functions such as conduct of DPC for promotions, cadre clearance for deputations etc. are carried out by respective Ministries/Departments (also known as cadre units) and other functions including issuing of zone of consideration for promotions, calculation of vacancies, maintenance of reservation roster etc. are done centrally by the CS.I Division.

4.22 The details of the grades comprising CSS are as under:-

<table>
<thead>
<tr>
<th>Grade</th>
<th>Classification</th>
<th>Pay Scales (Rs.)</th>
<th>Grade (Pay Band)</th>
<th>Sanctioned Strength post restructuring of 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Selection Grade (Director)</td>
<td>Group ‘A’ (Gazetted)</td>
<td>37400-67000 (PB-IV)</td>
<td>8700</td>
<td>600*</td>
</tr>
<tr>
<td>Selection Grade (Deputy Secretary)</td>
<td></td>
<td>15600-39100 (PB-III)</td>
<td>7600</td>
<td></td>
</tr>
<tr>
<td>Grade-I (Under Secretary)</td>
<td></td>
<td>15600-39100 (PB-III)</td>
<td>6600</td>
<td>1515**</td>
</tr>
<tr>
<td>Section Officer’s Grade – (After 4 years service)</td>
<td>Group ‘B’ (Gazetted)</td>
<td>15600-39100 (PB-III)</td>
<td>5400</td>
<td>3060**</td>
</tr>
<tr>
<td>Section Officer’s Grade – (Entry Grade for 4 years)</td>
<td></td>
<td>9300-34800 (PB-II)</td>
<td>4800</td>
<td></td>
</tr>
<tr>
<td>Assistant’s Grade</td>
<td>Group ‘B’ (Non-Gazetted)</td>
<td>9300-34800 (PB-II)</td>
<td>4600</td>
<td>6471$</td>
</tr>
</tbody>
</table>

* : The combined strength of Deputy Secretary/Director has been fixed at 600 with inter se flexibility subject to a ceiling of 40 Joint Secretary (in-situ) and 220 Directors. CSS officers empanelled as Joint Secretaries will be given in situ promotion as Joint Secretary in SAG grade at their current places of posting till they are placed under the Central Staffing Scheme, with such in-situ promotions restricted to 40 in number.

** : Includes posts encadred in CSS

$ : Includes posts encadred in CSS and 1467 posts approved for upgradation by Cabinet on 8.7.2010.
Major developments during the year

4.23 Promotions / Appointments

4.23.1 Joint Secretary (in-situ): Orders of appointment of Joint Secretary (in-situ) in respect of 22 CSS officers have been issued. As on 31.12.2012, 40 officers are working as JS (in-situ) across the Secretariat.

4.23.2 Director: The Select List of officers for promotion to the Senior Selection Grade (Director) of CSS for the year 2012 was issued on 3rd July, 2012 and orders of promotion of 47 officers to Senior Selection Grade were issued.

4.23.3 Deputy Secretary: Due to an ongoing litigation, no regular promotions to the Selection Grade (Deputy Secretary) could be made. Pending regular promotion, ad-hoc promotions have been made to the grade to fill up the vacancies existing as on 31st July, 2012 and arising thereafter. 247 officers of Grade-I (Under Secretary) have been promoted as Deputy Secretary on ad-hoc basis till 31.12.2012.

4.23.4 Under Secretary: Pending regular promotion to the grade due to ongoing litigation, 365 Section officers have been promoted to the grade of Under Secretary on ad-hoc basis to fill up the vacancies in the grade. Select Lists of Grade-I of CSS for the years 2009 and 2010 were issued covering 500 officers for promotion to the grade of Under Secretary on regular basis.

4.23.5 Section Officer: The zone of promotion of Assistants to the grade of Section Officer on ad-hoc basis was extended to fill up vacancies in the SO Grade. The last extension covered Assistants up to serial number 494 of SCSL 2003.

4.23.6 Assistants’ Grade: On the basis of the results of the Combined Graduate Level Examination (CGLE) 2011, 352 candidates for appointment as Assistant in the Central Secretariat Service have been nominated. With a view to avoid delay in joining by the candidates, this year it was decided to allocate the selected candidates to the Ministries/Departments who would complete the formality of appointment.

4.24 Transfers: Transfers of CSS officers are effected at the time of promotion in keeping with the provisions of the Rotational Transfer Policy (RTP) applicable for CSS. Out of the 247 officers promoted to the grade of Deputy Secretary on ad-hoc basis, 183 officers have been moved out and similarly, in the grade of Under Secretary, out of the 365 officers promoted to the grade, 272 officers have been shifted. In addition, transfers in all grades of CSS (non-promotion cases) have been carried out under RTP during the year and transfer of seven Joint Secretaries (in-situ), 18 Directors/Deputy Secretaries, 12
Under Secretaries, 501 Section Officers and 1238 Assistants were ordered during the year till 31.12.2012. In the remaining months of the financial year 2012-13, 102 Under Secretaries, 213 Section Officer and around 1200 Assistants are likely to be transferred under RTP.

4.25 Civil List of CSS: The draft Civil List of Grade-I (Under Secretary) and above of the CSS for the year 2012 has been circulated and will be printed after its finalisation.

4.26 Annual Property Returns of CSS Officers: Immovable Property Returns of CSS officers of Under Secretary and above levels are being maintained in CS-I Division. Out of 2031 CSS officers in these grades, 2021 have submitted their IPR for the year 2011.

4.27 Annual Performance Appraisal Report of CSS Officers: CS-I Division is entrusted with the task of maintenance and upkeep of the ACRs/APARs of the CSS officers of the level of Under Secretary and above. To facilitate data management, the APAR details of the officers are maintained in MS Access software. The position regarding availability and completion of APARs of the officers are being uploaded in DoPT website regularly and also being monitored through online monitoring system. The task of digitalisation and computerisation of all the APARs is also being undertaken.

4.28 Web based IT system for Cadre Management: A web-based cadre management system has been developed for effective and efficient cadre management of the three secretariat services with a view to replacing the current manual functioning of CS Division and making available comprehensive, accurate and real-time data for decision making and to facilitate timely and better quality of decision making for activities such as placements, training, promotions etc.

4.28.1 A contract was signed on 23rd April, 2012 with CMC Limited, Noida for design, development, deployment and maintenance of a web based enterprise solution for information and decision support for the three secretariat services. CMC Limited prepared and submitted System Requirement Study which was examined and accepted. Further, CMC Ltd., have also System Design Document (SDD). They have also designed the software for the 12 modules as required in the contract: (i) Employee Information System (ii) IPR Management System (iii) Vigilance System (iv) Voluntary Retirement (v) Grievance (vi) Cadre Strength Variation System (vii) Training (viii) Deputation (ix) Transfer and Posting (x) APAR (xi) Recruitment & Promotion (xii) PBBR. In the first phase of the project the personal data of about 8000 CSS officers have been received from various Ministries/Departments.
4.29 Cadre Training Plan for CSS:
A comprehensive Cadre Training Plan (CTP) is in place for CSS officers. ISTM, the nodal agency for training of CSS officers, has been entrusted with the job of conducting training programmes for all levels of CSS officers including foundational training for Direct Recruit Assistants. The training programmes are mandatory in nature and linked with the next promotion of the officers.

4.29.1 During the year 2012-13, ISTM has so far conducted 17 training programmes under the CSS-CTP and 14 training programmes are under implementation. The table below gives the level-wise details:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Training Programme</th>
<th>Eligible officers</th>
<th>Duration</th>
<th>Number of training courses held</th>
<th>Officers nominated during the year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Level A UDCs</td>
<td>4 weeks</td>
<td>5</td>
<td>195</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Level B Assistants</td>
<td>5 weeks</td>
<td>4</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Level D Section Officers</td>
<td>8 weeks</td>
<td>5</td>
<td>171</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Level E Under Secretaries</td>
<td>6 weeks</td>
<td>2</td>
<td>90</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Level F Deputy Secretaries</td>
<td>3 weeks</td>
<td>1</td>
<td>33</td>
<td></td>
</tr>
</tbody>
</table>

4.29.2 The following is the proposed schedules for training till end of Financial Year 2012-13.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Training Programme</th>
<th>Eligible officers</th>
<th>Duration</th>
<th>Number of training courses proposed</th>
<th>Number of Officers to be nominated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Assistant DR Direct Recruit Assistants on joining</td>
<td>12 weeks</td>
<td>3</td>
<td>350</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Level A UDCs</td>
<td>4 weeks</td>
<td>3</td>
<td>135</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Level B Assistants</td>
<td>5 weeks</td>
<td>4</td>
<td>180</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Level D Section Officers</td>
<td>8 weeks</td>
<td>4</td>
<td>180</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Level E Under Secretaries</td>
<td>6 weeks</td>
<td>3</td>
<td>93</td>
<td></td>
</tr>
</tbody>
</table>

4.29.3 The Monitoring Group under the Chairmanship of Joint Secretary (AT&A) closely monitors and reviews the Training Programmes and, if necessary, revisions in design and training needs, on the basis of feedback received from various quarters,
are being carried out for enhancing the effectiveness of the training as envisaged in the CTP.

4.29.4 This year the Foundation Course for Direct Recruit Assistants (probationers) has been modified. The duration of the training course would be 12 weeks. The Direct Recruit Assistants would first be nominated to various Ministries / Departments by DoPT. All the pre-appointment formalities shall be completed by the Cadre Units. After joining of the Assistants in the Ministries/Departments, CS Division of DoPT will nominate them for the training after finalising the schedule in consultation with ISTM.

**CENTRAL SECRETARIAT STENOGRAPHERS’ SERVICE (CSSS)**

4.30 The Central Secretariat Stenographers’ Service (CSSS) is one of the three Services in the Central Secretariat. CS-II Division is the cadre controlling authority in respect of this service.

**CSSS comprises of the following grades:-**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Classification</th>
<th>Pay Scales (Rs.)</th>
<th>Grade (Pay Band) (Rs.)</th>
<th>Sanctioned Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal Staff Officer (PSO)</td>
<td>Group ‘A’ (Gazetted)</td>
<td>37400-67000 (PB-IV)</td>
<td>8700</td>
<td>140</td>
</tr>
<tr>
<td>Senior Principal Private Secretary (Sr. PPS)</td>
<td></td>
<td>15600-39100 (PB-III)</td>
<td>7600</td>
<td></td>
</tr>
<tr>
<td>Principal Private Secretary (PPS)</td>
<td></td>
<td>15600-39100 (PB-III)</td>
<td>6600</td>
<td>773</td>
</tr>
<tr>
<td>Private Secretary (PS) (after 4 years service)</td>
<td>Group ‘B’ (Gazetted)</td>
<td>15600-39100 (PB-III)</td>
<td>5400</td>
<td>2041</td>
</tr>
<tr>
<td>Private Secretary (PS) (entry grade for 4 years)</td>
<td></td>
<td>9300-34800 (PB-II)</td>
<td>4800</td>
<td></td>
</tr>
<tr>
<td>Personal Assistant (PA)</td>
<td>Group ‘B’ (Non-Gazetted)</td>
<td>9300-34800 (PB-II)</td>
<td>4600</td>
<td>2524</td>
</tr>
<tr>
<td>Stenographers Grade ‘D’</td>
<td>Group ‘C’ (Non-Gazetted)</td>
<td>5200-20200 (PB-I)</td>
<td>2400</td>
<td>1282</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td>6760</td>
</tr>
</tbody>
</table>
4.30.1 The grades of PSO, Sr.PPS and PPS are centrally administered by Department of Personnel & Training and all matters relating to cadre management to these grades are directly dealt with by CS-II Division.

4.30.2 The other three grades viz. PS, PA & Steno Grade D are decentralized into 42 cadre units. This Division coordinates the process of filling up the vacancies in these grades reported by the cadre units. Accordingly, as provided in CSSS Rules and extant instructions, the CS-II Division prescribes the zone of promotion in respect of vacancies to be filled up through seniority quota on the basis of seniority-cum-fitness. In respect of vacancies to be filled up through direct recruitment as well as Limited Departmental Competitive Examinations, the vacancies are reported, after collecting the same from participating Ministries/Department, to the recruiting agencies namely, Union Public Service Commission (UPSC) & Staff Selection Commission (SSC).

(a) During the year under report, several panels were prepared and issued in all grades of CSSS including backlog panels. The grade-wise details of these panels are as follows:

(i) **Principal Staff Officer**: Select List for the year 2012 for Principal Staff Officers (PSO) Grade of CSSS has been issued on 19.7.2012 and all the eligible Sr. PPSs have been promoted as PSO.

(ii) **Senior Principal Private Secretary (Sr.PPS)**: Select list of Sr. PPS grade of CSSS for the year 2011 and 2012 have been issued on 16.2.2012 and 30.7.2012 respectively.

(iii) **Principal Private Secretary (PPS)**: Select list of PPS grade of CSSS for the year 2010 and 2011 has been issued on 20.3.2012 and 16.11.2012 respectively.

(iv) **Private Secretary (PS)**: Select list of PS grade of CSSS for the year 2010 (Part) under seniority quota has been issued on 17.7.2012.

(v) **Personal Assistants (PA)**: Select list of PA grade of CSSS for the year 2010 (Part) under seniority quota has been issued on 3.8.2012.

(b) **Recruitment/Appointment in PS, PA and Steno Grade ‘D’ of CSSS (through examination)**

<table>
<thead>
<tr>
<th>Select List</th>
<th>Private Secretary</th>
<th>Personal Assistant</th>
<th>Steno Grade ‘D’</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>LDCE Quota</td>
<td>LDCE Quota (25%)</td>
<td>Bimonthly Exam</td>
</tr>
<tr>
<td>2007</td>
<td>8</td>
<td>34</td>
<td>4</td>
</tr>
<tr>
<td>2008</td>
<td>9</td>
<td>76</td>
<td>0</td>
</tr>
<tr>
<td>2009</td>
<td>#</td>
<td>54</td>
<td>2</td>
</tr>
<tr>
<td>2010</td>
<td>#</td>
<td>36</td>
<td>@</td>
</tr>
<tr>
<td>2011</td>
<td>#</td>
<td>$</td>
<td>@</td>
</tr>
</tbody>
</table>

* Direct recruitment to Steno Grade ‘C’ has been discontinued.

X Examination not conducted.

$ Result yet to be declared by SSC.

# Examination yet to be held.

@ Discontinued as per CSSS Rules, 2010.
CADRE TRAINING PLAN (CTP)

4.31 While regular training courses have been held in the past for CSSS officers at the level of Sr. PPS and PPS and some other courses were offered by the ISTM for training of Stenographers and PAs, there was no regular Cadre Training Plan in place to take care of the constant upgradation and capacity building of the CSSS officers.

4.32 With a view to addressing this gap, the Ministry had constituted a Committee to formulate a Cadre Training Plan for CSSS. The recommendation of the Committee has been accepted by the Department and executive order issued for implementation of CTP for CSSS. Accordingly, ISTM has conducted 13 courses by mid November-2012.

Nomination made for different levels of training programmes for officers/officials of CSSS

i. 365 newly recruited Steno Grade ‘D’ were nominated in seven Foundation courses for Stenographers Grade ‘D’ (six weeks Induction Training) between March, 2012 and July, 2012.

ii. 50 Steno Grade ‘D’ with seven years of approved service in the grade were nominated for three weeks Level-I training programme between November, 2012 and December, 2012.

iii. 70 PAs with three years of approved service in the grade were nominated in two Level-II training programmes (two weeks) held in April, 2012 and September, 2012.

iv. 135 PSs with four years of approved service in the grade were nominated in three Level-III training programmes (three weeks) between February, 2012 and December, 2012.

v. 40 Sr. PPSs/Principal Staff Officers (PSO) were nominated for two weeks Refresher Training Programme in May, 2012.

CENTRALSECRETARIATCLERICAL SERVICE (CSCS)

4.33 The Central Secretariat Clerical Service (CSCS) is one of the three services in the Central Secretariat. CS-II Division is the cadre controlling authority in respect of the service.

4.34 CSCS comprises of the following grades:-

<table>
<thead>
<tr>
<th>Grade</th>
<th>Classification</th>
<th>Pay Scale (Rs.)</th>
<th>Grade (Pay Band) (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper Division Clerk (UDC)</td>
<td>Group ‘C’ (Non-Gazetted)</td>
<td>5200-20200 (PB-I)</td>
<td>2400</td>
</tr>
<tr>
<td>Lower Division Clerk (LDC)</td>
<td>Group ‘C’ (Non-Gazetted)</td>
<td>5200-20200 (PB-I)</td>
<td>1900</td>
</tr>
</tbody>
</table>
4.35 The Central Secretariat Clerical Service (CSCS) is decentralized into 42 cadre units. CS-II Division coordinates the process of filling up the vacancies in the grade of UDC as reported by the cadre units. Accordingly, as provided in CSCS Rules and the extant instructions, the CS-II Division prescribes the zone of promotion in respect of vacancies to be filled up in UDC grade through seniority quota on the basis of seniority-cum-fitness. In respect of vacancies to be filled up through Limited Departmental Competitive Examination, the vacancies are reported after collecting the same from participating Ministries/Departments to the recruiting agency namely, Staff Selection Commission (SSC). In addition, CS-II Division also prescribes the range of seniority for promotion under Seniority Quota in the Assistant Grade of CSS. Zone of promotion of seniority quota in the Assistant grade for the Select List Years 2007 & 2008 have been issued and 537 candidates have been promoted.

4.36 Zone of promotion of seniority quota in the grade of UDC for the Select List Year 2007 have been issued. The range of seniority for the Select List years 2008 & 2009 for filling up the vacancies through Seniority Quota will be prescribed on completion of the process regarding filling up of 2151 resultant vacancies which is under process. CS-II Division also coordinates for filling up of vacancies in the LDC grade of CSCS through Limited Departmental Examination for Group ‘C’ Staff (Grade Pay of Rs. 1800).

4.37 The number of candidates recruited/appointed to UDC/LDC Grades of the CSCS through the Limited Departmental Examination upto 2012 is given below:-

<table>
<thead>
<tr>
<th>Select List Year</th>
<th>UD Grade (LDCE)</th>
<th>LD Grade (LDCE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>124</td>
<td>62</td>
</tr>
<tr>
<td>2008</td>
<td>137</td>
<td>65</td>
</tr>
<tr>
<td>2009</td>
<td>86</td>
<td>64</td>
</tr>
<tr>
<td>2010</td>
<td>51*</td>
<td>39</td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td>39</td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td>16+</td>
</tr>
</tbody>
</table>

* Final results declared and 51 dossiers have been received from SSC.
+ Final results declared and 16 candidates declared qualified. Dossiers have not yet been received from SSC

4.38 Direct Recruitment in the Lower Division Grade of CSCS has been discontinued.

**INTRODUCTION OF NON-FUNCTIONAL SELECTION GRADE (NFSG) IN THE GRADES OF UDCS AND STENOGRAPHERS ‘D’**

4.39 A new grade of UDC (NFSG) in CSCS cadre and Stenographers Grade ‘D’ (NFSG) in CSSS cadre in the grade pay of Rs. 4200/- in PB-2 has been created with effect from 22.6.2011. UDCs of CSCS and Steno. Grade ‘D’ of CSSS shall be eligible...
for placement in the NFSG on completion of 5 years of approved service as UDC/Steno. Grade ‘D’ subject to the condition that the total number in the grade will be restricted to 30% of the sanctioned strength (i.e. 1104 in the grade of UDC and 385 in Stenographers Grade ‘D’).

STATE REORGANISATION DIVISION

Introduction


4.41 The State Reorganisation (SR) Division in the Department of Personnel & Training is entrusted with the task of allocation of the State Governments’ employees (other than All India Services) between the successor States.

4.42 The Strength of employees/vacancies existing as on the “Appointed Day” is the basis of allocation of posts between the successor States. The appointed days for Uttar Pradesh, Madhya-Pradesh and Bihar are 09.11.2000, 01.11.2000 and 15.11.2000 respectively.

Criteria for allocation:

4.43 To maintain the balance of the cadres, the State Government employees of each and every cadre are allocated between the successor State first by ‘option’ followed by ‘domicile’ (Home District) and lastly by including the junior most personnel in the reverse order of their seniority. However, special consideration in allocation has been given to women employees, class IV employees, handicapped persons, employees with certain medical conditions and SC/ST personnel where the employees are allocated as per their options. If both spouses are in Government employment, they are allocated to one successor States as per their option as far as possible. These are exceptions to the regular guidelines and are considered as special cases.

4.44 As per provision of the Reorganisation Acts, State Advisory Committees were constituted by the Central Government to assist it in finalizing allocation of the employees between the successor States. To facilitate allocation, certain guidelines and procedures were laid down to be followed by the State Advisory Committee.

4.45 The Central Government, taking into account the recommendations of State Advisory Committee which are based on the Guidelines on Reorganisation, issues final allocation orders of the employees between the successor States.

4.46 A large number of Court Cases have been filed by the employees of these States who were allocated to a successor State against their willingness. A majority of such cases are pending in the High Courts of these States.
Status of Allocation

4.47 Madhya Pradesh/Chhattisgarh: The process of allocation in Madhya Pradesh/Chhattisgarh has already been completed. Three meetings of State Advisory Committee were held during the current financial year (2012-13). 133 court cases were disposed of and 15 counter affidavits/writ appeals were filed in various High Courts in response to writ petitions filed by State Government employees. 234 court cases are pending in various High Courts.

4.48 Bihar/Jharkhand: The process of allocation in Bihar/Jharkhand has almost been completed. Allocation in respect of Department of Science and Technology is pending for finalization.

4.48.1 One meeting of State Advisory Committee was held during the current financial year (2012-13). 157 court cases were disposed of and 08 counter affidavits filed in various High Courts in response to Writ Petitions filed by State Government employees. At present 42 court cases are pending in various High Courts.

4.49 Uttar Pradesh/Uttarakhand: As substantial work allocations in respect of Uttar Pradesh and Uttarakhand has been completed, State Advisory Committee has been discontinued w.e.f. 1.7.2010 and the residual and deferred allocation matters are being considered by the Advisory Committee headed by Joint Secretary(AT&A), who is in charge of SR division in the Ministry. One meeting of this Advisory Committee was held during the current financial year. Many court cases have been filed by the employees in the High Courts of Allahabad, Lucknow Bench and Uttarakhand challenging their allocations. Presently, 999 cases are pending including several Special Leave Petitions (SLPs) in the Supreme Court.

4.50 Various works accomplished by the Division during the year is as under:

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final allocation orders issued by Uttarakhand</td>
<td>75</td>
</tr>
<tr>
<td>Representations of the employees considered</td>
<td>800</td>
</tr>
<tr>
<td>Speaking orders issued in pursuance of Court Orders</td>
<td>200</td>
</tr>
<tr>
<td>Spouse policy cases decided</td>
<td>20</td>
</tr>
<tr>
<td>Medical Hardship policy cases decided</td>
<td>30</td>
</tr>
<tr>
<td>Cases decided on the basis of revised SC/ST policy</td>
<td>25</td>
</tr>
<tr>
<td>Court Cases disposed off</td>
<td>60</td>
</tr>
<tr>
<td>Counter Affidavits filed</td>
<td>40</td>
</tr>
<tr>
<td>SLP/Counter Affidavits to SLPs filed in Supreme Court</td>
<td>07</td>
</tr>
<tr>
<td>Review Petitions filed in the High Court</td>
<td>01</td>
</tr>
</tbody>
</table>
CHAPTER 5

SENIOR APPOINTMENTS UNDER THE GOVERNMENT OF INDIA

5.1 The Department of Personnel & Training is not only responsible for the personnel policy of the Government of India but also looks after appointments at senior levels in the Government. For this purpose, the Establishment Officer and Additional Secretary in the Department is 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, as per the Government of India (Transaction of Business Rules, 1961) are processed through the Establishment Officer. These include Board level appointments in Public Sector Undertakings and appointments to posts at the level of Joint Secretary. In addition, all appointments by promotion, which require approval of the ACC, are also processed through the Establishment Officer.

5.2 The Establishment Officer is the ex-officio Member Secretary of the Civil Services Board, which is chaired by the Cabinet Secretary. This Board makes recommendations for appointments in respect of posts at the level of Deputy Secretary, Director and Joint Secretary 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.

5.3 The Establishment Officer is also Member Secretary of the Central Establishment Board (CEB), which is chaired by the Secretary (Personnel). This Board makes assessment of Central Secretariat Service officers for appointment to posts at the level of Deputy Secretary and Director in the Ministries/Departments.

5.4 A Screening Committee chaired by the Cabinet Secretary comprising Secretary (P) and Finance Secretary has been constituted for approval of cases of Foreign Assignments and assignments under Rule 6 (2)(ii) of the AIS (Cadre) Rules 1954. Approval of the PM is taken on the recommendations of the Committee for Joint Secretary level officers and above.

THE CENTRAL STAFFING SCHEME

5.5 The Central Staffing Scheme provides a systematic arrangement for the selection and appointment of officers to senior administrative posts at the Centre, excluding posts which are specifically encadred for the organised Group ‘A’
services or filled by recruitment through the Union Public Service Commission. Appointments to posts of the rank of Under Secretary (excluding the posts encadred for the Central Secretariat Service) and above in the Government of India are filled under the Central Staffing Scheme by borrowing officers from the All India Services and participating Group ‘A’ services, the cardinal principle being that all officers who are so borrowed will serve the Government of India for a stipulated tenure on deputation and thereafter, return to their parent cadre. Their growth, development and career prospects will be mainly in their own Service.

5.6. The raison d’être of such a scheme is the Centre’s need for fresh inputs at senior levels in policy formulation and programme implementation from diverse sources viz. the All-India Services and the participating organised Group ‘A’ Services. The services of scientific and technical personnel and professionals in the fields of economics, statistics, law and medicine are, similarly, obtained from officers serving for specified periods on deputation who return to their respective cadres at the end of their tenure. This two-way movement is of mutual benefit to the service cadres and the Government of India.

**PLACEMENT AT MIDDLE & SENIOR MANAGEMENT LEVELS**

5.7. A total of 431 Officers, 44 at Secretary level, 61 at Additional Secretary level, 120 at Joint Secretary level and 206 at Director and below levels were appointed under the Central Staffing Scheme during the period 01.01.2012 to 31.12.2012. Out of these, 210 belong to the IAS and 221 are from the organized Group ‘A’ Services.

**NUMBER OF APPOINTMENTS MADE UNDER CENTRAL STAFFING SCHEME DURING THE LAST FIVE YEARS**

5.8. For appointment of a member of an All India Service/Central Group ‘A’ Service to the post of Joint Secretary/equivalent at the Centre under the Central Staffing Scheme, empanelment is a pre-requisite. Empanelment of eligible officers of the 37 participating services is handled in EO Division and this is done batch-wise. An IT-enabled System-Empanelment and Appraisal System (EASY) has been developed.
with NIC for generating/transferring of data electronically from Cadre Controlling Authorities (CCAs) in connection with empanelment. It is proposed to process all proposals for JS level empanelment electronically through this software.

**CENTRAL DEPUTATION RESERVE**

5.9. The office of the Establishment Officer in the Department of Personnel & Training maintains an electronic database of the IAS officers, Group ‘A’ officers working at the Centre and Central Secretariat (CSS) officers of Joint Secretary level and above. These records are maintained on the basis of orders/letters/notifications issued by the DOPT, various Central Ministries/Departments and the State Governments. The maintenance/updation of this database is significant, as it helps in providing readily available digitized information in respect of all officers and also processing of cases for foreign appointments/assignments and training etc. This database is being used by DOPT, Cabinet Secretariat, Prime Minister’s Office etc. for culling out names of officers possessing domain experience in a particular sector in order to make appointments at the Centre.

5.10. The Central Deputation Reserve statement in respect of Indian Administrative Service summarizes the state-wise number of officers that are on central deputation vis-a-vis the sanctioned strength as well as the actual strength. It also gives out the level wise number of officers presently on central deputation.

**CENTRAL DEPUTATION RESERVE FIGURES AS ON 01.01.2013**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Cadre</th>
<th>Total Authorized Strength</th>
<th>Central Deputation Reserve</th>
<th>Actual Strength</th>
<th>Proportionate CDR</th>
<th>No. of Officers at Centre</th>
<th>Percentage of Proportionate CDR utilization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>AGMUT</td>
<td>337</td>
<td>73</td>
<td>219</td>
<td>47</td>
<td>37</td>
<td>78</td>
</tr>
<tr>
<td>2</td>
<td>Andhra Pradesh</td>
<td>376</td>
<td>81</td>
<td>267</td>
<td>57</td>
<td>31</td>
<td>54</td>
</tr>
<tr>
<td>3</td>
<td>Assam Meghalaya</td>
<td>248</td>
<td>54</td>
<td>187</td>
<td>40</td>
<td>38</td>
<td>95</td>
</tr>
<tr>
<td>4</td>
<td>Bihar</td>
<td>326</td>
<td>70</td>
<td>232</td>
<td>49</td>
<td>28</td>
<td>57</td>
</tr>
<tr>
<td>5</td>
<td>Chhattisgarh</td>
<td>178</td>
<td>38</td>
<td>119</td>
<td>25</td>
<td>9</td>
<td>36</td>
</tr>
<tr>
<td>6</td>
<td>Gujarat</td>
<td>260</td>
<td>56</td>
<td>196</td>
<td>42</td>
<td>18</td>
<td>42</td>
</tr>
<tr>
<td>7</td>
<td>Haryana</td>
<td>205</td>
<td>44</td>
<td>161</td>
<td>34</td>
<td>23</td>
<td>67</td>
</tr>
<tr>
<td>8</td>
<td>Himachal Pradesh</td>
<td>147</td>
<td>32</td>
<td>100</td>
<td>21</td>
<td>22</td>
<td>104</td>
</tr>
<tr>
<td>9</td>
<td>Jammu &amp; Kashmir</td>
<td>137</td>
<td>30</td>
<td>96</td>
<td>21</td>
<td>19</td>
<td>90</td>
</tr>
</tbody>
</table>
### Sl. No. | Cadre | Total Authorized Strength | Central Deputation Reserve | Actual Strength | Proportionate CDR | No. of Officers at Centre | Percentage of Proportionate CDR utilization |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Jharkhand</td>
<td>208</td>
<td>45</td>
<td>104</td>
<td>22</td>
<td>14</td>
<td>63</td>
</tr>
<tr>
<td>11</td>
<td>Karnataka</td>
<td>299</td>
<td>65</td>
<td>225</td>
<td>48</td>
<td>24</td>
<td>50</td>
</tr>
<tr>
<td>12</td>
<td>Kerala</td>
<td>214</td>
<td>46</td>
<td>148</td>
<td>31</td>
<td>37</td>
<td>119</td>
</tr>
<tr>
<td>13</td>
<td>Madhya Pradesh</td>
<td>417</td>
<td>90</td>
<td>296</td>
<td>63</td>
<td>39</td>
<td>61</td>
</tr>
<tr>
<td>14</td>
<td>Maharashtra</td>
<td>350</td>
<td>76</td>
<td>276</td>
<td>59</td>
<td>28</td>
<td>47</td>
</tr>
<tr>
<td>15</td>
<td>Manipur Tripura</td>
<td>207</td>
<td>45</td>
<td>123</td>
<td>26</td>
<td>33</td>
<td>126</td>
</tr>
<tr>
<td>16</td>
<td>Nagaland</td>
<td>91</td>
<td>20</td>
<td>50</td>
<td>10</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>17</td>
<td>Orissa</td>
<td>226</td>
<td>49</td>
<td>149</td>
<td>32</td>
<td>29</td>
<td>90</td>
</tr>
<tr>
<td>18</td>
<td>Punjab</td>
<td>221</td>
<td>48</td>
<td>160</td>
<td>34</td>
<td>14</td>
<td>41</td>
</tr>
<tr>
<td>19</td>
<td>Rajasthan</td>
<td>296</td>
<td>64</td>
<td>170</td>
<td>36</td>
<td>28</td>
<td>77</td>
</tr>
<tr>
<td>20</td>
<td>Sikkim</td>
<td>48</td>
<td>10</td>
<td>30</td>
<td>6</td>
<td>8</td>
<td>133</td>
</tr>
<tr>
<td>21</td>
<td>Tamil Nadu</td>
<td>355</td>
<td>77</td>
<td>266</td>
<td>57</td>
<td>37</td>
<td>64</td>
</tr>
<tr>
<td>22</td>
<td>Uttar Pradesh</td>
<td>592</td>
<td>128</td>
<td>347</td>
<td>75</td>
<td>74</td>
<td>98</td>
</tr>
<tr>
<td>23</td>
<td>Uttarakhand</td>
<td>120</td>
<td>26</td>
<td>83</td>
<td>17</td>
<td>14</td>
<td>82</td>
</tr>
<tr>
<td>24</td>
<td>West Bengal</td>
<td>359</td>
<td>78</td>
<td>226</td>
<td>49</td>
<td>31</td>
<td>63</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6217</strong></td>
<td><strong>1345</strong></td>
<td><strong>4230</strong></td>
<td><strong>901</strong></td>
<td><strong>645</strong></td>
<td><strong>76</strong></td>
<td></td>
</tr>
</tbody>
</table>

5.11. In addition to the appointments under the Central Staffing Scheme, a total number of 326 appointments at the level of Chairman/CMD/MD/Deputy Governor/Executive Director/Officers Employee Director/Workmen Employee Director/Functional Director/Non Official Director were made on the Boards of Public Sector Undertakings and Banks/Financial Institutions during the period from 1.1.2012 to 31.12.2012. During the same period, 108 appointments were made at the level of Railway Adviser and General Manager/equivalent, Member/Additional Member and promotion/empanelment was carried out for appointments to Higher Administrative Grade in Rs. 67,000-79,000/- and Rs. 75,500-80,000/- to various Group ‘A’ Services under the Ministry of Railways.
5.12. Besides, 249 Officers were also approved during the above period for additional charge/extension of tenure/ non-extension of tenure/services of CMDs/MDs, Functional Directors, Non-Official Directors in PSUs/Banks/ Financial Institutions, Railway/Adviser/ non-empanelment.

5.13. During this period 99 Members/ Chairmen/Chief Executive Officers/ Advisors were approved in various Autonomous Bodies, Administrative Tribunals, Labour Courts.

5.14. A total of 1982 officers were approved for appointment (including promotion, empanelment and deputation) to posts of and above the level of Joint Secretary, in various organized Central Services which are not included in the Central Staffing Scheme and postings in various Indian Embassies/Missions abroad, of which 172 are women.

5.15. The estimated projection for appointments for the period from 01.01.2013 to 31.03.2013 is 30 Members/ Chairman in Administrative Tribunals and Labour Courts etc. Approximately 350 cases for appointments/empanelment/ deputation/extension of tenure and additional charge (under non-Central Staffing Scheme) are likely to be approved during this period.

5.16. NUMBER OF OFFICERS ON CENTRAL DEPUTATION AS ON 01.01.2013

<table>
<thead>
<tr>
<th>Designation</th>
<th>Number of Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary level and equivalent</td>
<td>97</td>
</tr>
<tr>
<td>Additional Secretary level and equivalent</td>
<td>118</td>
</tr>
<tr>
<td>Joint Secretary level and equivalent</td>
<td>472</td>
</tr>
<tr>
<td>Director level and equivalent</td>
<td>587</td>
</tr>
<tr>
<td>Deputy Secretary level and equivalent</td>
<td>143</td>
</tr>
</tbody>
</table>
5.17. During the year 2012, 725 nominations of IAS officers for appointment as General Observers for Elections to the Legislative Assemblies of Gujarat, Himachal Pradesh, Meghalaya, Tripura, Nagaland and Karnataka and various bye-elections have been sent to Election Commission of India (ECI). Moreover, another 40 nominations of IAS officers for appointment as General Observers for Presidential Election were also sent to the Election Commission of India during the year.

Gender Issues

5.18. To ensure that women officers get adequate representation in the higher echelons of management, attention is paid to their cases during empanelment of officers to JS rank to include women officers.

5.19 During the year 2012, a total of 67 women officers were appointed at Secretary/AS/JS/Director/DS level under the Central Staffing Scheme.

5.20. A total of 22 female officers were also approved during the above period for appointments/holding additional current charge/Extension of tenure/services of CMDs/MDs, Executive Directors, Functional Directors, Non-official Directors in PSUs/Banks, Financial Institutions, Railway Claim Tribunal (Indian Railways).

5.21. During the year 2012-13 (up to 07/01/2013), 12 women Officers were appointed as Member/Chairperson/Vice Chairperson in various Administrative Tribunals / Labour Courts.
CHAPTER 6

TRAINING POLICY AND PROGRAMMES

6.0 The Training Division of the Department of Personnel and Training is the nodal agency for training of government functionaries and is primarily responsible for formulating policies with regard to training. It also implements certain components of training directly.

OBJECTIVES OF TRAINING DIVISION

- Administering Policy matters in training
- Identification of functional areas of training
- Designing and implementing training programs for officers involved in the priority development sectors
- Development of trainers and training capability

6.1 The ultimate goal of the Training Division is to attain “Training for All” which means that training would be imparted to all rungs of Civil Services starting from the lowest and cutting-edge to the highest in policy making.

Major Activities

1) In-service Training of IAS Officers
2) Mid Career Training of IAS Officers
3) Domestic Funding of Foreign Training
4) Post Graduate Programmes in Public Policy
5) Training Support
6) Intensive Training Programme
7) Augmentation of the Capacity of training institutions
8) Distance/E-learning Initiatives in Training.
9) E-governance initiatives.

IN-SERVICE TRAINING PROGRAMME FOR INDIAN ADMINISTRATIVE SERVICE (IAS) FOR THE YEAR 2012-2013

6.2 In-service training programmes for IAS officers consist of one-week training programmes on a various range of subjects. A total of fifteen one-week training programmes have been conducted at different Institutions during the year. The following subjects were covered in these programmes:-
Joint Civil Military Training Programme at Lal Bahadur Shastri National Academy of Administration, Mussoorie

6.3 DoPT organises two Joint Civil Military Training programmes of two weeks duration on National Security at Lal Bahadur Shastri National Academy each year. The participants of the training programme are drawn from the Civil Services, the Armed Forces and the Para-Military Forces in the manner outlined in the agreed curriculum document. During the year, the 18th Joint Civil Military Training Programme was organised during 7-18 May, 2012, which was attended by 33 participants. Similarly, the 19th Joint Civil Military Training Programme was organised during 17-28 December, 2012 and was attended by 32 participants.

Joint Training Programme at LBSNAA, Mussoorie, SVVPNPA, Hyderabad and IGNFA, Dehradun

6.4 Joint Training Programmes for IAS/IPS/IFoS Officers were conducted by Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie; Sardar Vallabhbhai Patel National Police
Academy (SVPNPA), Hyderabad; and Indira Gandhi National Forest Academy (IGNFA), Dehradun on various themes like Gender Issues, TQM, Anti Corruption Strategies, National Security, Forest Conservation, Green India Mission, Poverty Alleviation through Forestry Programmes etc. during the year.

**Mid-Career Interaction between Armed Forces and Civil Service Officers**

6.5 Mid-Career interaction between Armed Forces and Civil Service Officers are being organized at the Central Training Institutes/State Administrative Training Institutes and Defence Institutions in various parts of the country with an objective to benefit both the Armed Forces and Civil Service Officers by way of mutual learning from each other’s strength and also by imbibing the best points of each other’s work culture, ethos and customs. This, in the long run, is expected to lead to better coordination and help the officers concerned to combat future challenges to national security.

6.6 During the year 2012-13, ten programmes have been conducted on themes like Security in North-Eastern Region; National Security and Defence Acquisition Management; Coastal and Hinterland Security; Drug Trafficking; Infrastructure Development; Co-ordination & Assistance required near border (Border Mgt.) – Operation Urgency; Perception Management to tackle Insurgency; Cyber Crime and Security, Security of vital installations; Infrastructure Development in Border Areas etc.

**Capacity Building of State Civil Service Officers of North-Eastern Region**

6.7 The three Capacity Building Training Programmes of two weeks duration each for the State Civil Service Officers of NER States were conducted at HCM RIPA Jaipur, YASHADA Pune and ATI Mysore during the current financial year. In addition to the above, the Capacity Building Training Programmes for the State Secretariat Service Officers of Assam was also held at ISTM, New Delhi during the current financial year. The objectives of the programmes are capacity building, personality development and sensitization to national and developmental issues. The programmes also covered inputs on Good Governance, Public Service Delivery, Project Appraisal & Management and Public Private Partnership.

**Project on Capacity Building of ATIs in India with focus on Ethics in Public Governance**

6.8 The aim of the project “Capacity Building of ATIs in India with a focus on Ethics in Public Governance” is to impart
training to all government officers on ethical values in governance in the next five years. A specialized institute – IC Centre for Governance, Panchgani was identified to develop a module on ‘Ethics and Values in Public Governance’ and to develop identified potential individuals as ‘Trainers’ to deliver the module. Module on ‘Ethics and Values in Public Governance’ has been prepared by the IC Centre for Governance (ICCFG), and the design of the module is categorised for three level of officers- junior, middle and senior officers. The ‘Training of Trainers’ programme was rolled out for the identified trainers of various ATIs/CTIs/Other Institutes in two phases at Asia Plateau, Panchgani during September-October 2012. Phase-1 of the programme was attended by 42 participants and phase- II by 45 participants. The next activity under this project is “hand holding” of the select ATIs and observing their faculty in action as co-facilitators in a few programmes at select ATIs. The “trained” faculty would be tested and evaluated by a joint team of DoPT and ICCFG leading to the certification of the faculty.

**Long-Term Domestic Post Graduate programmes in Public Policy and Management**

6.9 These programmes were envisaged to enhance the competence of Mid-Career Civil Servants in Public Policy and Management by

(i) Broadening awareness of the latest trends in policy approaches,
(ii) Developing technical, analytical and leadership skills for public policy,
(iii) Providing opportunity in specialization and
(iv) Exposing them to alternative systems of public management in other countries.

6.10 At present, IIM Bangalore, MDI Gurgaon and TERI University, New Delhi are offering these programmes. In order to provide international policy perspective to the participants, each programme has incorporated an international component of 6-8 weeks in association with reputed international institutes as indicated below:

- IIMB with Maxwell School of Citizenship and Public Affairs, Syracuse University, USA.
- TERI with Environmental Policy Research Centre, Freie University, Berlin, Germany
- MDI with SCIENCES PO, Paris

6.11 Since the year 2002, approximately 450 officers belonging to various AIS and Group ‘A’ Services have undergone training in Long-Term Domestic Post Graduate programmes in Public Policy and Management. At present, fifteen officers are attending the Long Term Domestic Programme in IIM Bangalore and twelve
officers are undergoing the training in TERI University, New Delhi. The VI Batch of PGP-PPM of nineteen officers has finished their on-campus academic component at MDI, Gurgaon in November 2012.

**Domestic Funding of Foreign Training (DFFT):**

6.12 Department of Personnel & Training has been nominating officers for training programmes abroad. In the past, these programmes were funded by bilateral or multilateral assistance. However, over the years, this assistance had come down. Keeping in view the importance and benefits of providing international exposure to the officers, a scheme of Domestic Funding of Foreign Training (DFFT) was started in 2001. This covers both long term and short-term training in various universities/institutes in several countries. A scheme of “partial funding of foreign study” was also started in 2002-03 as another component of the scheme of DFFT. Under this scheme, Government of India provides financial assistance to such officers who secure admission on their own in reputed universities and in programmes relevant to their present or future job context.

6.13 During the current financial year i.e. 2012-13, 37 officers have been deputed for long term foreign training programmes till 30th November 2012 and one more officer will be deputed in January 2013 for one programme. As regards short term foreign training programmes, 187 officers have been deputed till 30th November 2012. During the current financial year (upto 30th November 2012), the cases of 8 officers have been approved for grant of Partial Funding assistance to pursue foreign study under the Partial Funding component of the DFFT Scheme.
Expenses incurred on DFFT Training Support

Thematic Training Programmes:

6.14 Under the scheme of “Training for All”, support is provided to State Administrative Training Institutions (ATIs) by way of sponsoring training programmes in the areas accorded priority by the Central Government. The Training Programmes conducted by the State ATIs are designed to develop management skills and knowledge in different areas for senior and middle level officers of State Govt. / State Public Sector Undertakings and State autonomous bodies. These training courses are also meant to sensitize the officers to new and important issues facing our society. The courses are also being conducted at District and Sub District Centres of the State ATIs. These courses cover a large variety of subjects under broad thematic groups.

6.15 During the year 2012-13, about 2144 such short-term courses have been sponsored at various State ATIs on subjects such as Ethics in Administration, Disaster Management, Right to Information, Gender Issues, Decentralized Planning, Financial Management, E-Governance, Cyber Security, Solid Waste Management etc.

Photo1-Participants of “Social Security & Legal Provision for Disabled & Senior Citizens” course conducted by State Institute of Public Administration and Rural Development, Tripura sponsored by Department of Personnel and Training, Government of India
6.16 In the current year at least 25 training courses are being organised on “Sensitization of Government functionaries with regards to issues relating to minorities” which is one of the high priority areas of the Government. To ensure quality, after the completion of each course, a Course Director’s report is furnished, which is analyzed and appropriate feedback is provided by the Training Division to the institute.

**Yearwise Attendance under State Category Training Programmes sponsored by DoPT**

![Graph showing yearwise attendance](image)

6.17 Recognizing the importance of trainers in the training function, Training Division started the Trainer Development Programme in the early 1990s. Initially, faculty members of various training institutions were developed as Master Trainers and Recognized Trainers of various “Training of Trainers (ToT)” packages in collaboration with the Thames Valley University of U.K. Over a period of time, indigenous mechanisms were evolved for developing a cadre of professional trainers and resource persons in the country to create a cascading and multiplier effect. The programme has gone a long way in embedding the Systematic Approach to Training (SAT) into the process of designing and imparting effective training to government officials.

**Photo2- Participants of the Direct Trainer Skills course organized by HCM Rural Institute of Public Administration, Jaipur sponsored by Department of Personnel and Training, Government of India.**
6.18 Currently, the following ToT programmes are sponsored under Trainer Development Programme at various training institutions across the country:

- Training Needs Analysis (TNA)
- Design of Training (DOT)
- Direct Trainer Skills (DTS)
- Evaluation of Training (EoT)
- Management of Training (MoT)
- Experiential Learning Tools (ELT)
- Mentoring Skills
- Facilitation Skills
- Introduction to SAT courses

6.19 During 2012-13, about 188 courses on various packages have been sponsored. The Department has also developed a pool of about 52 Master Trainers and 287 Recognized Trainers, so far, in different packages, who are called upon to conduct these courses.

INTENSIVE TRAINING PROGRAMME

6.20 Intensive training programme for frontline Government functionaries of State Governments was initiated during the year 2008-09. The focus of this programme is on demand–driven training of frontline personnel and is conducted in close coordination with line Departments by the State Administrative Training Institutes (ATIs). The programme was given a momentum through issue of new ITP implementation and management guidelines to all the Chief Secretaries and the State ATIs; holding three workshops covering all 29 States at Delhi, Hyderabad and Assam; followed by mid-term-review workshops of this programme in Chandigarh, Shillong and Goa during 2011-12.

Photo3-Training session of “Women and Child Development” sector employees under Intensive Training Programme organized by YASHADA, Pune at village Sagroli, Nanded, Maharashtra sponsored by Department of Personnel and Training, Government of India
6.21 During the year 2012-13 funds amounting to Rs. 540 lakhs have been released to 10 State ATIs (up to 28 February, 2013) for intensive training in more than 128 districts under this Programme. Some of the sectors covered under the Programme include – school education, public distribution system, public health, revenue, water and sanitation, integrated child development services and Police. A national documentation-cum-facilitation centre (NDFC) for this programme has been established under which an ITP knowledge portal (www.itpndfc.in) is in existence for the benefit of general public and for the use of all those who are involved in the process of implementation of this Programme. A workshop was organized at YASHADA, Pune in May, 2012 for the Nodal Officers for ITP at State ATIs to familiarize them with the use of the portal.
Augmentation of the Capacity of Training Institutions

6.22 Major capacity building efforts of the State Government officials are made through the State Training Institutes. The Administrative Training Institutions (ATIs) conduct induction training, in-service and need-based training for the officers of their States including special needs of the Central Government Projects. The success and failure of these training are largely determined by the infrastructure available at the State ATIs. This necessitates increasing the functional capabilities of the ATIs.

6.23 Under this component, support to the State ATIs is provided for augmenting infrastructure in the form of hardware, software, and courseware, networking of training institutions and consolidating the training-ware. The Training Institutes
are also supported and encouraged for developing case studies, e-learning packages, training films, the organize workshops, special programmes, seminars etc.

6.24 During the year 2012-13 (up to 19th Nov’ 2012), an amount of Rs. 2.81 crore have been provided to various ATIs under the scheme.

Other Training Programmes

Advanced Professional Programme in Public Administration (APPPA)

6.25 The thirty-eighth Advanced Professional Programme in Public Administration (APPPA) is being conducted by the Indian Institute of Public Administration (IIPA), New Delhi from July, 2012 to March, 2013. This nine month 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 participant interpersonal skills and sensitiveness to the people’s needs with a view to making administration more responsive.

<table>
<thead>
<tr>
<th>Service</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAS</td>
<td>3</td>
</tr>
<tr>
<td>IPS</td>
<td>2</td>
</tr>
<tr>
<td>IFoS</td>
<td>2</td>
</tr>
<tr>
<td>IOFS</td>
<td>4</td>
</tr>
<tr>
<td>CES</td>
<td>2</td>
</tr>
<tr>
<td>Indian Army</td>
<td>10</td>
</tr>
<tr>
<td>IDAS</td>
<td>1</td>
</tr>
<tr>
<td>Indian Navy</td>
<td>1</td>
</tr>
<tr>
<td>Indian Railways Services</td>
<td>8</td>
</tr>
<tr>
<td>IDSE</td>
<td>1</td>
</tr>
<tr>
<td>CSS</td>
<td>1</td>
</tr>
<tr>
<td>GCS</td>
<td>1</td>
</tr>
<tr>
<td>Indian Trade Service</td>
<td>1</td>
</tr>
<tr>
<td>Indian Air Force</td>
<td>2</td>
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<tr>
<td>IP&amp;T AFS</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
</tr>
</tbody>
</table>

Orientation course for Directors/ Deputy Secretaries

6.26 Two orientation programmes each of one week duration were sponsored for Directors/Deputy Secretaries who joined the Central Government under the Central Staffing Scheme. These programmes, conducted at the Institute of Secretariat Training and Management (ISTM), focus on office procedure, budgeting and financial management.
Development of a Common Competency Framework for Indian Civil Services

6.27 The Department of Personnel and Training (DoPT) in collaboration with United Nations Development Programme (UNDP) has developed a common Competency Framework for the Indian Civil Services. The common competency framework will help in objectively defining the knowledge, skills, attitude and behavioural requirements for various posts in the Government. Along with the competency framework, a tool-kit and guidelines on competency-based HRM have also been developed to help Departments and Cadre Controlling Authorities (CCAs) in defining competency requirements for various posts and levels. Pilots of competency-based HRM have also been initiated at 2 Departments of Government of India i.e. DoPT and Ministry of Corporate Affairs. As part of the pilot, competency requirements for all posts within these 2 departments will be defined.

E-Governance Initiative

Domestic Funding of Foreign Training online

6.3 Domestic Funding of Foreign Training (DFFT) Online

6.28 The Training Division, Department of Personnel and Training, Government of India shall be sponsoring the names of suitable officers for undergoing long/short-term training abroad in various selected universities/institutes for the Financial Year 2012-2013 under the Domestic Funding of Foreign Training (DFFT) Scheme. Besides processing the applications received online based on the defined rule set, slotting and generating the list of officers with eligibility status based on their preference and the number of slots available for a particular programme, developed and implemented a separate module for collecting online feedback with a feature for uploading Training Reports by the concerned officers on Long/Short Term Foreign Training. During the year 2012, a total of 680 applications were processed.

Enrichment / Maintenance of the Website

6.4 Enrichment / Maintenance of the Websites/Portals

The following web sites of the Ministry have been enriched / maintained.

http://persmin.gov.in
http://darpg.gov.in
http://pensionersportal.gov.in
http://pgportal.gov.in
http://rti.gov.in
http://intramop.nic.in
http://intraias.nic.in
http://centralstaffing.gov.in
http://avms.gov.in
http://goicharters.nic.in
http://nceg.gov.in

6.5 **Maintenance of significant applications**


The data pertaining to Complaint Monitoring System has been migrated to core processors of CVC from January 2012 onwards except the portion of PIDPI/ Confidential complaints.

Focused efforts were made to make various legacy websites/web portal/ applications to make them security compliant.
CHAPTER-7

TRAINING INSTITUTIONS

LAL BAHA'DUR SHASTRI NATIONAL ACADEMY OF ADMINISTRATION

Introduction

7.0 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. The professional training to regular recruits of the Indian Administrative Service (IAS) and members of the Royal Bhutan Service is conducted after the Foundation Course. The Academy also conducts in-service and Mid Career training program (MCTP) for members of the IAS and Induction Training program for officers promoted to the IAS from State Civil Services, as well as workshops and seminars on policy issues.

7.1 The vision statement of the Academy is “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.”

Courses

7.2 The Foundation Course is essentially knowledge centred; 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)

7.3 This course is intended for members of the All India Services, the Indian Administrative Service, the Indian Police Service, the Indian Forest Service
and the various Central Services (Group-A) of the Union. It is a fifteen-week course conducted from September to December every year. 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.

7.4 Concurrent evaluation based on tests, quizzes, assignments and reports were also introduced.

7.5 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 sensitize the Officer Trainees to the reality of rural India, through a structured study of a village.

2. **Trekking:** The objective of trek is to inculcate the spirit of adventure and to strengthen Esprit de corps in the Officer Trainees. The trek is also a significant learning experience in group dynamics, interpersonal relations, courage, endurance and love and respect for nature.

3. **Extra Curricular Activities** are conducted 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, the talents of the OT’s, various cultural programmes are organized. The A.K. Sinha One Act Play Competition displays 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, cuisine and 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.

5. During the year three parallel Foundation Courses were conducted at ATI, Hyderabad, ATI, Bhopal and NADT, Nagpur.

IAS Professional Course, Phase–I [26 weeks]

7.6 After completion of the Foundation course, the IAS Officer Trainees and trainees of Royal Bhutan Civil Service undergo the Professional Course Phase-I for 26 weeks. This course aims to develop and hone the professional skills in handling a large range of responsibilities that an officer shoulders within the first ten years of service. Emphasis is laid on understanding public systems and their management, together with a grounding in Public Administration, Law, Economics and Computer Applications. During the first part of Phase-I, the Officer Trainees are sent on a 9 weeks Winter Study Tour [Bharat Darshan] comprising of attachments with the three Armed Forces, PublicSector,PrivateSectorUnits,Municipal Bodies, Voluntary Agencies, especially those working in difficult conditions, and civil administration in insurgency affected areas etc.

District Training (52 Weeks)

7.7 During the District Training the officer trainee 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 and various other institutions in the State government. Most of the State Governments give them an opportunity of holding independent charge as Tehsildar/ Mamlatdar, Sub Divisional Magistrate, Block Development Officer, District Development Officer or Chief Executive Officer of Municipality.

IAS Professional Course Phase-II (8 Weeks)

7.8 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.

Mid-Career Training Program for IAS Officers

7.9 The Phase - III, IV and V of the mandatory MCT programme are meant for IAS Officers who have put in 6-9
years, 14-16 years and 26-28 years of service respectively. Attending the MCT programme is a mandatory requirement for further promotions at certain stages in an officer’s career. The main focus of the programme is to build “next level competency” of the officers. The Phase-III and Phase IV programmes were of 08 weeks duration each and Phase V was of 5 weeks duration.

**Objectives of the Programme, inputs and eminent guest faculty**

7.10 The main objective of the training programme was to support officers to make the transition from programme management to becoming effective and responsive policy formulators and implementers. The programme aimed to build strategic management and leadership

### IAS Professional Course Phase-III (2012), 6th round

(02nd July to 24th August 2012)

<table>
<thead>
<tr>
<th></th>
<th>Title of the Course</th>
<th>Phase III of Mid Career Training Programme of IAS Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Duration &amp; Date</td>
<td>July 02 to August 24, 2012 (8 Weeks)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Foreign Study Tour – Korea 21 July to August 02, 2012 (2 Weeks)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Course was conducted at the Academy in Mussoorie.</td>
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<tr>
<td>3</td>
<td>Introduction of the Course</td>
<td>The programme aims to prepare the officers for upcoming assignments in the areas of project appraisal and analysis.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>It also seeks to update their knowledge in the major domains of governance.</td>
</tr>
<tr>
<td>5</td>
<td>Composition of Group-Service represented and male/female break up. For conference format only male/female break-up is required</td>
<td>Total Participants - 91 IAS Officers-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Male – 69 Female – 22</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SLAS Participants - 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Residual Participant - 1</td>
</tr>
</tbody>
</table>
skills of the participants and also enhanced their competence to address the political economy. This was done through:

- Consolidating and drawing lessons from their own past programme and project experiences.
- Deepening understanding of global, national and state level policy environments.
- Providing detailed sector-specific knowledge, concepts and tools, as well as policy perspectives.

7.11 By the end of the course, the participants were able to:

- Appreciate contemporary development in political economy at the global and national level,
- Understand the process of project appraisal and analysis,
- Enhance domain knowledge in the context of the process of public policy,
- Strengthen leadership and negotiation skills, and
- Appreciate the centrality of values in governance.

**Faculty**

7.12 The Course was delivered through a combination of Academy faculty, faculty drawn from IIM Ahmedabad, IIM Bangalore, National institute of Public finance & Policy, New Delhi and eminent guest speakers comprising senior leaders, economists, both serving and retired civil servants and well-acclaimed domain experts. The Academy faculty delivered over 30% of the total teaching inputs besides taking other course-related sessions.

**IAS Professional Course Phase-IV (2012), 7th round**

(30th April to 22nd June 2012)

<table>
<thead>
<tr>
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<th>Title of the Course</th>
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<tbody>
<tr>
<td></td>
<td>Phase IV of Mid Career Training Programme of IAS Officers</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Duration &amp; Date</td>
<td></td>
</tr>
<tr>
<td></td>
<td>April 30 to June 22, 2012 (8 Week)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Foreign Study Tour – Canada 21 May to June 01, 2012 (2 Week)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Course was conducted at the Academy in Mussoorie.</td>
<td></td>
</tr>
</tbody>
</table>
Introduction of the Course

The programme aims to prepare the officers for upcoming assignments in the areas of public policy formulation and analysis. Accordingly policy analysis, Policy implementation and praxis, Public management and leadership constitute its key elements.

It also seeks to update their knowledge in the major domains of governance.

Programme meant for Target Group


Composition of Group-Service represented and male/female break up For conference format only male/female break-up is required

Total Participants - 118 IAS Officers-
- Male – 102 Female - 16
- SLAS Participants - 4
- Residual Participants - 2

Objective of the Programme, inputs and eminent guest faculty

7.13 The main objective of the training programme was to support officers to make the transition from programme management to becoming effective and responsive policy formulators and implementers. The programme aimed to build strategic management and leadership skills of the participants and also enhanced their competence to address the political economy. This was done through:

- Consolidating and drawing lessons from their own past programme and project experiences.
- Deepening understanding of global, national and state level policy environments.

- Providing detailed sector-specific knowledge, concepts and tools, as well as policy perspectives.

7.14 By the end of the course, the participants were able to:

- Appreciate contemporary development in political economy at the global and national level,
- Understand the process of public policy formulation, analysis and evaluation
- Enhance domain knowledge in the context of the process of public policy
- Strengthen leadership and negotiation skills, and
Appreciate the centrality of values in governance.

**Faculty**

7.15 The Course was delivered through a combination of internal Academy faculty, faculty drawn from reputed academicians and experts both serving and retired civil servants and well-acclaimed domain experts. The Academy faculty delivered over 30% of the total teaching inputs besides taking other course-related sessions.

**Objective of the Programme, inputs and eminent guest faculty**

7.16 The main objective of the training programme was to support officers to become effective and responsive policy formulators with an inter-sectoral perspective. The programme aimed to build strategic management and leadership skills of the participants and also enhanced their competence to address the political economy. This was done through:

### IAS Professional Course Phase-V (2012), 6th round

(01st October to 2nd November 2012)

<table>
<thead>
<tr>
<th></th>
<th>Title of the Course</th>
<th>• Phase V of Mid Career Training Programme of IAS Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Duration &amp; Date</td>
<td>• October 01 to November 02, 2012, (5 Week)</td>
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<tr>
<td></td>
<td></td>
<td>• Foreign Study Tour – New York &amp; Washington, USA, 01 October to October 09, 2012 (9 days)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• The domestic component of the course was conducted at the Academy in Mussoorie.</td>
</tr>
<tr>
<td>3</td>
<td>Introduction of the Course</td>
<td>• The programme aims to prepare the officers who have completed 26-28 years of service for effective transition to strategy formulation and its implementation.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• It also seeks to update their knowledge in the major domains of governance.</td>
</tr>
<tr>
<td>5</td>
<td>Composition of Group-Service represented and male/female break up For conference format only male/female break-up is required</td>
<td>• Total Participants - 97 IAS Officers-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Male – 86 Female - 11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Residual Participants - 1</td>
</tr>
</tbody>
</table>
Consolidating and drawing lessons from their own past programme and project experiences.

Deepening understanding of global, national and state level policy environments.

Providing detailed sector-specific knowledge, concepts and tools, as well as policy perspectives.

By the end of the course, the participants were able to:

- Develop a wider global and national perspective in order to formulate strategies to meet future challenges
- Understand the importance of inter-sectoral policy design and implementation
- Provide effective leadership in his / her work environment
- Reinforce service networks essential for policy formulation and implementation

Faculty

The Course was delivered through a combination of Academy faculty, guest faculty comprising senior leaders, economists, both serving and retired civil servants and well-acclaimed domain experts. The Academy faculty delivered about 15% of the total teaching inputs besides taking other course-related sessions.

Joint Civil-Military Training Programme on National Security

The first Joint Civil-Military Training Programme on National Security was conducted by the Lal Bahadur Shastri National Academy of Administration (LBSNAA) from 2-14, 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, Our Strategic Culture, Insurgency and Terrorism are discussed and deliberated at length. This program is held every year.

Joint Training Programmes on Gender Issue/TQM/Law & Order/Disaster Management for Officers from IAS, IPS and IFS

The Academy conducts 3 to 4 courses of one-week duration each, every year on themes of Gender Issue, TQM, Law
& Order and Disaster Management. These courses are open to officers of various levels of seniority.

The objective of the programme include exposing the participants to the issues relating to Ethics/Moral Philosophy; encourage them into thinking about the values that underpin the framing and implementation of public policy; and to the ethical frameworks that policy makers use to resolve sticky public policy issues. The program aims at creating an atmosphere in which participatory learning takes place.

**Induction Courses for officers promoted to the IAS or in the select list for promotion**

7.21 The Academy organizes Induction Program for officers on the select list promoted to the IAS from the state services. The aim of these courses is to update levels of knowledge, skills and information and to provide 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 duration of eight weeks with about two weeks of exposure visit.

**Curriculum**

7.22 To ensure that the academic curriculum is relevant, it is constantly reviewed and updated through extensive consultations with the representatives of the state governments, the central government and other scholars and practitioners. 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.

7.23 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 running, 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.

7.24 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 also encourages esprit de corps.

**Seminars and Workshops**

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

**Golden Jubilee Retreat of IAS Officers.**

7.26 The Academy organizes a retreat every year for Officers who joined the service 50 years back. The first was held in 1997, the Golden Jubilee Year of the new nation, where the ICS and IAS Officers, who were in service at the time of independence, participated. Since then, the retired officers 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.

**Conference of Heads of ATI and State Training Coordinators**

7.27 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 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.

**National Institute of Administrative Research**

7.28 The National Institute of Administrative Research (NIAR) is an autonomous society constituted under the aegis of Lal Bahadur Shastri National Academy of Administration, Mussoorie. It is located at the erstwhile Glenmire Estate, Cozy Nook, Charleville Road, about a kilometre from the Main Campus of the Academy. Its mandate is to carry
out research activities on major National policies and programmes with a view to disseminating knowledge and providing actionable policy inputs to the concerned Ministries in the Government of India.

7.29 N.I.A.R. traces its origins to the National Research and Resource Centre (NRRC), which was set up by the Academy in 1994. In 1996, this was converted into the National Society for Promotion of Development Administration, Research & Training (NSDART). In 2001, NSDART was re-christened as N.I.A.R. (National Institute of Administrative Research). At inception, the focus was on rural development & village studies, which was expanded in time to include Governance matters, infrastructure development and social services delivery. The Institute has intensively worked in the areas of Primary and Elementary Education, Decentralized Participatory Planning at the District and Block level, Capacity Building of Panchayat Raj Institutions, Participatory Learning and Action, Rural Development, Cooperatives, Public Sector Management and Human Rights.

7.30 Efforts are currently underway to optimise N.I.A.R.’s research potential. Towards that end, other Research Centres in the Academy, such as the Centre for Rural Studies (CRS), National Centre for Gender (NGC), National Centre for Urban Management (NCUM), Centre for Disaster Management (CDM) and National Centre for Livelihood and Management (NCLM) have merged with NIAR so that it can act as a single-stop shop for carrying out all policy-related research and dissemination activities.

7.31 With the aid of national/international agencies, N.I.A.R. has recently set up a National Centre for Water and Sanitation. It has secured the approval of the UNDP for setting up a Centre for Climate Change, which will undertake cutting-edge research in this critical area and mainstream its findings into the training curricula for civil servants. N.I.A.R. is also interacting extensively with UNDP on governance issues. It has proposed that a Centre for Governance and Public Policy be set up in N.I.A.R. to document good practices and incorporate them in various training courses.

7.32 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 Rural Studies (CRS)**

The activities of the Centre for Rural Studies for the Year are as under:

7.33 The Centre for Rural Studies, Lal Bahadur Shastri National Academy of Administration (LBSNAA) was set up by the Ministry of Rural Development, Government of India for the concurrent evaluation of land reform policies implemented by the
states on the basis of inputs provided by the Officer Trainees who are undergoing district training programme. In addition to this, the task of concurrent evaluation of poverty alleviation schemes was also entrusted to the Centre. Over the years, the Centre has widened its activities involving conducting research studies, training programmes and policy suggestions.

**Centre for Disaster Management**

7.34 Ministry of Home Affairs, Govt. of India has set up 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 centres 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.

**National Gender Centre – NIAR LBSNAA**

7.35 The National Gender Centre was established in 1993 and got registered as a society under the Societies Act 1860 in 1998. The Gender Section works on gender mainstreaming and how gender issues impacts on weak and vulnerable groups and especially women and children. The Centre plays a strong role to ensure that all aspects of its training programme mainstream gender equality issues in design and implementation and monitoring. Centre is trying to bring change in the perception through courses, training programmes, research work, brainstorming sessions, panel discussion etc.

**Our mission is to work with a global network of partners to:**

- Develop dynamic ideas and analysis on the gender issues that shape our world
- Use innovative teaching for trainings, authoritative research and cutting-edge communications to influence key audiences in order to achieve our vision.

7.36 Our aim is 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. The centre tries not to present Gender Studies as the Studies of Women in isolation but the study of interaction of various variables that exist within the society and effect the processes within it. The Centre delivers gender training through courses and sensitization inputs to the Officer Trainee’s of All India Service, and Central Services at the Academy’.

- Foundation Course
- Phase I & II
- Mid Career Training
- In-service Training Courses
- Induction Training Programme.

7.37 Apart from the regular Academy courses the Centre is also associated with bilateral agencies such as UN-Women, UNICEF etc. in conducting theme specific training programmes and conferences.

**Total Quality Management in Training Institutions (TQM)**

7.38 To bring the concept of Total Quality Management in the Academy activities, the Academy undertakes a number of activities. These involve a number of staff oriented activities and upgrading facilities and utilities within the Academy. In addition, the Academy has brought in TQM concepts as essential inputs in almost all courses conducted in the Academy. TQM have in fact become an integral part of the courses run in the Academy. Some of the significant TQM topics are being covered in the various training courses like Foundation Courses, IAS Phase-I and In-service Courses.

**Relevance of the Concept of Quality in Government**

- PDCA
- 5 ‘S’
- Process Management
- Benchmarking
- Problem solving techniques
- Excellence Model
- Some topics like System Thinking,
- Six Sigma Concepts

7.39 These inputs have been extremely useful and of practical value to the participants and are being used to make changes in the functioning of some offices leading to better service and better quality.

**National Centre for Urban Management (NCUM)**

7.40 The Academy being a premier institution for administration and human resource development it is poised to play a catalytic role in resolving urban problems
and meeting the challenges of urban governance and management especially through capacity building initiatives.

7.41 The National Centre for Urban Management at the Academy focuses on capacity building of civil servants through comprehensive training module development on urban governance over the past decades, the focus of training provided at the LBSNAA has predominantly plan rural. With India emerging as one of the fastest urbanizing countries in the world, capacity building of the civil services on urban development issues has acquired a new urgency. The National Centre for Urban Management is dedicated towards capacity building, research and training curriculum development in the field of urban governance.

The Academy Spirit

7.42 LBSNAA seeks to impart in 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.

7.43 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.

7.44 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 confessional 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. 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.

7.45 The Officer Trainees are divided onto 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 an Alma Mater

7.46 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. As a result, this institution provides a bonding among 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

7.47 The Institute of Secretariat Training and Management (ISTM) is imparting training to the officers of the Secretariat Services amongst others Central/State Government employees. 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 six 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, Autonomous Bodies, Public Sector Organisations, the Institute organises special programmes addressed to the specific customer needs in different areas.

7.48 ISTM also conducts Management Development Programme (MDP) for officers of the level of Deputy Secretary and above of the Government of India. The areas covered are Financial Management, Management Principles, Good Governance, Knowledge Management, Behavioural Techniques and Cabinet Note preparation in order to orient them towards effective service delivery in the Central Government. Some other activities of the Institute include undertaking research studies, providing consultancy services and development of trainers in training techniques. The Institute also organizes workshops/seminars for SAARC and Commonwealth countries.

7.49 From the year 2007-08, ISTM is also involved in implementation of the CSS Cadre Training Plan which envisages Organization of mid-career mandatory training programmes having linkages with career progression upto Director Level Officers.

7.50 During this year as on 28th February, 2013, ISTM has conducted a total of 200 training programmes covering a trainee population of 5453. Major areas of training programmes conducted at ISTM are as under:

a) Foundational & in-service Courses conducted as per new CSS/CSSS Cadre Plan
Summary of courses conducted during 2011-12 along with comparative figures for 2012-13 are given below:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Training programmes</th>
<th>No. of Training programmes</th>
<th>No. of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Training programmes including faculty Assistance (Other than CSS-CTP/ CSSS-CTP)</td>
<td>197</td>
<td>4414</td>
</tr>
<tr>
<td>2</td>
<td>CSS/CSSS Cadre Training Plan</td>
<td>26</td>
<td>1059</td>
</tr>
<tr>
<td>3</td>
<td>Organisation Specific Programmes</td>
<td>40</td>
<td>1374</td>
</tr>
<tr>
<td>4</td>
<td>Peripatetic Programmes/FA</td>
<td>32</td>
<td>960</td>
</tr>
<tr>
<td>5</td>
<td>International Courses</td>
<td>2</td>
<td>34</td>
</tr>
<tr>
<td>Total</td>
<td>Training programmes</td>
<td>297</td>
<td>7841*</td>
</tr>
</tbody>
</table>

* 24 half a day seminar on RTI covering approximately 1000 participants.

Summary of Courses Conducted (2012-13) (1.4.2012 to 28.2.2013)

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Course</th>
<th>No. of Courses/ Weeks</th>
<th>No. of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>CSS-CTP</td>
<td>34</td>
<td>1150</td>
</tr>
<tr>
<td>2.</td>
<td>CSSS-CTP</td>
<td>17</td>
<td>536</td>
</tr>
<tr>
<td>3.</td>
<td>Other Training programmes including FA(other than CSS-CTP/ CSSS-CTP)</td>
<td>65</td>
<td>1765</td>
</tr>
<tr>
<td>4.</td>
<td>Organisation Specific Programmes</td>
<td>48</td>
<td>1142</td>
</tr>
<tr>
<td>5.</td>
<td>Peripatetic Programmes/FA</td>
<td>36</td>
<td>860</td>
</tr>
<tr>
<td>6.</td>
<td>International Courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>200</strong></td>
<td><strong>5453</strong></td>
</tr>
</tbody>
</table>
Achievements and New Initiatives of ISTM:

Statistical Data for the Years 2007-2012

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Courses</th>
<th>Trainee Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-08</td>
<td>164</td>
<td>3968</td>
</tr>
<tr>
<td>2008-09</td>
<td>138</td>
<td>3815</td>
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<tr>
<td>2009-10</td>
<td>169</td>
<td>4252</td>
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<tr>
<td>2010-11</td>
<td>221</td>
<td>5613</td>
</tr>
<tr>
<td>2011-12</td>
<td>297</td>
<td>7841 (24 half a day seminar on RTI conducted)</td>
</tr>
<tr>
<td>2012-13</td>
<td>208*</td>
<td>5453*</td>
</tr>
</tbody>
</table>

* Number of courses conducted up to 28th February, 2013.

New Initiatives

- Cadre Training Plan for CSS Officers started from the year 2007-08.
- Cadre Training Plan for CSSS Officers started from the year 2011, CSSS-CTP mandatory training programmes
- ADR (F) course started for 24 weeks from the year 2000-09 onwards and revised to 12 weeks as of now.
- Additional CSS-E and CSS-D Courses planned during 2012-13.
- Work is in progress for conducting 400 training weeks of CSS-CTP and CSSS-CTP Courses. (332 training Weeks programmes already conducted as on 28.02.2013)
- Pilot run of TMIS software in November, 2012.

Major Events


as a token of recognition of their excellent performance in the Prize Distribution Ceremony. During the year 2012-13, Prize Distribution Functions was held on 27 July, 2012 in which 200 prizes were given to participants who secured first, second and third position in each of courses held during 2010-11 and 2011-12.

New Training Programmes:

- Finance for non-finance Officers
- Induction Course for Newly Recruited Steno Grade D (SDR).
- CSSS Level – I,II,III, IV & CSSS-RTP
- Analysis of Financial Statements.
- Outcome Budget
- Orientation Training Programme for Ministries
- CSS-E Course resumed after long duration due to court cases
- Knowledge Management course
- National Training Policy
- Good Governance
- Right to Information
- Emotional Intelligence
- Process Reengineering
- Workshop on Preparing Cabinet notes
- Public Finance management

7.51 The institute has a scheme of recognizing excellent performance by the participants in courses, which have examination, as an integral part of the course. In courses under CSS Cadre Plan from level A to F, Assistant Foundational Course, Advanced Management Services, Basic Management Services and Cash and Accounts courses, the participants who secured first, second and third positions in each of such courses, are awarded prizes
**Organisation Specific training programmes**

7.52 OSP to various Central Ministries/Departments, State, UTs and Autonomous bodies and PSUs

**Research and Consultancy Projects**

- Identification of Training need for ICLS (Indian Corporate Law Services)
- Training Need Identification and designing of Training Module for Orientation Training Programmes for Ten Ministries/Departments
- Training Need Identification for Department of Food & Public Distribution

**Development of Training Management System (TMS) is in progress:**

7.53 TMIS module of Training Management System is now fully operational and the pilot run of TMIS software was successful. Also first consolidated weekly schedule for the week from 12-16 November, 2012 has been created through TMIS module. CMS, KMS, FTS, inventory management, leave management etc are in the process of development.
Training Institutions
The Indian Institute of Public Administration is an autonomous organization registered 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 and economic and political science with reference to public administration and the machinery of government and for educational purposes incidental thereto

(ii) To undertake, organize and facilitate study courses, conferences and lectures and research in matters relating to public administration.

(iii) To undertake provide for the publication of journals and of research papers and books to impart training in and promote study of public administration.

(iv) To establish and maintain libraries and information services to facilitate the study of public administration and spreading information in regard thereto.

(v) To undertake provide for the publication of journals and of research papers and books to impart training in and promote study of public administration.

During the financial year 2012-13, the Institute will receive a Non-Plan grant-in-aid to the extent of Rs.355.30 lakhs and Plan grant of Rs 300.00 lakhs from the Department of Personnel and Training (DoPT).*

*The figures are as per BE 2012-13
8.0 The Administrative Vigilance Division (AVD) of the Department of Personnel & Training is the nodal agency in the arena of vigilance and anti-corruption. Its main tasks, inter-alia, are to oversee and provide necessary directions to the Government’s commitments of maintenance of discipline and eradication of corruption from the public service. In order to step up efforts in this regard, the three-pronged strategy of prevention, surveillance and detection as well as deterrent and punitive action continued to be followed during the current year also. The implementation of the Anti-corruption Action Plan of each of the Ministry/Department has been monitored through quarterly reports. Emphasis continued to be laid on preventive vigilance that might involve appropriate changes in the existing rules/regulations/procedures in selected areas. The Administrative Vigilance Division also handles all policy and administrative matters pertaining to the Central Vigilance Commission.

8.1 The AV Division is responsible for examination of disciplinary cases in respect of IAS officers working under the Central Government and Grade I and above level of officers of the Central Secretariat Service (CSS)/Central Secretariat Stenographer Service (CSSS). 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 Computerized Vigilance Information System is in operation with a central data base and the facility can be accessed by the concerned requisitioning Divisions of this Department.

Disciplinary Proceedings & Sanction for Prosecution

8.2 Final orders in disciplinary proceedings were issued in 9 cases (IAS-7, CSS-2) during the period from 01.4.2012 to 28.02.2013. In 2 cases, decision on the request of the State Governments regarding grant of permission to initiate disciplinary proceedings against retired IAS Officers under the provisions of All India Service (Death cum Retirement benefits) Rules was conveyed to the respective State Governments. Request of CBI and State Investigation Agencies for grant of sanction for prosecution under Prevention of Corruption Act, 1988 were decided in 11 cases (IAS-10 and CSS-1) during the same period and orders issued.

Disagreement cases in disciplinary matters

8.3 In order to bring about greater uniformity in existing disciplinary cases on behalf of the President, in cases where the President is the disciplinary authority and there is a difference of opinion between the CVC and the concerned Department, the Departments are required to consult the DoPT before taking a decision on not to accept the CVC’s advice. Similarly, disciplinary cases where Central Vigilance Commission advises major penalty and the UPSC favours a minor penalty or recommends exoneration, before the Disciplinary Authority takes a final view, the matter is to be referred to this Department for resolving the disagreement. This Division has disposed of 22 such cases, till 31.12.2012.

Disagreement case in the matter of Prosecution sanction cases

8.4 Similarly, the cases of disagreement between the CVC/CBI and Sanctioning/ Disciplinary Authority in the matter of Prosecution sanction cases were required to be referred to DoPT for a final decision in terms of this Department’s OM dated 6th November, 2006. This has been modified vide DoPT’s OM No. 372/19/2012-AVD-III dated 3rd May, 2012 providing that final decision for grant or denial of sanction for prosecution shall be taken by the
Competent Authorities concerned even in cases wherein they decide to differ with CVC’s advice after obtaining views of DoPT which may be taken into account while passing final speaking order. This Division has disposed of 5 such cases till 31.12.2012.

**United Nations Convention Against Corruption (UNCAC) And Other International Collaborative Efforts**

8.5 United Nations Convention Against Corruption (UNCAC) is a universally binding international legal Instrument to fight corruption at both domestic and global level and was adopted by the United Nations General Assembly in October 2003. With corruption assuming trans border dimensions necessitating effective international co-operation, the Convention through its prescription aims to bring in rationalization and uniformity in legal frameworks and in the approaches in the fight against corruption. As on 31st December 2012 there were 164 State Parties who have acceded to the Convention. India signed the Convention in December 2005 and ratified the same in May 2011.

8.6 The Convention in short, defines and standardizes certain terms that are used with different meanings in various States or circles; requires State Parties, to develop corruption prevention measures involving both the public and private sectors; to establish specific acts of corruption offences as crimes and provide for mechanism for enforcement of such acts; to provide for measures for promoting international cooperation, for example through extradition, mutual legal assistance and joint investigations; and to put in place measure to effect recovery of assets and proceeds of crime. The prescriptions contain both mandatory and non mandatory obligations.

8.7 The Convention provides for a detailed mechanism for peer review of the status of implementation of its provisions by the Member States. Under this mechanism, India is scheduled to undergo a review of the state of implementation of Articles of Chapter III and IV of the Convention during the year 2013, by governmental experts from two other Member States and one of them will be from the same region as India is in. The countries which would be reviewing India will be decided by draw of lots in the next Implementation Review Group Meeting scheduled to be held in May 2013. A core group consisting of officers from different departments concerned with the domestic law/acts connected to the various provisions of the Convention has been constituted in advance preparation for the expected review later during 2013. It has also been planned to undertake a ‘gap analysis study’ of the implementation
of the provisions of the Convention by an outside agency as part of advance preparations for the upcoming external review by two member States.

8.8 In the meanwhile, under the UNCAC review mechanism providing for peer reviews, India and Bulgaria have been jointly made responsible to carry out a review of South Korea on the State of compliance of the provisions of Chapter III and IV of UNCAC through the country’s nominated Governmental Experts. While India has been assigned, Chapter III of the UNCAC, Bulgaria has been given the responsibility for Chapter IV of UNCAC. The review work is currently in progress and the first stage of the Desk Review in respect of Chapter III has been completed and a preliminary report has been sent to UNODC for further action as per review process.

8.9 India is a Member of G-20 Anti Corruption Working Group. This Group has evolved an action plan which inter alia requires the members of G-20 Group of countries to lead by example. The broad identified areas of action plan are, take steps towards ratification/accession to the International Convention like UNCAC, OECD Anti Bribery Convention, prevent access of corrupt officials to the global financial system and denial of entry or visa to such persons, provide for measures to protect whistle blowers, promote effective functioning of anti corruption bodies and association of private and business sector in combating corruption. India has been participating in their Working Group Meeting. During the year India participated in three meetings held from 28.2.2012 to 29.2.2012 at London, UK, from 16.4.2012 to 18.4.2012 held at Puerto, Vallarta, Mexico and from 10.10.2012 to 12.10.2012 at Paris, France.

8.10 The Organisation for Economic Cooperation and Development Convention on Combating Bribery of Foreign Officials in International Business Transactions (OECD Anti Bribery Convention) is a multilateral international convention which contains prescriptions for criminalizing the supply side of the bribery of Foreign Public Officials in International Business Transactions. This Convention entered into force from 15th Feb 1999. The Convention establishes legally binding standards to criminalize (to declare the act of bribery as a criminal offence) bribery of foreign public officials in international business transactions and provides for a host of related measures imposing obligations to make this effective. The Government had introduced a bill titled “The Prevention of Bribery of Foreign Public Officials and Officials of Public International Organisations Bill 2011 in Lok Sabha in 2011 in order to comply with Article 16 of United Nations Convention Against
Corruption. India is not a Member of the OECD Anti Bribery Convention however participates in their Working Group Meetings as an observer with the objective of enhancing the capacity building exercise for dealing with Foreign Bribery issues in International Business. During the year 2012 officers representing India attended the meetings held during 10.12.2012 to 14.12.2012, 9.10.2012 to 12.10.2012 and 12.6.2012 to 16.6.2012.

**Chief Vigilance Officer**

8.11 The AVD has been responsible for the appointment of Chief Vigilance Officers (CVOs) in Central Public Sector Undertakings etc. It also deals with the matters relating to extension of tenure of the CVOs, their pre-mature repatriation and debarment of officers who fail to take up their assignments as CVO consequent upon their selection. During the year 2012, 54 panels were sent to various Ministries/Departments for finalizing selection of appointment of CVO in PSUs under their respective administrative control. Out of these, 34 officers have been appointed as CVO in various CPSUs etc. During the same period, 18 CVOs have been granted extension of tenure after completion of initial tenure, 6 officers have been debarred from central deputation for not joining the post after their selection and 3 cases of premature repatriation were finalized.

**Central Vigilance Commission**


8.13 The jurisdiction of the Commission extends to all the organizations to which the executive powers of the Union of India extend. In terms of Section 8(2)(a) of the Central Vigilance Commission Act, 2003, the Government has notified, vide Notification-No.418/2/2004-AVD-IV dated 12th September, 2007, the level of officers of the corporations established by or under any Central Act, the Government companies, societies and other local authorities owned or controlled by the Central Government.

8.14 The Central Vigilance Commission has been emphasizing upon bringing about transparency in the functioning of the government organization by making extensive use of technology available, which provides for minimum personal contacts of the public with the government functionaries. This step minimizes the scope for indulging in irregular practices for undue
financial and other gains. The Commission with a view to tackle such irregularities and to bring about systemic improvement directed all organizations under its purview to make extensive use of the web-sites both as a tool for communication with the stakeholders and for curbing corruption.

8.15 The Commission has issued guidelines advising organizations to follow a fair, transparent and open tendering procedure, to select the application service provider for implementing their e-tendering solution. Further, while doing so the organization must take due care to see that effective security provisions are made in the system to prevent any misuse. The guidelines issued by the Commission on security consideration for e-procurement system include application of securities on (a) infrastructure level, (b) design, (c) application deployment and use and (d) dated storage and communication. Further, the Commission also emphasized on need for a single platform to be used by all departments across a state to reduce the threat to the security of the data, Public Key Infrastructure (PKI) implementation and third party audit a least once a year.

8.16 Another initiative of the Commission with a aim to eradicate corruption in procurement activity is introduction of “Integrity Pact” in large valued contracts in all government organizations. The adoption of this pact is voluntary on the part of the organization concerned. The Pact envisages a pre-bid agreement between the buyers and the sellers to avoid all forms of corruption influenced by any person from the bidding stage to the last payment in the contract. The Integrity Pact envisages appointment of an Independent External Monitor of repute to oversee the implementation of the pact and to examine any complaint relating to violation of the pact.

8.17 The Commission has also formulated a Standard Operation Procedure (SOP) for adoption of Integrity Pact (IP) in the major Government Department/Organizations and issued circular in this regard to all CVOs. The SOP provides detailed implementation procedure of IP, role and functions of IEMs, procedure for internal assessment of IP etc.

8.18 The Annual Report of the Central Vigilance Commission for the year 2011 has been laid on the Table of both the Houses of Parliament in December, 2012.

Measures to expedite disciplinary vigilance proceedings

8.19 The Government had appointed a three member Committee of Experts to examine and suggest measures to expedite the process involved in disciplinary/vigilance proceedings. In its Report, the Committee has recommended, in July, 2010, for –
(i) amendment in the Departmental Inquiries Act 1972 to empower inquiry officers to ensure attendance of witnesses and accused;

(ii) creation of panel of Inquiry Officers both serving and retired and enhancement of fees for timely completion of inquiries;

(iii) prescribing a time limit of two months for completion of minor penalty disciplinary inquiries and 12 months for major penalty disciplinary inquiries;

(iv) dispensing with second stage consultation with CVC;

(v) dispensing with consultation with UPSC in minor penalty disciplinary cases except for AIS officers serving in connection with affairs of States;

(vi) giving statutory status to Vigilance Commissioners in the States;

(vii) introduction of ‘Plea-bargaining’ in major penalty disciplinary inquiries;

(viii) major penalty of compulsory retirement to include cut in pension/ gratuity;

(ix) amendment of Article 311 of the Constitution to provide for dismissal from service on charges of corrupt practices after beginning of trial in a competent court;

(x) amending Section 19 of Prevention of Corruption Act and Section 197 of the Criminal Procedure Code to provide for prior sanction of Government in cases of retired officers as well as for officers on deputation to various societies and Autonomous Bodies.

8.20 Some of the major recommendations of the Expert Committee were also considered by the Group of Ministers on tackling corruption. The recommendations of the Group of Ministers on these issues are contained in the First Report of the GoM. These recommendations have been accepted by the Government and action has been initiated for their implementation. In few cases, instructions have already been issued. The remaining recommendations of the Committee of Experts are being examined by a Committee of Secretaries.

Brief Status Note on Lokpal & Lokayuktas Bill, 2011

8.21 In order to meet a long standing demand to establish a mechanism for dealing complaints on corruption against certain public functionaries, including corruption at high places, the Government had constituted a Joint Drafting Committee on 08.04.2011, consisting of five nominee Ministers from Government of India and five nominees of Shri Anna Hazare (including Shri Hazare himself), to prepare a draft of the
Lokpal Bill. Based on the deliberations of the Committee, and on the basis of inputs from Chief Ministers of States and political parties, a draft Lokpal Bill was prepared. The Cabinet at its meeting held on 28.07.2011 considered the draft Lokpal Bill, 2011 and upon approval by the Cabinet, the Lokpal Bill 2011 was introduced in Lok Sabha on 04.08.2011. The said Bill was referred to the Department-Related Parliamentary Standing Committee on Personnel, Public Grievances, Law and Justice on the 8th August, 2011 for examination and report.

8.22 The Department Related Parliamentary Standing Committee after extensive discussion with all the Stakeholders has, in its 48th Report, made a number of recommendations suggesting major amendments in the Bill both as regards the scope and content of the Bill, including that necessary provisions be made, in the Union legislation, for establishment of Lokayuktas in the States, so as to provide leverage to the States where no such institution exists and to bring in uniformity in the laws relating to State Lokayuktas which are already in existence in a number of States. The Committee also recommended that Lokpal and Lokayuktas should be conferred Constitutional status.

8.23 Upon consideration of the recommendations of the Standing Committee, the Government withdrew the Lokpal Bill, 2011 pending in the Lok Sabha and introduced a new comprehensive Lokpal and Lokayuktas Bill, 2011 in the Lok Sabha on 22.12.2011 to establish the institution of Lokpal at the Centre and Lokayukta at the level of States. Also, keeping in mind the recommendations of the Standing Committee that the Lokpal and Lokayuktas may be made Constitutional bodies, the Government also introduced Constitution 116th Amendment Bill, 2011 to provide for Constitutional status to these bodies.

8.24 These Bills were taken up for consideration by the Lok Sabha on 27.12.2011. The Lokpal and Lokayuktas Bill, 2011 was passed with certain amendments whereas the Constitution 116th Amendment Bill, 2011 could not be passed with the requisite majority. The Lokpal and Lokayuktas Bill, 2011 was taken up for discussion and passing in the Rajya Sabha on 29.12.2011 but the discussion remained inconclusive. Subsequently, the Rajya Sabha adopted a motion on 21.05.2012 and referred the Bill to a Select Committee of the Rajya Sabha for examination and report. The Select Committee of Rajya Sabha has submitted its report to the Rajya Sabha on 23.11.2012.
An Overview

9.1 In the early stages 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 antisocial persons, both officials and non-officials, for indulging in bribery and corruption. In order to tackle the problem, the Government set up Special Police Establishment (SPE) under a DIG in the then Department of War, through an executive order in 1941, with mandate to investigate cases of bribery and corruption in transactions with which the War and Supply Department was concerned. At the end of 1942, the activities of the SPE were extended to include cases of corruption in Railways also, which was vitally concerned with the movement and supply of war materials.

9.2 In 1943, an Ordinance was issued by the Government, constituting a Special Police Force vested with powers for investigation of certain offences committed by servants of Central Government. As a need for a Central Government Agency to investigate cases of bribery and corruption was felt even after the end of the war, the Ordinance which lapsed on September 30, 1946, was replaced by Delhi Special Police Establishment Ordinance of 1946. Subsequently, the same year, Delhi Special Police Establishment Act, 1946 (DSPE Act) was brought into existence.

9.3 After promulgation of the Act, superintendence of 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 the Act provided for its extension to the States with the consent of the State Government. The Headquarters of SPE 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 organisation was placed under his charge.

9.4 In 1953, an Enforcement Wing was added to the SPE to deal with offences under the Import and Export Control Act. With the passage of time, more and more cases under various 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, 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.

9.5 A growing need was felt for a Central Police Agency at the disposal of the Central Government, which could investigate not only cases of bribery and corruption, but also violation 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 1st 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.
(vi) Administration Division.

9.6 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:

- 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.
- 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.
- 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.
  (e) Cases of certain specified categories under the Defence of
India Act or Rules with which the Central Government is particularly concerned.

- Serious cases of cheating or fraud relating to the Railways, or Posts & Telegraphs Department, particularly those involving professional criminals operating in several States.
- Crime on the High Seas.
- Crime on the Airlines.
- Important and serious cases in Union Territories, particularly those by professional criminals.
- Serious cases of fraud, cheating and embezzlement relating to Public Joint Stock Companies.
- 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 interstate 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.
- Prosecution of cases investigated by this Division.

9.7 CBI was further strengthened by addition of an Economic Offences Wing by a Government of India Resolution dated February 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.

9.8 In September 1964, a Food Offences Wing was formed to collect intelligence regarding hoarding, black marketing, smuggling and profiteering in foodgrains and take up such cases having interstate ramifications in view of the situation prevailing at that time. It was merged in the Economic Offences Wing in 1968.

9.9 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 National Crime Records Bureau (NCRB) and that relating to Research Division was transferred to Bureau of Police Research & Development (BPR&D).

9.10 With the 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 complicated cases like Bhagalpur Blinding, Bhopal Gas Tragedy, etc. Since early 1980’s, 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, rape, 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. Bank Frauds and Securities Cell was created in 1992 to investigate cases related to Bank Frauds & Securities Scams.

9.11 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 case 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 Masjid in Ayodhya and Special Task Force was created in 1993 to take up investigation relating to bomb blast in Bombay.

9.12 Due to increased workload relating to Securities Scam cases and rise in economic offences with the liberalisation of Indian economy, a separate Economic Offences Wing was established in 1994. Accordingly, three Investigation Divisions were created in CBI:

(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.

9.13 Pursuant to the direction of Hon’ble Supreme Court in Vineet Narian and Others v. Union of India, the existing Legal Division was reconstituted as the Directorate of Prosecution in July 2001. The Directorate of Prosecution / CBI performs the following major functions:

i. Tendering Legal Advice in cases and enquiries taken up by CBI for investigation.
ii. Conducting and monitoring prosecution of cases investigated by CBI.

iii. Amendment of laws or promulgation of new laws.

iv. Notification of offences under Sections 3, 5 and 6 of DSPE Act, 1946.

v. Providing inputs on legal issues for various Conferences and meetings.

vi. Contribution on legal issues to CBI Bulletin, etc.

vii Matters relating to the appointment of Special Judges, Magistrates, Retainer Counsels and Special Counsels.


ix. Providing inputs to Parliament Questions on the above matters.

9.14 As on date, CBI has the following Divisions:

i. Anti-Corruption Division.

ii. Economic Offences Division.

iii. Special Crimes Division.

iv. Policy and International Police Cooperation Division.

v. Administration Division.

vi. Directorate of Prosecution.

vii. Central Forensic Science Laboratory.

9.15 CBI of today continues to derive its power to investigate from DSPE Act, 1946. Section 2 of the Act vests DSPE with jurisdiction to investigate offences in the Union Territories only. However, the jurisdiction can be extended by the Central Government to other areas, including Railway areas and States under Section 5(1) of the Act, provided a State Government accords consent under Section 6 of the Act. The Executive Officers of CBI of the rank of Sub-Inspector and above exercise all powers of a Station Officer-in-charge of the Police Station for the concerned area for the purpose of investigation. As per Section 3 of the Act, Special Police Establishment is authorised to investigate only those cases, which are notified by the Central Government from time to time.

9.16 Over the years, the Central Bureau of Investigation has emerged as a Premier Investigating Agency of the country, which enjoys the trust of the people, Parliament, Judiciary the Government. In the last 71 years, the organisation has evolved from an Anti-Corruption Agency to a Multifaceted, Multi-Disciplinary Central Police – Law Enforcement Agency with capability, credibility and legal mandate to investigate and prosecute offences anywhere in India. As on date, offences under existing 80 Central Acts, 21 State Acts and 252 offences under the Indian Penal Code have been notified by the
Central Government under Section 3 of the DSPE Act.

9.17 Director, CBI as Inspector-General of Police, Delhi Special Police Establishment, is responsible for the administration of the organisation. With enactment of CVC Act, 2003, the superintendence of Delhi Special Police Establishment vests with the Central Government save investigations of offences under the Prevention of Corruption Act, 1988, in which, the superintendence vests with the Central Vigilance Commission. Director, CBI has been provided security of two year tenure in CBI by the CVC Act, 2003. The CVC Act also provides mechanism for selection of Director, CBI and other Officers of the rank of SP and above in CBI.

9.18 A consultant was appointed in the year 2007 to study the existing structure and functioning of CBI and suggest ways and means to improve the organizational efficiency. Keeping in view the recommendations of the consultant and inputs received from various Officers of CBI, it was felt that multiplicity of decision-making levels results in delays. Accordingly, the organization was restructured with effect from 1.1.2009 by reducing one level of decision making. A new zone namely “Technical Forensic & Coordination” (TFC) headed by IG / DIG was created at CBI Head Quarters, New Delhi with effect from 14th January, 2010. This zone will not only be responsible for Technological upgradation of CBI including establishment and functioning of newly-created Technological and Forensic Support Units (TAFSU) but also strengthening inter-branch, inter-state and international cooperation and coordination. The CBI now has 16 investigative Zones and 60 investigative Branches under these zones, besides three support divisions/zone viz. Policy, Administration and TFC. It has been ensured that each State is covered by at least one Branch / Unit of CBI at State-capital or at big city/metro.

Human Resource

9.19 The total sanctioned strength of CBI as on December 31, 2012 was 6586 against which 5755 officers were in position with 831 posts lying vacant. The vacancies exist in the ranks of Special / Additional Director (1), Joint Director (1), Deputy Inspector General of Police (13), Superintendent of Police (27), Additional Superintendent of Police (17), Deputy Superintendent of Police (137), Inspector (124), Sub-Inspector (68), Assistant Sub-Inspector (17), Head Constable (26). The posts of 54 Law Officers and 94 Technical Officers at various levels, were also lying vacant. A Comparative Manpower Chart for last three years is given below:
9.20 During the year 2012, 26 Departmental Promotion Committee meetings were held in which 195 CBI personnel of various ranks were promoted, 04 Departmental Promotion Committee meetings confirmed 67 CBI personnel. 288 officers have also been inducted, 9 personnel working on deputation in different ranks were absorbed in CBI.

**Crime Investigation Work**

9.21 The CBI registered 1048 Regular Cases / Preliminary Enquiries during 2012. 52 of these were taken up on the requests of States Governments / Union Territories and 132 on the directions of the Constitutional Courts. 873 Regular Cases and 175 Preliminary Enquiries were finalised during the year. At the end of year, 861 cases / enquiries were pending investigation / enquiry. During the year, charge-sheets were filed in 686 cases and judgements were received in 1188 court cases. The conviction rate for 2012 was 67%. There were as many as 9734 trials (cc) pending in various Courts at the end of year.

**Registration**

9.22 1048 cases registered include 873 Regular Cases (RCs) and 175 Preliminary Enquiries (PEs). 213 cases were registered for demand of bribe by public servants for showing official favours and 67 cases were registered for possession of assets disproportionate to known sources of income. The comparative figures of registration of cases /enquiries during the last three years and break-up of registration in 2012 in the three Investigation Divisions of CBI is depicted in the Chart below:

**Investigation**

9.23 In 2012, investigation was finalised in 842 RCs and 177 PEs. Out
of the Regular Cases, Charge-sheets were filed in 686 in the Competent Courts. The following Charts indicate the disposal of cases / enquiries from investigation during the last three years and also the division-wise disposal from investigation enquiry in 2012:

9.24 There were 861 cases/enquiries under investigation at the end of the year as against 828 cases under investigation at the end of 2011. The following Charts show the comparative figures for the last three years and also the break-up for various divisions at the end of 2012:

9.25 There were 194 cases under investigation for more than one year as on 31.12.2012. The following Chart show the cases under investigation for more than 1 year at the end of 2010, 2011 & 2012.
9.26 The following Pie Chart gives the detailed breakup of the disposal of cases from investigation during 2012.

9.28 The following Chart shows breakup of cases decided by the courts during the year 2012:

**DISPOSAL FROM TRIAL DURING 2012**

![Diagram showing disposal of cases from trial during 2012]

9.29 There were 9734 court cases under trial as on 31.12.2012. The following Bar Chart show the under trial cases during the last three years:

**CASES UNDER TRIAL AT THE END OF THE YEAR**

![Diagram showing cases under trial at the end of the year]

**Trial**

9.27 During 2012, courts delivered verdicts in 1188 court cases. Out of these, 743 cases resulted in conviction, 345 in acquittal, 20 in discharge and 80 cases were disposed of for other reasons. The conviction rate was 67%. The Charts below show the disposal by courts during the last three years:
Policy & International Police Cooperation Division

9.30 India is one of the oldest members of Interpol having joined the organization way back in 1949. The National Central Bureau of India (NCB) functions as an integral part of CBI, with Director, CBI being its ex-officio Head. In order to provide more active support to Ministry of Home Affairs, Ministry of External Affairs, State Police Forces and other Law Enforcement Agencies, the Co-ordination wing has been re-constituted as International Police Cooperation Unit comprising of National Central Bureau (NCB) and International Police Cooperation Cell (IPCC). While NCB looks after all Interpol related work, IPCC handles Letters Rogatory, active assistance to MHA and MEA in negotiation of treaties on Extradition and Mutual Legal Assistance and Conferences held annually.

Conferences/Seminars/Trainings/Meetings Organised by Interpol in Cooperation with NCB India

9.31 During the year 2012, a total number of 68 CBI Officers attended various international conferences/seminars/symposiums/training courses, investigations, etc. as against 82 in 2011 and 57 in 2010. In addition to this, a total of 6 proposals are under active consideration with Government of India.

- 13th D.P.Kohli Memorial Lecture held on 30th March, 2012 in Plenary Hall, Vigyan Bhawan, New Delhi.
- 19th CONFERENCE OF CBI & STATE ANTI CORRUPTION was inaugurated by the Hon’ble Prime Minister of India, Dr. Manmohan Singh on 10.10.2012 at Vigyan Bhawan, New Delhi.
- The 1st Interpol Global Programme on Anti Corruption and Asset Recovery for Investigators and Prosecutors was held at CBI Headquarters, New Delhi from 13 to 18 February 2012.
- The 2nd Interpol Global Programme on Anti-Corruption and Asset Recovery for Asian Region, a training workshop for senior investigators and prosecutors, was organized by the Interpol Anti-Corruption Officer (ACO) and the CBI, New Delhi from 19 to 23 November 2012 at CBI Headquarters, New Delhi.
- The Interpol Trafficking in Illicit Goods (TIG) and the CBI also proposed to co-host a Training Seminar on “Trafficking in illicit Goods” for State Police Officers/Prosecutors and Custom Officers in Mumbai from 27-29 November 2012.
- Mr. Robert Gray from British High Commission, New Delhi met with Dr. M.M.Oberoi, Deputy Director (IPCU),
CBI, New Delhi on the 2nd of February 2012. This meeting was to discuss ILORs that have been previously submitted and awaited action.

- Students and Professors of Kathmandu School of Law (KSL), has organized a study tour in India and visited different Government and non-Government Institutions in India including Courts, CBI Headquarters and Interpol offices and other places of interest in India during the period between 19 January to 04 February 2012. The study tour comprised 21 law students of Master Level and two Professors from the Kathmandu School of Law.

- Two senior officers of the Royal Canadian Mountain Police, Mr. Todd Shean, Assistant Commissioner Federal and International Operations and Chief Superintendent Thomas Bucher, Director General Drugs and Organized Crime met with Director, CBI on 8th February, 2012. The officers discussed to advance cooperation between India and Canada in regards to organized crime, human smuggling and other matters of mutual interest.

- A team composed of two representatives from the General Secretariat namely Mr. Young Sun Hwang and Mr. Savea Sosefo, Regional Specialized Officers, Asia and South Pacific Sub-Directorate, ICPO-Interpol General Secretariat visited NCB- New Delhi from 28 February to 1 March 2012, to appraise the functioning of NCB- New Delhi in order to identify factors that can improve the daily operational work of NCB more efficiently and effectively. It was one of this visit’s objectives to discover the good practices that could be shared among other member countries in order to enhance international police cooperation.

- Mr. Klaus-Dieter Fritshce, State Secretary in the German Federal Ministry of Interior along with delegation met with Director, CBI on 17th April 2012. The topics for discussion were cyber-crime, cyber-security, police cooperation in general and capacity building.

- A delegation from the OECD Anti-Corruption Division headed by Mr. Patrick Moulette, Head of Division, met with Director, CBI on 9th May 2012. The meeting was to discuss more practical ways the OECD can assist India in the fight against foreign bribery.

- The Head of the Sri Lankan Police, Mr. N.K. Illangakoon, Inspector General Police, together with three DIGs in
charge of Terrorist Investigation Narcotics and Training Units, met with Director, CBI on 19 June 2012. The discussion was held on matters of mutual interest between the two countries.

- India- EU Counter Terrorism Dialogue was held in New Delhi on January 10, 2012. The Head of the delegation met with Director, CBI and agreed on an “India- EU Roadmap for CT Cooperation”.

- A delegation from Anti- Corruption Commission, Royal Government of Bhutan headed by Ms. Netan Zangmo, Chairperson visited CBI Headquarters from 30th July to 2nd August 2012. The visit to the CBI facilitated sound knowledge and better understanding of equipment, techniques and vendors related to technical surveillance and intelligence gathering and cyber forensics.

- Mr. Ronald K. Noble, Interpol Secretary General, Internal Secretariat General, Lyon visited India from 26th to 30th August 2012. The purpose of the visit was to meet with a few of India’s largest generic pharmaceutical companies to promote stronger relations with Interpol and to encourage them to participate in the Interpol Global Register which allows products’ right holders to allow consumers to distinguish authentic from fake products.

9.32 Director, CBI as the Interpol Executive Committee delegate attended the various meetings of Interpol during 2012. Various foreign delegations also visited India and had interaction with the CBI Officers.

**Letters Rogatory (LRs)**

9.33 During this period total 52 Letters Rogatory were sent to various countries for seeking assistance in investigation of criminal matters. Out of these 22 pertain to various State Police Agencies and 30 of CBI cases. Total 22 execution reports were received out of which 16 pertained to CBI cases and 6 to the cases of State Police Agencies. During this period, 48 Letters Rogatory were received from various countries, requesting to provide assistance in criminal matters, and execution report in 38 cases were sent to MEA after receiving from the various ILOs / CBI Branches for onward transmission to the requesting countries.

**Extradition/Deportation**

9.34 During the period Red Notice published, Red Notice subjects arrested in India/ abroad and Red Notice subject extradited to India are as under :-
Red Notices published by NCB-India during the year-2012 | 94
---|---
Red Notice subjects wanted by India, arrested in India in the year-2012 | 12
Red Notice subjects wanted by India, arrested/located abroad during 2012 | 21
Red Notice subjects extradited/deported to India from abroad during 2012 | 09

**Assistance in Formulation of Treaties**

9.35 IPCU has participated in the negotiation of MLAT/Extradition Treaties/ Joint Working Group meetings with the following countries during the year 2012:-

(i) Joint Working Group (JWG) Meeting between India and Thailand held at HUA HIN, Thailand on 18-19 July, 2012 on security cooperation.

(ii) MLAT draft formulated between India and Cuba in Criminal Matters.

(iii) OECD Anti Bribery Convention meeting held at New Delhi.

(iv) Comments offered by CBI on “TO BE” report on Effective Tracking and Monitoring of Explosives.

(v) 8th meeting of the India –European Union bilateral Joint Working Group Meeting on Counter Terrorism.

(vi) South Asia Workshop on Countering the use of Internet for Terrorist Purposes held in Dec. 2012, New Delhi.

(vii) Indian Delegation visited Singapore for follow up of MLAT review on 27.7.2012.


(ix) Joint Working Group Meeting on Counter Terrorism held between India-Canada in Nov. 2012.

(x) Home Secretary Level Talks between India and Nepal held in New Delhi on 16-17 January, 2012

(xi) US- India discussion on Cyber Security held on 18th July 2012

(xii) Visit of Presidents of Brazil, Russia, China and South Africa at the 4th BRICS Summit in New Delhi in end of March 2012

**Miscellaneous Enquiries**

9.36 During the period under review, 4411 references regarding miscellaneous inquiries in respect of driving licenses, identification of foreigners, arrest report of foreigners in India, criminal antecedents, identification of fingerprints, missing person’s deportation, drug trafficking, searches and registration of thefts of antiquities stolen from India, examination
of foreign counterfeit currency seized by authorities in India, etc. were received and attended upon.

**CBI Academy**

9.37 CBI Academy started functioning from January 10, 1996 in its Campus at Ghaziabad. During the year 2012 the Academy has conducted 162 courses as compared to 133 courses in 2011.

9.38 During the year 2012, the XVIth Batch comprising of 76 Sub-Inspectors reported to the Academy on 23.08.2012 for Basic Training.
10.0 The Scheme for Joint Consultative 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. The scheme provides a platform for constructive dialogue & discussion between the representatives of the staff side and the official side for peaceful resolution of all disputes between the Government as employer and the employees. The scheme was introduced with the objectives of promoting harmonious relations and securing the greatest measure of cooperation between the Central Government as the employer and the employees in matters of common concern and with the object of further increasing the efficiency of the public service combined with the well being of those employed.

10.1 The JCM Scheme provides for three tier machinery:

(i) the National Council as the apex body; (chaired by the Cabinet Secretary);

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

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

on its structure. (chaired by Head of office of respective organizations).

10.2 The scope of the JCM Scheme includes all matters relating to:

(i) conditions of service and work;
(ii) welfare of the employees; and
(iii) 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.

10.3 Under the JCM Scheme, there have been continuous interactions 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. 46 meetings of the National Council (JCM) have been held under the Chairmanship of Cabinet Secretary since the inception of the Scheme in 1966.

National Anomaly Committee

10.4 In order to resolve the anomalies arising out of the implementation of the recommendations of the Sixth Central Pay Commission, a National Anomaly
Committee has been constituted under the Chairmanship of Secretary (P). Five meetings of the National Anomaly Committee have been held under the Chairmanship of Secretary (P) on 12th December, 2009, 27th March, 2010, 15th February, 2011, 5th January, 2012 and 17th July, 2012 wherein various anomalies were discussed with the representatives of the staff side. A Joint Committee on Modified Assured Career Progression Scheme (MACPS) was also constituted under the Chairmanship of Joint Secretary (Establishment) which held three meetings on 25th May, 2010, 15th September, 2010 & 15th March, 2011 and submitted its report which was placed before the National Anomaly Committee in its 4th meeting held on 5th January, 2012 and was subsequently discussed separately in a meeting with the Staff Side on 27th July, 2012.

Arbitration

10.5 An important feature of the JCM Scheme is the provision for Arbitration in 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.

Board of Arbitration (BOA)

10.6 A Board of Arbitration (BOA) comprising a Chairman (an independent person) and two members, (nominated - one each by staff side and official side) functions 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. Under JCM Scheme, 259 references have been made to Board of Arbitration for settlement of disagreement cases to date of which, 257 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 affect on National Economy/Social Justice.
11.0 The Administrative Tribunals Act 1985 owes its origin to Article 323-A of the Constitution of India which empowers the 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, exercise original jurisdiction in respect of service matters of employees covered by the Act.

11.1 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 Government can also present its cases 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.

11.2 The Central Administrative Tribunal was set up on 1.11.1985. At present 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 division benches in each of these Benches along with a list of places where they hold circuit sittings is given in Appendix-I.

11.3 The Members of Central Administrative Tribunal (CAT) and State Administrative Tribunals are drawn 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 is one and sanctioned strength of the Members of Central Administrative Tribunal is 65. The appointment of Members in CAT is made on the basis of recommendations of a Selection Committee chaired by a sitting Judge of Supreme Court (nominated by the Chief Justice of India). Thereafter appointments are made with the approval of Appointments Committee of the Cabinet after obtaining the concurrence of Chief Justice of India. The Selection of Members have been made against the vacancies of Members in CAT.

11.4 Under the Administrative Tribunal Act, State Administrative Tribunals were also set up in the following States -

i. Andhra Pradesh  
ii. Himachal Pradesh  
iii. Orissa  
iv. Karnataka  
v. Madhya Pradesh  
vi. Maharashtra  
vii. Tamil Nadu and  
viii. West Bengal  
ix. Kerala  

However, the Madhya Pradesh, Tamil Nadu and Himachal Pradesh Administrative Tribunals have since been abolished. The Kerala Administrative Tribunal has been established with effect from 26th August 2010.

11.5 The appointments against the vacancies of Chairmen and Members in State Administrative Tribunals are made on the basis of proposals sent by the State Governments with the approval of the Governor of the State concerned. Thereafter, their appointments undergo the same process as the one in respect of Central Administrative Tribunal.

11.6 Since its inception in 1985 and upto 30th September, 2012, the Central Administrative Tribunal has received 6,19,556 cases for adjudication (including those transferred from High Courts), out of which, 5,92,769 cases have been disposed of leaving a pendency of 26,787 cases. A statement indicating the institution, disposal and pendency of cases since inception of CAT is at Appendix-II. All the Ministries and Departments have been requested to monitor the implementation of the judgments of the CAT and reflect the data in their annual reports.

11.7 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 204 organizations so far.

11.8 In order to familiarize the newly appointed Members of CAT with the functioning of the Tribunal, a short Orientation Programme / Training is held once in a year. The First such Training was organized in April, 2009 at the National Judicial Academy, Bhopal. A five days Orientation Programme was conducted by National Law University, Dwarka, New Delhi in February 2012.

11.9 In 2010, in order to commemorate completion of 25 years of establishment of CAT, the Rajiv Gandhi Lecture Series on Administrative Law was instituted. The inaugural lecture was delivered by Justice Shri Michael Kirby, Retired Australian High Court Judge on 11th December 2010 on the topic “The Modern- Administrative State- Reflections on India and Australia”. The second lecture in Rajiv Gandhi Lecture Series was delivered by Shri Soli J.

11.10 The All India Conference of all the Members of the CAT to deliberate on the issues relates to CAT was held on 6th November, 2011, which was attended by the Chairman, CAT and Members of all the Benches of the CAT. Hon’ble Shri V. Narayanasamy, Minister of State for Personnel, P.G. and Pensions, Shri-Pawan Kumar Bansal, Hon’ble Minister of Parliamentary Affairs, Law and Justice Shri J.S.Verma, former Chief Justice of India addressed the gathering.

11.11 Justice Shri Syed Rafat Alam, was appointed as Chairman, CAT on 08.08.2012. Before his appointment as the Chairman, CAT, Justice Shri Alam was the Chief Justice of Allahabad High Court.

APPENDIX-1

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

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of the Bench</th>
<th>Date of establishment</th>
<th>No. of Division Benches</th>
<th>Circuit Sittings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>PRINCIPAL</td>
<td>01.11.1985</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>AHMEDABAD</td>
<td>30.06.1986</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>ALLAHABAD</td>
<td>01.11.1985</td>
<td>4</td>
<td>Nainital</td>
</tr>
<tr>
<td>4.</td>
<td>BANGALORE</td>
<td>03.03.1986</td>
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<td></td>
</tr>
<tr>
<td>5.</td>
<td>CHANDIGARH</td>
<td>03.03.1986</td>
<td>2</td>
<td>Shimla, Jammu</td>
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<td>6.</td>
<td>MADRAS</td>
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<td></td>
</tr>
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<td>7.</td>
<td>CUTTACK</td>
<td>30.06.1986</td>
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<td></td>
</tr>
<tr>
<td>8.</td>
<td>ERNAKULAM</td>
<td>01.09.1988</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>GUWAHATI</td>
<td>03.03.1986</td>
<td>1</td>
<td>Shillong, Itanagar, Kohima, Agartala, Imphal</td>
</tr>
<tr>
<td>10.</td>
<td>HYDERABAD</td>
<td>03.06.1986</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>JABALPUR</td>
<td>30.06.1986</td>
<td>1</td>
<td>Indore, Gwalior, Bilaspur</td>
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<tr>
<td>12.</td>
<td>JAIPUR</td>
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<td></td>
</tr>
<tr>
<td>13.</td>
<td>JODHPU</td>
<td>30.06.1986</td>
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<td></td>
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<tr>
<td>14.</td>
<td>CALCUTTA</td>
<td>01.11.1985</td>
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<td>Port Blair, Gangtok</td>
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<td>LUCKNOW</td>
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<td></td>
</tr>
<tr>
<td>16.</td>
<td>MUMBAI</td>
<td>01.11.1985</td>
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<td>Nagpur, Aurangabad, Panaji</td>
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<td>17.</td>
<td>PATNA</td>
<td>30.06.1986</td>
<td>2</td>
<td>Ranchi</td>
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<table>
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<tr>
<th>Sl. No.</th>
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<th>Disposal</th>
<th>Pendency at the End of the Period</th>
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<td>2933</td>
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<tr>
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<td>8934</td>
<td>17176</td>
</tr>
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<td>3.</td>
<td>1987</td>
<td>19410</td>
<td>15084</td>
<td>21502</td>
</tr>
<tr>
<td>4.</td>
<td>1988</td>
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<td>35562</td>
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<tr>
<td>7.</td>
<td>1991</td>
<td>21623</td>
<td>17552</td>
<td>39633</td>
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<td>8.</td>
<td>1992</td>
<td>25184</td>
<td>23782</td>
<td>41035</td>
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<td>9.</td>
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<td>27067</td>
<td>28074</td>
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<td>10.</td>
<td>1994</td>
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<td>26409</td>
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<td>11.</td>
<td>1995</td>
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<td>41970</td>
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<td>16.</td>
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<td>2002</td>
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<td>2003</td>
<td>25089</td>
<td>28076</td>
<td>28568</td>
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<td>20.</td>
<td>2004</td>
<td>23825</td>
<td>27735</td>
<td>24658</td>
</tr>
<tr>
<td>21.</td>
<td>2005</td>
<td>21528</td>
<td>22408</td>
<td>23778</td>
</tr>
<tr>
<td>22.</td>
<td>2006</td>
<td>18722</td>
<td>17774</td>
<td>24726</td>
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<tr>
<td>23.</td>
<td>2007</td>
<td>17725</td>
<td>18674</td>
<td>23777</td>
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<tr>
<td>24.</td>
<td>2008</td>
<td>18287</td>
<td>20352</td>
<td>21712</td>
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<tr>
<td>25.</td>
<td>2009</td>
<td>24496</td>
<td>23681</td>
<td>22527</td>
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<td>26.</td>
<td>2010</td>
<td>26620</td>
<td>25477</td>
<td>23670</td>
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<tr>
<td>27.</td>
<td>2011</td>
<td>25869</td>
<td>24750</td>
<td>24789</td>
</tr>
<tr>
<td>28.</td>
<td>Upto Sept..2012</td>
<td>20687</td>
<td>18689</td>
<td>26787</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>619556</td>
<td>592769</td>
<td>26787</td>
</tr>
</tbody>
</table>
12.0 The Central Government is the largest single employer in the country and bears the major responsibility for looking after the welfare of a large number of employees spread all over the country. Realizing that improvement in the working and living conditions of the employees and their families leads to efficiency and high morale, the Department of Personnel and Training supports various staff welfare measures. A brief account of various welfare measures dealt with by Welfare Division is given below:

**Welfare Measures**

**Residents’ Welfare Association**

12.1 In order to foster a spirit of mutual help and goodwill among residents of Government colonies and to promote social, cultural and recreational activities, the Residents Welfare Associations, which have adopted the Model Constitution prescribed by DOPT, have been recognized in Delhi/New Delhi and other parts of the country. 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. This Department sanctions grants-in-aid only to recognized Associations, subject to a maximum of Rs.4500/-per annum for an Association.

**Area Welfare Officers**

12.2 The Area Welfare Officers (AWOs) are nominated in residential colonies having a large number of Central Government employees. The AWOs serve as a link between the Government and residents in matters relating to the welfare of Government employees living in various colonies. They also work as field officers in coordinating and maintaining liaison with 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.
Central Government Employees Welfare Coordination Committees (CGEWCCs)

12.3 The 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. The senior most officer at the station functions as the Chairman of the Committee. The quantum of grant based on the staff strength is sanctioned by the Department of Personnel and Training to the CGEWCCs.

Central Civil Services Cultural and Sports Board (CCSCSB)

12.4 The Central Civil Services, Cultural & Sports Board, a society registered under the Societies Registration Act, 1860 is the Central agency for promotion of Cultural & Sports activities amongst the Central Govt. employees 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. Subsequently, Regional Sports Boards were set up in various cities. Financial grants-in-aid are sanctioned every year by the Board to the Regional Boards.

Activities of the Board During the Year 2012-13 Inter Ministry Tournaments 2012-13

12.5 The Board organized Inter-Ministry Tournaments during 2012-13 in 18 Disciplines of Sports in New Delhi.

All India Civil Services Tournaments Held During the Year 2012-13

12.6 These tournaments, which are open to Central and State Government employees, aim to give an opportunity to the civil servants to meet and interact with each other and compete. In 2012-13 such tournaments were held in 11 disciplines namely Table Tennis, Athletics, Lawn Tennis, Bridge, Football, Kabaddi, Badminton, Wrestling, Hockey, Volleyball and Basketball.

Board’s Affiliation to National Federation

12.7 The Board is affiliated to a number of sports associations/federations at the National level. Board’s team participate in the National Tournaments organized by these Associations/Federations.
**Trekking**

12.8 The Board sponsors trekking programme for Central Government Employees in collaboration with the Youth Hostels Association of India. The Board also encourages Central Government Employees to undertake Trekking Programmes of their own and a part of expenditure on these programmes is met by the Board.

**Playing Facilities in Delhi**

12.9 The Board provides playing facilities for the Central Government Employees and has Sports Complex at Vinay Marg, which has facilities for Football, Hockey, Cricket, Basketball, Tennis and Athletics and Tennis Courts at Bharti Nagar, R.K. Puram and Brassey Avenue as also Volleyball Court at Brassey Avenue. Facilities are also available for Chess, Carrom & Table Tennis at Nirman Bhawan.

**Grants-in-Aid**

12.10 The Board received an amount of Rs.50 lakhs as Grants-in-aid from the Government of India (Department of Personnel & Training) during 2012-13. Besides, the Board generated revenue of Rs.38.43 lakhs from renting of grounds, membership fee, coaching fee and entry fee during the year.

**CCSCSB-Citizen Charter**

12.11 The CCSCSB is committed to achieve excellence in the promotion of sports and cultural activities amongst Central Government employees and to ensure their larger and effective participation in the said activities for physical fitness as well as recreation. With these objectives in view, the CCSCSB strives to create awareness among the employees about the virtues of physical fitness and the need to release stress and tension of the present day fast-paced life through sports and cultural activities. The Board carries out its activities in such a way as to arouse interest amongst employees to ensure their mass participation and towards this end also offers opportunities of training in sports to the children of Central Government servants.

12.12 The CCSCSB expects all the Central Government employees and their families based in Delhi to make full use of the sports facilities of the Board at Delhi for physical fitness as well as forward suggestions for better fulfillment of the Board’s objective. Details are available at the website of the Welfare Division, Department of Personnel and Training at www.persmin.nic.in.

**Coaching Camp for Children/Dependents of Government Employees**

12.13 Regular Coaching in Cricket, Football & Basketball for the Children/Dependents of Government employees has been started at Vinay Marg Sports Complex, New Delhi.
Grih Kalyan Kendra

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

a) To promote social, economic, cultural and educational activities for the welfare of Central Government Employees and their families.

b) To impart technical and vocational training in home crafts and other household arts for useful utilization of leisure time and for better and efficient housekeeping.

c) To organize and promote economic activities that may provide opportunities for gainful employment to families of Central Government employees for supplementing family income.

12.15 The GKK is administered by GKK Board. The Board is responsible for the organization and administration of GKK. Additional Secretary (S&V), DoPT, is the President of the GKK Board.

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

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

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

c) Crèches for Day Care Centers for children between the age of 90 days and 10 years.

d) Recreational facilities like Health Club-cum-Fitness Centre, Multi-Gyms and weight lifting, Indoor Games like badminton, Table Tennis and classes in Karate, Yoga, Dance, etc.

e) Hiring out of Samaj Sadans (Community Centers) for the use of Central Government Employees and others to enable them to arrange cultural and social functions (like marriage etc.)

12.17 The welfare activities run by Grih Kalyan Kendra are indicated in the table given below:

<table>
<thead>
<tr>
<th>Place</th>
<th>Number of Samaj Sadans</th>
<th>Craft Centres</th>
<th>Nursery</th>
<th>Creche/Day care centres</th>
<th>Health Club / Gym / Fitness Centres</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delhi</td>
<td>30</td>
<td>10</td>
<td>16</td>
<td>12</td>
<td>6 + 4*</td>
</tr>
<tr>
<td>Mumbai</td>
<td>04</td>
<td>6</td>
<td>4</td>
<td>-</td>
<td>1*</td>
</tr>
<tr>
<td>Chennai</td>
<td>03</td>
<td>7</td>
<td>2</td>
<td>2*</td>
<td>1</td>
</tr>
<tr>
<td>Jaipur</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>-</td>
</tr>
</tbody>
</table>
12.18 The Grih Kalyan Kendra has undertaken the following activities during 2012-13

(i) 2105 children in Nursery Classes, 571 children in Creche, 1863 in Craft and 2494 users of Gym/Health Club/ Fitness centres have been availing the facilities at these centres run by the GKK in Delhi/outside Delhi.

(ii) A dynamic website of GKK was launched in May, 2010. Now the users can know the status of booking of Samaj Sadans and download forms etc. for booking for various activities of Samaj Sadans.

**Kendriya Bhandar**

**Objects of the Organisation**

12.19 The Central Government Employees Consumer Cooperative Society Ltd., New Delhi, operating in the name of Kendriya Bhandar was set up in 1963 in pursuance of Cabinet decision as a Welfare Project for the benefit of the Central Government Employees. The society endeavors to serve the Central Government Employees and general public at large by providing quality goods of daily needs at reasonable prices and consumer items through its retail stores.

**Network**

12.20 The Society operates a network of 133 stores/branches in Delhi, Maharashtra, Tamilnadu, Andhra Pradesh, Karnataka, Cochin, Daman, Goa, Uttar Pradesh, Uttaranchal, Rajasthan, Madhya Pradesh, Haryana, Punjab, Panipat and Chandigarh. Stationery and office items are sold to the Central Government offices through our sales counters at East Block and West Block, R.K. Puram, New Delhi.

**Retailing of Grocery and Consumer Items**

12.21 Kendriya Bhandar is selling good quality, lab tested pulses, spices, rice etc through its 93 retail stores in Delhi. It is pertinent to mention that the Society has been involved in welfare activities and has always assisted the Central Government and the Govt. of NCT of Delhi in arresting the price increase at the time of crisis. Accordingly, Kendriya Bhandar has successfully launched Kendriya Bhandar Brand Atta (10 kg bags) through KB
retail stores after obtaining allocation of wheat at special prices from the Ministry of Consumer Affairs, Food & Public Distribution, Government of India.

12.22 After persistent and proactive efforts by the management of Kendriya Bhandar, new grocery consumer retail stores have been opened at Maulana Azad Medical College Campus which was inaugurated by Hon’ble Smt. Sheila Dikshit, Chief Minister – Delhi and also at Tihar Jail Residential Complex, which was inaugurated by Hon’ble Commissioner of Police Delhi.

12.23 It is observed that the sales from all the above retail stores are very encouraging and increasing gradually. A major initiative taken by the Kendriya Bhandar management for a tie-up with New Delhi Municipal Corporation (NDMC) on the intervention of Hon’ble Chief Minister – Delhi has propitiously resulted in the opening of three new Kendriya Bhandar retail stores in NDMC areas i.e. Laxmi Bai Nagar, Kidwai Nagar and Baba Kharak Singh Marg. The stores were inaugurated by Hon’ble Chief Minister - Delhi. Furthermore, a new grocery consumer retail store at New Moti Bagh Residential Complex (near Chanakya Puri) was inaugurated by Hon’ble Secretary (Min. of Urban Development), Govt. of India.

12.24 Kendriya Bhandar has also undertaken the modernization of its retail stores including renovation, computerization etc. in order to provide a pleasant shopping experience to the customers and accordingly over 25 stores have been modernized over the last two years. This has also resulted in increase in customers footfall and significant increase in retail sales.

12.25 Kendriya Bhandar has also undertaken computerization of godowns such as Grocery and Consumer godowns and is also in the process of computerization of stores in phased manner.

12.26 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. Electronic weighing machines have been provided in the godowns.

Stationery Business

12.27 Kendriya Bhandar is selling stationery and office equipments items in Central Government Departments. Govt. of NCT of Delhi, PSUs and Autonomous Bodies under the control of Central Govt./ Govt. of NCT of Delhi.

12.28 Activities such as billing to customers, purchase, inventory etc. of Stationery division of Kendriya Bhandar, located at R.K. Puram (East) & (West) Blocks are computerized through Local Area Network.

Sales of Medicines Under Jan Aushadhi Project

12.29 Kendriya Bhandar has also opened
Jan Aushadhi Generic Drug Shops in GTB Hospital, DDU Hospital and Shastri Bhawan as a part of Jan Aushadhi project of the Department of Pharmaceuticals, Government of India. Kendriya Bhandar is also supplying medicines and related items to CGHS Dispensaries and Hospitals in Delhi through its existing chemist shops.

Benefits to Customers
12.30 The Society has been able to maintain competitive prices for various products sold by it as compared to those prevailing in the market. In fact, selling prices prevailing in Kendriya Bhandar now constitute the bench mark in the market. For better quality control, pre-testing of grocery items before distribution to stores has been introduced and testing of random samples picked from shelves of stores is also being continued. These steps ensure that the quality of goods sold is maintained for better consumer satisfaction.

Multi State Cooperative Society
12.31 Kendriya Bhandar is registered as a Multi State Cooperative Society w.e.f. 08.09.2000. With this change in its status Kendriya Bhandar has been able to expand its operation in other states of the Country.

Sales Performance
12.32 Kendriya Bhandar has registered significant growth in the recent past. Total sales and net profit during the year 2011-12 was Rs.516.16 crore and Rs.656.05 lakh respectively. Kendriya Bhandar has a paid-up capital of Rs.93.43 lakh of which Rs.68.18 lakh have been subscribed by the Government and Rs.25.25 lakh by individual members as on 31.03.2012. The society has been paying bonus @ 20% to its employees for the last many years.

Dividend
12.33 Kendriya Bhandar has declared a dividend of 10% for the year 2011-12. Kendriya Bhandar has contributed to the National exchequer by way of taxes and dividend for the year 2011-12 to the extent of Rs.257.13 lakh. Kendriya Bhandar is likely to achieve a turnover exceeding Rs.600 crore during the financial year 2012-13. This is based on the encouraging trend of performance of the Society so far during the year 2012-13.

Cooperative Excellence Award
12.34 Kendriya Bhandar has been honoured with the prestigious Cooperative Award for the Best Cooperative in the field of consumer welfare by the Govt. of NCT of Delhi for the year 2011-12 by Delhi Government. Kendriya Bhandar was also honoured with this Award in earlier years.

Sanskriti School
12.35 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 the Government servants particularly those coming on transfer to Delhi. 25 %
seats are reserved for children belonging to disadvantaged groups and weaker sections, as defined in the Right to Education (RTE) Act and State RTE Rules.

Civil Services Officers Institute (CSOI)

12.36 The CSOI, a Society registered under the Societies Registration Act, 1860 was set up in 1998. The main objective of the Institute is to promote welfare of the officers of the Civil Services and to bring them together in order to secure complete integration of the services and to build a corps of officers imbued with the spirit of cooperation in all aspects of civil services.

12.37 The construction and functionalization of the new building of CSOI at Vinay Marg, Chanakyapuri, New Delhi, has been completed and accordingly, the Headoffice of the CSOI has now been shifted there. Grants-in-aid assistance is provided by the Government for Capital investments only.

Departmental Canteens

12.38 As a measure of Staff Welfare, Departmental Canteens/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 1000 recognized Departmental Canteens/Tiffin rooms are functioning in various offices of the Central Government. With a view to bring about improvement in cleanliness, quality of service etc., detailed instructions are issued from time to time including orders on policy matters.

12.39 Every year, Scholarship is granted to eligible wards of canteen employees from the Discretionary Fund of Director (Canteens). A Revised Scholarship Scheme has been introduced for the meritorious wards of the canteen staff.

12.40 Certain targets were fixed for the Office of Director (Canteens) under Annual work Plan (April, 2012 to March, 2013) on various subject matters dealt with by this Department. These include:

(i) Updating data on Non-Statutory Departmental Canteens;
(ii) Inspection of Non-Statutory Departmental Canteens;
(iii) Preparation of Training Plan;
(iv) Implementation of revised scholarship scheme and
(v) Grant of scholarship to the wards of canteen employees.

Revised scholarship scheme has been implemented and scholarship will be granted to the eligible wards of canteen employees in due course. Inspection of 42 Departmental Canteens (i.e. in Delhi and outside Delhi) has been undertaken. Training programme for Managerial and Cooks level is being finalized in consultation with the Ministry of Tourism.
To set out a practical regime for securing information by citizens from the public authorities and to promote transparency and accountability in the working of all public authorities, the Parliament enacted the Right to Information Act in 2005.

The Act is comprehensive and covers disclosure of information on almost all matters of governance. It is applicable to Government at all levels—Union, State and Local and also to the bodies owned, controlled or substantially financed directly or indirectly by the government. It covers all legislative bodies, the judiciary, the executive and all Constitutional bodies.

The Act casts an obligation on public authorities for suo-motu disclosure/publication of large amount of information. It also requires the public authorities to supply information called for by any citizen and to permit him to inspect the documents and collect samples of various works. The procedure for seeking information is very simple. A person seeking information has to make a request to the concerned Public Information Officer indicating the information required. The request may be sent either by post or submitted in person. It can be made in Hindi or English or in the official language of the area in which the application is made and can also be sent through email.

The Act creates an elaborate machinery to ensure supply of information which consists of Public Information Officers, Assistant Public Information Officers, Departmental Appellate Authorities, independent Central and State Information Commissions etc.

The Act requires supply of information on time bound basis. A Public Information Officer is required to send information called for at the specified address within 30 days. In case of information concerning the life or liberty of a person, the information is provided within forty eight hours. If the information is not provided within the prescribed period, the Act makes provision for imposition of stringent penalty on the Public Information Officer. The Public Information Officer may have to pay a penalty of Rs.250 per day of delay subject to a maximum penalty of Rs. 25,000/-
13.5 The Information Act has created a system of two appeals. If an applicant does not get information within the prescribed period or the applicant is not satisfied with the reply given to him, he can make first appeal within 30 days to the departmental appellate authority who is generally the next superior officer to the Public Information Officer. If the applicant is not satisfied with the decision of the first appellate authority, he can file a second appeal to the Central Information Commission or the State Information Commission, as the case may be, within 90 days.

13.6 The provisions of the Act have been made over-riding in character, so that the scheme is not subverted through the operation of other Acts. However, certain types of information pertaining to security of the country, scientific or economic interest of the country and information on trade secrets, etc. are exempted from disclosure. Certain security or intelligence organizations, have been exempted from disclosing any information except pertaining to corruption or violation of human rights. Such organizations are required to designate Public Information Officers and first Appellate Authorities to deal with applications and appeals relating to information pertaining to corruption or violation of human rights.

13.7 The Government of India has constituted the Central Information Commission and all the 27 States to which the Act applies have constituted State Information Commissions. These Commissions are high powered independent bodies which, inter-alia, can look into the complaints made to them and decide the appeals. The Commissions have power to impose penalty on the defaulting Public Information Officers. Central Information Commission entertains complaints and appeals in case of offices, financial institutions, public sector undertakings, etc. under the Central Government and the Union Territories while the State Information Commissions entertain appeals pertaining to offices, financial institutions, public sector undertakings, etc. under the concerned State Government.

13.8 The Central Information Commission, when constituted initially, had five Commissioners including the Chief Information Commissioner. The Government has subsequently strengthened the Commission and it has now seven Information Commissioners headed by the Chief Information Commissioner.

13.10 The Right to Information Rules, 2012 provide that a request for obtaining information shall be accompanied by an application fee of rupees ten by way of cash against proper receipt or by demand draft or bankers’ cheque or Indian Postal Order payable to the Account Officer of the public authority. The applicant may have to pay fee in addition to application fee for obtaining documents or for inspecting the documents as follows:

(i) Rs.2 for each page in A-3 of smaller size of paper;
(ii) Actual cost or price of a photocopy in larger size paper;
(iii) Actual cost or price for samples or models;
(iv) Rupees fifty per diskett or floppy;
(v) price fixed for a publication or rupees two per page of photocopy for extracts from the publication;
(vi) no fee for inspection of records for the first hour of inspection and a fee of rupees 5 for each subsequent hour or fraction thereof; and
(vii) so much of postal charge involved in supply of information that exceeds fifty rupees.

13.11 The persons below poverty line are not required to pay any fee for seeking information.

13.12 The RTI Rules, 2012 also prescribe the procedure for deciding appeals by the Central Information Commission. The Rules provide for the following aspects of the appeal:

(i) Documents to be enclosed with the appeal;
(ii) Return of Appeal
(iii) Process of Appeal
(iv) Procedure for deciding appeals
(v) Presence of the appellant before the Commission
(vi) Presentation by the Public Authority
(vii) Service of notice by Commission
(viii) Order of the Commission

13.13 In order to ensure effective implementation of the provisions of the Act, the Government has issued instructions requiring all public authorities to update records, improve infrastructure and bring out necessary manuals as provided in the Act; designate the first appellate authorities alongwith the Public Information Officers and publish their particulars; comply with the provisions regarding suo-motu disclosure; create a central point within the public authority to receive applications for information and appeals etc. The Government has also published five Guides, one each for the Information Seekers, the Central Public Information Officers, First Appellate Authorities, Public
Authorities and one consolidated Guide for the use of all the stake-holders. There is a dedicated website on RTI www.rti.gov.in, which contains valuable information including circulars, notifications and Guides on RTI, search facility for locating CPIOs and Appellate Authorities in Central Government etc. It has a linkage with other RTI related sites as well.

13.14 Government, through a Centrally Sponsored Scheme, has taken steps to strengthen the State Information Commissions and to enhance the capacity of officers dealing with the right to information matters by imparting training. Financial help has been provided to the State Administrative Training Institutes for training various stakeholders. Efforts have been made to create awareness about RTI through media and intervention in educational medium.

13.15 In order to continue to support the SICs and ATIs in the area of awareness generation and capacity building, a new scheme titled ‘Improving transparency and accountability in government through effective implementation of Right to Information Act’ costing Rs 43.35 crore was launched in August, 2010 for the remaining two years of the 11th plan period (2010-11 and 2011-12). The scheme was continued during 2012-13.

13.16 The above Plan Scheme has components of Training of CPIOs/Appellate Authorities, Awareness Generation through mass media, RTI Fellowship and Internship on RTI. On the training of SPIOs a sum of Rs.236.04 lakhs was released to Administrative Training Institutes upto 31st December, 2012. The component of awareness generation includes mass media campaign and publication of guide books. An expenditure of Rs.956.75 was incurred on this component till December, 2012.

13.17 Under the Scheme, DOPT has introduced four short-term fellowships to researchers from the field of Media/Civil Society Professionals/RTI Trainers to conduct field based research on themes relating to RTI. The Fellowship Scheme envisages understanding of the status of the implementation of the Act, including its success, constraints in its implementation and how those are being/could be overcome and what more needs to be done to help achieve the objectives of the Act. During the year under Review, four persons were selected for grant of RTI fellowships for a period of 3 months from April, 2012 to June, 2012.

13.18 Considering the need to consolidate and document the experiences of the Ministries/Departments of Government of India in the implementation of RTI, its successes, constraints in implementation, identify the areas which need more attention, address the gap areas and see what more need to be done to help
achieve the objectives of the Act, DOPT has introduced a Short Term Internships to Undergraduates pursuing five year integrated course in Law and pursuing Post Graduation in Law to conduct an analysis of RTI applications in Select Public Authorities. During the year under review internship has been offered to three students from reputed Law Schools and Universities across the country.

13.19 The Indian Institute of Public Administration (IIPA) under the aegis of Department of Personnel & Training had organized a two Day National Workshop on 21st-22nd May, 2012 aimed at facilitating capacity building measures in the implementation of the Right to Information Act (RTI). The participants for the first day included RTI Trainers, Civil Society Organisations working in the field of capacity building, RTI Fellows whose work is linked to capacity building and the presenters of best practices in the same field awarded during the Regional Workshops held in the 7 ATIs in the years 2010-11 and 2011-12. The participants on the second day included CIC, the representatives of State Information Commissions and Civil Society Organisations.

13.20 During the year under review, funds were released to four ATIs viz., Maharashtra, Chhattisgarh, West Bengal and Himachal Pradesh for organizing Regional Work Shop for Western, Central, Eastern and Northern Regions respectively on the theme of “Proactive Disclosure and notification of RTI Rules by the various appropriate governments and competent authorities”

13.21 Department of Personnel & Training provides a one-time grant of Rs.50,000/- under Plan Scheme for setting up RTI Cells in the Central Government Ministries/Departments.

13.22 With a view to create a brand for the Right to Information, a logo given below had been adopted for the RTI on 28th October, 2010. The logo is very simple and iconic. A sheet of paper with information on it, and the authority figure behind it – providing the information. This represents the two key stakeholders in the process of sharing information under the RTI Act.

13.23 A theme based song on RTI had been launched on 15th August, 2011. An Audio-visual and Audio publicity campaign for both the RTI song and RTI logo has been undertaken through various channels of Doordarshan, private channels of Television, All India Radio and private channels of Radio. A longer (three minutes) version of the RTI song has also been released on 30th
13.24 A portal ‘RTI Gateway’ has been launched which provides access to a comprehensive repository of resources on RTI created and collected over a period of time, which can address varying needs of individual/institutional stakeholder of RTI implementation regime.

13.25 The Government has been involving the Civil Society Organisations in formulating strategy towards the implementation of the RTI Act. The report of the task force with the representatives from civil society, to facilitate better suo-motu disclosure under the RTI Act is being considered.

13.26 Sh. Namit Sharma had filed a Writ petition (Civil) 210/2012 against the Union of India in the Supreme Court challenging the validity of Sections 12(5) and 15(5) of the RTI Act, 2005. The Hon’ble Court in its order dated 13.09.2012 had inter-alia pronounced that the Information Commissions are judicial tribunals and these should adjudicate the appeals/complaints by forming Benches having two members each, one with judicial background and another being an expert member. A Review Petition No. 2309/2012 has also been filed in the Supreme Court on 11.10.2012 against its order. Judgment in the Review Petition is reserved.
CHAPTER 14

RESULTS FRAMEWORK DOCUMENT (RFD) FOR THE DEPARTMENT & CITIZENS’ CHARTER

14.0 The Prime Minister approved a system for Monitoring and Evaluating the Performance of Government Departments and Ministries on 11.9.2009. Under this system, all Departments are expected to prepare a Results-Framework Document (RFD) summarizing the main objectives and corresponding action for the year. The High Powered Committee on Government Performance in its meeting held on 28.01.2010 decided to include the Department of Personnel and Training (DoPT) in Phase II of the Performance Monitoring and Evaluation System in Government Departments and Ministries.

14.1 The essence of the proposed system of RFD is simple. It seeks to address three basic questions:

(a) What are the main objectives of the Government Department for the year?

(b) What actions are proposed to achieve these objectives?

(c) How would we know at the end of the year the degree of progress made in implementing these actions? That is, what are the relevant success indicators? Accordingly, this Department prepared RFD for the year 2010-11, 2011-2012 and 2012-2013 which are available on this Department’s website i.e www.persmin.gov.in. The Status of the achievement of RFD Targets of the year 2011-12 is as per Annexure-I.

Strategy and Strategic Plan of the Department

14.2 As a part of RFD exercise for the year 2010-11, this Department has prepared Strategy and Strategic Plan for the next five years. While preparing the Strategy, DoPT has had wide stakeholder’s consultation along with open house discussion and brain storming session within the Department. Further, in the process, a Seminar was organised at LBSNAA Mussorie, which provided the requisite inputs for developing the Strategy of the Department. The Departmental Strategy was finalised for the next five years and approved in February, 2011.

14.3 The strategy of the Department endeavours to respond to the challenges of improving performance, bringing efficiency with transparency in public service
while keeping pace with the changing environment in the public service. The six strategic goals and key strategic actions for achieving them are listed below:

**Strategic Goals**

(i) Attract the most suitable.

(ii) Nurture excellence.

(iii) Incentivise excellence.

(iv) Revitalise Junior and Middle Management in Central Secretariat.

(v) Strengthen Vigilance administration.

(vi) Bring more Transparency in Public Affairs.

**Key Strategies/Strategic Actions**

(i) Define an over arching credible, transparent and broad Personnel Policy with a clear cut mandate which is non-negotiable.

(ii) Introduce requisite reform in Civil Services Examination with the objective of attracting the most suitable candidates with the right Knowledge, Skills and Attitudes.

(iii) Build the brand image for all levels of service.

(iv) Make the recruitment and placement process more objective by specifying job descriptions with pre-defined and widely disseminated selection criteria and eliminate elements of arbitrariness.

(v) Enrich the work environment to maximize system effectiveness and optimize Human Resource utilization.

(vi) Secure adequate and effective representation of socially and economically disadvantaged groups in the society.

(vii) Develop innovative tools for capacity Development, including mentoring, on-line training and on the job training.

(a) Ensure adherence to the principle of at least 2.5% of the salary budget of each office/organisation being set apart for training and also introduce an element of mandatory capacity building component in each scheme.

(b) Interact with achievers & luminaries through conferences/ seminars while learning and development through international best practices.

(viii) Develop an Inclusive Policy frame work - an appropriate organizational culture to develop creativity, innovation, responsiveness, and ethical values leading to “excellence” at all levels in government.
(a) Make organisation / agencies accountable for providing training opportunities for their employees.

(ix) Mandate training of frontline personnel through a competency framework that stipulates:
   a) Each job is performed by a person with requisite competencies;
   b) Core and sector-specific competencies – with special focus on attitude;
   c) Induction as well as refresher training at least once in five years.

(x) Strengthen the required infrastructure for training and development through:
   a) Setting up a National Training Council and strengthening Trainer Development Programme to provide wide coverage.
   b) Collaborating with ATIs in attaining the goal for training for all.

(xi) Promote work life balance.

(xii) Create fair and credible standards for appraisal of individual’s performance with reference to benchmarked base trends as reflected in sub RFD/Annual Action Plan at group/division level.

(xiii) Review existing schemes and introduce new schemes of monetary and non monetary incentives for extraordinary performance.

(xiv) Recognise specified percentage of outstanding officers and employees every year and reward them through specially designed incentive schemes.

(xv) Make use of Human Resource Information System (HRIS) for all the Services and Cadres managed by the Department with a view to recognising performance and recommending incentives.

(xvi) Recognise, select and sustain individuals who provide strong leadership and direction for the Department / Organisation.

(xvii) Correct and timely assessment of manpower needs in Ministries/Departments
   a) IT based planning and forecasting of manpower based on current allocation of posts;
   b) IT based Cadre Management System;
   c) Re-assessment of Junior/Middle Management Staff in Central Secretariat;
   d) Development of competency framework for various positions;
   e) Assessment of viability of introduction of EA System.

(viii) Recruitment, promotion and placement of suitable staff in a timely
manner keeping needs of Ministries as well as employees in view.

(a) Review of direct recruitment policy in Central Secretariat Services;
(b) Introduce a system of personal development plan in a gradual manner;
(c) Provide competency framework based training to all employees as per CTP;
(d) Institutionalize induction training;
(e) Continuous training through innovative tools viz., online training, mentoring, etc.;
(f) Placement of staff- balancing the need of individuals for career advancement, of Departments for skilled staff and of Government to promote fairness in opportunity & promotion of integrity.

(xix) Strengthening HR management for Central Secretariat Services by:-
(a) Developing core HR Managers in the Ministries as well as CS Division.
(b) Streamlining distribution of HR functions between DOPT and Cadre Units for efficiency and effectiveness using ICT.
(c) Institutionalize systems for open and transparent engagement with Ministries and employees in a sustained manner.
(d) Review and strengthen system for redress of employees’ grievances

(xx) Reduce the trust deficit in Government by simplifying existing Rules and Procedures for reimbursement of personal claims & perquisites.

(xxi) Develop a preventive mechanism through psychological profiling at entry level.

(xxii) Laying down, inculcating and nurturing organizational values at all levels through:
(a) Providing training on ethics at all levels.
(b) Reviewing and amending the rules and procedures regulating Regular Departmental Action (RDA) cases to ensure that violators are dealt with surely and swiftly.
(c) Improving process for punishing violations by providing for Alternate Dispute Resolution and negotiated penalty.
(d) Improving systems of communication at all levels and encouraging ethical behavior.

(xxiii) Strengthening institutional mechanism for prevention and detection of corruption amongst public servants.
(xxiv) Improving public and media perception of the Government by highlighting achievements and making an example of those punished.

(xxv) Develop ICT tools for reducing discretion and improving transparency in public dealing Departments.

(xxvi) Institutionalize system for effective implementation of provisions for suo-moto disclosure by public authorities

(a) Lay down detailed rules and templates for suo-moto disclosure.

(b) Audit of suo-moto disclosure made by Public authorities.

(xxvii) Strengthen demand side of RTI through awareness generation, training and effective collaboration with civil society and media

(a) Develop and implement a long term communication strategy for RTI which synergizes the efforts of central and state governments, CIC/SICs, CSOs, and Media.

(b) Establish identity of RTI through effective use of RTI logo and media campaign.

(c) Support State governments and SICs in their awareness generation efforts.

(d) Build capacity of general public to use the RTI act, 2005 effectively through publication of the Act, rules, guidebooks etc. Undertake training activities and through supporting efforts of State governments and CSOs in this regard.

(xxviii) Enhance capability of public authorities, Central Public Information Officers, Appellate Authorities and Information Commissions to perform their assigned roles under the Act.

(a) Training of CPIOs/AAs and support to states for training of SPIOs and AAs.

(b) Capacity building of ICs.

(c) Streamlining procedures and strengthening of infrastructure for handling RTI requests in central public authorities.

(d) Review and streamlining record management procedures in central public authorities, in consultation with DARPG.

(e) Facilitate updating of knowledge of CPIOs and AAs on a continuous basis.

(xxix) Strengthen institutional framework for implementation of the RTI Act through:-
(a) Review and revision of RTI Act and Rules and related procedures, as per need.

(b) Setting up institutional arrangements for ‘Knowledge Management’ in regard to RTI and dissemination of knowledge.

(c) Review of procedures for selection of CIC/ICs.

(d) Review of Government-CIC relationship for smoother functioning of CIC.

(e) Setting up a forum for regular exchange of views between the government, Information Commissions and CSOs for better implementation of the Act.

(f) Undertaking and supporting surveys, research and studies on issues relating to the Act.

(xxx) Improve public access to information through use of ICT by:-

(a) Setting up a call centre to receive RTI applications for central public authorities.

(b) Setting up a portal for enabling on-line submission and follow up of RTI applications and first appeals.

(c) Facilitating filing of RTI applications by NRIs through use of ICT.

14.4 Detailed Strategy and Strategic Plan is available on the Department’s website persmin.gov.in.

14.5 Accordingly, this Department has prepared its RFD taking key strategies and Strategic Actions as objectives for RFDs for the year 2011-12, 2012-13 and 2013-14.
<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Objective</th>
<th>Weight</th>
<th>Actions</th>
<th>Success Indicator</th>
<th>Unit</th>
<th>Weight</th>
<th>Target Date/ Criteria Value</th>
<th>Achievement</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Define an overarching credible and transparent Personnel Policy</td>
<td>11</td>
<td>[1.1] Revision of guidelines for allocation of staff (other than AIS) as a result of re-organisation of States</td>
<td>[1.1.1] Preparation of draft guidelines</td>
<td>Date</td>
<td>1</td>
<td>31/07/2011</td>
<td>29/07/2011</td>
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<td>[1.1.2] Consultation With States</td>
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<td>28/09/2011</td>
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<td>[1.1.3] Submission of final draft for approval of competent authority</td>
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<td>Date</td>
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<td>22/12/2011</td>
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<td>[1.2] Drafting of Civil Services Performance standard and Accountability Bill</td>
<td>[1.2.1] Consultation with concerned Ministries/ State Governments</td>
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<td>30/12/2011</td>
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<td>[1.2.2] Submission of note for the Cabinet</td>
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<td>[1.3] Amendment in Rule 16 (3) of AIS (DCRB) Rules, 1958 and framing guidelines for prema-ture retirement of AIS officers</td>
<td>[1.3.1] Approval of the draft Rules by the Department</td>
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<td>12/07/2011</td>
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<td>31/01/2012</td>
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<td>3</td>
<td>Strengthening institutional mechanism for prevention and detection of corruption against public servants</td>
<td>15</td>
<td>[3.1] Placement of Individual Property Returns (IPR) of IAS officers in Public domain</td>
<td>[3.1.1] Scanning and digitizing the IPRs</td>
<td>Date</td>
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<td>[3.2] Setting up of Additional Special Courts for CBI cases</td>
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<td>[3.2.1] Issue of sanction order</td>
<td>Num-ber</td>
<td>3</td>
<td>12</td>
<td>Excellent</td>
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<td></td>
<td>[3.3] Finalisation of guide-lines for selection of CVC</td>
<td></td>
<td>[3.3.1] Drafting of the guidelines</td>
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<td>30/04/2011</td>
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<td>4</td>
<td>Build capacity of civil servants and sensitize them with special emphasis on “Ethics”</td>
<td>16</td>
<td>[4.1] National Training Policy</td>
<td>[4.1.1] Finalisation of the National Training Policy</td>
<td>Date</td>
<td>10</td>
<td>30/12/2011</td>
<td>10/01/2012</td>
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<td>[4.2.2] Completion of training programmes commenced in 2010-11</td>
<td>Date</td>
<td>2</td>
<td>05/03/2012</td>
<td>03/03/2012</td>
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<td>[4.3] Sponsoring of training programme on Ethics, Commitment and values</td>
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<td>[4.3.1] Organisation of programmes</td>
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<td>5</td>
<td>Create fair and credible standards for appraisal of individual’s performance</td>
<td>3</td>
<td>[5.1] Review of APAR format to incorporate fair and credible standards of appraisal</td>
<td>[5.1.1] Issue of revised executive instructions</td>
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<td>6</td>
<td>Enrich the work environment to maximize system effectiveness and optimize Human Resources utilisation</td>
<td>3</td>
<td>[6.1] Construction of new Civil Services Officer’s Institute (CSOI) complex at vinay Marg, New Delhi</td>
<td>[6.1.1] Operationisation of CSOI</td>
<td></td>
<td>3</td>
<td>30/12/2011</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Secure adequate and effective representation of SC/ST/OBC/PWDs groups</td>
<td>8</td>
<td>[7.1] Filling up of backlog vacancies of SCs, STs, OBCs and PWDs to the extent of availability of qualified candidates</td>
<td>[7.1.1] Conclusion of special recruitment drive</td>
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<td>[7.2] Publication of updated compendium on reservation</td>
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<td>31/08/2011</td>
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<td>[7.2.1] Finalisation of up-dated compendium by the department</td>
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<td>[8.1.2] Selection of implementing agency and assignment of work</td>
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<td>Date</td>
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<td>[8.2.3] Design/ development of software Ver.1.0 (Structure data to capture basic employee details)</td>
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<td>Institutionalise Cadre Training Plan (CTP) for CSSS</td>
<td>3</td>
<td>[9.1] Implementation of cadre training plan for CSSS</td>
<td>[9.1.1] Approval of the CTP</td>
<td>Date</td>
<td>1</td>
<td>31/08/2011</td>
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<td>[10.1.2] Approval of strategy by the competent authority</td>
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<td>[10.1.3] Preparation of audio-video material and rolling out RTI campaign</td>
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<td>30/12/2011</td>
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<td>[10.2] Setting up of a Portal for on-line filling of RTI applications/appeals</td>
<td>Date</td>
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<td>[10.2.2] Selection of Implementing agency</td>
<td>Date</td>
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<td>31/10/2011</td>
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<td>[10.2.3] RTI portal functional</td>
<td>Date</td>
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<td>01/03/2012</td>
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<td></td>
<td>[11.1.2] Approval of guidelines and their notification</td>
<td>Date</td>
<td>1</td>
<td>31/10/2011</td>
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<td>[11.1.3] Development of a Tool kit for audit of suo-motu disclosure</td>
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<td>12</td>
<td>Reviewing and amending the Rules and procedures regulating Regular</td>
<td>6</td>
<td>[12.1] Review and streamline the existing mechanism for handing of complaints against Government Servants</td>
<td>[12.1.1] Preparation of revised draft</td>
<td>Date 1</td>
<td>1</td>
<td>30/12/2011</td>
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<td>Department Action (RDA) cases to ensure that violators are dealt with surely and sternly</td>
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<td>Date 1</td>
<td>01/03/2012</td>
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<td>[12.1.2] Issue of revised guidelines</td>
<td>Date 2</td>
<td>01/03/2012</td>
<td>26/09/2011</td>
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<td>[12.2] Implementation of the recommendations of the Hota Committee for suggesting measures to expedite disposal of disciplinary/vigilance cases</td>
<td>Date 2</td>
<td>01/03/2012</td>
<td>26/09/2011</td>
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<td>[12.2.1] Submission of recommendation of Hota Committee for approval of competent authority</td>
<td>Date 2</td>
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<td>[12.2.2] Issue of executive order for implementation and identification of Acts/Rules requiring amendments and initiation of action</td>
<td>Date 2</td>
<td>01/03/2012</td>
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<td>3</td>
<td>*Efficient Functioning of the RFD System</td>
<td>3</td>
<td>Timely submission of Draft for Approval</td>
<td>On-time submission</td>
<td>Date 2</td>
<td>07/03/2011</td>
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<td>Date 1</td>
<td>01/05/2012</td>
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<td>10</td>
<td>*Improving Internal Efficiency/Responsiveness/Service delivery of Ministry/Department</td>
<td>10</td>
<td>Implementation of Sevottam</td>
<td>Resubmission of revised draft of Citizen’s/ Clients’ Charter</td>
<td>Date 2</td>
<td>16/01/2012</td>
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<td>Independent Audit of Implementation of Grievance Redress Mechanism</td>
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<td></td>
<td>Identify potential areas of corruption related to departmental activities and develop an action plan to mitigate them</td>
<td></td>
<td>Finalize an action plan to Mitigate potential areas of corruption.</td>
<td>Date</td>
<td>2</td>
<td>26/03/2012</td>
<td>19/01/2012</td>
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<td></td>
<td>Develop an action plan to Implement ISO 9001 certification</td>
<td></td>
<td>Finalize an action plan to Implement ISO 9001 certification</td>
<td>Date</td>
<td>2</td>
<td>16/04/2012</td>
<td>26/03/2012</td>
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<td></td>
<td>*Ensuring compliance to the Financial Accountability Framework</td>
<td>2</td>
<td>Timely submission of ATNS on Audit Paras of C&amp;AG</td>
<td>Percentage of ATNS Submitted within due date presentation of Report to Parliament by CAG during the year.</td>
<td>Date</td>
<td>0.5%</td>
<td>100</td>
<td>80</td>
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<td></td>
<td>Timely submission of ATRs to the PAC Sectt. On PAC Reports</td>
<td></td>
<td>Percentage of ATRs Submitted within due date (6months) from date of presentation of Report to Parliament by PAC during the year.</td>
<td>Date</td>
<td>0.5%</td>
<td>100</td>
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<td>Early disposal of pending ATNS on Audit paras of C&amp;AG Reports presented to Parliament before 31.3.2011.</td>
<td></td>
<td>Percentage of outstanding ATNs disposed off during the year.</td>
<td>Date</td>
<td>0.5%</td>
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<td>Early disposal of pending ATRs on PAC Reports presented to Parliament before 31.3.2011</td>
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<td>Percentage of outstanding ATRs disposed off during the year.</td>
<td>Date</td>
<td>0.5%</td>
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* Mandatory Objective(S)

PMD Division, vide D.O letter dated 22.1.13 has informed that this Department has scored 79.36% achievement against RFD Targets of 2011-12
Citizen’s/Client’s Charter and Sevottam Compliant Public Grievance System of the Department:

14.6 As per the mandatory requirement of RFD, the Citizen’s/Client’s Charter of the Department was reviewed by the Ad-hoc Task Force constituted by the Performance Management Division, Cabinet Secretariat. The Ad-hoc Task Force appreciated the efforts of the Department and suggested some changes/modifications which were duly carried out and the revised Charter has been uploaded in the website of the Department by the target date. The revised citizens’/clients’ charter of the Department contains the services provided by the various Divisions, name and contact, details of the responsible officer, service standards and time taken, process involved and documents required. The revised Citizen’s charter was uploaded on the DOPT’s website on 16.1.2012. the charter also contains the name and contact details of public grievance officer. The services included in the citizens”/clients’ charter are:

i. Processing of proposals for ACC approval.

ii. Allocation of Service on the basis of result of Civil Services Examination.

iii. Nomination of candidates for Foundation Course to whom service have been allocated.

iv. Release of holiday list for the Government Departments/organisations.

v. Release of Grants-in-aid to staff side Secretariat of National Council (JCM).

vi. Grant of advice on disagreement cases with UPSC on disciplinary matters.

vii. Clarification on issues related to ACRs/APARs.

viii. Processing for extension of ad-hoc appointments/Grant of approval

ix. Processing of proposals for framing/amendment/relaxation of RRs (including proposals received online on RRFAMS).

x. Cadre Clearance for Personal Foreign Visits or/and Deputation.

xi. NOC for filling up of posts in Government organisations.

xii. Nomination of officers under Domestic Funding of Foreign Training - Long Term Training Programmes (6months-1year) & Short Term Training Programmes (up to 6 months).

xiii. Nomination of officers for Advanced Professional Programme in Public Administration (APPPA).

xiv. Advice and clarification to Ministries/Departments on the issue of Reservation in services to SC, ST, OBC, PWD and Ex-Servicemen.

xv. Payment to vendors for invoices submitted, except air bills, in all respects.
14.7 Review of implementation of Citizen’s/Client’s Charter is a continuous process and the Department is committed to include more services and improve service standards.

Public Grievances Redressal System

14.8 The Department is implementing the Centralized Public Grievances Redress And Monitoring System (CPGRAMS), an online grievance redressal mechanism, developed and monitored by the Department of Administrative Reforms and Public Grievances (DARPG). During the year 2012 the Department received 2995 grievances in CPGRAMS, and disposed of 2008 grievances.

14.9 In addition, the Department also receives grievances in hard copy from citizens and other Ministries/Departments of the Government of India. The grievances are acknowledged and forwarded to the various Divisions for examination and redressal. The grievances which do not pertain to this Department are forwarded to the concerned Ministry/Departments and the petitioner informed accordingly.

14.10 The Performance of redressal of grievances and implementation of CPGRAMS in the Department is reviewed Divisions-wise periodically by Joint Secretary (AT&A) and measures to improve the performance is taken up with them.

14.11 Joint Secretary, DOPT is the Director of Public Grievances for DOPT. As per the instructions of Department of Administrative Reforms & Public Grievances, Wednesday of every week is maintained as a meeting less day so that the citizens can meet officers concerned between 10.00 AM to 1.00 PM for redressal of grievances. The progress of disposal of public grievances is monitored every month to ensure quick disposal and avoiding pendency.

Information and Facilitation Centre

14.12 Information & Facilitation Centre (IFC) of this Department had been set up with a Help Desk for providing information to the citizens, both at North Block and Lok Nayak Bhawan. Apart from facilitating and guiding the citizens, the IFC disseminates information regarding the Department of Personnel and Training and its activities. IFC has been set up keeping in view easy accessibility for the citizen.

Staff Grievances Redressal

14.13 Department has initiated a mechanism for redressal of grievances of employees. Online lodging of grievances by employees has been enabled in the intra-department website, with the technical support of NIC. The redressal/disposal of grievances by the concerned Section is monitored by Director (Administration). In addition, two open house interactions with members of the staff have been held by Director (Administration).
CHAPTER-15

PROGRESSIVE USE OF HINDI IN OFFICIAL WORK

15.1 The Ministry continued to make concerted efforts to promote the use of Hindi in official work and to ensure compliance of the provisions of the Official Language Act, 1963 as amended in 1967, and Official Language Rules, 1976 framed thereunder as also the various orders/instructions issued by the Department of Official Language from time to time with a view to ensure proper implementation of the Official Language Policy of the Union.

Machinery for Implementation and Translation

15.2 The Ministry has a full-fledged Official Language Division headed by a Joint Director (OL) with a Deputy Director (Official Language) and two Assistant Directors and other supporting staff. This Division caters to the needs of the Department of Personnel and Training. There is a separate OL Division under a Deputy Director (Official Language) with necessary supporting staff in the Department of Administrative Reforms and Public Grievances. Likewise there is also a separate OL Division under an Assistant Director (OL) with necessary supporting staff in Department of Pension and Pensioner’s welfare. Besides monitoring the implementation of the Official Language Policy and the Annual Programme, Official Language Division arranges in-service training for the staff for learning Hindi Language, Hindi Typewriting and Hindi Stenography. It also undertakes translation of the material received from various Sections/Desks of the Ministry from English to Hindi such as General Orders, Standard forms, Notifications, Resolutions, Cabinet Notes (except the annexures relating to other Ministries/Departments.), Administrative and other Reports, Press Releases and Periodic statements/summaries etc. referred to in section 3(3) of the Official Language Act, 1963 in addition to Parliamentary and Budgetary matters.

Kendriya Hindi Samiti

15.3 Kendriya Hindi Samiti headed by the Hon’ble Prime Minister also suggests various ways and means to the Ministries/Departments to promote the use of Official
Language Hindi in the Official work. The instructions of the Committee are being implemented in the Department.

**Hindi Salahakar Samiti**

15.4 The tenure of the Hindi Salahakar Samiti of this Ministry expired on June 28, 2008. Now, the reconstitution process has been completed and a resolution to this effect has been issued. The arrangement are being made to organized the meeting of the Samiti as early as possible.

**Kendriya Rajbhasha Karyanavayan Samiti**

15.5 Kendriya Rajbhasha Karyanavayan Samiti is headed by the Secretary, Department of Official Language. The directions of this Committee are being complied with in the Department.

**Rajbhasha Karyanavayan Samiti**

15.6 The meetings of the Rajbhasha Kryanavayan Samiti of the Department of Personnel and Training and the Department of Pensions and Pensioners’ Welfare are organised to discuss the Quarterly Progress Reports and suggest the various means for progressive use of Official Language Hindi in the Department.

**Specific Measures Taken for Promoting the Use of Official Language Hindi**

**Quarterly Progress Report (QPR) and Annual Assessment Report**

15.7 To assess the work done by the personnel in Hindi in their official work, a Quarterly Progress Report is compiled after collecting the data from various Divisions / sections every Quarter and sent to the Department of Official Language on regular basis. Likewise, an Annual Assessment Report relating to the progressive use of Hindi is also sent to the Department of Official Language.

**Training of Hindi Language (Prabodh, Praveen and Pragya) under Hindi Teaching Scheme and Hindi Typewriting and Stenography.**

15.8 All the officers/Personnel in this Department has working knowledge of Hindi, therefore during the year no body was nominated for Prabodh, Praveen and Pragya Training, While 1 personnel was nominated for Hindi Typewriting Training.

**Cash Awards and Incentive Schemes**

15.9 An incentive scheme to encourage officers and employees to do their work in Hindi is in vogue in the Ministry. Under this scheme, cash awards were given to 8
personnel for original noting and drafting in Hindi.

Organising Hindi Pakhwara and Hindi Divas

15.10 During Hindi Pakhwara (14th September, 2012 to 28 September, 2012) Hindi Essay, Hindi Noting and Drafting, Samanya Hindi Gyan Aur Vartni, Translation and Hindi Poetry Recitation Competitions were organized and the participants who secured first, second and third position as also those who performed well have been given cash prizes and certificates. A total cash prizes of Rs.42000/- were given to 43 successful contestants.

Hindi Workshops

15.11 Hindi workshops are organized to motivate the personnel to do more and more official work in Hindi.

Use of Hindi in the Attached and other Offices

15.12 Steps taken to promote the use of Hindi in the Attached and Subordinate offices are listed below:-

Official Language Implementation Committees

15.13 The Attached Offices of the Ministry have their own OL Units and Official Language Implementation Committees. The meetings of OLIC are being held regularly in these offices and representatives of the department also attend these meetings.

Training Institutions

15.14 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 the training material in Hindi also. ISTM has all the training material in bilingual form.

Monitoring and Inspection

15.15 In order to assess the progress made in implementing the Official Language Policy and the Annual Programme, Quarterly Reports received from various offices are reviewed in the Official Language 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 of the Ministry and remedial measures are suggested to remove the shortcomings.

A team of officials from the Official Language Division of the Department
of Personnel and Training inspects the Divisions/Sections and the Attached Offices of the Ministry in a phased manner and also suggests the ways and means from time to time to overcome the practical difficulties experienced in the course of implementing the Official Language Policy of the union.
16.1 The budget provision is made for Secretariat Expenditure of the Ministry of Personnel, Public Grievances & Pensions in respect of:

a) Department of Personnel & Training which is entrusted with the work relating to framing / interpretation of rules and regulations; recruitment, promotion and reservation policy; induction, training and refresher courses for senior and middle management level; service conditions, vigilance, discipline, career and manpower planning etc. The provision includes Grants-in-aid assistance to Civil Services Officers’ Institute, Grih Kalyan Kendra, Residents Welfare Associations, Sanskriti School etc. This also includes provision for the Centrally Sponsored Plan Scheme ‘Propagation of Right to Information Act’ intended for strengthening, capacity building and awareness generation for effective implementation of the RTI Act;

b) Department of Administrative Reforms & Public Grievances which is entrusted with matters relating to Administrative Reforms, O&M and policy, coordination and redressal of grievances including those pertaining to Central Government Agencies, hosting of Civil Service Day / PM’s Award / Chief Secretaries Conference. This also includes provision for Modernisation of Government Offices and Pilot projects on Administrative Reforms; and

c) Department of Pension & Pensioners Welfare which administers all schemes relating to retirement benefits including Gratuity, Pension, fringe benefits to pensioners, etc. and Pensioners’ Portal.

16.2 Provision is made for establishment-related expenditure of the Central Administrative Tribunals which have been set up to look into the grievances of public servants exclusively to avoid delay in redressal of their grievances.

16.3 Provision is made for establishment-related expenditure of the Staff Selection Commission and expenditure on the conduct of examinations for recruitment
of lower grade staff in Central Ministries/Departments etc. This also includes provision for purchase of office accommodation for NER, Guwahati office of the Staff Selection Commission.

16.4 Provision is made for expenditure of the Central Bureau of Investigation which deals with investigation and prosecution in corruption cases against public servants, private persons, firms and other cases of serious crimes. This also includes provision for Modernisation of Training Centre of CBI, CBI e-Governance and provision for purchase of land and construction of office / residence complex for CBI.

16.5 The provision includes expenditure of (a) Institute of Secretariat Training and Management; (b) Lal Bahadur Shastri National Academy of Administration; (c) Grants to Indian Institute of Public Administration; and (d) Other Training programmes. These Organisations arrange several training programmes including foundation courses, refresher courses, mid-career training, etc. so as to equip all levels / grades of Secretarial functionaries with adequate exposure to the latest rules and regulations, aptitude etc. Salaries for Direct Recruit Assistants who are to undergo six months foundation course and expenditure on domestic / overseas travel / course fees etc. in respect of CSS officers who are to undergo mandatory training at the Institute of Secretariat Training and Management as a pre-condition for consideration for promotion to next higher grade have also been included centrally in the budget of this Ministry. This also includes provision for Training schemes viz., Training for all, Domestic Funding for Foreign Training and Grant to Indian Institute of Public Administration. This also includes provision for improvement of infrastructure and upgradation of essential facilities of Lal Bahadur Shastri National Academy of Administration, Mussoorie including (a) – Upgradation of LBSNAA to a Centre of Excellence; and (b) Setting up of National Centre for Good Governance and provision for Augmentation of Training Facilities at the Institute of Secretariat Training and Management.

16.6 Provision is also made for establishment related Charged expenditure of the Central Vigilance Commission and a token provision for Lok Pal. This also includes a Plan provision for IT enabling Core CVC process.

16.7 Provision is made for establishment related expenditure of Public Enterprises Selection Board and Central Information Commission. This also includes provision for construction of office building of the Central Information Commission, plan schemes of CIC including digitization of
records, setting up of Video Conference Studio, publicity material, transparency studies etc. and a fresh Plan provision intended for partial assistance to State Governments in construction of office buildings of the State Information Commissions.

16.8 Provision is also made for Loans to State Governments in respect of House Building Advances paid to All India Service Officers which is made centrally in the budget of this Ministry.

16.9 Highlights of Plan and Non-Plan allocation/expenditure is as follows:-

16.10 a) The following Central Sector Schemes are being implemented by this Ministry during the Twelfth Five Year Plan 2012-17.

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<td>1</td>
<td>Training for All – Support for Training Activities and Capacity Building for Project Appraisal</td>
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<td>Domestic Funding for Foreign Training</td>
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<td>3</td>
<td>Grant to IIPA</td>
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<td>Augmentation of Training facilities in ISTM</td>
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<td>5</td>
<td>Improvement of Infrastructure and upgradation of essential facilities at LBSNAA Upgradation of LBSNAA to a Centre of Excellence</td>
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<td>Setting up of National Centre for Good Governance</td>
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**Plan Schemes of CBI:**
- Modernization of Training Centre of CBI
- CBI e-Governance
- Purchase of land and construction of office complex for CBI, Mumbai office
- Establishment of Technical and Forensic Support Units of CBI
- Comprehensive modernisation & Purchase of land/construction of buildings for CBI

**Plan Schemes of CIC :**
- Construction of CIC Office Building (Capital)
- Other Plan Schemes of CIC (Revenue)

**Propagation of RTI Act :**
- Improving Transparency & Accountability in Govt. through effective implementation of RTI Act:

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<tr>
<th>14</th>
<th>Propagation of RTI Act:</th>
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### 16.11 Non-Plan Allocations

(Rs. in crores)

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Details of approved Plan Schemes of this Ministry for the 12th Five Year Plan (2012 – 2017)

16.12 There are 16 approved Plan Schemes of this Ministry for the 12th Five Year Plan with an over all allocation of Rs.1385 crore. Scheme wise/ year-wise allocation and a brief on each Plan Scheme are given below:-

(Rs. in crores)

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16.13 Audit Observations in Respect of Ministry of Personnel, Public Grievances & Pensions

16.13.1 Public Accounts Committee No PAC Para is pending in this Ministry

16.13.2 Comptroller & Auditor General of India No CAG Para is pending in this Ministry

16.13.3 Statutory Audit Paras

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All the concerned authorities have been instructed to take steps for early settlement of the audit objection.
DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES

Annual Report for the year 2012-2013
Department of Administrative Reforms and Public Grievances

INTRODUCTION

The Department of Administrative Reforms and Public Grievances is the nodal agency of the Government of India for administrative reforms as well as redressal of public grievances relating to the States in general and those pertaining to Central Government agencies in particular. The Department endeavours to document and disseminate successful governance practices by way of audio-visual media and publications. The Department also undertakes activities in the field of international exchange and cooperation to promote public service reforms. The Department is headed by the Secretary, Department of Administrative Reforms & Public Grievances and Pensions & Pensioner’s Welfare. There is an Additional Secretary, two Joint Secretaries, 5 Director/Deputy Secretary and 17 Under Secretary level officers. There are 7 Divisions in the Department namely Administrative Reforms, Organization & Methods, E-Governance, Documentation & Dissemination, International Cooperation, Administration & Coordination and Public Grievances. An organizational chart of the Department is at Annexure-1.

As per the Government of India Allocation of Business Rules, the following subjects have been allotted to the Department of Administrative Reforms & Public Grievances:

1. Administrative Reforms, including e-governance and dissemination of best practices.
2. Organization and methods.
3. Policy, coordination and monitoring of issues relating to—
   (a) Redress of public grievances in general; and
   (b) Grievances pertaining to Central Government agencies.
4. (a) Research in public management;
   (b) Liaison with State Governments, professional institutions etc. in public management matters.
5. Administration of Central Secretariat Manual of Office Procedure:

The following are the Vision, Mission and Functions of the Department of Administrative Reforms & Public Grievances:

**Vision**

Facilitate pursuit of excellence in governance for the benefit of all citizens.
Mission

To foster excellence in governance and pursuit of administrative reforms through

- Improvements in government structures and processes
- Promoting citizen-centric governance with emphasis on grievance redressal.
- Innovations in e-Governance.
- Documentation and dissemination of best practices.

Objectives

(i) Promoting administrative reforms in government policies, structures and processes;
(ii) Promoting reforms through e-Governance;
(iii) Formulation of policy and coordination of issues relating to redress of grievances;
(iv) Dissemination of governance knowledge and best practices.
FUNCTIONS

(i) Promoting e-Governance in citizen centric initiatives;
(ii) National Conference on e-Governance and grant of National awards;
(iii) Matters relating to administrative reforms;
(iv) Implementation of guidelines on Government websites;
(v) Servicing Core Group on Administrative Reforms and Group of Ministers;
(vi) Publication of quarterly journal-‘Management in Government’ and Monthly News Letter–‘Civil Services News’;
(vii) Follow up of matters relating to implementation of Reports/Recommendations of Second Administrative Reforms Commission;
(viii) Organization of Civil Services Day, Chief Secretaries Conference and Conference of the Administrative Reforms Secretaries of the States/UTs;
(ix) Documentation and dissemination of best practices and matters relating to PM’s award in excellence in Public Administration;
(x) Governance Knowledge Centre-an interactive portal of best practices;
(xi) Central Secretariat Manual of Office Procedures;
(xii) Assistance for modernization of Government offices;
(xiii) Capacity building, change management and Government Process Re-engineering to provide reform through e-Governance;
(xiv) International exchange and co-operation in the field of public administration and governance;
(xv) Monitoring and facilitating redress of public grievances in general and grievances pertaining to Central Government agencies in particular;
(xvi) Creation and up gradation of online framework for efficient handling of public grievances through Centralised Public Grievance Redress and Monitoring System (CPGRAMS) and its introduction in Central Government Ministries/Departments and State Governments/UTs;
(xvii) Facilitation and co-ordination of implementation of ‘Sevottam’ Framework for excellence in Public administration in Central Government Ministries/Departments/ Organizations and States/UTs & Local Government institutions;
(xviii) Servicing the Standing committee for Grievances of Joint Secretary Level officers and above;
(xix) e-Office Mission Mode Project under NeGP;
## PERFORMANCE

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<th>Sl. No.</th>
<th>Objective</th>
<th>Action</th>
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<td>1.</td>
<td>Promoting administrative reforms in government policies and processes</td>
<td>(1.1) Consideration of the recommendations relating to the remaining two Reports of 2\textsuperscript{nd} ARC &lt;br&gt; (1.2) Implementation of 125 pending accepted recommendations of 2\textsuperscript{nd} ARC under implementation (including thrust area pending accepted recommendation) &lt;br&gt; (1.3) Review meetings at the level of Secretary on the 2\textsuperscript{nd} ARC Reports at the Central/State/Regional level. &lt;br&gt; (1.4) Preparation of Research/Background Papers &lt;br&gt; (1.5) Prime Minister’s Awards for Excellence in Public Administration &lt;br&gt; (1.6) Modernization of Government offices</td>
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<td>2.</td>
<td>Promoting reforms through e-Governance</td>
<td>(2.1) On site support for implementation of e-office in Ministries/Departments which started e-office in 2011-12 &lt;br&gt; (2.2) Implement e-office in new Ministries/Departments &lt;br&gt; (2.3) Implementation of Master e-Governance Training Plan in e-office enabled Ministries/Departments &lt;br&gt; (2.4) Organizing National Conference on e-Governance and giving away of National Awards &lt;br&gt; (2.5) Publishing of compendium of select papers on issues of e-Governance, case studies of the previous year’s awardees, compilation of national and international best practices on selected topic.</td>
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3. **Formulation of policy and coordination of issues relating to redress of grievances**

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<tr>
<td>(3.1)</td>
<td>Holding of review meetings on redress of public grievances in Central Ministries/Departments/subordinate Organizations.</td>
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<td>(3.2)</td>
<td>Organization of CPGRAMS Training Sessions in Central Ministries/Departments/Subordinate Organizations.</td>
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<td>(3.3)</td>
<td>Completion of CPGRAMS pilot projects in 2 States/UTs</td>
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<td>(3.4)</td>
<td>Workshops on Capacity Building for Sevottam in States/Districts</td>
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<td>(3.5)</td>
<td>Implementing Sevottam pilots in States</td>
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<td>(3.6)</td>
<td>Implementing Sevottam pilots in Central Ministries/Departments</td>
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<td>(3.7)</td>
<td>Strengthening of State ATI’s through establishment of Sevottam Training Cells.</td>
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<td>(3.8)</td>
<td>Advertisements under Citizen Centric Initiatives.</td>
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<td>Preparing a Strategic Plan for Capacity Building</td>
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<td>4.</td>
<td>Dissemination of governance knowledge and best practices</td>
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<td>(4.1) Organizing Civil Services Day</td>
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<td>(4.2) Organization of Chief Secretaries Conference</td>
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<td>(4.3) Organizing Conference of Secretaries of Administrative Reforms of the States/UTs</td>
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<td>(4.4) Providing financial assistance to States for documentation of best practices</td>
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<td>(4.5) Organizing Regional conference on best practices.</td>
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<td>(4.6) Publication of quarterly journal-Management in Government (MIG), Monthly newsletter –Civil Services News (CSN) and a book on best practices.</td>
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<td>(4.7) Production of documentary films on best practices</td>
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<td>(4.8) Strengthening Governance knowledge Centre</td>
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<td>(4.9) Organization of CAPAM International Conference 2012 in New Delhi.</td>
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<td>(4.10) Meetings with the Indian Finalists of CAPAM International Awards 2012</td>
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<td>(4.11) Finalization of Work Plan for bilateral Cooperation in the field of Public Administration with Government of China</td>
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<td>(4.12) Preparation of Country Paper highlighting the recent initiative of the Government for circulation in the CAPAM</td>
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<td>5.*</td>
<td>Efficient Functioning of the RFD System</td>
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<td>(5.1) Timely submission of Draft for Approval</td>
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<td>(5.2) Timely submission of Results</td>
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| 6.* | Administrative Reforms | (6.1) Implement mitigating strategies for reducing potential risk of corruption  
(6.2) Implement ISO15700 as per the approved action plan  
(6.3) Identify, design and implement major innovations |
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<td>7.*</td>
<td>Improving Internal Efficiency/responsiveness/services delivery of Ministries/Department</td>
<td>Implementation of Sevottam</td>
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| 8.* | Ensuring compliance to the Financial Accountability Framework | Timely submission of ATNs on Audit paras of C&AG.  
Timely submission of ATRs to the PAC Sectt. on PAC Reports  
Early disposal of pending ATNs on Audit Paras of C&AG Reports presented to Parliament before 31.3.2012.  
Early disposal of pending ATRs on PAC Reports presented to Parliament before 31.3.2012 |

* Mandatory objectives.
Second Administrative Reforms Commission (ARC):

17.1 The Second Administrative Reforms Commission (ARC) was constituted on 31.08.2005, as a Commission of Inquiry, under the Chairmanship of Shri Veerappa Moily for preparing a detailed blueprint for revamping the public administrative system. The Commission was requested to suggest measures to achieve a proactive, responsive, accountable, sustainable and efficient administration for the country at all levels of the Government. It has presented the following 15 Reports to the Government for consideration:

(i) Right to Information: Master Key to Good Governance (9.6.2006)
(ii) Unlocking Human Capital: Entitlements and Governance – a Case Study (31.7.2006)
(iii) Crisis Management: From Despair to Hope (31.10.2006)
(iv) Ethics in Governance (12.2.2007)
(v) Public Order : Justice for each … Peace for all (26.6.2007)
(vi) Local Governance (27.11.2007)
(vii) Capacity Building for Conflict Resolution – Friction to Fusion (17.3.2008)
(viii) Combating Terrorism (17.9.2008)
(ix) Social Capital – A Shared Destiny (8.10.2008)
(x) Refurbishing of Personnel Administration – Scaling New Heights (27.11.2008)
(xi) Promoting e-Governance – The Smart Way Forward (20.01.2009)
(xii) Citizen Centric Administration – The Heart of Governance (30.3.2009)
(xiii) Organisational structure of Government of India (19.5.2009)
(xiv) Strengthening Financial Management System (26.5.09)
(xv) State and District Administration (29.5.2009)

17.2 The procedure prescribed for processing of the recommendations made by ARC is that the recommendations are first considered by the concerned administrative ministries/departments. Their views are
then considered by the Core Group on Administrative Reforms (CGAR) headed by the Cabinet Secretary. Subsequently, they are placed before the Group of Ministers (GoM) for its consideration. The views and recommendations of the GoM are then submitted for the information and orders of the Prime Minister.

17.3 The Government constituted a GoM on 30.03.2007 under the Chairmanship of the then External Affairs Minister to consider the recommendations of the Second ARC and to review the pace of implementation of the recommendations as well as to provide guidance to the concerned Ministries/Departments in implementing the decisions. It has since been reconstituted under the Chairmanship of Union Defence Minister on 17.07.2012. CGAR under the Chairmanship of Cabinet Secretary has finished examination of all the 15 reports.

17.4 This GoM has so far considered twelve reports, namely (i) Right to Information: Master Key to Good Governance (First report), (ii) Unlocking human capital: Entitlements and Governance – a Case Study relating to NREGA (Second Report), (iii) Crisis Management; From Despair to Hope (Third report), (iv) Ethics in Governance (Fourth Report), (v) Local Governance (Sixth Report), (vi) Capacity Building for Conflict Resolution (Seventh Report), (vii) Citizen Centric Administration – The Heart of Governance (Twelveth Report), (viii) Social Capital-A Shared Destiny (Nineth Report), (ix) Organisational Structure of Government of India (Thirteenth Report), (x) Promoting e-Governance – The Smart Way Forward (Eleventh Report), (xi) Strengthening Financial Management Systems (Fourteenth Report) and (xii) State and District Administration (Fifteenth Report). The decisions of GoM on these reports are at various stages of implementation. The report on ‘Combating Terrorism (Eighth Report)’ has been handled by the Ministry of Home Affairs and it is understood that necessary action has already been taken on this report. Thus, in all 13 Reports have been considered, so far. On the remaining 2 Reports (Report No. V and X), the status of GoMs is as under:-

5th Report

- The first meeting of Group of Ministers on the 5th Report of the 2nd Administrative Reforms Commission was held on 17th August, 2012.
- It was decided in the above meeting that the recommendations relating to States and common recommendations relating to Centre and States would be considered by GoM after the completion of the consultation process with the Chief Ministers of the States; and the recommendations which
are on Concurrent List and also the recommendations which relate to the Union Government may be considered by GoM simultaneously.

10th Report

A meeting of Group of Ministers was held on 19th October, 2012 under the chairmanship of the Defence Minister.

The GoM considered some of the recommendations. Another meeting would be convened on 24th Jan 2013 to deliberate on the remaining recommendations.

17.5 The details of each of the above Reports, in brief, are as under:-

(i) Right to Information: Master Key to Good Governance:

This Report deals with effective implementation of the Right to Information Act. A meeting of the GoM to consider the recommendations was held on 16.06.2008. This Report contains 62 recommendations out of which 39 recommendations have been accepted and 23 recommendations not accepted.

(ii) Unlocking human capital: Entitlements and Governance – a Case Study:

This Report deals with the implementation of the Mahatma Gandhi National Rural Employment Guarantee Act. A meeting of the GoM to consider the recommendations was held on 13.12.2007. This Report contains 114 recommendations, out of which 88 recommendations have been accepted and 26 recommendations not accepted.

(iii) Crisis Management: From Despair to Hope:

This Report concerns recommendations on enhancing effectiveness of response and recovery in meeting crisis situations arising out of natural and man-made disasters. A meeting of the GoM to consider the recommendations was held on 13.12.2007. This Report contains 142 recommendations, out of which 136 recommendations have been accepted and 6 recommendations were not accepted.

(iv) Ethics in Governance:

In this Report, the Commission has made recommendations relating to various legal, institutional and procedural measures covering the legislature, judiciary and the executive with the focus on tackling corruption. A meeting of the GoM to consider the recommendations was held on 12.08.2008. This Report contains 134 recommendations, out of which 79 recommendations have been accepted, 34 recommendations not accepted and 21 recommendations referred to other fora.
(v) Public Order: Justice for each ... Peace for all:

This Report deals with Public Order, policing and attendant issues related to the criminal justice system. This Report contains 165 recommendations under 51 sections. MHA has given its views. A meeting of the CGAR under the chairmanship of National Security Adviser was held on 21.10.2008. Meeting of GoM is yet to be held to consider the recommendations on the report by CGAR.

(vi) Local Governance:

The Report focuses on issues relating to rural and urban local governance in India with a specific focus on the need for real democratic decentralization. A meeting of the GoM to consider the recommendations was held on 03.09.2008. The Report contains 256 recommendations, out of which 230 recommendations accepted, 24 recommendations not accepted and 2 recommendations deferred.

(vii) Capacity Building for Conflict Resolution – Friction to Fusion:

The Report endeavours to examine the background and the emerging facets of many conflicts that plague India. A meeting of the GoM to consider the recommendations was held on 8.12.2009. The Report contains 126 recommendations, out of which 111 recommendations were accepted and 15 recommendations not accepted.

(viii) Combating Terrorism:

This Report is on capacity building to combat terrorism. The Report contains 23 recommendations and is being handled by Ministry of Home Affairs. It is understood that necessary action has already been taken on this Report.

(ix) Social Capital – A Shared Destiny:

The Report considers various ways in which social capital can improve government performance. It looks at the structure and functioning of social capital institutions, corporate social responsibility, self help groups and self regulatory authorities. A meeting of the GoM to consider the recommendations was held on 27.01.2010. This Report contains 66 recommendations, out of which 36 recommendations have been accepted, 11 recommendations not accepted and 19 recommendations deferred.

(x) Refurbishing of Personnel Administration – Scaling New Heights:

This Report considers issues pertaining to the Civil Services. It makes recommendations regarding recruitment,
training, enhancing performance and ensuring accountability, placement of civil servants. The Report contains 97 recommendations under 22 sub-headings. The meeting of Group of Ministers (GoM) is yet to be held.

(xi) Promoting e-Governance – The Smart Way Forward:
In this Report the Commission has examined aspects of e-governance while dealing with specific issues of governance. The Report contains 47 recommendations under 17 sub-headings. The GoM was held on 17.06.2010. Out of the 47 recommendations, 46 recommendations have been accepted and 1 not accepted.

(xii) Citizen Centric Administration – The Heart of Governance:
In this Report, the Commission has emphasized on governance processes that can make administration more citizen oriented. GoM considered the report in its meeting held on 08.12.2009 and accepted 41 recommendations out of 50 and 9 recommendations were not accepted.

(xiii) Organisational structure of Government of India:
In this Report, Commission has made recommendations for reforming the structure of Government of India since the sustainability of other reforms is closely interlinked with the creation of a proactive, efficient and flexible organizational framework. A meeting of the GoM to consider the report was held on 27.01.2010. This Report contains 37 recommendations, out of which 32 recommendations have been accepted and 5 recommendations not accepted.

(xiv) Strengthening Financial Management Systems:
In this Report, the Commission has focused on strengthening of financial management system in Government. A meeting of the GoM to consider the report was held on 14.03.2011. The Report contains 36 recommendations, out of which 33 recommendations were accepted, 2 recommendations have not been accepted and 1 recommendation has been deferred.

(xv) State & District Administration:
The Report makes recommendations relating to Public Administration at State and District level. It deals with issues of modernization, increased devolution of functions and powers, effective grievance handling system, people’s participation, enhancing responsiveness, process simplification and delegation of power. The Report contains 158 recommendations under 57 sub-headings. A meeting of
GoM to consider the report was held on 17.06.2010. Out of 158 recommendations, 134 recommendations were accepted and 24 recommendations were not found to be feasible.

**Civil Services Day**

17.6 Government of India from the year 2006 has started celebrating 21st of April every year as ‘Civil Services Day’ as an occasion for the civil servants to rededicate themselves to the cause of citizens and renew their commitment to public service and excellence in work. The First such function was held in Vigyan Bhavan on 21.04.2006. On the occasion, civil servants are awarded by the Prime Minister for their excellent work done in the field of public administration. 21st April has been chosen as date as on this very date the first Home Minister of the country Shri Vallabhbhai Patel addressed the first batch of Indian Administrative Services officers.

17.7 On the occasion of the Seventh Civil Services Day on 21st April, 2012, the Prime Minister presented the Awards for Excellence in Public Administration for the year 2010-11 to four initiatives in three categories viz., individual, group and organization. A book on administrative reforms initiatives ‘Some Gems Some Pearls’ compiled by this Department was also released on the occasion. Panel discussion on subjects like ‘Security for the Marginalised: Vision for a Caring India’, ‘Civil Services in the 21st Century: Responding to Emerging Challenges’ and ‘Information Revolution: Challenges of an Open Society’ were organized in which prominent members of the society also participated and shared their opinions. Besides this, there was a talk on ‘Evolution of a Brand of Integrity’ by Dr. A. P. J. Abdul Kalam.

**Prime Minister’s Award for Excellence in Public Administration:**

17.8 The Government of India has instituted ‘Prime Minister’s Awards for Excellence in Public Administration’ to acknowledge, recognize and reward the extraordinary and innovative work done by officers of the Central and State Governments. The Scheme rewards the outstanding and exemplary performance of civil servants. Discharge of routine duties and responsibilities and/or implementation of programmes/projects in the normal course, do not qualify for the Award. Initiatives and projects whose qualitative and quantitative outcomes/results are of a very high order, and benefit a large number of citizens/stakeholders could be considered. All serving officers of the Central and the State Governments, either individually or as a team, or as organizations are eligible for the Awards. Under the team nomination, all the members of the team should have been
actively and directly involved in the initiative nominated.

17.9 There are a maximum of 15 Awards, given under individual, team and organization categories. The Award carries with it:

i) A medal
ii) A scroll, and
iii) A Cash Award

In the individual category, the Award amount would be Rs.1 lakh. In case of a team, the total Award amount for the team would be Rs.5 lakhs subject to a maximum of Rs.1 lakh per member. The Award amount for an organization would be Rs.5 lakhs. Nomination of an individual or a team of officers or an organization could be made by Central Government Departments/Ministries/State Governments/Non-Governmental Organizations and other stake-holders. The nominations are examined by an Expert Committee chaired by Secretary, Department of Administrative Reforms & Public Grievances. This Committee can also take up noteworthy initiative(s) suo-moto. On-the-spot studies are done for the nominations shortlisted by this Committee. The Committee takes into account the study Reports and make its recommendations to the Empowered Committee chaired by the Cabinet Secretary. The Empowered Committee considers the nominations recommended by the Expert Committee and may also ask the nominees to make a presentation before the Committee. The Empowered Committee then makes its recommendations for the consideration of the Prime Minister after assessing the vigilance status and overall performance of officers recommended for the Awards. The members in both the Expert Committee and the Empowered Committee are nominated with the approval of the Prime Minister.

A list of Awardees of 2010-11 for Prime Minister’s Award for Excellence in Public Administration is at Annexure-II.

**Chief Secretaries Conference**

17.10 From the year 2010 onwards the Government has also institutionalized the event of Annual Conference of Chief Secretaries. The first such Conference was held on 1-2\textsuperscript{nd} February, 2010. The Second Annual Chief Secretaries Conference was held on 4\textsuperscript{th}-5\textsuperscript{th} February, 2011 and the third Chief Secretaries’ Conference was held on 3\textsuperscript{rd}-4\textsuperscript{th} February, 2012. The Conference was inaugurated by the Prime Minister. The conference institutionalizes the process of interaction; and serves as a standing forum for exchange of views between the Centre and the States. It also provides an occasion for discussion on global developments that have a bearing on the country as a whole and the broad contours of national policies in select areas of relevance.
This Conference also helps in ensuring integrated and holistic approach towards the development of the nation. The issues which were taken up during the 3rd Annual Chief Secretaries Conference included ‘Nurturing Innovation’, ‘Transparent and Accountable Governance- Effective Public Service Delivery’, ‘Infrastructure- Forcing the Pace’, ‘Skill Development’, “Crisis Management’, “Flagship Programmes- Follow up of decisions’.

‘Conference of District Collectors’

17.11 The Department endeavors to identify Best Practices with a view to disseminate them and facilitate innovation/adaptation / replication in other States/UTs. With this vision, a ‘Conference of District Collectors’ was organized on 11th - 12th January, 2013 at Vigyan Bhawan Annexe, New Delhi. The conference institutionalizes the process of interaction among the District Collectors who have done an exemplary job in the field. Shri V. Narayanasamy, Hon’ble Minister of State for Personnel, Public Grievances and PMO Pensions inaugurated the event and also addressed the participants. Shri Jairam Ramesh, Hon’ble Minister for Rural Development had chaired the session on Law and Order on 12.01.2013. Secretary (Personnel), Secretary (Home), Secretary (Planning Commissions), Secretary (Land Resources) and other senior officers of Government of India also participated in the panels on various subject such as Health, Public Distribution System, Law and Order and LWE, Education, Land Resources, Drinking Water & Sanitation and miscellaneous issues and share their vast experience in the field of administration. Shri Ajit Seth, Cabinet Secretary had delivered the valedictory address. Around 40 District Collectors attended the two day conference.

17.12 Department of Administrative Reforms and Public Grievances is also conducting studies under the Plan Scheme. They are as under:-

**Study on Social Accountability Mechanisms**

17.13 A study was initiated by the Department entitled “Social Accountability Mechanisms” which would explore ways and means of enhancing the ability of citizens (especially the poor and marginalized) to engage with public servants and politicians in a more informed, direct and constructive manner so that the services under the National Programmes were effectively delivered. The National Institute of Administrative Research (NIAR), a unit of Lal Bhadur Shastri National Academy of Administration (LBSNAA) Mussoorie, was entrusted with the assignment for
developing necessary generic tools/framework relating to Social Accountability which could also be adopted in various social sector Schemes / programmes of the Government of India.

17.14 Social Accountability is an approach towards building accountability that relies on civic engagement i.e. in which its ordinary citizens and or civil society organizations who participate directly or indirectly are entitled to exact accountability. Social accountability initiatives derive from the core goals of promoting poverty reduction and effective and sustainable development. The three main arguments underlying the importance of social accountability are: (i) governance; (ii) increased development effectiveness; and (iii) empowerment. Social accountability mechanisms refer to a broad range of actions (beyond voting) that citizens, communities and civil society organizations can use to hold government officials accountable. These include citizen participation in public policy making, participatory budgeting, public expenditure tracking, citizen monitoring of public service delivery, advocacy campaigns etc.

17.15 One of the key deliverables of the study was “How Social Accountability Mechanisms could be mainstreamed into design and implementation of National Programmes?” The tool/framework developed were used to assess field realities of the two on going programmes viz. National Rural Health Mission (NRHM) and Sarva Siksha Abhiyan (SSA) in Kerala, Uttrakhand and Bihar to serve as an input in developing a generic social accountability framework with potential for application across various national programmes (which are in operation or would be designed) in the future. The tools designed by the NIAR included the following:

- Citizen Report Cards as a Social Audit Tool
- Participatory Performance Monitoring Tool (PPMT)
- Public Expenditure and Input Tracking Format (PRTIF)
- Assessment of Infrastructure Development

17.16 A one day workshop was held with stakeholders at National Institute of Rural Development (NIRD) on 6\textsuperscript{th} May, 2011 to discuss threadbare the contours of the main issues covered in the report. Views expressed by participants included points like:-

(i) Government should actively support pro Social Accountability measures.

(ii) Social audit and tracking of outcomes should as far as possible be done through independent and reputed
civil society organizations.

(iii) Selection of stakeholders/User groups etc. should be based on election among them and these groups should be given a substantial say in planning, finance and administration.

(iv) There should be a focused and convergent approach in Information Education and Communication (IEC) through involvement of Govt. and non-Govt. organizations for raising awareness and capacity building of community.

(v) Concurrent monitoring and evaluation of the Social Sector Schemes, should be done.

(vi) Social Accountability tools should also be applicable in the Public Private Partnership projects.

(vii) Mainstreaming of appropriate tools of Social Accountability in all the Social Sector Schemes of the Government, whether run by the Government of India or the State Governments should be done.

17.17 A note was placed before the Committee of Secretaries (CoS) for considering mainstreaming the Social Accountability Tools in all the Social Sector Schemes of the Government, run by the Government of India, including PPP Projects, by issuing appropriate guidelines. The same was considered by the Committee of Secretaries (CoS) in the meeting held on 06/01/2012. As per the decision taken in the meeting, Ministry of Rural Development furnished a detailed note on Social Accountability Measures under MGNREGA. The note was further circulated to all the concerned Ministries/Departments with the request to furnish their comments to this Department based on their own schemes/experiences. Comments received from the concerned Ministries/Departments were consolidated in the revised draft Note for the CoS on broad parameters of Social Accountability for further discussion in the CoS and forwarded to the Cabinet Secretariat, Planning Commission and Department of Expenditure for their comments before finalizing the said Note for CoS.

**Orientation Training Programme for Assistants, Section Officers and Under Secretaries**

17.18 This Department has been implementing the orientation training of officers posted in various levels in Ministries/Departments. The Orientation Training programme is designed in close coordination with ISTM, CS Division-DoPT, Department of AR& PG and the line Ministry. ISTM structures the training design, training material and provide all coordination and logistics functions.
The training design and content is designed in collaboration with the Line Departments. In the first phase and the second phase of the training programme conducted in 2010, officers from the following Ministries of the Government of India were trained.

1st Phase
- Ministry of Rural Development
- Ministry of Water Resources
- Ministry of Petroleum and Natural Gas
- Ministry of Power
- Ministry of Health and Family Welfare'

2nd Phase
- Ministry of Urban Development
- Ministry of Agriculture
- Ministry of Labour
- Ministry of Human Resource Development
- Ministry of Tribal Affairs
- Ministry of Panchayati Raj

17.19 The 3rd Phase of the programme is being continued in the FY 2012-13. It involves the following Ministries/Departments-
- Ministry of Home Affairs
- Ministry of Tourism
- Department of Revenue
- Ministry of Road Transport and Highways
- Ministry of Shipping
- Department of Financial Services
- Department of Consumer Affairs
- Ministry of Textiles
18.1 The Allocation of Business Rules, 1961, allocate to the DARPG inter alia, the responsibility for Policy, Coordination and Monitoring of issues relating to (a) Redress of Public Grievances in general and (b) Grievances pertaining to Central Government Agencies, in particular. The Public Grievance Division is responsible for this activity since December 1987. From 1997, the Division has also been made responsible for several Citizen Centric Initiatives under the platform of ‘Responsive Government’. These include Citizen’s Charter, Information Facilitation Counters, and Quality Management System (QMS) framework called Sevottam, for bringing improvement in public service delivery on a continuous basis, that may result in Certification under Indian Standard 15700: 2005 by Bureau of Indian Standards. With the objective of bringing quality based improvements in public service delivery, the QMS Sevottam framework has been introduced through Workshops, in all the 82 Ministries / Departments of Government of India, and to all the State Governments / UT Administrations through Workshops and implemented in 10 Ministries / Departments and State Governments through pilots of 12 month duration. The 14 pilots of QMS Sevottam have confirmed that the framework can work successfully in various pro-poor sectors for bringing continuous improvements in public service delivery.

18.2 From its beginnings through issue of Policy Guidelines on Public Grievances, the scope of Public Grievances today envisages reduction in arising of grievances, by bringing continuous improvement in Public Service Delivery through the extension of Quality Management System ‘Sevottam’ at the Centre as well as in the States. Statutory backing for improvements in service delivery is sought to be given through the ‘Right of Citizens For Time Bound Delivery of Goods and Services and Redressal of Their Grievances Bill, 2011’ that has been introduced in the Lok Sabha on 20.12.2011. The Department Related Parliamentary Standing Committee, to whom the Bill was referred for examination in January 2012, has submitted its 53rd Report on the Bill to Parliament on 28th August 2012. Further action on the enactment...
of the Bill is in process. Thus, over the years the functions and responsibilities of Public Grievances Division have enlarged in scope and complexity since the creation of the Division in 1987.

18.3 During 2012-13, the Public Grievances Division has undertaken the following activities:

1. **Grievance Redress:**

   a) Activity 1: In the responsibility area of ‘Application of ICT for technological upgrading’ the Online system for grievance redress, called the ‘Centralized Public Grievance Redress And Monitoring System’ (CPGRAMS) evolved since 2007, has been upgraded to version 5.0. It is accessible at http://pgportal.gov.in and also through www.darpg.gov.in The CPGRAMS interlinks 105 Central Ministries / Departments / Organizations along with about 7250 subordinate and field offices under them. The number of field offices / organizations linked to CPGRAMS has increased from about 1500 in 2010-11 to over 7250 in 2012-13. CPGRAMS in Hindi has been made available during the year.
Figure 18.3  Graph showing Receipts & Disposal in CPGRAMS as on 07/03/2013.
Activity 2: Extending CPGRAMS to State Governments / Union Territories. The codes for using the CPGRAMS, through the Internet, have been provided to all State Governments, and during the year, the Division has extensively used the System to forward public grievances to the State Governments concerned. The inflow of State related grievances is in two forms (i) Through the CPGRAMS and (ii) through post. The grievances received by post are also digitized and sent both through the System as well as by post to the State Government concerned. Redress response as received is sent by post to the complainant. From 1st April 2012 to 07.03.2013 a total of 3272 grievances have been sent to State Governments. Out of these 646 were received electronically, and 2626 were received by post or given in person by the complainant.

Activity 3: Extending CPGRAMS with local language interface to State Governments/Union Territories. Up to 2011-12, CPGRAMS with local language interface has been launched in all departments of the Governments in the States of Haryana, Orissa, Rajasthan, Mizoram, Meghalaya and the Union Territory of Puducherry. During 2012-13 it has been inaugurated in Uttarakhand and is due for launch in Assam, Jharkhand, Punjab, West Bengal and Uttar Pradesh.

Activity 4: Publishing an updated list with contact details of Directors of Public Grievances, in all ministries / departments of Government of India, including a few organizations of Government of NCT of Delhi, through a full page advertisement in news dailies, in English, Hindi and other vernacular languages, from across the country. This advertisement is a Citizen Centric Initiative and was published last year on 2nd October 2011. This year it has been published on website of the Department and on http://pgportal that has links on the homepage of websites of all Central Ministries/Departments.

Public Service Delivery

Introductory:

18.4 Quality Management System (QMS) Sevottam framework for bringing excellence in service delivery by Government organizations: A Quality Management System (QMS) ‘Sevottam’ framework has been developed for bringing improvements in the quality of
public service delivery. This is a citizen centric initiative for institutionalizing an assessment-improvement framework for improving the quality of service delivery on a continuous basis through the involvement of Ministries / Departments and citizens.

Sevottam includes three dimensions of a public service organization as follows:
(a) Citizen’s / Client’s Charter that specifies the service delivery standards
(b) Grievance Redress Mechanism that gets activated if the service delivery is not as per standards in the charter
(c) Service Delivery Capability of the organization to delivery service as per standards in the charter. A ‘nine point quality of compliance’ criteria based on published standards has been developed. The logo adopted for Sevottam is:

![Sevottam Logo](image)

Figure 18.4

Sevottam Pilot Projects in 10 Central Ministries / Departments from 2007-08 to 2010-11 have resulted in the Certifications under Indian Standard 15700:2005 for the following 19 units:

i. New Delhi, General Post Office in 2008
ii. Central Board of Direct Taxes, New Delhi in 2008
iii. Central Excise Directorate I Delhi, under CBEC in 2010
iv. Service Tax, Delhi in 2010
v. Excise and Custom, Delhi Air Port in 2010
vi. Central Excise, Hyderabad III in 2011
vii. Aay Kar Seva Kendra Pune in 2010
viii. Aay Kar Seva Kendra Kochi in 2011
ix. Hyderabad III, Central Excise Commissionerate in 2011
x. Aayakar Seva Kendra, Gandhinagar in 2012 (January)
xi. Aay Kar Seva Kendra, Surat in 2012 (March)

xii. Aay Kar Seva Kendra, Chandigarh in 2012 (March)

xiii. Central Excise Commissionerate, Ahmedabad-1 in 2012 (May)

xiv. Central Excise Commissionerate, Jaipur – 1 in 2012 (May)
Activity 5: For the second phase of implementation of 12-month pilot projects of Sevottam, beginning from 2012-13, a list of 25 pilot units in 15 Central Ministries /Departments/Organizations has been finalized. For Sevottam pilots projects in States, 6 pilot units in 4 States of Assam, Meghalaya, Puducherry, and Himachal Pradesh, have been finalized and approved for action on engagement of consultants for each, through Open Tender.

Activity 6: Strengthening of State Administrative Training Institutions and Central Training Institutions as part of capability building for time bound delivery of public services in the States. Under the Sevottam (Plan) pilot projects, a new scheme for strengthening of the State ATIs and CTIs, has been started from October 2012, for (i) conducting short survey / studies on the implementation of the Right to Services legislations enacted by 12 State Governments. In States where these have not been enacted, the studies are to be on the impact of Citizens Charters and Grievance Redressal Mechanism. (ii) for building capacity of the ATI to become consultants for implementing Quality Management System ‘Sevottam’ in all departments of the State Government, including replication of best practices from other States / UTs. Till December 2012, the process has been initiated in 12 ATIs / CTIs, namely, Uttarakhand, Uttar Pradesh, Punjab, Haryana, Karnataka, Kerala, Madhya Pradesh, Tamil Nadu, Himachal Pradesh, Rajasthan, Delhi, YASHDA, Pune.

Activity 7: District Level Sevottam Workshops is a new activity started this year. The first One Day District Level Sevottam Workshop was organized in Thane District, Maharashtra, on 30th October 2012. It was inaugurated by Shri V. Narayanasamy, MOS (PP). Government of Maharashtra was represented by Hon’ble State Minister (General Administration, Information and Public Relations, Cultural Affairs,

Figure 18.5  Photo of the First District Sevottam Workshop in Thane
The 2nd district workshop has been held in Barasat, in North 24 Pargana District, West Bengal, on 21st January, 2013. 249 District level officials participated in the workshop. The agenda included Presentations on four best practices of Government of West Bengal - on ‘Online Caste Certificate and Online Monitoring of Hostel facility’; ‘Re-organization of Monitoring of ICDS’; ‘eTendering and eProcurement’; and, ‘e-Recruitment’. In addition to ‘Introduction to Sevottam Framework’, the national perspective was showcased through ‘Implementation of Sevottam in India Post’. 179 out of 249 participants, gave their written feedback.

Rights Based Service Delivery and Redress of Grievances


Citizen’s/Client’s Charters

Activity 9: Citizen’s / Client’s Charters, as a tool for empowering the public, are being taken forward by the Division through five initiatives –

First initiative is of Citizen’s Charters in all Central Ministries / Departments and the Second is of Citizen’s Charter in all States / Union Territories. Both were started in May 1997. Under these two initiatives progress is reflected in the increase in the number of Citizen’s Charters listed on the special portal http://www.goicharters.nic.in. As the server based technology that was used for creation of the portal has been replaced by the online mode, the portal needs to be upgraded. From 2010 onwards, the Citizen’s / Client’s Charters of all Central Ministries / Departments are up-loaded on their websites. All Central Ministries / Departments have also been requested to include information about their Citizen’s/Client’s Charter in their Annual Reports. The Third initiative is for making
the Citizen’s Charters more dynamic through the Sevottam framework for bringing excellence in service delivery through continuous improvement. Here the Citizen’s Charter as one of the three components of Sevottam, is not only being created and reviewed but is being linked to the service delivery processes of the Ministry / Departments concerned. For example, in Department of Revenue, Central Board of Direct Taxes has included all its service delivery standards stated in the Citizen’s Charter as a part of its new monitoring system for service delivery. They have also successfully pilot tested a single window service delivery unit, called Ayakar Seva Kendra (ASK) or Tax Payers’ Service Centres (TPSC) in Pune, Udaipur and Kochi. Through these ASK Centres, all the Citizen’s Charter standards of service delivery as given in its Citizen’s Charter are being converted in to action.

The Fourth initiative for Citizen’s Charter is as per the 12th Report of Second ARC: the Second Administrative Reforms Commission (ARC) in its 12th Report entitled ‘Citizen Centric Administration – Heart of Governance” has recommended for making the Citizen’s Charters more effective as a document for interacting with citizens. This recommendation has been accepted by Government of India. All Central Ministries / Departments have been requested to review their Citizen’s Charters to make them more effective as a tool for interacting with the citizens.

The Fifth initiative is of creating State department Charters through the 12 month pilot projects. From 2008 to 2010, Sevottam pilot projects were implemented in four States in four different sectors. These were in Himachal Pradesh, Karnataka, Madhya Pradesh, Orissa. (a) In Himachal Pradesh a new citizen’s charter with quality standards, has been drafted for services delivered by Water Supplies and Sanitation unit of Municipal Corporation Shimla. The ‘User Manual for Water and Sanitation Units’ in Municipal Corporation, Shimla that includes the service standards is accessible on www.darpg.nic.in (b) In Karnataka: a new Citizen’s Charter has been created for the Department of Women and Child Development (DWCD) for its service delivery under the Central Scheme of Integrated Child Development Services (ICDS) through Anganwadi Centres at the village level. The document
is available in the form of ‘User Manual’ for the sector at www.darpg.nic.in (c) In Madhya Pradesh a Citizen’s Charter has been created with service standard for the Public Health and Family Welfare (PHFW) Department (d) In Orissa: For the Government of Orissa the Citizens Charter has been created for the Food, Supplies and Consumer Welfare (FS&CW) Department. It includes its PDS service delivery units till the Gram Panchayat level.
CHAPTER-19

ORGANISATION AND METHODS DIVISION

The Modernization Scheme:

19.1 The Modernization Scheme is being implemented by this Department for the last 25 year in order to give boost to modernization of offices at Branch and Section level in various Central Govt. Offices located in the city of Delhi as an overall process of Administrative Reforms. The Public Sector Undertakings being autonomous bodies fall outside the purview of the scheme. As per the scheme the DAR&PG extends financial assistance to the extent of 75% of the total cost of the project and the beneficiary has to chip in with 25% of the cost. The proposals are considered by a Screening Committee and funds released with the concurrence of Integrated Finance Division. Since its inception in the year 1987-88 upto 31.3.2012 DAR&PG has extended financial assistance to the extent of Rs.58.02 crore (approximately) for financing 425 modernization proposals.

Record Retention Schedule:

19.2. The last Record Retention Schedule (RRS) was brought in the year 2004. Keeping into consideration the recommendations of 2nd Administrative Reforms Commission and enactment of the Right to Information Act 2005; and need to preserve electronic records, the RRS has been revised and finalized after receiving the suggestions for revision from all Ministries/ Department. The revised RRS has also been uploaded on the website of this Department.
National Conference on e-Governance

20.1 The Department of Administrative Reforms and Public Grievances along-with the Department of Information Technology and in association with one of the State Governments has been organizing the National Conference on e-Governance every year since 1997. This Conference provides a platform to the senior officers of the Government including IT Secretaries of State Governments, IT Managers of the Central Government, and Resource Persons, Experts, Intellectuals from the industry and academic institutions etc. to discuss, exchange views and experiences relating to various e-governance initiatives.

20.2 The 16th National Conference on e-Governance was held on February 11-12, 2013 in Jaipur, Rajasthan under the joint auspices of Department of Administrative Reforms and Public Grievances, Government of India, Department of Electronics and Information Technology, Government of India and Directorate of Information Technology and Communication, Government of Rajasthan. The theme of the Conference was “Towards an Open Government” and it was attended by senior Government officers and intellectuals from industry, academia and civil society and provided a platform to them to discuss, exchange views and experiences relating to various e-governance initiatives. National Awards for e-Governance were also presented during the Conference.

20.3 Every year, the Department of Administrative Reforms and Public Grievances recognizes and promotes excellence in e-Governance by awarding Government organization/Institutions which have implemented e-Governance initiatives in an exemplary manner. National Awards for e-Governance are given in the following categories:

(a) Excellence in Government Process Re-engineering;
(b) Exemplary Re-Use of ICT based Solutions;
(c) Outstanding Performance in Citizen-Centric Service Delivery;
(d) Innovative use of Technology in e-Governance;
(e) Innovative use of ICT by PSUs for Customer’s Benefits;
(f) Best Government Portal; and
(g) Sectoral Award (Focus sector for 2012-13: Social Sector Programme).

**e-office - A National Mission Mode Project**

20.4 E-Office is one of the Mission Mode Projects (MMPs), under the National e-Governance Plan (NeGP). The project is aimed at significantly improving the operational efficiency of Central Government Ministries and Departments through improvement in the workflow mechanisms and associated office procedure manuals. The DARPG is the nodal agency for implementing the project. “e-Office” primarily involves workflow automation and knowledge management including document records management, setting and controlling the workflow in the organization, work allocation and tracking, maintaining audit trails, performance benchmarking and generating operational MIS. The project is being implemented through NIC.

DAR&PG has adopted a phased plan for e-Office implementation across the Ministries/Departments of GOI. The project was initially launched in 3 pilot sites i.e., DAR&PG, Training Division of DoPT and e-Governance Division of Department of
Electronics and Information Technology in September 2010. 12 Ministries/Departments were taken up during phase 1 and 7 in phase 2.

DAR&PG has also formulated and circulated Reports on Change Management Strategy, Business Process Reengineering and Government Process Architecting Framework to all Central Government Ministries/Departments.

Central Secretariat Manual on e-Office Procedure (CSMeOP) has also been circulated by the Department.

20.5 **Objective**

(i) **Workflow automation:** All the activities shall follow well defined workflow processes, most of which are automated and performed by the system through the use of generic customizable electronic file system;

(ii) **Automation of Routine Tasks:** Routine tasks that do not require any decision by a user, can be automated and performed at regular intervals by the system;

(iii) **Quick Access to Information:** e-Office would provide a systematic approach to storage, retrieval, communication, integration and publication of information available in different formats such as documents, statistics etc.

(iv) System would be able to handle required volumes and types of files.

20.6 **Improved Transparency**

(v) Physical file would be converted to suitably redesigned e-files;

(vi) Easy tracking of the status and location of a file at any given point of time will curb delays and facilitate exception reporting; and

(vii) The project would facilitate publication of information through appropriate websites.

20.7 Better accountability through monitoring of work and performance management

(viii) Online availability of dashboards; alerts etc, so that the work done at various levels can be monitored and assessed regularly; and

20.8 **Confidentiality and security**

(ix) This is a pre-requisite of electronic handling of files of Government Ministries and Departments and the requisite security will be ensured under e-Office;

(x) Proper access control would be implemented;

(xi) Highly secure technology would be deployed; and

(xii) Security audit will be mandated.

20.9 **Modern Office Environment**

(xiii) Facelift of traditional offices will be taken up alongside
(xiv) Less paper office

20.10 Improved capacity and legal enablement of electronic office

(xv) Capacity of staff to be built to operate in the e-Office environment; and

(xvi) Office procedures and other related guidelines will be modified in conjunction with the implementation of e-Office

20.11 Strategy

(a) Define technical standards;

(b) Provide e-Manual (Central Secretariat Manual of e-Office Procedures);

(c) Create Role Models;

(d) Create a simple system for selection and operation of e-Office environment;

(e) All the above would enable the Department to develop a Standard Roadmap;

(f) Security/confidentiality.

20.12 Master e-Governance Training Plan under NeGP

DARPG has finalized Master e-Governance Training Plan under NeGP in consultation with DeitY and DoPT. It is being implemented in e-Office enabled Ministries/Departments in the initial phase.

e-Governance offers enormous potentials for improving the internal efficiency of the public sector and the delivery of public services to citizens and other government customers. Most governments around the world have integrated e-Governance into their broader public sector modernisation agendas. The availability of skilled workforce with good capacity for learning is essential for e-Governance, along with other factors like leadership, regulatory frameworks, financial resources, organizational conditions, and Information and Technology (IT) infrastructure. This is in line with a popular opinion that staffing is one of the key factors in determining the success or failure of technology applications. In fact, the survey of e-Governance projects carried out by the World Bank revealed that successful e-Governance projects expend at least 10% of their budgets on training. Decision maker in the European Union have also emphasized the importance of new skills for effective implementation of e-Governance projects. It is crucial to understand that investment in appropriate skill will ultimately pay off.

The purpose of the document is to highlight the need of training for effective implementation of e-Governance projects and also to develop a common understanding of a core training curriculum. Master training plan outlines (i) core competency required by various roles for e-Governance projects (ii) delivery mechanisms, (iii) institutional Frame Work (iv) broad curriculum (v) feedback mechanism and (vi) certification.
21.1 The Department of Administrative Reforms & Public Grievances (International Exchange & Cooperation Division) is working as the nodal point in respect of matters relating to international cooperation in the field of Public Administration and Governance, which includes organizing programmes and visits of the foreign delegations to India and visit of Indian delegation abroad as part of project/bilateral measures taken up in accordance with the Memorandum of Understandings MOUs/Agreements signed between India and other countries (bilateral or multilateral), viz, China, Brazil and South Africa and in respect of the cooperation with other international organizations of which the Ministry of Personnel, Public Grievances and Pensions is an institutional member.

21.2. It enables the sharing of information, best practice and personnel across national governments. The component was introduced in 2007-2008 with a mandate to conduct the following activities:

- Exchange of experts and joint research on comparative studies
- Exchange of materials and information
- Secondments of experts from institutions across countries
- Membership and exchange programme for Exchange visits and experiences sharing through workshops, seminars, conferences
- Key government personnel
- Peer review mechanism on sharing of best practice

21.3 At present, there are four countries, with whom MOUs have been signed: China and Singapore (bilateral), South Africa and Brazil (under IBSA trilateral). This involves exchange of visits and undertaking programmes/projects and activities under the existing MOU in the field of Civil Services, Personnel Management, Public Administration and Governance.

**Cooperation with International Institute of Administrative Sciences (IIAS), Brussels, Belgium:**

21.4 The Ministry of Personnel, Public
Grievances and Pensions (Department Administrative Reforms and Public Grievances) is an institutional member of the International Institute of Administrative Sciences (IIAS) since 1998. The membership is being renewed every year by paying the requisite fee.

The International Institute of Administrative Sciences (IIAS) with its headquarters at Brussels, Belgium, was established for the purpose of promoting the development of Administrative Sciences, better organization and operation of public administrative agencies, improvement of administrative matters and techniques and for the progress of International Administration. At the international level, it is devoted to the study of public administration. In the field of comparative studies, it alone provides a forum for presenting and discussing practical experiences and theoretical analysis of specialists of public administration from all regions of the world. Additional Secretary (AR&PG), in ex-officio capacity is the member of the Council of Administration (formerly known as Executive Committee) of IIAS.

Cooperation with Commonwealth Association for Public Administration and Management (CAPAM), Ottawa, Canada:

21.5 The Commonwealth Association for Public Administration and Management (CAPAM), with its headquarters at Ottawa, Canada, is a membership organization dedicated to strengthening public management and consolidating democracy and good governance throughout the Commonwealth. It was formed in 1994 as a result of decisions taken at the Commonwealth Heads of Government meetings in Harare in 1991. Since inception, CAPAM has grown to a network of over 1100 members across the Commonwealth countries.

The Ministry of Personnel, Public Grievances and Pensions, Government of India became an institutional member of CAPAM in 1997. The membership enables the Government of India to keep pace with the latest developments in the field of public administration, through participation in various programmes of CAPAM viz; International Innovations Awards Programme, International Innovations Cascading Programme, international meetings, seminars and conferences organized by CAPAM, as well as through various publications, journals and study reports issued by CAPAM. Secretary, Department of Administrative Reforms and Public Grievances, Ministry of Personnel, Public Grievances and Pensions, as a Government of India nominee, in an ex-officio capacity, is the member of the
Board of Directors.

**CAPAM Biennial Conference, 2012**

21.6 The Commonwealth Association for Public Administration and Management Conference (CAPAM) 2012 was organised by the Department of Administrative Reforms & Public Grievances (DARPG) from 24 – 26 October, 2012 in New Delhi in association with CAPAM and Commonwealth Secretariats. More than 300 delegates from the Commonwealth countries were present at the Conference.

The theme of the Conference was ‘A Public Service Fit for the Future’. The Commonwealth Forum deliberated on how can the public services remain relevant, effective and on the cutting edge as it strives to meet its mandate. The deliberations focussed on innovative ideas contributed to Public Service Excellence and the opportunities and challenges for greater collaboration in achieving national objectives. It was noted that better governance is associated with improved investment and growth. Productivity growth is higher in better-governed countries. Therefore, effective public administration is essential for long-term economic growth, poverty reduction and job creation. Over the past decades, several countries have undertaken incessant reforms geared towards improvement in the performance of the public sector.

**Way Forward**

21.7 India and Commonwealth propose to institute an annual “India Commonwealth Symposium on Public Service Excellence”. The aim is to promote professionalism and the visibility of public service across the Commonwealth by sharing a common tradition in public administration, its members have much to learn from each others’ experience. The Symposium will also foster the spirit of excellence in Public Administration and in doing so, to acknowledge, recognise and disseminate the innovative and extraordinary achievements and remarkable work done by civil servants and public sector institutions in improving public service governance and delivery, and the quality of life of citizens and communities.

**A book ‘Public Service in India - A Country Profile’** and a commemorative postal cover, were also released by Shri V. Narayanasamy, Hon’ble Minister of State for Prime Minister’s Office and the Ministry of Personnel, Public Grievances and Pensions on the occasion. Through this book, an effort has been made to portray the evolution of public service and its reforms from the British Raj till present day India. The country profile covers the developments, practices and
learning gained during the transformation from controlled economy to a liberalized one.

21.8 Commonwealth Ministers’ Forum Retreat was also held in conjunction with the Conference where deliberations were focussed on the theme “The Role of Public Administration in Economic Growth and Job Creation”. All participating Ministers discussed the issues concerning impact of current global economic crisis on employment in wealth and job creation, improving governance in their respective countries and shared information on steps taken towards reforming their administration. A need was felt for more practice oriented dissemination on improving public services in place of theoretical and discussion oriented approach. It was also stressed that public service organizations are essential tools of government for achieving national objectives and priorities.

Adopting the resolution on behalf of the Commonwealth Minister’s Forum, Shri Narayanasamy, Minister of State for Prime Minister’s Office and the Ministry of Personnel, Public Grievances and Pensions reaffirmed the importance of effective public administration and urged that the Commonwealth Heads of Government Meeting (CHOGM), 2013 scheduled in Sri Lanka to consider elevating Commonwealth Public Service Ministers Forum to a Ministerial level meeting with an objective to deepen and broaden the dialogue and the sharing of knowledge, experiences and best practices to build up excellence in public administration.

CAPAM International Innovations Awards Programme 2012:

21.9 The CAPAM International Innovations Awards Programme 2012 on the theme “Innovations in the Public Service” was held in conjunction with CAPAM Biennial Conference (24-26 October, 2012). One award was given for each categories noted below. In addition, one Gold Medal is awarded to the overall winner from out of the winners in each category:

(i) Innovations in Public Service Management & Accountability
(ii) Innovations in Government Services and Programmes
(iii) Innovations in Citizen Engagement and Dialogue
(iv) Innovative Use of Technology in the Public Service

CAPAM had received over 111 submissions from countries across the Commonwealth. On the basis of the assessment of the submissions done by the CAPAM International Jury, CAPAM had submitted a list of twelve finalists for CAPAM International Innovations
Award Programme 2012. Out of twelve finalists, two were from India. One finalist in the category of “Innovations in Public Services Management” was Electronic Service Level Agreement submitted by Department of Information Technology, Govt. of NCT of Delhi) and the other in the category of “Innovative Use of Technology in the Public Service” was Sugarcane Information System submitted by Sugarcane Commissioner, Uttar Pradesh. Finally, ‘Sugarcane Information System’ of India won the overall Gold medal of CAPAM International Innovation Award, 2012 and also the best innovative project in the given category. This was a moment of great pride for India.

India-Brazil-South Africa (IBSA) Forum:

21.10 Recognizing the emergence and consolidation of IBSA initiatives and collaboration at regional and global level for promoting good governance and wishing to strengthen South-South cooperation, the three countries acknowledge that joint efforts and collaboration will position them as active players in helping to direct the Public Administration and Governance towards democratic values and social inclusion.

The Prime Minister of India, the President of Brazil and the President of South Africa met in Brasilia (Brazil) on September 13, 2006 for the 1st Summit meeting of the India-Brazil- South Africa dialogue forum. Also desiring to promote trilateral exchange of cooperation in the field of Public Administration and Governance between the three countries in accordance with their respective national legislation on the basis of equality and mutual benefit, India, Brazil and South Africa agreed to enter into an MOU. Pursuant to the IBSA Summit decision as contained in the Joint Declaration issued on the occasion, an IBSA Working Group on Public Administration (WGPA) has been set up. The Indian side in the Working Group is headed by Secretary, Department of AR & PG.

The IBSA Working Group on Public Administration has been assigned a key role in the consolidation and advocacy of work on Governance and Public Administration. The Working Group on Public Administration started working in August 2006; it has since held seven meetings and adopted the following areas of cooperation:

(i) Integrated monitoring and evaluation
(ii) E-governance
(iii) Human Resource Development
(iv) Citizen oriented service delivery
(v) Anti-corruption and ethics
(vi) Accountability and Transparency
Collaboration in these areas represents the essence of the agreed upon MOU which has been signed on October 17, 2007 in South Africa, during the 2nd IBSA Summit. Necessary action is underway to implement the IBSA MoU through an annual Programme of Action, identifying various projects/programme for exchange among IBSA countries.

The three countries have shown maturity and eagerness to collaborate on regional and global democracy and governance, economy and social commitments. The establishment of IBSA Working Group on Public Administration has ensured that their engagements, advocacy and influence on Public Administration and Governance are sustained at global, regional and national levels. This has further strengthened and provided a greater impetus to the already flourishing South-South relationship.

**India- Brazil-South Africa Web Portal on Public Administration**

21.11 The India-Brazil-South Africa (IBSA) web portal on Public Administration was launched on 30.11.2010 by Secretary, Department of Administrative Reforms & Public Grievances (Shri Ramesh C. Misra) under IBSA Co-operation Programme in the field of Public Administration and Governance.

The web portal which is a virtual centre of excellence in public administration is a wide ranging web-based resource and an interactive platform for the IBSA partners to facilitate among them an exchange of ideas and knowledge on public administration.

The purpose of the web portal is to create a knowledge base for sharing IBSA experiences and best practices in the field of public administration and development related issues.

India, Brazil and South Africa reaffirmed their commitment to further strengthening their trilateral cooperation through this forum. The IBSA web portal is a landmark achievement in mutual cooperation of the three countries in the field of public administration and governance, providing further impetus to the already flourishing IBSA relationship.

**India-China cooperation in the field of Civil Services, Personnel Management and Public Administration.**

21.12 A Memorandum of Understanding between the Ministry of Personnel, Public Grievances and Pensions, Government of India and the Ministry of Human Resources and Social Security of the People’s Republic of China on Co-operation in the field of Civil services, Personnel Management and Public Administration has been signed on 27 May, 2010 during the visit of President of India to China from 26 to 31 May, 2010.
21.13 Areas of Co-operation under the MoU:

i. **Capacity Building and Skills Upgradation.**

ii. **Improved systems of Public Service Delivery.**
   
   (a) Customer Oriented Services
   
   (b) Quality Management in Government
   
   (c) Public Grievance Redress Mechanism

iii. **Human Resources Development–Civil Services**
   
   (a) Recruitment Process and Policies
   
   (b) Promotion Policies/Career Progression Policies
   
   (c) Performance Appraisal
   
   (d) Mechanism/Machinery for amicable resolution of disputes between Government and its employees including the mechanism for personnel arbitration

iv. **Human Resources Management in Public Sector**

v. **Public Sector Reforms**

A 6-member Chinese delegation headed by Mr. Yin Weimin, Minister of Human Resources and Social Security held a 2-day meeting in New Delhi with Indian side on 15-16 May, 2012.

21.14 During the official level meeting held on 15th May, 2012, a Plan of Action for exchange of cooperation between the two sides was finalized. During the Ministerial level meeting held on 16th May, 2012, the Plan of Action was adopted by the two sides. The Indian side in the Ministerial meeting was led by Shri V. Narayanasamy, Hon’ble Minister of State for Prime Minister’s Office and the Ministry of Personnel, Public Grievances and Pensions.

21.15 A four member Ministerial level delegation led by Shri V Narayansamy, Hon’ble Minister of State for Personnel, Public Grievances and Pensions and Prime Minister’s Office, Government of India visited China from 14-17 January, 2013 to carry forward the implementation of the Memorandum of Understanding (MoU) in the field of Civil Services, Personnel Management and Public Administration entered into between Government of India and Government of China and the Plan of Action adopted in the last meeting.
CHAPTER- 22

DOCUMENTATION AND DISSEMINATION DIVISION

22.1 The Documentation and Dissemination Division of the Department primarily carries out the activities of documentation, incubation and dissemination of good governance practices of Centre, State/Union Territory Governments with a view to sharing of experience with each other and replication elsewhere. Besides, the Division also brings out periodic publications and maintains repository of reference material concerning public administration, management, information technology, human resource development in the shape of rich and well equipped library.

22.2 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 and 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.

The activities dealt by the Division are detailed below:-

(i) Financial Assistance to State Governments /UT Administrations for professional documentation and dissemination of ‘Good Governance Practices’:

The objective of the scheme is to provide financial assistance to support professional documentation and dissemination of good governance initiatives by the State/UT Governments with a view to sharing experience with each other and replicate elsewhere. Till date this Department has granted financial assistance for professional documentation of 62 good governance initiatives of 21 different States/UTs. In the fiscal year 2012-13, the Department has sanctioned financial assistance of Rs.3 lakh each for professional documentation of the following nine initiatives of State Governments:

a) The Turnaround of Bihar Rajya Pul Nirman Nigam (BRPNN), Government of Bihar
b) Flood Early Warning Systems - A Warning Mechanism for Mitigating Disasters during flood, Government of Assam

c) Compendium of initiatives of Government of Karnataka -
   - Maintenance of Gram Panchayat Accounts in Double entry system
   - Panchatantra – Development & Maintenance of Panchatantra software,
   - Development & maintenance of software for monitoring works undertaken and programmes implemented,
   - Capacity Building Activities

d) Automated real time Canal Water Management, Govt. of Karnataka

e) Electronic Payment & Application System of Scholarships (e-Pass), Govt. of Andhra Pradesh

f) Mee Seva, Govt. of Andhra Pradesh

g) Good governance Practices in the social Development Sector of Rajasthan, Govt. of Rajasthan

h) Status Survey of Hospital & School Buildings in Guwahati City and Retrofitting Solutions, Govt. of Assam

i) ‘e –Auction’, Finance Department, Govt. of Karnataka

(ii) **Series of Presentations on Best Practices:**

In order to facilitate replication of the successful good governance initiatives in other states, a novel initiative was taken by the Cabinet Secretary in January 2005 with the introduction of presentation series on best practices. Presentation is being organized before a select group of Secretaries and senior officers of State Governments and Central Government Departments. Champions of the best practices are called for making the presentation. Already 21 such presentations on diverse topics were made which were well-attended by senior officers from the Central as well as selected State Governments. This year, presentations were organized on 13.07.2012 on (i) Village Health and Nutrition Day in Convergence Mode, Tripura; (ii) Participatory Scientific Watershed Management in Gujarat; and (iii) e-Check Post, Karnataka.

This has proved to be a useful platform for sharing of experiences of the champions of successful initiatives as also for learning lessons from the successes and failures. It is our experience that there is no dearth of innovative ideas and projects in our country. It is very much required to
painsstakingly scale these up and replicate them to other states so that the successful initiatives do not remain confined to islands of excellence only.

(iii) **Regional Conferences on “Reforms for Citizen Centric Governance”:**

Consequent to the ‘Conference of Chief Ministers’ held in 1997, an Action Plan to facilitate Citizen Charter and accountable administration, effective and speedy public grievances redress system, transparency and Right to Information and dissemination of best practices has been adopted by the Department of Administrative Reforms & Public Grievances. The Regional Conferences are being organized with a view to bring National and State level organizations along with other stakeholders including NGOs, intelligentsia, media etc. on the same platform to share experiences in the formulation and implementation of good governance practices. Senior Officers
of the Central and State Governments responsible for implementing good governance practices including Citizen Charters, officials from cutting edge level, representatives of the NGOs/consumer organizations, etc. will participate in the Conference. This year, the Department has organized Conference for the States/UTs in the Southern & Central Region at Hyderabad on 5 – 6 October, 2012 and for Eastern and North-Eastern States/UTs at Guwahati on 8-9 November, 2012.

The main objective of the Conference is to generate awareness amongst the participants about the recent reforms for promotion of good governance. Senior officers of Government of India responsible for implementing good governance, officers from States Governments and experts in the area of governance and administration are the main partner/participants of these conferences.

(iv) Publication of Book:

This Division is engaged in organizing lecture series / presentations etc. of best practices across the country. These lectures / presentations are immensely useful for the administrators and the dissemination of success stories would facilitate replication of the same elsewhere also. As such, publication of books containing a compilation of these lectures / presentations would also go a long way in facilitating dissemination and eventual replication. The Division has already published a series of books on the subject. These are - Ideas that have Worked, Vichar Jo Kamyab Huye (Hindi version of Ideas that have Worked,) Learn from Them, Inse Seekhe (Hindi version of Learn from Them), Splendour in the Grass, Roofless Towers, Management by Listening, In Search of
Light, People First and Some gems Some Pearls.

(v) Production of Documentary Films on Best Practices:

One of the objectives of the Department of Administrative Reforms & Public Grievances is to promote best practices. Many States have achieved excellence in various aspects of administration and service delivery. It would be useful to gain from the experiences of each other by exchange of ideas. The Department is engaged in producing documentary films on best practices across the country. These films are immensely useful for the administrators and the dissemination of success stories would facilitate replication of the same elsewhere also. Forty three such documentary films are already produced and eighteen more are in the pipeline.

(vi) Governance Knowledge Centre (GKC):

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. The GKC 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. The Digital Repository is envisaged as a tool to enable capture, organize, store for easy retrieval of digital contents with respect to the various selected case studies of “Good Governance Practices” in India and abroad. The GKC Portal can be accessed at www.indiagovernance.gov.in.

The portal aims to assist civil servants to seek practical and implementable solutions to the day-to-day challenges they face. It serves as a platform for collaborative knowledge exchange for the improvement of governance. It also offers a widespread and reputed lot of governance knowledge that civil society can utilize to understand the nuances of civil service practices and reforms. At present, the portal consists of 240 well documented best practices and 544 case studies, working papers, toolkits, policy briefings, etc.

(vii) Conference of Secretaries (AR) of all States/UTs:

The objective of this new initiative is (i) to create a national platform to share experiences of the states in the field of reforms/initiatives undertaken by them to improve public service delivery, make the administration effective, transparent and accountable; and to make the administration citizen friendly, (ii) Challenges faced by the State Government to achieve the above goal and (iii) fulfill the
expectation of the State/UT Government from Department of AR&PG, GOI.

The fourth Conference was held on 16th July, 2012 at Vigyan Bhawan, New Delhi. Hon’ble MoS (PP) inaugurated the conference.

**Minister of State (PMO & PP) addressing the AR Secretaries on 16.07.2012**

**(viii) Publication of ‘Management In Government’ - A Quarterly Journal:**

Department of Administrative Reforms and Public Grievances is bringing out a quarterly journal “Management in Government” since 1969 in order to provide forum for frank exchange of views and opinions among administrators, academicians, scholars and others interested in public administration and public sector management. The focus of journal is on application of management techniques to practical situations of public administration as well as on conceptualisation of principles of good management based upon experience of live situations.

**(ix) Publication of ‘Civil Services News’ – A monthly newsletter:**

The newsletter is being brought out since January 1988 for serving and retired Government servants. The main objective of the priced publication is to act as an effective medium for transmission of information to civil servants on the latest developments taking place at the Centre with regard to personnel management, pensions, administrative reforms and public grievances and other matters of interest to the civil servants.
Annexure –II

List of Awardees of the Prime Minister’s Awards for Excellence in Public Administration 2010-11.

I. Award Category – Individual

1. Ms. M. Manimekalai, IFS

*Initiative: Rendering selfless service to evacuate Indian Nationals amid civil war in Libya*

II. Award Category – Group

Team Members

1. Ms. Saumya Gupta, IAS
2. Dr. S. N. Choudhuri
3. Shri Amalendu Bhowmik
4. Shri Pinaki Acharya

*Initiative: Village Health and Nutrition Day in Complete Convergence Mode, Tripura*

III. Award Category – Group

Team Members

1. Shri Madhav Lal, IAS,
2. Shri Kuldeep Khoda, IPS
3. Shri B R Sharma, IAS
4. Shri B.B.Vyas, IAS
5. Shri R.K.Varma, IAS

*Initiative: Conduct of Panchayat Elections in Jammu and Kashmir*

IV. Award Category – Organisation

Gujarat State Watershed Management Agency

*Initiative: Participatory Scientific Watershed Management in Gujarat State*
Annexure-III

Books Published by Department of Administrative Reforms & Public Grievances

<table>
<thead>
<tr>
<th>Year of Publication</th>
<th>Title of the Book</th>
<th>Remarks</th>
</tr>
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<tbody>
<tr>
<td>2004</td>
<td>Ideas that have Worked</td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td>Learn from Them</td>
<td></td>
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<tr>
<td>2008</td>
<td>Splendour in the Grass</td>
<td>3rd Civil Services Day, 2008</td>
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<td>2008</td>
<td>Roofless Towers</td>
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<td>2008</td>
<td>Management by Listening</td>
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<td>2009</td>
<td>Bringing Your Own Bytes</td>
<td>4th Civil Services Day, 2009</td>
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<tr>
<td>2009</td>
<td>‘In se Seekhe’ (Hindi translation of Learn from Them)</td>
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<tr>
<td>2009</td>
<td>‘Vichar Jo Kamyab Rahe’ (Hindi translation of Ideas that have Worked)</td>
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<td>2010</td>
<td>In Search of Light</td>
<td>5th Civil Services Day, 2010</td>
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<tr>
<td>2011</td>
<td>People First</td>
<td>6th Civil Services Day, 2011</td>
</tr>
<tr>
<td>2012</td>
<td>Some Gems Some Pearls</td>
<td>7th Civil Services Day, 2012</td>
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**Some Gems Some Pearls**

22.3 The quest for meeting challenges for satisfying peoples’ needs has often led to innovation in governance. Some gems Some Pearls showcases some successful innovations by civil servants which have had indelible and positive impact on the life of the common man. The initiatives undertaken by the champions describe how these were conceived, planned and implemented involving all stakeholders, including citizens, in the complex field of public administration. Based on authentic experiences, closely reasoned, meticulously written, and profusely documented, this book will be a source of inspiration to others for walking the path of innovation in public service delivery.
Summary For Annual Report 2012-13

22.4 Public Grievances (PG)

22.4.1 Improvements in a system for redress of grievances, and a system for bringing improvement in public service delivery are the two broad work areas of PG Division.

22.4.2. All aspects of (a) Redress of Public Grievances, in general, and (b) Grievances pertaining to Central Government, in particular, are in the domain of Public Grievances Division. For this the Division has put in place a system called ‘Grievance Redress Mechanism (GRM) in Government of India’, and issued Guidelines thereon. The main components of the GRM include (i) A Director of Grievances in each Central Ministry / Department / Organization as the nodal officer (ii) Timelines for acknowledgment and redress of grievances, (iii) publicity to the grievance redress system (iv) No prescribed form or fee for redress of grievances, (v) Regular Monitoring and (vi) Periodic review of grievances to identify the grievance prone areas for process change (vii) Grievance Redress mechanism as a mandatory part of every Citizen’s / Client’s Charter.

22.4.3. Through application of ICT the Grievance Redress Mechanism has been made online to facilitate the citizens. An online system called the Centralized Public Grievance Redress and Monitoring System (CPGRAMS) has been developed and introduced by NIC, in DARPG, from 2007 onwards. The CPGRAMS has been improved and upgrades continually, and as in 2012-13, it interlinks 105 Central Ministries / Departments / Organizations, along with about 6000 field offices spread across the country. The number of field units on CPGRAMS has increased from 1500 in 2010-11 to 6000 in 2012-13. In the year of this Report the Hindi version of CPGRAMS has also been introduced. The System also enables the citizens to give their satisfaction feedback through a very simple format.

22.4.4. Major initiatives during the year include three new initiatives under Quality Management System ‘Sevottam’, namely, (i) Studies of the Right to Services Legislations by State ATIs (ii) Establishment of Sevottam Training Cells in the State ATIs. (iii) District Level Workshops on Sevottam. The Citizens Charters created from 1997 onwards, have been upgraded to Sevottam Compliant Citizen’s / Client’s Charters by 62 Central Ministries / Departments.

National Conference on e-Governance

22.5 The Department of Administrative Reforms and Public Grievances along-with the Department of Electronics and
Information Technology and in association with one of the State Governments has been organizing the National Conference on e-Governance every year since 1997. This Conference provides a platform to the senior officers of the Government including IT Secretaries of State Governments, IT Managers of the Central Government, and Resource Persons, Experts, Intellectuals from the industry and academic institutions etc. to discuss, exchange views and experiences relating to various e-governance initiatives.

22.6. The 15th National Conference on e-Governance was held on February 8-9, 2012 in Bhubneshwar, Odisha under the joint auspices of Department of Administrative Reforms and Public Grievances, Government of India, Department of Information Technology, Government of India and Directorate of Information Technology, Government of Odisha. The theme of the Conference was “Towards an effective electronic service Delivery” and it was attended by senior Government officers and intellectuals from industry, academia and civil society and provided a platform to them to discuss, exchange views and experiences relating to various e-governance initiatives. National Awards for e-Governance were presented during the inauguration of this Conference.

22.7 16th National Conference on e-Governance is being organized on 11th & 12th February, 2013 at Jaipur, Rajasthan.

The theme of the conference is Towards an open Government.

The sub themes are:-

(i) leveraging social industries
(ii) e-Governance infrastructure & challenges
(iii) Socio Sector Programmes.

22.8 e-office - A National Mission Mode Project under the National e-Governance Plan, approved by the Cabinet e-Office is one of the Mission Mode Projects (MMP), under the national e-Governance Plan (NeGP). The Project is aimed at significantly improving the operational efficiency of Central Government Ministries and Departments through improvement in the workflow mechanisms and associated office procedure manuals. The DAR&PG is the nodal agency for implementing the project. “e-Office” primarily involves workflow automation and knowledge management, including document records management, setting and controlling the workflow in the organization, work allocation and tracking, maintaining audit trails, performance benchmarking and generating operational MIS.
Recent initiatives

22.9 The project was launched in 3 pilot sites i.e., DAR&PG, Training Division of DoPT and e-Governance Division of Department of Information Technology in September 2010. The project is being implemented in a phased manner through NIC. 12 Ministries / Departments are being covered during the Phase-I and 7 in Phase -2.

O & M

Recent Initiatives

Record Retention Schedule:

22.10 The last Record Retention Schedule (RRS) was brought in the year 2004. Keeping into consideration the recommendations of 2nd Administrative Reforms Commission and enactment of the Right to Information Act 2005; and need to preserve electronic records, the RRS has been revised and finalized after receiving the suggestions for revision from all Ministries/Department.

Administrative Reforms

22.11 The Second Administrative Reforms Commission (ARC) was constituted on 31.08.2005. It has presented 15 Reports to the Government for consideration. The Core Group on Administrative Reforms (CGAR) under the Chairmanship of Cabinet Secretary examined all the reports. The Group of Ministers (GoM) has so far considered twelve reports. The decisions of GoM on these reports are at various stages of implementation. The report on ‘Combating Terrorism (Eighth Report)’ has been handled by the Ministry of Home Affairs and it is understood that necessary action has already been taken on this report. Thus, in all 13 Reports have been considered, so far. Remaining 2 Reports (Report No. V and X ) are under consideration of the GoM.

22.12 Recent initiatives in administrative reforms:

Holding of GOM on the following two pending reports of ARC

- The first meeting of GoM on the 5th Report was held on 17.08.2012 & subsequently on 26.02.2013.
- The first meeting of GoM on the 10th Report was held on 19.10.2012 and subsequently on 24.01.2013.

Institutional mechanism for implementation of accepted recommendations of 2nd ARC

22.13 In addition to the existing monitoring mechanism CoS in its meeting held on 06.11.2012, interalia, decided for an institutional mechanism as under –

(a) Secretaries of Ministries/Departments concerned may review and monitor the progress on implementation of the
recommendations on a monthly / bi-monthly basis. The implementation may also be monitored through CoS or the Group of Officers once every quarter.

(b) DAR&PG may address the State Governments requesting them to constitute a Committee under the chair of Chief Secretary for expediting the pace of implementation of the ARC recommendations.

(c) The Ministries / Departments concerned may furnish the action taken report on the recommendations of ARC in the format prescribed by DARPG and to include the same as a part of the monthly DO letter sent by the Secretaries to Cabinet Secretary.

(d) DARPG may develop modules to sensitize officers at various levels of All India Services / Central Services and State Services at the training academies / institutes.

(e) DARPG may address the Academies, both National and States and the Administrative Training Institutes (ATIs) to include the recommendations of the ARC appropriately as a module in the induction and mid-career training curriculum.

(f) DARPG may organize training of the faculty / trainers and acquaint them with the ARC recommendations.

(g) DARPG may prepare a detailed paper on the independent third party assessment proposed to be conducted on implementations of the accepted ARC recommendations.

**Civil Services Day**

22.14 Government of India from the year 2006 has started celebrating 21st of April every year as ‘Civil Services Day’ as an occasion for the civil servants to rededicate themselves to the cause of citizens and renew their commitment to public service and excellence in work. First such function was held in Vigyan Bhavan on 21.04.2006. On the occasion of the Seventh Civil Services Day on 21.04.2012, the Prime Minister presented the Awards for Excellence in Public Administration for the year 2010-11 to four initiatives in three categories viz., individual, group and organization. A book on administrative reforms initiatives ‘Some Gems Some Pearls’ compiled by this Department was also released on the occasion. Besides this, there was a talk on ‘Evolution of a Brand of Integrity’ by former President Dr. A. P. J. Abdul Kalam. The next Civil Services day will be held on 21.04.2013.
Prime Minister’s Award for Excellence in Public Administration:

22.15 The Government of India has instituted ‘Prime Minister’s Awards for excellence in Public Administration’ to acknowledge, recognize and reward the extraordinary and innovative work done by officers of the Central and State Governments. There are a maximum of 15 Awards, given under individual, team and organization categories.

Chief Secretaries Conference

22.16 From the year 2010 onwards the Government has also institutionalized the event of Annual Conference of Chief Secretaries. The first such Conference was held on 1-2nd February, 2010. The Second Annual Chief Secretaries Conference was held on 4th-5th February, 2011 and the third Chief Secretaries’ Conference was held on 3rd-4th February, 2012. All the Conferences were inaugurated by the Prime Minister.

AR Secretaries Conference

22.17 Driving the reform process at various levels by providing technical expertise for evaluation and promoting effective programme implementation by way of application of new skills, technology, resources and other measures. Earlier there was no forum available for DAR&PG to interact with the State Administrative Reform Secretaries. Such an interaction has manifold advantages- (i) DAR&PG can influence the Administrative Reforms in the State, (ii) Discuss cross cutting reforms issues across states, and devise programmes/ Schemes for addressing the same, (iii) Develop a community of reform practitioners etc. To develop a community of reform practitioners an annual conference of the Administrative Secretaries from State Governments has been organized by DAR&PG. The ideas generated by the participants in the conference have been documented by DAR&PG. So far four annual conferences of AR Secretaries have been organized by this Department in 2009, 2010, 2011 and 2012.

‘Conference of District Collectors’

22.18 The Department endeavors to identify Best Practices with a view to disseminate them and facilitate innovation/adaptation/replication in other States/UTs. With this vision, a ‘Conference of District Collectors’ was organized on 11th - 12th January, 2013 at Vigyan Bhawan Annexe, New Delhi. The conference institutionalizes the process of interaction among the District Collectors who have done an exemplary job in the field. Shri V. Narayanasamy, Hon’ble Minister of State for Personnel, Public Grievances and and PMO Pensions inaugurated the event.
and also addressed the participants. Shri Jairam Ramesh, Hon’ble Minister for Rural Development had chaired the session on Law and Order on 12.01.2013. Secretary (Personnel), Secretary (Home), Secretary (Planning Commissions), Secretary (Land Resources) and other senior officers of Government of India also participated in the panels on various subject such as Health, Public Distribution System, Law and Order and LWE, Education, Land Resources, Drinking Water & Sanitation and miscellaneous issues and share their vast experience in the field of administration. Shri Ajit Seth, Cabinet Secretary had delivered the valedictory address. Around 40 District Collectors attended the two day conference.

**Department of Administrative Reforms and Public Grievances** is also conducting studies under the Plan Scheme. They are as under :-

**Study on Social Accountability Mechanisms**

22.19 A study was initiated by the Department entitled “Social Accountability Mechanisms” which would explore ways and means of enhancing the ability of citizens (especially the poor and marginalized) to engage with public servants and politicians in a more informed, direct and constructive manner so that the services under the National Programmes were effectively delivered. The National Institute of Administrative Research (NIAR), a unit of Lal Bhadur Shastri National Academy of Administration (LBSNAA) Mussoorie, was entrusted with the assignment for developing necessary generic tools/framework relating to Social Accountability which could also be adopted in various social sector schemes/programmes of the Government of India.

Committee of Secretaries (CoS) considered mainstreaming the Social Accountability Tools in all the Social Sector Schemes of the Government, run by the Government of India, including PPP Projects, in the meeting held on 06.01.2012. As per the decision taken in the meeting, Ministry of Rural Development furnished a detailed note on Social Accountability Measures under MGNREGA. The note was further circulated to all the concerned Ministries/Departments with the request to furnish their comments to this Department based on their own schemes/experiences. Comments received from the concerned Ministries/Departments were consolidated in the revised draft Note for the CoS on broad parameters of Social Accountability for further discussion in the CoS and forwarded to the Cabinet Secretariat, Planning Commission and Department of Expenditure for their comments before finalizing the said Note for CoS.
Orientation Training Programme for Assistants, Section Officers and Under Secretaries

22.20 This Department has been implementing the orientation training of officers posted in various levels in Ministries/Departments. The Orientation Training programme is designed in close coordination with ISTM, CS Division, DOPT, Department of AR& PG and the line Ministry. ISTM structures the training design, training material and provide all coordination and logistics functions. The training design and content is designed in collaboration with the Line Departments. In the first phase and the second phase of the training programme officers from the five/six Ministries of the Government of India were trained. The 3rd Phase of the programme is being continued in the FY 2012-13. It involves nine Ministries/Departments. However, DOPT has now been requested to mainstream the programme.

The following are the new initiatives undertaken by the Department:

I. Capacity Building of the State/Central Institutions for Training of Trainers and for providing Training at various levels, for fast tracking implementation of 2nd ARC recommendations.

In order to implement the recommendations both at the Centre and the State level, there is need to build capacity in the institutions to impart training to the officials at the induction level, mid service and the normal training programmes.

The process of ‘Capacity Building’ involves the following aspect:

Training and Facilitation

22.21 Modules on 2nd ARC Reports are to be developed for sensitizing officers at Induction and Mid/Senior levels of All India Services/Central Services/State Services by reputed academies of All India Services/Central Services.

ATIs in the States could similarly develop modules for sensitising officers /Mid/Senior level State Civil Services officers.

For the above, the proposal is to provide financial assistance of ₹2 lakhs for the Central Institutions and 1 lakh for the State Institutions for developing modules as under:

i) Developing of modules for training of trainers.

ii) Developing of modules for the various training modules like ‘Half day/One day, two days, five days etc.,
For imparting training for ‘Training of Trainers’ and at different levels- like Induction, Mid Career, Orientation, regular trainings etc – in the Central Institutes as well as the State ATIs we may provide funds to the extent of Rs.6 lakhs for the Central Institutions. Similarly, for imparting training for ‘Training of Trainers’ and at different levels- like Induction, Mid Career, Orientation, regular trainings etc – in the State ATIs we may provide funds to the extent of Rs.4 lakhs. The total cost for the above proposal is Rs. 274 lakhs.

II Study on the evaluation of the functions of the Deputy Commissioners/ District Collector.

The Second Administrative Reforms Commission in its 15th Report “STATE AND DISTRICT ADMINISTRATION” suggested various measures for strengthening the functions of the Deputy Commissioners/ District Collector. National Institute of Administrative Research (NIAR) will be conducting the study on ‘Evaluation / Impact Assessment of the functions of the District Collectors in States’ to NIAR at the cost of ₹ 76.93 lakh (Rupees Seventy six lakh and ninety three thousand only).

III Proposal for setting up of National Centre for Land Governance – IMG, Thiruvananthapuram, Kerala.

Institute of Management in Government, Thiruvananthapuram, Kerala al for setting up of the National Centre for Land Governance. The expenditure for the phase I will be Rs. 12 lakh and for the phase II Rs. 18 lakh.

The proposed National Centre for Land Governance at IMG will undertake training of officials of the Central as well as State Governments as part of Capacity Building in the area of Land Governance. The trainings envisaged are in the format of Induction, In-service and Orientation programmes.
CHAPTER 23

DEPARTMENT OF PENSION AND PENSIONERS’ WELFARE

The Department of Pension & Pensioners’ Welfare was set up in 1985 as part of the Ministry of Personnel, Public Grievances and Pensions to cater to the Central Civil Pensioners across the country. This department is the nodal Department of the Government of India for formulation of general policy on pension and other retirement related benefits, besides facilitating redressal of grievances relating to pension and retirement benefits. 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.

2. The Department of Pension and Pensioners’ Welfare administers the following rules:

i. CCS (Pension) Rules, 1972

ii. CCS (Commutation of Pension) Rules, 1981

iii. CCS (Extra-ordinary Pension) Rules - 1939


v. CPF (India) Rules, 1962

In addition, formulation as well as interpretation of rules of New Pension System in respect of Central government employees who entered into Central Government Services on or after 01.01.2004 has also been entrusted to Department of Pension and Pensioners Welfare in terms of Government of India (Allocation of Business) Rules, 1961.

3. The Department of Pension & Pensioners’ Welfare has developed a web-based ‘Pensioners’ Portal’, a Mission Mode Project (MMP) under the National e-Governance Plan of Government of India. It was launched on March 30, 2007 for public domain. The Portal is in operation for dissemination of pension related information as well as registration of pensioners’ grievances online. It has two components: (a) non-interactive and (b) interactive. The non-interactive part contains updated information on pension rules and various instructions issued thereunder and the database of pensioners. The interactive part involves
pension road map, online calculation for pension, family pension, etc. and online registration of grievances of pensioners and their redressal. Besides, around 30 Pensioners’ Associations have also been identified across the country in connection with implementation of the Portal. These Associations are expected to help pensioners in filing their grievances on-line through CPENGRAMS and provide the status on-line through CPENGRAMS. They are also expected to pursue the cases with local authorities (i.e. State Level) and formulate the Annual Work Plan with regard to various activities for the welfare of pensioners. The Department of Pension & Pensioners’ Welfare with the help of NIC has developed an updated version of CPENGRAMS, which is based on integration of the data base of Centralized Public Grievances Redressal and Monitoring System (CPGRAMS), under the administrative control of Department of Administrative Reforms & Public Grievances and the CPENGRAMS, administered by Department of Pension & Pensioners’ Welfare. Under the updated version which was launched by Minister of State (Personnel & Pension) in October, 2011 the pension related grievances have been combined with other grievances and therefore receipt from multiple sources will not be there for the Ministries/Departments. This will facilitate disposal of grievances for all Ministries/Departments which can now log on to CPGRAMS and look into the pension grievances. Earlier, they had to log on to CPENGRAMS & CPGRAMS separately. The updated version of CPENGRAMS has been well received by all stake holders. The Department has been constantly holding Review Meetings with the Nodal Officers of various Ministries/Departments seeking their intervention for redressal of pending pensioners’ grievances forwarded by Department of Pension & Pensioners’ Welfare to their Departments/Ministries. Workshop-cum-trainings were also conducted by the Department to acquaint the Ministries/Departments with the features of CPENGRAMS. The Department also conducted Awareness Programmes for Pensioners/Pensioners Association under the Pensioners Portal. During the current fiscal year, three such programmes were conducted in Bhubaneshwar and Pune & Jammu for the Pensioners in May 2012 and October 2012 & February 2013 respectively.

The Plan Scheme “Pensioners’ Portal” has been approved for continuation in the XII Plan period (2012-17).
4. Some of the important developments of the recent past are indicated below:

(i) CCS (Pension) Rules, 1972 have been amended to incorporate some of the decision taken on the recommendations of the Central Pay Commission. A notification in this regard has been issued on 8.6.2011

(ii) Consequent upon implementation of the recommendations of the Sixth Central Pay Commission (6 CPC), orders for revision of pension of the pre-2006 and post-2006 pensioners were issued. In addition provisions regulating pension/family pension/disability pension, etc. were further liberalized. These include:

(a) Enhancement of minimum pension/family pension from Rs.1275/- to Rs. 3500/- per month;

(b) Minimum increase of 40 percent of the pre-revised basic pension of pre-2006 pensioners/family pensioners;

(c) Grant of additional pension ranging from 20% to 100% to old pensioners/family pensioners of the age of 80 years and above;

(d) Grant of full pension on completion of 10 years of qualifying service (instead of 33 years of qualifying service);

(e) Raising of ceiling for gratuity from Rs. 3.5 lakhs to Rs.10 lakhs;

(f) Continuance of family pension to childless widow on remarriage;

(g) Period of enhanced family pension in the event of death of a Government servant while in service increased from 7 to 10 years.

(h) Ex-gratia lumpsum compensation to families of employees who lost their lives in the performance of duty, enhanced from Rs. 5 lakh/7.5 lakh to Rs. 10 lakh/15 lakh.

(i) Grant of Constant Attendant Allowance to 100 percent disabled pensioners who retired in accordance with the CCS (Extraordinary Pension) Rules.

(j) Grant of disability pension to Government servants who have rendered less than ten years of service and got disabled and boarded out of service. Earlier
such government servants were entitled to only service gratuity as the eligibility for disability pension was ten years of service.

(k) Orders were issued to continue Family Pension @ Rs.3500/- p.m-payable in the case of Burma Civil pensioners even after the Government of Myanmar did not allow the same after 10 years of the death of a pensioner or till he would have attained the age of 65 years, whichever is earlier.

(l) Consequent upon acceptance of the recommendations of the sixth CPC, the minimum pension payable under ex-French Rules was enhanced to Rs. 3500/- p.m. to be effective from January 1, 2006. Similar enhancement was also agreed to in the case of ex-Portuguese pensioners by the Union Territory Administration of Daman and Diu.

The Department continues to issue necessary clarifications on various matters/issues on retirement benefits and particularly in the context of various orders issued on account of acceptance of the recommendations of the Sixth Central Pay Commission.

(iii) The son/daughter of a Government servant, suffering from any disorder or disability of mind (including mentally retarded) or physically crippled or disabled, would now be required to submit Medical Certificate from a ‘Medical Board’ (as laid down therein) once, if the disability is permanent, and once in fiveYears if the disability is temporary.

(iv) Dependent disabled siblings (i.e. brothers/sisters) of a Government servant/pensioner allowed family pension for life.

(v) Family pension to the eligible family members of a Government servant/pensioner reported missing and whose whereabouts are not known, to be sanctioned after a period of 6 months reckoned from the date of filing of FIR with the police authorities.

(vi) Special benefits in cases of death and disability in service – Minimum ceiling of Family Pension and Disability Pension enhanced (for Category ‘B’, ‘C’, ‘D’ & ‘E’) consequent upon enhancement in the minimum ceiling of Pension/Family Pension.
(vii) The amount of gratuity to be withheld on retirement of a Government servant towards any dues on account of license fee and damages to the Government accommodation occupied by him/her would now be 10% of the gratuity amount payable to the Government servant. The previous limit in this regard was 10% of the gratuity or Rupees one thousand, whichever was less.

(viii) The ceiling for payment of ex-gratia lumpsum compensation from all sources to the families of Central Government employees has been removed from 1.1.2006. The earlier ceiling for such payment in each case was Rs. 20 lakhs.

(ix) On introduction of the New Pension Scheme, among others, the Central Civil Services (Pension) Rules, 1972 and the Central Civil Services (Extraordinary Pension) Rules were amended on December 30, 2003

Considering the hardship being faced by the employees appointed on or after January 1, 2004, who are discharged on invalidation/disablement and by the families of such employees who have died during service since January 1, 2004, orders have been issued to extend the benefits regarding gratuity, family pension, disability pension, etc. to the Central Civil Government Servants covered by the New Pension Scheme, on provisional basis. The payments made in terms of these orders will be adjusted against the payments to be made in accordance with the rules to be notified. The Department is in the process of finalizing the rules with regard to employees falling under New Pension System (NPS)

(x) Orders were issued to continue mobility of employees of the Central Government, Central Autonomous Organizations, State Government State autonomous bodies appointed on or before December 31, 2003 and who were governed under the old non-contributory Pension Scheme of their respective Governments/organizations in order to provide for the continuance of pensionary benefits based on the combined service in accordance with CCS (Pension) Rules, 1972.

(xi) Amendments to the CCS (Extraordinary Pension) Rules, 1939 have been notified vide Department’s Notification No.33/2/2010- P&PW(F) dated 15.2.2011.

6. **Standing Committee of Voluntary Agencies (SCOVA):**

A Standing Committee of Voluntary Agencies (SCOVA) has been set up by the Department under the Chairmanship of MOS (PP) with a view to provide feedback on the implementation of policies/programmes of this Department besides mobilizing voluntary efforts to supplement the Government action. The meeting of SCOVA was held twice in September, 2012 & Feb, 2013 which was attended by representatives of various Pensioners’ Associations and some Ministries/Departments.

7. **Dearness Relief to Pensioners/Family Pensioners:**

Rates of Dearness Relief (DR) payable to Pensioners/Family Pensioners have been revised from time to time. The same are payable at the following rates:

i. 1.1.06 - Nil  
ii. 1.7.06 - 2 per cent  
iii. 1.1.07 - 6 per cent  
iv. 1.7.07 - 9 per cent  
v. 1.1.08 - 12 per cent  
vi. 1.7.08 - 16 per cent  
vii. 1.1.09 - 22 per cent  
viii. 1.7.09 - 27 per cent  
ix. 1.1.10 - 35 per cent  
x. 1.7.10 - 45 per cent  
xi. 1.1.11 - 51 per cent  
xii. 1.7.11 - 58 per cent  
xiii. 1.1.12 - 65 per cent  
xiv. 1.7.12 - 72 per cent  

To enable Pension Disbursing Authorities (i.e. Banks/Treasuries/Post Offices) to speedily disburse the DR, copies of the orders are sent to them and to the Ministries/Department, etc. The orders are also hosted on the website of the Department simultaneously for the convenience of all concerned.

8. **Handling of various references and Grievance Redressal System:**

The Department of Pension & Pensioners’
Welfare, being the nodal Department for pension and pension related matters, receives large number of references from Ministries/Department/PSUs, etc. The Department renders advice on interpretation of Pension Rules and considers cases referred by Ministries/Departments for relaxation of the provisions of Pension Rules. Regular review meeting to redress the grievances are being conducted by the Department.

9. Results Framework Document 2012-13:

On the directions of Cabinet Secretariat (Performance Management Division), the Department has formulated a Results Framework Document (RFD) for 2012-13. Action is underway to complete the activities/targets listed therein within the prescribed time period. The High Power Committee (HPC) on Government Performance has approved the composite score of 93.51 for the year 2011-12 RFD in respect of DOP&PW.

10. The Department continues to extend necessary advice and provide consultation to various Departments of the Government of India on retirement benefits in cases referred to it including vetting of counter affidavits to be filed by the Government Departments in cases preferred by Government servants and the pensioners concerning any issue on retirement benefits.

11. Manpower Status:

Details regarding sanctioned strength and staff in position as on 15.11.2012 in the Department are as under:-

<table>
<thead>
<tr>
<th>Group</th>
<th>Sanctioned Strength</th>
<th>In Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>B</td>
<td>23</td>
<td>21</td>
</tr>
<tr>
<td>C</td>
<td>10</td>
<td>05</td>
</tr>
<tr>
<td>MTS</td>
<td>06</td>
<td>05</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>44</td>
</tr>
</tbody>
</table>

Financial Management

12. The following are the details of allocations and expenditure incurred by the Department of Pension & Pensioner’s Welfare during the last 3 years:
There are 15 audit observations reflected in the reports on the accounts of the Department of Pension and Pensioners’ Welfare for the years 2007-08 and 2008-09. The response of this Department to the observation has been conveyed to the Audit. While three of the observations has been dropped, for remaining observation, the audit will verify the facts during the course of next Audit.

### Hindi Pakhwara:

13. A Hindi Pakhwara was organized by the Department in the third-fourth week of October, 2012 to inculcate the spirit of making progressive use of Hindi in official noting drafting and communications. Competition in essay writing and noting and drafting was observed among the staff members and suitable awards were given as incentive.