ANNUAL REPORT
2011-2012

Ministry of Personnel, Public Grievances & Pensions
Government of India
## Contents

List of Chapters

<table>
<thead>
<tr>
<th>Department of Personnel &amp; Training</th>
<th>Page no.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction</td>
<td>7-11</td>
</tr>
<tr>
<td>2. Major initiatives during the year</td>
<td>13-21</td>
</tr>
<tr>
<td>3. Personnel Policies</td>
<td>23-43</td>
</tr>
<tr>
<td>Recruitment Agencies</td>
<td></td>
</tr>
<tr>
<td>Reservation in Services</td>
<td></td>
</tr>
<tr>
<td>4. Cadre Management</td>
<td>45-63</td>
</tr>
<tr>
<td>Indian Administrative Service (IAS)</td>
<td></td>
</tr>
<tr>
<td>Central Secretariat Service (CSS)</td>
<td></td>
</tr>
<tr>
<td>Central Secretariat Stenographers’ Service (CSSS)</td>
<td></td>
</tr>
<tr>
<td>Central Secretariat Clerical Service (CSCS)</td>
<td></td>
</tr>
<tr>
<td>State Re-organisation</td>
<td></td>
</tr>
<tr>
<td>5. Senior Appointments under Government of India</td>
<td>65-70</td>
</tr>
<tr>
<td>6. Training Policy and Programmes</td>
<td>71-81</td>
</tr>
<tr>
<td>7. Training Institutions</td>
<td>83-92</td>
</tr>
<tr>
<td>8. Administrative Vigilance</td>
<td>93-102</td>
</tr>
<tr>
<td>9. Central Bureau of Investigation</td>
<td>103-115</td>
</tr>
<tr>
<td>10. Joint Consultative Machinery</td>
<td>117-118</td>
</tr>
<tr>
<td>11. Administrative Tribunals</td>
<td>119-123</td>
</tr>
<tr>
<td>12. Staff Welfare</td>
<td>125-135</td>
</tr>
<tr>
<td>13. Right to Information</td>
<td>137-141</td>
</tr>
<tr>
<td>14. Results Framework Document for the Department (RFD) &amp; Citizens’ Charter</td>
<td>143-150</td>
</tr>
<tr>
<td>15. Progressive use of Hindi in official work</td>
<td>151-153</td>
</tr>
<tr>
<td>Department of Administrative Reforms and Public Grievances</td>
<td></td>
</tr>
<tr>
<td>17. Administrative Reforms</td>
<td>161-177</td>
</tr>
<tr>
<td>18. Public Grievances</td>
<td>179-185</td>
</tr>
<tr>
<td>19. Organisation and Methods Division</td>
<td>187-188</td>
</tr>
<tr>
<td>20. E-governance</td>
<td>189-193</td>
</tr>
<tr>
<td>22. Documentation and Dissemination Division (D&amp;D)/</td>
<td>203-216</td>
</tr>
<tr>
<td>Annexures/Books/Chapter wise major initiatives</td>
<td></td>
</tr>
<tr>
<td>23. Department of Pension and Pensioners’ Welfare</td>
<td>217-222</td>
</tr>
</tbody>
</table>
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 stakeholders.
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 portfolios of Parliamentary Affairs and 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 Pensions 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 and Central Services. 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 the 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 2011-2012 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 Organisation Chart (Alphabetically)

ACC - Appointment Committee of Cabinet
AIS - All India Service
AT - Administrative Tribunal
CS - Central Service
DS - Deputy Secretary
EO - Establishment Officer
IT - Information Technology
JCA - Joint Consultative Machinery & Arbitration
MM - Middle Management
P & A - Pay & Accounts
PR - Personal Record
R & R - Redeployment & Retraining
S - Service
SM - Senior Management
Trg - Training
V - Vigilance

Admn - Administration
AS - Additional Secretary
AT & A - Administrative Tribunal & Administration
CWO - Chief Welfare officer
E - Establishment
FT - Foreign training
IR - International Relations
JS - Joint Secretary
O & M - Organisation & Method
PP - Policy Planning
PW - Pension Welfare
RES - Reservation
S & V - Service & Vigilance
SR - State Reorganisation
TP - Training project
Wel - 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 the All India Services, such as Indian Police Service (IPS) and India 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) Capacity Building for poverty reduction (ix) Distance and e-learning initiatives and (x) e-governance initiatives.

Training Institutions (Chapter-7)

1.6 Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, 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 programmes for maintenance of discipline and eradication of corruption from public service. The Department is formulating the Government’s stand in 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 cooperation 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.

Administrative Tribunals (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 Citizen 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. The Department 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 a part of RFD exercise, this department has prepared its Strategy and Strategic Plan for the next five years after consultation with the stakeholders.

Progressive Use of Hindi in Official Work (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, and 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 Official Language Division of the Department 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. 260 crores was made in the annual plan outlay and Rs. 766.78 crores under non-plan allocation for the year 2011-12. 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 observation/Para is pending in respect of this Department. C&AG observations/paras made upon this Ministry are detailed in this Chapter.
Chapter – 2

MAJOR INITIATIVES DURING THE YEAR

2.1 Lokpal Bill

The Government 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 received from Chief Ministers of States and political parties, Government prepared a revised Lokpal Bill, 2011 which was introduced in the Lok Sabha on 04.08.2011.

2.1.1 The Government 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 alongwith the Constitution 116th Amendment Bill, 2011 to provide for the Constitutional status to these bodies.

2.1.2 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 required for Constitutional amendments. The Lokpal and Lokayuktas Bill, 2011 was taken up for discussion and passing in the Rajya Sabha on 29.12.2011. The discussion remained inconclusive and the Lokpal and Lokayuktas Bill, 2011 are yet to be passed by the Rajya Sabha.

2.2 Protection of Whistle-blower Bill

The Government had issued a Resolution dated 21st April, 2004 authorizing the Central Vigilance Commission as the designated agency to receive written complaints from whistle blowers. The said Resolution also, inter alia, provides for the protection to the whistle blowers from harassment, and keeping the identity of whistle blowers concealed. As it was felt that the persons who report corruption need statutory protection, a Bill titled “The Public Interest Disclosure and Protection to Persons making the Disclosures Bill, 2010” was introduced in Parliament. The Bill was referred to the Department related Parliamentary Standing Committee on Personnel, Public Grievances, Law and Justice which, in its 46th Report, made several recommendations, suggesting several amendments in the Bill. The recommendations were considered by the Government and a majority of the recommendations were accepted by the Government. Significantly, the recommendation for change of name of the Bill was accepted and the Bill was amended as “The Whistle Blowers Protection Bill, 2011”. The recommendation of the Standing Committee for bringing the members of Council of Ministers, the judiciary including the higher judiciary, regulatory authorities, etc. within the ambit of the Bill was accepted, with the exception of Judges of
the Supreme Court and the High Courts since aspects of whistle blowing in so far as they relate to judges of the Supreme Court and High Courts, has already been taken care of in the Judicial Standards and Accountability Bill, 2010. The recommendation of the Standing Committee for inclusion of Armed Forces, Security and Intelligence Agencies, etc within the purview of the Bill was also accepted by the Government. Official amendments were moved for this purpose. The Bill, as amended, was passed by the Lok Sabha on 27th December, 2011 and was included in the List of Business of the Rajya Sabha on 28th December and 29th December, 2011, but the same could not be taken up for consideration in the Rajya Sabha on both these dates.

2.3 Foreign Bribery Bill

Our domestic laws are substantially compliant of the mandatory provisions of the UN Convention except the requirement relating to bribery of foreign public officials and private sector bribery. In regard to the bribery of foreign public officials a standalone Bill titled “The Prevention of Bribery of Foreign Public Officials and Officials of Public International Organizations Bill, 2011” was introduced in the Monsoon session of Parliament and is presently before the Department related Parliamentary Standing Committee on Personnel, Public Grievances, Law and Justice.

2.4 Ratification of the United Nation Convention Against Corruption

India has, in May 2011, deposited the Instrument of Ratification of the United Nations Convention Against Corruption (UNCAC) with the Secretary General of the United Nations. This is expected to enhance the image of India in the International forums as a country which is committed to tackle the menace of corruption. In October, 2011, Secretary (Personnel) had represented India at the meeting of the UNCAC held at Marrakesh, Kingdom of Morocco.
2.5 Seventh Regional Conference of the ADB-OECD Anti-Corruption Initiative for Asia and the Pacific

As part of its efforts to engage in constructive dialogue and increased cooperation with countries and organizations around the world in the fight against corruption, Government of India hosted the Seventh Regional Conference of the ADB-OECD Anti-Corruption Initiative for Asia and the Pacific in New Delhi. The conference was held back to back with the 16th Steering Group Meeting of the ADB/OECD Initiative which was held on 27th Sept 2011. The two day conference was inaugurated by President Pratibha Devisingh Patil, and was attended by experts from the 28 member countries and economies of the ADB/OECD Anti-Corruption Initiative and leading global experts and representatives of international organizations, leading enterprises, business associations and civil society. In all, 78 foreign delegates and over 100 Indian delegates participated in the deliberations. The opening ceremony was also attended by Mr. Xiaoyu Zhao, Vice President of the ADB, and Mr. Richard A. Boucher, Deputy Secretary-General of the OECD. The valedictory session of the Conference was addressed by the Union Finance Minister Shri Pranab Mukherjee. The Conference adopted several conclusions aimed at improving the effectiveness of anti-corruption frameworks and enhancing cooperation amongst enforcement agencies to launch a concerted fight against corruption.
Group of Ministers to consider measures to tackle corruption

The Government had constituted a Group of Ministers (GoM) in January, 2011, to consider measures that can be taken by the Government to tackle corruption. This Group has been entrusted with the task of considering all measures, including legislative and administrative, to tackle corruption and improve transparency. The Group would be formulating and putting in place a comprehensive roadmap for strategizing and spelling out measures for tackling corruption in Government. The specific areas which the GoM is looking into are:

- State funding of elections;
- Fast tracking of all cases of public servants accused of corruption;
- Ensuring full transparency in public procurement and contracts, including enunciation of public procurement standards and a public procurement policy;
- Relinquishing discretionary powers enjoyed by Ministers;
- Introduction of an open and competitive system of exploiting natural resources;
- Amendment to the Constitution to provide for summary proceedings in cases of grave misdemeanor or blatant corruption by public servants; and
- Consideration of relevance/need for retaining provision relating to prior government permission before commencing investigation against high public officials.

The Group of Ministers has submitted its First Report and the recommendations made therein have already been accepted by the Government with some slight modifications. Action has been initiated by the Government to implement the accepted recommendations of the GoM.

2.6 Reservation for Minorities

1. The Government of India has set up the National Commission for Religious and Linguistic Minorities to suggest criteria for the identification of the socially and economically backward sections amongst Religious and Linguistic Minorities and to recommend measures for their welfare, including reservation in Government employment. The Commission submitted its report to the Government on 10th May, 2007, wherein it had, inter-alia, recommended creation of a sub-quota for minorities from within the reservation of 7% available in Government employment to OBCs.

2. The Government have carefully considered the above recommendation and it has been decided to carve out a sub-quota of 4.5% for minorities, as defined under Section (e) of the National Commission for Minorities Act, 1992, from within the 27% reservation for OBCs. The castes/communities of the said minorities which are included in the Central list of OBCs, notified state-wise from time to time by the Ministry of Social Justice & Empowerment shall be governed by the said sub-
An On-line system was introduced this year (2011-12) under the Domestic Funding of Foreign Training (DFFT) Scheme, making it mandatory to apply ‘online’ for any long-term or short term foreign training programmes. Further, the respective controlling authorities of the applicants’ officers will also henceforth forward their nominations to DoPT in ‘online’ mode. The purpose of such computerization of the DFFT Scheme was to bring in the elements of objectivity and transparency in the crucial area of foreign training.

A two-day “National Conference on Human Resource Management towards Competency-based Performance Management for the Civil Service” was organized jointly by the Training Division, Department of Personnel & Training, Government of India and the United Nations Development Programme in November 2011, under the aegis of `Pathways for an Inclusive Indian Administration (PIIA) Project. The conference was inaugurated by Shri V. Narayanasamy, Hon’ble Minister of State for Personnel, Public Grievances & Pensions and Prime Minister’s Office.
National Conference on Human Resource Management

The Conference was essentially meant to gain understanding of the concept of a competency-based approach to performance management for the Civil Service, its advantages and disadvantages based on international and Indian experiences; policy challenges encountered by Government and the private sector in applying a competency-based approach to performance management.

Under Intensive Training Programme, 50 additional districts were covered for imparting training in the sectors e.g. School Education, Public Distribution System, Public Health, Revenue, Water and Sanitation, Integrated Child Development, Police, etc.

2.9 Service Allocation to the candidates of CSE

Against 1044 vacancies for Civil Services Examination (CSE)-2010, UPSC recommended the names of 922 candidates for service allocation to 23 services i.e. IAS, IFS, IPS and various other Group ‘A’ & ‘B’ services. Service allocation to the candidates selected on the basis of CSE, 2010 was done on 11-08-2011.

2.10 Foundation Course for candidates of CSE

86th Foundation Course for successful candidates of CSE, 2010 commenced on 29th August, 2011 at four academies viz. 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.

2.11 Amendment of Central Civil Services Leave Rules 1972

Three Notifications amending the CCS (Leave) Rules, 1972 were issued in the month of August, 2011 bringing into force the rules relating to Study Leave to Central Health Services Officers, Penal Interest on leave encashment on LTC and modified conditions for Child Care Leave. This information is available on the DOPT website www.persmin.nic.in.

2.12 Study Leave for Fellowships offered by reputed Institutes

Estt.(Leave) has issued instructions on 1st September, 2011 to include the Fellowships offered by (i) K.K. Birla Foundation, (ii) Indian Institutes of Management, (iii) Management Development Institute, Gurgaon and (iv) Lok Nayak Jayaprakash Narayan National Institute of Criminology and Forensic Science for grant of study leave on the same terms as that of the fellowship offered by Jawahar Lal Nehru Memorial Fellowship at present.
2.13 Grant of Special Allowance for child care for women with disability

This Department on 26th September, 2011 has issued clarifications regarding admissibility of Special Allowance for child care to women with disabilities. It has been clarified that the Special Allowance would be admissible for two years from the birth of the child so long as the women employee does not have more than two surviving children. Clarification has also been given that in case of multiple birth at the time of first child birth the women employee shall not be entitled to special allowance at the double rates.

2.14 MOU signed between Union Public Service Commission and Royal Civil Service Commission of Bhutan

A Memorandum of Understanding (MOU) was signed between Union Public Service Commission and the Royal Civil Service Commission of Bhutan on 9-9-2011 at Thimpu, Bhutan. The UPSC has forwarded on 14-9-2011 a copy of MOU signed by Chairman. UPSC and Chairman, Royal Civil Service Commission, Bhutan. This would serve to set forth the areas of cooperation, obligation of the parities, apportionment of costs and other procedures for cooperation between the parties in the mutually agreed areas. The areas of cooperation would include sharing of experiences and expertise in Civil Service matters such as recruitment and selection, exchange of resource persons, and development of professional skills of the officers and staff of the parties through attachment and training programmes.

2.15 Child Care Leave to Civilian Female Industrial Employees of Defence Establishments.

The benefit of Child Care Leave has been extended to the civilian female industrial employees working in Defence Establishments at par with the non industrial Central Government employees by this Department’s order on 20th October, 2011.

2.16 Implementation of the RTI Act

(a) RTI Anthem:

In order to create awareness on RTI, an RTI anthem has been launched on 15th August, 2011 which was telecast and broadcast through radio, Television and Theatre throughout the country and eleven languages.

(b) RTI Fellowship:

RTI fellowships were awarded to four fellows from the field of civil society and media.

2.17 E-governance projects

This Department has taken several steps for implementation of e-governance projects. To achieve this a total of 52 separate software have been developed which pertain to the working of various Divisions of this Department.

2.18 National Anomaly Committee meeting of JCM

The National Anomaly Committee meeting of JCM was held on 5th January 2012 regarding 6th CPC under the Chairmanship of Secretary (Personnel).
2.19 Cadre allocation to IAS probationers

Cadre was allocated to 149 IAS probationers who were selected into IAS on the basis of Civil Services Examination, 2010 with the approval of Hon’ble Prime Minister. The same was published on the website of this Ministry on 11th January 2012.

2.20 Children Education Allowance

Two Office Memoranda were issued during the month of February, 2012;

(i) giving clarifications about the term “Fee”, procedure to be adopted in case original receipts are misplaced for claim of Children Education Allowance, enhancement of CEA due to increase in DA by 50% and quantum of claim during the first two quarters of academic year;

(ii) allowing reimbursement of Development fee/Parents’ Contribution charged by the school/institution in lieu of Tuition Fee, Fee charged directly by the school/institution for catering to the special needs of the child with disabilities and waiving of minimum age for any child for claiming reimbursement of CEA/Hostel subsidy.

2.21 Facility to all cadre authorities to scan and upload property return of IAS Officers for the year 2011 on DOPT Website

Department of Personnel and Training provided facility to all cadre authorities to scan and upload property return of IAS Officers for the year 2011 on DOPT Website to avoid delay in receipt and acknowledgement of the documents. A Video Conference was held with all Cadre Authorities by E.O on 17.2.2012 to know the utility of the system and feedback was very encouraging. Most of these authorities have started uploading IPRs on DoPT website.

2.22 Workshop on International Women’s Day

A workshop to mark the International Women’s Day, 2012 was organized by Department of Personnel & Training on 09.03.2012 at Indian Institute of Public Administration, New Delhi. The one day Workshop was inaugurated by MOS (PP).

All women employees of the Department participated in the workshop. Lectures were held on issues of Domestic Violence, Sexual Harassment at Workplace and Stress Management. The participants then presented their expectations from the Department, and challenges of a working woman. 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 in home and office.
2.23 Pensioners’ Welfare

Amendments to the CCS (Extraordinary Pension) Rules, 1939 have been notified by DoPT on 15.2.2011. The Department of Pension & Pensioners’ Welfare with the help of NIC has developed an updated version of CPENGRAMS. Under the updated version, the pension related grievances will be combined with other grievances and therefore, receipt from multiple sources will not be there for the Ministries/Departments. This will also facilitate disposal of grievances for all Ministries/Departments who can now log on to CPGRAMS and look into the pension grievances. Earlier, they had to log on to CPENGRAMS & CPGRAMS separately.
3.0 The Department of Personnel & Training, in consultation with the Ministry of Finance, is responsible for framing and revising rules and regulations regarding service conditions of all Government employees. 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 Multi Tasking Staff (MTS), 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 other than those listed in Chapter 2 are as under:-

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

The instructions in respect of Modified Flexible Complementing Scheme (MFCS) for scientists were issued in this Department on 10th September, 2010. A number of requests for clarifications in this regard were received from Departments/ Ministries which were examined by this Ministry and to facilitate the process, FAQs on Modified FCS have been issued by this Ministry.

RECRUITMENT RULES FORMULATION AND AMENDMENT

A decision was taken to process online submission of proposals for Recruitment Rules (RR) formulation or amendments or relaxation and online forwarding of observations/ views/ responses by DoPT and Ministries/ Departments and a two day workshop was arranged in ISTM by NIC to all the Ministries/Departments. The proposals in this regard will be accepted online only and no file will be accepted from Ministry/ Department.

OVERSTAY WHILE ON DEPUTATION:-

This Department has reiterated decisions taken on 20th November, 2006 and 17th June, 2010 that it will be the responsibility of the immediate superior officer to ensure that the deputationist does not overstay. In the event of the officer overstaying for any reason whatsoever, he/she is liable to disciplinary action and other adverse consequences which would include the period of unauthorised overstay not being counted for service for the purpose of pension and that any increment due during the period of unauthorized overstay being deferred with cumulative
effect, till the date on which the officer rejoins his parent cadre. All Ministries/Departments have been advised that henceforth no ex-post facto approval for regularization of overstay on deputation would be allowed.

REVISION OF SPECIAL ALLOWANCE AND CASH HANDLING ALLOWANCE AS A RESULT OF ENHANCEMENT OF DEARNESS ALLOWANCE w.e.f. 1.1.2011:-

This Department has reiterated its decision taken on 1st October, 2008 that the rates of Special allowance and Cash Handling Allowance will automatically stand increased by 25% every time the Dearness Allowance payable on revised pay scales goes up by 50%.

STEPPING UP OF PAY OF SENIOR DIRECT RECRUIT ASSISTANTS OF CSS/PAs OF CSSS AND SENIOR PAs OF CSSS APPOINTED/PROMOTED PRIOR TO 1.1.2006.

Senior direct recruit Assistants/PAs of CSS/CSSS respectively appointed prior to 1.1.2006 and drawing less pay than Assistants/PAs of CSS/CSSS promoted after 1.1.2006 will be allowed stepping up of pay subject to the condition that Senior DR Assistants/PAs continuously draw more pay than junior promoted Assistants/PAs in the pre-revised pay scale. Similarly, all Cadre units of CSSS are allowed to step up the pay of Senior PAs of CSSS appointed/promoted prior to 1.1.2006 at par with that of Steno Grade ‘D’ of any Ministry/Department promoted as PAs after 1.1.2006.

RELAXATION OF RULES FOR STUDY LEAVE ON AWARD OF FELLOWSHIPS:

To encourage Government employees to take up skill development on their own it was decided to include the Fellowships offered by (i) K.K. Birla Foundation, (ii) Indian Institutes of Management, (iii) Management Development Institute, Gurgaon and (iv) Lok Nayak Jayaprakash Narayan National Institute of Criminology & Forensic Science for grant of Study Leave on the same terms as that of the fellowship offered by Jawahar Lal Nehru Memorial Fellowship. Study leave will be granted for the entire period of the Fellowship to the Government servants granted Fellowships from these Institutes. They will be entitled to the benefits admissible to them in accordance with the Fellowship and in addition, entitled to draw leave salary equal to the pay that they drew while on duty with the Government immediately before proceeding on such leave and Dearness Allowance at the Central Government rates on the leave salary admissible to them.

PENAL INTEREST ON NON UTILIZATION OF ADVANCE ENCASHMENT OF LEAVE WITH LTC:

The Central Civil Services (Leave) Rules, 1972, has been amended vide Notification dated 26th August, 2011 to provide for penal interest @ 2% over the interest rate which is allowed by the Government on Provident Fund balances of the employees, in case of advance encashment of leave with LTC being unutilized within the time prescribed under the CCS (LTC) Rules, 1988.
SPECIAL CONCESSIONS FACILITIES TO CENTRAL GOVERNMENT EMPLOYEES WORKING IN KASHMIR VALLEY IN ATTACHED AND SUBORDINATE OFFICES OR PUBLIC SECTOR UNDERTAKINGS FALLING UNDER THE CONTROL OF CENTRAL GOVERNMENT:

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 upto 31.12.2011. The package of incentives is admissible to Central Government employees including the natives of Kashmir Valley, serving in 6 (six) districts of J&K, namely, Anantnag, Baramulla, Budgam, Kupwara, Pulwama, and Srinagar Districts. 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 HONORARIUM FOR TRANSLATION:

The rates of honorarium for translation from any language to Hindi/English and vice-versa have been revised to Rs.120/- per thousand for ordinary words and Rs.130/- per thousand for technical words.

E-SERVICE BOOK:

Department of Administrative Reforms & Public Grievances have developed e-office software under Mission Mode Project. The software already available with D/oARPG is being upgraded for creation and maintenance of e-service book scheme infrastructure.

GUIDELINES REGARDING GRANT OF VIGILANCE CLEARANCE ON NON SUBMISSION OF ANNUAL IMMOVABLE PROPERTY RETURNS

Guidelines regarding grant of Vigilance Clearance of all the Members of Central Civil Services / Posts have been revised on 27.9.2011 whereby Vigilance Clearance shall be denied to an officer if he fails to submit his annual immovable property return of the previous year by 31st January of the following year, as required under Government of India decisions under Rule 18 of the Central Civil Services (Conduct) Rules, 1964.

APPOINTMENT OF RETIRED GOVERNMENT SERVANTS AS INQUIRY OFFICER & PRESENTING OFFICER

A Notification has been issued on 5.12.2011 to permit appointment of retired Government Servants as Inquiry Officer and Presenting Officer in Departmental Disciplinary cases.

REVISED GUIDELINES REGARDING OFFICIAL DEALINGS BETWEEN ADMINISTRATION AND MEMBERS OF PARLIAMENT AND STATE LEGISLATURES – OBSERVANCE OF PROPER PROCEDURE, HAVE BEEN REVISED AFTER CONSULTATION WITH THE PRIVILEGES COMMITTEE OF THE LOK SABHA

Comprehensive guidelines regarding Official dealings between Administration and Members of Parliament and State Legislatures – observance of proper
procedure, have been revised after consultation with the Privileges Committee of the Lok Sabha on 1.12.2011. The Chief Secretaries of all the States and UTs have also been addressed by the Secretary, Department of Personnel and Training emphasizing the need for following these instructions scrupulously by all the officers including officers working in the Districts of the States and UTs.

PLACING THE ANNUAL IMMOVABLE PROPERTY RETURN (IPR) IN THE PUBLIC DOMAIN.

All the Cadre Controlling Authorities of Organized Group ‘A’ Central Services have been asked to place the Immovable Property Return of the officers on the website of respective Cadre Controlling Authorities.

RECONSTITUTION OF DEPARTMENTAL PEER REVIEW COMMITTEES OF SCIENTIFIC DEPARTMENTS TO CONSIDER EXTENSION IN SERVICE OF EMINENT SCIENTISTS BEYOND THE AGE OF SUPERANNUATION.

Extension in service in public interest is permissible for eminent Scientists under the provision of FR 56.

The Appointments Committee of the Cabinet (ACC) had approved the certain modalities for considering the proposals for grant of extension to Scientists. The basic requirement was to constitute department wise standing Peer Review Committee also called Departmental Peer Review Committee (DPRC).

On the basis of the said guidelines, DPRCs for several Scientific Departments were constituted for a fixed tenure. The eminent Scientists of these Ministry/Departments are getting extension in service on the basis of the recommendations made by the DPRCs from time to time.

RECRUITMENT AGENCIES

3.1 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 a 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 environments and having studied in different disciplines.

3.1.1 UNION PUBLIC SERVICE COMMISSION (UPSC)

The Union Public Service Commission comprises the Chairman and ten Members. The UPSC makes recruitment for 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.

The functions of the UPSC 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 62nd Annual Report of the Union Public Service Commission for the period 01.04.2010 to 31.03.2011 was laid on the Table of Lok Sabha and Rajya Sabha on 14.12.2011 and 15.12.2011 respectively. The major activities of the Commission 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 18,93,030 applications were received and processed; 5,342 candidates interviewed for Civil Services/Posts (interviews for Defence Services were conducted by SSB of Ministry of Defence) and 4,896 candidates recommended for appointment to various posts, 3,079 (including 358 candidates recommended through Reserve List) for Civil Services/Posts and 1,817 for Defence Services/Posts.

- The Commission made recommendations in respect of 3978 officers/posts regarding suitability of candidates/officials for promotion, deputation, absorption etc.

- The Commission recommended 11 candidates with disabilities out of the 22 posts reserved for them through Direct Recruitment by interview.

**ONLINE RECEIVING OF APPLICATION:-**

The Commission has launched with effect from February, 2011 on-line receiving of applications for the Engineering Services Examination. The submission of application has also been made on-line and the data is captured on real-time basis. This has resulted in reducing the time-cycle besides becoming more accurate in capturing of the data since candidates are themselves filling in the required details. The same software will also be used for capturing candidates’ detailed information.
for other exams as well. The candidates have the facility to pay the fee on-line through secured payment gateway in such a manner that they are not required to visit the Commission’s office for submitting their applications. The project has resulted in reducing the time taken for the conduct of examinations with more accuracy thereby bringing in more transparency into the system. The Commission have developed and implemented a system for offering detailed application form to the successful candidates for the Civil Services (Preliminary) Examination only through on-line mode under secured environment w.e.f. 2011. The candidates are asked to fill through on-line mode detailed information regarding their background, parental information, qualifications, experience and choice/ preference of the Services and cadres.

PROVIDING INFORMATION THROUGH OFFICIAL WEBSITE OF UPSC:

Commission has started sharing question papers for all exams immediately after the conduct of such examinations. The information about marks obtained by successful as well as unsuccessful candidates is provided to the individual candidates once the evaluation process of the examination is completed.

CONDUCT OF ON-LINE RECRUITMENT TEST:

The Commission has, as a pilot project, successfully conducted an on-line test for recruitment to certain posts, in order to shortlist about 4000 candidates, who had applied for the post. The test was conducted in one shot at various centres in the country.

The Commission has decided to receive applications through on-line mode for all the 14 structured examinations conducted by UPSC from 2012. The Commission has recently developed user friendly software for generating e-admit card which will be downloadable by the candidates themselves through the Commission’s website. This system will be in operation shortly. The Commission has also decided to receive On-line application for recruitment to the various isolated posts being filled by the method of Direct Recruitment. This project is under testing and implementation stage.

A Memorandum of Understanding (MoU) was signed between the Union Public Service Commission and the Public Service Commission of Canada on 15th March, 2011 regarding sharing and promoting best practices through bilateral exchanges. The MoU will remain effective for a period of three years.

An MoU was also signed between UPSC and Royal Civil Service Commission of Bhutan on 09th September, 2011 at Thimpu, Bhutan. The areas of cooperation would include sharing of experience and expertise in Civil Service matters such as recruitment and selection, exchange of resource persons, and development of professional skills of the officers and staff of the parties through attachment and training programmes.

Six Foreign Delegations from Myanmar (twice), Nepal, New Zealand, Kyrgyz Republic and Canada visited the Commission and held discussion on various issues related to selection method.
3.1.2 STAFF SELECTION COMMISSION (SSC)

The set up of 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 the 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 jurisdiction of the various Regional Offices is as under:

<table>
<thead>
<tr>
<th>S.NO.</th>
<th>REGION</th>
<th>JURISDICTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Northern Regional Office at New Delhi</td>
<td>NCT of Delhi, Rajasthan and Uttarakhand</td>
</tr>
<tr>
<td>2.</td>
<td>Central Regional Office at Allahabad</td>
<td>Uttar Pradesh, Bihar</td>
</tr>
<tr>
<td>3.</td>
<td>Western Regional Office at Mumbai</td>
<td>Gujarat, Maharashtra, Goa and Union Territories of Dadar &amp; Nagar Haveli and Daman &amp; Diu</td>
</tr>
<tr>
<td>4.</td>
<td>Eastern Regional Office at Kolkata</td>
<td>West Bengal, Odisha, Sikkim, Jharkhand and Union Territory of Andaman &amp; Nicobar Islands</td>
</tr>
<tr>
<td>5.</td>
<td>North-Eastern Regional Office at Guwahati</td>
<td>Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland &amp; Tripura</td>
</tr>
<tr>
<td>6.</td>
<td>Southern Regional Office at Chennai</td>
<td>Andhra Pradesh, Tamil Nadu and Union Territory of Puduchery</td>
</tr>
<tr>
<td>7.</td>
<td>Kerala-Karnataka Regional Office at Bangalore</td>
<td>Karnataka-Kerala and Union Territory of Lakshadweep</td>
</tr>
<tr>
<td>8.</td>
<td>Madhya Pradesh Sub-Regional Office at Raipur</td>
<td>Madhya Pradesh and Chhattisgarh</td>
</tr>
<tr>
<td>9.</td>
<td>North-Western Sub-Regional Office at Chandigarh</td>
<td>Jammu &amp; Kashmir, Himachal Pradesh, Haryana, Punjab and UT of Chandigarh</td>
</tr>
</tbody>
</table>

During 2011-12 the Staff Selection Commission has conducted the following All India Level Open Competitions and Departmental Examinations (upto 24th November, 2011)
<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Name of Examination</th>
<th>Date of Exam</th>
<th>No. of Reg. Candidates</th>
<th>No. of candidates present</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Junior Engineer (C&amp;M) in CWC &amp; Junior Engineer (E) in Department of Posts</td>
<td>01 May 2011</td>
<td>46246</td>
<td>15958</td>
</tr>
<tr>
<td>2.</td>
<td>Constables (GD) in Assam Rifles Examination, 2011</td>
<td>15 May 2011</td>
<td>17014</td>
<td>15105</td>
</tr>
<tr>
<td>3.</td>
<td>Constables (GD) in ITBP Examination, 2011</td>
<td>15 May 2011</td>
<td>36356</td>
<td>33726</td>
</tr>
<tr>
<td>4.</td>
<td>Constables GD in BSF, CISF, etc. Examination, 2011</td>
<td>05 June 2011</td>
<td>275889</td>
<td>263346</td>
</tr>
<tr>
<td>5.</td>
<td>Combined Graduate Level, 2011 (Tier –I), Examination, 2011</td>
<td>19/26 June 2011</td>
<td>932358</td>
<td>609572</td>
</tr>
<tr>
<td>6.</td>
<td>ASI (Steno) in CISF Examination, 2011</td>
<td>31 July 2011</td>
<td>107639</td>
<td>73572</td>
</tr>
<tr>
<td>7.</td>
<td>SIs in CPOs, etc, Examination, 2011</td>
<td>28 August 2011</td>
<td>232430</td>
<td>169747</td>
</tr>
<tr>
<td>8.</td>
<td>Combined Graduate Level, 2011 (Tier II), Examination, 2011</td>
<td>03/04 September 2011</td>
<td>83494</td>
<td>74397</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>1,942,289</td>
<td>1383281</td>
</tr>
</tbody>
</table>

DEPARTMENTAL EXAMINATION

Under various open competitive examinations conducted during 2011-12 (upto 24.11.2011) SSC has declared results and recommended 67861 candidates for appointments.
The website of the Commission was redesigned. The following new initiatives have been taken in the SSC:-

(a) Placement of all results, including intermediate stages, on the website on the day of finalization of the result. Currently all results are placed on the website in PDF format.

(b) Placement of marks of candidates who were not selected in intermediate stages.

(c) Placement of marks of candidates who had appeared for the final stage of the examination – both selected and not selected.

(d) Presently, marks of all candidates are placed on the website immediately after publication of results at each stage of the examination in PDF format.

(e) Placement of scanned data from OMR Answer Sheets, in the case of objective type question papers, of all candidates (since September, 2011)

(f) Placement of detailed Notice for Examinations, schedules and other matters of importance and concern for the job applicants.

(g) Placement of answer keys of question papers used by the Commission on the website along with scanned data from OMR answer sheets in order to afford an opportunity to the candidates to verify for themselves – with reference to scanned information – whether the evaluation has been accurate.

(h) Placement of answer keys immediately after the examination. The utilization of the website as the principal tool of interface requires continuous updation of the website and the NIC cell in the Commission has given excellent support in this direction. Static pages are updated periodically whereas dynamic information is provided on the website on almost daily basis.

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Name of Examination</th>
<th>Date of Exam</th>
<th>No. of Regd. Candidates</th>
<th>No. of candidates Present</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Steno Grade ‘C’ Limited Departmental Competitive Examination, 2011</td>
<td>16th July 2011</td>
<td>518</td>
<td>460</td>
</tr>
<tr>
<td>2.</td>
<td>U.D. Grade Limited Departmental Competitive Examination, 2011</td>
<td>20th November 2011</td>
<td>153</td>
<td>100</td>
</tr>
</tbody>
</table>
The nine Regional Offices of the Commission have their own website for the benefit of the public. The information regarding list of candidates whose applications are rejected at the initial stage itself and the reasons for rejection; facility of downloading of admission certificates (hall tickets), call letters for interviews and skill tests etc at least one week before the day of examination/interview/skill test; details of nomination of selected candidates, along with contact details of concerned client departments are some of the facilities in the website of the regional offices.

The Commission has made effective use of press conferences – normally at the time of Question Bank Projects which are academic exercises – which are very well attended by the electronic and print media with active support of the local PIB Officers.

Online registration was introduced in February, 2010 for the first time and over 22 lakh applicants have registered online. 40% of applicants now register online while 60% still prefer to sent offline applications. Payment of fee through www.onlinesbi.com and challans in any SBI branch has been arranged in the case of online applications. SMS and emails are being tried at present in the case of online applications.

Eight (out of nine) regional offices have obtained ISO 9001:2008 certification for their Quality Management System, with focus on continual improvement in processes, time-bound and objective oriented performance and customer satisfaction.

**PROGRESSIVE USE OF HINDI IN COMMISSION’S WORK**

In order to encourage the progressive use of Hindi in the official work and to create interest among the Officers/Officials for its usage, a new Hindi software "Aksar Naveen" is being used by the Commission regularly. In addition, Hindi Fortnight was organized from 14 September, 2011 to 28th September, 2011. During the fortnight, various competitions like essay writing, typing test, noting and drafting, poem recitation, debate competition and Rajbhasa Prashnotary were organised. Cash awards and certificates were also distributed to the winners by Chairman, SSC in the concluding session. A one day Hindi Workshop on "Official language policy/relevance of official language Hindi in official work" was also organised on 26th September, 2011. Thirty participants were trained in this workshop.

**3.1.3 PUBLIC ENTERPRISES SELECTION BOARD (PESB)**

The PESB has been constituted to function as a professional body with the main function for selection and placement of personnel in the posts of Chairman, Managing Director or Chairman cum-Managing Director and functional Directors of Central Public Sector Undertakings. Apart from holding regular selection meetings for the above purpose, it has other functions like advising on confirmation of extension tenure, after joint appraisals desired structure at Board level for each PSE or group of PSEs, formulation and enforcement of Code of conduct and Ethics for managerial personnel in the PSEs etc.
The PESB comprises the Chairman and three Members. They are appointed for a tenure of three years or until attaining the age of 65 years whichever is earlier. They are eligible for consideration for re-appointment for second term subject to the age limit of 65 years. In special circumstances, the appointment to a particular post or posts in a Public Sector Enterprise may be made other than through the PESB with the prior and specific approval of the Appointments Committee of the Cabinet. PESB maintains a publicly accessible database of in-position functional Directors of CPSEs.

The PESB maintains the Board structure of Central Public Sector Enterprises (CPSE), updates the Job Description of the post in consultation with Administrative Ministry of the CPSE, invites applications, shortlisted applicants for selection interview and sends recommendations to the Administrative Ministry for processing for the approval of the Competent Authority (Appointments Committee of the Cabinet for schedule ‘A’ & ‘B’ CPSEs and Minister-in-charge for schedule ‘C’ & ‘D’ CPSEs.

To make the selection by PESB more transparent and time-bound, instructions have been issued, the salient features of which are given below:

(i) The advertisement for a vacancy should be released by the PESB one year before the expiry of the tenure of the incumbent. As far as unforeseen vacancies are concerned, the PESB shall give three weeks for the applications and in any case select and recommend a candidate within four months of the date of vacancy.

(ii) The recommendation of the PESB shall be sent to the Ministry concerned six months before the expiry of tenure of the incumbent.

(iii) The details of all persons interviewed and recommended by the PESB for each vacancy shall be placed on the website of the PESB, the same day the interviews were concluded.

(iv) 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. The PESB shall hold a joint appraisal on receipt of the proposal within one month. The Establishment Officer in Department of Personnel and Training shall monitor all cases of confirmation every month and send a report for information of the ACC.

(v) All proposals in which the incumbents meet 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 for a fresh joint appraisal. All proposals, wherein the incumbents meet the benchmark, but have some other issue such as vigilance etc. for which the Ministry/Department is not inclined to recommend extension, shall be referred to the ACC for consideration six months before the scheduled expiry of tenure of the incumbent. All proposals wherein the incumbents do
not meet the benchmark shall be referred to the PESB by the Department/Ministry concerned. This reference has to be six months before the scheduled expiry of tenure of the incumbent. The recommendations of the PESB shall be referred to the ACC, for orders as at present.

(vi) While the overall responsibility for keeping a track of the vacancies and filling them would be with the Secretary concerned, the Ministry/Department shall assign specific tasks to the Joint Secretaries concerned and also include this as a part of key deliverables of the officer.

3.2 RESERVATION IN THE CENTRAL GOVERNMENT SERVICES

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

RESERVATION FOR SCs, STs AND OBCs

Constitutional Provisions:

Clause (4) of Article 16 of the Constitution of India enables the State to make provision for reservation of appointments or posts in favour of any backward class of citizens which, in the opinion of the State, is not adequately represented in the services under the State. Clause (4A) of the same Article enables the State to provide reservation for the members of the Scheduled Castes and Scheduled Tribes in the matter of promotion. Article 335 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.

“Reservation Policy”

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.

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 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%.

The Government has decided to carve out a sub-quota of 4.5 per cent for minorities, as defined under section 2(c) of the National Commission for Minorities Act, 1992 from within the 27% reservation for OBCs. As a result of this decision the members of the castes/communities of the minorities which are included in the Central List of OBCs, notified state-wise from time to time by the Ministry of Social Justice of Empowerment, shall get a reservation of 4.5 per cent with effect from the 1st January, 2012.

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.

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.

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.

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 Office Memorandum 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.

Instructions exist that the Ministries/Departments etc. should endeavour to nominate to the maximum extent possible, a Scheduled Caste/ 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.

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.

IMPACT

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 has now increased to about 17.15% and 7.16% (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 11.6% now. Likewise, the representation of STs in Group ‘A’ services has increased from 0.27% in 1965 to about 4.5%. 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 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. 67 Ministries/Departments have supplied information about representation of SCs, STs and OBCs as on 1st January, 2010.
Remaining six Ministries/ Departments could supply information about representation as on 1st January, 2008.

Representation of SCs, STs and OBCs in the Government services by combining the two sets of information is given in the following table:

<table>
<thead>
<tr>
<th>GROUP</th>
<th>Number of persons</th>
<th>SCs</th>
<th>STs</th>
<th>OBCs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Number of Employees</td>
<td>Number</td>
<td>%</td>
<td>Number</td>
</tr>
<tr>
<td>A</td>
<td>88896</td>
<td>10315</td>
<td>11.6</td>
<td>3998</td>
</tr>
<tr>
<td>B</td>
<td>173493</td>
<td>26495</td>
<td>15.3</td>
<td>9923</td>
</tr>
<tr>
<td>C</td>
<td>2070666</td>
<td>330167</td>
<td>15.9</td>
<td>153844</td>
</tr>
<tr>
<td>D (Excluding Safai Karamcharis)</td>
<td>665739</td>
<td>123780</td>
<td>18.6</td>
<td>47702</td>
</tr>
<tr>
<td></td>
<td>Safai Karamcharis</td>
<td>71324</td>
<td>35729</td>
<td>50.1</td>
</tr>
<tr>
<td>Total (Excluding Safai Karamcharis)</td>
<td>2998788</td>
<td>490727</td>
<td>16.36</td>
<td>215467</td>
</tr>
<tr>
<td>Total (Including Safai Karamcharis)</td>
<td>3070112</td>
<td>526456</td>
<td>17.15</td>
<td>219781</td>
</tr>
</tbody>
</table>

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 Civil Services Examination, 2010 and vacancies filled up are given in the following statement:
Appointment of Liaison Officers:

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/she 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/her to discharge his/her 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.

<table>
<thead>
<tr>
<th>Service (s)</th>
<th>Unreserved Vacancies</th>
<th>Scheduled Castes Vacancies</th>
<th>Scheduled Tribes Vacancies</th>
<th>Other Backward Classes Vacancies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>earmarked unreserved</td>
<td>earmarked reserved for SCs</td>
<td>earmarked reserved for STs</td>
<td>earmarked reserved for OBCs</td>
</tr>
<tr>
<td>I.A.S</td>
<td>76</td>
<td>23</td>
<td>11</td>
<td>41</td>
</tr>
<tr>
<td>I.F.S.</td>
<td>18</td>
<td>03</td>
<td>06</td>
<td>08</td>
</tr>
<tr>
<td>I.P.S.</td>
<td>77</td>
<td>22</td>
<td>11</td>
<td>40</td>
</tr>
</tbody>
</table>

*One candidate’s medical status is indeterminate as on date.*
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.

Reservation in PSUs, Public Sector Banks and NGOs:

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 atleast 50 per cent of their recurring expenditure from grants-in-aid from Central Government.

Special Recruitment Drives:

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 fulfill 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 way the Drive launched in 2004.

The latest Special Recruitment Drive was launched in November, 2008 to fill up the backlog reserved vacancies of SCs, STs and OBCs. As per information received from 73 Ministries/Departments there were a total of 77383 backlog reserved vacancies as on 1st November, 2008 of which 33550 had been filled up by the end of January, 2012 as per details given below:

<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. SCs</td>
<td>11967</td>
<td>14110</td>
<td>26077</td>
</tr>
<tr>
<td>2. STs</td>
<td>11703</td>
<td>16921</td>
<td>28624</td>
</tr>
<tr>
<td>3. OBCs</td>
<td>22682</td>
<td>Not applicable</td>
<td>22682</td>
</tr>
<tr>
<td>Total</td>
<td>46352</td>
<td>31031</td>
<td>77383</td>
</tr>
</tbody>
</table>

Annual Report 2011-2012
While reviewing the progress of the Drive in June, 2011, it was found that a large number of backlog vacancies had yet to be filled up. Therefore, the Drive was relaunched up to 31.03.2012. The Government has been following up the progress of the Drive. In this regard, meetings were held with the Liaison Officers of various Ministries/Departments where they were advised to follow up the Drive scrupulously. They were also advised to visit the Organizations under their Ministries/Departments and ensure filling up of the backlog vacancies. The Minister of State for Personnel, Public Grievances and Pensions, besides writing letters to the Ministers-in-Charge of all the Ministries/Departments, held a meeting with the Secretaries and other representatives of Ministries/Departments which account for more than 75% of backlog vacancies to impress upon the need of making concerted efforts to fill up the vacancies.

RESERVATION FOR PERSONS WITH DISABILITIES

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.

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 Groups C and D posts. It was extended to the cases of promotion to Group C and D posts in 1989. With the enactment of the Act, reservation for persons with disabilities was made applicable in identified Group A and B posts also in case of direct recruitment.

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 orthopaedically handicapped persons are covered under the category locomotor disability or cerebral palsy.

Various concessions are given to persons with disabilities. Upper age limit for persons with disabilities is relaxable (a) by ten year (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. 65 Ministries/Departments have supplied information about representation of Persons with Disabilities in the Central Government Services as on 1st January, 2010. Representation of Persons with Disabilities in the Central Government Services as on 01.01.2010 is given in the following table:

<table>
<thead>
<tr>
<th>GROUP</th>
<th>Number of Persons with Disabilities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>VH (Visually Handicapped)</td>
<td>HH (Hearing Handicapped)</td>
</tr>
<tr>
<td>A</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td>B</td>
<td>47</td>
<td>32</td>
</tr>
<tr>
<td>C</td>
<td>267</td>
<td>373</td>
</tr>
<tr>
<td>D</td>
<td>131</td>
<td>105</td>
</tr>
<tr>
<td>Total</td>
<td>453</td>
<td>521</td>
</tr>
</tbody>
</table>

*Data does not include information in respect of 8 Ministries/Departments*
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.

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 70 Ministries/Departments, there were a total of 8259 backlog vacancies of Persons with Disabilities in direct recruitment as well as in promotion as on 15th November, 2009. Out of these 1742 vacancies were filled up by the end of January, 2012.

RESERVATION FOR EX-SERVICEMEN

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

Reservation for ex-servicemen and physically handicapped persons is termed as "horizontal" reservation and reservation for SCs, STs and OBCs is termed as "vertical" reservation. Guidelines exist explaining how the "horizontal" reservation is to be adjusted against the "vertical" reservation.
4.1 The Department of Personnel & Training 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:

Amendments in All India Services (AIS) Rules

(i) Amendment to Rule 16 of the AIS (Conduct) Rules, 1968 regarding upper ceiling limit for giving intimation in respect of transaction under Rule 16 has been enhanced from Rs 15000/- to an amount equal to two months basic pay of the member of the service vide amendment Notification No. 11017/5-A/2011-AIS-III dated 05.05.2011.

(ii) Amendment to Rule 5 of the IAS (Probation) Rules, 1954 related to the training of probationers has been notified on 10.05.2011.

(iii) Amendment to Rule 5 of the IPS (Probation) Rules, 1954 related to the training of probationers has been notified on 10.05.2011.

(iv) Amendment to Rule 6 of the IFS (Probation) Rules, 1954 related to the training of probationers has been notified on 10.05.2011.

(v) Amendment to Rule 18, 18(C), 18(D), 20 A, 20(B) 20(C) of AIS (Leave) Rules, 1955 pursuant to the recommendations of the 6th Central Pay Commission has been notified on 19.09.2011.

(vi) Amendment to Rule 11(7) of IPS (Pay) Rules, 2007 related to creation of ex-cadre post in DGP scale in State cadres of IPS has been notified on 18.10.2011.

4.1.1 Placing Immovable Property Returns in the public domain

It was decided by the Government that the annual return of immovable property as on January 1, 2011 of the All India Services officers as well as all organized Group ‘A’ Central Services should be placed in the public domain to bring transparency and accountability in administration. Accordingly, IPRs of IAS officers have been placed on the website of the Department.

4.1.2 Updation and Publication of AIS Manuals

All India Services Manual Vol. II and III has been got printed. Volume II contains the rules and regulations applicable to the Indian Administrative Service, Volume III
contains the rules and regulations applicable to the Indian Police Service and the Indian Forest Service separately.

4.1.3 Indian Administrative Service
Cadre Strength of IAS

The authorized cadre strength of the IAS as on 01.01.2011 was 6077 and the number of officers in position was 4456. The corresponding figures are 6154 and 4377 as on 01.01.2012 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>Number of officers in position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1951 (At the time of initial constitution of the service)</td>
<td>1232</td>
<td>957 (Including 336 officers of the Indian Civil Service)</td>
</tr>
<tr>
<td>1961</td>
<td>1862</td>
<td>1722 (Including 215 officers of the Indian Civil Service)</td>
</tr>
<tr>
<td>1971</td>
<td>3203</td>
<td>2754 (Including 88 officers of the Indian Civil Service)</td>
</tr>
<tr>
<td>1981</td>
<td>4599</td>
<td>3883</td>
</tr>
<tr>
<td>1991</td>
<td>5334</td>
<td>4881</td>
</tr>
<tr>
<td>2001</td>
<td>5159</td>
<td>5118</td>
</tr>
<tr>
<td>2002</td>
<td>5159</td>
<td>5051</td>
</tr>
<tr>
<td>2003</td>
<td>5159</td>
<td>4871</td>
</tr>
<tr>
<td>2004</td>
<td>5159</td>
<td>4791</td>
</tr>
<tr>
<td>2005</td>
<td>5261</td>
<td>4788</td>
</tr>
<tr>
<td>2006</td>
<td>5337</td>
<td>4790</td>
</tr>
<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>4377</td>
</tr>
</tbody>
</table>
4.1.4 Stability of Tenure

The stability of the All India Service Officers, especially in the States, has been a subject of concern for a long time now. Frequent and arbitrary transfers of officers before completing a reasonable tenure on any post has always been considered as a major reason for the declining standards of administration. With a view to bringing in a degree of stability and transparency in the matter of appointment and transfer, the relevant All India Service Rules have been amended. Accordingly, notifications were issued in spells to this effect for 13 States/ Joint Cadres namely Jammu & Kashmir, Karnataka, Himachal Pradesh, Andhra Pradesh, AGMUT, Nagaland, Jharkhand, Sikkim, Orissa, Haryana, Chhattisgarh, Uttaranchal and Manipur-Tripura.

2. In order to evaluate and monitor the implementation of the fixed tenures of the postings of IAS officers of these 13 States, a study was carried out by the ‘Centre For Good Governance, Hyderabad’ as per the directions of the PMO which would facilitate decision in respect of remaining States. The summary of the report is as follows:

- Among the thirteen states (21 States when all the states and UTs of AGMUT are included) that adopted the policy of assured minimum tenure, there is varying degree of implementation of the minimum tenure.

- In general the smaller states among the thirteen (21 with AGMUT states) have better average tenure. The only exception to this norm is Andhra Pradesh, which despite being a bigger state has 1.9 years of average tenure.

- Among the thirteen states, eight states viz. AGMUT, Manipur-Tripura, Jammu & Kashmir, Sikkim, Uttarakhand, Andhra Pradesh, Nagaland and Orissa approximately meet the minimum tenure requirement.

- Karnataka, Chhattisgarh and Haryana score a minimum tenure of 1.1 years tenure. Himachal Pradesh and Jharkhand at 0.9 years average tenure are at the bottom of the list.

- Based on general grouping of the Senior Duty Posts into three categories, the pattern presented in a table emerges with AGMUT, Manipur-Tripura and J & K topping the list. Jharkhand, Himachal Pradesh and Haryana are at the bottom when comparative group analysis of the Senior Duty Posts is done.

3. The matter is under consultation with the remaining 11 States namely Maharashtra, Tamil Nadu, Rajasthan, Madhya Pradesh, Punjab, West Bengal, Kerala, Gujarat, Bihar, Uttar Pradesh and Meghalaya for extension of tenure rule.

4.1.5 Commercial Employment

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 2011, permission of the Central Government has
been granted to 6 retired IAS officers for accepting commercial employment (post retirement) under this rule.

4.1.6 Resignation of AIS Officers

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. There was no provision in any of the rules of the All India Services related to withdrawal of resignation. A need was felt to consider amending the AIS rules in this regard. Accordingly, by notification dated 28.7.2011 [GSR No. 585(E)], sub-rule (1A) after sub rule (1) in Rule 5 of AIS(DCRB) Rules, 1958 has been inserted. Guidelines for processing resignation tendered by AIS officers have also been issued on 16/8/2011.

4.1.7 CIVIL SERVICE EXAMINATION

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’

xviii) 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, Laskhadweep, Daman & Diu and Dadra & Nagar Haveli Police Service, Group ‘B’

xxiii) Pondicherry Civil Service, Group ‘B’

xxiv) Pondicherry Police Service, Group ‘B’

On the basis of the results declared in the year 2011 of the Civil Services Examination, 2010, 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>General</th>
<th>OBC</th>
<th>SC</th>
<th>ST</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAS</td>
<td>76</td>
<td>41</td>
<td>23</td>
<td>11</td>
<td>151</td>
</tr>
<tr>
<td>IFS</td>
<td>18</td>
<td>8</td>
<td>3</td>
<td>6</td>
<td>35</td>
</tr>
<tr>
<td>IPS</td>
<td>76</td>
<td>40</td>
<td>22</td>
<td>11</td>
<td>149</td>
</tr>
<tr>
<td>Central Civil Services (Group ‘A’)</td>
<td>248</td>
<td>133</td>
<td>76</td>
<td>37</td>
<td>494</td>
</tr>
<tr>
<td>Central Civil Services (Group ‘B’)</td>
<td>09</td>
<td>03</td>
<td>0</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>427</td>
<td>225</td>
<td>124</td>
<td>65</td>
<td>841</td>
</tr>
</tbody>
</table>

Note: Allocation of service on the basis of supplementary list of CSE, 2010 has not been done so far.

4.1.8 BROAD POLICY REGARDING INTER-CADRE DEPUTATION/ TRANSFER

Inter-Cadre deputation:- Inter-cadre deputation is permissible to All India Service officers on completion of their nine years of service and before their attaining promotion to super-time scale in his/her own home cadre. Such deputation is considered on the grounds 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 does not exceed three years.

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 for 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 where there is a deficit, subject to
concurrence of the State Government concerned. Another ground 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 family due to the climate or environment of the state to which he is allotted. In the case of a lady officer borne on any of the North Eastern cadres marrying an officer borne on another cadre the lady officer is mandatorily transferred to her spouse’s cadre if she so requests provided it is not 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.

4.1.9 Determination of promotion quota vacancies

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 up to date meetings in respect of 13 States / Cadre upto select year 2010. Further in respect of 9 States / Cadres, meeting of the Selection Committee for only one year is pending.

4.1.10 Consultation with Stakeholders

The Department is dealing with a 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 etc.

With a view to highlight the need for concerted effort on the part of Government of India 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).

4.1.11 CADRE REVIEW OF GROUP ‘A’ SERVICE

Periodical cadre reviews are an essential aspect of cadre management. Such reviews help the services adapt to the changes arising out of the increased demand for quality service delivery from informed citizens and the Government’s renewed focus on the quality service. The review also ensures a healthy balance between the functional requirements of an organisation and legitimate career aspirations of its officers. In terms of the extant guidelines, ideal periodicity of cadre review is once every five years.

2. Cadre Review Division is responsible for review of 58 Central Group ‘A’ Services. The cadre review proposals are scrutinised 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 Department also renders advice to the Cadre Controlling Authorities for better cadre management. The Department also acts as the Secretariat for Cadre Review Committee constituted for review of individual service/cadre.

3. There are 58 Central Group ‘A’ Services, out of which 46 services were due for review in the beginning of the year 2011. Out of these, the cadre review proposals of Indian Defence Service of Engineers (IDSE), Central Power Engineering Service, Central Labour Service, Central Engineering Service (CPWD), Central Electrical & Mechanical Service (CPWD), Central Architecture Service (CPWD), Indian Revenue Service (Income Tax), Indian Revenue Service (Customs & Central Excise), Indian Civil Accounts Service and Indian Ordnance Factory Service are at various stages of consideration. The proposals of Indian Economic Service, Indian Inspection Service, Indian Supply Service, Geological Survey of India and Defence Aeronautical Quality Assurance Service have been approved during the year.

4. The Cadre Review Division also compiles and analyses statistical information of all the Central Group ‘A’ Services. The data as on July 1, 2010 has already been compiled. The data in respect of some of the services is of earlier or subsequent period, as made available by the cadre controlling authority. A study of the data shows that cadre controlling authorities of Non-Technical category of services are prompt compared to other categories. Out of ten services due for review in the current year, the proposals for three services are under active consideration and one proposal is at formulation stage. On the other hand, 18 of 20 Technical and 12 of 17 other category of services are due for review. This delay has led to stagnation in some services as the services of Non-Technical category are better off compared to others. The following bar charts depict the time taken for promotion to HAG and SAG levels:
5. While examining the cadre review proposals, this aspect is being taken care of and also the provisions contained in the revised guidelines on cadre review are also being applied.

4.2 Central Secretariat Service (CSS)

4.2.1 The CS-I Division of the Department of Personnel & Training is the Cadre Controlling Authority for officers of the Central Secretariat Service (CSS). CSS officers man all junior supervisory posts, a large number of middle level posts and some of the senior management posts in the Central Secretariat and its cadre strength is more than 11,000. The CS-I Division is responsible for policy formulation of CSS, framing Rules and Regulations and managing the human resources comprising the CSS officers.

4.2.2 The CSS comprises of Senior Selection Grade (Director), Selection Grade (Deputy Secretary), Grade I (Under Secretary), Section Officer Grade and Assistant Grade. Some posts of Joint Secretary (in situ) are also manned by CSS officers. The grades of Under Secretary and above of CSS are centrally administered by the CS Division and all matters related to cadre management are directly dealt with by
this Division. The grades of Assistant and Section Officer are partially centralized and cadre management 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.

4.2.3 All the Ministries/Departments of the Government of India except Railways, External Affairs, and Space, are stakeholders of the services of the CSS. For the grades of US and above this Department deals with 74 cadre units (i.e. Ministries/Departments) and for Section Officers and Assistants with 41 cadre units.

4.2.4 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>– (Gazetted)</td>
<td>37400-67000 (PB-IV)</td>
<td>8700</td>
<td>600*</td>
</tr>
<tr>
<td>Selection Grade (Deputy Secretary)</td>
<td>Group ‘A’ (Gazetted)</td>
<td>15600-39100 (PB-III)</td>
<td>7600</td>
<td></td>
</tr>
<tr>
<td>Grade-I (Under Secretary)</td>
<td>Group ‘A’ (Gazetted)</td>
<td>15600-39100 (PB-III)</td>
<td>6600</td>
<td>1476**</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></td>
</tr>
<tr>
<td>Section Officer’s Grade – (Entry Grade for 4 years)</td>
<td>Group ‘B’ (Gazetted)</td>
<td>9300-34800 (PB-II)</td>
<td>4800</td>
<td>3040**</td>
</tr>
<tr>
<td>Assistant’s Grade</td>
<td>Group ‘B’ (Non-Gazetted)</td>
<td>9300-34800 (PB-II)</td>
<td>4600</td>
<td>6454$</td>
</tr>
<tr>
<td>Total Strength</td>
<td></td>
<td></td>
<td></td>
<td>11570</td>
</tr>
</tbody>
</table>

*This number includes the posts of JS (in-situ). The combined strength of Joint Secretary (in situ), Director and Deputy Secretary 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.
4.2.5 Major developments during the year

Promotions/appointments/ transfers

Joint Secretary (in-situ): After being empanelled to hold posts of Joint Secretary/equivalent level under the Central Staffing Scheme, orders of appointment of Joint Secretary (in- situ) in respect of 18 CSS officers have been issued. As on 1.1.2012, 28 officers are working as JS (in-situ) across the Secretariat.

Director: During the year under report, the Select List of Senior Selection Grade (Director) of CSS for the year 2011 was issued on 1st July, 2011 and orders of promotion of 45 officers to Senior Selection Grade were issued on 1st July, 2011, the date on which the officers became eligible for promotion.

Deputy Secretary: During the year under report, the Supplementary Select List for 2010 and the Select List for 2011 for the Selection Grade (Deputy Secretary) of CSS could not be issued after order dated 9.5.2011 of the Hon’ble CAT, Principal Bench, New Delhi in the case of Ms. Garima Singh Vs. Union of India. A review DPC was conducted in December 2011 for inclusion of three officers in the Selection Grade for Select List 2010.

Under Secretary: Select Lists of Grade-I of CSS up to the year 2008 have been issued. However, due to the above mentioned court case, no further Select List in the grade of Under Secretary could be issued during the year. Action is underway to bring out the Select List of 2009.

Pending issue of Select Lists, adhoc promotion has been resorted to in the grade of Under Secretary. Orders for ad hoc promotion have been issued twice and 284 Section Officers have been promoted to the grade of Under Secretary.

Rotational transfers of 21 Under Secretaries who had completed a tenure of 10 years in a particular Ministry/ Department were carried out.

Section Officer: The zone of promotion of Assistants to the grade of Section Officer on ad-hoc basis was extended from time to time to fill up vacancies in the SO Grade. The last extension was to cover Assistants up to SCSL 2002 (General and SC Category).

On the basis of the results of the Combined Limited Departmental Competitive Examination in the grade of Section Officer for the years 2006, 2007 and 2008, 328 candidates who qualified the Examination were allocated to different Ministries/ Departments.

Assistants’ Grade

Offer of appointments to 470 Direct Recruit Assistants of Combined Graduate Level Examination (CGLE) 2010 have been issued. After completion of Direct Recruitment Assistant’s Foundation Training Programme in ISTM, 172 Direct Recruit Assistants have been posted in the different Cadre Units. One batch of 247 Direct Recruit Assistants from the CGLE 2010 is presently undergoing training in ISTM. The training is expected to be completed by 2nd March, 2012 and they would be nominated to different cadre units as per the available vacancies.
Civil List of CSS

Civil List of Grade-I (Under Secretary) and above of the CSS for the year 2011 has been finalized and published.

Annual Property Returns of CSS Officers

Constant efforts have been made to obtain the Immovable Property Return of CSS Officers of Under Secretary and above levels and near 100 percent target has been achieved in obtaining the IPR for the year which was due on 31.1.2011.

Annual Performance Appraisal Report of CSS officers:

Annual Performance Appraisal Report (APAR) of Under Secretary and above level officers of CSS are centrally maintained in CS.I Division. Apart from furnishing clarification on issues relating to APAR, the Ministries/Departments are constantly pursued to dispose off representations against adverse entries in APARs in a time bound manner. The APAR details of CSS officers are also entered in the MS Access Software developed for this purpose. This enables easy and quick retrieval of data. The pendency details of APARs of officers are also regularly uploaded in the website of this Department which act as reminders to Ministries/Departments and to the officers concerned. Collection of APARs is now being monitored online through a software developed by NIC. The nodal officers of the Ministries/Departments were imparted training on the operation of the new APAR monitoring software.

Stakeholders Consultations

During the year under report, three meetings were organised with stakeholders (various Ministries/Departments) on issues relating to Cadre Management of CSS/CSSS/CSCS. This has proved to be a useful and effective forum in facilitating smooth cadre management of the three Secretariat Services.

Web based IT system for cadre management

CS-I Division has taken an initiative to develop a web based IT system for cadre management of CSS, CSSS and CSCS in the current year. Consultancy Development Centre (CDC), an autonomous organization under Department of Scientific and Industrial Research has been appointed as Consultant for conducting a detailed system study, preparation of bid documents/ RFP selection and helping this Department in selection of an implementing agency. CDC conducted a system study of CSS and functioning of CS Division and prepared a detailed project report. It has also drafted the bid documents. Bids were invited through newspaper advertisement and online publication of bid documents. The bids received are being evaluated and after evaluation an implementing agency will be selected and contract awarded shortly.

The web-based cadre management system being developed for effective and efficient cadre management of the three services would replace the current manual functioning of CS Division and make available comprehensive, accurate and real-time data for decision making. The system is expected to facilitate timely and better quality of decision making for transactions to be carried out by CS Division such as placements, training, promotions etc. and also provide a portal for dissemination of information to employees.
4.2.6 Cadre Training Plan for CSS

A comprehensive Cadre Training Plan (CTP) is in place for CSS officers. ISTM which is 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.

During the year 2011-12, ISTM has so far conducted 23 training programmes under the CSS-CTP covering 1209 officers, and two training programmes are under implementation. Additionally, 23 training programmes to cover the backlog training of UDCs/Assistants (ad hoc SOs) have been conducted and three backlog training programmes are under implementation. Two special backlog training programmes were also conducted by ISTM for ad hoc Assistants and ad hoc Section Officers wherein 220 officers were nominated. 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>Assistant DR</td>
<td>Direct Recruit Assistants on joining</td>
<td>12 weeks</td>
<td>3</td>
<td>495</td>
</tr>
<tr>
<td>2</td>
<td>Level A</td>
<td>UDCs</td>
<td>4 weeks</td>
<td>7</td>
<td>256</td>
</tr>
<tr>
<td>3</td>
<td>Level B</td>
<td>Assistants</td>
<td>5 weeks</td>
<td>4</td>
<td>158</td>
</tr>
<tr>
<td>4</td>
<td>Level D</td>
<td>Section Officers</td>
<td>8 weeks</td>
<td>8</td>
<td>264</td>
</tr>
<tr>
<td>5</td>
<td>Level E</td>
<td>Under Secretaries</td>
<td>6 weeks</td>
<td>1</td>
<td>36</td>
</tr>
<tr>
<td>6</td>
<td>Backlog training</td>
<td>Adhoc Assistants</td>
<td>2 weeks</td>
<td>12</td>
<td>550</td>
</tr>
<tr>
<td>7</td>
<td>Backlog training</td>
<td>Adhoc Section Officers</td>
<td>2 weeks</td>
<td>11</td>
<td>570</td>
</tr>
<tr>
<td></td>
<td><strong>Total CSS Officers trained during the year</strong></td>
<td><strong>2,329</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Monitoring Group under the Chairmanship of Joint Secretary closely monitors and reviews the Training Programmes on a Quarterly basis and on the basis of feedback received from various quarters, necessary revisions in design and training needs are being carried out for enhancing the effectiveness of the training as envisaged in the CTP. Reduction in the eligibility requirement of minimum years of regular service in each level of training has been made vide on 13th January, 2012.

4.3 CENTRAL SECRETARIAT STENOGRAPHERS’ SERVICE (CSSS)

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></td>
<td>37400-67000 (PB-IV)</td>
<td>8700</td>
<td>140*</td>
</tr>
<tr>
<td>Senior Principal Private Secretary (Sr. PPS)</td>
<td>Group ‘A’ (Gazetted)</td>
<td>15600-39100 (PB-III)</td>
<td>7600</td>
<td></td>
</tr>
<tr>
<td>Principal Private Secretary (PPS)</td>
<td>Group ‘A’ (Gazetted)</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>Group ‘B’ (Gazetted)</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><strong>TOTAL</strong></td>
<td></td>
<td><strong>6760</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Consequent upon the cadre review of CSSS the sanctioned strength has been revised w.e.f. 20/01/2011.

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.

The other three grades viz. PS, PA & Steno Grade D are decentralized into 41 cadre units. This Department 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 DoPT 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).

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:

**Principal Staff Officer**

Select List for the year 2011 for Principal Staff Officers (PSO) Grade of CSSS has been issued and all the eligible Sr. PPSs have been promoted as PSO.

**Senior Principal Private Secretary (Sr.PPS)**

Select list of Sr. PPS of CSSS for the year 2010 has been issued. Proposal for preparation of panel for the year 2011 is being sent to UPSC.

**Principal Private Secretary (PPS)**

Consequent upon Cadre Review of CSSS, 627 eligible PSs have been promoted as PPS on ad-hoc basis. The proposal for regular appointment of PPS of CSSS for the SL Year 2010 is being forwarded to UPSC.

**Private Secretary (PS)**

Select List of PS grade of CSSS for the years 2009 under seniority quota has been issued. Zone of Promotion for PS grade for the year 2010 will be issued after the issuance of PPS Select List-2010.

**Personal Assistants (PA)**

Consequent upon Cadre Review of CSSS, 357 eligible Stenographers Grade ‘D’ have been promoted as PA on ad-hoc basis. Zone of Promotion for PA grade for the year 2010 will be issued after the issuance of PPS Select List-2010.

**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>2006</td>
<td>52</td>
<td>88</td>
<td>4</td>
</tr>
<tr>
<td>2007</td>
<td>8</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>9</td>
<td>76</td>
<td>$</td>
</tr>
<tr>
<td>2009</td>
<td>#</td>
<td>54</td>
<td>02</td>
</tr>
<tr>
<td>2010</td>
<td>#</td>
<td>$</td>
<td>Nil</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.

**CADRE TRAINING PLAN**

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

With a view to address 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 orders issued. The first Level-III programme under new Cadre Training Plan for CSSS commenced on 21/11/2011.

MAJOR FEATURES OF THE CADRE TRAINING PLAN FOR OFFICERS/Officials OF CSSS

(i) A Foundation course for Stenographers Grade ‘D’ (Induction Training) has been designed for the newly recruited Steno Grade ‘D’. (Duration – Six weeks)

(ii) Level-I training programme has been introduced for Steno Grade ‘D’ with seven years of approved service in the grade. (Duration – Three weeks)

(iii) Level-II training programme has been introduced for PAs with three years of approved service in the grade. (Duration – Two weeks)

(iv) Level-III training programme has been introduced for PSs with four years of approved service in the grade. (Duration – Three weeks)

(v) Level-IV training programme has been introduced for PPSs with four years of approved service in the grade. (Duration – Three weeks)

(vi) A Refresher Training Programme for Sr. PPSs/Principal Staff Officers (PSO) has been introduced who could not attend the Level-IV training programme. (Duration – Two weeks)

ROTATIONAL TRANSFER POLICY FOR CSSS PERSONNEL

Consolidated instructions on the Rotational Transfer Policy (RTP) have been issued on 15.7.2011 which provide that the tenure of a CSSS personnel in a particular Cadre Unit/Ministry/Department shall be 10 years. However, normally, an officer will be posted outside the Cadre Unit/Ministry/Department only upon promotion. An officer, who is otherwise liable to be transferred outside the Cadre Unit/Ministry/Department as per the above policy, may not be transferred under the following circumstances:

a) If the officer has less than 2 years of service left to superannuate, he or she will not be transferred provided there is a vacancy available in that grade in the concerned Ministry/Department.

b) If the officer is superannuating within a period of 6 months and there is no vacancy available in that Cadre Unit, he/she shall be given personal upgradation in the same Cadre Unit by keeping a vacancy in abeyance for the period in some other Cadre Unit.

c) If a CSSS officer is posted with Secretary to the Government of India, he/she may be allowed to continue there provided a written request is received from the Secretary concerned in this regard. Such extended stay would be allowed up till 3 months after the date of superannuation of the Secretary concerned. No further extension would be allowed.
In order to ensure that opportunity of working with a Secretary to Government of India is available to more officers, it has also been decided that a CSSS officer can work in the office of Secretary maximum for a period of 10 years and this would be ensured by the concerned Ministry/ Department/Cadre Units while posting an official in the office of the Secretary to the Government of India. However, this condition will not apply in case of Sr. PPS/PSOs as normally there is only one such post available in any Ministry/Department.

d) PMO, Cabinet Secretariat and offices of Attorney General and Solicitor General of India would be exempted from the above policy.

4.4 CENTRAL SECRETARIAT CLERICAL SERVICE (CSCS)

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.

CSCS 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>
</tr>
</thead>
<tbody>
<tr>
<td>Upper Division Clerk (UDC)</td>
<td></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>

The Central Secretariat Clerical Service (CSCS) is decentralized into 41 cadre units. This Department 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 extant instructions, the Department 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/Department, to the recruiting agency namely, Staff Selection Commission (SSC).

In addition, this Department also prescribes the range of seniority for promotion under Seniority Quota to the Assistant Grade of CSS.

Finalization of range of seniority for Select List Year 2008 for seniority quota is under consideration. DoPT also coordinates the filling up of vacancies in the LDC grade of CSCS through Limited Departmental Examination for Group C staff (Grade Pay of Rs 1800).

The number of candidates recruited/appointed to UDC/LDC Grades of the CSCS through the Limited Departmental Examination upto 2010 is given below:
The direct recruitment in the Lower Division Grade of CSCS has been discontinued.

$ Not conducted due to non-availability of vacancies.

* Final result declared and 86 dossiers have been received.

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

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’).

4.5 STATE RE-ORGANISATION

Introduction:

The State Reorganisation Acts enacted by the Parliament in the year 2000 for Reorganisation of U.P., M.P. and Bihar authorizes solely the Central Government to allocate the employees of the Reorganized States between the successor State of UP/Uttarakhand, MP/Chhattisgarh and Bihar/Jharkhand.

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.

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:

To maintain the balance of the cadres, the State Government employees of each and every cadre are allocated between the successor States first by ‘option’ followed by ‘domicile’ (Home District) and lastly by including the juniormost 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, 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 State as per their option as far as possible. These are exceptions to the regular guidelines and are considered special cases.

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.

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.

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

Status of Allocation

Madhya Pradesh / Chhattisgarh

The process of allocation in Madhya Pradesh / Chhattisgarh has already been completed. Two meetings of State Advisory Committee were held during the current financial year. 46 court cases were disposed of and 10 counter affidavits/Writ Appeals filed in various High Courts in response to writ petitions filed by State Government employees. 367 court cases are pending in various High Courts.

Bihar / Jharkhand

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

Two meetings of State Advisory Committee were held during the current financial year. 25 court cases were disposed of and 7 counter affidavits filed in various High Courts in response to writ petitions filed by State Government employees. At present 199 court cases are pending in various High Courts.

Uttar Pradesh / Uttarakhand

As substantial work allocations in respect of Uttar Pradesh and Uttarakhand have 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. 2 meetings of this Advisory Committee were held during the current financial year.

Various work accomplished by the Division during the year is as under:-
An exercise was undertaken to review the existing Guidelines on Reorganisation for identifying the short comings and to formulate new guidelines in consultation with the State Governments of Madhya Pradesh/Chhattisgarh, Bihar/Jharkhand and Uttar Pradesh/Uttarakhand, which were reorganized in the year 2000. The task was completed within the target period of 31st December, 2011, successfully.

<table>
<thead>
<tr>
<th>Description</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final Allocation orders issued for Uttarakhand</td>
<td>80</td>
</tr>
<tr>
<td>Representations of the employees considered</td>
<td>500</td>
</tr>
<tr>
<td>Speaking orders issued in pursuance of Court Orders</td>
<td>300</td>
</tr>
<tr>
<td>Spouse policy cases decided</td>
<td>50</td>
</tr>
<tr>
<td>Medical Hardship policy cases decided</td>
<td>150</td>
</tr>
<tr>
<td>Cases decided on the basis of revised SC/ST policy</td>
<td>35</td>
</tr>
<tr>
<td>Court Cases disposed off</td>
<td>95</td>
</tr>
<tr>
<td>Counter Affidavits filed</td>
<td>30</td>
</tr>
<tr>
<td>SLP filed in Supreme Court</td>
<td>01</td>
</tr>
<tr>
<td>Review Petitions filed in High Court</td>
<td>02</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 policies 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)(iii) 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 462 officers, 52 at Secretary level, 45 at Additional Secretary level, 114 at Joint Secretary level and 251 at Director and below levels were appointed under the Central Staffing Scheme during the period from 01.01.2011 to 31.12.2011. Out of these, 222 belong to the IAS and 240 are from the organized Group ‘A’ Services.

NUMBER OF APPOINTMENTS MADE UNDER CENTRAL STAFFING SCHEME DURING THE YEAR

![Graph showing the number of appointments made under the Central Staffing Scheme]

CENTRAL DEPUTATION RESERVE

5.8 The office of the Establishment Officer in the Department of Personnel & Training is 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 Department of Personnel & Training, various Central Ministries/Departments and the State Governments. The maintenance/updation of this database is very important, as this department 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 Department of Personnel & Training, Cabinet Secretariat, Prime Minister’s Office etc. for culling out officers possessing domain experience in a particular sector in order to make appointments at the Centre.

5.9 The Central Deputation Reserve in respect of Indian Administrative Service statement summarizes the statewise 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 01.01.2012

<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 Office at Centre</th>
<th>Percentage of Proportionate CDR utilization</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>AGMUT</td>
<td>337</td>
<td>73</td>
<td>209</td>
<td>45</td>
<td>42</td>
<td>93</td>
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<tr>
<td>2</td>
<td>Andhra Pradesh</td>
<td>347</td>
<td>75</td>
<td>279</td>
<td>60</td>
<td>30</td>
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<tr>
<td>3</td>
<td>Assam Meghalaya</td>
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<td>197</td>
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<td>4</td>
<td>Bihar</td>
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<td>188</td>
<td>40</td>
<td>34</td>
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<tr>
<td>5</td>
<td>Chhattisgarh</td>
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<td>38</td>
<td>115</td>
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</tr>
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<td>6</td>
<td>Gujarat</td>
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<td>56</td>
<td>203</td>
<td>43</td>
<td>22</td>
<td>51</td>
</tr>
<tr>
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<td>171</td>
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<td>8</td>
<td>Himachal Pradesh</td>
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<td>28</td>
<td>97</td>
<td>21</td>
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</tr>
<tr>
<td>9</td>
<td>Jammu &amp; Kashmir</td>
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<td>30</td>
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<td>19</td>
<td>17</td>
<td>89</td>
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<tr>
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<td>100</td>
<td>21</td>
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<td>71</td>
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<td>11</td>
<td>Karnataka</td>
<td>299</td>
<td>65</td>
<td>211</td>
<td>45</td>
<td>27</td>
<td>60</td>
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<tr>
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<td>214</td>
<td>46</td>
<td>153</td>
<td>32</td>
<td>40</td>
<td>125</td>
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<td>13</td>
<td>Madhya Pradesh</td>
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<td>80</td>
<td>292</td>
<td>63</td>
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<td>62</td>
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<td>Manipur Tripura</td>
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<td>10</td>
<td>7</td>
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<tr>
<td>17</td>
<td>Orissa</td>
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<td>146</td>
<td>31</td>
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<tr>
<td>18</td>
<td>Punjab</td>
<td>221</td>
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<td>158</td>
<td>34</td>
<td>18</td>
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<tr>
<td>19</td>
<td>Rajasthan</td>
<td>296</td>
<td>64</td>
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<td>38</td>
<td>25</td>
<td>65</td>
</tr>
<tr>
<td>20</td>
<td>Sikkim</td>
<td>48</td>
<td>10</td>
<td>32</td>
<td>6</td>
<td>9</td>
<td>150</td>
</tr>
<tr>
<td>21</td>
<td>Tamil Nadu</td>
<td>355</td>
<td>77</td>
<td>279</td>
<td>60</td>
<td>39</td>
<td>65</td>
</tr>
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<td>22</td>
<td>Uttar Pradesh</td>
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<td>363</td>
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<td>101</td>
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<td>13</td>
<td>76</td>
</tr>
<tr>
<td>24</td>
<td>West Bengal</td>
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<td>68</td>
<td>212</td>
<td>45</td>
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<td>1315</td>
<td>4225</td>
<td>901</td>
<td>677</td>
<td>79</td>
</tr>
</tbody>
</table>
5.10 In addition to the appointments under the Central Staffing Scheme, a total number of 425 appointments at the level of CMD/ MD/Governor/Deputy Governor, Executive Director/Officers Employee Director/ Workmen Employee Director, Functional Director, Non Official Director, were made on the Boards of Public Sector Under-takings and Banks/Financial Institutions during the period from 1.1.2011 to 31.12.2011. During the same period, 181 appointments were made at the level of Chairman, Financial Commissioner, 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.

5.11 Besides, 272 officers were also approved during the above period for additional charge/extension of tenure/non-extension of tenure/services of CMDs/ MDs, Functional Directors, General Managers in PSUs/ Banks, Financial Institutions, Railway Claim Tribunal (Indian Railways).

5.12 During this period 101 Members/ Chairmen/ Chief Executive Officers/ Advisor were approved for appointment in various Autonomous Bodies, Administrative Tribunals/Labour Courts.

5.13 A total of 1226 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 these 66 are women.

5.14 The estimated projection for appointments for the period from 01.12.2011 to 31.03.2012 is 30 Members/ Chairmen 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.
5.15 The number of officers on Central Deputation as on 31.12.2011

<table>
<thead>
<tr>
<th>Designation</th>
<th>Number of Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary level and equivalent</td>
<td>113</td>
</tr>
<tr>
<td>Additional Secretary level and equivalent</td>
<td>119</td>
</tr>
<tr>
<td>Joint Secretary level and equivalent</td>
<td>449</td>
</tr>
<tr>
<td>Director level and equivalent</td>
<td>588</td>
</tr>
<tr>
<td>Deputy Secretary level and equivalent</td>
<td>155</td>
</tr>
</tbody>
</table>

5.16 The Department of Personnel & Training has been nominating officers belonging to the IAS, the other two All India Services viz IPS and IFS, Group ‘A’ Central Services, State Civil Services and the Central Secretariat Service who are on deputation to posts under the Central Staffing Scheme, for various training programmes abroad.

5.17 During the year 2011-12, about 70 Foreign Funded Foreign Training Courses have been coordinated with various foreign agencies/ Governments e.g. UNDP, Commonwealth, Colombo Plan, JICA, Singapore, KDI Korea etc. About 60 officers were nominated by the DOPT to attend these courses. Besides these, 1 IAS officer was also nominated to attend the National Defence College Course, New Delhi, training course for the year 2012.
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 2011, a total of 81 women officers was appointed at Secretary/AS/JS/Director/DS level under the Central Staffing Scheme.

5.20. A total of 25 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 2011-12 (upto 13.12.2011), 5 women Officers were appointed as Member/Chairman/Vice Chairman in various Administrative Tribunals/Labour Courts.
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 the 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 the 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) Officers for the Year 2011-2012

6.2 In-service training programmes for IAS officers consist of one-week training programmes on a range of subjects. A total of twenty one, one-week training programmes have been conducted at different Institutions during the year. The following subjects were covered in these programmes:-

1. World Trade Organization (WTO) and New Trade Regime
2. Ethical issues in today’s Administration
3. Appreciation Course in Competition Law
4. Fiscal Policy and Microeconomic Management
5. Community Mobilization and Participatory Management
6. Improving Governance through Accountability
7. Climate Change and State Preparedness: Impacts, Vulnerability and Adaption
8. Ethics in Public Governance
9. Leadership Development Programme
10. Innovations in Public Services
11. Urban Management and Development
12. Managing Land Acquisition and Resettlement and Rehabilitation Issues for a Vibrant Economic Environment
13. Natural Resources Management
14. Advanced Course on WTO and related matters
15. Social Policy and Governance
16. E-Governance and IT Management – e-Governance – Opposition & Challenges
17. Public Private Partnership
18. E-Governance Initiatives in Governance
19. Public Policy and Management

6.3 In addition, two special two-week training programmes are also conducted i.e. Joint Civil Military Training Programme on National Security at Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie and Joint Training Programme for IAS/IPS/IFoS officers, which was conducted by Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, Sardar Vallabh Bhai Patel National Police Academy (SVPNPA), Hyderabad and Indira Gandhi National Forest Academy (IGNFA), Dehradun on various themes during the year.

Capacity Building of State Civil Service Officers of North Eastern Region

6.4 DoPT has sponsored two Capacity Building Programmes of 2-week duration each for the State Civil Services Officers of Assam, Meghalaya and Sikkim at YASHADA, Pune and MDI, Gurgaon for 30 participants at each Institute during November and December 2011 respectively. The objectives of the programme were 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. Additionally, approval has been accorded for conducting an 8-week Foundation Course Training Programme for Mizoram Civil Service Officers at IIPA, New Delhi during January-February 2012.

Mid-Career Interaction between Armed Forces and Civil Services Officers

6.5 Mid-Career interactions between Armed Forces and Civil Services officers are being organized at the State Administrative Training Institutes and 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. This, in the long run, is expected to help them to combat future challenges to national security in a better manner.

6.6 During 2011, ten such interactive programmes were conducted on themes like human trafficking, human rights, drug trafficking, environmental border management, understanding civil and military functioning, left wing extremism, cyber security and crime, environmental scan and food and energy security, disaster management with focus on climate change and issues in coastal zone management.

Mid Career Training (MCT) Programme for IAS Officers

6.7 The mandatory Mid-Career Training (MCT) programme for IAS officers was started in January 2007 in three phases with the objective of improving the next level competencies of the officers at certain identified stages of their careers i.e. Phase-III at the field level (7-9 years), Phase-IV at the policy formulation level (14-16 years) and Phase-V at inter-sectoral policy formulation and implementation level (26-28 years). Phases-III and IV are of 8-week duration and Phase-V is of 5-week duration, with an exposure visit abroad in each of them. The IAS (Pay) Rules were amended making successful completion of the various phases of the Programme a pre-requisite for obtaining Grade/Scale /increments at various stages in an officer’s career. More than 1500 IAS officers of various levels were successfully trained since 2007. The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie has been entrusted with the responsibility of conducting these training programmes with the support from national and international faculty and partner institutions. A few officers from the Sri Lankan Administrative Service (SLAS) also participate in various phases of the MCT Programme.

6.8 During 2011, 108 officers participated in Phase-III (20.06.2011 to 12.8.2011), 199 officers participated in the two rounds (5th round – 18.04.2011 to 20.06.2011, 6th round – 22.08.2011 to 14.10.2011) and 85 officers participated in Phase-V (9.10.2011 to 11.11.2011). The officers visited countries such as Singapore & Malaysia, South Korea and Canada and USA as part of the international visit.

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 LB Johnson School of Public Affairs, University of Texas, USA and Yale University, USA, Brandeis University, Waltham, Massachusetts
- MDI with SCIENCES PO, Paris

6.11 Since the year 2002, more than 400 officers belonging to various AIS and Group ‘A’ Services have undergone training in these institutions. At present, seventeen (17) officers are undergoing training in IIMB and twenty (20) officers would be shortly joining MDI Gurgaon. The programme of TERI has been postponed to July 2012 in order to synchronize its academic year with that of the other programmes in the country.

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 has come down. Keeping in view the importance and benefits of providing international exposure to the officers, a scheme of Domestic Funding of Foreign Training (DFFT) was started in 2001. This scheme covers both long-term and short-term training in various universities/institutes abroad. Another component of this scheme is ‘Partial Funding of Foreign Study’ where Government of India provides part financial assistance to 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 year 2011-12 the following numbers of officers have been deputed for long-term & short-term training programmes and provided financial assistance under the partial funding component of the Scheme:

<table>
<thead>
<tr>
<th>Type of Program</th>
<th>Number of Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-term programmes</td>
<td>40 officers</td>
</tr>
<tr>
<td>Short-term programmes</td>
<td>198 officers</td>
</tr>
<tr>
<td>Partial Funding</td>
<td>5 officers</td>
</tr>
</tbody>
</table>

(Up to December 2011)

6.14 Till the year 2010-11, the applications from interested officers for the training programmes under the DFFT Scheme were received physically and the same used to be processed and selections made manually. However, an On-line system has been introduced this year (2011-12) under the DFFT scheme making it mandatory to apply ‘online’ for any long-term or short term training programmes. Further, the respective cadre controlling authorities of the applicant officers will also forward their nominations to DoPT in ‘online’ mode. The purpose of such computerization of the DFFT Scheme was to bring in the elements of objectivity and transparency in the crucial area of foreign training.
National Conference on Human Resource Management

6.15 A two-day “National Conference on Human Resource Management: Towards Competency-based Performance Management for the Civil Service” was organized jointly by the Training Division, Department of Personnel & Training, Government of India and the United Nations Development Programme at ‘The Park’ Hotel, New Delhi on 28-29 November 2011 under the aegis of ‘Pathways for an Inclusive Indian Administration (PIIA)’ Project.
6.16 The objective of the Conference was to discuss and learn about the knowledge and practice of competency-based approach to performance management in Civil Service. The Conference was essentially meant to gain understanding of the concept of a competency-based approach to performance management for the Civil Service, its advantages and disadvantages based on International and Indian experiences; policy challenges encountered by Government and the private sector in applying a competency-based approach to performance management; methodologies, including implementation arrangements, which are proven to yield results; systemic changes that would be required to implement competency-based performance management in the Indian Civil Service and development of recommendations for policy makers on the key themes that would emerge from the discussions in focus-groups.

6.17 The National Conference was inaugurated by the Shri V. Narayanasamy, Hon’ble Minister of State for Personnel, Public Grievances & Pensions and Prime Minister’s Office in the presence of Smt. Alka Sirohi, Secretary, Department of Personnel & Training, Smt. Upma Srivastava, Joint Secretary (Training) and Mr. Patrice Coeur-Bizot, UN Resident Representative and UNDP Resident Coordinator.

6.18 The Conference brought together about 70 officials dealing with HRM functions in the Central Government, State Governments (General Administration Departments and State Administrative Training Institutes) and Cadre Controlling Authorities (e.g. Audit & Accounts, Railways, Forests, etc.). Over a period of two days, speakers/experts from India, Australia, Canada, Singapore, South Africa, UK and the Western Balkans shared their respective experiences with the participants on the subject.

Training Support

6.19 Thematic Training Programmes:

Under the scheme of “Training for All”, support is provided to State Administrative Training Institutes (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.

Participants of “Cyber Crime” course conducted by State Institute of Public Administration and Rural Development, Agartala sponsored by Department of Personnel and Training, Government of India

6.20 During the year 2011-12, about 1500 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
Participants of “Cyber Crime” course conducted by State Institute of Public Administration and Rural Development, Agartala sponsored by Department of Personnel and Training, Government of India

Security, Solid Waste Management etc. 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.
6.21 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.

6.22 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

6.23 During 2011-12, about 180 courses on various packages have been sponsored. The Department has also developed a pool of about 52 Master Trainers and 258 Recognized Trainers, so far, in different packages, who are called upon to conduct these courses.
INTENSIVE TRAINING PROGRAMME

6.24 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 in the beginning of the financial year covering all 29 States at Delhi, Hyderabad and Assam; followed by workshops and mid-term-reviews of this programme in Chandigarh, Shillong and Goa.

6.25 During the year 2011-12 funds amounting to Rs 386.55 lakhs have been released to 13 State ATIs (upto 31st December, 2011) for intensive training in more than 50 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 for this programme is in the process of being established under which an ITP knowledge portal is to be developed.
AUGMENTATION OF THE CAPACITY OF TRAINING INSTITUTIONS

6.26 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 trainings are largely determined by the infrastructure available at the State ATIs. This necessitates increasing the functional capabilities of the ATIs.

6.27 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, organising workshops, special programmes, seminars etc.

6.28 During the year 2011-12 (up to December, 2011) an amount of Rs. 2.92 crore have been provided to various ATIs under the scheme.

OTHER TRAINING PROGRAMMES

Advanced Professional Programme in Public Administration (APPPA)

6.29 The thirty-seventh Advanced Professional Programme in Public
Administration (APPPA) is being conducted by the Indian Institute of Public Administration (IIPA), New Delhi from July, 2011 to March, 2012. 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>No. of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAS</td>
<td>2</td>
</tr>
<tr>
<td>Indian Railway Services</td>
<td>7</td>
</tr>
<tr>
<td>IPS</td>
<td>1</td>
</tr>
<tr>
<td>ITrade S</td>
<td>1</td>
</tr>
<tr>
<td>IFoS</td>
<td>3</td>
</tr>
<tr>
<td>IRS (IT)</td>
<td>1</td>
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<td>IOFS</td>
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<tr>
<td>IRS (IC &amp;CE)</td>
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<tr>
<td>CES</td>
<td>2</td>
</tr>
<tr>
<td>Indian Army</td>
<td>8</td>
</tr>
<tr>
<td>Indian Air Force</td>
<td>2</td>
</tr>
<tr>
<td>IDAS</td>
<td>1</td>
</tr>
<tr>
<td>IP&amp;TAFS</td>
<td>1</td>
</tr>
<tr>
<td>Indian Navy</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
</tr>
</tbody>
</table>

Service-wise break up of participants in 37th Advanced Professional Programme in Public Administration (APPPA)

6.30 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.
Chapter - 7

TRAINING INSTITUTIONS

7.0 The Lal Bahadur Shastri National Academy of Administration (LBSNAA) is the premier training institution attached to this Department, which imparts foundational training to all officers of Central Group “A” Services and professional training to officers of Indian Administrative Service. Institute of Secretariat Training and Management (ISTM) has been established in Delhi to provide training to officers of the Central Secretariat. The Department also supports the Indian Institute of Public Administration (IIPA), an autonomous organisation, set up with the objective of promoting and providing for the study of Public Administration, Economics and Political Science with reference to public administration and the machinery of government and for educational purposes incidental thereto.

LAL BAHADUR SHASTRI NATIONAL ACADEMY OF ADMINISTRATION

Introduction

7.1 The Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie is the premier training institution for the higher civil services in India. The Academy imparts induction level and in service training. A common Foundation Course is held for entrants to All India Services and all Group “A” services of the Union. 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.

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

7.4 The main activities organized during the Foundation Courses are:

(i) Village Visit Programme: 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.

(ii) Trekking: 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.

(iii) 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 well-rounded personalities. This includes cultural programmes, One Act Play Competitions etc.

7.5 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, Public Sector, Private Sector Units, 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 firsthand 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 MCT Programme was started in 2007. Phase-III is conducted for IAS officers with 7-9 years of service, Phase-IV for those with 14-16 years of service and Phase V for the senior IAS officers with 26-28 years of service. During the year, 5th round of MCTP was conducted. 108 officers participated in Phase-III, 199 officers participated in the two rounds of Phase-IV and 85 officers participated in phase-V.

Joint Civil -Military Training Programme (2 weeks)

7.10 The Joint Civil-Military (JCM) Training Programme on National Security is conducted by the Lal Bahadur Shastri National Academy of Administration (LBSNAA) at Mussoorie. The participants of the training program are 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. During the year, 16th and 17th JCM were conducted which were attended by 37 and 29 participants respectively.

Joint Training Programmes on Gender Issue /TQM/Law & Order/Disaster Management for Officers from IAS, IPS and IFS (1 week).

7.11 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.

Induction Courses for officers promoted to the IAS or in the select list for promotion (10 Weeks)

7.12 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 Bharat Darshan. The courses operate on a modular structure whereby relevant themes are chosen and dealt with in a consolidated fashion, to ensure that all aspect relating to them are covered comprehensively.

Seminars and Workshops

7.13 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.

7.14 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 ATIs and State Training Coordinators

7.15 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.

Research Units

7.16 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.

National Institute of Administrative Research

7.17 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 kilometer 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. 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 Training, Planning and Research (NCGTR), National Centre for Urban Management (NCUM), Centre for Disaster Management (CDM) and Centre for Cooperatives and Rural Development (CCRD) have merged with NIAR so that it can act as a single-stop shop for carrying out all policy-related research and dissemination activities. 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.

Total Quality Management in Training Institutions (TQM)

7.18 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 has 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.

7.19 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.

The Academy Spirit

7.20 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.

7.21 To nurture the values of integrity, moral courage, empathy & respect for the under-privileged, the officer trainees are encouraged to participate in diverse social activities. They are given responsibilities for improving the Lalita Shastri Balwadi School, where LKG/UKG & Class-I are conducted at a concessional rate for the children of the employees and the public. In the school nearly 100 children are enrolled. The problem of solid waste management has also been addressed by them in close coordination with NGOs working in Mussoorie. The officer trainees also do shramdaan to maintain the environment. 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. 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

7.22 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

7.3.1 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 and the courses are conducted for the officials up to the level of Additional Secretary and equivalent level. On specific request from Central Government Departments, Autonomous Bodies, Public Sector Organisations, the Institute organizes special programmes addressed to the specific customer needs in different areas.

7.3.2 From the year 2007-08, ISTM is also involved in implementation of the CSS Cadre Training Plan which envisages Organisation of mid-career mandatory training programmes having linkages with career progression up to Director Level Officers. ISTM started the CSSS-CTP mandatory training programmes and also designed and developed training module for CSSS-CTP w.e.f. November 2011.

7.3.3 During the year 2011-12 ISTM has conducted a total of 244 training programmes covering a trainee population of 6572. Major areas of training programmes conducted at ISTM are as under:

(a) Foundational & Refresher Courses conducted as per new CSS Cadre Plan
(b) Personnel Administration and Office Management
(c) Financial Management
(d) Good Governance, Knowledge Management and other training programmes under Management Services
(e) Behaviour Training & Secretarial Skills
(f) Training of Trainers
(g) Peripatetic Programmes
(h) Right to Information
(i) Computer courses
(j) International training programme on public administration and finance management
(k) Workshop on Preparing Cabinet notes
(l) Orientation course for Deputy Secretaries/Directors
(m) CSS Backlog Training Programme for Section Officers and Assistants
Summary of courses conducted during 2011-12 is given below:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Course</th>
<th>No. of Courses</th>
<th>No. of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Calendared (other than CTP)</td>
<td>144</td>
<td>3331</td>
</tr>
<tr>
<td>2.</td>
<td>CSS-Cadre Training Plan</td>
<td>52</td>
<td>1927</td>
</tr>
<tr>
<td>3.</td>
<td>CSSS-Cadre Training Plan</td>
<td>06</td>
<td>196</td>
</tr>
<tr>
<td>4.</td>
<td>Organisation Specific Programmes</td>
<td>40</td>
<td>1084</td>
</tr>
<tr>
<td>5.</td>
<td>International Courses</td>
<td>02</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>244</strong></td>
<td><strong>6572</strong></td>
</tr>
</tbody>
</table>

7.3.4 New Training Initiatives

The Institute of Secretariat Training & Management (ISTM) is involved in capacity building in the area of Right to Information. ISTM faculty members have developed a very strong knowledge base in the area of Right to Information.

7.3.5 During this year ISTM have been involved in the following activities:

a) Conducted 04 one day Workshops on RTI for 4 Ministries/Departments;

b) Conducted 09 two days Workshops on Preparation of Cabinet Notes for DSs/Directors;

c) Conducted 24 Half day Workshops on Preparation of Cabinet Notes for Under Secretaries and Section Officers;

d) Development of Training Management System (TMS) is in progress;

e) Identification of Training Need Analysis (TNA) for Indian Corporate Law Service (ICLS);

f) Conducted Foundational Training Programme for 247 Assistant Direct Recruits (12th December, 2012 – 02nd March, 2012);

g) Conducted 22 half day Workshop on RTI for various Ministries/Departments (01st November 2011–05th December, 2011);

h) Conducted 26 Backlog Training Courses (BTC) for Section Officers and Assistants;

i) Conducted a new 3-day Specialized workshop for USs/DSs and Directors working in Integrated Finance Division in Ministries (23–25 August, 2011);

j) Implementation of Steno Direct Recruit programme started from March, 2011

7.3.6 Faculty Development

One of the major strengths of ISTM is its faculty, consisting of officers drawn from various central services on deputation. The Institute regularly sponsors its faculty members to undergo various training courses to gain specialization in the fields allotted to them and development of training
(b) Training Need Analysis carried out on 04th July for designing and conducting the “G” Level programme of CSS-CTP for Director Level Officers of CSS cadre.

(c) Infrastructure Support Provided to DoPT:

Support provided for Testing and training of software developed by NIC for on line recruitment rules.

(d) Modernisation of ISTM:

a) Renovation of 14 (fourteen) faculty rooms

b) Conversion of Big Hall into Class room in Admn. Block

c) Renovation of 50 rooms in Hostel Block

d) Construction of one Class room and three Syndicate Rooms in the Mezzanine floors of the Library Building

e) Construction of one Big Class Room at the Basement of Library Building

f) Face lifting of front portion of ISTM Administrative Block

7.5 INDIAN INSTITUTE OF PUBLIC ADMINISTRATION NEW DELHI

7.5.1 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 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 cooperate with approved institutions and bodies for the purposes of helping the cause of public administration.

7.5.2 During the financial year 2011-12, the Institute will receive a Non-Plan grant-in-aid to the extent of Rs.157.50 lakhs and Plan grant of Rs 300 lakhs from the Department of Personnel and Training (DoPT).*

* BE 2011-12 figures
INTRODUCTION

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). 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 19 cases (IAS 8, CSS 11) during the period from 1.4.2011 to 31.12.2011. 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 Services (Death cum Retirement Benefits) Rules was conveyed to the State Governments. Request of CBI and State Investigation Agencies for grant of sanction for prosecution under Prevention of Corruption Act, 1988 were decided in 16 cases (IAS 15, CSS 1) during the same period and orders issued. The information regarding grant of sanction for prosecution in respect of IAS officers was also placed on the web site of the Department of Personnel & Training. Decisions on 34, 24 and 16 requests were taken during the year 2009, 2010 and 2011 respectively for sanctions for prosecution in respect of officers of the Indian Administrative Service and Group ‘A’ officers of the Central Secretariat Service (CSS) and Central Secretariat Stenographers’ Service (CSSS).

8.3 Similarly, 7, 14 and 19 orders were issued during the year 2009, 2010 and 2011 respectively with respect to disciplinary proceedings against officers of the Indian Administrative Service and Group ‘A’ Officers of the Central Secretariat Service (CSS) and Central Secretariat Stenographers’ Service (CSSS).

Disagreement cases in disciplinary matters

8.4 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 9 such cases, till 31.12.2011.

UNITED NATIONS CONVENTION AGAINST CORRUPTION (UNCAC)

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

8.6 The Convention was signed in the year 2005 (9th December, 2005) and Instrument of Ratification was deposited with Secretary General of UN on 9th May, 2011. The Convention has come into force from 8th June, 2011. India has been slotted to undergo a review of implementation of provisions of UN Convention against Corruption (UNCAC) in respect of provisions under Chapter III and IV during the fourth year of first review cycle which commenced in the year 2010, under the review mechanism.

Chief Vigilance Officer

8.7 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 financial year 2011-12, (Upto 31.12.2011) 35 panels were sent to various Ministries/Departments for finalizing selection of appointment of CVOs in PSUs under their respective administrative control. Out of these, 30 officers have been appointed as CVO in various CPSUs etc. During the same period, 8 CVOs have been granted extension of tenure after completion of initial tenure, 3 officers have been debarred from central deputation for not joining the post after their selection and 2 cases of premature repatriation were finalized.

Central Vigilance Commission

8.8 The Central Vigilance Commission (CVC) was originally set up by a Resolution of the Government dated 11.2.1964. It advises the Central Government on all vigilance matters. The Government has accorded statutory status to the Central Vigilance Commission by the Central Vigilance Commission Act, 2003 (No.45 of 2003), notified in the Gazette of India Extraordinary on 12.9.2003.

8.9 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 Commission’s jurisdiction extends to members of All India Services serving in connection with the affairs of the Union and Group 'A of the Central Government. In exercise of the powers conferred by clause (b) of sub-section (2) of Section 8 of the Act, 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.

8.10 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.

8.11 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 the state to reduce the threat to the security of the data, Public Key Infrastructure (PKI) implementation and third party audit at least once a year.

8.12 Another initiative of the Commission with the aim to eradicate corruption in procurement activity is introduction of “Integrity Pact” in large value 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 (IEM) of repute to oversee the implementation of the pact and to examine any complaint relating to violation of the pact.

8.13 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.

8.14 The Annual Report of the Central Vigilance Commission for the year 2010 has been laid on the Table of both the Houses in August 2011.

Measures to expedite disciplinary/vigilance proceedings

8.15 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.

8.16 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.

8.17 A Conference of ADB/OECD Anti-Corruption Initiative for Asia and Pacific was hosted by Department of Personnel and Training in Delhi on 28-29 September 2011. The Conference was inaugurated by Her Excellency, Smt. Pratibha Devisingh Patil, Honourable President of India. Shri V. Narayanasamy, Honourable Minister of State in the Ministry Personnel, Public Grievances and Pensions & Prime Minister’s office and following senior Government of India officers were present. The opening ceremony was also attended by Xiaoyu Zhao, Vice President of the ADB, and Richard A. Boucher, Deputy Secretary-General of the OECD.

8.18 Corruption is a multifaceted problem that requires a multidisciplinary solution. This Conference has shown how more than ever that governments, the private sector and civil society, need to work together to address corruption in Asia-Pacific in a holistic and inclusive fashion. This Conference has also shown how opportunities for collective anti-corruption efforts in the Region are increasing, with
recognition that corruption harms everyone in society, and everyone has a role to play to tackle it effectively.

CONCLUSIONS ARRIVED AT:

8.19 The following conclusions from the Conference represent the collective commitment of the 28 governments and economies in the ADB/OECD Anti-Corruption for Asia and Pacific (Initiative) to achieve its goals in this direction.

Since corruption does not stop at countries’ borders, the Initiative is encouraging new and effective ways to conduct multi-jurisdictional corruption investigations and prosecutions. Informal channels, such as police-to-police contacts, and foreign liaison offices are used increasingly, where possible to start investigations. Joint investigations by all the jurisdictions involved in cross-border cases help bring the full extent of corrupt schemes to light and their perpetrators to justice. Where formal channels to obtain legal assistance are necessary, they must not be subject to undue delays. The Initiative could be an avenue for providing further technical assistance to members that are trying to enhance their formal MLA capacities in multi-jurisdictional investigations. The Initiative could also encourage international and regional police agencies to focus more on helping members share information in multi-jurisdictional corruption cases.
8.20 Non-criminal law enforcement agencies, such as tax agencies, could also help provide leads in corruption cases. In addition, through new provisions in model tax codes, such as the OECD Model Tax Convention, Initiative members could enable tax agencies to share information about corruption received from foreign tax authorities with their law enforcement authorities. Members could also enter Memorandums of Understanding for the exchange of information in corruption investigations between their law enforcement authorities and the World Bank and other multi-lateral banks that have adopted this measure. The Initiative’s members recognise that grass-roots civil society watch dog organisations can often be a source of investigative leads in cross-border corruption cases, particularly in the field of natural resource exploitation.

8.21 Public Procurement in the Asia Pacific is prone to corruption. New technologies, such as e-procurement could simplify procurement procedures, and ensure the highest level of transparency, without compromising the fairness of the bidding process. Anti corruption and fair competition agencies should work together closely to address the links between corruption and bid-rigging. Comprehensive procurement laws that recognize the role of citizen participation in the whole procurement process would be an important step to increase transparency and accountability in procurement processes. The adoption of integrity pacts
contribute to enhancing transparency and accountability in public procurement. The capacity of procurement institutions needs to be strengthened, as well as co-operation and collaboration with international agencies.

8.22 The private sector in Asia Pacific has to share more responsibility for tackling corruption in business transactions through the adoption and implementation of appropriate corporate compliance frameworks. International standards on establishing such frameworks issued by, for instance, the OECD, in the form of its Good Practice Guidance, can serve as a model in this respect and can be adopted by companies of all sizes, including SMEs. A channel for blowing the whistle is an important part of such a framework. Governments and business associations have an important role to play in encouraging the adoption of corporate compliance measures, particularly amongst SMEs, which often face significant challenges dealing with bribe solicitations and affording preventive measures.

8.23 Efforts by civil society including vigilant media often lead to important anticorruption reforms in Asia-Pacific, including improved access to information, and legislation to prevent conflicts of interest in the public sector. To support these efforts, there is a need to ensure an environment in which civil society organisations can thrive, including effective access to information laws, safe and reliable channels to report allegations of corruption to the law enforcement authorities, such as an independent ombudsman.

Status Note on Lokpal Bill

8.24 In order to meet a long standing demand to establish a mechanism for dealing complaints on corruption against 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 received from Chief Ministers of States and political parties, Government prepared a revised Lokpal Bill, 2011 which was introduced in the 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 8th August, 2011 for examination and report. 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 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.
8.25 Upon consideration of the recommendations of the Department Related Parliamentary 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. The Bill provides a uniform vigilance and anti corruption road map for the nation, both at Centre and States. The Bill also institutionalizes separation of investigation from prosecution and thereby removes conflict of interest as well as increases the scope of professionalism and specialization. Also, keeping in mind the recommendations of the Standing Committee that the Lokpal and Lokayuktas may be made Constitutional bodies, the Government also introduced the Constitution 116th Amendment Bill, 2011 to provide for the Constitutional status to these bodies.

8.26 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 required for Constitutional amendments. The Lokpal and Lokayuktas Bill, 2011 was taken up for discussion and passing in the Rajya Sabha on 29.12.2011. The discussion remained inconclusive and the Lokpal and Lokayuktas Bill, 2011 yet are to be passed by the Rajya Sabha.
9.1 AN OVERVIEW

9.1.1 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.

9.1.2 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.

9.1.3 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.

9.1.4 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. 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.

9.1.5 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.

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

• 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.

9.1.7 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.

9.1.8 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.

9.1.9 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).

9.1.10 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.

9.1.11 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.

9.1.12 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.

9.1.13 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.

9.1.14 As on date, CBI has the following Divisions:

1. Anti-Corruption Division.

2. Economic Offences Division.

3. Special Crimes Division.

4. Policy and International Police Cooperation Division.

5. Administration Division.

6. Directorate of Prosecution.

7. Central Forensic Science Laboratory.

9.1.15 CBI 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.

9.1.16 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. 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 74 Central Acts, 19 State Acts and 243 offences under the Indian Penal Code have been notified by the Central Government under Section 3 of the DSPE Act.

9.1.17 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.

9.1.18 The CBI now has 16 Zones and 60 Branches. 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. 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.

9.2. HUMAN RESOURCE

9.2.1 The total sanctioned strength of CBI is 6590 against which 5666 officers are in position with 924 posts lying vacant. A Comparative Manpower Chart for last three years is given below:

9.2.2 During the year 2011, 32 Departmental Promotion Committee meetings were held promoting 573 CBI personnel at various levels. 04 Departmental Promotion Committee meetings confirmed 75 CBI personnel. 428 officers have also been inducted, 11
personnel working on deputation in different ranks were absorbed in CBI.

9.3 CRIME INVESTIGATION WORK

9.3.1 The CBI registered 1003 cases/enquiries in 2011. 79 of these were taken up on the request of States Governments/Union Territories and 122 registered on the directions of the Constitutional Courts. Investigation/enquiry was finalised in 992 cases with 828 cases/enquiries remaining under investigation/enquiry by end of the year. During the year charge-sheets were filed in 701 cases and judgments were received in 895 court cases. There were as many as 10022 cases under trial in various Courts at the end of the year.

REGISTRATION

9.3.2 1003 cases registered include 812 Regular Cases (RCs) and 191 Preliminary Enquiries (PEs). 201 cases were registered for demand of bribe by public servants for showing official favours and 62 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 is depict in the Bar Chart below.

9.3.3 992 cases/enquiries were investigated/enquired during 2011. Out of 838 Regular Cases, in as many as 701 cases charge sheets were filed in the competent Courts, after taking prosecution sanctions wherever necessary. The following Bar Chart indicate the disposal of cases from investigation during the last three years.

9.3.4 There were 828 cases/enquiries under investigation at the end of 2011 as against 815 cases at the end of 2010. The following Bar Chart show the comparative figures for the last three years.
9.3.5 There were 169 cases under investigation for more than one year as on 31.12.2011. The following Bar Chart show the cases under investigation for more than 1 year at the end of 2009, 2010 & 2011.

9.3.6 The following Pie Chart gives the detailed breakup of the disposal of cases from investigation during 2011.

9.3.7 During the year, 895 court cases were disposed from trial and out of which 497 resulted in conviction, 209 in acquittal, 35 in discharge and 154 disposed of for other reasons. The conviction rate was 67 percent during the year 2011. The Bar Chart below show the disposal from trial during the last three years.

9.3.8 The following Bar Chart shows breakup of cases decided by the courts during the year 2011:

9.3.9 There were 10022 court cases under trial as on 31.12.2011. The following Bar Chart show the under trial cases during the last three years:
9.4 POLICY & INTERNATIONAL POLICE COOPERATION DIVISION

9.4.1 India is one of the oldest members of Interpol having joined the organization way back in 1949. The National Central Bureau (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 Coordination 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 and provides active assistance to MHA and MEA in negotiation of treaties on Extradition and Mutual Legal Assistance and Conferences held annually.

9.4.2 CONFERENCES/SEMINARS/TRAININGS/ MEETINGS ORGANISED BY INTERPOL IN COOPERATION WITH NCB INDIA

9.4.2.1 During the year 2011, 82 Conferences/Seminars/Meetings/etc. organized by ICPO-Interpol held India/abroad were attended by officials as against 57 in 2010 and 36 in 2009. In addition, the following training and conferences were held in India:

- The 5th Interpol Liaison Officers Conference held on 14.07.2011 at the CBI HQRs, CGO Complex, Lodhi Road, New Delhi.

- 2nd Police Liaison Officers’ Conference-2011 held on 15.07.2011 at the CBI, HQRs, CGO Complex, Lodhi Road, New Delhi.


- The India – Pakistan Home / Interior Secretary level talks were held in New Delhi during March 28 – 29, 2011 in pursuance of the decision taken in Thimpu (Bhutan) in February 2011 by the Government of Pakistan and India to resume the dialogue process and in the backdrop of bilateral meeting between the Home Minister of India and the Interior Minister of Pakistan held in Islamabad on June 25-26, 2010.

- On 4th March 2011, Smt. Alka Sirohi, Secretary, Department of Personnel & Training, Government of India visited CFSL, CBI New Delhi.

- On 29th March 2011, Dr. Sam Pitroda, Advisor to the Hon’ble Prime Minister of India on IT matters, visited CBI HO, New Delhi.

- On 30th March 2011, Ms. Irene C. Keiono, Vice-Chair, Kenya Anti-Corruption Commission, along with delegation visited CBI Headquarters, New Delhi.

- Hon’ble Prime Minister Dr. Manmohan Singh visited the CBI Gallery at CBI Headquarters on 30th April 2011 along with Shri V. Narayanasamy, MoS (P) and others.

- Mr. Louis Freeh, former Director, FBI, USA visited CBI HQ, New Delhi on 18th May 2011 along with Dr. R. K. Raghavan, former Director, CBI and
met Shri Amar Pratap Singh, Director, CBI; Shri Balwinder Singh, Special Director, CBI and Shri V. K. Gupta, the then Additional Director, CBI.

- The 12th D. P. Kohli Memorial Lecture-2011 held on 03.06.2011 at Vigyan Bhawan, New Delhi. Mr. Lord Ian Blair, former Commissioner of Metropolitan Police, London attended the Lecture.

- Mr. Steven Martinez, Director of FBI, Los Angeles ADIC and Assistant Special Agent in charge (ASAC) Mr. William O'Leary paid a courtesy call to Director, CBI and held an interactive session on Cyber Crime on Tuesday, August 30, 2011 in the CBI, Head Office, New Delhi.

- On 28.09.2011, Mr. David M. Luna, Director, Transnational Criminal Threats and illicit Networks, Anticrime Programs Divisions, INL accompanied by a Political Control Officer at the US Embassy, New Delhi met Shri R. P. Agrawal, Head of Zone(Special Crime), CBI, New Delhi.

- Mr. Ronald K. Noble, Interpol Secretary General visited New Delhi from 15th to 17th December 2011 to meet Director, CBI and other dignitaries in Government of India, to discuss potential partnerships with India in combating Telecommunications Crime and the possibility of hosting a charity cricket match for the Interpol Fund for a Safer World.

9.4.2.2 Director, CBI as the Interpol Executive Committee delegate attended the various meetings of Interpol during 2011. Various foreign delegations also visited India and had interaction with the CBI Officers.

9.4.3 LETTERS ROGATORY (LRs)

9.4.3.1 49 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 27 are in CBI cases. Total 18 execution reports were received out of which 13 pertained to CBI cases and 5 to the cases of State Police Agencies. Similarly, 32 Letter Rogatory were received from various countries requesting to provide assistance in criminal matters, and execution report in 41 cases were sent to MEA after receiving from the various ILOs / CBI Branches for onward transmission to the requesting countries.

9.4.4 EXTRADITION/ DEPORTATION

9.4.4.1 During the period under review, 01 wanted fugitive (Subject of Red Corner Notice) was extradited from abroad and 02 fugitives (Subject of Red Corner Notices) were deported from abroad. 12 wanted fugitives (All subjects of Red Corner Notices) were located/ arrested abroad. 08 wanted Indian fugitives (Subject of Red Corner Notices) were arrested in India on the basis of LOC got opened in furtherance of Red Corner Notices against them.

9.4.5 ASSISTANCE IN FORMULATION OF TREATIES

9.4.5.1 IPCU has participated in the negotiations of MLATs/Extradition Treaties/ Joint Working Groups with the following countries during the year 2011:

- Meeting on Mutual Legal Assistance Treaty in Criminal Matters between
India and Malaysia at Kuala Lumpur, Malaysia

- Meetings of Joint Working Group, Home Secretary Level Talks between India and Bangladesh at Dhaka, Bangladesh
- International Firearm Forensics Symposium (IFFS), Lyon, France
- Negotiations with Canada and USA authorities to facilitate early execution MLAT requests at Ottawa, Canada and Washington DC, USA

- 6th Global Congress on Counterfeiting and Piracy, Paris, France
- 21st African Regional Conference, Gaborone, Botswana
- Money Laundering Investigation Program, Colombo, Sri Lanka
- Interpol I-24/7 Counter-Terrorism Capacity Building Program (CTCBP), Kuala Lumpur, Malaysia
- Asia Region Law Enforcement Management Program (ARLEMP) 20 in Vietnam

- 9th Interpol Train-the-Trainer Workshop on IT Crime Investigation for Asia and South Pacific, Hong Kong, China
- OECD Working Group on Bribery in International Business Transactions, Paris, France
- Conducted Training Programme on Anti Drug Trafficking for Vietnam Police officers at Ho Chi Minh City, Vietnam
- 9th SAARC Conference in Police Matters preceded by the 4th Meeting of Focal Points of the SDOMD and the 4th Meeting of Focal Points of the STOMD in Colombo, Sri Lanka
- Octopus International Workshop on Cooperation against Cybercrime in South Asia at Colombo, Sri Lanka
- 2nd Meeting of the ILETAG Sub Group on Information Security at IPSG, Lyon, France
- 20th Session of the United Nations Commission on Crime Prevention and Criminal Justice (UNCCPCJ), Vienna
- US India Law Enforcement Executive Development Seminar (LEEDS), Los Angeles, USA
- 1st Interpol Global Complex Working Group Meeting, Lyon, France
- 7th Annual Heads of NCB Conference, Lyon, France
- Meeting of Experts in Illicit Enrichment, Washington DC, USA
- 3rd Strategic Planners Meeting, IPSG, Lyon, France
- Plenary Session Launching the Interpol Radiological and Nuclear Terrorism Prevention Unit, Cite International Convention Centre, Lyon, France
- Asia Region Law Enforcement Management Program (ARLEMP) to be held in Melbourne, Australia
- Interpol Expert Group Meeting on Anti Money Laundering and Countering of Terrorism Financing, Lyon, France
- Cybercon 2011- Threats and Solutions Conference, Dublin, Ireland
- 13th Annual International Fugitive Investigators Conference, Toronto, Canada
- 3rd Meeting of the Working Group on Enhancing the International Status of Red Notices, Paris, France
• 9th Meeting of Interpol Asia-Pacific Expert Group on Asian Organized Crime, Ho Chi Minh City, Vietnam
• Meeting of the OECD Working Group on Bribery in International Business Transactions, Paris, France
• 6th Operational Working Group Meeting Project Kalkan, Dushanbe, Tajikistan
• 22nd Interpol DNA Monitoring Expert Group to be held at IPSG, Lyon, France
• 1st Interpol Cyber Security Training Workshop and 3rd ILETAG GRIS Meeting, Singapore
• 2nd StAR- Interpol Asset Recovery Focal Points Meeting, Lyon, France
• 3rd International Association of Anti-Corruption Authority (IAACA) Seminar, Shanghai, China
• 4th Meeting of SAARC Interior/ Home Ministers and other related meetings in Thimpu, Bhutan
• Specialized Forensic Medicine Engagement Course at Los Angeles, USA
• 2nd Meeting of the open ended Inter-Governmental Working Group on the Prevention of Corruption and 5th Meeting of the Inter-Governmental open-ended Working Group Meeting on Asset Recovery in Vienna, Austria
• Group Training Course on Crime Prevention (Admn. Of Criminal Justice) at Japan
• 3rd IGC Working Group Meeting, Lyon, France
• 2011 International Law Enforcement IP Crime Conference, Madrid, Spain
• 9th Indo-Nepal Joint Working Group Meeting at Kathmandu, Nepal
• Seminar on Cyber Security, Ispra, Italy
• OECD Working Group Meeting on Bribery in International Business Transactions, Paris, France
• 5th Interpol Train-the-Trainer Workshop on Computer Forensics, South Korea
• 5th IAACA Annual Conference and General Meeting, Morocco, Marrakech
• 80th General Assembly Session held in Hanoi, Vietnam
• International Course on Security Madrid, Spain
• Global Counter Terrorism Forum and Inaugural Meeting of the Criminal Justice/ Rule of Law Working Group in Washington DC, USA
• Seminar on Cyber Security, Italy
• International Crime Prevention Conference 2011, Singapore
• 10th ICPO Interpol Regional Training Course for NCB Officers in Asia and the South Pacific, Colombo, Sri Lanka
• 4th I-Link Training Workshop, IPSG, Lyon, France
• 24/7 Points of Contact Conference, Rome
• Interpol NSO Symposium 2011, IPSG, Lyon
• Symposium on “Suppression of International Terrorism and Organized Crime, Common Challenges, Abu Dhabi, UAE
• OECD Working Group on Bribery, Paris, France
• 23rd Interpol DNA MEG Meeting, Pretoria, South Africa
• 13th Interpol Asia-South Pacific Working Party on Information Technology Crime, Tokyo, Japan
• Meeting for MLAT in criminal matter between India and Italy held at New Delhi.
• 6th India-Thailand Joint working group on Legal Matters. Meeting held at New Delhi.
• Home Secretary Level meeting for ratification of the United National Conventional against Transnational Organized Crime (UNCTOC) and three supplementary protocols. Meeting held at New Delhi.
• Home Minister Level meeting to discuss criminal matters between India and Pakistan held at New Delhi.
• HS Level talks between India and Bangladesh held at New Delhi.
• Inter-Ministerial meeting held at New Delhi on the proposed Extradition Treaty between India and Italy.
• Meeting between Hon’ble Union Home Minister and visiting Dy. Prime Minister and Interior Minister for UAE and signing of agreement held at New Delhi.
• Joint Working Group (JWG) Meeting between India and Bangladesh held at New Delhi

9.4.6 MISCELLANEOUS ENQUIRIES
9.4.6.1 During the period under review, 4193 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.

9.5. CBI ACADEMY
9.5.1 CBI Academy started functioning from January 10, 1996 in its Campus at Ghaziabad. During the year 2011 the Academy has conducted 133 courses as compared to 203 courses in 2010.
9.5.2 During the year 2011, the XVth Batch comprising of 76 Sub-Inspectors reported to the Academy on 18.07.2011 for Basic Training.

9.6. SETTING UP OF ADDITIONAL SPECIAL COURTS FOR CBI
9.6.1 A large number of cases instituted by the CBI are under the provisions of the Prevention of Corruption Act, 1988, read in conjunction with offences under various other Acts. As per section 4 of the P C Act 1988, the offences as specified in sub-section (1) of section 3 of the Act shall be tried by Special Judges only. Given the huge pendency of CBI cases in various courts, Hon’ble Chief Justice of India (CJI), in his letter dated 07.04.2008 to the Government, had impressed upon the need for having additional courts for exclusive trial of cases investigated by the CBI under PC Act, 1988 by applying a norm of not more than 50 cases in each court. He also suggested that these courts may start functioning at the earliest and at best within one year. Based on this yard-stick, it was estimated that there is need for creation of 71 additional Courts of Special Judges to try cases under Prevention of Corruption Act investigated by CBI to facilitate quicker disposal of long pending cases. State Governments were requested to set up the Special Courts and for this purpose, indicate necessary
financial implications and suitable accommodation. Both recurring and nonrecurring expenditure in setting up and functioning of these special courts would be reimbursed by the Government of India to the respective State Governments from the budgetary grant of CBI subsequently, on receipt of the audited figures in this regard.

9.6.2 The Government has accordingly set up 71 Additional Special Courts at various states. Out of these, 54 Courts have become operational as per detail mentioned below:

<table>
<thead>
<tr>
<th>Name of State</th>
<th>Location</th>
<th>No. of Addl. Courts proposed</th>
<th>No. of Courts Sanctioned</th>
<th>No. of Courts functional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andhra Pradesh</td>
<td>Hyderabad</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Visakhapatnam</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Assam</td>
<td>Guwahati</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Bihar</td>
<td>Patna</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Chhatisgarh</td>
<td>Raipur</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Delhi</td>
<td>Delhi</td>
<td>15</td>
<td>15</td>
<td>12</td>
</tr>
<tr>
<td>Gujarat</td>
<td>Ahmedabad</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Goa</td>
<td>Goa</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Himachal Pradesh</td>
<td>Shimla</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Haryana</td>
<td>Panchkula</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Jharkhand</td>
<td>Ranchi</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Dhanbad</td>
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<td>Jammu &amp; Kashmir</td>
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<td>1</td>
<td></td>
</tr>
<tr>
<td>Karnataka</td>
<td>Bangalore</td>
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<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Dharwad</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Kerala</td>
<td>Thiruvananthapuram</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Madhya Pradesh</td>
<td>Bhopal</td>
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<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jabalpur</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Maharashtra</td>
<td>Mumbai</td>
<td>3</td>
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<td>Pune</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>Nagpur</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Amravati</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Orissa</td>
<td>Bhubaneswar</td>
<td>4</td>
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<td></td>
</tr>
<tr>
<td>Rajasthan</td>
<td>Jaipur</td>
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<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Tamilnadu</td>
<td>Chennai</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
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<td>Lucknow</td>
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<td>4</td>
</tr>
<tr>
<td></td>
<td>Ghaziabad</td>
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<td>2</td>
<td>2</td>
</tr>
<tr>
<td>West Bengal</td>
<td>Kolkata</td>
<td>6</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>71</td>
<td>70</td>
<td>54</td>
</tr>
</tbody>
</table>
Chapter – 10

JOINT CONSULTATIVE MACHINERY

10.1 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.

10.2 The JCM Scheme provides for a 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).

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

- conditions of service and work;
- welfare of the employees; and
- Improvement of efficiency and standards of work,

Provided, however, that

(i) In regard to recruitment, promotion and discipline, consultation is limited to matters of general principles; and

(ii) Individual cases are not considered.

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 (Personnel). Four meetings of the National Anomaly Committee have been held under the Chairmanship of Secretary (Personnel) on 12th December, 2009, 27th March, 2010, 15th February, 2011 and 5th January, 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.

**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:-

- pay and allowances;
- weekly hours of work; and
- 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.

**DEPARTMENTAL COUNCIL:**

10.7 Functioning of the Departmental Council is a vital part of Joint Consultative Machinery formed with the very important purpose of promotion of harmonious relations and ensuring cooperation between Government and its employees.

107.1 The present Council is headed by Secretary (Personnel) with Senior Officers of this Department, Ministry of Home Affairs, Department of Expenditure, Ministry of External Affairs, Ministry of Railways and Ministry of Defence as members of Official Side. 57th meeting of the Council was held in 2010 and Action Taken Report has been compiled and circulated to Official and Staff Side. The 58th meeting of the Council has been held on 5th January, 2012.
Chapter - 11

ADMINISTRATIVE TRIBUNALS

11.1 The enactment of Administrative Tribunals Act, 1985 opened a new chapter in the domain of administering justice to the aggrieved Government servants in their service matters. The Administrative Tribunals Act owes its origin to Article 323-A of the Constitution of India which empowers Central Government to set up by an Act of Parliament, Administrative Tribunals for adjudication of disputes and complaints with respect to recruitment and conditions of service of persons appointed to the public services and posts in connection with the affairs of the Union and the States. In pursuance of the provisions contained in the Administrative Tribunals Act, 1985, the Administrative Tribunals, set up under it exercise original jurisdiction in respect of service matters of employees covered by the Act.

11.2 The Administrative Tribunals are distinguishable from the ordinary courts with regard to their jurisdiction and procedure. They exercise jurisdiction only in relation to the service matters of the litigants covered by the Act. They are also free from the shackles of many of the technicalities of the ordinary courts. The procedural simplicity of the Act can be appreciated from the fact that the aggrieved person can also appear before it personally. Government can also present its 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.

11.3 The Act provides for establishment of Central Administrative Tribunal and the State Administrative Tribunals. The Central Administrative Tribunal was set up on 1.11.1985. Today, it has 17 regular Benches, 15 of which operate at the principal seats of High Courts and the remaining two at Jaipur and Lucknow. These Benches also hold circuit sittings at other seats of High Courts. A statement showing the location of Central Administrative Tribunal Benches, the dates of their establishment and the number of courts in each of these Benches along with a list of places where they hold circuit sittings is given below:-
NAME, DATE OF ESTABLISHMENT, NUMBER OF COURTS AND CIRCUIT SITTINGS OF VARIOUS BENCHES OF CENTRAL ADMINISTRATIVE TRIBUNAL

<table>
<thead>
<tr>
<th>S.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 BENCH</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>
<td>1</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>CHANDIGARH</td>
<td>03.03.1986</td>
<td>2</td>
<td>Shimla, Jammu</td>
</tr>
<tr>
<td>6.</td>
<td>CHENNAI</td>
<td>01.11.1985</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>CUTTACK</td>
<td>30.06.1986</td>
<td>1</td>
<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>30.06.1986</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>
</tr>
<tr>
<td>12.</td>
<td>JAIPUR</td>
<td>15.10.1991</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>JODHPUR</td>
<td>30.06.1986</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td>CALCUTTA</td>
<td>01.11.1985</td>
<td>3</td>
<td>PortBlair, Gangtok</td>
</tr>
<tr>
<td>15.</td>
<td>LUCKNOW</td>
<td>15.10.1991</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>MUMBAI</td>
<td>01.11.1985</td>
<td>2</td>
<td>Nagur, Aurangabad, Panaji</td>
</tr>
<tr>
<td>17.</td>
<td>PATNA</td>
<td>30.06.1986</td>
<td>2</td>
<td>Ranchi</td>
</tr>
</tbody>
</table>
11.4 The Tribunal consists of a Chairman and Members. The Members 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. There is one post of Chairman and 65 posts of Members of Central Administrative Tribunal. The appointment of Chairman, CAT and every other Member of CAT is made by the President after consultation with the Chief Justice of India. The appointment of Members in CAT are made on the basis of recommendations of a Selection Committee Chaired by a member of the Chief Justice of India who is sitting judge of the Supreme Court. The appointments are made with the approval of Appointments Committee of the Cabinet after obtaining the concurrence of the Chief Justice of India. All selections of Members have been made against the vacancies of Vice Chairmen and Members in CAT arising up to 30.06.2011.

11.5 State Administrative Tribunals were also set up in the nine States Andhra Pradesh, Himachal Pradesh, Odisha, Karnataka, Madhya Pradesh, Maharashtra, Tamil Nadu, West Bengal and Kerala. However, the Madhya Pradesh, Tamil Naidu and Himachal Pradesh Tribunals have since been abolished.

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

11.7 Since its inception in 1985 up to February, 2012, the Central Administrative Tribunal received for adjudication 603284 cases (including those transferred from High Courts), out of which 578618 cases have been disposed of leaving a pendency of 24666 cases. A statement indicating the institution disposal and pendency of cases since inception of CAT is given below:
### Statement Showing the Position of Institution, Disposal and Pendency of Cases in the Central Administrative Tribunal Since Inception Upto 29.02.2012

<table>
<thead>
<tr>
<th>S.NO.</th>
<th>Period</th>
<th>Institution</th>
<th>Disposal</th>
<th>Pendency at the End of the Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1985</td>
<td>2963</td>
<td>30</td>
<td>2933</td>
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<tr>
<td>2.</td>
<td>1986</td>
<td>23177</td>
<td>8934</td>
<td>17176</td>
</tr>
<tr>
<td>3.</td>
<td>1987</td>
<td>19410</td>
<td>15084</td>
<td>21502</td>
</tr>
<tr>
<td>4.</td>
<td>1988</td>
<td>19425</td>
<td>13769</td>
<td>27158</td>
</tr>
<tr>
<td>5.</td>
<td>1989</td>
<td>18602</td>
<td>13986</td>
<td>31774</td>
</tr>
<tr>
<td>6.</td>
<td>1990</td>
<td>19283</td>
<td>15495</td>
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</tr>
<tr>
<td>7.</td>
<td>1991</td>
<td>21623</td>
<td>17552</td>
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<td>1992</td>
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<td>9.</td>
<td>1993</td>
<td>27067</td>
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<td>1994</td>
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<td>12.</td>
<td>1996</td>
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<td>20667</td>
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<td>1997</td>
<td>23098</td>
<td>21981</td>
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<td>14.</td>
<td>1998</td>
<td>21911</td>
<td>18394</td>
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</tr>
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<td>31398</td>
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<tr>
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<td>2001</td>
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<tr>
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<tr>
<td>24.</td>
<td>2008</td>
<td>18287</td>
<td>20352</td>
<td>21712</td>
</tr>
<tr>
<td>25.</td>
<td>2009</td>
<td>24496</td>
<td>23681</td>
<td>22527</td>
</tr>
<tr>
<td>26.</td>
<td>2010</td>
<td>26620</td>
<td>25477</td>
<td>23670</td>
</tr>
<tr>
<td>27.</td>
<td>2011</td>
<td>25869</td>
<td>24750</td>
<td>24789</td>
</tr>
<tr>
<td></td>
<td>upto Feb,2012</td>
<td>4415</td>
<td>4538</td>
<td>24666</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>603284</td>
<td>578618</td>
<td></td>
</tr>
</tbody>
</table>
11.8 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 have extended the provisions of the Act to 204 organizations so far.

11.9 The All India Conference of all the Members of the CAT was held on 6th November, 2011 at Vigyan Bhavan. The Conference was attended by the Chairman, CAT and Vice Chairmen & 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 and Shri J.S. Verma, former Chief Justice of India addressed the gathering. On this occasion, the second lecture on Rajiv Gandhi Lecture Series was delivered by Shri Soli Sorabjee, former Solicitor General on the topic ‘Meaningful facts of Administrative Law’.
Chapter – 12

STAFF WELFARE

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:-

12.1 WELFARE MEASURES

12.1.1 Residents’ Welfare Association

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.

12.1.2 Area Welfare Officers

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. 47 AWOs have been nominated in Delhi / Outside Delhi for the years 2011-12 in January, 2011.

12.1.3 Central Government Employees Welfare Coordination Committees (CGEWCCs)

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.
12.2 Central Civil Services Cultural & Sports Board (CCSCSB)

12.2.1 INTRODUCTION

The Central Civil Services Cultural and Sports Board (CCSCSB), 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.

12.2.2 ACTIVITIES OF THE BOARD DURING THE YEAR 2011-12

12.2.2.(a) Inter Ministry Tournaments 2011-12

The Board organized Inter-Ministry Tournaments during 2011-12 in 19 disciplines of Sports in New Delhi.

12.2.2(b) All India Civil Services (AICS) Tournaments held during the year 2011-12.

These tournaments, which are open to Central Government employees as well as to the civilian employees of the State/UT Governments, were held by the Board in collaboration with State/UT Governments and Regional Sports Boards. The aim of these tournaments is to give an opportunity to the civil servants to meet and interact with each other and compete on the field of play. The Board reimburses a part of the expenditure to the State Governments / UT Administrations who host the AICS tournaments. In 2011-12, such tournaments were held in 13 disciplines namely Athletics, Basketball, Badminton, Chess, Football, Hockey, Kabbadi, Swimming, Lawn Tennis, Table Tennis (men and women), Bridge, Wrestling and Volleyball. Out of 13 AICS Tournaments, the CCSCSB successfully organized AICS Tournaments in 3 disciplines in New Delhi, i.e., Lawn Tennis, Bridge and Wrestling.

Inauguration of All India Civil Services Lawn Tennis Tournament on 22nd December, 2011, at DLTA, R.K. Khanna Stadium, New Delhi
AICS Tournament in progress at DLTA.

Prize distribution ceremony of AICS Lawn Tennis Tournament on 26th December, 2011, at DLTA.
12.2.3 GRANT-IN-AID AND OTHER RECEIPTS

The Board received an amount of Rs. 50 lakhs as grants-in-aid from the Government of India.

Besides, the Board generated revenue of Rs. 22.77 lakhs from renting of grounds, membership fee, coaching fee and entry fee during the year.

12.2.4 CCSCSB CITIZEN CHARTER

The CCSCSB expect 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 recreation and apprise the Board of the difficulties and problems faced by them and offer suggestions for better fulfillment of the Board’s objective of promotion of sports and cultural activities amongst civil servants. Details are available at the website of the Welfare Division, Department of Personnel and Training at www.persmin.nic.in

12.2.5 BOARD’S AFFILIATION TO NATIONAL FEDERATION

The Board is affiliated to a number of sports Associations/Federations at the national level. The Board’s teams participate in the National Tournaments organized by these Associations/Federations.

12.2.6 TREKKING PROGRAMMES

The Board sponsors trekking programmes for Central Govt. employees in collaboration with the Youth Hostels Association of India. The Board also encourages Central Govt. employees to undertake trekking programmes of their own.

12.2.7 PLAYING FACILITIES MAINTAINED BY THE BOARD

The Board provides playing facilities in Delhi for the Central Government employees and has sports complex at Vinay Marg, New Delhi which has facilities for playing Football, Hockey, Cricket, Basketball, Lawn Tennis and Athletics.

The Board also maintains Tennis Courts at Bharati Nagar, R.K. Puram, Brassey Avenue and at Vinay Marg. Cricket practice pitches are available at Brassey Avenue and Vinay Marg Sports Complex, and a Volleyball & Shooting court at Brassey Avenue. Facilities are also available for Carrom, Chess and Table Tennis at Nirman Bhavan. These facilities are extensively used by the Central Government employees and their dependents. Moreover, these facilities further extended to school children and physically challenged person at subsidized rates.

12.2.8 Annual Cricket Coaching Camp for children/dependents of Government employees

The Board successfully organized the summer cricket coaching camp for the children/dependents of the Government employees at Vinay Marg Sports Complex from 15th May to 15th June, 2011. A total of 167 children participated in this camp.

12.3 GRIH KALYAN KENDRA

12.3.1 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.

12.3.2 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.

12.3.3 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.)

12.3.4 GKK is running 25 Craft Centres, 16 Creches/Day Care Centres and 25 Nursery Schools in Delhi and Outstations. During the period 2011, it has been supporting and organizing recreational activities with a view to promoting physical fitness among the Central Government Employees and their family members as a part of the activities of GKK. The Kendra has accordingly set up 10 Gym /Fitness Centres in Delhi, Bangalore, Chennai, Mumbai, Ghaziabad and Nagpur. It administers 45 Samaj Sadans, out of which 30 are in Delhi and 15 outside Delhi. These Samaj Sadans are made available on hire for organizing various social and cultural functions to the Central Government employees and wherever available, to others also. Hiring of Samaj sadans is the main source of revenue for GKK. In these Samaj Sadans, facilities like indoor games, health clubs, multi-gym, karate, yoga, dance and music classes etc. are provided. In addition, GKK also runs its welfare activities in 15 other premises in Delhi and 11 at out-stations. The details of the activities and the details of users at each stations are given in Annexure-I and Annexure-II. The GKK receives grant-in-aid from the Government. In the budget grant for the year 2011-12, an amount of at Rs. 25 lakhs has been allocated to GKK.
### STATEMENT SHOWING THE TOTAL NO. OF WELFARE ACTIVITIES
### RUN BY GKK DURING 2011

<table>
<thead>
<tr>
<th>Place</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>10</td>
<td>16</td>
<td>13</td>
<td>6 + 4*</td>
</tr>
<tr>
<td>Mumbai</td>
<td>6</td>
<td>4</td>
<td>-</td>
<td>1*</td>
</tr>
<tr>
<td>Chennai</td>
<td>7</td>
<td>2</td>
<td>2*</td>
<td>1</td>
</tr>
<tr>
<td>Jaipur</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Dehradun</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Nagpur</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1*</td>
</tr>
<tr>
<td>Bangalore</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Faridabad</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Ghaziabad</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>25</td>
<td>25</td>
<td>16</td>
<td>15</td>
</tr>
</tbody>
</table>

* Being run on fee sharing basis.

### STATEMENT SHOWING THE WELFARE ACTIVITIES AND NO. OF USERS / STUDENTS IN DELHI AND OUTSTATIONS

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of the activity</th>
<th>No. of users / students</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Creche</td>
<td>541</td>
</tr>
<tr>
<td>2</td>
<td>Nursery</td>
<td>2625</td>
</tr>
<tr>
<td>3</td>
<td>Craft</td>
<td>1000</td>
</tr>
<tr>
<td>4</td>
<td>Health Club/ Gym/ Fitness Centre</td>
<td>2437</td>
</tr>
<tr>
<td>5</td>
<td>Indoor Games</td>
<td>293</td>
</tr>
<tr>
<td>6</td>
<td>Booking of Samaj Sadans</td>
<td>2237</td>
</tr>
<tr>
<td>7</td>
<td>Outsourcing activities (Dance, Music, Karate, Beauty Training Course, Physiotherapy centres and Homeopathy Clinic)</td>
<td>5091</td>
</tr>
</tbody>
</table>
12.4 KENDRIYA BHANDAR

12.4.1 OBJECTIVES OF THE ORGANISATION

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 a 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 (i) providing quality goods of daily needs at reasonable prices and (ii) playing an effective role in the Public Distribution System through its retail outlets.

12.4.2 NETWORK

The Society operates a network of 132 stores/branches in Delhi, Maharashtra, Tamil Nadu, Puduchery, Andhra Pradesh, Karnataka, Cochin, Daman, Goa, Uttar Pradesh, Uttarakhand, Rajasthan, Madhya Pradesh, Haryana, Punjab, Gujarat, Jharkhand, West Bengal, Bihar and Chandigarh.

12.4.3 RETAILING OF GROCERY AND CONSUMER ITEMS

Kendriya Bhandar is selling good quality, lab tested pulses, spices, rice, etc. through its 87 retail stores in Delhi. The prices of the Kendriya Bhandar are less than prevailing market prices.

The Kendriya Bhandar has been involved in welfare activities and has assisted the Central Government and the Government of NCT of Delhi in arresting the price increase in times of crises. Kendriya

Bhandar has very successfully sold Atta under Bhagidari Scheme of Delhi Government for the benefit of the consumers at the rate of Rs. 139/- for 10 Kg. Kendriya Bhandar had also distributed onions and yellow peas at an economical price through Kendriya Bhandar stores.

In line with the latest trend in retailing, Kendriya Bhandar has taken up concerted efforts to modernize the existing stores in terms of its ambience, display system etc. in a phased manner. In this direction, Mahadev Road, Andrews Ganj, Kalkaji, Saronji Nagar H-Block and B-Block etc. have been given a facelift with the objective of providing better shopping environment to the customers and action is in hand to modernize other stores in a phased manner.

Kendriya Bhandar has also opened up new retail stores at Maulana Azad Medical College and Netaji Subhash Institute of Technology in New Delhi.

Further, purchases and stocks of consumer items, pulses and spices are computerized in its head office. Kendriya Bhandar has also undertaken computerization of Grocery and Consumer Godowns and is also in the process of computerization of stores in a phased manner. In the first phase Kendriya Bhandar has computerized all godowns and 20 retail stores.

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.
12.4.4 STATIONERY BUSINESS

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

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.

12.4.5 SALES OF MEDICINES UNDER JAN AUSHADHI PROJECT

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 Govt. of India.

Kendriya Bhandar is also supplying medicines and related items to CGHS Dispensaries and Hospitals in Delhi through its existing chemist shops.

12.4.6 BENEFITS TO CUSTOMERS

The Society has been able to maintain competitive prices for various products sold by it as compared to those prevailing in the market and also in its sister organization. In fact, selling prices prevailing in Kendriya Bhandar now constitute the benchmark in the market. The Society is closely controlling its sales prices. Margins on some grocery and stationery items have been further reduced passing on greater benefits to the customers.

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 will ensure that the quality of goods sold is maintained for better consumer satisfaction.

12.4.7 MULTI STATE COOPERATIVE SOCIETY

Kendriya Bhandar is registered as a Multi State Cooperative Society w.e.f. 8.9.2000. With this change in its status, Kendriya Bhandar has been able to expand its operation in other states of the country.

12.4.8 SALES PERFORMANCE

Kendriya Bhandar has registered significant growth in the recent past. Total sales and net profit during the year 2010-11 was Rs. 461.38 crores and Rs. 485.97 lakhs respectively. During the financial year 2011-12 (from April 2011 to December, 2011) the total sale and net profit are Rs. 346 crores and Rs. 351 lakhs respectively.

Kendriya Bhandar has a paid-up capital of Rs. 90.43 lakhs of which Rs. 68.18 lakhs have been subscribed by the Government and Rs. 22.25 lakhs by individual members, as on 31.3.2011.

The society has been paying bonus @ 20% its employees for the last many years.

12.4.9 DIVIDEND

Kendriya Bhandar is a dividend paying cooperative society. Kendriya Bhandar has declared a dividend of 10% for the year 2010-11.

Kendriya Bhandar has contributed to the National exchequer by way of taxes and dividend for the year 2010-11 to the extent of Rs. 171.76 lakhs.
Smt. Poonam Rawat, Chairperson, and Shri Jagdeesh Bhatia, Managing Director, Kendriya Bhandar, along with Secretary (Personnel), presenting the cheque of dividend for the year 2009-10 to the Hon’ble Minister of Personnel, P.G. and Pensions.

Hon’ble Chief Minister of Delhi, Smt. Shiela Dikshit at the inauguration of the new Kendriya Bhandar Grocery Consumer store in May, 2011, at Netaji Subhash Institute of Technology, Dwarka, New Delhi.
Director General (Prisons), Shri Neeraj Kumar, IPS, inaugurating the new Kendriya Bhandar grocery consumer retail store in January, 2012, at Tihar Jail Residential Complex, Janak Puri, New Delhi

Dr. K.L. Sinha, Director, National Cooperative Union of India, addressing the delegates/Directors of Kendriya Bhandar during a training programme held in November, 2011, at New Delhi
12.5 Sanskriti School

In pursuance of a Government decision, the Civil Services Society set up a School in Delhi with the objective of providing quality education to the wards of 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. During the current academic year, 25 students were admitted in nursery school under EWS category.

12.6 Civil Services Officers’ Institute (CSOI)

12.6.1 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.

12.6.2 The institute has been functioning from the premises situated at M.S. Apartments, Kasturba Gandhi Marg, New Delhi. Grants-in-aid assistance is provided by the Government for Capital investments only.

12.7. Departmental Canteens

12.7.1 As a measure of Staff Welfare, Departmental Canteens/Tiffin Room have been set up in Central Government Offices/Establishments to make available beverages, snacks and meals prepared in hygienic conditions, to the employees during the working hours at reasonable rates. At present, about 1350 recognized Canteens/Tiffin Rooms are functioning in various offices of the Central Government. With a view to bring about improvement in cleanliness, quality of service, etc. detailed instructions have been / are being issued from time to time. Number of orders on policy matter have also been issued.

12.7.2 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.

12.7.3 Training programmes were organized for Canteen Attendants at Institute of Hotel Management, Pusa. 141 Canteen Attendants were trained during 2011-12. Inspection of 30 Departmental Canteens has also been undertaken.
Chapter - 13

THE RIGHT TO INFORMATION ACT, 2005

13.1 Right to Information is implicitly guaranteed by the Constitution. Nevertheless, recognizing a need for setting 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.

13.2 The law 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.

13.3 The Act applies a two pronged strategy for dissemination of information. It 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 and the address at which the information is 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.

13.4 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.

13.5 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/-.

13.6 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.

13.7 The provisions of the Act have been made over-riding in character, so that the scheme is not subverted through the operation of other minor 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.

13.8 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 concerned State Government.

13.9 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 eight Information Commissioners headed by the Chief Information Commissioner.


13.11 The Central Fee Rules 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-4 or A-3 size of paper
(ii) Actual charge or cost price of a copy in larger size paper.
(iii) Rs.50 per floppy or diskett
(iv) for inspection of records, no fee for the first hour; and a fee or rupees five (Rs.5/-) for each subsequent hour (or fraction thereof)
(v) for information provided in printed form at the price fixed for such publication or rupees two per page of photocopy for extracts from the publication.

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

13.13 The Appeal Rules notified by the Government of India prescribe the procedure for deciding appeals by the Central Information Commission. Similar Rules have been notified by the States. The Central Rules, in particular, provide for the following aspects of the appeal:

(i) Contents of the appeal
(ii) Documents to be enclosed with the appeal
(iii) Procedure for deciding appeal
(iv) Procedure for service of notice by the Commission
(v) Personal presence of the appellant
(vi) Order of the Commission

13.14 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.

13.15 Government, through a Centrally Sponsored Scheme (2008-09 - 2009-10), has taken steps to strengthen the State Information Commissions and 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.

13.15.1 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’ was launched in August, 2010 for the remaining two years of the 11th plan period (2010-11 and 2011-12).

13.15.2 The above Plan Scheme has components of Training of CPIOs, Appellate Authorities, SPIOs/Appellate Authorities, Awareness Generation, RTI Fellowship Internship on RTI setting up of
RTI Cells etc. During the year 22 half-day training programmes were held for CPIOs of various Public Authorities. On the training of CPIOs / SPIOs a sum of Rs.129.90 lakhs was spent upto 31st March, 2012. The component of awareness generation includes mass media campaign and publication of guide books. An expenditure of Rs.1729.46 lakhs was incurred on this component till 31st March, 2012.

13.15.3 Under the Scheme DoPT has introduced four short-term fellowships to researchers from the field of Media/Civil Society Professionals/RTI Trainers to conduct filed based research on themes relating to RTI. The Fellowship Scheme envisages understanding of the status of the implementation of the Act, including its successes, 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 3 months from April, 2011 to June,2011 and they have submitted their Fellowship Reports. Under this component a sum of Rs.7.55 lakh was spent upto December, 2011.

13.15.4 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 six students from National Law University, Delhi.

13.16. With a view to create a brand for the Right to Information, a logo given below has 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.

13.17 A theme based song on RTI has 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 in Hindi and 10 regional languages. A longer (three minutes) version of the RTI song has also been released on 30th September, 2011 in Digital theatres (having more than 625 seats each) in Hindi belt of India for awareness generation.

13.18 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.

13.19 The Government has been involving the Civil Society Organisations in formulating strategy towards the implementation of the RTI Act. A task force
on suo-motu disclosure has been set up. It has representatives from Civil Society to facilitate better suo-motu disclosure under the RTI Act.

13.20 In order to bring more transparency into the selection procedure for appointment of Information Commissioner in the Central Information Commission, a Search Committee was set up under the chairmanship of the Cabinet Secretary. The Search Committee invited particulars of interested person. In response, 214 applications were received. The Selection Committee under the Chairmanship of the Prime Minister recommended to the President, names of three persons for appointment as Information Commissioners. Three new Commissioners were appointed by the Hon’ble President on 1st March, 2012.
14.1 The Prime Minister approved a system for Monitoring and Evaluating the Performance of Government Departments and Ministries on 11.09.2009. Under this system, all the 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 (DoP&T) in Phase II of the Performance Monitoring and Evaluation System in Government Departments and Ministries.

14.1.1 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 its RFD for the year 2010-11. The RFD of the department is available on the department’s website www.persmin.gov.in

14.2 Strategy and Strategic Plan of the Department

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, DoP&T has had wide stakeholder consultation along with open house discussion and brainstorming session within the department. Further in the process, an International Seminar was organised at Mussoorie, 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.

14.2.1 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 and
transparent 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 maximise system effectiveness and optimize Human Resource utilisation.

(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 framework; 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 of 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.

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

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

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

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

(xviii) 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

(xix) 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.

(xx) Strengthening HR management for Central Secretariat Services by:-

(a) Developing core HR Managers in the Ministries as well as CS Division.
Streamlining distribution of HR functions between DOPT and Cadre Units for efficiency and effectiveness using ICT.

Institutionalize systems for open and transparent engagement with Ministries and employees in a sustained manner.

Review and strengthen system for redress of employees’ grievances.

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

Develop a preventive mechanism through psychological profiling at entry level.

Laying down, inculcating and nurturing organizational values at all levels through:

- Providing training on ethics at all levels.
- Reviewing and amending the rules and procedures regulating Regular Departmental Action (RDA) cases to ensure that violators are dealt with surely and swiftly.
- Improving process for punishing violations by providing for Alternate Dispute Resolution and negotiated penalty.

Improving systems of communication at all levels and encouraging ethical behaviour.

Strengthening institutional mechanism for prevention and detection of corruption amongst public servants.

Improving public and media perception of the Government by highlighting achievements and making an example of those punished.

Develop ICT tools for reducing discretion and improving transparency in public dealing departments.

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

- Lay down detailed rules and templates for suo-moto disclosure.
- Audit of suo-moto disclosure made by Public authorities.

Strengthen demand side through awareness generation, training and effective collaboration with civil society and media

- Develop and implement a long term communication strategy for RTI which synergizes the efforts of central and state governments, CIC /SICs, CSOs, and Media.
- 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 effectively through publication of Act, Rules, guidebooks etc., training, and through supporting efforts of State governments and CSOs in this regard.

(xxix) 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.

(xx) 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.
Detailed Strategy and Strategic Plan is available on the department’s website www.persmin.gov.in

14.2.2 Accordingly, this department has prepared its RFD taking key strategies and Strategic Actions as objectives for RFDs for the year 2011-12 and 2012-13.

14.2.3 Citizens’/ Clients’ Charter and Sevottam Compliant Public Grievance System of the Department:

As per the mandatory requirement of RFD, the department has also prepared its Citizens’/Clients’ Charter and developed Sevottam compliant Public Grievance Redress System.

14.3 Though this department primarily deals with the Government organisations and government employees however, a miniscule of its service can be said to be concerned with the citizens particularly the applicants whose names are recommended by Commissions (UPSC & SSC etc.) for appointment at various levels. The applicants may qualify to be citizen till they are appointed with the government. The major part of the service being delivered by this department is for the government agencies or for the government employees. It is because of this, the charter prepared by this department has been named as “Citizens’/Clients’ Charter. In the charter, the department has identified some of the core services being offered by its various divisions and their standards. This has been undertaken by a task force in consultation with the Stakeholders. While identifying the services the focus has been on measurable and verifiable services and their standards. The charter also contains its own Grievance Redress Mechanism related to the services mentioned in the Citizens’/Clients’ Charter.

As per the mandatory requirement of Results-Framework Document (RFD), the Citizens’/Clients’ 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 Citizens’ Charter was uploaded on the DOPT’s website on 16.01.2012. The Charter also contains the name and contact details of Public Grievance Officer. The services included in the Citizens’/Clients’ Charter are:

- Processing of proposals for ACC approval.
- Allocation of Service on the basis of result of Civil Services Examination.
- Nomination of candidates for Foundation Course to whom service have been allocated.
- Release of Holiday List for the Government Departments/organizations.
- Release of Grants-in-aid to staff side Secretariat of National Council (JCM).
• Grant of advice on disagreement cases with UPSC on disciplinary matters.
• Clarifications on ACRs/APARs.
• Processing for extension of ad-hoc appointment/grant of approval.
• Processing of proposals for framing/amendment/relaxation of Recruitment Rules (including proposals received online on RRFAMS).
• Cadre Clearance for personal foreign visits or/and Deputation.
• NOC for filling up of posts in Government organizations.
• Nomination of officers under Domestic Funding of Foreign Training – Long Term Training Programmes (6 month – 1 year) & Short Term Training Programmes (upto 6 months).
• Nomination of officers for Advanced Professional Programme in Public Administration (APPPA).
• Advice/Clarification to Ministries/Department on the issue of reservation in service to ST/ST, OBC, PWD and Ex-Servicemen.
• Payment to vendors for invoices submitted, except Air Bills, in all respects.

Public Grievances Redressal System:

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 2011, the Department received 2335 grievances in CPGRAMS, and disposed of 1882 grievances.

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/Department and the petitioner informed accordingly.

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.

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.

Review of implementation of Citizens'/Clients’ Charter is a continuous process and the Department is committed to include more services and improve service standards.
Information and Facilitation Centre:

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

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).
15.0 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

15.1 The Ministry has a full-fledged Official Language Division headed by a Deputy Director (Official Language) with two Assistant Directors and other supporting staff. This Division caters to the needs of the Department of Personnel and Training as well as the Department of Pension and Pensioners’ Welfare. 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.

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, Rules, Codes, Manuals, Standard forms, Notifications, Resolutions, Cabinet Notes (except the annexures relating to other Ministries/Deptts.), Administrative and other Reports and Press Release etc. referred to in section 3(3) of the Official Language Act, 1963 in addition to Parliamentary and Budgetary matters.

Kendriya Hindi Samiti

15.1.1 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 SALAHAHKAR SAMITI

15.1.2 The tenure of the Hindi Salahakar Samiti of this Ministry expired on June 28, 2008. The reconstitution of the Samiti is in an advanced stage. The meeting of the Samiti will be organized as soon as the reconstitution process is completed.

Kendriya Rajbhasha Karyanavayan Samiti

15.1.3 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

15.1.4 The meetings of the Rajbhasha Kryanavayan Samiti of the Department of Personnel and Training and the Department of Pensions and Pensioners’ Welfare were held on 26.04.2011 and 03.11.2011 to discuss the Quarterly Progress Reports and to suggest various means for progressive use of Official Language in the Department.

SPECIFIC MEASURES TAKEN FOR PROMOTING THE USE OF OFFICIAL LANGUAGE HINDI

Quarterly Progress Report (QPR) and Annual Assessment Report

15.2 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 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.

15.2.1 During the year, 16 personnel were nominated for Hindi Typewriting Training.

Cash Awards and Incentive Schemes

15.2.2 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 are given for original noting and drafting in Hindi.

Organising Hindi Pakhwara and Hindi Divas

15.2.3 During Hindi Pakhwara (14th September, 2011 to 13 October, 2011) 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 will be given cash prizes and certificates. A total amount of Rs.38000/- was given to 35 successful contestants.

Hindi Workshops

15.2.4 One Hindi workshop was organized during the year under report to motivate the personnel to do more and more official work in Hindi.

Use of Hindi in the Attached and other Offices

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

Official Language Implementation Committees

15.3.1 The Attached Offices of the Ministry have their own OL Units and Official Language Implementation Committees. The meetings of Official Language Implementation Committees are being held regularly in these offices.

Training Institutions

15.3.2 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. ISTM has all the training material in bilingual form.

Monitoring and Inspection

15.3.3 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.
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 improving Transparency and Accountability in Govt through effective implementation of Right to Information;

(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, Construction of Office Building for CBI Head Quarters 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 facilities, publicity material, 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 implemented by this Ministry during the Eleventh Five Year Plan have been proposed for continuation in the 12th Five Year Plan 2012-17.
| 1. | Training for All – Support for Training Activities and Capacity Building for Project Appraisal |
| 2. | Domestic Funding for Foreign Training |
| 3. | Grant to IIPA |
| 4. | Augmentation of Training facilities in ISTM |
| 5. | Improvement of Infrastructure and Upgradation of Essential Facilities at LBSNAA |
| 6. | Upgradation of LBSNAA to a Centre of Excellence |
| 7. | Setting up of National Centre for Good Governance |
| 8. | Plan Schemes of CBI: Modernization of Training Centre of CBI |
| 9. | CBI e-Governance |
| 10. | Purchase of land and construction of office complex for CBI, Mumbai office |
| 11. | Establishment of Technical and Forensic Support Units of CBI |
| 12. | Comprehensive modernisation & Purchase of land and construction of buildings for CBI |

| 12. | Construction of CIC Office Building (Capital) |
| 13. | Other Plan Schemes of CIC (Revenue) |
| 14. | Propagation of RTI Act : (Centrally sponsored Plan Scheme) |
| 15. | Improving Transparency & Accountability in Govt. through effective implementation of RTI Act |
| 16. | Plan Schemes for Administrative Reforms |

b) Two new Central Sector Schemes as under are proposed for inclusion in the 12th Five Year Plan.

(i) “Modernisation and Strengthening of Infrastructure of Central Administrative Tribunals” is also proposed for which ‘in principle’ approval of Planning Commission has been received.
## Demand No. 72 : Ministry of Personnel, Public Grievances and Pensions

### Annual Plan Outlay 2011-12

<table>
<thead>
<tr>
<th>Name of the Programme / Scheme</th>
<th>Head of Account</th>
<th>11th Plan Original Outlay</th>
<th>2010-11 Actuals</th>
<th>BE 2011-12</th>
<th>2011-12 Anticipated (upto 30/12/2011)</th>
<th>2011-12 (RE)</th>
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<tr>
<td><strong>Central Sector Schemes</strong></td>
<td></td>
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<tr>
<td>1 Training for All – Support for Training Activities and Capacity Building for Project Appraisal</td>
<td>Revenue</td>
<td>67.50</td>
<td>17.03</td>
<td>18.00</td>
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<td>2 Domestic Funding for Foreign Training</td>
<td>Revenue</td>
<td>68.20</td>
<td>20.94</td>
<td>28.00</td>
<td>16.64</td>
<td>28.00</td>
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<td>3 Grant to IIPA</td>
<td>Revenue</td>
<td>10.00</td>
<td>2.53</td>
<td>3.00</td>
<td>1.58</td>
<td>3.50</td>
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<tr>
<td>4 Augmentation of Training Facilities at ISTM</td>
<td>Revenue</td>
<td>4.32</td>
<td>5.00</td>
<td>20.00</td>
<td>3.89</td>
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<td>Improvement of Infrastructure and Upgradation of essential facilities at LBSNAA</td>
<td>Revenue</td>
<td>27.00</td>
<td>10.06</td>
<td>5.08</td>
<td>3.17</td>
<td>5.52</td>
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<tr>
<td>Upgradation of LBSNAA to a centre of excellence</td>
<td>Revenue</td>
<td>81.00</td>
<td>20.94</td>
<td>32.74</td>
<td>13.14</td>
<td>25.49</td>
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<td>Setting up of National Centre for Good Governance</td>
<td>Revenue</td>
<td>43.00</td>
<td>0.00</td>
<td>0.50</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td><strong>Plan Schemes of CBI</strong></td>
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<tr>
<td>7 Modernization of Training Centre of CBI</td>
<td>Revenue</td>
<td>5.40</td>
<td>0.81</td>
<td>1.00</td>
<td>0.03</td>
<td>1.15</td>
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<tr>
<td>8 CBI e-Governance</td>
<td>Revenue</td>
<td>3.78</td>
<td>0.05</td>
<td>14.76</td>
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16.12 Comptroller & Auditor General of India

As on date, there is only one C&AG observation pending in this Ministry which has been responded to for vetting of draft ATN by C & AG.

16.13 Statutory Audit Paras

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<td>Central Vigilance Commission</td>
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<td>Department of AR&amp;PG</td>
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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

Department of Administrative
Reforms &
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 disseminates 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, one Joint Secretary, 7 Director/Deputy Secretary and 14 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-I.

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;
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 upgradation 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.
As per the Results Framework Document of the Department of Administrative Reforms & Public Grievances for the year 2011-12, the following are the targets of activities to be achieved by the Department during the year based on its objectives:

1. Objective:- Promoting administrative reforms in government policies, structures and processes.
   i. Consideration of the recommendations relating to the remaining two reports of the 2nd ARC.
   ii. Implementation for the remaining accepted recommendations of 2nd ARC
   iii. Preparation of Research/Background papers
   iv. Prime Minister’s Awards for Excellence in Public Administration
   v. Framework of Social Accountability
   vi. Formulation of Framework for Internal Control and Risk Management
   vii. Finalization of State of Governance Report
   viii. Modernization of Government offices

2. Objective:- Promoting reforms through e-Governance
   i. Implementation of e-Office application in 5 Ministries/Departments/Organizations
   ii. Organizing National Conference on e-Governance and giving away of National Awards
   iii. 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 practice on selected topic
   iv. Finalisation of 3 year Master Training Plan under NeGP

3. Objective:- Formulation of policy and coordination of issues relating to redress of grievances.
   i. Holding review meetings on redress of public grievances in 90 central Ministries/Departments/Organisations
   ii. Organization of CPGRAMS Training Sessions in 90 Ministries/Departments/Organisations
   iii. Completion of CPGRAMS pilot projects in 2 States/UTs
   iv. Organising 4 workshops on Sevottam for Central Ministries/Departments/Organisations/States
4. **Objective:- Dissemination of Governance Knowledge and best practices**
   i. Organizing Civil Services Day
   ii. Organization of Chief Secretaries Conference
   iii. Organizing Conference of Secretaries of Administrative Reforms of the States/UTs
   iv. Providing financial assistance to States for documentation of best practices
   v. Organizing Regional Conferences on best practices
   vi. Publication of Quarterly journal – Management in Government (MIG), Monthly newsletter – Civil Services News (CSN) and a book on best practices
   vii. Production of documentary films on best practices
   viii. Strengthening Governance Knowledge Centre
   ix. Finalisation of IBSA Innovations Awards programme
   x. Entering into MOU with Government of Singapore on cooperation in the field of Personnel Management and Public Service Administration
   xi. IBSA Seminar on Management and Leadership Development and Public Service Delivery in Brazil
   xii. Indian Focal Points meeting under IBSA Cooperation Programme
   xiii. Finalization of work Plan for bilateral/multilateral cooperation in the field of public administration with Singapore, Brazil and South Africa.

5. **Objective:- Efficient Functioning of the RFD System**
   i. Timely submission of Draft for Approval
   ii. Timely submission of Results

6. **Objective:- Improving Internal Efficiency/ Responsiveness/ Service delivery of Ministry/Department.**
   i. Implementation of Sevottam
   ii. Ensure compliance with Section 4(1)(b) of the RTI Act, 2005
   iii. Identify potential areas of corruption related to departmental activities and develop an action plan to mitigate them
   iv. Develop an action plan to implement ISO9001 certification

7. **Objective:- Ensuring Compliance to the Financial Accountability Framework**
   i. Timely submission of ATNS on Audit Paras of C&AG
   ii. Timely submission of ATRs to the PAC Sectt. on PAC Reports.
   iii. Early disposal of pending ATNs on Audit Paras of C&AG Reports presented to Parliament before 31.3.2011.
   iv. Early disposal of pending ATRs on PAC Reports presented to Parliament before 31.3.2011
17.1 SECOND ADMINISTRATIVE REFORMS COMMISSION (ARC):

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 (26.5.2009)
(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 Finance Minister on 21.08.2009. CGAR under the Chairmanship of Cabinet Secretary has finished examination of all the 15 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 yet to be considered by the GoM.

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 were 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 were 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 were not accepted and 21 recommendations have been 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. The Ministry of Home Affairs (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 have been accepted, 24 recommendations were 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 were 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 were 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 pro-active, 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 were 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 From the year 2006, Government of India 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 the date for celebrating the Civil Services Day, 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 Sixth Civil Services Day on 21st April, 2011, the Prime Minister presented the Awards for Excellence in Public Administration for the year 2009-10 to five initiatives in three categories viz., individual, group and organization. A book on administrative reforms initiatives ‘People First’ compiled by the Department was also released on the occasion. Panel discussion on subjects like Transparency & Ethics in Governance, Improvement of Public Service Delivery, Challenges of Infrastructure Development’ were organized, in which prominent members of the society also participated and shared their opinions.

Inaugural Session of Civil Services Day 2011
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. The Award amount is exempt from income tax under section 10(17A)(i) of the Income Tax Act, 1961. 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 would be 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 2009-10 for Prime Minister's Award for Excellence in Public Administration is at Annexure-II.

17.10 Chief Secretaries Conference

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. 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 2nd Annual Chief Secretaries Conference included Transparency and Ethics in Governance, Flagship Programmes – Area of Concern, Key issues in Internal Security, Introduction to RFD initiative, Science & Technology - Follow up of decisions taken at the First Annual Conference of Chief Secretaries. The 3rd Annual Chief Secretaries Conference was held on 3rd and 4th February, 2012.

17.11 Department of Administrative Reforms and Public Grievances is also conducting studies under the Plan Scheme. They are as under :-

STATE OF GOVERNANCE REPORT (SOCR)

17.12 The Department initiated a study for measuring governance at State level to provide a tool which could be used by State Governments to identify areas which need improvement. It was the expectation that assessing the state of governance for identifying parameters would help the policymakers and development practitioners to understand implications of certain decisions.

17.13 Keeping these objectives in mind, the department initiated this project to develop a framework and an appropriate methodology for assessing the 'state of governance' in a State with a focus on the poor. The project recognize the basic linkages between quality of governance, service delivery and poverty reduction.

17.14 The state of governance report methodology was finalized after extensive consultations with a broad spectrum of
people. The draft methodology was presented to a wide range of audience at a national level workshop on March 27, 2009 where representatives from academia, civil society, research bodies, senior officers from Central Line Ministries, State Government representatives (where the pilot was undertaken), Planning commission and multilateral agencies were invited.

17.15 The framework for the State of Governance Report has been approved by MoS (PMO & PP). A draft note for the Committee of Secretaries (CoS) on the subject has been circulated to the concerned Ministries/ Departments and some of the States for seeking their comments.

INTERNAL CONTROL AND RISK MANAGEMENT FRAMEWORK

17.16 A study for developing Internal Control and Risk Management (ICRM) framework to manage risk in Ministries/ Departments and their subordinate offices was initiated, based on the suggestion of C&AG and PMO. The Consultants for the project were M/s Ernst & Young Ltd. (E&Y)

17.17 The objective is to incorporate risk management and internal control procedures in the process of conceptualization and implementation of government schemes in order to remove and effectively manage the bottlenecks/issues faced by relevant ministries and agencies in achieving the goals/purposes for which the schemes are formulated.

17.18 The ICRM framework will ensure the effective realization of the objectives set forth for any scheme. This is done by (i) identifying the potential concerns/risks /impediments for successful implementation of a scheme and (ii) designing and operationalizing adequate measures to address these risks/concerns. The activities defined in the ICRM process are: (i) risk assessment (risk identification as well as risk prioritization), (ii) risk treatment/ mitigation, (iii) risk monitoring (iv) risk assurance and (v) risk re-assessment. As part of the study, M/s Ernst & Young, looked at the best practices of various countries.

17.19 M/s Ernst & Young has submitted its report, which has been accepted by the Department. The consultants in their report have aggregated risk under any scheme under the broad heads/categories i.e. Planning & Implementation, Monitoring and Financial Management.

17.20 A presentation before the C&AG was made on 7.12.2010 in which officials of the Planning Commission, Ministry of Finance and other stakeholders participated. A mock macro driven prototype in Microsoft Excel was presented with the objective of demonstrating the functionalities of the tool to be used for implementation of the framework. The framework developed was considered relevant for building in the concept of risk management in the Government operations for scheme formulation and implementation. The report was uploaded on the website of the Department.

Presentations were also made before the MoS (PMO & PP) on the framework and the mock prototype tool, during which the MoS (PMO & PP) approved the tool. Exercise to develop the tool is now being undertaken.
17.21 A draft note for the Committee of Secretaries (CoS) on the subject has been circulated to the concerned Ministries/Departments for seeking their comments.

STUDY ON SOCIAL ACCOUNTABILITY MECHANISMS

17.22 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.

17.23 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.

17.24 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 ongoing 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

17.25 A one day workshop was held with stakeholders at National Institute of Rural Development (NIRD) on 6th May, 2011 to discuss threadbare the contours of the main issues covered in the report. Views expressed by participants included points like:-
(a) Government should actively support pro Social Accountability measures.

(b) Social audit and tracking of outcomes should, as far as possible, be done through independent and reputed civil society organizations.

(c) 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.

(d) There should be a focused and convergent approach in Information Education and Communication (IEC) through involvement of Govt. and Non-Govt. Organizations (NGOs) for raising awareness and capacity building of community.

(e) Concurrent monitoring and evaluation of the Social Sector Schemes, should be done.

(f) Social Accountability tools should also be applicable in the Public Private Partnership (PPP) projects.

(g) 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 Govts. should be done.

17.26 A note has been 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.

ORIENTATION TRAINING PROGRAMME FOR ASSISTANTS, SECTION OFFICERS AND UNDER SECRETARIES

17.27 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-DOP&T, 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 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
17.28 The 3rd Phase of the programme is being continued in the FY 2011-12. It involves the following Ministries / Departments:

- Ministry of Corporate Affairs
- Ministry of Home Affairs
- Ministry of Tourism
- Department of Revenue
- Ministry of Road Transport and Highways
- Ministry of Shipping
- Ministry of Science and Technology
- Department of Financial Services
- Department of Consumer Affairs
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 all the State Governments / UT Administrations. The QMS Sevottam framework has been 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.

From its simple beginnings through issue of Policy Guidelines on Public Grievances, the scope of Public Grievances today envisages introduction of the concept of Quality Management in Public Service Delivery and to giving statutory form to Grievance Redress Mechanism. Thus, over the years the functions and responsibilities of Public Grievances Division have increased in complexity and significance, particularly after the Right to Information Act 2005 has come into effect and other citizen centric initiatives introduced by Government of India. As in 2011-12, the Division is also formulating the Citizens’ Right to Grievance Redress Bill, 2011.

18.2 As in 2011-12, the PG Division is fulfilling its responsibilities through the following significant activities:

a) Application of ICT for technological upgradation of its Online Centralized Public Grievance Redressal And Monitoring System (CPGRAMS) version 4.0. in all the 82 Ministries / Departments of Government of India and organizations under them.

b) Extending CPGRAMS with local language interface, in State Governments / UTs

c) Publishing an annual full page advertisement on updated contact details of Directors of Public Grievances in Government of India, as part of Citizen Centric Initiative.
After the advertisement, the updated list of contact details, is available on CPGRAMS portal throughout the year.

d) Disseminating of QMS Sevottam framework through annual advertisement and through Workshops for bringing continuous improvements in public service delivery by Government of India Ministries/Departments/Organizations and State Governments / Union Territory Administrations.

e) Implementing 12-month pilot projects of QMS Sevottam in Ministries/Departments and in State Governments / UT Administrations.

f) Creation/implementation of Citizen’s Charters in Government of India and State Governments/UTs, through five different initiatives, of which the Charter is a part.

g) Citizens’ Right to Grievance Redress Bill, 2011 – as part of Citizen Centric Initiative.

18.3.2 CPGRAMS version 4.0: Centralized Public Grievance Redressal and Monitoring System (CPGRAMS) inaugurated on 27th September, 2010, has the additional facility of obtaining feedback on citizen satisfaction with the grievance redress. CPGRAMS is an online internet based facility for citizens to lodge their grievances from any part of the country or the world. It is accessible at http://pgportal.gov.in and also through www.darpg.nic.in . It is a tool for effective monitoring of redress of grievance received through the Grievance Redressal Mechanism, established in Government of India. The system networks all the 82 Central Ministries/Departments/Organizations and over 6000 Responsibility Centres under them. Through the CPGRAMS, the citizens can lodge complaints online and immediately get a unique registration number for further reference. The number is useful for checking the progress on redress of their grievance and for sending reminders. Citizens have a choice to lodge the grievance directly with the Ministry/Department concerned or to send it to DARPG. The grievances received in PG Division are forwarded online to the Ministry/Department concerned for redressal. Reports can also be generated through the System for analyzing grievance prone areas for taking remedial action for preventing similar grievances from arising in future. The details of grievances received and disposed through CPGRAMS during the last three years as on 7.12. 2011 are as under:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Receipt</th>
<th>Total Disposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>1,60,534</td>
<td>1,38,986</td>
</tr>
<tr>
<td>2010</td>
<td>1,39,201</td>
<td>1,18,011</td>
</tr>
<tr>
<td>2009</td>
<td>1,07,935</td>
<td>53,243</td>
</tr>
</tbody>
</table>
The number of field offices / organizations linked to CPGRAMS has increased from about 1500 in 2010-11 to over 6000 in 2011-12.

18.3.3 Grievances received by post or by hand: For sending grievances by post or giving them by hand, no format is prescribed. A citizen may send the grievance on a Post card / Inland letter or any sheet of paper. All grievances received by post / by hand are also lodged on to the CPGRAMS by PG Division on behalf of the citizens. Acknowledgements are generated on CPGRAMS and issued by post, and final redress response obtained through CPGRAMS, is also sent by post in all such cases.

18.3.4 Monthly Monitoring of Pending Grievances and Training on version 4.0 of CPGRAMS: Monthly Review meetings on pendency of Grievances on CPGRAMS is being held. From April 2011 to 5th December 2011, 123 officers from 87 ministries / departments attended the Review meetings. For strengthening of the Grievance Redressal Mechanism training is conducted by PG Division on version 4.0 of CPGRAMS. (i) From January 2011 to 5th December 2011, 203 officials from 62 Ministries / Departments / Organizations in Government of India were trained in CPGRAMS version 4.0.

18.3.5 CPGRAMS in States: The system has been customized with local language interface and inaugurated in the Government of Haryana and Government of Orissa in 2010, and in Government of Rajasthan in May 2011.

18.3.6 Information Dissemination: Publishing full page advertisements in news dailies in different languages from across the country on - (i) contact details of Directors of Public Grievances in Government of India and (ii) the Quality Management System called Sevottam for bringing improvements in Public Service Delivery on a continuous basis. (2) Creation of Sevottam Compliant Citizen’s / Client’s Charter for DARPG. The Contact details of Directors of Public Grievances was published in 38 news dailies on 2nd March 2011. It has been published in 66 news dailies on 1st and 2nd October 2011 for the FY 2011-12. (ii) The first advertisement on Sevottam was published in news dailies on 31.3.2011 in 20 news dailies from select major cities. During 2011-12, it was published in December 2011 in 78 news dailies in English, Hindi and 13 other languages, for wider dissemination. In addition, (a) The Sevottam Compliant Citizen’s / Client’s Charter of DARPG, was created and published in January 2011 and (b) ‘Guidelines for Implementing Sevottam, September 2011’, were formulated and disseminated to the 450 participants, in the four Workshops on Capability Building in Sevottam organized in 2011-12. These Guidelines can also be accessed at www.darpg.gov.in under Sevottam

18.4.1 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 Redressal Mechanism that gets activated if the service delivery is not as per standards in the charter and (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. Pilot Projects on Sevottam in 10 Central Ministries / Departments that were concluded in June 2010, have resulted in the Certifications under Indian Standard 15700 :2005 for the following units:

1. New Delhi, General Post Office in 2008
2. Central Board of Direct Taxes, New Delhi in 2008
3. Central Excise Directorate I Delhi, under CBEC in 2010
4. Service Tax, Delhi in 2010
5. Excise and Custom, Delhi Air Port in 2010
6. Aay Kar Seva Kendra, Pune in 2010
7. Central Excise, Hyderabad III in 2011
8. Aay Kar Seva Kendra Kochi in 2011

18.4.2 Sevottam in Government of India and in States/UTs : For starting the next phase of QMS Sevottam pilots in Central Ministries/Departments/Organizations and in State Governments/UT Administrations in 2011-12, Secretaries of all Ministries/Departments in Government of India, and Chief Secretaries of all State Governments/UT Administrations, were requested to confirm their willingness for implementation of the Sevottam pilot project beginning 2011-12 and to identify the pilot units for the same. Response has been received from 16 Ministries/Departments for 18 pilot units and from four State Governments/UTs for pilots in 5 sectors. Action for starting these pilots in 2011-12, is in progress.

18.4.3 The Second Administrative Reforms Commission has studied the Sevottam framework. In its 12th Report entitled ‘ Citizen Centric Administration – The Heart of Governance’ it formulated a simplified form of Sevottam called ‘Seven Step Model’ and recommended that it be made mandatory for all Central Ministries / Departments. It also recommended that the Seven Step Model be suggested to all State Governments/UT Administrations for adoption. Both these recommendations have been accepted for implementation by Government of India and have been communicated to all Central Ministries/Departments as well as to all Chief Secretaries of State Governments/Union Territory Administrators. The 12th Report of the 2nd ARC can be accessed at www.darpg.nic.in.

18.4.4 Workshops on Sevottam: For disseminating information on implementation of QMS Sevottam to all Ministries/Departments in Government of India, a series of 4 workshops of two days each, in 2010-11 and 4 workshops in 2011-12, has been organized by the Division. In the 2010-11 workshops, only the first two modules of the framework on Citizen’s/Client’s Charters and Grievance Redress System, were covered. In continuation thereof, and to complete the third module of ‘Capability
Public Grievances

Building' of the framework, two 'Workshops on Capability Building for Sevottam' were organized for all the 82 Ministries / Departments on 21-22 September 2011 and 18-19 October 2011. Cabinet Secretary inaugurated the 2nd Workshop and about 135 senior officers of the level of Joint Secretary / Directors participated in these workshops. With these two workshops the dissemination of all the three modules of QMS Sevottam has been completed in all the Ministries/Departments of Government of India. A Helpdesk for Sevottam that had been created at sevottam@nic.in in 2010, continued to function in 2011 also.

In addition to the 2 workshops for Government of India held on 21-22 September 2011, and 18-19 October, 2011, the first, two-day Workshops on Capability Building for States / Union Territories were also organized on 24-25 November 2011 and 29-30 November 2011, in Vigyan Bhavan Annexe. In all, 140 officers of the level of Principal Secretaries / Secretaries participated. These 2 Workshops were organized for Capability Building for public service delivery with Gram Panchayat as its hub, focusing on ICDS, PDS, PHC, Primary Education, Panchayat Services and Rural Development sectors. Outputs from the workshop included six process - maps and creation of viable service standards for Panchayat level
service delivery units, and corresponding services at the State /UT level organizations, to be included in the respective Citizen’s Charters. In both the workshops, MOS (PP) delivered the Valedictory Speech and gave away trophies and certificates on 25th and 30th November 2011. The Workshops of 2011-12 also showcased excellence in public service delivery through presentations on - (i) PDS in Chhattisgarh, (ii) Activity Based Learning in Tamil Nadu (iii) Primary Health Centres in Gujarat, (iv) ICDS in Karnataka, (v) Citizens Charter of Gram Panchayat with particular reference to Kerala, (vi) MCA 21 in Ministry of Corporate Affairs, (vi) Sevottam Journey in India Post, (vii) Accountability in Primary Education, (viii) Sevottam in CBDT and (ix) Sevottam in CBEC.

18.5 Citizen’s/Client’s Charters: As in December 2010, Citizen’s/Client’s Charters are being implemented by the Division through five initiatives as follows:-

18.5.1 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. In addition, 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.

18.5.2 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 into action.

18.5.3. The Fourth initiative involving Citizen’s/Client’s Charters are the four Quality Management System pilot projects on Sevottam undertaken from 2007-08 to 2010-11, in four States under the Capacity Building for Poverty Reduction (CBPR). These are in one sector each, in Himachal Pradesh, Karnataka, Madhya Pradesh, Odisha. (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 drafted with service standard for the Public Health and Family Welfare (PHFW) Department.

(d) In Odisha: The Government of Odisha has selected the Food, Supplies and Consumer Welfare (FS&CW) Department and its vertical chain of service delivery in Balipatna Block of Khurda District and simultaneous capacity building of ‘Madhusudan Institute of Cooperative Management’. All these four State pilot projects have been completed in January 2011.

18.5.4 The fifth 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 the 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.

18.6 Citizens’ Right to Grievance Redress Bill, 2011: As per decision of the Government, the Draft Citizens Right to Grievance Redress Bill 2011, has been drafted by the Division. After approval of the competent authority, it was placed on DARPG website from 2.11.2011 to 23.11.2011, for obtaining comments from citizens. A very large number of comments have been received from the public. All Ministries / Departments of Government of India and Chief Ministers of all States were requested to furnish their comments by 7th December 2011. These would be processed before finalization of the draft Bill.
Modernization of Government Offices

19.1 The Plan Scheme on Modernization of Government Offices was launched in the year 1987-88 with the objective of improving the work environment through functional layouts, creation of open offices, reduction of paper work by using modern aids, cost effective and space effective records management. It was envisaged to become a tool to increase efficiency and productivity of the workforce with better public service delivery and public satisfaction as the ultimate aim. The scheme lays thrust on comprehensive and integrated planning, modern work stations, uniformity in the physical parameters and maintenance of the modernized units.

19.2 The proposals received under the scheme are examined by a Screening Committee, which is chaired by the Additional Secretary (AR&PG) and has members drawn from the Planning Commission, National Informatics Centre, and Integrated Finance Division of the Ministry of Personnel, Public Grievances & Pensions and Ministry of Urban Development.

19.3 The Scheme has been very popular and has been able to achieve its objectives to an appreciable extent. Till date, an amount of Rs. 58.81 crores has been sanctioned to various Ministries/Departments in respect of 425 proposals. The Scheme has an inbuilt mechanism, which ensures active involvement of beneficiary Ministries/Departments, because they have to contribute 25% cost of the project from their own resources, whereas the remaining 75% is released by the Department of AR&PG under this Scheme. The Scheme is intended to provide a catalytic effect to the process of modernization as a part of overall process of administrative reforms and supplements the efforts of Ministries/Departments themselves with regard to modernization.

19.4 The requirement of funds is increasing every year, as more and more Ministries/Departments are becoming aware of the Scheme and the benefits derived from it. This Department constantly monitors the effectiveness of the scheme through feedback received from the user Ministries/Departments.

19.5 The Department keeps track of the implementation of the scheme, wherein the user Ministries/Departments are required to submit Utilization Certificate. This Department has been able to receive utilization certificates of all the funds released under the scheme up to 31.3.2011. It had also carried out several on-the-spot study of the modernized units. In the year 2002, an impact assessment study was done through an independent agency, namely M/s JPS Associates. They conducted a comprehensive study of various Ministries/Departments and
concluded that the modernization exercise was definitely a step forward. In addition to the stated objectives of modernization, the agency listed the following intangible benefits: improved morale, feeling of pride in the workplace, improvement in efficiency in order to keep up with the image of a modern office, improved feeling of belongingness, better team work. In the year 2008 another evaluation study was done for its continuance from X Plan to XI Plan by an outside Consultant viz. M/s. Wipro Ltd. This study recommended continuance of the Scheme in the XI Plan also and suggested that the Department needs to take up more comprehensive proposals and allocate more funds under the scheme. The recommendations of the Consultants for continuation of the scheme have been appraised by Expenditure Finance Committee (EFC) and approved by the Union Finance Minister.

Central Secretariat Manual of Office Procedure (CSMOP)

19.6 The Department of Administrative Reforms and Public Grievances as a nodal agency is entrusted with the responsibility of prescribing procedures for Secretariat work through the Central Secretariat Manual of Office Procedure (CSMOP). The overall aim of the CSMOP is to increase productivity in work and to provide for a responsive administration without altering their basic logic which would reflect the changing working environment through the corresponding evolution of the processes and procedures/guidelines. In the light of changes ushered in by developments taking place in the working environment, like role of Information Technology, Right to Information Act etc., and the recommendations given by Administrative Reforms Commission, a 13th revised Edition of the CSMOP has been published.

E-Manual

19.7 The Department of Administrative Reforms & Public Grievances under the e-Office Mission Mode Project has finalized a Central Secretariat Manual of e-office Procedure to be adopted by the various Government of India offices in the e-office environment in a uniform manner.

Record Retention Schedule

19.8 The last Record Retention Schedule in respect of the functions common to all the Departments was brought out in the year 2004. Keeping in view the recommendations of the 2nd ARC, strides in Information Technology and enactment of the Right to Information Act-2005, the Department proposes to revise the Record Retention Schedule. This Department had written to the all the Ministries/ Departments of the Government of India to give suggestion for revision in the Record Retention Schedule. A number of suggestions have been received and the same are under examination. As per the five year strategic plan of the Department of Administrative Reform & Public Grievances, the Record Retention Schedule is slated to be finalized during 2012-13.
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 14th National Conference on e-Governance was held on February 10-11, 2011 in Aurangabad, Maharashtra 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 Maharashtra. The theme of the Conference was “Rural e-Service Delivery” and it was attended by senior Government officers and intellectuals from industry, academia and civil society. The Conference provided a platform for discussion, exchange views and experiences relating to various e-governance initiatives. National Awards for e-Governance were presented during the inauguration of this Conference.
20.3 Every year, the Department of Administrative Reforms and Public Grievances recognizes and promotes excellence in e-Governance by awarding Government organizations/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 2010-11: Agriculture)

20.4. 15th National Conference on e-Governance was organized in Bhubneshwar, Odisha during 8-9th February, 2012. The theme of the conference was towards effective e-Service delivery. The Focus sector for 2011-12 is Local Government.

20.5 e-Office is one of the Mission Mode Projects (MMP), under the National e-Governance Plan (NeGP). The NeGP has been approved by the Cabinet for implementation during the 11th Five Year Plan. 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. DAR&PG is the nodal agency for implementing the project. "e-Office" or any less-paper initiative 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.
20.6 The project was initially 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 through NIC.

20.7 DAR&PG has adopted a phased plan for e-Office implementation across the Ministries/Departments of GOI. As per the Strategic Plan of DAR&PG, 29 Ministries/Departments are proposed to be covered for e-Office implementation by Financial Year 2015-16. To start with, it sets a target in its RFD to implement the project in 5 Ministries/Departments in Financial year 2011-12. In this process, DAR&PG has taken up 12 Ministries/Department on the basis of their willingness for e-Office implementation in Financial Year 2011-12.

20.8 An orientation Workshop was organized on 15th June, 2011 to create awareness among the Officers of the Ministries/Departments, that have given consent for implementation of e-Office during F.Y. 2011-12. Second Workshop was held on 2nd December, 2011 to take forward this initiative. A handbook on ‘The eOffice Framework: A way Forward for the Government’ was also released by Hon’ble Minister during the occasion. e-office initiative has also been chosen by the Department as an initiative for good governance and reported to the Cabinet Secretariat along with Department’s another initiative i.e. ‘Sevottam’.

20.9 Further, DAR&PG has also formulated and circulated Change Management and Business Process Re-engineering Frameworks to all Central
Government Ministries/Departments. DAR&PG is in the process of finalization of Government Process Architecting Framework.

20.10 Central Secretariat Manual on e-Office Procedure (e-Manual) has also been finalized by the Department and is being circulated soon.

20.11 Objective of e-Office:

(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.

Improved Transparency

(v) Physical file would be converted to suitably redesigned e-files;

Easy tracking of the status and location of a file at any given point of time will curb delays and facilitate exception reporting; and
(vi) The project would facilitate publication of information through appropriate websites.

Better accountability through monitoring of work and performance management

(vii) Online availability of dashboards; alerts etc, so that the work done at various levels can be monitored and assessed regularly; and

Confidentiality and security

(viii) 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;

(ix) Proper access control would be implemented;

(x) Highly secure technology would be deployed; and

(xi) Security audit will be mandated.

Modern Office Environment

(xii) Facelift of traditional offices will be taken up alongside

(xiii) Less paper office

(xiv) Improved capacity and legal enablement of electronic office Capacity of staff to be built to operate in the e-Office environment; and

(xv) Office procedures and other related guidelines will be modified in conjunction with the implementation of e-Office

20.12 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.

Training Plan under NeGP (F.Y. 2012-17)

20.13 DAR&PG is in the process of finalization of training plan under NeGP for Central Government officials at different levels.

20.14 The purpose of the document is to highlight the need for 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, Malaysia, 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.

The purpose of the international cooperation component is to enable 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

At present, there are five countries, with whom MOUs have been signed: China, Malaysia (bilateral) South Africa (bilateral as well as trilateral; i.e. IBSA) Brazil (under IBSA) and Singapore (bilateral). 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:

21.2 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 analyses of specialists of public administration from all regions of the world.

Cooperation with Commonwealth Association for Public Administration and Management (CAPAM), Ottawa, Canada:

21.3 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 a Vice President of CAPAM Board of Directors for the term 2010-2012.

CAPAM International Innovations Awards Programme:

21.4 Since 1998, CAPAM has been announcing its Biennial International Innovations Awards Programme. The purpose of the Awards Programme is to promote the interaction of new initiatives in government reform throughout the Commonwealth. Through this programme, CAPAM endeavors to promote new initiatives in government reform; to expose countries to varying perspectives on models of change and reform; to promote quality service to public and to further strengthen communications and exchange among different member countries. This provides an opportunity to exchange experience on new developments and innovations in management in governments of Commonwealth countries.

India has been participating in the CAPAM Award Programme since beginning and has won gold medals in 1998, 2000, 2002, 2004 and 2010 and silver medals in the year 2002, 2004 and 2006.

The 2010 CAPAM Awards Programme was held in Malta in conjunction with CAPAM Biennial Conference, on 14-15
October, 2010. The following three projects from India were selected among the twelve finalists, received by CAPAM from various Commonwealth countries.


(b) Web Based Project Management System, Karnataka State Police Housing Corporation Ltd. (Government of Karnataka) (Category: Innovation in Public Service Management and Accountability).


A Gold Medal was awarded to the Project- Mission Convergence, Government of National Capital Territory of Delhi that best encapsulated and demonstrated excellence under the overall awards theme viz: “Cultivating Innovation for Public Service of the Future.” and it also got an award in the category - Innovation in Government Service and Programme.

An Award was given to the Project- Systemic Innovation for Community Engagement for Drinking Water Delivery and Water Safety in Rural Areas of Gujarat (Government of Gujarat). under the category: Innovation in Citizen Engagement and Dialogue.

CAPAM Leadership Development Programme

21.5 The Commonwealth Association for Public Administration and Management (CAPAM) Leadership Development Programme was organized by the Department of Administrative Reforms and Public Grievances (DARPG) at Indian Institute of Public Administration on July 6-8, 2011.

2. The programme was structured to highlight recent trends in the leadership studies, and covered the following:

i. Public Service Leadership Context

ii. An Appreciative Enquiry into Leadership

iii. Leadership: An Art of Possibility

iv. Leadership in Action

v. The Language of Leadership

vi. Leading through Discovery

vii. Leadership Skills

viii. Strategic Leadership

ix. Commitment based Leadership Model

x. The Challenge of Difficult Decisions

3. The Key Note Address was delivered by Shri Ramesh C. Misra, Secretary (DARPG). “Good leadership required valued human qualities, beyond conventional notions of authority”, he said.

4. The three-day programme was attended by 30 senior Government officers from various Ministries/Departments of
central government/State governments. It was intended to enhance the leadership competencies of the participants in the competitive world of today and based on experiential learning methodologies, aiming at the development of self awareness, emotional intelligence and strategic intent in decisions, and providing the participants with learning experiences.

India-Brazil-South Africa (IBSA) Forum:

21.6 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 by the three countries. The Working Group from India 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.
The 3rd IBSA Seminar entitled “South-South Practices in Management and Leadership Capacity Building and Public Service Delivery” was held at PALAMA, Pretoria, South Africa from 8-10 September, 2010.

In the 7th Meeting of the Working Group which was held in New Delhi on 5-6 March, 2011, Shri R.C. Misra, Secretary, Department of Administrative Reforms & Public Grievances, the Leader of the Indian side and the current Chairperson of the IBSA Working Group on Public Administration urged the IBSA partners to build upon and concretize their previous commitments and efforts by translating them into deliverables to be executed within a time frame and called deeper in the field of public administration.

The Working Group deliberated upon and decided a way forward in terms of an Action Plan which was adopted by the three sides for implementing the IBSA MoU on identified areas of interest – (i) IBSA Virtual Centre on Public Administration, (ii) Integrated Monitoring and Evaluation, (iii) E-Governance, (iv) Citizen Oriented Service delivery, (v) IBSA Framework on Public Administration, (vi) Human Resources Development and (vii) Anti Corruption, Transparency & Accountability.

India- Brazil-South Africa Web Portal on Public Administration

21.7 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 – Malaysia Cooperation in the field of Public Administration and Governance


To facilitate implementation of the MoU across various spheres of interest identified for exchange and cooperation, a Joint Working Group on Civil Service (JWGCS), which is an inter-governmental machinery of India and Malaysia, has been constituted. The JWGCS consists of
members of both the countries as nominated by the concerned parties, with Secretary Department of AR & PG, Ministry of Personnel, Public Grievances and Pensions, Government of India as the Leader of the Indian side and the Director General, Public Service Department, as the Leader of the Malaysian side.

Cooperation with the Malaysian side is focused in the following identified areas:

i. Human Resources Development
ii. Employer-Employee Relations
iii. Salary and Allowances of Civil Servants
iv. Public Pension System
v. Employee Welfare
vi. Alternative Systems of Public Service Delivery
vii. Rightsizing Government
viii. Clients/Citizens Charter Initiatives
ix. TQM and ISO Certification in Government
x. Training: Management and IT;
xi. E-Government
xii. Civil Service matters for Management level
xiii. Anti-Corruption Strategy
xiv. VRS
xv. Public Grievance Redress Mechanism (PGRM)

Sharing of experiences and benchmarking of best practice are the key strategy of collaboration in the areas listed above.

The third Meeting of the India-Malaysia Joint Working Group was held on 6-7 January, 2004 in New Delhi. The JWGCS reviewed the progress made by the Task Forces from both sides in implementing the various projects listed under the Work-plan and expressed their satisfaction over the progress made.

The work-Plan for the year 2003 and 2004 adopted by India and Malaysia in pursuance of the MoU entered has led to a very useful exchange of information including learning and sharing of best practices, and exchange of experts from both sides.

Both sides would be further engaged in exploring new areas of cooperation for further enhancement of bilateral working relationship and developing a programme of cooperation in the form of a Work-Plan.

India-China co-operation in the field of Civil Services, Personnel Management and Public Administration.

21.9 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.
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

Necessary measures are being taken to implement the MoU.

India-Singapore Cooperation in the field of Personnel Management and Public Administration

21.10 As a part of its international collaborative efforts, the Department of Administrative Reforms & Public Grievances explored the possibility of sharing and exchanging administrative experiences with Singapore, particularly in the area of Public Administration and delivery of services, so as to improve upon the current system of governance and instill a greater sense of responsiveness, accountability, transparency, and achieving public service excellence in the context of public service delivery, good governance, public service reform, and capacity building and skills up-gradation.

Given the fact that high among the priorities of the two countries are public service reforms and good governance, a Memorandum of Understanding (MoU) between the two countries on cooperation in the field of Personnel Management and Public Administration was signed by both the sides on 18.11.11.

Meeting of the Cabinet Secretaries of SAARC Member States

21.11 The meeting of the SAARC Cabinet Secretaries was held in New Delhi on November 13-14, 2009 to discuss issues of common concern such as administrative reforms, rural development, performance management and e-governance. The meeting was attended by all the Cabinet Secretaries and other representatives of the Member States.

The initiative of Government of India in holding this first ever meeting of Cabinet Secretaries of SAARC Member States was welcomed. It was noted that SAARC is now focussing on implementation, having commendably completed the norm setting processes in the first two decades of its existence. Cabinet Secretaries agreed that there is a need to prioritize SAARC related
work in the line Ministries of SAARC. The meeting discussed innovations being made in administrative reforms by these countries. These discussions included reference to specific schemes to ensure objective of empowering citizens and ensuring inclusive growth through effective and people-friendly administration.

Member States also discussed rural development programmes in their own countries and the impact made by them. In their presentation, the Cabinet Secretaries put forward a detailed account of the policy experiences in their respective countries, including success stories, in the field of Rural Development.

The Meeting noted that development of rural areas in South Asia is an enormous developmental challenge, and as such comprehensive efforts of all stakeholders, including strong community participation, are critical to the success of poverty alleviation efforts and development of rural areas. The Meeting appreciated that although the challenges faced by the region are common, there may be specific variations depending on the socio-cultural milieu in a country.

The Meeting noted the importance of the Performance Management and Evaluation systems which are essential for improving delivery of services and development. They link departmental and individual objectives to various actions (policies, programmes, projects and schemes) and enable an objective assessment of progress in achieving these objectives through fair and balanced evaluation of the performance of various institutional and individual stakeholders.

The Meeting underlined the importance of use of Information Technology in administration of public services, and implementation and dissemination of development programmes, including through e-governance which is assuming an ever-increasing importance in developing countries including in South Asia. It noted that individual SAARC Countries have developed specific practices in Information Technology that optimize the use of human, technical and financial resources in addressing their respective national development priorities.

Recommendations, pertaining to various Ministries and Departments, made in the 1st meeting of the SAARC Cabinet Secretaries, are under implementation, and a few have been implemented.

Exchange and Cooperation with other countries:

21.12 Department of Administrative Reforms and Public Grievances, Ministry of Personnel, PG and Pensions, was also engaged with the visiting delegations from Canada, Afghanistan, Bhutan and Indonesia. The interactions with these countries focused on the areas of Civil Service, Personnel Management and Public Administration, including Reforms Initiatives, Capacity Building and Skills upgradation, Empowering Civil Service, E-Governance, empowering citizen by Right to Information and strengthening vigilance for combating corruption.
Chapter - 22

DOCUMENTATION AND DISSEMINATION DIVISION (D&D)

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.

22.3 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 48 good governance initiatives of 18 different States/UTs. In the fiscal year 2011-12, the Department has sanctioned financial assistance of 3 lakh each for professional documentation of the following seven initiatives of State Governments:

a) Minor Irrigation Programme, Maharashtra
b) Ideal water supply at Renawadi village with active public participation, Maharashtra
c) Cervical Cancer Screening Programme, Tamil Nadu
d) Cardio Vascular Diseases Prevention & Treatment Programme, Tamil Nadu
e) Health Management Information System, Tamil Nadu
f) Tribal Health Initiatives, Tamil Nadu
g) Success Story of Malkapur 24X7 Water Supply System, Maharashtra
Series of Presentations on Best Practices: In order to facilitate replication of these success stories in other less endowed states, a novel initiative was taken by the Cabinet Secretary in January 2005 with the introduction of this 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 12th August, 2011 on (i) Education & Training Centre of Navi Mumbai Municipal Corporation, Government of Maharashtra (ii) Sickle Cell Anaemia Control Programme of Government of Gujarat and (iii) Financial Inclusion by Punjab National Bank.

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 painstakingly 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 “Excellence in 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 organized Conference for North and North-Eastern States/UTs at Patna on 15-16th September, 2011.

The main objective of the Conference was to generate awareness amongst the participants about the recent reforms for promotion of good governance. Seniors officers of Government of India responsible for implementing good governance, officers from States Governments and experts in the area of governance and administration were 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 and People First.

(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. Thirty eight such documentary films are already produced and five 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 190 well documented best practices and 375 cases studies, working papers, toolkits, policy briefings, etc.

(vii) Conference of Secretaries (AR) of all States/UT’s :- 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 first and second conferences were held on 21 August 2009 and 24th September, 2010 at Vigyan Bhawan, New Delhi and the third was held on 2nd September, 2011 at the same venue. The Conference was inaugurated by Hon’ble MoS (PP).

(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. In 2011-12, two special issues based on the themes, ‘Ethics in Governance’ and ‘Accountability in Governance’ were released.

(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.

(x) Documentation of proceedings of workshops, seminars, conferences on requisition is also organised by various division of the Department.
ORGANISATIONAL CHART OF DEPARTMENT OF ADMINISTRATIVE REFORMS AND PUBLIC GRIEVANCES as on 15.12.2011

Prime Minister

MOS

Secretary (AR&PG and P&PW)

Joint Secretary

Joint Secretary (ARC)

Dir (O&M)

Dir (IE&C)

Dy. Secy (A&C)

DS (e-Gov)

DS (D&D)

Dir (PG)

Dir (ARC)

Dir (AR)

US (O&M)

US (IE&C)

US (Gen Adm)

US (Admin)

US (Cash & Estt)

US-I

US-II

US-III

S.O.

US (AR II)

US (AR III)

US (O&M)

S.O.

S.O.

S.O.

Asstt. Lib.

Sec. Officer

Dy. Dir
List of Awardees of the Prime Minister's Awards for Excellence in Public Administration 2009-10.

I. Award Category – Individual
   1. Shri Pratyaya Amrit, IAS

Initiative: Bridging the Gap - The Turn around of Bihar Rajya Pul Nirman Nigam – A Success Story

II. Award Category – Group

   Team Members
   1. Shri Rajendra Ganeshlal Holani, Chief Engineer
   2. Shri Sadanad Kashinath Bhopale, Sect. Engineer
   3. Shri Sunil Yashwant Basugade, Sect. Engineer
   4. Shri Uttam Pandurang Bagade, Sect. Engineer

Initiative: Success Story of Malkapur 24x7 Water Supply Scheme

III. Award Category – Group

   Team Members
   1. Shri Vijay Shantilal Nahata, IAS
   2. Ms. Varsha Vishwajeet Bhagat

Initiative: Education and Training Centre (ETC) - Dreams to Reality

IV. Award Category – Organisation

   1. Commissionerate Health, Medical Services & Medical Education, Gujarat

   Initiative: Sickle Cell Anemia Control Program, Government of Gujarat

V. Award Category – Organisation

   Department of Environment, Science & Technology (DEST), Government of Himachal Pradesh

   Initiative: Sustainable Plastic Waste Management in Himachal Pradesh: From Concept to Policy
Books Published by Department of Administrative Reforms & Public Grievances

<table>
<thead>
<tr>
<th>Year of Publication</th>
<th>Title of the Book</th>
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<tr>
<td>2004</td>
<td>Ideas that have Worked</td>
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<td>2007</td>
<td>Learn from Them</td>
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<td>2008</td>
<td>Splendour in the Grass</td>
<td>3rd Civil Services Day, 2008</td>
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<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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<td>2009</td>
<td>‘In se Seekhe’ (Hindi translation of Learn from Them)</td>
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<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>
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{ to add description about the new book ‘People First’ at the end of Books section of the Annual Report 2010-11 at page No. 198-199 }

People First

This comprehensive collection of nine initiatives showcases innovations in India that received the Prime Minister’s Award for Excellence in Public Administration for the year 2008-09. Documentation has been planned with methodological rigour and has the authenticity of coming straight from the initiators. The book is an excellent source for comprehending the dynamics of innovations and management of change Chapter wise major initiatives
ADMINISTRATIVE REFORMS

The Second Administrative Reforms Commission (ARC) was constituted on 31.08.2005 and it has presented 15 Reports to the Government for consideration. Core Group on Administrative Reforms under the Chairmanship of Cabinet Secretary has finished examination of all the 15 reports. The GoM has so far considered eleven 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 yet to be considered by GoM.

Recent initiatives

1. Holding of GoM on following 2 pending reports of ARC
   - 5th Report on Public Order: Justice for each....Peace for all.

2. Focuses on review & monitoring of implementation of accepted recommendations of 12 Reports (Except 8th Report on Combating Terrorism which is done by Ministry of Home Affairs) of 2nd ARC by Departments/Ministries of GOI.

3. Focuses on facilitation/ dissemination to States/UTs about accepted recommendations of 2nd ARC through

Civil Services Day

The Government of India from the year 2006 onwards 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 Bhawan on 21.04.2006. On the occasion of the sixth Civil Services Day on 21.04.2011, Honourable Prime Minister presented the Awards for Excellence in Public Administration for the year 2009-10 to five initiatives in three categories viz., individual, group and organization.

Recent Initiatives

The next Civil Services day will be held on 21.4.2012.

Prime Minister’s Award for Excellence in Public Administration:

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.

Recent initiatives

For the current year 35 nominations were shortlisted. The field studies for evaluation of the projects are being undertaken. In addition, the expert committee has also decided suo motu to consider the initiative on Conduct of Panchayat elections in Jammu & Kashmir. The awards would be distributed on 21.4.2012.
Chief Secretaries Conference

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 and the second on 4-5 Feb 2011 and both were inaugurated by the Prime Minister.

Recent initiatives

The third Conference was held on 3-4 Feb 2012.

STATE OF GOVERNANCE REPORT (SOGR)

The Department initiated a study for measuring governance at State level to provide a tool which could be used by State Governments to identify areas which need improvement. It was the expectation that assessing the state of governance for identifying parameters would help the policymakers and development practitioners to understand implications of certain decisions.

The State of Governance Report methodology was finalized after extensive consultations with a broad spectrum of people. The draft methodology was presented to a wide range of audience at a national level workshop on 27.03.2009 where representatives from academia, civil society, research bodies, senior officers from Central Line Ministries, State Government representatives (where the pilot was done), Planning Commission and multilateral agencies were invited.

The framework for the State of Governance Report has been approved by MOS (PP).

Recent initiatives

A draft note for the Committee of Secretaries (CoS) on the subject has been circulated to the concerned Ministries/Departments and some of the States for seeking their concurrence.

INTERNAL CONTROL AND RISK MANAGEMENT FRAMEWORK

A study for developing Internal Control and Risk Management (ICRM) framework to manage risk in Ministries/Departments and their subordinate offices was initiated, based on the suggestion of C&AG and PMO.

ICRM framework will ensure the effective realization of the objectives set forth for any scheme. This is done by (i) identifying the potential concerns /risks /impediments for successful implementation of a scheme and (ii) designing and operationalizing adequate measures to address these risks/concerns. The activities defined in the ICRM process are: (i) risk assessment (risk identification as well as risk prioritization), (ii) risk treatment/mitigation, (iii) risk monitoring, (iv) risk assurance and (v) risk re-assessment.

Recent initiatives

The tools are under preparation and it would be shared across Departments/Ministries of Govt. of India. A draft note for the Committee of Secretaries (CoS) on the subject has been circulated to the concerned Ministries/Departments for seeking their concurrence.
STUDY ON SOCIAL ACCOUNTABILITY MECHANISMS

A study was initiated by the Department entitled “Social Accountability Mechanism” 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 Bahadur Shastri National Academy of Administration (LBSNAA) Mussoorie, was entrusted with the assignment of 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.

Recent initiatives

A one day workshop with stakeholders (Departments of Govt. of India and State Governments) was held at NIRD Hyderabad on 6th May 2011 to discuss threadbare the contours of the main issues covered in the report.

A note has been 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.

PUBLIC GRIEVANCES

As per Allocation of Business Rules, the Department is responsible for Policy and Coordination 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 in the Department is responsible for this activity, including Citizen’s Charter, Information Facilitation Counters, and reform measures for progressive improvement in public service delivery with special focus on pro-poor service delivery. For this objective, the Sevottam model for excellence in service delivery through continuous improvements has been developed and is being implemented both in the Centre and States / Union Territories. From its simple beginnings through issue of Policy Guidelines on Public Grievances, the scope of Public Grievances today envisages introduction of the concept of Quality Management in Service Delivery by all Central government agencies. More than a dozen successful pilots have been completed, so far.

Recent initiatives

(a) Upgraded version of Centralized Public Grievance Redress And Monitoring System (CPGRAMS) now links all Central Ministries/Departments and more that 5600 field units. launched on 27.09.2010.

(b) 4 workshops on Sevottam framework from 22nd September, 2011 to 30th November 2011, covering 32 Ministries/Departments of Government of India and six sectors of all States / Union Territories.

(c) Taking up new pilot projects under Sevottam in 2011-12.

Modernization of Government Offices

The Plan Scheme on Modernization of Government Offices was launched in the year 1987-88 with the objective of improving the work environment through
functional layouts, creation of open offices, reduction of paper work by using modern aids, cost effective and space effective records management. It was envisaged to become a tool to increase efficiency and productivity of the workforce with better public service delivery and public satisfaction as the ultimate aim. The scheme lays thrust on comprehensive and integrated planning, modern work stations, uniformity in the physical parameters and maintenance of the modernized units.

The proposals received under the scheme are examined by a Screening Committee, which is chaired by the Additional Secretary (AR&PG) and has members drawn from the Planning Commission, National Informatics Centre, and Integrated Finance Division of the Ministry of Personnel, Public Grievances & Pensions and Ministry of Urban Development.

Recent initiatives

Standardized designs are being prepared for modernization of officers spaces. Till date, an amount of Rs.58.81 crores has been sanctioned to various Ministries/ Departments in respect of 425 proposals.

Central Secretariat Manual of Office Procedure (CSMOP)

The Department of Administrative Reforms and Public Grievances as a nodal agency is entrusted with the responsibility of prescribing procedures for Secretariat work through the Central Secretariat Manual of Office Procedure (CSMOP). The overall aim of the CSMOP is to increase productivity in work and to provide for a responsive administration without altering their basic logic which would reflect the changing working environment through the corresponding evolution of the processes and procedures/guidelines.

Recent initiatives

(a) In the light of changes ushered in by developments taking place in the working environment like role of Information Technology, Right to Information Act etc., and the recommendations given by Administrative Reforms Commission, a revised 13th Edition of the CSMOP has been published.

(b) E-Manual- The Department of Administrative Reforms & Public Grievances under the e-Office Mission Mode Project has finalized a Central Secretariat Manual of e – Office Procedure to be adopted by the various Governments of India offices in the e-office environment in a uniform manner.

(c) Record Retention Schedule- The last record retention schedule in respect of functions common to all Departments was brought out in the year 2004. Keeping into consideration the recommendations of the 2nd ARC, strides in Information Technology and enactment of the Right to Information Act-2005; the Department proposes to revise the Record Retention Schedule. This Department has already written to the all the Ministries/Departments of the Government of India to give suggestion for revision in the Record Retention Schedule. A number of suggestions have been received and are under examination and the revised record retention schedule is slated to be finalized during 2012-13.
National Conference on e-Governance

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.

The 14th National Conference on e-Governance was held on February 10-11, 2011 in Aurangabad under the joint auspices of Department of Administrative Reforms and Public Grievances, Government of India, Department of Information Technology, Govt. of India and Department of Information Technology, Government of Maharashtra. The theme of the Conference was "Rural e-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, enhance views and experiences relating to various e-governance initiatives. National Awards for e-Governance were presented during the inauguration of this Conference.

Recent initiatives

The 15th National Conference on e-Governance was organized on 8-9th February, 2012 at Bhuvneshwar, Odisha.

- The theme of the conference was Towards effective e-Service Delivery.
  The sub themes were:
  - Democratization of Information
  - Social Audit
  - Local Government
  - 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 NeGP as also the e-Office project has been approved by the Cabinet for implementation during the 11th Five Year Plan. 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" or any less-paper initiative, 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

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 year. e-Office Mission Mode Project has also been chosen by the Department as an initiative for good governance and reported to the Cabinet Secretariat.
Chapter – 23

Department of Pension & Pensioners’ Welfare

23.1 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.

23.2 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
iv. GPF (CS) Rules, 1960
v. CPF (India) Rules, 1962

23.3 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 27 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, provide the status on-line through CPENGRAMS, pursuing the cases with local authorities(i.e.State Level). They are also supported to 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, the pension related grievances will be combined with other grievances and therefore receipt from multiple sources will not be there for the Ministries/Departments. This will also facilitate disposal of grievances for all Ministries/Departments who 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 was inaugurated by MOS (PP) on 11.10.2011 at India International Centre.

99 Ministries/Departments /Organisations dealing with the work relating to pensioners’ grievances redressal mechanism attended the ceremony.

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 in their Department/Ministry as forwarded by Department of Pension & Pensioners’ Welfare. Workshop-cum-trainings are also conducted by the Department to acquaint the Ministries/Departments with the features of CPENGRAMS.

The Plan Scheme “Pensioners’ Portal” has been approved by Integrated Finance Division for continuation in the XII Plan period.

23.4 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:

- Enhancement of minimum pension/family pension from Rs.1275/- to Rs.3500/- per month;
- Minimum increase of 40 percent of the pre-revised basic pension of pre-2006 pensioners/family pensioners;
- Grant of additional pension ranging from 20% to 100% to old pensioners/family pensioners of the age of 80 years and above;
- Grant of full pension on completion of 10 years of qualifying service (instead of 33 years of qualifying service);
- Raising of ceiling for gratuity from Rs. 3.5 lakhs to Rs.10 lakhs;
- Continuance of family pension to childless widow on remarriage;
- Period of enhanced family pension in the event of death of a Government servant while in service increased from 7 to 10 years.
- 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.

- Grant of Constant Attendant Allowance to 100 percent disabled pensioners who retired in accordance with the CCS (Extraordinary Pension) Rules.

- 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 of ten years.

- 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.

- 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) A 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 five Years 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. Under the amended Rules, the benefit of Invalid Pension/ Disability Pension and Family Pension/ Extraordinary Family Pension/ Liberalized Pensionary Award relief are not available to the Government servants appointed on or after 1-1-2004. 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.

(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) Revised Orders allowing modified parity to pensioners/family pensioners drawing pension/family pension as on 1.1.2006 under the Central Civil Services (Extraordinary Pension) Rules, on the same analogy as was allowed to the pre-1996 pensioners/family pensioners vide Department of Pension & Pensioners’ Welfare’s OM dated 11.9.2001, have been issued by the Department on 30.09.2010.

(xii) 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.

23.5 Department of Pension & Pensioners Welfare had notified Central Civil Services (Commutation of Pension) Amendment Rules, 2010 vide Gazette Notification No.2806 dated 9.11.2010 regarding the amendments to Central Civil Services (Commutation of Pension) Rules, 1981.
Standing Committee of Voluntary Agencies (SCOVA):

23.6 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. A meeting of SCOVA was held in September, 2011 which was attended by representatives of various Pensioners' Associations and some Ministries/Departments. Many issues concerning pension and other retirement benefits were discussed in the meeting.

Dearness Relief to Pensioners/ Family Pensioners:

23.7 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

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:

23.8 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. The Department also receives a large number of grievances directly from the pensioners/family pensioners and majority of these grievances are forwarded to the concerned administrative Ministries/Departments for redressal through Centralized Pension Grievance Redressal and Monitoring Mechanism (CPENGRAMS)-a software developed by the Department of Pension & Pensioners’ Welfare with the help of NIC - for redressal of grievances.

Results Framework Document 2011-12:

23.9 On the directions of Cabinet Secretariat (Performance Management Division), the Department has formulated a Results Framework Document (RFD) for 2011-12. Action is underway to complete the activities/targets listed therein within the prescribed time period.

23.10 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.

Manpower Status:

23.11 Details regarding sanctioned strength and staff in position in the Department are as under:-

<table>
<thead>
<tr>
<th>Group</th>
<th>Sanctioned</th>
<th>In Position Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td>B</td>
<td>23</td>
<td>21</td>
</tr>
<tr>
<td>C</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>D</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>49</td>
<td>41</td>
</tr>
</tbody>
</table>

Financial Management

23.12 The following are the details of allocations and expenditure incurred by the Department of Pension & Pensioners’ Welfare during the last 3 years:

The audit of accounts for the year 2009-10

<table>
<thead>
<tr>
<th>Details</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Allocation</td>
<td>Expenditure</td>
<td>Allocation</td>
</tr>
<tr>
<td>Non-Plan</td>
<td>29800</td>
<td>25685</td>
<td>28400</td>
</tr>
<tr>
<td>Plan</td>
<td>5000</td>
<td>195</td>
<td>5000</td>
</tr>
</tbody>
</table>

*As on 31.10.2011
RIGHT TO INFORMATION