ANNUAL REPORT
2010-2011

MINISTRY OF PERSONNEL,
PUBLIC GRIEVANCES & PENSIONS
GOVERNMENT OF INDIA
NEW DELHI
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Ministry of Personnel, Public Grievances and Pensions
Department of Personnel & Training

Vision

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

Mission

1. Providing a dynamic framework of personnel policies and procedures for the effective functioning of the government.

2. Developing competence and innovation in government.

3. Building capacity of human resources at all levels of government for efficient delivery of public services.

4. Inculcating and supporting a culture of transparency, accountability and zero tolerance to corruption in public affairs.

5. Institutionalizing a system for a constructive ongoing engagement with the stakeholders.
CHAPTER – 1

INTRODUCTION

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

1.1 The Ministry comprises of three Departments:

(i) Department of Personnel and Training (DoPT);
(ii) Department of Administrative Reforms and Public Grievances; and
(iii) Department of Pension and Pensioners’ Welfare.

Department of Personnel and Training (DoPT) under the charge of Secretary (Personnel) comprises of six wings namely; Establishment Officer, Services and Vigilance, Establishment, Administrative Tribunal and Administration, Training 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 given 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.

Personnel Policies (Chapter-3)

1.2 The Department is responsible for framing rules and regulations governing service conditions of employees including recruitment rules, promotions and seniority, flexible complementing scheme, leave travel concession, deputation and child care leave etc. 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. The Staff Selection Commission recruits 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.

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 Service (CSS), Central Secretariat Stenographers’ Service (CSSS) and Central Secretariat Clerical Service (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 Indian Forest Service (IFS), in consultation with the Ministry of Home Affairs and Ministry of Environment and Forests. This Department is also responsible for cadre review of 58 Central Group ‘A’ Services on a periodic basis.

Major Initiatives taken during the year 2010-11 have been brought out in Chapter-2.
Senior Appointments under the Government of India (Chapter-5)

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

Administrative Vigilance
(Chapter-8)

1.7 The Department is the nodal agency responsible for formulation and implementation of vigilance and anti-corruption policies of the Government. Administrative Vigilance Wing in the Department oversees government programme for maintenance of discipline and eradication of corruption from public service. The 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.

Central Administrative Tribunal
(Chapter-11)

1.11 In order to provide speedy and inexpensive justice delivery system to the employees who feel aggrieved by Government
decisions, the Government set up the Central Administrative Tribunal (CAT) in 1985, which now deals with all cases relating to service matters. The CAT has 17 regular benches, 15 of which operate at the Principal seats of High courts and the remaining two are at Jaipur and Lucknow.

Staff Welfare
(Chapter-12)

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

Right to Information
(Chapter-13)

1.13 The Department has brought out a comprehensive law in order to ensure right to information to the 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. DoPT has prepared its RFD listing out various objectives to be achieved in a given time frame for monitoring and proper evaluation of its performance at the end of the year. As 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
(Chapter-15)

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

Financial Management
(Chapter – 16)

1.16 In order to promote the various programmes administered by this Department, an annual allocation of Rs. 215 crores was made in the annual plan outlay and Rs. 520.41 crores under non-plan allocation for the year 2010-11. 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/TASKS UNDERTAKEN BY THE MINISTRY DURING THE YEAR

2.0 The Ministry continues to take steps to improve the working of Government Machinery. Some of the initiatives that have recently been taken are detailed in this chapter.

PROTECTION OF WHISTLE BLOWER

2.1 To provide protection to the persons who report corruption or wilful misuse of power or discretion, which causes demonstrable loss to the Government or commission of a criminal offence by a public servant, the Government has introduced the Public Interest Disclosure and Protection to Persons making the Disclosure Bill, 2010 in the Lok Sabha on 26th August, 2010.

SETTING UP OF ADDITIONAL SPECIAL COURTS FOR TRIAL OF CASES INVESTIGATED BY CBI:

2.2 Of the 71 additional CBI courts of Special Judges being set up for trial of the corruption cases under the Prevention of Corruption Act, 1988, investigated by the CBI, 54 Courts have been approved, of which 10 are operational.

NEW SCHEME OF CIVIL SERVICES EXAMINATION (CSE)

2.3 The Government has brought in a change in the pattern and syllabus of Civil Services (Preliminary) Examination from Civil Services Examination (CSE) 2011. So far, there was one paper of General Studies which carried 150 marks and a second paper where the candidate had the option to choose from 23 optional papers, carrying 300 marks. Under the revised pattern, there will be two papers, each carrying 200 marks. Henceforth there would be two common papers in Preliminary Examination for all the candidates which would provide a level playing field.

CADRE RESTRUCTURING OF CENTRAL SECRETARIAT SERVICE (CSS):

2.4 On the basis of the report of the Cadre Restructuring Committee for CSS, set-up to address stagnation in some grades of this Service, the Government has decided to divert 160 posts of Deputy Secretaries / Directors from the Central Staffing Scheme to the CSS, with the condition that out of the total posts of 600 at the Deputy Secretary / Director level, not more than 40 shall be operated at the Joint Secretary (in-situ) level, after their empanelment through the Central Staffing Scheme; not more than 220 posts shall be operated at the Director level and the remaining 340 posts shall be at the Deputy Secretary level. To alleviate stagnation at the UDC level, 1467 posts of the UDCs were upgraded to the Assistant Grade of the CSS.

CADRE RESTRUCTURING OF CENTRAL SECRETARIAT STENOGRAPHERS' SERVICE (CSSS)

2.5 In order to ameliorate the stagnation prevailing in various grades of the Service, the cadre review proposal of the CSSS has been approved by the Government which inter-alia provides for Creation of additional 25 posts of Senior Principal Private Secretary (Sr. PPS) and additional 625 posts of Principal Private Secretary (PPS), Up-gradation of 400 posts of Personal Assistant (PA) to Private Secretary
(PS) grade and filling up all resultant vacancies created in various grades of CSSS.

RECRUITMENT RULES FORMULATION AND AMENDMENT MONITORING SYSTEM (RRFAMS)

2.6 A computerised system for processing of proposals for formulation, amendments or relaxation of Recruitment Rules (RR) by means of online submission and online forwarding of observations/views/responses by DoPT to Ministries/Departments has been enabled. A single login has been created for identified Ministries/Departments to enable them forward their respective proposals to DoPT and to manage the subsequent communication thereof online.

Intermediate movement of files between Ministries/Departments and DoPT before approval has been reduced. Once it is finalized, the final version of Recruitment Rules in a file format can be submitted to DoPT for necessary approval. The application can be accessed at http://rrfams.nic.in. A workshop for imparting hands-on knowledge of application to officers of various Ministries/Department, dealing with Recruitment Rules was organized on 20.10.2010. The application has been launched on 31.10.2010 and is now being utilised by several Ministries/Departments.

2.7 INITIATIVES IN TRAINING

1. Under Intensive Training Programme, 67 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.


3. During the year, Training Division sponsored about 1700 short term courses at various State Administrative Training Institutes (ATIs). The subject areas of these courses included Ethics in Administration, Disaster Management, Right to Information, Gender Issues, Decentralized Planning, Financial Management, E-Governance etc.

4. With a view to consolidate the learning generated during the implementation of “Training Initiative” component of the “Capacity Building for Poverty Reduction (CBPR) Programme” launched in February 2005 with the support and assistance from Department for International Development (DFID), UK, a National Documentation Centre at Yashwantrao Chavan Institute of Development Administration (YASHADA) Pune, was established for assimilation of inputs from the partner ATIs and it was developed as a Resource Centre for the training initiative so undertaken. The Training Division has also developed CBPR-Training Initiative Web Portal (www.cbpr.yashada.org), which was officially launched by the Minister of State for Personnel, Public Grievances & Pensions.

5. With the approval of the Competent Authority, the allowances under the Domestic Funding of Foreign Training (DFFT) programme were revised. For short-term programmes, the per diem allowance under the DFFT Scheme would be equal to per diem available to officers while on ‘tour’. Accommodation allowance has also been almost doubled and made equal to the per diem allowances. For long-term programmes, the monthly living allowance has been aligned to 45% of Foreign Allowance (FA) of MEA being given to the Director level officers. A new component of accommodation charges (minimum of US$ 750) has been added and one
time allowances have been upwardly revised. Under the partial funding component, the support has been increased to US$ 35000 for top universities/institutes and US$ 45000 for a two-year programme for top 30 universities.

6. Review of National Training Policy was undertaken by an Expert Committee. Training Division took initiative for embedding distance/e-learning in the overall training framework under the umbrella of revised National Training Policy. The draft new training policy is under consideration of the Government.

7. The plan scheme for modernization of ISTM was substantially upgraded which has considerably enhanced the working conditions of the Institute, upgraded training facilities in all classrooms, and improved the facilities in the hostel block.

8. A new Programme of “Distance & E-Learning Programmes for Government Employees (DELPGE)” has been launched with the objective to increase the availability and flexibility of options to government employees for enhancing their knowledge and skills in order to improve the functioning of Government organizations and the delivery of services to the public.

RTI

2.9 With a view to create an identity for the Right to Information, a logo has been adopted for the RTI on 28th October, 2010. It depicts a symbolic sheet of paper with the desired information on it, and the authority figure behind it who is responsible for providing the information. This represents the two key stakeholders in the process of sharing information under the RTI Act.

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.

Five short –term fellowships have been awarded to journalists/civil society/RTI trainers to conduct research issues related to Right to Information.

The National Law School of India University conducted a 5 day workshop for Information Commissioners to offer them a platform to interact with one another and expose them to the latest facets on RTI.

CHILD CARE LEAVE

2.10 The Department has decided to permit Child Care Leave to women employees with disabled children up to the age of 22 years for a maximum period of 2 years (i.e. 730 days) subject to the other conditions stipulated by the Government in this regard from time to time.
E-SERVICE BOOK

2.11 E-Service Book has been introduced to facilitate electronic maintenance of service books (based on new service book formats prescribed by DoPT).

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

2.12 A Flexible Complementing Scheme (FCS) for Scientists is in position in some of the scientific Ministries/Departments of the Government of India. The Sixth Central Pay Commission (6th CPC) had recommended that the existing scheme of FCS with necessary modifications has to be continued for R&D professionals in all S&T organizations. The Department has issued a modified comprehensive scheme on 10.9.2010, extending the benefits of FCS in such Departments as are involved in creating new scientific knowledge or innovative engineering, technological or medical techniques or which are predominantly involved in professional research and development.

2.13 INITIATIVES BY DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES

Civil Services Day

The Fifth Civil Services Day was celebrated on 21.4.2010. Awards for Excellence in Public Administration for the year 2008-09 in three categories of Individual, Group and Organisation, were presented by the Prime Minister. A book on Administrative Reforms Initiatives was also released on the occasion. Discussion on subjects related to governance were organised in which, prominent members of society also participated.

Chief Secretaries' Conference

The Second Chief Secretaries' Conference was held on 4th and 5th February, 2011 to discuss transparency and ethics in governance, areas of concern in implementation of flagship programmes, key issues in internal security, introduction of RFD initiative and follow up of decisions on Science & Technology taken in first Chief Secretaries Conference.

National Conference on E-Governance

The Department, in collaboration with the Department of Information & Technology, organised the 14th National Conference on e-Governance in February 2011 at Aurangabad to deliberate on the theme “Rural e-Service Delivery-Status and Challenges”. The Department organised the 13th national conference on e-Governance in 2010 at Jaipur.

Under the National e-Governance Plan, several initiatives, as part of Mission Mode Project (MMP), have been initiated. e-Office, as a Mission Mode Project has been launched in three pilot locations, i.e. DARPG, Training Division of DoP&T and e-Governance Division of DIT on 30th September, 2010.

State of Governance Report (SoGR)

In order to assess the state of governance for identifying parameters that would help policy makers and development practitioners to understand implementation of certain decisions, D/o AR&PG has initiated this project. The framework for State of Governance Report (SoGR) has been approved by the Minister of State for Personnel and a draft note for CGAR is under preparation for its adoption and release in public.
International Exchange and Cooperation (IE&C)

International Exchange and Cooperation in D/o AR&PG provides for institutional framework and organises international exchange programmes/projects and activities under Memorandum of Understanding (MoU)/Agreement signed between India and other countries (bilateral and multilateral) and with international institutes on Public Administration, such as International Institute of Administrative Science (IIAS), Belgium and Commonwealth Association for Public Administration and Management (CAPAM), Ottawa.

Modernisation scheme:

The Department of Administrative Reforms & Public Grievances is administering the scheme of Modernisation of Government offices to give an impetus to the overall process of administrative reforms in the Ministries/Departments/Offices of Central Government located in the city of Delhi. The Department finances 75% cost of the project and the balance 25% has to contributed by the beneficiary Ministry/Department. Since its launch in the year 1987-88, the Department has released funds for financing 416 modernization proposals of various Ministries/Departments/Offices.

INITIATIVES BY D/O PENSION & PENSIONERS’ WELFARE

2.14 Pension of pre-2006 and post 2006 pensioners have been revised, consequent upon implementation of the recommendations of the Sixth Central Pay Commission.

OTHERS

RECONSTITUTION OF DEPARTMENTAL COUNCIL

2.15 The First meeting of the reconstituted Departmental Council was organized in two sessions on May 8 and July 31, 2010, in which 83 agenda items were taken up for discussion and 59 items were closed. 9 items were not taken for consideration as they are under the consideration of National Anomaly Committee/National Council. Majority of issues have already been resolved to the complete satisfaction of the Staff Side. Some of the important issues pertained to Training in Basic Management for LDCs and UDCs, Computer Training for all LDCs and UDCs in Central Secretariat, Time bound issue of Select List for regular promotion to the grades of UDC and Assistant and issue of Common Seniority Lists of LDCs and UDCs of Central Secretariat every year.

MONITORING SYSTEM FOR RTI APPLICATIONS

2.16 In order to strengthen the system of RTI implementation in the Department of Personnel and Training, a RTI Cell has been set up on 9th July, 2010. Further, modalities on the procedure for receipt, follow-up and monitoring system for RTI requests and appeals have also been issued. The receipt, indexing registration, monitoring and disposal of all RTI applications and appeals is now being done in the RTI-MIS as per procedure prescribed by the Department.

STRATEGY AND STRATEGIC PLAN OF THE DEPARTMENT IN RESPECT OF RFD

2.17 As a part of RFD exercise, the Department has prepared Strategy and Strategic Plan for the next five years. While preparing the Strategy, DoP&T held wider consultation with stakeholders along with open house discussions and brain storming sessions within the Department. In the process, an International Seminar was organised at Mussoorie, which provided the
requisite inputs for developing the Strategy of the Department. Accordingly Departmental Strategy for the next five years has been finalised and approved in February, 2011.

CITIZEN’S/CLIENT’S CHARTER AND SEVOTTAM COMPLIANT PUBLIC GRIEVANCE SYSTEM OF THE DEPARTMENT:

2.18 As per the mandatory requirement of RFD, the Department has also prepared its Citizen’s/Client’s Charter and developed Sevottam compliant Public Grievance Redress System.

SCHEME FOR APPOINTMENT OF SPECIAL PROSECUTORS IN CBI ON CONTRACT BASIS:

2.19 Keeping in view the vacancy position in Central Bureau of Investigation (CBI), particularly that of Prosecutors and the resultant escalation in the number of cases pending trial in various Courts and difficulties being experienced by the CBI in filling up the vacancies in various ranks of Prosecutors, the Government has approved a Scheme for appointment of Special Prosecutors in CBI on contract basis.

The Scheme will be operative in respect of Special Prosecutor/Assistant Special Prosecutors to be engaged in the CBI on contract basis for carrying out the work done by the CBI’s own cadre of Prosecuting Officers. The contractual appointment will be only for limited periods till regular recruitment is made or officers are inducted on deputation in terms of the provisions of the recruitment rules. So far sanction for appointment of 49 Special Prosecutors/Assistant Special Prosecutors has been issued.

COMMENCEMENT OF RAJIV GANDHI LECTURE SERIES ON ADMINISTRATIVE LAW

2.20 In order to commemorate completion of 25 years of establishment of CAT, Rajiv Gandhi Lecture Series was commenced in 2010. The inaugural lecture was delivered by Mr Justice Michael Kirby, Retired Judge of the Australian High Court on 11th December, 2010 on the Modern Administrative State.

RENOVATION OF DEPARTMENTAL CANTEEN IN NORTH BLOCK

2.21 The Department has renovated its in-house Canteen to serve snacks, lunch etc to the officers and employees. The canteen has been built beautifully in circular shape with state of art fixtures and is fully air-conditioned. It now caters quality eatables at reasonable cost to its staff and officers while widely displaying the menu and rates. The employees visiting the canteen get, besides access to quality foods, a feel of contentment in a soothing ambience. A similar renovation has been planned for the Canteen of the Department located in Lok Nayak Bhawan.

BIOMETRIC ATTENDANCE CONTROL SYSTEM (BACS)

2.22 A Biometric Attendance Control System (BACS) was introduced in Department of Personnel & Training w.e.f. September 15, 2010. This system has been installed at North Block and Lok Nayak Bhawan. A Biometric Cell has been set up for this purpose. With the introduction of the system in the Department, there has been considerable improvement in attendance and adherence to duty hours by the officials. The Biometric Cell is regularly monitoring the attendance of the officials and action is being taken against the defaulting officials by issuing memos/advisories to them.
Department of Personnel and Training
CHAPTER 3

PERSONNEL POLICIES

3.0 The Department is entrusted with the responsibility of framing and revising rules and regulations regarding service conditions of the employees, in consultation with the Ministry of Finance. Matters relating to framing and amendment of recruitment rules, promotions and seniority, flexible complementing scheme, leave travel concession, deputation and child care leave etc., are examined and processed in this Department. Some of the major initiatives taken during the year include:

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

3.1 A Flexible Complementing Scheme (FCS) for Scientists is in vogue in some of the scientific Ministries/Departments of the Government of India, which are governed by the guidelines issued by this Department vide O.M. No.2/41/97-PIC dated the 9th November, 1998. The Sixth Central Pay Commission (6th CPC) had studied the scheme in detail and observed that various time-bound promotion schemes may be necessary for scientific organizations as the morale of the scientists has to be kept high in order to keep them motivated. It was also felt that such a step would be able to stop the flight of talent from Government organizations involved in research and scientific activities. The 6th CPC had accordingly recommended that the existing scheme of FCS with necessary modifications has to be continued for R&D professionals in all S&T organizations. The Commission had, however, recommended certain interlocutory features to be incorporated in the existing schemes of FCS and merit based promotion scheme so as to make them more relevant to the context. The recommendations of the Commission have been examined in detail in the context of FCS and a modified and comprehensive scheme was issued vide this Department's OM No. AB 14017/37/2008-Estt.(RR) dated 10th September, 2010. The benefits of FCS are extended in all those Departments that are involved in creating new scientific knowledge or innovative engineering, technological or medical techniques or which are predominantly involved in professional research and development. Assessment of Scientists from 1st January 2011 is required to be done as per modified criteria in these Departments.

RECRUITMENT RULES FORMULATION AND AMENDMENT MONITORING SYSTEM

3.2 The necessary modification and customization of the existing computer based system for processing of online submission of Proposals of Recruitment Rules (RR) formulation, amendments or relaxation and online forwarding of observations, views, responses by DoPT to various user Ministries/Departments have been completed. A single login has been created for each Ministry/Department to enable them to forward their respective proposals to DoPT and to manage the subsequent communication online. Similarly, the proposals from each Ministry and Department will be handled by the respective designated officers in DoPT.

3.2.1 The system will facilitate an efficient and rapid finalization of the Recruitment Rules by means of eliminating the need for intermediate movement of files between user Ministries/Departments and DoPT before approval, which besides being cumbersome was highly time consuming. Once the modalities are finalized, the final version of Recruitment Rules in the
conventional file systems can be submitted to DoPT for according necessary approval. The application can be accessed at http://rrfams.nic.in. A workshop for officers of various Ministries/ Department, dealing with Recruitment Rules was organized at ISTM on 20.10.2010 for imparting hands-on knowledge of the application. The application has been launched on 31.10.2010 for specified 15 Ministries and Departments and is being used by them.

GUIDELINES ON FRAMING/AMENDMENT/ RELAXATION OF RECRUITMENT RULES

3.3 The existing orders of the DoP&T on Guidelines on framing/amendment/relaxation of Recruitment Rules which was issued on 18.3.1988 have been reviewed and a consolidated order in consultation with UPSC has been issued vide OM No. AB-14017/48/2010-Estt. (RR) dated 31.12.2010. The Guidelines along with the relevant instructions and existing model RRs are available on the Department’s website (www.persmin.gov.in). The revised guidelines will facilitate not only their easier understanding because of its clarity but also for their efficient use and referencing by the user Ministries/Departments.

MODEL RECRUITMENT RULES FOR THE POSTS OF STENOGRAPHER GRADE II AND MULTI TASKING STAFF

3.4 The minimum educational qualification for recruitment to the post of Stenographer post in PB I GP Rs. 2400/- have been raised to 12th standard or equivalent. Accordingly, revised Model Recruitment Rules for the post of Stenographer Grade II in Non-Secretariat Organizations have been issued vide the Department’s OM NO. AB 14017/8/2010-Estt (RR) dated 10.3.2010. The Ministries/Departments have also been requested to forward the Model RRs to all Autonomous/Statutory Bodies for adoption.

3.4.1 The 6th CPC had recommended that all Group D pay scales in the Government will stand upgraded to Group C along with the incumbents (after suitable retraining, wherever required) with no further recruitment taking place in any of the existing Group D posts. It had recommended for multi-skilling in the Government with one employee performing the jobs hitherto performed by many Group D employees. The minimum grade, as modified by the Government, in which all future recruitments take place will be Pay Band -1 (Group C) of Rs.5200-20200 with the grade pay of Rs.1800. The recruitment in this grade will be from amongst candidates possessing minimum qualifications of either 10th class or ITI equivalent. In the light of these recommendations, Model RRs for the posts which were in Group D Scales and which have been granted GP of Rs. 1800 in Pay Band -1 after 6th CPC have been issued in this Department OM No. AB14017/6/2009-Estt.(RR) dated 30.4.2010

MODEL RECRUITMENT RULES FOR THE POSTS OF UPPER DIVISIONAL CLERK AND STENOGRAPHER GRADE-I/PRIVATE SECRETARY/SENIOR PRIVATE SECRETARY

3.5 The Model Recruitment Rules for the posts of Upper Division Clerk and Stenographer Grade I/ Private Secretary/ Sr. Private Secretary have been issued by this Department vide OM No. AB- 14017/32/2009-Estt (RR) dated 29.12.2010 and OM No. AB-14017/8/2010-Estt. (RR) dated 24.1.2011. The Ministries/ Departments have also been requested to forward the Model RRs to all Autonomous/Statutory Bodies for adoption.

CONSOLIDATED GUIDELINES ON SENIORITY

3.6 Instructions have been issued by this Department from time to time laying down the principles for determining the seniority of persons appointed to services and posts under
the Central Government. However, for facilitating references the contents of important orders issued in the past on the subject have been consolidated as a compilation titled, “Instructions on Guidelines on Seniority”. The consolidated instructions issued on 11 November 2010 includes revised instructions on:

- Seniority of persons appointed on direct recruitment from the reserved panel at a later date, specifically when the officers from the subsequent selection panel have already joined.
- Inter-se seniority of two panels of direct recruits, where more than one panel of recommended candidates are received from UPSC/SSC through letter of same date.
- Fixation of seniority of a person who has been transferred to a lower post under FR 15-A.
- Seniority in case of appointment on compassionate grounds.

PARTICIPATION IN SPORTING EVENTS AND TOURNAMENTS OF NATIONAL OR INTERNATIONAL IMPORTANCE.

3.7 In continuation of this Department’s OM dated 16.7.85, the term “Excellence” for grant of increment to a Government servant for participating in sports events of National and International importance was further clarified in consultation with the Department of Youth Affairs. As per the clarification, sportspersons participating in sporting events (both individual and team events) of National and International importance will be treated as having achieved excellence for the purpose of grant of increment(s) if he/she/they achieve 1st, 2nd and 3rd position in the finals of sporting events if more than three individuals or teams have participated in the said events. If only three or less individuals or teams have participated in the finals of sporting events, the sportsperson/team achieving first position will be treated as having achieved excellence.

REGULATION OF DATE OF NEXT INCREMENT IN CASE OF EXTRA-ORDINARY LEAVE (WITHOUT MEDICAL CERTIFICATE) AFTER IMPLEMENTATION OF THE CCS (RP) RULES, 2008.

3.8 As a sequel to the implementation of CCS (Revised Pay) Rules, 2008, there will be uniform date of annual increment i.e. 1st July every year. Employees completing six months and above in the revised pay structure as on 1st July will be eligible for being granted the increment. As regards the date of increment in case of EOL (without medical certificate) after implementation of CCS (RP) Rules, 2008, qualifying service (except as provided in this Department’s OM dated 18.2.86), of less than six months on account EOL (without Medical certificate) between 1st July of the previous year till 30th June of the year under consideration shall have the effect of postponing the increment to 1st July of the next year.

EXTENSION OF BENEFIT OF CCS (RP) RULES 2008 TO RE-EMPLOYED PERSONS.

3.9 The provisions of CCS (Revised Pay) Rules, 2008 have been made applicable to persons re-employed in Govt. service after retirement & whose pay is debitable to Civil Estimates. After introduction of the system of running pay bands and grade pays, the relevant provisions of the CCS (Fixation of Pay of Re-employed Pensioners) Orders, 1986 have been accordingly amended.

FIXATION OF PAY OF RE-EMPLOYED PENSIONERS – TREATMENT OF MILITARY SERVICE PAY:

3.10 It has been decided that since the element of Military Service Pay (MSP) is not reckoned in the pay fixation on re-employment, it need not be reduced from the pension either. Hence, in respect of all those Defence Officers/Personnel whose pension contains an
element of MSP the same need not be deducted from the pay fixed on re-employment

CONSOLIDATION OF ORDERS RELATING TO DEPUTATION/FOREIGN SERVICE OF CENTRAL GOVERNMENT EMPLOYEES TO EX-CADRE POSTS ETC.,

3.11 The original order of the Department dated 5.1.1994 and subsequent amendments relating to deputation/foreign service of Central Government Employees to ex-cadre posts under the Central Government/State Governments/Public Sector Undertakings/Autonomous Bodies, Universities/UT Administration, Local Bodies and vice-versa. Regulation of Pay, Deputation (Duty) Allowance, Tenure of Deputation/Foreign Service and other terms and conditions, have been consolidated in DoPT OM dated the 17 June 2010, incorporating the provisions of the earlier orders with suitable modifications, wherever necessary.

CHILD CARE LEAVE

3.12 After review of the conditions for sanctioning Child Care Leave (CCL), it was decided to delete the condition that CCL can be availed only if the employee concerned has no Earned Leave at her credit. However it was decided that CCL may not be granted in more than 3 spells in a calendar year, CCL may not be granted for less than 15 days; CCL should not ordinarily be granted during the probation period except in case of certain extreme situations where the leave sanctioning authority is fully satisfied about the need of Child Care Leave to the probationer. He/she may also ensure that the period for which this leave is sanctioned during probation is minimal.

3.12.1 It has also been decided to permit Child Care Leave to women employees with disabled children up to the age of 22 years for a maximum period of 2 years (i.e. 730 days) subject to the fulfilment of other conditions stipulated by the Government in this regard from time to time. Disabled Child in this context means a child having a minimum disability of 40% as elaborated in Ministry of Social Justice and Empowerment’s Notification No.16-18/97-NI.I, dated 1.6.2001. The Child Care Leave would be permitted only if the child is dependent on the Government Servant.

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

3.13 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 was extended up to 31.12.2010. The package of incentives was first extended to all Government Servants in the year 1990 and has since been continued by extending the same from time to time with the approval of Cabinet Committee on Security. This package 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.

CONSOLIDATED INSTRUCTIONS ON REGULARIZATION OF UNAUTHORIZED ABSENCE

3.14 To ensure prompt and proper action against Government servants who absent
themselves without permission and to avoid situations where long absences are to be regularized, this Department has issued consolidated instructions on the subject.

E-SERVICE BOOK

3.15 e-Service Book has been introduced with the support of Administrative Project Group of NIC during the year 2009 to facilitate electronic maintenance of service books (based on new service book formats prescribed by DoPT) under the 100-day Programme of the Government for Central Ministries/Departments based in Delhi. During the year 2010, this project has been expanded further to include President Secretariat, Vice-President Secretariat, Prime Minister's Office, Cabinet Secretariat, Planning Commission and Ministries of Defence and Finance.

3.15.1 The initiation of the task of preparing e-Service Books for employees has been completed for over 26000 employees from 78 Ministries/Departments & 5 Apex Organization, whose basic employee data was made available by respective Ministries/Departments to DoPT. The Joint Secretary (Administration) from each Ministry/Department have been provided access privilege to enable them to have access to the service book data of employees.

3.15.2 Name based e-mail IDs have been created for over 26000 employees of Ministries and Departments including DoPT, in the NICNET Mail server, to enable them access their respective e-Service Books.

3.15.3 A web page http://persmin.gov.in/esb123.html has also been created on the website (http://persmin.gov.in) to publish day to day communications related to the e-Service Book project for the benefit of all Ministries/Departments, which are implementing the project.

3.15.4 For the long term sustainability of the facility, this Department is preparing a Plan Scheme. The Feasibility Report for the same has been approved in principle by the Planning Commission.

EXTENSION OF SERVICE

3.16 By an amendment to FR 56 (d), provision has been made to enable Central Government to give extension in service in public interest to a Cabinet Secretary in the Central Government for such period or periods as it may deem proper subject to the condition that the total term as Cabinet Secretary does not exceed four years.

3.16.1 By an amendment to FR 56, a new clause has been inserted as F.R. 56 (bbb), by which the age of superannuation in respect of nursing teaching faculty with M.Sc in Nursing in the Central Government Nursing Institutions has been fixed at 65 years subject to the condition that they continue to function as faculty members after the age of 60 years.

3.16.2 By an amendment to FR 56 (d), provision has been made to enable Central Government to give extension in public interest to the Foreign Secretary for such period or periods subject to the condition that the total term of the incumbent of the post does not exceed two years.

LEAVE TRAVEL CONCESSION

3.17 Government has decided to permit all Government employees to travel by air to Jammu and Kashmir against conversion of one block of their Home Town LTC. While employees entitled to travel by air can avail this LTC in their entitled class, all other employees of Government of India can travel by air in economy class from Delhi and Amritsar to any place in J&K by any air lines subject to their
entitlement being limited to LTC80 fares of Air India. Journey from their place of posting up to Delhi/Amritsar will have to be undertaken as per entitlement. This scheme shall be effective for a period of two years up to 17th June, 2012. Relaxation for travel by air on LTC journey to the North Eastern Region of India has further been extended for a period of two years beyond 1.5.2010.

REDEPLOYMENT OF SURPLUS STAFF

3.18 Central Government employees rendered surplus as a result of reorganization etc. are taken on surplus rolls and redeployed in suitable vacancies by this Department. The scheme for redeployment of personnel declared surplus has been in operation since 1966 and has undergone various modifications and improvements. Salient Provisions of the revised Scheme are:

- Surplus employees enjoy first priority for absorption against the vacancies meant for direct recruitment;
- Such appointment is not subject to any test, interview, fresh medical examination or age limit;
- Prescribed educational qualifications may also be relaxed by DoPT, if necessary for redeployment;
- The provisions of relevant recruitment rules would be deemed to have been amended to the extent required for redeployment;
- A redeployed surplus employee enjoys protection of pay, lien etc.;
- Past service, however, does not count for seniority and promotion;
- There is no time limit for redeployment and a surplus employee can remain on surplus roll until he is redeployed or retired.

2. In order to make the Scheme of redeployment of surplus staff more effective, pro-active measures have been adopted to ensure that the prior claim of surplus staff is considered before any action for fresh recruitment is initiated by the Ministries/Departments/offices of the Government of India covered under the scheme.

3. As on December 1, 2009, there was 362 surplus staff (Group A - 15, Group B - 3 Group C - 103 and Group D - 241) on the surplus rolls. Till 31.1.2011, 1381 more staff were expected to be on the surplus rolls, primarily due to corporatization of nine units of Government of India, Bank Note Press, Security and Paper mills. Of the total, 461 staff has availed of the facility of special VRS and 471 employees have been nominated for deployment upto January 23, 2011. The Department is engaged in redeploying the remaining 541 surplus staff against suitable vacancies.

REALLOCATION OF STAFF ON REORGANISATION OF STATES

3.19 The State Reorganization (SR) Division in the Department of Personnel & Training is entrusted with the task of allocation of the State Government employees (other than All India Services) between the successor states of Uttar Pradesh/Uttarakhand, Madhya Pradesh/Chhattisgarh and Bihar/Jharkhand after the reorganization in the year 2000 on the basis of State Re-organisation Acts.

3.19.1 The strength of Employees/vacancies existed as on the 'Appointed Day' is the basis for allocation of posts between the successor States. The appointed day 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 cadre, the State Government employees of a cadre are allocated between the successor States first by ‘option’ followed by ‘domicile’ (Home District)
and lastly by including the junior personnel in the reverse order of seniority. However, special consideration in allocation has been given to women employees, class IV employees, handicapped persons, certain medical grounds, SC/ST personnel and also spouse policy where the employees are allocated as per their option. This is an exception to the regular guidelines.

The Central Government, taking into account the recommendation of State Advisory Committee, issue final allocation orders of the employees between the successor States with the approval of competent authority.

Status of Allocation
Madhya Pradesh / Chhattisgarh

The process of allocation in Madhya Pradesh/Chhattisgarh has already been completed. Three meetings of State Advisory Committee were held during the current financial year. 49 court cases were disposed of and 8 counter affidavits filed in various High Courts in response to writ petitions filed by State Government employees. 390 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, Civil Aviation, Secondary Education and Home is partly pending for finalization. Allocation orders in respect of 570 employees were issued in current financial year.

Three meetings of State Advisory Committee were held during the current financial year. 22 court cases were disposed of and 5 counter affidavits have been filed in various High Courts in response to writ petitions filed by State Government employees. 186 court cases are pending in various High Courts.

Uttar Pradesh/Uttarakhand

As substantial work allocation 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 work would be considered by the Committee headed by Joint Secretary of the concerned Division in the Ministry. 9 meetings of State Advisory Committee were held so far during the current financial year. During the current financial year, 3700 representations from the State employees were considered by the Advisory Committee and 3000 speaking orders were issued in compliance of court directions. Allocation orders in respect of 103 personnel were issued under spouse policy and 244 under medical hardship policy. Final allocation orders to Uttarakhand were issued in respect of 1689 personnel.

201 court cases were disposed of during the current financial year. 53 counter affidavits were filed in the High Courts of Uttar Pradesh/Uttarakhand and Supreme Court. 964 court cases are pending in the High Court of Uttar Pradesh/Uttarakhand.

Existing guidelines in respect of SC/ST categories have been revised w.e.f. 24.6.2010 so as to allocate them to the successor State of domicile for availing the benefit of reservations by family members. Uttarakhand High Court has set aside the Mutual transfer guidelines dated 26.07.2001 issued by the Department.
RECRUITMENT AGENCIES

3.1.0 The Union Public Service Commission (UPSC) and the Staff Selection Commission (SSC) are the two designated recruiting agencies administered by the Department of Personnel and Training. Besides, Public Enterprises Selection Board is also in place for selection and placement of top management in the Central Public Sector Undertakings. 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.

UNION PUBLIC SERVICE COMMISSION

3.1.1 The Union Public Service Commission (UPSC) comprises of 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.

3.1.2 The functions of the UPSC are as specified in Article 320 of the Constitution. In exercise of the 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. During 2010-11 three such notifications (as on 10.12.2010) were issued and were placed on the Table of both the Houses of the Parliament as required under clause (5) of Article 320 of the Constitution.

3.1.3 Article 323 of the Constitution provides for submission of an Annual Report on its working by the Commission and its laying before the Parliament by the Government along with an Explanatory Memorandum as respects the cases where the advice of the Commission was not accepted. The latest (60th) Annual Report of the Union Public Service Commission was laid on the Table of Lok Sabha and Rajya Sabha on 01st and 02nd December, 2010 respectively. Major activities of the Commission as included in the above Annual Report are given below:-

(i) Under recruitment through examination method, the Union Public Service Commission conducted 14 examinations, 10 for recruitment to Civil Services/Posts and four for Defence Services; a total of 15,00,787 applications were received and processed; 7,541 candidates interviewed for Civil Services/Posts (interviews for Defence Services were conducted by SSB of Ministry of Defence) and 3,697 candidates recommended for appointment to various posts, 2,421 for Civil Services/Posts and 1,276 for Defence Services/Posts.

(ii) In its endeavour to keep pace with the IT revolution and benefit the candidates applying for Commission’s exams, an online mode of submission of applications has been introduced by the Commission from Engineering Services Examination, 2010 which was notified on 30.01.2010. Encouraged by a positive response, the online mode is being extended to other examinations as well.
(iii) In accordance with the instructions issued by the Government, female candidates are being granted exemption from payment of fee in the examinations/tests/recruitment conducted by the Commission with effect from the Combined Medical Services Examination, 2010, notified on September 5, 2009.

(iv) The Commission received 406 requisitions involving 2,085 posts for Direct Recruitment by Interview from various Ministries/Departments.

(v) In respect of 218 recruitment cases, involving 987 posts for which 44,107 applications had been received; recruitments could be finalized culminating in recommendation of 808 candidates for various posts. The Commission in the process has achieved an Applicants to Post Ratio of 45 and Recommendation to Post Ratio of 0.82.

(vi) In respect of seven Direct Recruitment by Interview cases, Recruitment Tests were conducted to shortlist suitable candidates for interview, since the number of applicants were very high compared to the number of vacancies.

(vii) In respect of 179 direct recruitment posts, no candidate was found suitable out of the candidates interviewed after being shortlisted from those who had applied. Most of such posts required specialized medical, engineering or scientific qualifications.

(viii) A total of 82,221 applications were received against the direct recruitment cases. A total of 4,341 candidates were called for interview, 3,280 candidates were interviewed. The number of candidates recommended during the period under report was 808.

(ix) The Commission made 6,932 recommendations regarding suitability of candidates/officials for promotion, deputation, absorption etc.

(x) The Commission considered the service records of 21,453 officers and recommended 6,634 officials for promotion in Central Services and 298 officials for appointment on deputation/absorption.

(xi) The Commission recommended 1250 SC, ST and OBC candidates to fill up the posts reserved for them in recruitment by examination. In addition to this figure, 81 SC/ST/OBC candidates were recommended against unreserved posts.

(xii) The Commission recommended 90 candidates belonging to the Scheduled Castes, 42 to the Scheduled Tribes and 205 to the Other Backward Classes to fill 74.9 percent of the posts reserved for them through Direct Recruitment by Interview. This figure does not include 29 candidates belonging to the Scheduled Castes, three candidates to the Scheduled Tribes and 54 candidates to the Other Backward Classes who were recommended against unreserved posts.

(xiii) The Commission recommended 10 candidates with disabilities out of the 28 posts reserved for them through Direct Recruitment by Interview. In addition to this one candidate with disability also recommended to the post not reserved for them.

3.1.4 From 2011 Civil Service Examination, the pattern of Preliminary part of the Examination has been changed. The syllabus for the Civil Services (Preliminary) Examination, 2011 has already been notified. The UPSC’s website gives valuable information to the candidates.
3.1.4 The Chairman, UPSC is also the ex-officio Chairman of the National Conference of Chairpersons of State Public Service Commissions. Through this forum, a firm relationship has been endeavoured to be developed among the State Public Service Commissions on matters concerning methods of recruitment, personnel policies, conduct of examinations etc. Such a gathering also provides a suitable platform for discussion on the changing socio-economic milieu and consequential changes to be brought about in the work ethos of the Commissions in consonance with expectations of the people and the Constitutional obligations. The 12th meeting of the National Conference of Chairpersons of SPSCs was held on 20.2.2010 in the UPSC premises which was inaugurated by the then Minister of State for Personnel, Public Grievances and Pensions, Shri Prithviraj Chavan.

3.1.5 During 2010-11, the Hon’ble Supreme Court had given the Report after inquiry on a reference made by H.E. the President under Article 317 (1) of the Constitution of India on the alleged misbehaviour of the Chairman/Members of Haryana Public Service Commission holding the charges as established. On the basis of the Report given by the Hon’ble Court, orders removing the Chairman and two Members of Haryana Public Service Commission who were under suspension, were issued on 30th November, 2010 after obtaining consent of the Hon’ble President.
STAFF SELECTION COMMISSION

3.1.6 The set up of Staff Selection Commission (SSC) comprises of its Headquarters located in New Delhi and 09 Regional/sub Regional offices located at different parts of the country. The SSC (Hqrs) is headed by the Chairperson, two Members, One Secretary-cum-Controller of Examinations and other supporting officers and staff. These 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 follows:

<table>
<thead>
<tr>
<th>S.No.</th>
<th>REGION</th>
<th>JURISDICTION</th>
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<tbody>
<tr>
<td>1.</td>
<td>Northern Regional Office New Delhi</td>
<td>NCT of Delhi, Rajasthan and Uttarakhal</td>
</tr>
<tr>
<td>2.</td>
<td>Central Regional Office Allahabad</td>
<td>Uttar Pradesh, Bihar</td>
</tr>
<tr>
<td>3.</td>
<td>Western Regional Office Mumbai</td>
<td>Gujarat, Maharashtra, Goa and Union Territories of Dadar &amp; Nagar Haveli and Daman &amp; Diu</td>
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<tr>
<td>4.</td>
<td>Eastern Regional Office Kolkata</td>
<td>West Bengal, Orissa, Sikkim, Jharkhand and Union Territory of Andaman &amp; Nicobar Islands</td>
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<tr>
<td>5.</td>
<td>North-Eastern Regional Office Guwahati</td>
<td>Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland &amp; Tripura</td>
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<tr>
<td>6.</td>
<td>Southern Regional Office Chennai</td>
<td>Andhra Pradesh, Tamil Nadu and Union Territory of Pondicherry</td>
</tr>
<tr>
<td>7.</td>
<td>Kerala-Karnataka Regional Office Bangalore</td>
<td>Karnataka-Kerala and Union Territory of Lakshadweep</td>
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<tr>
<td>8.</td>
<td>Madhya Pradesh Sub-Regional Office Raipur</td>
<td>Madhya Pradesh and Chhattisgarh</td>
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<tr>
<td>9.</td>
<td>North-Western Sub-Regional Office Chandigarh</td>
<td>Jammu &amp; Kashmir, Himachal Pradesh, Haryana, Punjab and UT of Chandigarh</td>
</tr>
</tbody>
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3.1.7 Earlier, the SSC used to conduct the following five examinations for which the required minimum qualification was a Graduate Degree:

(a) Graduate Level Examination for Assistants, Income Tax Inspectors etc.
(b) Tax Assistant Examination
(c) Statistical Investigator Gr.III and Compiler (for O/o RGI)
(d) Statistical Investigator Gr.II(for M/o Statistics & Programme Implementation)
(e) Sub-Inspectors in CPOs.

3.1.8 The above scheme of examinations was reviewed and Government decided to conduct a common examination in three tiers, namely Preliminary examination, Main examination and Interview/skill Test wherever required. Such a Combined examination has been conducted in 2010-11. The minimum qualification for recruitment to these examinations through SSC was a qualification at the Matriculation Level Examination. This qualification has been raised to Higher Secondary Examination after acceptance of the
2nd ARC recommendation. Online receipt of application forms have been introduced in January, 2010 and till 15.11.2010 as a new initiative. A total of 8.60 lakh candidates applied online. Online payment of fee through SBI portal has been provided for the benefit of prospective candidates. The website of the SSC has been revamped and made user-friendly. The system of placing marks of candidates on website has been introduced from 01.11.2009. From July, 2010 onwards all skill tests are conducted only on computers. The SSC also assisted the CISF for conducting the written examination for recruitment of Assistant Sub-Inspector during 2010-11. The SSC is making efforts on completion of recruitment cycle within a year of the advertisement.

3.1.9 The Commission has conducted six All India Open Competitive Examinations and two Limited Departmental Examinations in the financial year 2010-2011 (till November, 2010).

EXAMINATIONS (OPEN) HELD BY THE COMMISSION DURING FINANCIAL YEAR 2010-2011

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Name of Examination</th>
<th>Date of Exam.</th>
<th>No.of candidates registered</th>
<th>No. of candidates appeared</th>
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<td>1.</td>
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<td>2.</td>
<td>Store Keeper Examination, 2010</td>
<td>13.06.2010</td>
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<td>10405</td>
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<tr>
<td>3.</td>
<td>SAS Apprentices in CGDA Exam., 2010</td>
<td>26&amp;27.06.2010</td>
<td>74110</td>
<td>42714</td>
</tr>
<tr>
<td>5.</td>
<td>ASI in CISF Examination, 2010</td>
<td>29.08.2010</td>
<td>123015</td>
<td>73201</td>
</tr>
</tbody>
</table>
Limited Departmental Examination

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Name of Examination</th>
<th>Date of Exam.</th>
<th>No. of candidates registered</th>
<th>No. of candidates appeared</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Grade ‘C’ Ltd Departmental Competitive Exam., 2010</td>
<td>04.07.2010</td>
<td>519</td>
<td>460</td>
</tr>
<tr>
<td>2.</td>
<td>UD Grade Ltd Departmental Competitive Examination, 2010</td>
<td>21.11.2010</td>
<td>302</td>
<td>179</td>
</tr>
</tbody>
</table>

Details of Final Results Declared for Open Examinations Conducted during Financial Year, 2010-2011 (Upto November, 2010)

<table>
<thead>
<tr>
<th>S.No</th>
<th>Name of Exam</th>
<th>Date of Exam</th>
<th>Date of final Result</th>
<th>Total No. of Candidates recommended</th>
<th>SC</th>
<th>ST</th>
<th>OBC</th>
<th>UR</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.</td>
<td>SI in CPOs Exam., 2009</td>
<td>06.09.2009</td>
<td>29.06.2010 for Male 10.09.2010 for Female</td>
<td>2189</td>
<td>326</td>
<td>163</td>
<td>659</td>
<td>1111</td>
</tr>
<tr>
<td>4.</td>
<td>Junior Engineer (C&amp;E) Exam., 2010</td>
<td>21.03.2010</td>
<td>01.10.2010</td>
<td>458</td>
<td>59</td>
<td>32</td>
<td>89</td>
<td>278</td>
</tr>
</tbody>
</table>
3.1.10 SSC holds Annual Conference of the Regional Directors of the Commission in which various matters for smooth functioning of the Commission are discussed. The last such Conference was held on 14th and 15th December, 2010.

*Annual Conference of the Regional Directors of SSC held on 14th -15th December 2010.*
3.1.11 The Public Enterprises Selection Board [PESB] is a high powered body constituted by Government of India Resolution dated 3.3.1987 which was subsequently amended from time-to-time - the latest being on 4.4.08. The PESB has been set up with the objective of evolving a sound managerial policy for the Central Public Sector Enterprises and in particular to advise Government on appointment to top management posts. The PESB is headed by a full-time Chairman with three Members.

The specific functions assigned to the PESB include the following:

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

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

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

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

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

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

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

3.1.12 During the year 2010-2011 (up to 30.11.2010), the PESB has made 90 recommendations for approval of Board level executives. They also recommended extension/non-extension in 28 cases and confirmation in 43 cases.

3.1.13 Keeping in view the specific role assigned to the PESB vide Government of India Resolution dated 3.3.1987, the administrative Ministries/Departments have been advised to invariably consult the PESB in all cases where appointments have been made on the recommendations of the PESB, before issuing confirmation orders and for extension of tenures of Board-level incumbents.

RESERVATION IN THE CENTRAL GOVERNMENT SERVICES

3.2.1 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 of such steps is to give them reservation in services under the State. The ex-servicemen also get reservation in services.
RESERVATION FOR SCs, STs AND OBCs

3.2.2 Clause (4) of Article 16 of the Constitution of India enables the State to make provision for the 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 the Scheduled Tribes for relaxation in qualifying marks in any examination or lowering the standards of evaluation, for reservation in matters of promotion to any class or classes of services or posts in connection with the affairs of the Union or of a State.

3.2.3 Armed with powers given by the Constitution, the Government has issued various instructions providing for reservation in services for the members of the Scheduled Castes (SCs), the Scheduled Tribes (STs) and the Other Backward Classes (OBCs). Such members of Other Backward Classes who fall in creamy layer, however, do not get the benefit of reservation.

3.2.4 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%.

3.2.5 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 up to 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. In case of promotion, there is no reservation for OBCs.

3.2.6 In promotion by selection to posts within Group ‘A’ which carry an ultimate salary of Rs.18,300/- or less (in pre-revised pay scale), there is no reservation, but the Scheduled Caste/Scheduled Tribe officers who are senior enough in the zone of consideration for promotion so as to be within the number of vacancies for which the select list is to be drawn up, are included in that list provided they are not considered unfit for promotion.

3.2.7 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 up to three years, relaxation in number of chances up to seven within the relaxed age limit for appearing in the Civil Services Examination etc. The SC/ST/OBC candidates appointed on their own merit are adjusted against unreserved vacancies. To ensure that posts reserved for SCs, STs and OBCs are filled by candidates belonging to these categories of persons only, there is a ban on de-reservation of vacancies in case of direct recruitment.

3.2.8 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 17.2% and 6.9% respectively. Similarly, the representation of SCs and STs in Group A service has increased to a great extent during last forty five years. While representation of SCs in Group 'A' services in 1965 was 1.64% only, it is about 12.5% now. Likewise, the representation of STs in Group 'A' services has increased from 0.27% in 1965 to about 4.8%. Representation of OBCs in services, as per information received from various Ministries/Departments is still quite low because reservation for them started only in 1993. It is also important to note that the information about OBCs does not appear to include such members of Other Backward Communities who were appointed prior to introduction of reservation for them or who fall within the creamy layer. It is expected that as a result of introduction of reservation, their representation in services would increase in due course of time. 56 Ministries/Departments have supplied information about representation of SCs, STs and OBCs as on 1st January, 2009. Remaining 16 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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Number of Employees</td>
</tr>
<tr>
<td></td>
<td>Number</td>
</tr>
<tr>
<td>A</td>
<td>102920</td>
</tr>
<tr>
<td>B</td>
<td>141564</td>
</tr>
<tr>
<td>C</td>
<td>2013388</td>
</tr>
<tr>
<td>D (Excluding Sweepers)</td>
<td>652089</td>
</tr>
<tr>
<td>Sweepers</td>
<td>97875</td>
</tr>
<tr>
<td>Total (Excluding Sweepers)</td>
<td>2909961</td>
</tr>
<tr>
<td>Total (Including Sweepers)</td>
<td>3007836</td>
</tr>
</tbody>
</table>
3.2.9 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.

<table>
<thead>
<tr>
<th>Services</th>
<th>Unreserved</th>
<th>Scheduled Castes</th>
<th>Scheduled Tribes</th>
<th>Other Backward Classes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Vacancies earmarked unreserved</td>
<td>Vacancies filled as unreserved</td>
<td>Vacancies earmarked reserved For SCs</td>
<td>Vacancies filled by SCs by reservation</td>
</tr>
<tr>
<td>I.A.S</td>
<td>66</td>
<td>66</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>I.F.S.</td>
<td>15</td>
<td>14</td>
<td>01</td>
<td>01</td>
</tr>
<tr>
<td>I.P.S.</td>
<td>77</td>
<td>76</td>
<td>21</td>
<td>21</td>
</tr>
</tbody>
</table>

3.2.10 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 No.36012/2/96-Estt.(Res.) dated 2.7.1997. While determining reservation, it is ensured that total number of reserved posts for SCs, STs and OBCs in any cadre does not exceed 50% of the total number of posts in the cadre. At the same time, total number of vacancies earmarked reserved in a year in any cadre should not be more than 50% of the total vacancies of the year. However, the backlog reserved vacancies are treated as a separate and distinct group, on which limit of 50% does not apply.

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

3.2.12 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.

3.2.13 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.

3.2.14 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.

3.2.15 The Government in July, 2008 took a decision to treat the backlog reserved vacancies of OBCs as a separate and distinct Group to which the ceiling of 50% would not apply. After having taken this decision, the Government has launched a Special Recruitment Drive in November, 2008 to fill up the backlog reserved vacancies of SCs, STs and OBCs. As per information received from 70 Ministries/Departments upto December, 2010, there were a total of 76056 backlog reserved vacancies as on 1st November, 2008, of which 16427 had been filled up 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.</td>
<td>SCs</td>
<td>11564</td>
<td>13543</td>
</tr>
<tr>
<td>2.</td>
<td>STs</td>
<td>11427</td>
<td>16907</td>
</tr>
<tr>
<td>3.</td>
<td>OBCs</td>
<td>22615</td>
<td>Not applicable</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>45606</td>
<td>30450</td>
</tr>
</tbody>
</table>
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 Organisations 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.

3.2.16 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.

3.2.17 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.

3.2.18 Instructions have been issued during the year to the effect that SC and ST officers promoted by non-selection method without availing any benefit of reservation shall be adjusted against unreserved vacancies.

RESERVATION FOR PERSONS WITH DISABILITIES

3.3.0 Section 33 of the Persons with Disabilities (Equal Opportunities, Protection of Rights and Full Participation) Act, 1995 (PWD Act) provides that every appropriate Government shall appoint in every establishment such percentage of vacancies not less than three percent for persons or class of persons with disability of which one percent each shall be reserved for persons suffering from (i) blindness or low vision, (ii) hearing impairment and (iii) locomotor disability or cerebral palsy; in the posts identified for each disability. Section 32 of the Act requires the Government to identify posts in establishments which can be reserved for the persons with disability.

3.3.1 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.
3.3.2 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 of locomotor disability or cerebral palsy.

3.3.3 Various concessions are given to persons with disabilities like 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. 54 Ministries/Departments have supplied information about representation of Persons with Disabilities in the Central Government Services as on 1st January, 2009. Remaining 16 Ministries/Departments could supply information about representation as on 1st January, 2008.

Representation of Persons with Disabilities in the Central 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 with Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>VH</td>
</tr>
<tr>
<td>A</td>
<td>47</td>
</tr>
<tr>
<td>B</td>
<td>22</td>
</tr>
<tr>
<td>C</td>
<td>713</td>
</tr>
<tr>
<td>D</td>
<td>557</td>
</tr>
<tr>
<td>Total</td>
<td>1339</td>
</tr>
</tbody>
</table>
3.3.4 If any vacancy reserved for any category of disability cannot be filled by a person with disability due to non-availability of a suitable person with that disability or for any other sufficient reason such vacancy is not filled and is carried forward as a 'backlog reserved vacancy' to the subsequent recruitment year. In the subsequent recruitment year, the 'backlog reserved vacancy' is treated as reserved for the category of disability for which it was kept reserved in the initial year of recruitment and filled as such. However, if a suitable person with that disability is not available in the subsequent recruitment also, it may be filled by interchange among the three categories of disabilities, failing which by appointment of a person other than a person with disability. Thus if a vacancy is earmarked reserved for any category of disability and a suitable person with that disability is not available to fill it up in the initial year of recruitment, it becomes a 'backlog reserved vacancy' for the first subsequent recruitment year.

3.3.5 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 64 Ministries/Departments, there were a total of 7628 backlog vacancies of Persons with Disabilities in direct recruitment as well as in promotion as on 15\textsuperscript{th} November, 2009. Out of these 1017 vacancies has been filled up till December, 2010.

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

3.4.1 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.
CHAPTER – 4

CADRE MANAGEMENT

4.0 The Department of Personnel and Training is responsible for management of cadre of the All India Services (IAS, IPS and IFS) and all three Secretariat services namely Central Secretariat Service (CSS), Central Secretariat Stenographers’ Service (CSSS) and Central Secretariat Clerical Service (CSCS). In addition, this Department frames/revises Rules and Regulations regarding conditions of the All India Services, such as IPS and 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.

4.1 Indian Administrative Service (IAS)

4.1.1 The authorized cadre strength of the IAS as on 01.01.2010 was 5689 and the number of officers in position was 4534. The corresponding figures are 6077 and 4456 as on 01.01.2011 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>
</tbody>
</table>
4.1.2 There is a provision for quinquennial cadre review in respect of every cadre of the three All India Services under the relevant Cadre Rules.

4.1.3 In the year 2010, notifications have been issued revising the strength and composition of the following cadres of IAS, IPS and IFS:

IAS: AGMUT, Chhatisgarh, Haryana, Jharkhand, Manipur-Tripura, Nagaland, Punjab, Rajasthan, Sikkim, Uttarakhand, Uttar Pradesh and West Bengal.


IFS: Assam – Meghalaya and Maharashtra.

4.1.4 Some of the important initiatives taken during the year in relation to cadre management of AIS are as follows:

Amendments in AIS Rules

(i) Amendment to Rule 25 of the AIS (D&A) Rules 1969 related to submission of memorial to the President has been notified on 23rd November, 2010.

(ii) Amendment to Rule 5 of the AIS (PAR) Rules, 2007 relating to demission by Ministers has been notified on 22nd December, 2010.

Updation and Publication of AIS Manuals

4.1.5 All India Services Manual Vol. I, II and III (corrected up to 31st October, 2010) has been uploaded on the website of the Department. Volume I contains the rules and regulations common to all the three All India Services (IAS, IPS, IFS), 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.

Stability of Tenure

4.1.6 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. 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 facilitated 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.

Premature retirement

4.1.7 During the year 2010, following three IAS officers were retired prematurely invoking the provisions of rule 16(3) of the All India Services (DCRB) Rules, 1958:

1. Dr. Desh Deepak, IAS (HP: 83)
2. Shri Vijendra Kumar, IAS (HP: 87)

Commercial employment

4.1.8 As per Rule 26 of the All India Services (Death-cum-Retirement Benefits) Rules, 1958 a pensioner shall not accept any commercial employment before the expiry of one year from the date of his retirement, except with the previous sanction of the Government. DoPT is Cadre Controlling Authority for IAS. During the year 2010, permission of the Central Government has been granted to 12 retired IAS officers for accepting commercial employment (post retirement) under this rule.

Determination of promotion quota vacancies

4.1.9 As per time schedule finalized by the UPSC in consultation with this Department regarding holding of Selection Committee meeting for promotion to IAS of various States/Cadres, the Department of Personnel & Training in consultation with State Governments had determined promotion quota vacancies of IAS both under State civil Service and non-SCS cadre totalling 152 in respect of all States except Bihar (where the matter was sub-judice) on or before 31st March 2010. 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.

Consultation with Stakeholders

1. The DOP&T is dealing with large number of issues relating to recruitment to All India Services, cadre management of IAS, implementation of DSPE Act, 1946, training to officers of various Services/Cadres. In order to achieve the objective of good governance by effective implementation of Government policies and programmes in the said fields, concerted efforts of Government of India, State Governments and UPSC are required.

2. With a view to highlight the need about concerted effort 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/Personnel) of State Governments, Ministry of Home Affairs, Ministry of Environment & Forests, UPSC etc. were held during 2010, under the Chairmanship of MOS(PP)/Secretary (P).

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 attaining promotion to super-time scale in his/her own home cadre. Such deputation is considered in view of the personal difficulties of the officers concerned and is permissible for a maximum period of 5 years in the entire service career of the officers and the period at a time thereof normally do not exceed three years.

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

NEW SCHEME OF CIVIL SERVICES EXAMINATION (CSE)

4.1.10 The Government has brought in a change in the pattern and syllabus of Civil Services (Preliminary) Examination from Civil Services Examination (CSE) 2011. So far, there was one paper of General Studies which carried 150 marks and a second paper where the candidate had the option to choose from 23 optional papers, carrying 300 marks. Under the revised pattern, there will be two papers, each carrying 200 marks. Henceforth there would be two common papers in Preliminary Examination for all the candidates which would provide a level playing field.

4.1.11 From Civil Service Examination–2011, Preliminary Examination would consist of Paper I and Paper II. The syllabus and pattern of the Preliminary Examination would be as under:

(Paper I) (200 marks) Duration: Two hours
- Current events of national and international importance
- History of India and Indian National Movement
- Indian and World Geography – physical, Social, Economic, Geography of India and the World
- Indian Polity and Governance – Constitution, Political System, Panchaayti Raj, Public Policy, Rights Issues, etc.
- Economic and Social Development – Sustainable Development, Poverty, Inclusion, Demographics, Social Sector Initiatives, etc.
• General issues on Environmental ecology, Biodiversity and Climate Change – that do not require subject specialization.
• General Science.

(Paper II) (200 marks) – Duration : Two hours
• Comprehension
• Interpersonal skills including communication skills
• Logical reasoning and analytical ability
• Decision making and problem solving
• General mental ability
• Basic numeracy (numbers and their relations, order of magnitude etc.) (Class X level) and Data interpretation (Graphs, charts, tables, data sufficiency etc.) (class X level)
• English Language comprehension skills (Class X level)

SERVICE ALLOCATION TO CANDIDATES OF CSE, 2009

4.1.12 This Department allocates successful candidates to the All India Services and Central Services Groups A and B, and nominates the successful candidates for the foundation course on the basis of the Civil Service Examination. Service is allocated on the basis of rank, category of the candidate, preference, medical status, vacancy in the category, etc. The process of service allocation is undertaken through a software developed by this Department. A total number of 128, 29, 148, 497 and 16 candidates have been allocated to the IAS, IFS, IPS, Central Civil Services Group A and Central Civil Service Group B respectively on the basis of results declared in 2010 of the CSE, 2009 (as on 10.12.2010).

4.2 CENTRAL SECRETARIAT SERVICE (CSS)

4.2.1 The Department of Personnel and Training is the Cadre Controlling Authority in respect of the Central Secretariat Service.

The CSS 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 post restructuring of 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Selection Grade (Director)</td>
<td>Group ‘A’ (Gazetted)</td>
<td>37400-67000 (PB-IV)</td>
<td>8700</td>
<td>600*</td>
</tr>
<tr>
<td>Selection Grade (Deputy Secretary)</td>
<td>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>1462**</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>3018**</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></td>
</tr>
<tr>
<td>Assistant's Grade</td>
<td>Group ‘B’ (Non-Gazetted)</td>
<td>9300-34800 (PB-II)</td>
<td>4600</td>
<td>6387$</td>
</tr>
</tbody>
</table>

* Authorised by Cabinet in its Meeting held on 8.7.2010. The combined strength of Joint Secretaries (in situ), Directors and Deputy Secretaries has been fixed at 600 with inter se flexibility subject to a ceiling of 40 Joint Secretaries (in-situ) and 220 Directors. Actual sanctioned strength as on 1st November 2010 is 498. CSS officers empanelled as Joint Secretaries will be given in situ promotion as JS in SAG grade at their current place of posting till they are placed under 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.
4.2.2 All the grades of CSS are centrally administered by the CS Division and all matters relating to cadre management are directly dealt with by that Division. All the Ministries/Departments of the Government of India except Railways, External Affairs, Space etc., who are not participating in this service are stakeholders of the services of CSS. However, promotions of Section Officer & Assistants Grade are partially decentralised with the participating cadre units holding DPCs against centrally published zones for promotion by the Department of Personnel and Training.

4.2.3 This Division coordinates the process of filling up of the vacancies in various grades of CSS reported by the 40 sub-cadres. Accordingly, as provided under the Statutory Rules and extant instructions, it issues zones for promotion in respect of vacancies to be filled up through Seniority Quota on the basis of seniority-cum-fitness; whereas, in respect of vacancies to be filled up through direct recruitment as well as Limited Departmental Competitive Examination(s) it reports vacancies after collecting the same from the participating Ministries/Departments to the recruiting agencies, namely, the UPSC and the SSC.

Cadre Management of CSS—Major developments during the year:

(i) Cadre restructuring of the Central Secretariat Service: The last cadre restructuring of the CSS had been approved by Government in 2003. This had mainly addressed the stagnation at the levels of Under Secretary and Section Officer. But acute stagnation at other senior levels of Deputy Secretary and Director, as well as in the lower levels of UDC had been continuing. To address this issue, the Government had set up a Committee on Cadre Restructuring of Central Secretariat Service (CSS) in June, 2008. The Committee submitted its report in November, 2008. The Report of the Committee was considered by the Government and, inter-alia, it was decided to divert 160 posts of Deputy Secretary / Directors from the Central Staffing Scheme to CSS, with the condition that out of the total posts of 600 at the Deputy Secretary /Director level, not more than 40 shall be operated at the Joint Secretary (in-situ) level after their empanelment through the Central Staffing Scheme, not more than 220 posts shall be operated at the Director level, and the remaining 340 posts shall be at the Deputy Secretary level. Further it was also decided that within the above ceilings the posts shall be operated in an inter-se flexible manner. To alleviate stagnation at the UDC level it was decided to upgrade 1467 posts of UDCs to the Assistant’s grade of CSS. These decisions are at various stages of implementation. The details of which are given elsewhere in this report.

(ii) Bringing Promotions upto-date: During the year, the task relating to preparation of panel in the grades of Director and Deputy Secretary of CSS has been brought up-to-date. Moreover, regular as well as supplementary panels in both grades have been issued covering 383 officers who have been promoted in these grades. Due to ongoing litigation in the Under Secretary grade only ad-hoc promotions could be made covering about 418 Section Officers. There are no eligible Section Officers remaining to be promoted before July 2011. 238 Assistants have been promoted on regular basis, while ad-hoc promotions to the grade of Section officers have been made from time to time by extending the zone of promotions in respect of Seniority quota Assistants. The details of the preparation of panels (Select Lists) in various grades has been given in the succeeding paragraphs.

(iii) Revision of CSS Rules/Regulations: In pursuance of the CSS Rules 2009 notified in February 2009, several regulations were required to be framed. The following three regulations were notified during the year viz. (a)
The CSS Assistant's Grade (Competitive Examination) Regulations, (b) The CSS (Promotion to Senior Selection Grade, Selection Grade and Grade-I) Regulations, and (c) The CSS Section officers Grade (Limited Departmental Competitive Examination) Regulations. Other regulations which are required to be issued are under process and issue.

In addition to the above some rules were also amended, notably the one relating to “deemed relieving” of a CSS officer, within 45 days of his/her transfer/posting to another Ministry/Department, in order to improve compliance and strengthen cadre management.

(iv) Institutionalizing regular interactions with Cadre Units: In order to disseminate recent cadre management measures and ensure better compliance, as well as to address problems and issues being faced by Cadre units, a system to hold monthly interactions with all 79 Cadre units was put in place during the year. These interactions have proved to be very useful in improving cadre management of all the three Central Secretariat Services.

(v) Review of Rotation Transfer Policy (RTP): The Rotation transfer policy was further rationalized during the year to facilitate better placement and rotation of CSS officers. While RTP has been implemented in the previous year's only in the grades of Director, Deputy Secretary and Under Secretary, during the year under report the RTP was also extended to the Section Officer and Assistants’ Grade of the CSS successfully for the first time. More officers are expected to be covered under the RTP in the coming years.

(vi) Training of CSS Officers: During the year, regular mandatory Cadre Training Programmes as envisaged under the Cadre Training Plan (CTP) of CSS were held for different Grades of the Service. These included several programs with foreign component, which provided a useful exposure to CSS officers to study at first-hand, the developmental initiatives in other countries. The details of the courses conducted under CTP are given in the successive paragraphs. Another notable initiative was to develop “Induction Training Packs” in Cadre Units, to enable CSS officers who join new Ministries/Departments on rotational transfers or on promotion to understand the work in the Department and to enable them to settle in quickly. 5 Ministries were covered under a Pilot project funded by the DARPG, and the program is proposed to be extended to another 10 Ministries this year. The training regime for CSS officers is monitored every quarter in the CS Division, to ensure better compliance with the CTP and meet the training needs of the Service. It is also proposed to develop some online training modules on specialised subjects so as to enhance the capacity building effort for CSS officers.

Preparation of Panels (Select Lists) for Promotions to the Centrally Managed Grades of Director/Deputy Secretary/Under Secretary Grades of CSS:

4.2.4 During the year under report several panels were prepared and issued in all the grades of CSS, including many backlog panels. Grade-wise details are given below.

Directors: CS Division has issued the Select List (Panels) of Directors of CSS for the year 2010 in two parts, the first consisting of 28 officers and the second being a Supplementary List consequent to 2nd Cadre Restructuring of CSS approved by Cabinet on 8.7.2010, consisting of 143 officers.

Deputy Secretary: During the year under report, the CS Division has issued the Select List of Deputy Secretaries of CSS for the year 2010 in two parts the first consists of 128
officers and, the second being a Supplementary List consequent to 2nd Cadre Restructuring of CSS approved by Cabinet on 8.7.2010, consisting of 84 officers.

Under Secretary: Select Lists of Under Secretaries of CSS upto 2008 have already been issued. However, in view of the interim orders of Hon’ble Central Administrative Tribunal, Kolkata (since transferred to Hon’ble CAT, Principal Bench, New Delhi) challenging the Select List for the year 2003, action for issue of Select Lists for the year 2009 and 2010 could not be initiated. Pending issue of Select Lists, adhoc promotion has been resorted to in the grade of Under Secretaries. Three orders were issued during the year and 418 Section Officers were promoted to the grade of Under Secretary on adhoc basis.

Action Taken for Promotions in the Decentralised Grades of Section Officer and Assistants Grade of CSS

Section Officers

4.2.5 The following actions were taken in respect of Section Officers’ grade during the year:-

(i) The Select List of Section Officer for the year 2007 against Seniority Quota in respect of 86 officers has been issued on 19.5.2010.

(ii) The Select List of Section Officer for the year 2008 against Seniority Quota in respect of 126 officers has been issued on 16.7.2010.

(iii) The allocation of 26 candidates for inclusion in the Select List of Section Officers for the year 2005 against Examination Quota on the basis of the Limited Departmental Competitive Examination, 2005 has been issued on 4.6.2010 and 13.10.2010.

(iv) 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 Section Officers’ Grade. The last extension was to cover upto SCSL 1999(General Category), upto SCSL 2000(SC category) and upto SCSL 2002(ST category).

(v) Section Officers, who have completed 16 years of service in one cadre unit were transferred to other cadres units under Rotational Transfer Policy.

(vi) The Limited Departmental Competitive Examination in the grade of Section Officer for the year 2006 onwards could not be conducted due to litigation in the Hon’ble High Court of Delhi. After the judgement in the said matter in May 2010, it was decided to conduct a Combined LDCE for 2006, 2007 and 2008 through the UPSC.

Assistants’ Grade

4.2.6 After completion of Direct Recruitment Assistant’s Foundation Training Programme in ISTM, 183 Direct Recruit Assistants of Combined Graduate Level Examination (CGLE) 2005 and 2006 have been posted in the different Cadre Units as per vacancies reported by them. One batch of Direct Recruit Assistants numbering 16 of CGLE 2006 has undergone training at ISTM and thereafter they have been nominated to different cadre units as per the available vacancies.

4.2.7 Common Seniority Lists (CSL) of Assistants’ for the year 2001 and 2002 have been issued during the year.
Civil List of CSS

4.2.7 Civil List of Grade-I (Under Secretary) and above of the CSS for the year 2010 has been issued. The Civil List contains all the basic data of the CSS officers as on 1st November 2010 and the same has also been uploaded on the Departmental (CS Division's) web-site.

Cadre Training Plan for CSS

4.2.8 A comprehensive Cadre Training Plan (CTP) has been finalised for CSS. 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. The objective of in-service training programmes at various levels is to develop skills and ensure capacity building capabilities of CSS personnel which are necessary for shouldering higher responsibility, besides updating their knowledge about the latest concepts and practices for better governance and administration. The ISTM initiated the first schedule for Cadre Training Plan in the year 2007-2008 with training programmes for various levels of CSS officers. The CTP was reviewed in the year 2009 with a view to fine tune the courses with respect to the needs expressed by the past participants and stakeholders. A set of training manuals for each level of Training Programme was prepared to set the details of course contents and curriculum.
4.2.9 During the year 2010-11, ISTM has so far conducted 18 training programmes under the CTP covering 572 officers, and five training programmes are under implementation. Additionally, 16 training programmes, 2 for Level 'E' meant for Under Secretaries and 14 programmes to cover the backlog training of UDCs/Assistants have also been proposed for the current year. 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 trained during the years</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Assistant DR</td>
<td>Direct recruit Assistants on joining</td>
<td>16 weeks</td>
<td>2</td>
<td>92</td>
</tr>
<tr>
<td>2</td>
<td>Level A</td>
<td>UDCs completing 5 years approved service in the grade</td>
<td>4 weeks</td>
<td>5</td>
<td>166</td>
</tr>
<tr>
<td>3</td>
<td>Level B</td>
<td>Assistants having completed 8 years in the grade</td>
<td>5 weeks</td>
<td>2</td>
<td>48</td>
</tr>
<tr>
<td>4</td>
<td>Level C</td>
<td>Section Officers completing 5 years</td>
<td>2 weeks</td>
<td>1</td>
<td>34</td>
</tr>
<tr>
<td>5</td>
<td>Level D</td>
<td>Section Officers with 8 years</td>
<td>8 weeks</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td>6</td>
<td>Level E</td>
<td>Under Secretaries with 5 years</td>
<td>6 weeks</td>
<td>4</td>
<td>111</td>
</tr>
<tr>
<td>7</td>
<td>Level F</td>
<td>Selection Grade Officers with 5 years</td>
<td>3 weeks</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Total</td>
<td>572</td>
</tr>
</tbody>
</table>

4.2.10 A special training programme for the hearing impaired as a one-time measure is being conducted during 2010-11 with the help of interpreters from the Ali Yavar Jung National Institute for the Hearing Handicapped, New Delhi. Around 25 hearing impaired officials are to benefit from this special training programme. The Monitoring Group under the Chairmanship of Joint Secretary (AT&A) closely monitors and reviews the Training Programmes on a Quarterly basis and necessary revisions in design and training needs, on the basis of feedback received from various quarters, are being carried out for enhancing the effectiveness of the training as envisaged in the CTP.

Personnel records Management:

4.3.11 Efforts have been made during the year under report to bring up-to-date the personnel data base of over 10,000 officials of the Central Secretariat Service, serving in all Ministries / Department of the Government of India, details are as follows:

Executive Record Sheet: A data base of all CSS officers is under process. As on date the data of about 6500 officers has been fed into the software. Efforts are on to complete the work in respect of the remaining officers and also to continuously update the existing data.

Annual Performance Appraisal Report of CSS officers: The Annual Performance Appraisal Report (APAR) of Under Secretary and above level officers of CSS is centrally maintained in CS-I Division. The APAR details of these 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/Department and to the officers concerned. This helps in timely completion of the APARs.

4.2.12 A new software has been developed by NIC for online monitoring of APARs. The Ministries/Departments are required to feed the data in respect of the CSS officers posted with them. Efforts are on to ensure that complete data is fed into the software directly by the Nodal Officer of each Department, which can be monitored by DOP&T. During this year, 8 Training Sessions have been organised by NIC (DOP&T) to train all the nodal officers to operate the new APAR Monitoring Software.

Annual Property Returns of CSS Officers: CS-I Division is now the custodian of Annual Property Return of CSS Officers since 2009. Efforts are underway to obtain the up to date APRs of all CSS Officers.

Stakeholders Consultations

4.2.13 During the months of April to July, meetings were organised with stakeholders (various Ministries/Departments) on issues relating to Cadre Management of CSS/CSSS/CSCS. Subsequently, progress of various issues pertaining to all the three Secretariat Services has been institutionalized by holding Review Meeting at Joint Secretary level with the Cadre Authorities every month. The first meeting was held on 30th November, 2010.
4.3 CENTRAL SECRETARIAT STENOGRAPHERS’ SERVICE (CSSS)

4.3.1 The Central Secretariat Stenographer’ Service (CSSS) is one of the three services in the Central Secretariat. The Department is the cadre controlling authority in respect of this service.

CSSS comprises of the following grades:-

<table>
<thead>
<tr>
<th>Grade</th>
<th>Classification</th>
<th>Pay Scales (Rs.)</th>
<th>Grade (Pay Band) (Rs.)</th>
<th>Sanctioned Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal Staff Officer (PSO)</td>
<td>Group A (Gazetted)</td>
<td>37400-67000 (PB-IV)</td>
<td>8700</td>
<td>140*</td>
</tr>
<tr>
<td>Senior Principal Private Secretary (Sr. PPS)</td>
<td>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>Stenographer 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></td>
<td><strong>6760</strong></td>
<td></td>
</tr>
</tbody>
</table>

Cadre Management of CSSS

4.3.2 The grades of PSO, Sr. PPS and PPS are centrally administered by Department of Personnel & Training and all matters relating to cadre management to these grades are directly dealt with by CS-II Division.

4.3.3 The other three grades viz. PS, PA & Steno Grade D are decentralized into 40 cadre units. This Division coordinates the process of filling up the vacancies in these grades reported by the cadre units. Accordingly, as provided in CSSS Rules and extant instructions, the CS-II Division prescribes the zone of promotion in respect of vacancies to be filled up through seniority quota on the basis of seniority-cum-fitness. In respect of vacancies to be filled up through direct recruitment as well as Limited Departmental Competitive examinations, the vacancies are reported, after collecting the same from participating Ministries/Department, to the recruiting agency namely, Union Public Service Commission (UPSC) & Staff Selection Commission (SSC).

Major Development During the Year

Cadre Review

4.3.4 During the year under report, a comprehensive cadre review of Central Secretariat Stenographer Service has been undertaken in consultation with Department of Expenditure, Ministry of Finance in view of the stagnation prevailing in various grades of the service. The cadre review proposal of the CSSS has been considered and approved by the Government on 20th January 2011 and the following decisions have been taken;

(i) Creation of additional 25 posts of Senior Principal Private Secretary (Sr. PPS).

(ii) Creation of additional 625 posts of Principal Private Secretary (PPS).
(iii) Up-gradation of 400 posts of Personal Assistant (PA) to Private Secretary (PS) grade.

(iv) Filling up all resultant vacancies in the PS grade due to up graduation and creation of 25 posts in Sr. PPS grade and 625 posts in PPS grade by promotion, through seniority quota, as a one-time measure.

(v) Filling up all existing direct recruitment vacancies in the PA grade and fresh vacancies percolating to the PA grade, due to creation of 25 posts in Sr. PPS grade and 625 posts in PPS grade, only by promotion, through seniority quota, as a one-time measure.

4.3.5 With the implementation of the above decisions, it is expected that stagnation in all grades of CSSS would be reduced to a great extent and cadre management of the service would considerably improve.

Revision of Rules and Regulations of CSSS

4.3.6 The CSSS Rules/Regulations have been revised keeping in view the changes taken place due to Cadre review of CSSS in 2005 and recommendation of 6th Central Pay Commission. CSSS Rules/Regulation 2010 have been notified in the gazette of India on 30th November, 2010.

Key Changes

(i) Introduction of new grade of PSO in PB-4 in CSSS
(ii) Change in the mode of recruitment to PS grade by way of 66.66% by promotion through seniority and 33.33% through LDCE for Steno. Grade ‘C’ (PA).
(iii) Stoppage of Direct Recruitment in Steno. Grade ‘C’ (PA).
(iv) Change in mode of recruitment to Steno. Grade ‘C’ (PA) by way of 50% through Limited Departmental Competitive Examination (LDCE) for Steno Grade ‘D’ and 50% by promotion through seniority.
(v) Raising the educational qualification for Direct Recruitment to Steno. Grade ‘D’, to 12th standard and introducing the element of Computer literacy.
(vi) To introduce the element of Computer Literacy in the LDCE for promotion to the Steno. Grade ‘C’ (PA) and Steno. Grade ‘A&B’ Merged (PS).
(vii) Increase/decrease in eligibility period for promotion in various grades of CSSS in view of 6th CPC recommendations

Bringing Promotions Upto-date:

4.3.7 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:

(A) Principal Staff Officer

Select List for the year 2010 for Principal Staff Officers (PSO) Grade of CSSS has been issued and all the eligible Sr. PPSs have been promoted as PSO.

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

Select list of Sr.PPS of CSSS for the year 2009 and 2010 has already been prepared.

(C) Principal Private Secretary (PPS)

Select lists of PPS of CSSS for the Years 2008 & 2009 have been issued.

(D) Private Secretary (PS)

Select Lists of PS grade of CSSS for the years 2007, 2008 and 2009 under seniority quota have been issued.

(E) Personal Assistants (PA)

Select Lists of PA Grade for the year 2007, 2008 and 2009 under Seniority Quota and 2008 under LDCE have been issued.
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>DR Quota (50%)</td>
</tr>
<tr>
<td>2005</td>
<td>90</td>
<td>113</td>
<td>*</td>
</tr>
<tr>
<td>2006</td>
<td>^</td>
<td>88</td>
<td>*</td>
</tr>
<tr>
<td>2007</td>
<td>^</td>
<td>34</td>
<td>*</td>
</tr>
<tr>
<td>2008</td>
<td>^</td>
<td>76</td>
<td>*</td>
</tr>
<tr>
<td>2009</td>
<td>#</td>
<td>$</td>
<td>*</td>
</tr>
</tbody>
</table>

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


XExamination not conducted.

$Result yet to be declared by SSC.

#Examination yet to be held.

Cadre Training Plan:

4.3.8 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 ISTM for training of Stenographers and PAs, there was no regular Cadre Training Plan in place to take care of the constant upgradation and capacity building of the CSSS officers.

4.3.9 With a view to address this gap, the Ministry has constituted a Committee to formulate a Cadre Training Plan for CSSS. The recommendations of the Committee are expected to be finalised shortly.

Institutionalised Interaction with Stakeholders:

<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>Group ‘C’ (Non-Gazetted)</td>
<td>5200-20200 (PB-I)</td>
<td>2400</td>
</tr>
<tr>
<td>Lower Division Clerk (LDC)</td>
<td>Group ‘C’ (Non-Gazetted)</td>
<td>5200-20200 (PB-I)</td>
<td>1900</td>
</tr>
</tbody>
</table>
4.4.2 The Central Secretariat Clerical Service (CSCS) is decentralized into 40 cadre units. This Division coordinates the process of filling up the vacancies in the grade of UDC as reported by the cadre units. Accordingly, as provided in CSCS Rules and extant instructions, the CS-II Division prescribes the zone of promotion in respect of vacancies to be filled up in UDC grade through seniority quota on the basis of seniority-cum-fitness. In respect of vacancies to be filled up through Limited Departmental Competitive Examination, the vacancies are reported after collecting the same from participating Ministries/Department, to the recruiting agency namely, Staff Selection Commission (SSC). In addition, CS-II Division also prescribes the range of seniority for promotion under Seniority Quota to the Assistant Grade of CSS.

**Major development during the year**

**Amendment of Rules and Regulations of CSCS**

4.4.3 The CSCS Rules/Regulations have been amended keeping in view the changes taking place due to Cadre review of CSS in 2003 and recommendation of 6th Central Pay Commission. CSCS (Amendment) Rules/Regulation 2010 has been notified in the gazette of India on 9th November, 2010.

**Key changes**

(I) All the vacant posts in the Lower Division Grade of Service as on the 3rd October, 2003 falling under direct recruitment quota (85%) stand abolished and further 85% of the vacancies falling in the aforesaid categories in the Lower Division Grade in each cadre on and after 3rd October, 2003, shall continue to be abolished every year by the cadre controlling authorities till the authorised sanctioned strength in the grade is brought to a level of fifteen percent of the authorised sanctioned strength as on 3rd October, 2003.

(ii) Remaining 15% of vacancies every year shall be filled in the Lower Division Grade, in each cadre, by appointment of Group 'C' employees having grade pay of Rs. 1800 borne on regular establishments working in the Ministries and offices participating in the Central Secretariat Clerical Service, in the following manner, namely:

(a) Seventy percent of the said vacancies shall be filled on the basis of seniority from Group 'C' employee in the posts with Grade Pay of Rs. 1800 having minimum qualification of 10th pass or ITI equivalent as prescribed in Model Recruitment Rules for Group 'C' posts.

(b) Thirty percent of the said vacancies shall be filled on the basis of Limited Departmental Competitive Examination (for Group 'C' staff who have passed the 12th standard examination from a recognised Board or equivalent) and have rendered not less than three years' regular service as Group 'C' employee having Grade Pay of Rs.1800.

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

(A) **UDC Grade**

Select list of 2007 in UDC Grade of CSCS against Seniority Quota has been issued. Finalization of range of seniority for Select List Year 2008 for seniority quota is under consideration.
Consequent upon restructuring of CSS, 2151 UDCs were promoted to the grade of Assistant. The resultant vacancies in the grade of UDC have been filled by the cadre units by promoting the eligible LDCs on ad hoc basis.

Further, 1467 posts of UDC of CSCS have been upgraded to the grade of Assistant of CSS and all eligible UDCs upto the year 2001 have been promoted as Assistant on ad hoc basis.

(B) LDC Grade
Select Lists of 2008 and 2009 in the LDC grade of CSCS through Limited Departmental Examination for Group C staff (Grade Pay of Rs 1800) have been issued. The number of candidates recruited/appointed to UDC/LDC Grades of the CSCS through the Limited Departmental Examination upto 2009 is given below:

<table>
<thead>
<tr>
<th>Select List Year</th>
<th>UD Grade (LDCE)</th>
<th>LD Grade (LDE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>99</td>
<td>42</td>
</tr>
<tr>
<td>2006</td>
<td>114</td>
<td>$</td>
</tr>
<tr>
<td>2007</td>
<td>124</td>
<td>62</td>
</tr>
<tr>
<td>2008</td>
<td>137</td>
<td>65</td>
</tr>
<tr>
<td>2009</td>
<td>#</td>
<td>64</td>
</tr>
</tbody>
</table>

The direct recruitment in the Lower Division Grade of CSCS has been discontinued.
$ Not conducted due to non-availability of vacancies. # Vacancies intimated to SSC for SL-2009, final results awaited.

4.5 CADRE REVIEW OF 58 CENTRAL GROUP 'A' SERVICES

4.5.1 Cadre review is the key to proper management of a cadre. It provides an opportunity to a cadre to adapt itself to the changes in role of organisation and at the same time 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.

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

4.5.3 As a part of this Department's endeavour to keep the personnel policies relevant to current and future needs, the Monograph on Cadre Management of Central Group 'A' Services has been revised in December 2010 with the help of Centre for Good Governance. The revised Monograph not only captures the developments subsequent to the printing of earlier Monograph, but also dwells upon the issues critical for strategic and systemic development of a cadre. The guidelines and instructions on cadre review have also been revised in consultation with various stakeholders to simplify the process as well as to make the cadre reviews more meaningful. These instructions supplement the revised Monograph.

4.5.4 There are 58 Central Group 'A' Services, out of which 44 services were due for review in the beginning of the year 2010. Out of these, the cadre review proposals of Indian Inspection Service, Indian Supply Service and Directorate General of Aeronautical Quality Assurance Service have already been approved by Cadre Review Committee, while that of the Indian
Economic Service has been approved by the Cabinet. The proposal of Indian Defence Service of Engineers (IDSE) has been withdrawn by the Ministry of Defence for revision. The proposals in respect of Central Power Engineering Service, Central Labour Service, Central Engineering Service (CPWD), Central Electrical & Mechanical Service (CPWD), Central Architecture Service (CPWD), Geological Survey of India, are at various stages of consideration.

4.5.5 The Cadre Review Division also compiles and analyses statistical information of all the Central Group ‘A’ Services. The inconsistencies, if noted during the analysis, are brought to the notice of the concerned Cadre Controlling Authority. This exercise is undertaken on a yearly basis in January and July every year. The data as on January 1, 2010 has already been compiled.

4.5.6 A detailed study was made by the Cadre Review Division to highlight the importance of the Cadre Review. The study reveals that the cadre authorities controlling the Non-Technical Services have been prompt and as of date only 6 of the 15 services in this category are due for review. On the other hand, 17 of 20 Technical Services and 13 of 17 of Other category are due. In the following charts, the time taken for promotion to the SAG and HAG level, in case of Technical, Non-Technical and Other Services has been depicted:

**SAG Level**

<table>
<thead>
<tr>
<th>Non technical</th>
<th>Technical</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IDES</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>Ind. Trade Ser.*</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>IPoS</td>
<td>25</td>
<td></td>
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<tr>
<td>Ind. Info. Ser.</td>
<td>24</td>
<td></td>
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<tr>
<td>IRRS</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>IR Acct. Ser.</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>IRTS</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>IAS &amp; CES</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Ind. Foreign</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Ind. Civil. Actt.</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>IDAS</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>IP&amp;T A&amp;E</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>IA &amp; AS</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>RPF</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

|               | 19        |        |
| Ind. Insp. Ser* | 39        |        |
| Ind. Broad...  | 36        |        |
| Ind. Def. Ser.of... | 35     |        |
| Ind. Supply Ser. | 34        |        |
| Cent. Arch...   | 34        |        |
| P&T Bldg...    | 33        |        |
| Cent. Elec. &... | 33       |        |
| Cent. Eng...   | 33        |        |
| Cent. Power... | 32        |        |
| Ind. Naval...  | 32        |        |
| Ind. Water...  | 32        |        |
| Border...      | 30        |        |
| Ind. Ord...    | 26        |        |
| Ind. Telecom... | 24        |        |
| Ind. Rly. Serv... | 23     |        |
| Ind. Rly. Serv... | 23     |        |
| Ind. Rly...    | 23        |        |
| Cent. Eng...   | 22        |        |
| Ind. Rly. Serv.of... | 22     |        |
| Ind. Rly. Serv... | 22     |        |

| CRPF          | 37        |        |
| ITBP          | 37        |        |
| BSF           | 36        |        |
| Geological...  | 34        |        |
| Ind. Broad...  | 31        |        |
| Ind. Comp. Law... | 30       |        |
| Survey of India... | 28     |        |
| Ind. Eco. Service | 27        |        |
| Ind. Statistical... | 25     |        |
| Ind. Cost Acctt... | 24     |        |
| Central Labour... | 23        |        |
| Def. Qual...  | 0         |        |
| Def. Aero...   | 0         |        |
| CIGF          | 0         |        |
| Defence Res &... | 0       |        |
| Ind. Legal Service | 0       |        |
4.5.7 This Department reviewed the status of cadre review of various Group A Services and identified 17 Services which have been due for cadre review for long. This has been taken up with cadre authorities so that cadre review is done expeditiously and as per the approved time frame.
CHAPTER 5

SENIOR APPOINTMENTS UNDER THE GOVERNMENT OF INDIA

5.0 The Department of Personnel & Training is entrusted with the responsibility of appointments at senior level and working out personnel policies of the Government of India. Accordingly, the Establishment Officer and Additional Secretary in the Department of Personnel & Training acts as the Secretary to the Appointments Committee of Cabinet (ACC). All proposals for senior appointments under the Government of India requiring approval of the ACC, under the Government of India (Transaction of Business Rules, 1961) are processed through the Establishment Officer. These include Board level appointments to Public Sector Undertakings and appointments to the posts at the level of Joint Secretary. In addition, all appointments by promotion, which require the approval of the ACC are also moved through the Establishment Officer. The Establishment Officer is also the ex-officio Member Secretary of the Civil Services Board, which is chaired by the Cabinet Secretary. This Board makes recommendations for appointments in respect of the posts of Deputy Secretaries, Directors and Joint Secretaries under the Central Staffing Scheme. In addition, the Board also makes recommendations to the ACC for inclusion of officers in the Joint Secretaries suitability list.

5.1 The Establishment Officer is also the Member Secretary of the Central Establishment Board, (CEB), which is chaired by the Secretary (Personnel). This Board makes recommendations for deputing officers on foreign training, assessment of Central Secretariat Service officers for appointments to the posts of Deputy Secretaries and Directors in the Ministries/Departments as well as premature retirement cases of officers below the rank of Joint Secretary under the relevant rules.

5.2 A Screening Committee chaired by the Cabinet Secretary comprising Secretary (Personnel) and Finance Secretary has been constituted for approval of cases of Foreign Assignments and assignments under Rule 6 (2)(ii) of the IAS (Cadre) Rules 1954. The approval of the PM is taken on the recommendations of the Committee for cases relating to JS and above level of officers.

THE CENTRAL STAFFING SCHEME

5.3 The Central Staffing Scheme provides a systematic arrangement for the selection and appointment of officers to senior administrative posts at Centre, excluding posts which are specifically encadred within the organised Group 'A' services or filled by recruitment through the Union Public Service Commission. Appointments to the posts of the rank of Under Secretary (excluding the posts encadred into Central Secretariat Service) and above in the Government of India are filled under the Central Staffing Scheme. This is done 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 cadres. Their growth, development and career prospects will be mainly dedicated to their own Service and cadre.

5.4 The raison d'être of such a scheme is the Centre’s need for fresh inputs at senior levels in
policy planning, formulation of policy and implementation of programmes 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 and who return to their respective cadres at the end of tenure. This two-way movement is of mutual benefit both to the service cadres and the Government of India.

E-GOVERNANCE MEASURES

5.5 A web enabled software, the 'Central Staffing Scheme Processing System' is used to process appointments under the Central Staffing Scheme. All appointments in the Ministries and Departments of the Govt. of India are done through Central Staffing Scheme, in which officers from 36 different services participate. The Establishment Officer invites applications from eligible officers from all the State Governments and the Ministries controlling the Group-A services each year. The applications so received are processed with due care and an offer list is prepared. These officers, thereafter, are appointed to various Ministries and Departments, after taking into account their background, experience profile, educational qualification, training and ACR grading. These are then co-related and evaluated with the job requirements in each Ministry.

5.6 The entire process has recently been computerized by introducing a web enabled software called the 'Central Staffing Scheme Processing System'. The officers apply online submitting their complete experience profile etc. The Cadre controlling authority also electronically sponsors the officer's name. The job profile is automatically matched with the officer's experience profile and a list of officers is generated from which further short listing is done. This provides an efficient, transparent, impartial and accurate system of processing such appointments.

PLACEMENT AT MIDDLE & SENIOR MANAGEMENT LEVELS

5.7 A total of 314 officers - 94 at Joint Secretary level and 220 at Director and below levels were appointed under the Central Staffing Scheme during the period from 1st January 2010 to 31st December 2010. Out of these, 120 belonged to the IAS and the remaining 194 officers are from the organized Group 'A' Services.

**NUMBER OF APPOINTMENTS MADE UNDER CENTRAL STAFFINGS SCHEME DURING THE YEAR**
<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Cadre</th>
<th>Total Authorized Strength</th>
<th>Central Deputation Reserve</th>
<th>Actual Strength</th>
<th>Proportionate CDR</th>
<th>No. of Officers at Centre</th>
<th>Percentage of Proportionate CDR utilization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>AGMUT</td>
<td>245</td>
<td>53</td>
<td>218</td>
<td>47</td>
<td>47</td>
<td>100</td>
</tr>
<tr>
<td>2</td>
<td>Andhra Pradesh</td>
<td>347</td>
<td>75</td>
<td>289</td>
<td>62</td>
<td>29</td>
<td>46</td>
</tr>
<tr>
<td>3</td>
<td>Assam Meghalaya</td>
<td>248</td>
<td>54</td>
<td>205</td>
<td>44</td>
<td>40</td>
<td>90</td>
</tr>
<tr>
<td>4</td>
<td>Bihar</td>
<td>326</td>
<td>70</td>
<td>198</td>
<td>42</td>
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<td>97</td>
</tr>
<tr>
<td>5</td>
<td>Chhattisgarh</td>
<td>138</td>
<td>30</td>
<td>113</td>
<td>24</td>
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<td>37</td>
</tr>
<tr>
<td>6</td>
<td>Gujrat</td>
<td>260</td>
<td>56</td>
<td>218</td>
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</tr>
<tr>
<td>7</td>
<td>Haryana</td>
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<td>46</td>
<td>177</td>
<td>38</td>
<td>23</td>
<td>60</td>
</tr>
<tr>
<td>8</td>
<td>Himachal Pradesh</td>
<td>129</td>
<td>28</td>
<td>105</td>
<td>22</td>
<td>21</td>
<td>95</td>
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<tr>
<td>9</td>
<td>Jammu &amp; Kashmir</td>
<td>112</td>
<td>24</td>
<td>90</td>
<td>19</td>
<td>17</td>
<td>89</td>
</tr>
<tr>
<td>10</td>
<td>Jharkhand</td>
<td>143</td>
<td>31</td>
<td>107</td>
<td>23</td>
<td>19</td>
<td>82</td>
</tr>
<tr>
<td>11</td>
<td>Karnataka</td>
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<td>65</td>
<td>219</td>
<td>47</td>
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<td>61</td>
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<td>12</td>
<td>Kerala</td>
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<td>13</td>
<td>Madhya Pradesh</td>
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<td>17</td>
<td>Orissa</td>
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<td>18</td>
<td>Punjab</td>
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<td>Sikkim</td>
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<td>7</td>
<td>9</td>
<td>128</td>
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<tr>
<td>21</td>
<td>Tamil Nadu</td>
<td>355</td>
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<td>283</td>
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<td>37</td>
<td>60</td>
</tr>
<tr>
<td>22</td>
<td>Uttar Pradesh</td>
<td>537</td>
<td>116</td>
<td>345</td>
<td>74</td>
<td>87</td>
<td>117</td>
</tr>
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<td>94</td>
<td>20</td>
<td>84</td>
<td>17</td>
<td>10</td>
<td>58</td>
</tr>
<tr>
<td>24</td>
<td>West Bengal</td>
<td>296</td>
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<td>236</td>
<td>51</td>
<td>47</td>
<td>92</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>5680</strong></td>
<td><strong>1229</strong></td>
<td><strong>4428</strong></td>
<td><strong>946</strong></td>
<td><strong>735</strong></td>
<td><strong>80</strong></td>
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</tbody>
</table>
5.8 In addition to the appointments under the Central Staffing Scheme, as detailed above, 298 appointments as CMDs/MDs/DMD, Executive Directors/officers Employee Directors/Workman Employee Directors, Functional Directors, Non official Directors, were finalised on the Boards of Public Sectors Undertakings and Banks/Financial Institutions during the period from 1.1.2010 to 30-11-2010. During the same period, 103 appointments were made at the level of Chairman, Vice Chairman, General Managers or equivalent, Members/Additional Members and promotion/empanelment for appointments to Higher Administrative Grade in Rs. 22400-24500/- and Rs. 24050-26000/- (pre-revised) to various Group 'A' Services under the Ministry of Railways.

NUMBER OF APPOINTMENTS OF CHAIRMAN-CUM-MANAGING DIRECTORS/ MANAGING DIRECTORS IN PSUS/BANKINGS IN THE LAST FIVE YEARS

5.9 In addition, 201 officers were approved during the above period for Additional charge/Extension of tenure/Non-extension of tenure/services of CMDs/MDs, Functional Directors, extension of General Managers/ additional charge of GM, promotion of HAG, transfer of MDs/Functional Directors/Non-official Directors in PSUs/Banks, Railway Claim Tribunal of the Indian Railways.

5.10 During this period, 96 Chief Executives were appointed in various autonomous bodies. Likewise, 92 officers were appointed as Member/ Chairman/Vice Chairman in various Administrative Tribunals/Labour Courts.

5.11 Likewise, 1534 officers including 165 women 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.

5.12 The estimated projection for appointments for the period from 16.12.2010 to 31.3.2011 is 24 Chief Executives in various autonomous bodies and 20 Member/ Chairman in Administrative Tribunals and Labour Courts etc. Approximately 322 cases for appointments/empanelment/deputation/extension of tenure and additional charge (under non-Central Staffing Scheme) are likely to be approved during this period.
The number of officers on Central Deputation as on 31.12.2010

<table>
<thead>
<tr>
<th>Designation</th>
<th>Number of Officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary level and equivalent</td>
<td>105</td>
</tr>
<tr>
<td>Additional Secretary level and equivalent</td>
<td>129</td>
</tr>
<tr>
<td>Joint Secretary level and equivalent</td>
<td>387</td>
</tr>
<tr>
<td>Director level and equivalent</td>
<td>550</td>
</tr>
<tr>
<td>Deputy Secretary level and equivalent</td>
<td>158</td>
</tr>
</tbody>
</table>

5.12 The Department pays special attention to ensure that women officers get adequate representation in the higher echelons of management. Special attention is being paid to their cases during empanelment of officers to the rank of Joint Secretary and above. During the year, 61 women officers were appointed as Secretary/Additional Secretary/Joint Secretary/Director/Deputy Secretary under the Central Staffing Scheme. In addition, 8 women officers were appointed as Chief Executive Officers in various autonomous bodies and 4 women officers were appointed as Members/Chairman/Vice-Chairman in various Administrative Tribunals/Labour Courts during the year.
6.0 The Training Division of the Department of Personnel and Training is the nodal agency for training of government functionaries and is primarily responsible for formulating policies with regard to training. It also implements certain components of training directly.

Objectives of Training Division

- Administering Policy matters in training;
- Identification of functional areas of training;
- Designing and implementing training programs for officers involved in the priority development sector;
- 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) Capacity Building for Poverty Reduction (Training Component);
9) Distance/E-learning Initiatives in Training;
10) E-governance initiatives.

In-Service Training Programmes for IAS Officers during 2010-2011

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 were conducted at different Institutions during the year. The following subjects were covered in these programmes:

1. Community Mobilization and Participatory Management;
2. Total Quality Management;
3. Innovations in Public Services;
4. Emerging Trends in Administrative Law;
5. World Trade Organization (WTO) and New Trade Regime;
6. Improving Governance through Accountability;
7. Ethics in Public Governance;
8. Public Private Partnership;
9. Reforms and Challenges in Education;
10. Negotiating Strategies and Public Private Partnership;
11. E-Governance: Opportunities and Challenges;
12. Natural Resources Management;
13. Advanced Course on World Trade Organization (WTO) & Related Matters;
14. Leadership Development Programme;
16. Project Appraisal and Management;
17. Social Policy and Governance.
6.3 In addition, two special two-week training programmes were 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 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.
Mid Career Training (MCT) Programme for IAS Officers

6.4 The mandatory Mid-Career Training (MCT) programme for IAS officers was started in January 2007 with the objective of improving the next level competencies of the officers at certain identified stages of their careers, i.e. at the field level (7-9 years), at the policy formulation level (14-16 years) and at inter-sectoral policy formulation and implementation level (26-28 years) and were termed as Phase-III (8 weeks), phase IV (8 weeks) & phase V (initially 4 weeks and now 5 weeks) respectively. The IAS (Pay) Rules were amended making successful completion of the various phases of the MCT Programme a prerequisite for obtaining promotions/increments at certain stages in an officer’s career. The first three rounds of all the phases of the MCT Programme have been completed and 902 IAS officers were trained during the years 2007-09. The various phases of the MCT Programme were conducted by a combination of domestic and foreign institutions, namely Indian Institute of Management Ahmadabad – Harvard Kennedy School (IIMA-HKS) for Phase-V, Indian Institute of Management Bangalore-Syracuse University (IIMB-Syracuse) for Phase-IV and Stanford Duke University-LBSNAA for Phase-III.

6.5 LBSNAA has been assigned the responsibility of handling all the aspects of the three phases of the MCT Programme from 2010 onwards with the flexibility to engage the services of academic institutions and faculty (either international or domestic or combination of both) for assisting it, wherever necessary, to effectively deliver the Programme.

Conduct of the MCT Programme in 2010

6.6 LBSNAA conducted Phase-III, IV and V of the MCT Programme in the current year as per the following calendar:-

Phase-III: From 7th June to 30th July, 2010 -- 93 officers participated in the programme, which included a 2-week exposure visit to South Korea.

Phase-IV: From 4th October to 26th November, 2010 -- 60 officers participated in the programme, including 4 officers from Sri Lanka Administrative Service (SLAS), and this programme also included a 2-week exposure visit to South Korea.

Phase-V: From 12th December, 2010 to 14th January, 2011 -- 92 officers participated in the programme, including 2 officers SLAS, and the programme included a 7-day exposure visit to Harvard University, USA.

Nobel Laureate Prof. Amartya Sen interacting with the participants of Phase V programme at LBSNAA, Mussoorie
Domestic Funding of Foreign Training (DFFT)

6.7 Department of Personnel & Training has been nominating officers for training programmes abroad. 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.

6.8 During the year 2010-11, 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:

- Long-term programmes: 33 officers
- Short-term programmes: 213 officers
- Partial Funding: 9 officers

![Distribution by Location of Training](chart.png)
6.9 Further, a Committee was constituted in 2009 under the Chairmanship of Secretary (P) to review/revamp foreign training programmes being administered under the DFFT Scheme whose report was submitted on 30/09/2010 and has since been accepted by the competent authority. The Committee has finalized its report and submitted the same to the Govt. of India on 30th September 2010.

The mandate of the Committee was:

(a) to examine all issues relating to training needs, budget, courses and institutions, terms & conditions and allowances of officers deputed for training, and
(b) to provide guidance for the development of a system for processing of applications, computer assisted selection and online feedback mechanism.

6.10 The following are the key recommendations of the Committee:

(i) Depute officers to the best civil service colleges
(ii) Move away from the west-centered programmes
(iii) Focus on the feedback mechanism
(iv) MBA need not be included in the category of fully-funded long-term programmes while continuing to be eligible for partial funding
(v) Organize customized programmes of 5-10 days in closer foreign destinations
(vi) Enhance various allowances to deputed officers

6.11 The allowances have since been revised with the approval of the Competent Authority. For short-term programmes, the per diem allowance under the DFFT Scheme would be equal to per diem available to officers while on `tour'. Accommodation allowance has also been almost doubled and made equal to the per diem allowances. For long-term programmes, the monthly living allowance has been aligned to 45% of Foreign Allowance (FA) of MEA being given to the Director level officers. A new component of accommodation charges (minimum of US$ 750) has been added and one time allowances have been upwardly revised. Under the partial funding component, the support has been increased to US$ 35000 for top universities/institutes and US$ 45000 for a two-year programme for top 30 universities.
Post Graduate programmes in Public Policy;

6.12 These programmes were envisaged to enhance the competence of Mid-Career Civil Servants in Public Policy by (i) Enhancing 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) Introducing them to alternative systems of public management in other countries.

6.13 The Institutions conducting these programmes and their international partners are as under:-

- Indian Institute of Management, Bangalore–Maxwell School of Citizenship and Public Affairs, Syracuse University, USA
- The Energy and Resources Institute (TERI)–LB Johnson School of Public Affairs, University of Texas, USA and Yale University, USA
- Management Development Institute (MDI), Gurgaon–George Mason University, USA/SCIENCES PO, Paris

6.14 The number of officers who were sponsored by DoPT to these programmes are indicated below:

<table>
<thead>
<tr>
<th>Year</th>
<th>IIMB</th>
<th>IIMA</th>
<th>MDIG</th>
<th>TERI</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-07</td>
<td>28</td>
<td></td>
<td>19</td>
<td>16</td>
</tr>
<tr>
<td>2007-08</td>
<td>26</td>
<td>11</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>2008-09</td>
<td>28</td>
<td>20</td>
<td>22</td>
<td>12</td>
</tr>
<tr>
<td>2009-10</td>
<td>16</td>
<td>18</td>
<td>11</td>
<td>**</td>
</tr>
<tr>
<td>2010-11</td>
<td>26</td>
<td>*</td>
<td>22</td>
<td>10</td>
</tr>
</tbody>
</table>

* Programme discontinued.
** Programme not conducted in that year.
Training Support

Thematic Training Programmes:

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

6.16 During the year 2010-11, about 1700 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 etc. To ensure quality, after the completion of each course, a Course Director’s report is furnished, which analysed and appropriate feedback is provided by the Training Division to the institute.
Trainer Development Programme

6.17 Recognising 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.
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

During 2010-11, about 185 courses on various packages have been sponsored. The Department has also developed a pool of about 50 Master Trainers and 200 Recognized Trainers, in different packages, who are called upon to conduct these courses.
Faculty Development Scheme

6.20 A Scheme of Faculty Development was introduced in the year 2003, under which the trainer faculty are provided with opportunity to undergo short term training programmes in institutions of excellence within the country to hone and upgrade their knowledge and skills and to keep abreast of the various changes in the field of their specialisation by deputing them at suitable intervals to centres of excellence in such areas. The Scheme covers the trainers developed by this Department under Trainer Development Programme and faculty members working in the State ATIs and Central Training Institutions (CTIs).

Intensive Training Programme

6.21 Intensive training programme for frontline Government functionaries was initiated during the year 2008-09. This is based on the robust intensive district training models developed through externally aided projects. 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).

6.22 During the year 2010-11 funds amounting to Rs. 265.89 lakh have been released to 9 State ATIs for imparting training in 67 Districts under the programme. Some of the Sectors covered under the programme include - school education, public distribution system, public health, revenue, water and sanitation, Integrated Child Development, and police.
Augmentation of the Capacity of training institutions

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

6.24 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, organize workshops, special programmes, seminars etc.

6.25 During the year 2010-11, support of Rs. 2.63 crore has been provided to the State ATIs across the country for the above activities.
Other Training Programmes

Advanced Professional Programme in Public Administration

6.26 The thirty-sixth Advanced Professional Programme in Public Administration (APPPA) is conducted by the Indian Institute of Public Administration (IIPA), New Delhi from July, 2010 to March, 2011. 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.

Service-wise breakup of participants in 36th Advanced Professional Programme in Public Administration (APPPA)

<table>
<thead>
<tr>
<th>Service</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAS</td>
<td>3</td>
</tr>
<tr>
<td>Indian Rly. Services</td>
<td>7</td>
</tr>
<tr>
<td>IPS</td>
<td>2</td>
</tr>
<tr>
<td>AFHQCS</td>
<td>1</td>
</tr>
<tr>
<td>IFoS</td>
<td>7</td>
</tr>
<tr>
<td>ISS</td>
<td>1</td>
</tr>
<tr>
<td>IOFS</td>
<td>4</td>
</tr>
<tr>
<td>IPoS</td>
<td>2</td>
</tr>
<tr>
<td>IES</td>
<td>2</td>
</tr>
<tr>
<td>ICAS</td>
<td>1</td>
</tr>
<tr>
<td>IRS</td>
<td>1</td>
</tr>
<tr>
<td>IP&amp;TAFS</td>
<td>1</td>
</tr>
<tr>
<td>IC &amp; CE</td>
<td>1</td>
</tr>
<tr>
<td>Defence Services</td>
<td>7</td>
</tr>
<tr>
<td>CRPF</td>
<td>1</td>
</tr>
<tr>
<td>CSS</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>43</td>
</tr>
</tbody>
</table>

Orientation Course for Directors / Deputy Secretaries

6.27 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 management procedures, parliamentary procedure, budgeting and financial management.

Capacity Building for Poverty Reduction (Training Component)

6.28 The Ministry of Personnel, Public Grievances and Pensions (MoP), in its efforts to promote and support improvements in public administration affecting the poor, launched the “Capacity Building for Poverty Reduction Programme (CBPR)” in February 2005 with support and assistance from Department for International Development (DFID). Out of the several components of the CBPR programme, the component of “Training Initiative” was implemented by the Training Division of DoPT.

6.29 The mandate of the CBPR-Training Initiative was to “Develop training approaches for the frontline service delivery personnel, which are scalable, cost effective and transferable and thereby capable of being used with marginal changes across the country”. The programme was implemented across the country in four phases. During Phase I, only four states namely, Madhya Pradesh, Maharashtra, West Bengal, and Tamilnadu were selected for programme implementation. Subsequently, the programme was rolled out across the country and by 2008-2009 all the 29 States were covered by the Training Division to implement the programme. The All India physical achievements through the pilots are given below:
6.30 A National Documentation Centre at Yashwantrao Chavan Academy of Development Administration (YASHADA), Pune, has been established for assimilation of inputs from partner ATIs and to make it a Resource Centre. The Training Division has also developed CBPR-Training Initiative Web Portal (www.cbpr.yashada.org), with the assistance of Adam Smith International (ASI) and NDC YASHADA, Pune, which was officially launched by the Hon’ble Minister of State, Shri Prithviraj Chavan, Ministry of Personnel on 29th January 2010. The Training Tool Kits for School Education Sector and Water & Sanitation sector based on the documentation of the activities under the CBPR-Training Initiative implemented by the RCVP Noronha Academy of Administration & Management (RCVPNAA), Bhopal, Madhya Pradesh were also released in the function.

<table>
<thead>
<tr>
<th>Description</th>
<th>Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trainers Trained</td>
<td>860</td>
</tr>
<tr>
<td>Trainees Trained</td>
<td>30530</td>
</tr>
<tr>
<td>Number of Sectors covered</td>
<td>23</td>
</tr>
<tr>
<td>Number of districts covered</td>
<td>51</td>
</tr>
<tr>
<td>Number of States covered</td>
<td>29</td>
</tr>
</tbody>
</table>
Distance and E-learning Initiatives in Training

MoU with IGNOU:- Training Division has launched a new Programme of Distance & E-Learning Programmes for Government Employees (DELPGE)” in collaboration with the Indira Gandhi National Open University (IGNOU), New Delhi. The objective of the DELPGE is to increase the availability and flexibility of options open to government employees for enhancing their knowledge and skills in order to improve the functioning of Government organizations and the delivery of services to the public. Under DELPGE, Central Government Employees (UDC and above) are eligible to enroll themselves for a wide menu of programmes (ranging from certificate to Master). Once they successfully complete the course/programme, IGNOU will reimburse the course fee paid by them.

Development of SAT Module:- Training Division is also developing a complete web based online module on “Systematic Approach to Training” in collaboration with YASHADA. Upon completion it would be available on the website of the Ministry and would be hugely beneficial to trainers, training managers, heads of training institutions and organizations.

Development of Subject Specific Module:- Training Division is also funding three CD based self-learning module to be developed by ATI, Kolkata on West Bengal Service Rule, West Bengal Financial Rule and Office Procedure to be rolled out within the current financial year.

Citizen’s Charter:- Training Division is also supporting development of a module in distance learning form on “Citizen’s Charter” by the RCVP Noronha Academy of Administration, Bhopal.

E-governance Initiative

Domestic Funding of Foreign Training (DFFT) Online

6.31 The Training Division, Department of Personnel and Training, Government of India shall be sponsoring the names of suitable officers for undergoing long/short-term training abroad in various selected universities/institutes for the Financial Year 2011-2012 under the Domestic Funding of Foreign Training (DFFT) Scheme. The development of a computerized system for DFFT has been included in the Result Framework Document (RFD) of the Department as one of the items.

6.32 The DFFT online system comprises three modules:

(a) Online Application Module for submission of application which includes Officers Personal Data, Qualification Details, Experience Details, Training Details and Training Preferences Details.
(b) Online Cadre Controlling Authority module for validation, verification and entry of details related to ACRs, Vigilance Clearance and Cadre Clearance.
(c) Local module for processing the applications received online.

6.33 Out of the above, the first module has been designed, developed and implemented. Security Audit has been completed for the Online Application Module. The other two modules are under development.

Enrichment / Maintenance of the Website

6.34 The following web site of the Division has been enriched / maintained.

http://persmin.gov.in/otraining
Maintenance of Significant Applications

6.35 Maintenance of several significant applications, viz., IAS In-Service Training System, Mid-Career Training Information System, Online Training Proposal System for Administrative Training Institutes (ATIs), National Resource Persons Portal etc.

Other NICNET Services

- Upgradation of LAN in Training Division, DoPT, Old JNU Campus has been completed consisting of 95 nodes. The LAN of Training Division, DoPT Offices located at Old JNU Campus is connected to NICNET/Internet using high speed Fibre Optics cable of 34 Mbps /2 Mbps with Leased Line as backup connectivity.
- Implementation of Video Conferencing facility is under process for three locations under DoPT viz. North Block, Old JNU Campus and Lok Nayak Bhawan.

e-Office

6.36 e-Office is one of the Mission Mode Projects (MMP) of the Department of Information Technology. 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. e-Office has been implemented in DAR&PG and Training Division of DoPT as pilot sites with effect from September, 30, 2010. Digital Signature Certificates (DSCs) have been issued and necessary training have been provided to the officials of Training Division and DAR&PG.
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 (LBSNAA)

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 training courses for members of the IAS and officers promoted to the IAS from the State Civil Services, as well as workshops and seminars on policy issues.

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 IAS, the IPS and the IFS and various other 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 for fostering greater coordination 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 has also been introduced.
7.4 The main activities organized during the Foundation Courses are:

(i) **Village Visit Programme:** This is organized for a period of one week in order to sensitize the Officer Trainees to the reality of rural India, through a structured study of a village.

(ii) **Trek in the Himalayas:** The objective of trek is to inculcate the spirit of adventure and to strengthen esprit-de-corps in the Officer Trainees. The trek is also a significant learning experience in group dynamics, interpersonal relations, courage, endurance and love and respect for nature.

(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 a well-rounded personality. This includes organizing various cultural programmes and Zonal days.

7.5 In the current year, 3 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-week Winter Study Tour [Bharat Darshan] comprising of attachments with the three Armed Forces, Public Sector, Private Sector Units, Municipal Bodies, Voluntary Agencies, specially those working in difficult conditions, and civil administration in insurgency affected areas etc.
District Training (52 Weeks)

7.7 During the District Training the Officer Trainees learn about the various facets of administration at the district level. During this period they are under the direct control of the District Collector and the State Government. They get an opportunity to get first hand knowledge of the work of the Collector/District Magistrate and various other institutions in the State government.

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 concepts taught earlier.

Mid-Career Training (MCT) Programme 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 of 14-16 years of service and Phase-V for the senior IAS officers with 26-28 years of service.

Joint Civil-Military Training Programme (1 week)

7.10 The first Joint Civil-Military Training Programme on National Security was conducted by the Lal Bahadur Shastri National Academy of Administration (LBSNAA) in February, 2003 at Mussoorie. The participants of the training programme were drawn from the Civil Services, the Armed Forces and the Para-Military Forces in a manner outlined in the agreed curriculum document. Various issues including-National Security, Police, Challenges of the North East, Intelligence, Military, External Security, Economic Security, Left Wing Extremism, Governance Issues, Technology & Security, Open Source Analysis, Our Strategic Culture, Insurgency and Terrorism are discussed and deliberated at length. This program is held every year.

Joint Training Programmes for Officers from IAS, IPS and IFS (1 week)

7.11 The Academy conducts one to three courses, every year on three themes for officers of various levels of seniority.

7.12 The objective of the programme is to expose the participants to the basic principles of Ethics/Moral Philosophy and teach them into thinking about the values that underpin the framing and implementation of public policy.

Induction Courses for officers promoted/Selected to IAS (10 weeks)

7.13 Courses are also conducted for officers who were promoted or selected to IAS from various 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 and on an all India perspective. The courses are of duration of eight weeks with about two weeks of Bharat Darshan.

Seminars and workshops

7.14 A number of seminars and workshops of 2-5 days duration are held throughout the year.
Retreat for IAS Officers

7.15 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.

Conference of Heads of ATIs and State Training Coordinators

7.16 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 conference also provides an opportunity to obtain feedback on district training of the Officer Trainees attending the Phase II.

Research Units

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

Centre for Rural Studies (CRS)

7.18 The Centre for Rural Studies, LBSNAA, was set up by the Ministry of Rural Development, Government of India for the concurrent evaluation of land reform policies implemented by the states on the basis of inputs provided by the Officer Trainees who are undergoing district training programme. In addition to this, the task of concurrent evaluation of poverty alleviation schemes was also entrusted to the Centre.

Centre for Disaster Management

7.19 Ministry of Home Affairs, Govt. of India has set up Centre for Disaster Management in LBSNAA, Mussoorie for acting as a nodal institution for imparting training on various aspects of Disaster Management with a special focus on Incident Command System. The Centre has been conducting a number of training programs and has also been formulating the national strategy for adaptation of the global best practices to suit Indian conditions. The Centre for Disaster Management has collaborations with United States Department of Agriculture-Forest Services under GOI-USAID Disaster Management Support Program. It has also taken up the task of setting up and initiating training at regional training centres in the country. The Centre is involved in training IAS officers at induction as well as in-service level in the field of disaster management.

National Institute of Administrative Research (NIAR)

7.20 National Institute of Administrative Research (NIAR) is a Society established in 1995 (Registration No. 758 dated 14.10.1996) and promoted by LBSNAA. The Society is conducting research & training programmes on governance issues. The areas of competence of the Institute are primary and elementary education, decentralized participatory planning at district and block level, capacity building of Panchayati Raj Institutions, Geographical Information Systems, Poverty and Rural Development, Participatory Learning and Action, rural livelihoods, literacy, health, agrarian issues, cooperatives and public sector management.
The activities of the Society include research studies, consultancy services, organization of theme oriented training programmes and workshops, and preparation of case studies.

**Publication Cell**

7.21 The main functions of the publication cell are creation, collection and dissemination of appropriate training software and to publish Academy's prestigious biannual Journal “The Administrator”. It also develops background teaching materials in various areas of public administration, economics, law, management, computers etc.

**National Centre for Gender Training, Planning and Research (NCGTPR)**

7.22 The National Centre for Gender Training, Planning and Research was established in 1998. The Centre is giving inputs on Gender issues and sexual harassment at work place for all the courses being run in the Academy as well as outside the Academy.

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

7.23 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.

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

7.24 The focus of training provided by the LBSNAA in Foundation, Professional, Induction and the Mid-career training to IAS officers has been, over past decades, overwhelmingly rural. But now India is emerging as one of the fastest urbanizing countries in the world. This means a very large number of officers would now be required to grapple with the urban problems even early on in their careers and increasingly so with larger and complex cities later, which needs streamlined service delivery on the “Rights Based Approach” through reformed municipal governance. To strengthen the existing institutional arrangement which could orient and influence the highest echelons of civil service with regard to urban areas necessitated the need for establishing National Centre for Urban Management in the Academy.

**The Academy Spirit**

7.25 LBSNAA seeks to positively influence the attitudes and values of intelligent young persons in their mid-twenties, coming from a wide variety of backgrounds.

7.26 To nurture the values of public service like integrity, moral courage, empathy with and respect for the underprivileged, and freedom from any sectarian prejudices based on religion, region, caste, class or gender, the Officer Trainees are encouraged to participate in diverse social activities. 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. The problem of solid waste management has also been addressed by them in close coordination with NGOs working in Mussoorie. The Officer Trainees also do shramdaan to maintain the environment. Emphasis on caring for the poor, listening to the people, providing safety nets for the vulnerable, and being open and transparent runs like a thread in all the courses and all the interactions.
7.27 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 Alma Mater**

7.28 All Officer Trainees in the All India Service and Central Services begin their careers from the LBSNAA, Mussoorie. As a result, this institution provides a bonding between young officers from different civil services. The Academy furthers the creation of oneness among the officers who look back to this institution with nostalgia.

**Institute of Secretariat Training and Management (ISTM)**

7.29 The Institute of Secretariat Training and Management (ISTM) was established in 1948 for the purpose of imparting training to the officers of the Central Secretariat. Originally set up with the objective of conducting foundational and in-service training programmes for Assistants and Section Officers of the Central Secretariat, the range of the activities of the Institute has increased exponentially over the last six decades. In addition to the in-house training programmes, the Peripatetic Training provided by the Institute to the State Governments and Union Territories, the training in Behavioural Skills, Management Techniques, Financial Management and Office Management are of particular significance. On specific request from Central Government Departments, Autonomous Bodies, Public Sector Organisations, the Institute organises special programmes addressed to the specific customer needs in different areas.

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

7.31 During this year ISTM conducted a total of 149 training programmes (including Organisation Specific Programmes) covering a trainee population of 3931. Details of courses conducted during 2010-11 are given below:

(a) Foundational & Refresher Courses.
(b) Foundational & Refresher Courses conducted as per new CSS Cadre Plan
(c) Personnel Administration and Office Management
(d) Financial Management
(e) Management Services
(f) Behavior Training & Secretarial Skills
(g) Training of Trainers
(h) Peripatetic Programmes
A comparative graphical presentation of number of courses conducted and participants during 2010-11 and 2009-10 is as under:
Training Initiatives

7.32 The Institute of Secretariat Training & Management (ISTM) is involved in capacity building in the area of Right to Information and has developed a very strong knowledge base in this area. As of now the following workshops are conducted:-

(a) Disposal on appeal for appellate authorities
(b) For CPIOs/APIOs
(c) Trainers Development Programme on RTI
(d) Sensitization of Govt. Officials (Seminar for Awareness Generation)
(e) Records Management for RTI
(f) Organisational Specific Courses including NGOs
(g) RTI–ROP (Re-Engineering Office Processes)
(h) Workshop on Right to Information for Under Secretaries
(i) Workshop on Records Management for RTI

In the year 2010 –11, fourteen courses have been conducted covering 285 participants.

CONSULTANCY PROJECTS:

Orientation Training Programme – Under the sponsorship of ARP&G, ISTM conducted training need analysis and designed domain specific training module for 6 Ministries. The institute also facilitated conducting one pilot programme for each ministry. Thereafter the Ministries/Departments will take on the task of conducting domain specific orientation programme on a regular basis.

Audit of Proactive Disclosure of Information under Right to Information Act.- Under capacity building for access to information (CBAI) project, ISTM studied the training requirements and conducted an audit of proactive disclosure of information under the provisions of RTI Act 2005 for 10 ministries.

CBPR Pilot project: ISTM carried out the training need analysis, designed the training module and trained 800 participants from NGO and self help groups (SHG) in the area of micro finance under SJSRY, Water, Sanitation and Health. The project was funded by DIFD through D/AR & PG.

Modernisation of ISTM

7.33 A plan scheme for Modernisation of ISTM is being implemented in the Institute to continuously upgrade its infrastructure facilities. In the year 2009-2010, several works leading to improvement and development of the Institute were undertaken. In addition, the purchase of equipments like ACs, LCD TVs, Photocopier etc. have considerably enhanced the working condition of the Institute.
Inauguration of computer lab by Secretary AR & PG

A view of the new computer lab at ISTM
7.34 Computer Lab developed under the DFID funding was inaugurated by Secretary, AR & PG in July 2010. Fifty computers alongwith internet and video conferencing facility were installed.

**Indian Institute of Public Administration (IIPA)**

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

(i) To promote and provide for the study of Public Administration and economic and political science with reference to public administration and the machinery of government and for educational purposes incidental thereto.

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

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

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

(V) To cooperate with approved institutions and bodies for the purposes of helping the cause of public administration.

7.36 During the financial year 2010-11, the Institute received a Non-Plan grant-in-aid to the extent of Rs.157.50 lakh and Plan grant of Rs 300 lakh from the Department.
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 imposing 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 States seeking permission under the AIS (DCRB) Rules to initiate action against retired members of IAS;
- Proposals from States for imposing penalty of cut in pension;
- Proposals 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 17 cases (IAS 10, CSS 7) during the period from 1.4.2010 to 31.1.2011. In 4 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. Requests of the Central Bureau of Investigation and the State Investigation Agencies for grant of sanction for prosecution under the Prevention of Corruption Act, 1988, were decided in 17 cases (IAS 16, 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 and Training for the first time.

Decisions on 11, 34 and 24 requests were taken during the year 2008, 2009 and 2010 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, 21, 7 and 14 orders were issued during the year 2008, 2009 and 2010 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).

Complaint handling policy

8.4 A new procedure for handling of complaints against Secretaries to the Government of India was laid down vide OM No. 104/100/2009-AVD.I, dated 14/1/2010, as amended vide corrigendum dated 8/3/2010. As per the said procedure, complaints against Secretaries to the Government of India are initially scrutinized and a view taken thereon by a group of Secretaries headed by the Cabinet Secretary. Further action on such complaint is taken as per the recommendation of the group of Secretaries.

Disagreement cases in disciplinary matters

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

UNITED NATIONS CONVENTION AGAINST CORRUPTION

8.6 This Division has been actively involved in formulating Government’s stand in the United Nations Convention against Corruption (UNCAC). Government of India had been represented by an Inter-Ministerial Delegation in the negotiations held at Vienna, Austria. The negotiations have been successfully completed after seven sessions and led to finalization of the United Nations Convention against Corruption. India has signed the United Nations Convention against Corruption on 9th December, 2005, but is yet to ratify it. Action is currently under way to move towards its ratification.

8.7 The Convention prescribes a series of measures for preventing corruption which include formulating and implementing effective anti-corruption policies and practices; constituting preventive anti corruption bodies; adopting transparent system for recruitment, promotion etc. of civil servants; establishing the criteria of candidature for election to public
Administrative Vigilance

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 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.

8.8 The proposal for ratification of UNCAC has been under consideration of the Government for some time. Recently, a Group of Ministers, constituted in September, 2010 by the Cabinet, while considering such proposal, has now recommended certain steps towards the ratification.

Chief Vigilance Officer

8.9 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 premature repatriation and debarment of officers who fail to take up their assignments as CVO consequent upon their selection. During the financial year 2010-11, 42 panels were sent to various Ministries/Departments for finalizing selection of appointment of CVO in PSUs under their respective administrative control. Out of these, 38 officers have been appointed as CVO in various CPSUs etc. During the same period, 18 CVOs have been granted extension of tenure after completion of initial tenure, 2 officers have been debarred from central deputation for not joining the post after their selection and 4 cases of premature repatriation were finalized.

Central Vigilance Commission

8.10 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.

8.11 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.

8.12 The Central Vigilance Commission has been emphasizing upon bringing about transparency in the functioning of the government organisation by making extensive use of the available technology 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 websites both as a tool for communication with the stakeholders and for curbing corruption.
8.13 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.

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

8.15 The Commission has formulated a Standard Operation Procedure (SOP) for adoption of Integrity Pact (IP) in the major Government Departments/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.

8.16 The Annual Report of the Central Vigilance Commission for the year 2009 has been laid on the Table of both the Houses of Parliament in December 2010.

Central Bureau of Investigation

8.17 The Government of India had set up Central Bureau of Investigation (CBI) 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. The ambit of CBI was further augmented by an addition of Economic Offences Wing by the Government of India by Resolution dated February 2, 1964.

8.18 During the year, CBI registered 1009 cases and it investigated / enquired into 1163 cases, consisting of 1019 regular cases and 144 preliminary enquiries. Out of 1019 regular cases, chargesheets were filed in 842 cases during the year. Details of working of CBI are given in a separate chapter.

Protection to whistle-blowers

8.19 The Government of India had issued a Resolution No. 89 dated 21st April, 2004 authorizing the Central Vigilance Commission as the designated agency to receive written complaints from whistle-blowers. The Commission has set up a separate confidential cell for dealing with complaints while duly protecting the identity of the complainant.

8.20 Though, the said Resolution provides for protection to whistle-blowers from harassment, it has been felt that the persons, who report corruption or wilful misuse of power or wilful misuse of discretion which cause demonstrable loss to the Government or
commission of a criminal offence by a public servant, need statutory protection as protection given to them by the said Resolution of the Government of India would not suffice. The Government has, therefore, introduced the Public Interest Disclosure and Protection to Persons Making the Disclosure Bill, 2010 in the Lok Sabha on 26th August, 2010. The Bill inter-alia provides-

(a) for bringing within the scope of the Bill, public servants being the employees of the Central Government or the State Government or any Corporation established by or under any Central Act or any State Act, Government companies, Societies or local authorities owned or controlled by the Central Government or the State Government and such other categories of employees as may be notified by the Central Government or, as the case may be, by the State Government, from time to time, in the Official Gazettee;

(b) adequate protection to the persons reporting corruption or wilful misuse of power or wilful misuse of discretion which causes demonstrable loss to the Government or commission of a criminal offence by a public servant;

(c) a regular mechanism to encourage such person to disclose the information on corruption or wilful misuse of power or wilful misuse of discretion by public servants or commission of a criminal offence;

(d) the procedure to inquire or cause to inquire into such disclosure and to provide adequate safeguards against victimization of the whistle-blowers;

(e) punishment for revealing the identity of a complainant, negligently or malafidely;

(f) punishment for false or frivolous complaints.

8.21 The Bill is presently under consideration with the Parliamentary Standing Committee on Personnel, Public Grievances, Law & Justice.

Measures to expedite disciplinary/vigilance proceedings

8.22 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.

8.23 The Report of the Expert Committee is under examination in this Department.

Group of Ministers (GOM) to tackle Corruption

8.24 A Group of Ministers (GoM) under the Chairmanship of Shri Pranab Mukherjee was constituted on 6.1.2011 with the approval of the Prime Minister. The terms of reference of the GoM is as follows:

(I) To consider all measures, including legislative and administrative, to tackle corruption and improve transparency;

(ii) In particular, the GoM may consider and advise on the following:

a) State funding of elections;

b) Fast tracking of all cases of public servants accused of corruption;

c) Ensuring full transparency in public procurement and contracts, including enunciation of public procurement standards and a public procurement policy;

d) Relinquishing discretionary powers enjoyed by Ministers at the Centre;

e) Introduction of an open and competitive system of exploiting natural resources;

f) Amendment to Article 311 of the Constitution to provide for summary proceedings in cases of grave misdemeanour or blatant corruption by public servants; and

g) Consideration of relevance/need for section 6 (A) of the Delhi Special Establishment Act, 1946.
AN OVERVIEW

9.0 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 anti-social 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 a 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 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.

9.2 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.

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

9.4 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 (CBI) by a resolution dated 1" April, 1963 with the following divisions.

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

9.5 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 inter State gangs etc. These cases will be taken up only at the request of or with the concurrence of the State Governments/Union Territories Administrations concerned.
- Prosecution of cases investigated by this Division.

9.6 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.

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

9.8 Over a period of time, some of the work originally allotted to the CBI was transferred to other organisations. Part of the work relating to Crime Records and Statistics Division was transferred to National Crime Record Bureau (NCRB) and that relating to Research Division was transferred to Bureau of Police Research & Development (BPR&D).
9.9 With the passage of time, requests were made by various quarters for CBI to take up investigation even in conventional crimes like assassinations, kidnappings, hijackings, crimes committed by extremists, violation of Official Secrets Act, large-scale Banks and Insurance Frauds etc. and others complicated cases like Bhagalpur Blinding, Bhopal Gas Tragedy etc. Since early 1980’s, constitutional courts also started referring cases to CBI for enquiry/investigation on the basis of petitions filed by the aggrieved persons in cases of murders, dowry deaths, rape etc. In view of these developments, it was decided in 1987 to have two investigation Divisions in CBI namely Anti Corruption Division and Special Crimes Division, the latter dealing with cases of conventional crimes as well as economic offences. Bank Frauds and Securities Cell were created in 1992 to investigate cases related to Bank Frauds & Securities scams.

9.10 Even after the establishment of Special Crimes Division, Special Cells were created to take up investigations in important & sensational cases of conventional nature, e.g. Special Investigation Team (SIT) was constituted in 1991 to investigate 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.

9.11 Due to increased work load 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 Government Public Sector Undertakings and Central Government 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.

9.12 Pursuant to the direction of Hon’ble Supreme Court in Vineet Narain and others vs. 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 Section 3, 5 and 6 of DSPE Act, 1946.

(v) Providing in-puts 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.
9.13 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.

9.14 CBI of today continues to derive its power to investigate from DSPE Act, 1946. Section 2 of the Act vests DSPE with jurisdiction to investigate offences in the Union Territories only. However, the jurisdiction can be extended by the Central Government to other areas, including Railway areas and States under Section 5(1) of the Act, provided a State Government accords consent under Section 6 of the Act. The executive officers of CBI of the rank of Sub Inspector and above exercise all powers of a station office 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.

9.15 Over the years, the Central Bureau of Investigation has emerged as a premier investigating agency of the country which enjoys the trust of the people, Parliament, Judiciary and the Government. In the last 69 years, the organization has evolved from an anti-corruption agency to a multi faceted, multi disciplinary central police – law enforcement agency with capability, credibility and legal mandate to investigate and prosecute offences anywhere in India. As on date, offences under existing 73 Central Acts, 18 State Acts and 239 offences under the Indian Penal Code have been notified by the Central Government under section 3 of the DSPE Act.

9.16 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 guaranteed tenure of two year 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.

9.17 A consultant was appointed in the year 2007 to study the existing structure and functioning of CBI and suggest ways and means to improve the organizational efficiency. Keeping in view the recommendations of the consultant and inputs received from various officers of CBI, it was felt that multiplicity of decision making levels results in delays. Accordingly, the organization was restructured with effect from 1.1.2009 by reducing one level of decision making. 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.

9.18 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.

Additional Special Courts for Trial of Cases Investigated by CBI
9.19 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 non-recurring 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.

Human Resource

9.20 The total sanctioned strength of CBI as on December 31, 2010 was 6526 against which 5147 officers were in position with 1379 posts lying vacant. The vacancies existed in the ranks of Special/ Additional Director (02), Joint Director (02), Deputy Inspector General of Police (10), Senior Superintendent of Police (04), Superintendent of Police (37), Additional Superintendent of Police (31), Deputy Superintendent of Police (100), Inspector (294), Sub-Inspector (129), Assistant Sub-Inspector (39), Head Constable (133), Constables (165). The posts of 155 Law Officers and 100 Technical Officers’ posts, at various levels, were also lying vacant. A comparative manpower chart for last three years is appended below:
9.21 During the year 2010, 12 Departmental Promotion Committee meetings were held promoting 253 CBI personnel at various levels. 02 Departmental Promotion Committee meetings confirmed 70 CBI personnel. 155 officers, working on deputation in different ranks, were absorbed in CBI.

Crime Investigation Work

9.22 The CBI registered 1009 cases/enquiries in 2010. 33 of these were taken up on the request of States Governments/Union Territories and 97 cases/enquiries registered on the directions of the Constitutional Courts. Investigation/enquiry was finalised in 1173 cases with 815 cases/enquiries remaining under investigation/enquiry by the end of the year. During the year charge-sheets were filed in 842 cases and judgments were received in 745 cases. There were as many as 9928 cases under trial in various Courts at the end of the year.

Registration

9.23 1009 cases were registered which include 867 Regular Cases (RCs) and 142 Preliminary Enquiries (PEs). 212 cases were registered for demand of bribe by public servants for showing official favours and 66 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 depicted in the bar chart below.

Investigation

9.24 1173 cases/enquiries was investigated/enquired into during 2010 of which 1018 were regular cases. Out of 1018 Regular Cases in as many as 842 cases charge-sheets were filed in the competent Courts, after taking prosecution sanctions wherever necessary. The following bar charts indicate the disposal of cases from investigation during the last three years.

There were 815 cases under investigation at the end of 2010 as against 988 cases at the end of 2009. The following bar charts show the comparative figures for the last three years.
9.26 There were 31 cases under investigation for more than two years as on 31.12.2010. The following bar charts show the cases under investigation for more than 2 years at the end of 2008, 2009 & 2010.

9.27 The following pie chart gives the detailed breakup of the disposal of cases from investigation during 2010.

9.28 During the year, 745 cases were disposed from trial out of which 468 resulted in conviction, 178 in acquittal, 15 in discharge and 84 disposed of for other reasons. The conviction rate was 70.8 percent during the year 2010. The bar charts below show the disposal from trial during the last three years.

9.29 The following bar chart shows break-up of cases decided by the courts during the year 2010:
9.30 There were 9928 cases under trial as on 31.12.2010. The following bar chart shows the under trial cases during the last three years:

Policy and International Police Cooperation Division

9.31 India is one of the oldest members of Interpol, having joined the organisation way back in 1949. The National Central Bureau of India (NCB) functions as an integral part of CBI, with Director CBI being its ex-officio Head. In order to provide more active support to Ministry of Home Affairs, Ministry of External Affairs, State Police Forces and other Law Enforcement Agencies the existing Co-ordination Wing has been re-constituted as International Police Cooperation Unit (IPCU) in 2007 comprising of NCB and an International Police Cooperation Cell (IPCC). While NCB looks after all Interpol related work, IPCC handles letters rogatory, extradition requests on behalf of State Police Forces.

Conferences/Seminars/Training/ Meetings organised by INTERPOL in cooperation with NCB, India:

9.32 During the year 2010, 57 Conferences/ Seminars/Meetings/ etc. organized by ICPO-Interpol held abroad were attended by officials as against 36 Conferences in 2009 and 34 in 2008. In addition, the following training and conferences were held in India:

- The 4th Interpol Liaison Officers Conference held on 23.02.2010 at Mirza Ghalib Hall, Scope Complex, Lodhi Road, New Delhi.
- 1st Police Liaison Officers’ Conference-2010 held on 19.03.2010 at Committee Room 'A', Vigyan Bhawan Annexe, New Delhi.
- 11th D.P. Kohli Memorial Lecture-2010 held on 03.05.2010 at Plenary Hall, Vigyan Bhawan, New Delhi.
- A delegation headed by His Excellency Mohamed Shihab, Minister of Home Affairs, Maldives visited Central Forensic Science Laboratory (CFSL) on 03.02.2010 and saw the functioning of DNA Lab, Computer Forensics & Voice Spectrograph Division, Ballistics Division, Lie- Detection Division etc. He had also held discussion with Director, CBI.
- Mr. Leonard F. Hutabarat, First Secretary, Embassy of the Republic of Indonesia held discussions on 25.02.2010 with Deputy Director (IPCU) with regard to possibility of signing of MoU between Indonesia and India on the Issue of cooperation in cyber crime.
- Mr. David Stulb, a senior leader at E&Y leading Fraud Investigation & Dispute Services Practice at Global Level, visited CBI Headquarters and met Director, CBI on 31.03.2010. He shared global best practices, experience with regulatory/enforcement agencies worldwide and also exchange perspective with Director, CBI on CBI’s strategic priorities.
- The delegation of FBI led by Mr. Gibson M. Wilson and comprising of Sh. Manu Sharma, Investigator, FBI, Alexander J. Meder and Michael J. Surberg, Biometric Experts from CJIS Division, FBI visited CBI on 16.04.2010 and held discussions on Government of India’s biometric capabilities.
• Mr. Gibson M. Wilson, Assistant Legal Attache, Ms. Mary Beth Kepner and Manu Sharma from LEGAT Office, US Embassy, New Delhi met Director, CBI on 07.05.2010 and discussed matters of mutual cooperation.

• A meeting was held on 23.06.2010 between the Director, CBI and EU Counter Terrorism Coordinator, Mr. Giles de Kerchove and his team on developing further cooperation between EU and India.

• A delegation from OECD, Anti Corruption Division headed by Mr. Patrick Moulette, Head of Division, Ms. Christine Uriate, General Counsel and Melissa Khemani, Anti Corruption Analyst/ Legal Expert called on Director CBI on 25.6.2010.

• Mr. S. Boolell SC, Director of Public Prosecutions of the Republic of Mauritius, met Director, CBI on 01.07.2010, and held discussions on mutual cooperation in criminal matter.

• A team of Australian Police Officers headed by Mr. Tony Negus, Police Commissioner of Australian Federal Police along with Assistant Commissioner Kevin Zccato; Ms. Tamerra Mackell, Executive Assistant; Dy. High Commissioner Dr. Lachlan Strahan and Senior Liaison Officer Mr. Richard C. Moses called on Director, CBI on 19.07.2010.

• Mr. Hari Mulukutla, Anti-corruption & Stolen Asset Recovery Advisor, World Bank Consultant for STAR Initiative, GTZ Consultant for Anti-corruption Clearing House, Indonesia met Director, CBI on 06.08.2010 and sought assistance on India’s experience using Illicit Enrichment laws.

• Mr. Koju Matsubayashi, First Secretary, Embassy of Japan, New Delhi made a goodwill visit to IPCU and discussed matters pending with Japan and Japanese matters pending with NCB, India.

• Mr. Richard Moses, Senior Liaison Officer, AFP, New Delhi and Mr. Phong Nguyen-Le, Intelligence Officer, Colombo visited CBI Headquarters on 10.08.2010 and presented a briefing on people smuggling issues inter alia from a criminal perspective and also intelligence on emerging people smuggling trends emanating from South India that are having an impact on Australia.

• Mr. Nimal Mahagamage, Interpol Security Coordinator, CWG 2010 visited IPCU and had held discussions in respect of the forthcoming cricket world cup and also called upon Director, CBI.

• Finnish delegation led by H.E. Ms. Terhi Hakala, Ambassador of Finland met Director, CBI on 20.09.2010 at CBI, HO, New Delhi and introduced EXFO Net Hawk, the leading Finnish Company providing analyzers and simulators for telecommunications network.

• An Interpol Major Events Support Team (IMEST) led by Mr. Nimal Mahagamage, Interpol Security Coordinator, CWG 2010 was deployed in New Delhi to cover the commonwealth Games. This team made a courtesy call on Director, CBI on 23.09.2010 and 15.10.2010.

• Mr. Willian Cheung, Attache, US Department of Treasury Internal Revenue Service, Criminal Investigation Division, Hong Kong visited CBI, HO, New Delhi and had a meeting with Sh. Keshav Kumar, HOZ (TFC) S/Sh. Anil Palta, HOB, BS&FC, Rajeev Sharma, HOB, EO-III, Binita Thakur, DIG, IPCU and G.L. Negi (DGM, RBI), Technical Officer, CBI, New Delhi and other senior officers of CBI on 15.1.2010.

• Mr. Richard Fadden, Director, Canadian Security Intelligence Service visited CBI, HO, New Delhi and met Director, CBI on 18.11.2010 to discuss issues relating to national, regional and global security including counter- terrorism. The meeting provided an opportunity to discuss India – Canada bilateral relations in regard to public safety and security.
9.33 Director, CBI as the Interpol Executive Committee delegate attended the various meetings of Interpol during 2010. Various foreign delegations also visited India and had interaction with the CBI officers.

Investigations Abroad

9.34 During 2010, IPCC handled 133 requests for part investigation abroad of which 49 were received from CBI and 84 from State Police Forces. 211 requests were received from foreign NCBs.

Letters Rogatory

9.35 During 2010, 33 LRs (17 from CBI and 16 from State Police Forces) for investigation abroad were handled by IPCC. 49 Letters Rogatory received from other countries were also processed. Comments on equal number of Letters Rogatories were sought for by MHA that were conveyed promptly.

Extradition / Deportation

9.36 During In 2010, 02 wanted fugitives (subjects of Red Corner Notices) were extradited from abroad and 01 fugitive (subject of Red Corner Notice) was deported from abroad. 09 wanted fugitives (of which three were subjects of Red Corner Notices) were located/arrested abroad. 06 wanted Indian fugitives (subjects of Red Corner Notices) were arrested in India on the basis of LOC got opened in furtherance to Red Corner Notice against them.

Assistance in Formulation of Treaties.

9.37 PCU has participated in the negotiations of Mutual Legal Assistance Treaties (MLATs)/Extradition Treaties/Joint Working Groups with the following countries during the year 2010:

- Third Meeting of SAARC Interior/ Home Minister held at Islamabad.
- MLAT in criminal matters between India and Philippines.
- Memorandum of Understanding (MOU) on Cooperation between India and Serbia.
- Draft Agreement on Mutual Protection and Exchange of Classified Information between India and Bulgaria.
- Foreign Minister’s Framework Dialogue with Australia.
- Mutual Legal Assistance Treaty in Criminal Matters between India and Sri Lanka.
- Mutual Legal Assistance Treaty in Criminal Matters between India and Germany.
- Proposed Agreement between CBI and Europol.
- MLAT in Criminal Matters between India and Brazil- Inter Ministerial Meeting on the Brazilian provisions in Chapter II of the draft Treaty.
- Mutual Legal Assistance Treaty in Criminal Matters between the Republic of India and Turkmenistan.
- Mutual Legal Assistance Treaty in Criminal Matters between India and Oman.
- Third Meeting of the SAARC Interior/ Home Ministers scheduled to be held at Islamabad, Pakistan from 23rd June to 26th June 2010- Bilateral issues.
- 6th Meeting of India- Russia Joint Working Group (JWG) on Counter Terrorism.
- Agreement on Combating International Terrorism and Illicit Drug Trafficking between India and Sri Lanka- Request for comments on the draft Cabinet Note.
- Agreement on Legal and Judicial Cooperation in Criminal Matters between India and Oman.
- Mutual Legal Assistance Treaty in Criminal Matters India and Myanmar.
- Follow up action on the decisions of the Home Secretary level talks held between India and Bangladesh on 30th November 2009 at New Delhi.
- Draft Memorandum of Understanding/Cooperation Agreement between the World Bank and CBI as received from World Bank Office.
- Third Meeting of SAARC Ministers of Interior/Home and preceding Meetings held at Islamabad - Follow-up action.
- Information on Illicit Enrichment to UNODC.
- Meeting of joint Working Group on Counter Terrorism between India and Japan.
- Information on Illicit Enrichment to UNODC.
- 6th Meeting of India-Russia Joint Working Group (JWG) on Counter Terrorism.
- Mutual Legal Assistance Treaty between India and Azerbaijan.
- 9th SAARC Conference on Cooperation in Police Matters in Colombo.
- Second ASEAN India Consultations with SOMTC on the sidelines of the 10th ASEAN Senior Official Meeting on Transnational Crime.

Miscellaneous Enquiries

9.38 During the period under review, 1459 references regarding miscellaneous inquiries in respect of driving licenses, identification of foreigners, arrest report of foreigners in India, criminal antecedents, identification of fingerprints, missing person’s deportation, drug trafficking, searches and registration of thefts of antiquities stolen from India, examination of foreign counterfeit currency seized by authorities in India, etc. were received and attended upon.

CBI Academy

9.39 The CBI Academy is functioning from January 10, 1996 in its Campus at Ghaziabad. During the year 2010 the Academy has conducted 203 courses as compared to 194 courses in 2009. During the year 2010, the XIVth Batch comprising of 39 Sub-Inspectors reported to the Academy on 29.9.2010 for Basic Training.
10.0 The Scheme for Joint Consultative and Compulsory Arbitration for the Central Government Employees was introduced in the year 1966. 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 with the object of further increasing the efficiency of the public service combined with the well being of those employed.

10.1 The JCM Scheme provides for three tier machinery:

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

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

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

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

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

10.3 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.

NATIONAL COUNCIL

10.4 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. During the year, meeting of the Council was held on 15 May, 2010.
DEPARTMENTAL COUNCIL

10.5 The Departmental Council plays an important role in promoting harmonious relations between the Department and its employees. The Departmental Council of Department of Personnel and Training covers the following Services/Associations:

1. Central Secretariat Non-Gazetted Employee Union
2. Central Secretariat Stenographers Service Association
3. Central Secretariat Clerical Service Association
4. CSSS Gazetted Officers Association
5. Central Government Staff Car Drivers Association
6. Railway Board Ministerial Staff Association
7. Railway Board Group D Staff Association
8. AFHQ Assistants (DR) Association
9. AFHQ Stenographers’ Association
10. AFHQ EDP Employees Association
11. Ministry of External Affairs

10.6 The Council was reconstituted on July 27, 2009 and its first meeting was organized in two sessions on May 8 and July 31, 2010 after a gap of eight years. In all 83 agenda items were taken up for discussion while 59 items were closed. 9 items were not taken for consideration as they are under the consideration of National Anomaly Committee/National Council. Majority of issues have already been resolved to the complete satisfaction of the Staff Side. Some of the important issues covered were regarding Training in Basic Management for LDCs and
UDCs, Computer Training for all LDCs and UDCs in Central Secretariat, Time bound issue of Select List for regular promotion to the grades of UDC and Assistant and Issue of Common Seniority Lists of LDCs and UDCs of Central Secretariat every year.

OFFICE COUNCIL

10.7 Office Council, an organ of the Joint consultative Machinery (JCM) provides a forum to the staff side in the Government for underlining the grievances or making suggestions relating to general working/service conditions. A meeting of the Office Council of the Department of Personnel & Training was held after about four years on 10.8.2010. The staff side presented a number of grievances for resolution and suggestions for improving working conditions in the Department. The Department accepted suggestions relating to drinking water, promotion of Dispatch Riders, promotion of Group D to LDC and has taken action to resolve all genuine grievances from the staff side, in consultation with them.

NATIONAL ANOMALY COMMITTEE

10.8 In order to resolve the anomalies arising out of the implementation of the recommendations of the Sixth Central Pay Commission, a National Anomaly Committee has been constituted under the Chairmanship of Secretary (P). So far three meetings of the National Anomaly Committee have been held under the Chairmanship of Secretary (P) on 12th December, 2009, 27th March, 2010 and 15th February, 2011, wherein various anomalies were discussed with the representatives of the staff side. Moreover, a Joint Committee on Modified Assured Career Progression Scheme (MACPS) was also constituted under the Chairmanship of Joint Secretary (Establishment) and two meetings of this Committee were held on 25th May, 2010 and 15th September, 2010.
ARBIRATRACTION

10.9 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.

10.10 For this purpose 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.
CHAPTER 11

ADMINISTRATIVE TRIBUNALS

11.0 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 exercises original jurisdiction in respect of service matters of employees covered by the Act.

11.1 The Administrative Tribunals are distinguishable from the ordinary courts with regard to their jurisdiction and procedure. They exercise jurisdiction only in relation to the service matters of the litigants covered by the Act. They are also free from the shackles of many of the technicalities of the ordinary courts. The 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.

11.2 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>Number of Division Benches</th>
<th>Circuit sittings</th>
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<tr>
<td>1.</td>
<td>PRINCIPAL</td>
<td>01.11.1985</td>
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<td>2.</td>
<td>AHMEDABAD</td>
<td>30.06.1986</td>
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<td>3.</td>
<td>ALLAHABAD</td>
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<td>03.03.1986</td>
<td>2*</td>
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<td>5.</td>
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<td>Shimla, Jammu</td>
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<td>6.</td>
<td>MADRAS</td>
<td>01.11.1985</td>
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<td>7.</td>
<td>CUTTACK</td>
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<td></td>
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<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>
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<td>Shillong, Itanagar, Kohima, Agartala, Imphal</td>
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<td>10.</td>
<td>HYDERABAD</td>
<td>30.06.1986</td>
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<td>11.</td>
<td>JABALPUR</td>
<td>30.06.1986</td>
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<td>30.06.1986</td>
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<td>Ranchi</td>
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</tbody>
</table>

*During the year in-principle approval of shifting one Division Bench from Ahmedabad and one from Bangalore to Kolkata and Allahabad has been taken.

11.3 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. The sanctioned strength of the Chairman is one and sanctioned strength of the Members of Central Administrative Tribunal is 65. The appointment of Chairman, CAT, and every other member of CAT is made by President after consultation with the Chief Justice of India. The appointments of Members in CAT are made on the basis of recommendations of a Selection Committee Chaired by a nominee of the Chief Justice of India who is a sitting judge of the Supreme Court. The appointments are made with the approval of Appointments Committee of the Cabinet after obtaining the concurrence of the Chief Justice of India. All selections of Members have been made against the vacancies of Vice-Chairmen and Members in CAT arising upto 31.12.2010.

11.4 State Administrative Tribunals were also set up in the eight States - Andhra Pradesh, Himachal Pradesh, Orissa, Karnataka, Madhya Pradesh, Maharashtra, Tamil Nadu and West Bengal. However the Madhya Pradesh, Tamil Nadu and Himachal Pradesh Tribunals have since been abolished. During the year the Kerala Administrative Tribunal was set up with effect from 26th August, 2010.
11.5 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.

11.6 Since its inception in 1985 and upto December, 2010, the Central Administrative Tribunal received for adjudication 5,73,000 cases (including those transferred from High Courts), out of which 5,49,330 cases have been disposed of leaving a pendency of 23,670 cases. On an average more than 95% of the cases instituted during the year are disposed off. 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 31.12.2010.**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Calendar year</th>
<th>Institution during the year</th>
<th>Disposal during the year</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>
</tr>
<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>
<td>35562</td>
</tr>
<tr>
<td>7.</td>
<td>1991</td>
<td>21623</td>
<td>17552</td>
<td>39633</td>
</tr>
<tr>
<td>8.</td>
<td>1992</td>
<td>25184</td>
<td>23782</td>
<td>41035</td>
</tr>
<tr>
<td>9.</td>
<td>1993</td>
<td>27067</td>
<td>28074</td>
<td>40028</td>
</tr>
<tr>
<td>10.</td>
<td>1994</td>
<td>26230</td>
<td>26409</td>
<td>39849</td>
</tr>
<tr>
<td>11.</td>
<td>1995</td>
<td>25789</td>
<td>23668</td>
<td>41970</td>
</tr>
<tr>
<td>12.</td>
<td>1996</td>
<td>23584</td>
<td>20667</td>
<td>44887</td>
</tr>
<tr>
<td>13.</td>
<td>1997</td>
<td>23098</td>
<td>21981</td>
<td>46004</td>
</tr>
<tr>
<td>14.</td>
<td>1998</td>
<td>21911</td>
<td>18394</td>
<td>49521</td>
</tr>
<tr>
<td>15.</td>
<td>1999</td>
<td>22944</td>
<td>24566</td>
<td>47899</td>
</tr>
<tr>
<td>16.</td>
<td>2000</td>
<td>25146</td>
<td>31398</td>
<td>41647</td>
</tr>
<tr>
<td>17.</td>
<td>2001</td>
<td>25977</td>
<td>31953</td>
<td>35671</td>
</tr>
<tr>
<td>18.</td>
<td>2002</td>
<td>25398</td>
<td>29514</td>
<td>31555</td>
</tr>
<tr>
<td>19.</td>
<td>2003</td>
<td>25089</td>
<td>28076</td>
<td>28568</td>
</tr>
<tr>
<td>20.</td>
<td>2004</td>
<td>23825</td>
<td>27735</td>
<td>24658</td>
</tr>
<tr>
<td>21.</td>
<td>2005</td>
<td>21528</td>
<td>22408</td>
<td>23778</td>
</tr>
<tr>
<td>22.</td>
<td>2006</td>
<td>18722</td>
<td>17774</td>
<td>24726</td>
</tr>
<tr>
<td>23.</td>
<td>2007</td>
<td>17725</td>
<td>18674</td>
<td>23777</td>
</tr>
<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>26,620</td>
<td>25,477</td>
<td>23,670</td>
</tr>
<tr>
<td>Total</td>
<td>5,73,000</td>
<td>5,49,330</td>
<td>23,670</td>
<td></td>
</tr>
</tbody>
</table>
11.7 Section 14(2) of the Administrative Tribunals Act, 1985 empowers the Central Government to extend the provisions of the Act to local or other authorities within the territory of India or under the control of Government of India and to corporations or Societies owned or controlled by Government of India. In exercise of these powers, the Central Government had extended the provisions of the Act to 204 organizations so far, out of which 13 organisations have been notified during the year.

11.8 In an endeavour to improve the quality of judgments being delivered by the Central Administrative Tribunal, an initiative has been taken to send the newly appointed Members to the National Judicial Academy at Bhopal, for an orientation programme. The first of the training programmes was held this year from 20th – 23rd April, 2009 and second was held from 21st to 23rd June, 2010.

11.9 In order to commemorate completion of 25 years of establishment of CAT, Rajiv Gandhi Lecture Series was commenced in 2010. The inaugural lecture was delivered by Mr. Justice Michael Kirby, Retired Judge of the Australian High Court on 11th December, 2010 on Modern Administrative State.

11.10 All India Conference of all the Members of the CAT to deliberate on in house issues was held on 11th December, 2010. The same was attended by the Chairman, Vice Chairmen and Members of all the Benches of the CAT. Hon’ble Shri V. Narayanasamy, Minister of State for Personnel, P.G. and Pensions, Dr. M. Veerappa Moily, Hon’ble Minister of Law and Justice and Hon’ble Justice Shri Altmas Kabir Judge, Supreme Court of India addressed the gathering.
12.0 The Central Government is the largest single employer in the country and shoulders 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 is given below.

Area Welfare Officers

12.1 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 Area Welfare Officers (AWOs) have been nominated in Delhi/Outside Delhi for the years 2011-12 in January, 2011.

Residents' Welfare Associations

12.2 In order to foster a spirit of mutual help and goodwill among residents of Government colonies and to promote social, cultural and recreational activities, 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. During the year 2010-11, an amount of Rs. 1,03,500 has been released as Grants-in-aid to 23 Resident Welfare Associations by 15th February, 2011.

Central Government Employees Welfare Coordination Committees (CGEWCCs)

12.3 The Central Government Employees Welfare Coordination Committees (CGEWCCs) have been formed outside Delhi, at places where there are at least five Central Government Offices and the total number of Central Government employees is not less than 1000. These Committees are responsible for coordinating the welfare activities of the Central Government employees serving within their jurisdiction. The senior most officer at the station functions as the Chairman of the Committee. The quantum of grant based on the staff strength is sanctioned by the Department of Personnel and Training to the CGEWCCs. An amount of Rs. 68,400 has been released as Grants-in-aid to 12 CGEWCCs by 15th February, 2011.
Central Civil Services Cultural & Sports Board (CCSCSB)

12.4 The Central Civil Services Cultural & Sports Board is a registered body under the Societies Registration Act, 1860. It is the Central Agency for promotion of Cultural and Sports activities amongst the Central Government 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. In the course of time, the activities of the Board have increased manifold to cater to the needs of the Central Government employees located outside Delhi. Therefore, the Regional Sports Boards were set up where the number of Central Government employees was more than one thousand. At present, there are 21 such Regional Boards. The Government provides grant-in-aid to the Board every year to carry out its activities. During the year 2010-2011, an amount of Rs. 25 lakhs has been released as grant-in-aid to the CCSCSB up to 15th December, 2010. Some of the key activities undertaken by the Board are listed below:

(i) **INTER MINISTRY TOURNAMENTS** The Board has conducted Inter Ministry Tournaments in 14 sports disciplines during the period from August 2010 to 31st January, 2011.

(ii) **ALL INDIA CIVIL SERVICE TOURNAMENTS** The All India Civil Service Tournaments in sports and cultural events are jointly organized by the Board and the State/Union Territory Government. The allocation of responsibility for holding these tournaments is coordinated by the Board after ascertaining the convenience and choice of the State/UTs. A part of the expenditure for conducting the AICS Tournaments is met by the Board in the form of financial assistance to the States/UTs who come forward to host these tournaments. These tournaments are open to civilian Central/State Government employees. The uniformed personnel from the Police, Defence and other para-military organizations are not eligible for participation in these tournaments.

The Board has conducted All India Services Tournament in Basket Ball at Gandhinagar, Bridge and Lawn Tennis at Bhopal and Cricket, Badminton and Athletics at Panchkula during the current financial year till 31st January, 2011.

(iii) **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.

(iv) **TREKKING PROGRAMMES** The Board sponsors trekking programmes for Central Government employees in collaboration with the Youth Hostels Association of India. The Board also encourages Central Government employees to undertake trekking programmes of their own. A part of expenditure on these programmes is met by the Board. Two Central Government employees have availed of this facility during the financial year 2010-11 so far.

(v) **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 Football, Hockey, Cricket, Tennis, Basketball and Athletics. The Board has recently laid three Synthetic Tennis Courts at RK Puram Tennis Complex and one Synthetic Basketball Court at Vinay Marg Grounds with the financial assistance from Ministry of Youth Affairs & Sports.

12.5 The Board also maintains Tennis Courts at Bharati Nagar, Brassey Avenue and at Vinay Marg. The Tennis Courts at Vinay Marg have been provided with Flood lights so that the employees can also enjoy Tennis during late evening hours. There are Cricket practice pitches at Brassey Avenue and Vinay Marg Sports Complex, and a Volleyball and Shooting ball court at Brassey Avenue. Facilities are also available for Carom, Chess and Table Tennis at Nirman Bhavan. These facilities are extensively used by the Central Government employees and their dependents.

Participants of Inter-Ministry Badminton Tournament 2010-11 at ‘Gymkhana’ Sports Complex at AIIMS
12.6 The 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 betterment 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.

12.7 The GKK is administered by Grih Kalyan Kendra Board. The Board is responsible for the organization and administration of GKK. Additional Secretary (S &V), DOPT is the President of the GKK Board. During 2010-11, an amount of Rs. 25 lakhs has been released to GKK as grant-in-aid.

12.8 In pursuance of its objectives, GKK has been conducting the following welfare activities:-
(i) Training classes in cutting, tailoring and embroidery for the housewives and grown up girls during their leisure hours.
(ii) Nursery education for children in the age group of 3 to 5 years.
(iii) Crèches or Day Care Centers for children between the age of 90 days and 10 years (upto 12 years for girls).
(iv) 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.
(v) Hiring out of Samaj Sadans (Community Centres) for the use of Central Government employees and others for cultural and social functions like marriage.
(vi) The Welfare activities run by Grih Kalyan Kendra are indicated in the table given below:-

<table>
<thead>
<tr>
<th>Place</th>
<th>Number of Samaj Sadans</th>
<th>Craft Centres</th>
<th>Nursery</th>
<th>Creche / Day-Care Centres</th>
<th>Health Club/ Gym/ Fitness Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delhi</td>
<td>30</td>
<td>10</td>
<td>16</td>
<td>13</td>
<td>7+1*</td>
</tr>
<tr>
<td>Mumbai</td>
<td>04</td>
<td>6</td>
<td>4</td>
<td>-</td>
<td>1*</td>
</tr>
<tr>
<td>Chennai</td>
<td>03</td>
<td>7</td>
<td>2</td>
<td>2*</td>
<td>1</td>
</tr>
<tr>
<td>Jaipur</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>Dehradun</td>
<td>02</td>
<td>2</td>
<td>2</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Nagpur</td>
<td>02</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1*</td>
</tr>
<tr>
<td>Bangalore</td>
<td>03</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Faridabad</td>
<td>01</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Kolkata</td>
<td>01</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Ghaziabad</td>
<td>01</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>47</strong></td>
<td><strong>27</strong></td>
<td><strong>25</strong></td>
<td><strong>16</strong></td>
<td><strong>12</strong></td>
</tr>
</tbody>
</table>

* Being run on fee sharing basis.

Grih Kalyan Kendra has undertaken the following activities during 2010-11 :-

(i) 1800 children in Nursery Classes, 243 children in Crèche, 542 users in Craft classes and 468 users of Gym/Health Club/Fitness Centres have been availing the facilities run by the GKK in Delhi/Outside Delhi as on 31st January, 2011.
(ii) 10 Gym Centres of GKK in Delhi have been set up/upgraded with financial assistance from the Ministry of Youth Affairs and Sports.
(iii) A dynamic website of GKK has been launched in May, 2010. Now, the users can know the status of booking of Samaj Sadans and download forms etc. for booking for various activities in Samaj Sadans.
(iv) A write-up on the activities and functions of the GKK has been printed and released in April, 2010.
KENDRIYA BHANDAR

12.9 The organisation has been set up for the following objectives:

(i) The Central Government Employees Consumer Cooperative Society Ltd., New Delhi operating in the name of Kendriya Bhandar was set up in 1963 in pursuance of Cabinet decision as a Welfare Project for the benefit of the Central Government employees. The society endeavours to serve the Central Government employees and general public at large by providing quality goods of daily needs at reasonable prices and playing an effective role in the Public Distribution System through its retail outlets.

(ii) Kendriya Bhandar has also the distinction of being the largest consumer cooperative society in the country in terms of membership. It has more than 80,000 members.

(iii) The Society has been able to maintain competitive prices for various products sold by it as compared to those prevailing in the market. The society is closely controlling its sale 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. 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.

NETWORK OF KENDRIYA BHANDAR

12.10 The Society operates a network of 120 stores in Delhi, Maharashtra, Tamil Nadu, Andhra Pradesh, Karnataka, Kerala, Daman, Goa, Uttar Pradesh, Uttarakhand, Rajasthan, Madhya Pradesh, Haryana, Punjab and Chandigarh. Stationery and office items are sold to the Central Government offices at East Block and West Block, R.K. Puram, New Delhi. In consonance 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, computerization etc. in a phased manner. Kendriya Bhandar has also opened new retail stores at Dilshad Colony, East of Kailash and Najafgarh in Delhi. Activities such as billing, purchase, inventory etc. of Stationery division of Kendriya Bhandar located at R.K. Puram (East) & (West) Blocks are computerized through Local Area Network. Further, in Head Office, purchases & stocks of Consumer items, pulses and spices are computerized.

12.11 All the Stores of Kendriya Bhandar in Delhi undertaking retailing in Grocery and Consumer items have been provided with Alpha Numeric Cash Register Machines for the purpose of billing. Electronic weighing machines have been provided in godowns.

PERFORMANCE

12.12 Kendriya Bhandar has registered significant growth in the recent past. Total sales and net profit during the year 2009-10 was Rs. 385.54 crores and Rs. 268.41 lakhs respectively. The ratio of gross profit, net profit and over-head sales is indicated below:-
12.13 Kendriya Bhandar has a paid up capital of Rs. 89.06 lakhs of which Rs. 68.18 lakhs have been subscribed by the Government and Rs. 20.88 lakhs by individual members as on 31.3.2010. Kendriya Bhandar has declared a dividend of 10% for the year 2009-10. Kendriya Bhandar has contributed to the National exchequer by way of taxes and dividend for the year 2009-10 to the extent of Rs. 195.41 lakhs.

12.14 During the year 2010-11, first six months performance of Kendriya Bhandar is indicated as under:-

<table>
<thead>
<tr>
<th>Item</th>
<th>As on 30.9.2010</th>
<th>As on 30.9.2009</th>
<th>Percentage increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>Rs.202.33 Crores</td>
<td>Rs.156.53 Crores</td>
<td>29.30%</td>
</tr>
<tr>
<td>Net Profit</td>
<td>Rs.168.49 lakhs</td>
<td>Rs.125.08 lakhs</td>
<td>33%</td>
</tr>
</tbody>
</table>
12.15 The new Kendirya Bhandar Stores/Branches have been opened in Dilshad Colony (Delhi), East of Kailash (Delhi), The Ashok Hotel Complex (Delhi), HAL Complex Korwa (UP) and Bhopal (New Branch) during the year 2010-11. Kendirya Bhandar has successfully sold/distributed over ten lakh bags of Bhagidari Atta @ Rs.139/- per 10 kg bag through its retail stores, in collaboration with the Govt. of NCT of Delhi.

SANSKRITI SCHOOL

12.16 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 children of officers of All India/Central Services particularly those coming on transfer to Delhi. Government has provided grants-in-aid assistance to the school for capital investments. The operational recurring expenses of the school are met from its own resources i.e. the fees received from the students studying in the school. During the academic session 2010-11, more than 2700 children were admitted to the various classes up to Class 12th with 54 per cent of them being wards of All India & Central Services. The school has been able to satisfy a major need of officers and has been largely successful in attending to the problems pertaining to education of their children faced by Government officers on transfer.

CIVIL SERVICES OFFICERS INSTITUTE (CSOI)

12.17 The Civil Services Officers Institute, a Society registered under the Societies Registration Act 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.

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

DEPARTMENTAL CANTEENS

12.19 As a measure of Staff Welfare, Departmental Canteens/Tiffin Rooms have been set up in Central Government Offices/Establishments to make available beverages, snacks and meals prepared in hygienic conditions, to the employees during the working hours at reasonable rates. At present, about 1350 recognized Canteens/Tiffin Rooms are functioning in various offices of the Central Government. With a view to bring about uniformity in the accounting procedure and improvement in cleanliness, quality of service etc., detailed modalities of operation has been/ are being issued from time to time. Department of Personnel & Training has renovated its Canteen to serve quality food at reasonable rates to staff and officers of Ministries/Departments located in North Block.

12.20 A Scholarship Scheme has been introduced for the meritorious wards of Canteen Staff. Every year Scholarship is granted to eligible wards of canteen employees from the discretionary fund of Director (Canteens).

12.21 The 6th C.P.C., has recommended that those Group 'D' canteen employees working in the non-statutory Departmental canteens and who do not possess the minimum essential qualifications are required to be trained and made multi-skilled before they are placed in Group 'C' of revised PB-1 of Grade Pay Rs.1800/-. A training plan has been put in place to impart training to all erstwhile Group 'D' employees with a view to comply with 6th
Inauguration of modernised Departmental Canteen in North Block
by MOS (PP) on 16 July, 2010

CPC recommendations and also to improve upon the canteens services.

12.22 During the year 2010-11, the following important issues concerning Non-Statutory Departmental Canteens were finalized:-

a) Framing of Model Recruitment Rules for Non-Statutory Departmental Canteen staff.

b) Grant of MACP for Non-Statutory Departmental Canteen staff.


d) Issue of advisory for training of canteen staff to enable them to meet the current and future needs.

e) Procurement procedure relating to Uniforms/Liveries of canteen staffs.

f) Revision of Special Allowances to canteen staff in view of 6th CPC recommendations.
A View of modernised Canteen of DoPT in North Block
13.0 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.

13.1 The law is comprehensive and provides for 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.

13.2 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 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.

13.3 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 Information Commission and State Information Commissions.

13.4 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 to be provided within forty eight hours. If the information is not provided within the prescribed period, the Act makes provision for imposition of stringent penalty on the Public Information Officer. The Public Information Officer may have to pay a penalty of Rs.250 per day of delay subject to a maximum penalty of Rs. 25,000/-.

13.5 The information Act has created a system of two appeals. If an applicant does not get information within the prescribed period or the applicant is not satisfied with the reply given to him, he can make first appeal within 30 days to the Departmental Appellate Authority, who is generally the next superior officer to the Public Information Officer. If the applicant is not satisfied with the decision of the first appellate authority, he can file a second appeal to the Central Information Commission or the State Information Commission, as the case may be, within 90 days.
13.6 The provisions of the Act have been made over-riding in character, so that the scheme is not subverted through the operation of other 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 also required to designate Public Information Officers and first Appellate Authorities to deal with applications and appeals relating to information pertaining to corruption or violation of human rights.

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

13.8 The Act enables the respective Governments and competent authorities to make rules to carry out its provisions. The Central Government has notified two sets of rules namely; the Right to Information (Regulation of Fee and Cost) Rules, 2005 and the Central Information Commission (Appeal Procedure) Rules, 2005.

13.9 The Fee Rules related to the Act, 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.

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

13.11 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:

(l) 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
13.12 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 along with the Public Information Officers and publish their particulars; comply with the provisions regarding suo-moto 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 stakeholders. 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.

13.13 The Government, through a Central Sector Plan Scheme, 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. State Information Commissions have been funded to enable their IT enablement through computerization, video conferencing and dak digitization. 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. Centre for Good Governance, Hyderabad has been engaged to act as 'Knowledge Partner and National Resources Centre' in the field. The Centre has undertaken a study on proactive disclosure under section 4 of the Act.

13.14 With a view to create an easy and understandable identity for the Right to Information, a logo as indicated below has been adopted for the RTI on 28th October, 2010.
13.15 The logo is very simple and iconic. It depicts a symbolic sheet of paper with required information drawn on it, and the picture of authority behind the graphics, who is responsible for providing the information. This represents the two key stakeholders in the process of sharing information under the RTI Act.

A portal www.rtigateway.org.in 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.

5 short-term fellowships have been awarded to journalists, civil society and RTI trainers to conduct research issues related to Right to Information. The National Law School University of India conducted a 5 day workshop for Information Commissioners to offer them a forum to interact with each other and expose them to the latest trend and facets on RTI. The Department is in the process of framing a long-term communication strategy to be implemented over the next five years. Proposal for setting up a call centre and a portal with e-payment facility is being examined to enable easier access to information by citizens.

13.18 The Government has been involving the Civil Society Organisations in formulating strategy towards the implementation of the RTI Act. Consultations have been held with such Organisations to seek inputs to bring about effective improvements in its functioning of the RTI regime. A workshop on Strategic Management of Human Resources in Government was organized at LBSNAA, Mussoorie, Uttarakhand which, inter-alia, discussed the issues related to inculcating and supporting a visible culture of transparency, accountability. Institutionalizing and strengthening the regime for implementation of the RTI Act was one of the themes of the workshop.
CHAPTER 14

RESULTS FRAMEWORK DOCUMENT FOR THE DEPARTMENT (RFD)

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

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

(a) What are the main objectives of the Government Department for the year?
(b) What actions are proposed to achieve these objectives?
(c) How would we know at the end of the year the degree of progress made in implementing these actions? That is, what are the relevant success indicators?

This Department prepared RFD for the year 2010-11 with the following objectives.

- To improve personnel policy in order to make it pertinent for current and future needs.
- To develop standard models and formats to be followed by different Ministries.
- Providing healthy work culture and environment.
- Secure representation of SCs, STs, OBCs and Persons with Disabilities (PWDs).
- To improve efficiency and transparency and extensive use of Information Technology for the same.
- Manage IAS and Central Secretariat Services for peak output.
- Build capacity of civil servants and sensitize them.
- Deliver expected services to stakeholders.
- Bring greater transparency in public affairs and make civil servants more responsive and accountable.
- Coordinated and strategic management of Human Resources.

14.2 Detailed RFD is available on the Department’s website persmin.nic.in

Strategy and Strategic Plan of the Department

14.3 As a part of RFD exercise, this Department has prepared Strategy and Strategic Plan for the next five years. While preparing the Strategy, DoP&T had diverse consultation with stakeholders along with open house discussion and brain storming session within the Department. To further the process, an International Seminar was organised at Mussorie, which provided the requisite inputs for developing the Strategy of the Department. Accordingly Departmental Strategy for the next five years has been finalised and approved in February, 2011.

14.4 The strategy 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. It has been felt that mere access to public service is not
sufficient. The citizen want assurance of quality and effectiveness. The six strategic goals and key strategic actions for achieving them are listed below:

**Strategic Goals**

(i) Attract the most suitable.
(ii) Nurture excellence.
(iii) Incentivise excellence.
(iv) Revitalise Junior and Middle Management in Central Secretariat.
(v) Strengthen Vigilance administration.
(vi) Bring more Transparency in Public Affairs.

**Key Strategies/Strategic Actions**

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

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

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

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

(v) Enrich the work environment to 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, online training and on the job training.

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

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

(viii) Develop an Inclusive Policy frame work - an appropriate organizational culture to develop creativity, innovation, responsiveness, and ethical values leading to “excellence” at all levels in government.

(a) Make organisation/agencies accountable for providing training of opportunities for their employees.

(ix) Mandate training of frontline personnel through a competency framework that ensures that;

(a) Each job is performed by a person with requisite competence;

(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 and non monetary incentives for extraordinary performance.

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

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

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

(b) Streamlining distribution of HR functions between DOPT and Cadre Units for efficiency and effectiveness using ICT.

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

(d) Review and strengthen system for redress of employees’ grievances.
(xxi) Reduce the trust deficit in Government by simplifying existing Rules and Procedures for reimbursement of personal claims & perquisites.

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

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

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

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

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

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

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

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

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

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

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

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

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

(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.

(xxx) 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.

(xxxi) Improve public access to information through use of ICT by:
(a) Setting up a call centre to receive RTI applications for central public authorities.
(b) Setting up a portal for enabling on-line submission and follow up of RTI applications and first appeals.
(c) Facilitating filing of RTI applications by NRIs through use of ICT.

14.5 Detailed Strategy and Strategic Plan is available on the Department's website persmin.nic.in. The Department would now finalise its RFD for 2011-12 and subsequent years to achieve the above strategic goals.

Citizen's/Client's Charter and Sevottam Compliant Public Grievance System of the Department:

14.6 As per the mandatory requirement of RFD, the Department has also prepared its Citizen’s/Client’s Charter and developed Sevottam compliant Public Grievance Redress System.

14.7 Although this Department primarily deals with the Government organisations and government employees but a miniscule of its service can be said to be concerned with the citizens' particularly the successful applicants whose names are recommended by the recruiting Commissions (UPSC & SSC etc.) for appointment at various levels. The applicants qualify to be citizens till they are appointed with the government in the public services. The major part of the service being delivered by this Department is for the government agencies or for the government employees. Arguably, for this reason, the charter prepared by this Department has been named as “Citizen’s/Client’s 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 Citizen’s/Client’s Charter.
14.8 The services which are part of Citizen’s/Client’s Charter and are supposed to be executed within a standard time frame are:

- Processing of proposals for ACC approval.
- Allocation of Service on the basis of result of Civil Services Examination.
- Release of holiday list for the Government Departments/organisations.
- Release of Grants-in-aid to staff side Secretariat of National Council (JCM).
- Grant of advice on disagreement cases with UPSC on disciplinary matters.
- Clarification on issues related to ACRs/APARs.
- Processing for extension of ad-hoc appointments/Grant of approval.
- Processing of proposals for amending/amendment/relaxation of RRs (including proposals received online on RRFAMS).
- Cadre Clearance for Personal Foreign Visits or/and Deputation.
- Processing of VRS applications for approval of competent authority.
- NOC for filling up of posts in Government organisations.
- Nomination of officers under Domestic Funding of Foreign Training - Long Term Training Programmes (6 months - 1 year) & Short Term Training Programmes (up to 6 months).
- Nomination of officers for Advanced Professional Programme in Public Administration (APPPA).
- Advice and clarification to Ministries/Departments on the issue of Reservation in services to SC, ST, OBC, PWD and Ex-Servicemen.
- Payment to vendors for invoices submitted complete in all respects.

14.9 Detailed Citizen's/Client's charter is available on the Department's website persmin.nic.in

14.10 The Department has since adopted the Sevottam Compliant Grievance Redress System and has made this fully operational. This is being coordinated through CPGRAMS developed and monitored by the Department of Administrative Reforms and Public Grievances.
CHAPTER – 15

PROGRESSIVE USE OF HINDI IN OFFICIAL WORK

15.0 The Ministry continued to make concerted efforts to promote the use of Official Language Hindi in the official work and to ensure the compliance of the provisions of the Official Language Act, 1963 as amended in 1967 and Official Language Rules, 1976 framed thereunder. The Department also oversees implementation of 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 need of the Department of Personnel and Training as well as the Department of Pension and Pensioners’ Welfare. There is a separate Official Language 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.

15.2 It also undertakes translation from English to Hindi of the material received from various Sections and Desks of the Ministry. This is generally in the form of 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 Releases etc. referred to in section 3(3) of the Official Language Act, 1963 in addition to Parliamentary and Budgetary matters.

Kendriya Hindi Samiti

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

Hindi Salahakar Samiti

15.4 The tenure of the Hindi Salahakar Samiti of this Ministry expired on June 28, 2008. The reconstitution of the Samiti is in the advance stages. The meeting of the Samiti will be organized as soon as the re-constitution process is completed.

Committee of Parliament on Official Language

15.5 The Oral Evidence of the Secretary (Personnel) was heard on September 08, 2010 by the Committee. The directions and instructions given by the Committee are being implemented in the Department. The recommendations of the Committee in its Report (8 parts) are also being implemented.
Kendriya Rajbhasha Karyanavayan Samiti

15.6 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

15.7 Three meetings of the Rajbhasha Karyanavayan Samiti of the Department of Personnel and Training and the Department of Pensions and Pensioners’ Welfare have so far been held on May 11, 2010, June 25, 2010 and 20-10-2010. Recommendations made by the Samiti to enhance the usage of Official Language in the Department are being implemented under the guidance of the Official Language Division.

SPECIFIC MEASURES TAKEN FOR PROMOTING THE USE OF HINDI

Quarterly Progress Report and Annual Assessment Report

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

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

15.9 During the year, 14 personnel were nominated for undergoing training in Hindi Typewriting.

Cash Awards and Incentive Schemes

15.10 An incentive scheme to encourage officers and employees to do their Official work in Hindi is in vogue in the Ministry. Under this scheme, cash awards are given for undertaking noting and drafting originally in Hindi.

Organising Hindi Pakhwara and Hindi Divas

15.11 During the Hindi Pakhwara (14th September, 2010 to 28th September, 2010), 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 were awarded cash prizes and certificates. A total amount of Rs.38500/- was given to 35 successful contestants raising the prize money by 80% over the last year.

Hindi Workshops

15.12 One Hindi workshop was organized on July 1, 2010 to inspire the personnel to do more and more official work in Hindi.

Use of Hindi in the Attached and other Offices

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

Official Language Implementation Committees

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

15.15 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 format.

Monitoring and Inspection

15.16 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. Resultantly, remedial measures are suggested to remove the shortcomings.

15.17 A team of officers from the Official Language Division of the Department of Personnel and Training inspects the Division/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.
CHAPTER 16

FINANCIAL MANAGEMENT

Budget for Ministry of Personnel, Public Grievances & Pensions is made under Grant No. 71 and Budget Provisions are made to:-

(i) Department of Personnel & Training is mandated with the work relating to framing/interpretation of rules and regulations; recruitment, promotion and reservation policy; induction training and refresher courses for senior and middle management level; service conditions, vigilance, discipline, career and manpower planning etc. The provision includes Grants-in-aid assistance to Civil Services Officers’ Institute, Grih Kalyan Kendra, Residents Welfare Associations, Sanskriti School etc. This also includes provision for the Centrally Sponsored Plan Scheme ‘Propagation of Right to Information Act’ intended for strengthening, capacity building and awareness generation for effective implementation of the RTI Act, 2005.

(ii) Department of Administrative Reforms & Public Grievances 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 the Centrally Sponsored Plan Scheme ‘Propagation of Right to Information Act’ intended for strengthening, capacity building and awareness generation for effective implementation of the RTI Act, 2005.

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

Budgetary allocation are also made for:

(i) 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.

(ii) 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.

(iii) Expenditure of the Central Bureau of Investigation which deals with investigation and prosecution in corruption cases involving 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.

(iv) The provision includes expenditure in respect 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 required 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.

(v) 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.

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

(vii) 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.

(viii) Highlights of Plan and Non-Plan allocation/expenditure are as follows:
# Annual Plan Outlay 2010-11

(Rupees in Crore)

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<th>Sl No.</th>
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<td>Improving Transparency &amp; Accountability in Government through effective implementation of RTI Act</td>
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<td>Revenue</td>
<td>68.20</td>
<td>12.10</td>
<td>24.00</td>
<td>13.19</td>
</tr>
<tr>
<td>4.</td>
<td>Grant to IIAP (GIA for creation of Capital Assets)</td>
<td>Revenue</td>
<td>10.00</td>
<td>1.00</td>
<td>3.00</td>
<td>2.00</td>
</tr>
<tr>
<td>5.</td>
<td>Augmentation of Training facilities in ISTM</td>
<td>Revenue</td>
<td>4.32</td>
<td>2.82</td>
<td>11.00</td>
<td>0.00</td>
</tr>
<tr>
<td>6.</td>
<td>Improvement of infrastructure and upgradation of essential facilities at LBSNAA</td>
<td>Revenue</td>
<td>27.00</td>
<td>5.00</td>
<td>10.00</td>
<td>8.75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Capital</td>
<td>81.00</td>
<td>15.98</td>
<td>21.50</td>
<td>12.79</td>
</tr>
<tr>
<td>7.</td>
<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>
</tr>
<tr>
<td>C</td>
<td>D/o AR&amp;PG</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Plan Schemes for Administrative Reforms</td>
<td>Revenue</td>
<td>94.90</td>
<td>19.70</td>
<td>27.50</td>
<td>10.28</td>
</tr>
<tr>
<td>9.</td>
<td>Setting up of Administrative Reforms Commission</td>
<td>Revenue</td>
<td>16.20</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>D</td>
<td>D/o Pension &amp; PW</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Pensioners' Portal</td>
<td>Revenue</td>
<td>2.70</td>
<td>0.02</td>
<td>0.50</td>
<td>0.13</td>
</tr>
<tr>
<td></td>
<td>CIC</td>
<td></td>
<td>Revenue</td>
<td>1.51</td>
<td>3.00</td>
<td>0.04</td>
</tr>
<tr>
<td>---</td>
<td>----------------------------------------------------------------------</td>
<td>---</td>
<td>---------</td>
<td>-------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>11.</td>
<td>Plan Schemes of CIC (Effective implementation of RTI Act)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>Construction of CIC Office building</td>
<td>Capital</td>
<td>18.50</td>
<td>0.00</td>
<td>1.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>CBI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>CBI - E-governance</td>
<td>Revenue</td>
<td>3.78</td>
<td>2.87</td>
<td>8.00</td>
<td>0.10</td>
</tr>
<tr>
<td>14.</td>
<td>Modernisation of Training Centre of CBI</td>
<td>Revenue</td>
<td>5.40</td>
<td>0.79</td>
<td>1.00</td>
<td>0.19</td>
</tr>
<tr>
<td>15.</td>
<td>Construction of CBI Hqrs. Office building</td>
<td>Capital</td>
<td>59.40</td>
<td>54.10</td>
<td>91.00</td>
<td>59.90</td>
</tr>
<tr>
<td>16.</td>
<td>Purchase of land &amp; construction of Res./Office complex for CBI</td>
<td>Capital</td>
<td>0.00</td>
<td>91.83</td>
<td>3.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>(Bandra Kurla complex, Mumbai)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17.</td>
<td>Establishment of Technical and Forensic Support Units of CBI</td>
<td>Revenue</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td></td>
<td>CVC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18.</td>
<td>IT enabling core CVC Processes</td>
<td>Revenue</td>
<td>0.00</td>
<td>0.82</td>
<td>3.00</td>
<td>2.19</td>
</tr>
<tr>
<td></td>
<td>Grand Total</td>
<td></td>
<td>556.00</td>
<td>233.10</td>
<td>250.00</td>
<td>125.06</td>
</tr>
</tbody>
</table>
AUDIT OBJECTIONS IN RESPECT OF MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSIONS

Public Accounts Committee

16.1 No PAC Para is pending in this Ministry.

Comptroller & Auditor General of India

16.2 As on 01.01.2010, there were five pending C&AG observations / Paras by C&AG pending in this Ministry. During the year three more observations were made by the O/o C&AG in its Report of 2010. Out of the total eight observations, five were settled during the year and the remaining three are at various levels of settlement.

<table>
<thead>
<tr>
<th>Sl.No.</th>
<th>Name of the Office</th>
<th>No.of outstanding paras as on 31.12.2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Staff Selection Commission</td>
<td>35</td>
</tr>
<tr>
<td>2.</td>
<td>Central Administrative Tribunal</td>
<td>32</td>
</tr>
<tr>
<td>3</td>
<td>Deptt. of Personnel &amp; Training</td>
<td>47</td>
</tr>
<tr>
<td>4</td>
<td>Welfare Division</td>
<td>19</td>
</tr>
<tr>
<td>5</td>
<td>Central Vigilance Commission</td>
<td>8</td>
</tr>
<tr>
<td>6</td>
<td>Central Information Commission</td>
<td>Nil</td>
</tr>
<tr>
<td>7</td>
<td>Lal Bahadur Shastri National Academy of Administration</td>
<td>12</td>
</tr>
<tr>
<td>8</td>
<td>Union Public Service Commission</td>
<td>6</td>
</tr>
<tr>
<td>9</td>
<td>Central Bureau of Investigation</td>
<td>2</td>
</tr>
<tr>
<td>10</td>
<td>Institute of Secretariat Training and Management</td>
<td>10</td>
</tr>
<tr>
<td>11</td>
<td>Department of AR&amp;PG</td>
<td>12</td>
</tr>
<tr>
<td>12</td>
<td>Deptt. of Pensions &amp; Pensioners Welfare</td>
<td>15</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>198</td>
</tr>
</tbody>
</table>

All the concerned authorities have been instructed to take steps for early settlement of the audit objection.

22.3 During the year, the Department has been successful in making all salary payments through Electronic Clearing System (ECS). Some Non-Salary payments like GPF, Medical Claims, telephone bills etc. are also now being made through ECS.
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 disseminate successful governance practices by way of audio-visual media and publications. The Department also undertakes activities in the field of international exchange and cooperation to promote public service reforms. The Department is headed by the Secretary, Department of Administrative Reforms & Public Grievances and Pensions & Pensioner’s Welfare. There is an Additional Secretary, 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-1.

As per the Government of India Allocation of Business Rules the following subjects have been allotted to the Department of Administrative Reforms & Public Grievances:

1. Administrative Reforms, including e-governance and dissemination of best practices.
2. Organization and methods.
3. Policy, coordination and monitoring of issues relating to—
   (a) Redress of public grievances in general; and
   (b) Grievances pertaining to Central Government agencies.
4. (a) Research in public management;
   (b) liaison with State Governments, professional institutions etc. in public management matters.
The following are the Vision, Mission and Functions of the Department of Administrative Reforms & Public Grievances:

Our Vision

Facilitate pursuit of excellence in governance for the benefit of all citizens.

Our Mission

- To foster excellence in governance and pursuit of administrative reforms through Improvements in government structures and processes
FUNCTIONS

(i) Matters relating to administrative reforms

(ii) Servicing Core Group on Administrative Reforms and Group of Ministers

(iii) Follow up of matters relating to implementation of Reports/recommendations of Second Administrative Reforms Commission

(iv) Organization of Civil Services Day, Chief Secretaries Conference and Conference of the Administrative Reforms Secretaries of the States/UTs

(v) Capacity building, change management and Government Process Re-engineering to provide reform through e-Governance

(vi) e-Office Mission Mode Project under NeGP

(vii) Promoting e-Governance in citizen centric initiatives

(viii) National Conference on e-Governance and grant of National awards

(ix) Implementation of guidelines on Government websites

(x) Publication of quarterly journal - Management in Government and Monthly News Letter -Civil Services News

(xi) Documentation and dissemination of best practices and matters relating to PM's award in excellence in Public Administration

(xii) Governance Knowledge Centre – an interactive portal of best practices

(xiii) Central Secretariat Manual of Office Procedures

(xiv) Assistance for modernization of government offices

(xv) International exchange and cooperation in the field of public administration and governance

(xvi) Monitoring and facilitating redress of public grievances in general and grievances pertaining to Central Government agencies in particular

(xvii) 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

(xviii) 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

(xix) Servicing the Standing Committee for Grievances of Joint Secretary Level officers and above.
PERFORMANCE

As per the Results Framework Document of the Department of Administrative Reforms & Public Grievances for the year 2010-11, the following are the targets of activities to be achieved by the Department during the year based on its objectives:

Objective:- Promoting administrative reforms in government policies, structures and processes.

(i) Consideration of the recommendations relating to the remaining five reports of the 2nd ARC.

(ii) Follow up of all accepted recommendations of 2nd ARC (conduct of 10 review meetings).

(iii) Preparation of 5 Research/Background papers.

(iv) Grant of Prime Minister's Awards for excellence in Public Administration.

(v) Presentation before stakeholders Framework of Social Accountability.

(vi) Formulation of Framework for Internal Control and Risk Management

(vii) Finalization of State of Governance Report.


(ix) Modernization of 8 government offices.


Objective:- Promoting administrative reforms through e-Governance

(i) Formulation of strategy for change management.

(ii) Formulation of strategy for business process re-engineering.

(iii) Launch of pilot projects for e-office at three offices.

(iv) Organizing National Conference on e-Governance and giving away of National Awards.

(v) Publishing of Compendium of issues of e-Governance, case studies of the previous year's awardees, compilation of national and international best practices on selected topics.

(vi) Setting up of Project Monitoring Unit (PMU) as a capacity building measure.

Objective: Formulation of policy and coordination of issues relating to redress of public grievances.

(i) Holding review meetings on redress of public grievances in 61 Central Ministries/Departments.

(ii) Organization of CPGRAMS Training Sessions in Ministries/Departments.

(iii) Completion of CPGRAMS pilot projects in 2 States/UTs

(iv) Completion of upgraded version of CPGRAMS in Central Ministries/Departments.
(v) Issuance of guidelines on Sevottam compliant citizen charter and PG system

(vi) Getting workshops organized on Sevottam.

(vii) Promoting and supporting Sevottam in States/UTs.

(viii) Capacity Building of ATIs for Sevottam.

Objective: Dissemination of Governance Knowledge and best practices.


(iii) Organizing Conference of Secretaries of Administrative Reforms of the States/UTs –

(iv) Providing financial assistance to States for documentation of 6 best practices.

(v) Organizing 2 Regional Conferences on best practices.

(vii) Timely publication of quarterly journal - Management in Government (MIG), Monthly newsletter - Civil Services News (CSN) and a book on best practices.

(viii) Loading of 40 best practices on the Governance Knowledge Centre.

(ix) Launch of India-Brazil – South Africa Portal on public administration and governance.

(x) Finalization of MOU in the field of public administration and governance with the Government of Singapore.
CHAPTER 17

ADMINISTRATIVE REFORMS

17.0 The Department endeavours to document and disseminate successful governance practices by way of audio-visual media and publications. The Department also undertakes activities in the field of international exchange and cooperation to promote public service reforms.

17.1 The mission of the Department is to foster excellence in governance and pursuit of administrative reforms through:

• Improvements in government structures and process
• Promoting citizen-centric governance with emphasis on grievance redressal,
• Innovations in e-Governance,
• Documentation and dissemination of best practices,

SECOND ADMINISTRATIVE REFORMS COMMISSION (ARC):

17.2 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) Organizational structure of Government of India (19.5.2009)
(xiv) Strengthening Financial Management System (26.5.09)
(xv) State and District Administration (29.5.2009)

17.3 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.

17.4 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.

17.5 This GoM has so far considered twelve reports, namely (i) Right to Information: Master Key to Good Governance (First report), (ii) Unlocking human capital: Entitlements and Governance – a Case Study relating to NREGA (Second Report), (iii) Crisis Management; From Despair to Hope (Third report), (iv) Ethics in Governance (Fourth Report), (v) Local Governance (Sixth Report), (vi) Capacity Building for Conflict Resolution (Seventh Report), (vii) Citizen Centric Administration – The Heart of Governance (Twelfth Report), (viii) Social Capital–A Shared Destiny (Ninth Report), and (ix) Organizational Structure of Government of India (Thirteenth Report), (x) Promoting e-Governance – The SMART Way Forward (Eleventh Report), (xi) Strengthening Financial Management System (Fourteenth Report) and (xii) State and District Administration (Fifteenth Report). The decisions of GoM on these reports are at various stages of implementation. The report on 'Combating Terrorism (Eighth Report)' has been handled by the Ministry of Home Affairs and it is understood that necessary action has already been taken on this report. In all 13 Reports have been considered, so far and the remaining 2 Reports (Report No. V and X) are yet to be considered by GoM.

17.6 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 85 recommendations have been accepted, 28 recommendations were not
accepted, 3 recommendations were deferred and 18 recommendations referred to other fora.

(v) Public Order: Justice for each ... Peace for all:

This Report deals with public order; policing and attendant issues related to the criminal justice system. This Report contains 165 recommendations under 51 sections. MHA has given its views. A meeting of the CGAR under the chairmanship of National Security Adviser was held on 21.10.2008. Meeting of GoM is yet to be held to consider the recommendations on the report by CGAR.

(vi) Local Governance:

The Report focuses on issues relating to rural and urban local governance in India with a specific focus on the need for real democratic decentralization. A meeting of the GoM to consider the recommendations was held on 03.09.2008. The Report contains 256 recommendations, out of which 230 recommendations were accepted, 24 recommendations were not accepted and 2 recommendations were deferred.

(vii) Capacity Building for Conflict Resolution – Friction to Fusion:

The Report endeavours to examine the background and the emerging facets of 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:

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 the performance of the government. 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 were 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 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 recommendation was not accepted.

(xii) Citizen Centric Administration – The Heart of Governance:
The Report tries to examine the role of special institutional mechanisms such as the national and state commissions set up to safeguard the rights of vulnerable sections of the society. 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) Organizational structure of Government of India:

In this Report, the ARC 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 recommendations 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 ARC has focused on strengthening of financial management system in Government. A meeting of the GoM to consider the recommendations was held on 14.03.2011. The Report contains 36 recommendations under 17 sub-headings, out of which 33 recommendations have been accepted, 2 have not been accepted and 1 recommendation has been deferred.

(xv) State & District Administration:

23.7 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 meeting of the GOM was held on 17.06.2010, The Report contains 158 recommendations under 57 sub-headings. Out of 158 recommendations, 134 recommendations were accepted and 24 recommendations were not accepted.

Civil Services Day

17.8 The Government of India from the year 2006 has started celebrating 21st of April every year as ‘Civil Services Day’ as an occasion for the civil servants to rededicate themselves to the cause of citizens and renew their commitment to public service and excellence in work. The first such function was held in Vigyan Bhawan on 21.04.2006. On the occasion, civil servants are awarded by the Prime Minister for their excellent work done in the field of public administration. 21st April has been chosen as date as on this very date the first Home Minister of the country Shri Vallabhbhai Patel addressed the first batch of Indian Administrative Services officers.

17.9 On the occasion of the fifth Civil Services Day on 21.04.2010, the Prime Minister presented the Awards for Excellence in Public Administration for the year 2008-09 to nine initiatives in three categories viz., individual, group and organization. A book on administrative reforms initiatives 'In Search of Light' compiled by this Department was also released on the occasion. Panel discussion on subjects like 'People’s Participation', 'Sustainable Development' and 'Innovation' were organized in which prominent members of the society also participated and shared their opinions.
Prime Minister's Award for Excellence in Public Administration:

17.10 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 are only 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.

17.11 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 is Rs. 1 lakh. In case of a team, the total
PM addressing the Inaugural session of Civil Services Day 2010
award amount for the team is Rs.5 lakh subject to a maximum of Rs.1 lakh per member. The award amount for an organization is Rs.5 lakh. 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 stakeholders. The initiatives are scrutinised by an Expert Committee chaired by Secretary, Department of Administrative Reforms & Public Grievances. This Committee can also take up noteworthy initiative(s) on a suo-moto basis. On-the-spot studies are conducted for the initiatives short listed 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 initiatives 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 2008-09 for Prime Minister’s Award for Excellence in Public Administration is at Annexure II.
Chief Secretaries Conference

17.12 From the year 2010 onwards, the Government has also institutionalized the event of Annual Conference of Chief Secretaries. The second annual conference was held on 4-5th 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 an integrated and holistic approach towards the development of the nation. The issues which were taken up included 'Transparency and Ethics in Governance', 'Flagship Programmes – Area on Concern', 'Key issues in Internal Security', 'Introduction to RFD initiative' and there was a follow up session of decisions taken at the First Annual Conference of Chief Secretaries in the matters related to 'Science & Technology'.
17.13 Department of Administrative Reforms and Public Grievances is also conducting studies under the Plan Scheme. They are as under:-

STATE OF GOVERNANCE REPORT (SOGR)

17.14 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.

17.15 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 recognizes the basic linkages between quality of governance, service delivery and poverty reduction.

17.16 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 project was undertaken), Planning Commission and multilateral agencies were invited.

17.17 The framework for the State of Governance Report has been approved by MOS (PP). A draft note for CGAR is under preparation for its adoption and release in public.

INTERNAL CONTROL AND RISK MANAGEMENT FRAMEWORK

17.18 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.

17.19 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, objectives and purposes for which the schemes are formulated.

17.20 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 operationalising adequate measures to address these risks and 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.

17.21 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.
17.22 A presentation before the C&AG was made on 7.01.2010 which was also attended by officials of the Planning Commission, Ministry of Finance and other stakeholders. 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.

17.23 After the development of the tool, it will be placed before the CGAR for its consideration, and to issue suitable guidelines to Planning Commission and other concerned Ministries/Departments to integrate and mainstream in Plans / Projects.

STUDY ON SOCIAL ACCOUNTABILITY MECHANISMS

17.24 As part of the DFID programme, 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 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.

17.25 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.

17.26 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 and framework developed were used to assess field realities of the two on going programmes viz. National Rural Health Mission (NRHM) and Sarva Siksha Abhiyan (SSA) in Kerala, Uttarakhand 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

17.27 A one day workshop is proposed to be held with stakeholders at National Institute of Rural Development (NIRD) to discuss threadbare the contours of the main issues covered in the report.

ORIENTATION TRAINING PROGRAMME FOR ASSISTANTS, SECTION OFFICERS AND UNDER SECRETARIES UNDER THE CAPACITY BUILDING FOR POVERTY REDUCTION PROGRAMME

17.28 The Department of Administrative Reforms & Public Grievances is implementing the DFID funded Capacity Building for Poverty Reduction (CBPR) Programme. As a part of the CBPR programme, this Department had initiated a proposal for orientation training of officers posted in various levels in Ministries/Departments. The Orientation Training programme was designed in close coordination with ISTM, CS Division-DoPT, Department of AR&PG and the line Ministry. ISTM structures the training design, training material and provides all coordination and logistics functions. The training design and content is developed 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

17.29 The third phase of Orientation Training Programme is to be continued in the next financial year 2011-12 as a part of 'Fostering Good Governance' under 'Pilot Project on Administrative Reforms' from the extant 'CBPR'. The Phase-III of the project involving ten Ministries/Departments is to commence in February, 2011.
CHAPTER 18
PUBLIC GRIEVANCES

18.1 The work of formulation of Policy on ‘Public Grievances’ and installing of an institutional framework for redress of public grievances in Government of India was entrusted to the Department as a new activity in December 1987. As per Allocation of Business Rules the Department is responsible for Policy formulation, Coordination and monitoring of issues relating to (a) Redress of Public Grievances in general and (b) Grievances pertaining to Central Government Agencies. The Public Grievance Division in the Department is responsible for this activity. In addition, from 1997 under the platform for ‘Responsive Government’, several citizen centric initiatives have been undertaken by Public Grievance Division. These include Citizen’s/Client’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, the Sevottam framework for bringing excellence in service delivery, through continuous improvements, has been developed and is being implemented, both in the Centre and in 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. Thus, over the years the function of Public Grievances has increased in complexity and significance, particularly after the coming in to effect of the Right to Information Act 2005, and other citizen centric initiatives introduced by Government of India.

18.2 As in 2010-11, the PG Division has the following significant areas of responsibility:

(a) Grievance Redress Mechanism in Government of India, including the online Centralized Public Grievance Redress And Monitoring System (CPGRAMS) version 4.0
(b) Quality Management System Sevottam framework for bringing excellence in service delivery by government ministries/departments, under which four workshops were organized for 62 Central Ministries/Departments in 2010-11.
(c) Citizen’s/Client’s Charters in Government of India and States/UT.
(d) Information and Facilitation Counters in Government of India organizations.

Grievance Redress Mechanism (GRM) in Government of India:

18.3.1 The Division formulates policy guidelines on establishment of a GRM in all Central Ministries/Departments. For this Compilations of the Guidelines are brought out from time to time. The latest edition of the ‘Compilation of Guidelines for Redress of Public Grievances’ that includes Policy Guidelines on GRM, Citizen’s/Client’s Charters and the Information Facilitation Counters, has been brought out in bilingual version in August, 2010, and has been disseminated to all Central Ministries/Departments in October, 2010. It can also be accessed at www.darpg.nic.in.
CPGRAMS:

18.3.2 An upgraded version of the Centralized Public Grievance Redress and Monitoring System (CPGRAMS) version 4.0 has been inaugurated on 27th September, 2010. 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 redressal of grievance received through the Grievance Redress Mechanism, established in Government of India. The system networks 89 Central Ministries/Departments/Organizations including more than 5000 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 redress. 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 28.1.2011 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>8511</td>
<td>7245</td>
</tr>
<tr>
<td>2010</td>
<td>126890</td>
<td>116414</td>
</tr>
<tr>
<td>2009</td>
<td>98102</td>
<td>53028</td>
</tr>
</tbody>
</table>

Grievances received by post or by hand:

18.3.3. 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 or by hand are also lodged on to the CPGRAMS by PG Division, on behalf of the citizens. Acknowledgements are generated and issued by post, and final redress response is sent by post in all such cases.

CPGRAMS in States:

18.3.4. The system has been customized with local language interface and inaugurated in the Government of Haryana and Government of Orissa. Work is ongoing in Government of Rajasthan.

Quality Management System:

18.4 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 as follows: (a) Citizen’s/Client’s Charter that specifies the service delivery standards. (b) Grievance Redress Mechanism that gets activated if the service delivery is not as per standards in the Charter (c) Service Delivery Capability of the organization to deliver 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 have been concluded in June 2010.
18.4.1 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 for Citizen Centricity” 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.

18.4.2 The Sevottam framework involves creation of Citizen’s/Client’s Charters with quality based standards of service delivery, that can be measured both by the organization as well as by service recipients and stakeholders. For facilitating 62 Central Ministries/Departments to review and upgrade their Citizen’s/Client’s Charter, to make them Sevottam Compliant, four workshops, of two days each, were organized from 30th August 2010 to 22nd September 2010.

Four Workshops organized for 62 Central Ministries/Departments:

18.4.3 The DARPG in collaboration with the Performance Management Division of the Cabinet Secretariat and with consultancy support from FICCI Quality Forum, organized a series of four workshops of two days each, on ‘Sevottam Compliant Citizen’s/Client’s Charter in Central Ministries/Departments’ from 30th August 2010 to 22nd September 2010. Shri Prithviraj Chavan, former MOS(PF), Shri K. S. Chandrasekhar, Cabinet Secretary, Shri Sam Pitroda, Member Planning Commission, and Shri Nandan Nilekani, Chairman, Unique Identity Authority of India inaugurated the workshops on 30, August, 2010, 15, September 2010, 17, September 2010 and 21, September 2010 respectively. Shri Arun Maira, Member Planning Commission, was the special invitee for the session on ‘Strategy’ during all the four workshops. The venue for all the workshops was Committee Hall, 2nd floor, Federation House, 1, Tansen Marg, New Delhi, and the duration was from 9 AM to 5.30 PM. The Agenda included sessions on the concept of Sevottam, Sevottam Compliant Citizen’s/Client’s Charter, Sevottam Compliant Grievance Redress Mechanism, and linkages between Sevottam, Strategy and Results Framework Document.

The participants in these workshops included two officers of Joint Secretary/Director levels from each of the 62 Central Ministries included in the Results Framework Document for 2010-11; and one or two representatives from select Training Institutions such as Indian Institute of Public Administration, New Delhi, Institute of Secretariat Training and Management, New Delhi, State Administrative Training Institute, Jaipur, State Administrative Training Institute, Chandigarh, Centre for Good Governance, Hyderabad, Administrative Staff College of India, Hyderabad and Delhi Public Grievance Commission. As such a total of about 250 officers participated and were trained through these four workshops. Secretary (Administrative Reforms & Public Grievances), Secretary (Performance Management), Joint Secretary (AR&PG) and Director (PG) were the speakers, presenters and coordinators in these workshops. From the feedback forms filled by the participants, it is surmised that overall the workshops were assessed as being very useful for the participants. They found the interactive team work method of learning as most useful in the formulation of the Charters. Some wanted the duration to be extended to four days, and a few wanted the workshops for training their subordinate organizations also.
18.4.3.1. All participants were also informed that a Helpdesk for Sevottam related queries was available at sevottam@nic.in. Any doubt or difficulty in the formulation of the Sevottam Compliant Citizen’s/Client’s Charter could be sorted out through the Helpdesk so as to meet the target date of 30th December 2010.

Citizen’s/Client’s Charters:

18.5 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 the list the number of Government of India Ministries/Departments/Organizations charters, have increased from 118 in 2007 to 131 in 2010. In the list of Citizen’s Charters of State Governments/Union Territory Administrations, the number has increased from 703 to 729. In addition from 2005 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/Client’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 single window system for service delivery, called ASK. They have successfully pilot tested this 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 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, started in 2007-08, in the States, under the Capacity Building for Poverty Reduction (CBPR) Quality Management System (QMS) for pro poor service delivery. These are in one department each in Himachal Pradesh, Karnataka, Madhya Pradesh, Orissa. (a) In Himachal Pradesh a new citizen’s charter with quality standards, has been drafted for services delivered by Water Supplies and Sanitation unit of Municipal Corporation Shimla. The 'User Manual for Water and Sanitation Units' in Municipal Corporation, Shimla that includes the service standards is accessible on www.darpg.nic.in (b) In Karnataka: a new Citizen’s Charter has been created for the Department of Women and Child Development (DWCD) for its service delivery under the Central Scheme of Integrated Child Development Services (ICDS) through Anganwadi Centres at the village level. The document is available in the form of 'User Manual' for the sector at www.darpg.nic.in (c) In Madhya Pradesh a Citizen’s Charter has been drafted with service standard for the Public Health and Family Welfare (PH FW) Department (d) In Orissa: The Government of Orissa 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 the State pilot projects have been complete in 2010-11. All User Manuals that facilitate replication are available on DARPG website www.darpg.nic.in

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 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.
Information and Facilitation Counter (IFC):

18.6 Policy Guidelines issued from time to time for establishing an Information and Facilitation Counters in all Central Ministries/Departments/Organization have been included in the revised “Compilation of Guidelines for Redress of Public Grievances' August 2010. The Compilation is accessible at http://pgportal.gov.in
Modernization of Government Offices

19. 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.

19.1 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.

19.2 The Scheme has been very popular and has been able to achieve its objectives to an appreciable extent. Till date, an amount of Rs. 52.31 crores has been sanctioned to various Ministries/Departments in respect of 416 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.

19.3 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.

19.4 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 the status of all the funds released under the scheme up to 31.3.2008 and majority of those up to 31.03.2009. 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.
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. They also 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)

19.5 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 assured 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 approved.

E-Manual

19.6 The Department of Administrative Reforms & Public Grievances under the e-Office Mission Mode Project proposes to devise an e-Manual to be adopted by the various Government of India offices in the e-office environment.

Record Retention Schedule

19.7 The last record retention schedule 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. Based on the suggestions received the Record Retention Schedule is slated to be revised in the year 2011-12.
National Conference on e-Governance

20. 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.

Lighting of Lamp by MoS (PP) during the Conference

20.1 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 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.

MoS (PP) Lighting the Lamp at 14th National Conference e-Governance
20.2 Every year, the Department of Administrative Reforms and Public Grievances recognizes and promotes excellence in e-Governance by awarding Government organization/Institutions which have implemented e-Governance initiatives in an exemplary manner. National Awards for e-Governance are given in the following categories:

(a) Excellence in Government Process Re-engineering;
(b) Exemplary Re-Use of ICT based Solutions;
(c) Outstanding Performance in Citizen-Centric Service Delivery;
(d) Innovative use of Technology in e-Governance;
(e) Innovative use of ICT by PSUs for Customer’s Benefits;
(f) Best Government Portal; and
(g) Sectoral Award (Focus sector for 2010-11: Agriculture)

20.3 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.
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 DARPG 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.

20.4 To begin with, the project is being implemented in 3 pilot sites i.e., DAR&PG, Training Division of DoP&T and e-Governance Division of Department of Information Technology. The project is being implemented through NIC. Further, DAR&PG has also formulated and circulated Change Management and Business Process Reengineering Frameworks.

Objective

20.5 (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;

(vi) Easy tracking of the status and location of a file at any given point of time will curb delays and facilitate exception reporting; and

(vii) The project would facilitate publication of information through appropriate websites.

Better accountability through monitoring of work and performance management

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

Confidentiality and security

(ix) This is a pre-requisite of electronic handling of files of Government Ministries and Departments and the requisite security will be ensured under e-Office;

(x) Proper access control would be implemented;

(xi) Highly secure technology would be deployed; and

(xii) Security audit will be mandated.

Modern Office Environment

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

(xiv) Less paper office

Improved capacity and legal enablement of electronic office

(xv) Capacity of staff to be built to operate in the e-Office environment; and
(xvi) Office procedures and other related guidelines will be modified in conjunction with the implementation of e-Office

Strategy

20.6 (a) Define technical standards;

(b) Provide e-Manual (Central Secretariat Manual of e-Office Procedures);

c) Create Role Models;

d) Create a simple system for selection and operation of e-Office environment;

e) All the above would enable the Department to develop a Standard Roadmap;

(f) Security/confidentiality.

20.7 An amount of Rs. 1.81 Crores has been released in the year 2009 to National Informatics Centre (NIC) for implementation of e-Office MMP.

Capacity Building for Poverty Reduction (CBPR) through DFID

20.8 The Ministry of Personnel, Public Grievance and Pensions in its efforts to promote and support improvements in public administration affecting the poor launched the Capacity Building for Poverty Reduction Programme (CBPR) in Feb 2005. This program, supported through assistance from DFID, had been designed to supplement the tenth five-year plan, the evolving governance and fiscal reforms agenda, and the State level initiatives to promote and achieve reforms at the cutting edge or point of delivery. It supports the objective of 'providing essential public services for the poor', which is one of the major priority areas of eleventh five-year plan, on an equal footing.

20.9 To achieve improved service delivery the program focused at building/strengthening the capacity/ability of individuals, organizations and the institutions (at the Central, State and Local level) involved in delivery of service to the poor. The Program has matured and is running satisfactorily. A host of initiatives as envisaged under the Program are fully underway. The Program period is scheduled to end in March 2011.

20.10 As on date there are altogether 17 initiatives under the CBPR program. Certain initiatives have multiple projects running under them, such as State Collaboration Initiative which has 25 individual projects under it. Similarly, Quality Management System initiative has four projects nested under it.

Approach

20.11 The rationale for approach taken in this programme emanates from the fact that effective, efficient, and equitable delivery of basic services to the poor is a strong and positive correlate of poverty reduction. It is, therefore, reasonable to assume that competent and effective public service delivery systems within the realms of public administration are of critical importance for working towards poverty reduction.

The Initiatives

20.12 The initiatives under the programme include:

(1) State of Governance Report: Entails assessment (through scoring), of the States in the country on pre-determined dimensions of governance. The output of this initiative is the methodology for measuring and preparing a Report on the State of Governance for States/sub national units, by taking in account the indicators with specific reference
to poverty reduction. The methodology has been tested in three states. It is expected that SoGR framework will enable temporal comparison of Governance indicators for a given State.

(2) Functional and Strategic Review: It involves diagnosis and prescription for enabling DARPG to emerge as the internal consultant to the Government on reforms. The final outcome is creation of an institutional capacity within ARPG to initiate, sustain and manage the reform process.

(3) Governance Knowledge Centre (GKC): An endeavor to upgrade the DARPG’s portal on Governance i.e. www.indiagovernance.gov.in to a one stop Knowledge Centre available for reference on innovations in public service delivery, administrative reforms and good governance. It is expected to assist administrators at various levels of governments to keep abreast with the state of art in the governance domain.

The portal provides a number of resources for the civil servants including a repository of best practices in public service delivery, thematic blogs by experts, e-forum for peer to peer exchange, working papers, government reports, book reviews, events & announcements and a Help Desk for expert advice. GKC is also designed to be a virtual platform for dissemination, sharing and debate on ideas on governance issues which in the long run will lead to creation of a community of reformers. The portal would enhance world view of the practicing managers on trends in governance and public service delivery reforms and enable them to implement the available best practices.

(4) Modeling Best Practices: DARPG has identified a set of good practices in the area of administrative reforms. It is proposed that some of these identified good practices should be pervasively used by other States. In an effort to do so, an implementable model is being developed for identified best practices. This would involve identifying and developing the underlying model from the existing best practice and then testing it in an identified state so that the replicability of the working model is established. The outcome would be a replicable model and a toolkit for implementing the model wherever feasible.

(5) Collaboration with State Governments: Purposed to develop initiatives in collaboration with the States, which would primarily entail:

- Developing models from some of the innovation in pro-poor public delivery systems or strengthening existing service delivery models which need to be systematically developed to transform an isolated best practice into widely accepted models.

- Piloting a new idea, concept, structure or system at the state level that would enhance the quality of service delivery to the poor but requires technical assistance in the form of external knowledge inputs.

Intent is to develop a repertoire of models, which DAR&PG can advise other States to adopt.

(6) Study Programme: This initiative is designed to help the officials of DAR&PG (and other related departments) to develop a working knowledge of governance, its operational implications through exposure to study programmes and consultative visits. At the first stage it is proposed that those officers of MoP involved in the core issues of the Program would be exposed to an international study programmes/consultative visits on Governance. It is planned that the three levels—Under-Secretary/Section Officers, Directors/Joint Secretary, Addl. Secretary/
Secretary of these departments are sent to appropriate programmes/consultative trips on Governance. Such three-tier approach would ensure that there is a common level of understanding of governance reforms and the nuances thereof across the departments.

(7) Governance Learning Series: The necessary conditions for reforms to take place are (i) presence of a need for change (ii) ideas for actions to manifest the change (iii) resources for implementing the ideas. While need for change is intrinsic to the agency/organization/institution, the ideas for action can be assimilated by observing practices which have succeeded elsewhere. The Governance Learning Series is positioned for dissemination of “ideas” both at Central Government and State government levels (especially in States which are lagging behind in development indicators) and also provide funding for replication. The initiative is divided into two parts:

i. Invite eminent personalities (both national and international) to share their ideas on contemporary issues in governance.

ii. Workshop(s) in states having poor development indicators on ideas/best practices in service delivery/governance which has worked in other parts of the country.

(8) Social Accountability: The initiative intends to explore the ways and means of enhancing the ability of citizens (especially the poor and the marginalized) to engage with public servants and politicians in a more informed, direct and constructive manner so as to improve public service delivery for Health and Education Sectors.

(9) Orientation Training: Entails orientation training of officials at the level of Assistant/Section Officer/Under Secretary in the Central Government, who on either posting or promotion are slated to join a new Ministry/Department. It is expected that induction/orientation training relating to the concerned Ministry/Department would ensure that the newly posted officials learn about the basics relating to the organization, domain aspects, policy and programmes of the department/ministry, methodology adopted in problem solving etc.

Institute of Secretariat Training and Management has been engaged to design the training programme including development of a training tool kit for eleven specific Central Government Ministries and also piloting one round of training to test the training design. Request from various other Departments/Ministries are being received for adopting it. DARPG would take up this initiative to ten more Departments/ Ministries in next financial year.

(10) State of Civil Service Report: The objective of cadre management of the Central Services is to ensure that the cadre is organized, recruited, trained and utilized in the most effective and rational manner with reference to its original purpose,. The periodic cadre review mechanism has been put in place for ensuring that cadre management is being effectively done. One of the critical aspects for effective cadre management/review is availability of data on the structural and personnel aspects (including the perception from the members of the cadre) of the cadre. This initiative on State of Civil Services report would be a means of collecting the aforesaid information periodically so as to enable tracking of the key cadre management variables. At present reporting and feedback mechanism on the key variables is weak.

This initiative under the CBPR Programme has helped develop a methodology,
through a pilot study of the All India Services and select Group A Central services. The study entailed specifying the dimensions, indicators and measures on the structural and personnel issues for each cadre, collection of the requisite data and bringing out an analytical report. The data for the measures specified was collected either through survey of a sample of officers or from secondary data (from cadre controlling authorities) as was appropriate. The report was brought out in the month of April, 2010.

(11) CPGRAM: Centralized Public Grievance Redress and Monitoring System (CPGRAMS) have been successfully implemented by this Department for all Central Ministries/subordinate offices and undertakings for two years now. It was felt that customization of the existing CPGRAM to State Government requirements and making it available to them would facilitate their efforts to strengthen their public grievance redress and monitoring system. States of Haryana and Rajasthan had expressed interest and a therefore a pilot initiative was undertaken. Later State Government of Orissa also expressed its interest and replicated the CPGRAM in Orissa.

(12) Implementation of a Quality Management System: In order to drive individual departments and their delivery systems to move towards service delivery excellence, DAR&PG sought to pilot an implementation of a model of quality service delivery. This effort involved departments at the state Government level, and service delivery units at the district or local levels. Services of expert agencies were be procured who along with the State ATI (Administrative Training Institute) helped develop a methodology through a pilot testing for implementing a service quality management system. It was expected that this three party collaboration (Consultant, ATI and State Department) will enable transfer of knowledge to the ATI, which can then act as a resource centre for further rolling out of the quality management system in other departments of the State Government. The service delivery excellence model, SEVOTTAM, developed by DARPG was taken as a base Model for this initiative. The endeavour had been to prepare the department concerned to be SEVOTTAM ready. Following were the output of the initiative:

i. A framework for sectoral or domain standards for the service being delivered by the Ministry/department concerned through a service delivery unit. It helped the State Department set sectoral standards for the service(s) being delivered by it. The framework covered all the elements of the delivery chain: Centre-State-service delivery unit at the district/urban centre level and field units at the Block/Tehsil and Village level.

ii. Facilitation of the process in such a manner that the various aspects of the service delivery excellence model were institutionalized at all the levels.

iii. Documentation and development of an implementation module for Quality Management Systems and also suggestion for appropriate changes, as was necessary, in the service delivery excellence model were developed.

iv. Capacity development of the state level Administrative Training Institute (ATI) to facilitate such interventions in various state level service delivery entities.

(13) Right to Information: A comprehensive review of two year of implementation of the RTI Act was under taken with the help of an external consultant and subsequently an action plan for implementing the suggested changes on account of the review was submitted to RTI Division, DoPT
(14) Training: Develop a Model for training of service delivery personnel at the front-line level that can be used by any state with marginal modifications. The framework for the working model has been developed. The working model is being tested through the ATIs. During the financial year 2010-11 the project has been extended to all the states.

(15) Capacity building of Government Servants for Poverty Alleviation Schemes: The component of the project is to design the training programme on the range of government schemes (targeted at the poor and the marginalized) for officers of CSS, Other General Service, Autonomous Bodies, State Government Departments etc. and acquire the required infrastructure for imparting the said training programme by the Institute of Secretariat Training and Management (ISTM).

(16) Conference of AR Secretaries: A forum, for the Change Leaders in State Government and Union Territories, to come together and brainstorm on cross cutting reform issues across states and devise programs or schemes for addressing the same. This initiative intends to facilitate development of a community of reform practitioners. The Conference on AR Secretaries has now been included as an integral part of DARPG's event calendar.

(17) Rural e-Governance Framework: Prevalent e-Governance models are not responsive to the rural realities and there is a felt need to separately identify issues confronting design and uptake of rural ICT initiative in context of India. This will be a crucial input to the policy makers in e-Governance.
21 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 in India and visit of Indian delegation abroad as part of project or bilateral measures taken up in accordance with the Memorandum of Understandings MOUs and 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.

21.1 The purpose of the international cooperation component is to enable the sharing of information, best practices and personnel across national government. The component was introduced in 2007-2008 with a mandate to conduct the following activities:

- Exchange of experts and joint research on comparative studies
- Exchange of materials and information
- Secondments of experts from institutions across countries
- Membership and exchange programme for Exchange visits and experiences sharing through workshops, seminars, conferences
- key government personnel
- Peer review mechanism on sharing of best practice

21.2 At present, there are four countries, with whom MOUs have been signed: China, Malaysia (bilateral) South Africa (bilateral as well as trilateral; i.e. IBSA) and Brazil (under IBSA). This involves exchange of visits and undertaking programmes or projects and activities under the existing MOU in the field of Civil Service, Personnel Management, Public Administration and Governance.

Cooperation with International Institute of Administrative Sciences (IIAS), Brussels, Belgium:

21.3 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.

21.4 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.

21.5 The advantage for Ministry of Personnel, Public Grievances and Pensions of becoming an institutional member of the IIAS is that, it enables the Government of India in getting information on the latest development in the
field of public administration through participation in international meetings and seminars organized by the IIAS as well as through various journals, documents and study reports prepared/issued by them. Additional Secretary, D/o Administrative Reforms & Public Grievances, as a Government of India nominee, in ex-officio capacity, is on the Council of Administration (Executive Committee) of IIAS.

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

21.6 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 and in Cyprus in 1993. Since inception, CAPAM has grown to a network of over 1100 members across the Commonwealth countries. As a non-profit association, CAPAM represents an international network of 1100 senior public servants, Heads of Government, leading academics and researchers located in over 50 different countries across the Commonwealth. The association is guided by international leaders that believe in the value of networking and knowledge exchange and the promotion of good governance for the betterment of citizens across the Commonwealth.

21.7 The Ministry of Personnel, Public Grievances and Pensions, Government of India became an institutional member of CAPAM in 1997. The membership is being renewed annually. 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 member of CAPAM Board of Directors and also the Vice President of CAPAM until 2012.

CAPAM International Innovations Awards Programme:

21.8 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.

28.9 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.
21.10 The 2010 CAPAM Awards Programme was held in Malta in conjunction with CAPAM Biennial Conference, in 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)


21.11 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.

21.12 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.

India-Brazil-South Africa (IBSA) Forum:

21.13 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.

21.14 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.

21.15 The Working Group on Public Administration (WGPA) ensures that advocacy and influence on public administration are sustained at global, regional and national levels. The priorities of the IBSA Working Group are global governance reforms and strengthening of South-South Cooperation, by ensuring an effective public service and sharing of best practices in governance among the three countries, including effective systems for monitoring and evaluating government
performance. IBSA network would also enhance the ability to influence global thinking on issues of Public administration in the world.

21.16 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 six 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

21.17 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.

21.18 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.

21.19 In the 6th Meeting of the Working Group held in New Delhi in May, 2009, the deliverables, viz. (I) e-governance Work-Plan; (ii) An IBSA Framework on Public Administration, which is a set of guidelines / directive principles agreed upon among the three countries, which their governments feel should govern the functioning of public services to promote the idea of good governance, without being legally enforceable; (iii) A Virtual Centre of Excellence in Public Administration, which is a web based portal to create a knowledge base for sharing IBSA experiences and best practices in the field of Public Administration and development related issues; and (iv) An IBSA Seminar on “Capacity Building for Effective Service Delivery”,

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.

India- Brazil-South Africa Web Portal on Public Administration Launched

21.20 The India-Brazil-South Africa (IBSA) web portal on public administration was launched by Secretary, Department of Administrative Reforms & Public Grievances, Shri R. C. Misra under IBSA Co-operation Programme in the field of public administration and governance.

21.21 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.

21.22 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.
21.23 It was a tripartite launch with Brazil and South Africa onboard. Ms. Helena Kerr, do Amaral, President, ENAP, Brazil hailed the launch of the web-portal and stated that it is a strong forum for sharing best practices of all the three countries.

21.24 Mr. Diamond Mushwna, Chief Operations Officer, Department of Public Service and Administration, South Africa also appreciated the web portal as a significant achievement under IBSA cooperation programme for exchange and sharing of experiences on issues in governance and development.

21.25 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.

21.26 The IBSA Forum on Public Administration aims to enable the partners to keep abreast of practical requirement of good governance, just and honest government in the region and beyond.

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

21.27 A Memorandum of Understanding on cooperation in the field of Civil Service, Personnel Management and Public Administration between Government of India, represented by the Ministry of Personnel, Public Grievances and Pensions and the Government of Malaysia, represented by the Public Service Department, was signed on 14 May, 2001.

21.28 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.

21.29 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)

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

21.31 The third Meeting of the India-Malaysia Joint Working Group was held on 6-7 January, 04 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.

21.32 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.

21.33 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 cooperation in the field of Civil Services, Personnel Management and Public Administration.

21.34 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:

1) Capacity Building and Skills Upgradation.

2) Improved systems of Public Service Delivery.
   (a) Customer Oriented Services
   (b) Quality Management in Government
   (c) Public Grievance Redress Mechanism

3) 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

4) Human Resources Management in Public Sector

5) Public Sector Reforms

    Necessary measures are being taken to implement the MoU.

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

21.35 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 upgradation.

21.36 Given the facts 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 has been finalized and likely to be entered into soon.

Meeting of the Cabinet Secretaries of SAARC Member States

21.37 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.

21.38 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 focusing 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 underline objective of empowering citizens and ensuring inclusive growth through effective and people-friendly administration.

21.39 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.

21.40 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.

21.41 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.

21.42 12 recommendations, pertaining to various Ministries and Departments, were made in the 1st meeting of the SAARC Cabinet Secretaries, which are under implementation, and a few have been implemented.

21.43 The next meeting of the SAARC Cabinet Secretaries is proposed to be held in Dhaka, schedule of which is being worked out by SAARC Secretariat in coordination with MEA.
Exchange and Cooperation with other countries:

21.44 Department of Administrative Reforms and Public Grievances, Ministry of Personnel, PG and Pensions, was also engaged with the visiting delegations from Egypt, Canada, Kuwait, Vietnam, Kenya, Solomon Islands, Latvia, Afghanistan, Uzbekistan and Nepal. The interactions with these countries focused on the areas of Civil Service, Personnel Management and Public Administration, including Reforms Initiatives, Capacity Building and Skills up-gradation, 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 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, and information technology, human resource development in the shape of rich and well equipped library.

22.1 State Governments and Union Territory administrations have taken several initiatives in good governance from time to time. However, the documentation of the process of conceptualizing and implementing these initiatives/practices is often confined to newspaper reports and official briefs. This is largely due to the fact that the people involved in the process have little time or patience to document it 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.

22.2 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 44 good governance initiatives of 18 different States/UTs. In the fiscal year 2010-11, the Department has sanctioned financial assistance with the maximum ceiling of Rs. 3 lakh each for professional documentation of the following eight initiatives of Government of Bihar, Madhya Pradesh, Maharashtra, Rajasthan and Chhattisgarh:-
<table>
<thead>
<tr>
<th>S. No</th>
<th>Title of the Project/State</th>
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<tbody>
<tr>
<td>1</td>
<td>Compendium on ten best practices such as SAARTHI, HEALING, APNA KHAATA, etc, Government of Rajasthan</td>
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<tr>
<td>2</td>
<td>Compilation on best practices, Rojgar Mitra Application Software-Submission Module and Rojgar Wahini Web Portal, Government of Maharashtra</td>
</tr>
<tr>
<td>3</td>
<td>Use of m-technology for monitoring: A project for use of new technology for better public delivery, Government of Bihar.</td>
</tr>
<tr>
<td>4</td>
<td>Strengthening of Gram Panchayats for Good Governance (in Hindi), Government of Madhya Pradesh.</td>
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<tr>
<td>5</td>
<td>Awareness generation in Children about Environmental issues (in Hindi), Government of Madhya Pradesh.</td>
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<tr>
<td>7</td>
<td>e-challan: online Government payment system, Government of Chhattisgarh.</td>
</tr>
<tr>
<td>8</td>
<td>e-kosh: online network of all treasuries, sub-treasuries, divisional joint director offices through VSAT, Government of Chhattisgarh.</td>
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(ii) 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. Already 19 such presentations on diverse topics have been made which have been well-attended by senior officers from the Central as well as selected State Governments. Presentation is being organized before a select group of Secretaries and senior officers. Officers of the concerned State Governments are called for making the presentation. This year presentation was organized on 9th November 2010 on (i) implementation of government sponsored schemes in naxalite affected areas of Balaghat District (Madhya Pradesh), and (ii) implementation of Online Scholarship Management System by the Andhra Pradesh State Minority Finance Corporation. A presentation was also held on the procedure followed by the Department of Telecommunications for the conduct of 3-G spectrum auction and the possibility of extending it to other areas where sale of Government resources & assets is involved.

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. In 2010-11, the Department has organized Conferences for Northern and North-Eastern States/UTs at Guwahati on 14-15 July and at Shimla on 25-26 November; and for Southern and Western States at Goa on 28-29 October, 2010.

The main objective of the Conference is 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 are the main partner/participants of these conferences.
(iv) Publication of Book:- This Division is engaged in organizing lecture series/presentations etc. of best practices across the country. These lectures/presentations are immensely useful for the administrators and the dissemination of success stories would facilitate replication of the same elsewhere also. As such, publication of books containing a compilation of these lectures/presentations would also go a long way in facilitating dissemination and eventual replication. The Division has already published a series of books on the subject. These are - Idea That Have Worked, Vichar Jo Kamyab Huye (Hindi version of Idea that have Worked,) Learn from Them, Inse seekhe (Hindi version of Learn from Them) Splendour in the Grass, Roofless Towers, Management by Listening and In Search of Light.

(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. Twenty eight such documentary films are already produced and ten more are in pipeline.

(vi) Governance Knowledge Centre (GKC): Under the DFID assisted Project on 'Capacity Building for Poverty Reduction', the Department of Administrative Reforms and Public Grievances had 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 assessed 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.

(vii) Modeling Best Practices:- The Department has the mandate to identify, incubate, document and disseminate of the best practices. In pursuance with this mandate the department has initiated a project 'Modeling Best Practices' under DFID assisted programme on Capacity Building for Poverty Reduction. The objective of the project is (i) to identify, incubate document, analyse and customize the best practices for actual implementation in other States and (ii) proactively replicate select best practices on pilot basis in the willing states by developing models.

Three models have been prepared and ready for replication in the willing states. These are Jan Seva Kendra (Gujarat), Activity Based Learning (Tamil Nadu) and Radical Improvement in Delhi Education (NCT Delhi).
Government of Himachal Pradesh has been sanctioned Rs. 1.17 crore for pilot replication of the Jan Seva Kendra model in the Kangra District of the State.

(viii) Conference of Secretaries (AR) of all States/UTs:- The objective of this new initiative is (i) to create a national platform to share experiences of the states in the field of reforms/initiatives undertaken by them to improve public service delivery, make the administration effective, transparent and accountable; and to make the administration citizen friendly, (ii) Challenges faced by the State Government to achieve the above goal and (iii) fulfill the expectation of the State/UT Government from Department of AR&PG, Gol. The first conference was held on 21.08.2009 and the second was held on 24.09.2010 at Vigyan Bhawan, New Delhi. It was inaugurated by Hon’ble MoS (PP). The deliverables of this conference are fruitful and useful and it had achieved its above said goals.

(ix) 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 conceptualization of principles of good management based upon experience of live situations.

(x) 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.

(xi) Documentation of proceedings of workshops, seminars, conferences on requisition is also organized by various division of the Department.
PM's Awards for Excellence in Public Administration 2008-09

<table>
<thead>
<tr>
<th>S. No</th>
<th>Category</th>
<th>Name of the Project</th>
<th>Details of Awardees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Individual</td>
<td>Removal of Encroachments of Structures of Different Religions-Maintaining Communal Harmony, Madhya Pradesh</td>
<td>Shri Sanjay Dubey, IAS</td>
</tr>
<tr>
<td>2.</td>
<td>Individual</td>
<td>Involvement of Community Under National Rural Employment Guarantee Scheme in Naxalite Affected Areas, MP</td>
<td>Shri Gulshan Bamra, IAS</td>
</tr>
<tr>
<td>3.</td>
<td>Individual</td>
<td>Making Medicines Affordable, Rajasthan</td>
<td>Dr. Samit Sharma, IAS</td>
</tr>
<tr>
<td>4.</td>
<td>Individual</td>
<td>River Linking Project at Jalgaon, Maharashtra</td>
<td>Shri Vijay Singhal, IAS</td>
</tr>
<tr>
<td>5.</td>
<td>Individual</td>
<td>Cervical Cancer Screening Evolving A New Methodology - A Life Saving Initiatives of Chennai Corporation, Tamil Nadu</td>
<td>Shri Rajesh Lakhani, IAS</td>
</tr>
</tbody>
</table>
| 6.    | Group (3 Members) | Computerisation of decentralized paddy procurement and public distribution system in Chhattisgarh. | 1. Dr. Alok Shukla, IAS  
2. Shri Gaurav Dwivedi, IAS  
3. Shri A.K. Somasekhar |
| 7.    | Group (5 Members) | Implementation of The Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006 in MP | 1. Shri O.P. Rawat,  
2. Shri Jaideep Govind,  
3. Shri Anil Oberoi,  
4. Ms. Rashmi Arun Shami,  
5. Shri Ashok Kumar Upadhaya, |
| 8.    | Group (3 Members) | Integrated Tax Payer Data Management System (ITDMS) - A Data Mining Tool, Government of India | 1. Shri S.S. Khan,  
2. Shri Milap Jain,  
3. Shri Venkateswara Rao, |
| 9.    | Organization | Project Arrow - Transforming India Post, Government of India | D/o Posts, M/o Communications & IT, GOI |
## Annexure III

**Books Published by Department of Administrative Reforms & Public Grievances**

<table>
<thead>
<tr>
<th>Year of Publication</th>
<th>Title of the Book</th>
<th>Release occasion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>Idea that have Worked</td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td>Learn from Them</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>Splendour in the Grass</td>
<td>3rd Civil Services Day, 2008</td>
</tr>
<tr>
<td>2008</td>
<td>Roofless Towers</td>
<td></td>
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<tr>
<td>2008</td>
<td>Management by Listening</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>Bringing Your Own Bytes</td>
<td>4th Civil Services Day, 2009</td>
</tr>
<tr>
<td>2009</td>
<td>In se Seekhe (Hindi translation of Learn from Them)</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>Vichar Jo Kamyab Rahe (Hindi translation of Ideas that have Worked)</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>In Search of Light</td>
<td>5th Civil Services Day, 2010</td>
</tr>
</tbody>
</table>
Ideas That Have Worked – In English
Vichaar Jo Kamyab Hue – In Hindi

Ideas That Have Worked contains articles based on a series of twenty lectures organized by this Department of eminent personalities who have excelled and made outstanding contribution in their respective field. The book has been published by M/s Penguin Books India Pvt. Ltd. on behalf of this Department and is available with the leading book stores.

Learn From Them – In English
'Inse Sikhe' – In Hindi

Learn From Them contains 18 best practices being adopted in various States which aim to improve public delivery system and good governance. The book has been published by M/s Penguin Books India Pvt. Ltd. on behalf of this Department and is available with the leading book stores.

Splendour in the Grass

This comprehensive collection of sixteen case studies by the Department of Administrative Reforms and Public Grievances, Ministry of Personnel, Public Grievances and Pensions, Government of India, records how innovation were evolved and implemented using proactive administrative methods based on relevance, large civic participation and social equity for far-reaching changes. The book has been published by M/s Penguin Books India Pvt. Ltd. on behalf of this Department and is available with the leading book stores.

Roofless Towers

Roofless Towers is an attempt to showcase the initiatives by the motivated and enthusiastic officers from across the country. It includes a varied spectrum from education to advances in IT onto social upliftment namely, Trichy Community Policing from Tamil Nadu to Changing face of Thane and Nagpur and Rajarshi Shahu Sarvagin Sikshan Karyakaram from Maharashtra to Child Tracking System from Orissa. ASRAYA: Destitute Identification, Rehabilitation and Monitoring Project and Participatory Drinking Water Supply Project bring hope for the social mainstreaming of the poor and marginalised. The book has been published by M/s Unicorn Books Pvt. Ltd. on behalf of this Department and is available with the leading book stores.

Management by Listening

This book discusses the hitherto sidelined but key aspect of Management – Listening to one's customers. It highlights this quality as an asset and tries to establish its importance as a wonderful Management resource. Based on real-life management experiences, it particularly enlists numerous advantages of how Listening can enhance the output, customer satisfaction and the performance of an organisation. The book has been published by M/s Unicorn Books Pvt. Ltd. on behalf of this Department and is available with the leading book stores.

BYOB - Bringing Your Own Bytes

Some extraordinary initiatives that have helped reinvent Governance by making imaginative use of Information and Communication Technology. The book has been published by M/s Penguin Books India Pvt. Ltd. on behalf of this Department and is available with the leading book stores.
In Search of Light

In Search of Light is an attempt to showcase the initiatives by the motivated and enthusiastic officers from across the country. It includes a varied spectrum from education to advances in IT onto social upliftment namely, Financial Sustainability of Bangalore Metropolitan Transport Corporation, Karnataka; Activity Based Learning (ABL) Methodology for Primary Education, Tamil Nadu; Safe Motherhood and Child Survival Programme, Gujarat; SCORE: e-registration in Bihar; Improved Health and sanitation Practices: District – Surguja, Chhatisgarh; Evacuation of Indian Nationals – Beirut Experience; MCA21 e-Governance Project; Computerisation of Personnel Information Systems (CPIS) and Implementation of Risk Management System in the Directorate of Customs. The book has been published by M/s Unicorn Books Pvt. Ltd. on behalf of this Department and is available with the leading book stores.

Besides above, the following reports/publications have also been brought out:-

(a) Civil Services Survey – A Report 2010 – available on website under ‘Documents/Reports’ on

(b) Compilation of Guidelines for Redress of Public Grievances – August 2010 – on first page of http://pgportal.gov.in

(c) Guidelines on Sevottam, June 2010 – on website under ‘Sevottam’ on www.darpg.nic.in

(d) An multi-media CD upgraded version of Centralized Public Grievances Redress and Monitoring System (CPGRAMS) – has been given to NIC for uploading on http://pgportal.gov.in
Chapter wise major initiatives

ADMINISTRATIVE REFORMS

The Second Administrative Reforms Commission (ARC) was constituted on 31.08.2005, and it 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 12 Reports have been considered, so far. Remaining 3 Reports (Report No. V, X, and XIV) are yet to be considered by GoM.

Recent initiatives

1. Holding of GoM on following 3 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 11 Reports (Except 8th Report on Combating Terrorism which is done by Ministry of Home Affairs and it is understood that necessary action has already been taken on this report.) 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 fifth Civil Services Day on 21.04.2010, Honorable Prime Minister presented the Awards for Excellence in Public Administration for the year 2008-09 to nine initiatives in three categories viz., individual, group and organization.

Recent Initiatives

The next Civil Services day will be held on 21.4.2011.

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 28 nominations were shortlisted. The field studies for evaluation of the projects have been completed and the meeting of the expert committee has been held. The awards would be distributed on 21.4.2011.
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 1-2\textsuperscript{nd} February, 2010. The Conference was inaugurated by the Prime Minister.

Recent initiatives

The second such Conference was held on 4-5\textsuperscript{th} February, 2011 which was inaugurated by the Hon'ble Prime Minister of India.

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 CGAR is under preparation for its adoption and release in public.

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.

STUDY ON SOCIAL ACCOUNTABILITY MECHANISMS

As part of the DFID programme, 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 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.

Recent initiatives

A workshop with stakeholders (Departments of Govt. of India and State Governments) would be held at NIRD Hyderabad to operationalise the tools and for its adoption in various Social Sector Schemes.

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. The Public Grievance Division in the Department is responsible for this activity. These include 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 in 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 4.0 of Centralized Public Grievance Redress And Monitoring System (CPGRAMS) launched on 27.09.2010.
(b) 4 workshops on Sevottam framework in August – September, 2010, covering 62 Departments.
(c) Creation of Help Desk in DARPG to facilitate Sevottam.
(d) Taking up new pilot projects under Sevottam.

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. 52.31 crores has been sanctioned to various Ministries/Departments in respect of 416 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 assured 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 approved.

(b) E-Manual - The Department of Administrative Reforms & Public Grievances under the e-Office Mission Mode Project proposes to devise an e-Manual to be adopted by the various Government of India offices in the e-office environment.

(c) Record Retention Schedule - The last record retention schedule 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.

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 13th National Conference on e-Governance was held on February 18-19, 2010 in Jaipur under the joint auspices of Department of Administrative Reforms and Public Grievances, Government India, Department of Information Technology, Govt. of India and Department of Information Technology, Government of Rajasthan. The theme of the Conference was “e-Governance from Citizens Perspective” 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 14th National Conference on e-Governance will be organized on 10-11February, 2011 at Aurangabad, Maharashtra.

- The theme of the conference is Rural e-service Delivery: Status & challenges. The sub-themes are:
  - Enabling Business for small and medium enterprises
  - e-Governance in promoting Rural Entrepreneurs
  - ICT in Agriculture (Focus Sector)
- The awards for the year 2010-11 have been finalized.

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 DARPG 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

To begin with, the project is proposed to be implemented in 3 pilot sites i.e., DAR&PG, Training Division of DoP&T and e-Governance division of Department of Information Technology. The project is being implemented through NIC.

INTERNATIONAL EXCHANGE & COOPERATION (IE&C)

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 in 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.

At present, there are four countries, with whom MOUs have been signed: China, Malaysia (bilateral) South Africa (bilateral as well as trilateral; i.e. IBSA) and Brazil (under IBSA). This involves exchange of visits and undertaking programmes/projects and activities under the existing MOU in the field of Civil Service, Personnel Management, Public Administration and Governance.

Recent initiatives

The India-Brazil-South Africa (IBSA) web portal on Public Administration was launched by India (DARPG) 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 3rd IBSA Seminar on South-South Practices in Management and Leadership, Capacity Building and Public Service Delivery was held in the Public Administration Leadership and Management Academy (PALAMA), Pretoria South Africa on 8-10 September, 2010. Broadly, the best practices and experiences, including the case studies in the areas of public service delivery, training and leadership development, capacity building were shared among the three sides. A way forward to strengthen South-South Cooperation in the area of Public Administration was also discussed.

Documentation and Dissemination Division (D&D)

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, and information technology, human resource development in the shape of rich and well equipped library.

Recent Initiatives

Major initiatives taken by the Documentation and Dissemination Division during 2010-11 are highlighted as under:-

(I) Financial Assistance to State Governments/UT Administrations:

- Modeling Best Practice For pilot replication of the Jan Seva Kendra model in the Kangra District of the State of Himachal Pradesh, Rs. 1.17 crore was released.

- Professional Documentation For professional documentation of best practices, Rs. 3 lakh each was sanctioned for eight proposals received from various States Govts.

(ii) Publication of Book:

A book titled In Search of Light, incorporating the PM award winning initiatives in excellence in public administration was released on the occasion of Civil Services Day on 21st April, 2010.

(iii) Organisation of Conference/Presentation:-

- Conference of Secretaries (AR) The second Conference of Secretaries of Administrative Reforms of States/UTs was held on September 24, 2010 to deliberate on issues of administrative reforms.

- Regional Conferences on ‘Excellence in Governance’ Three Regional Conferences were organized on ‘Excellence in Governance’ for Northern and North-Eastern States/UTs at Guwahati on July 14-15, 2010 and at Shimla on November 25-26, 2010 and for Southern and Western States at Goa on October 28-29, 2010.
• **Presentation on Best Practice**

Presentations on two best practices namely (a) implementation of government sponsored schemes in naxalite affected areas of Balaghat District (Madhya Pradesh), and (ii) implementation of Online Scholarship Management System by the Andhra Pradesh State Minority Finance Corporation were organized on 9th November 2010.
Department of Pension and Pensioners' Welfare

The Department of Pension & Pensioners’ Welfare was set up in 1985 as part of the Ministry of Personnel, Public Grievances and Pensions to cater to the Central Civil Pensioners across the country. This department is the nodal Department of the Government of India for formulation of general policy on pension and other retirement related benefits, besides facilitating redressal of grievances relating to pension and retirement benefits. The Department has taken a number of steps over the years for streamlining the pension administration system for greater convenience and welfare of the pensioners.

2. The Department of Pension and Pensioners’ Welfare administers the following rules:
   i. CCS (Pension) Rules, 1972
   ii. CCS (Commutation of Pension) Rules, 1981
   iii. CCS (Extra-ordinary Pension) Rules
   v. CPF (India) Rules, 1962

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 online registration of grievances of pensioners and their redressal.

4. Some of the important developments of the recent past are indicated below:

   (i) Consequent upon implementation of the recommendations of the Sixth Central Pay Commission (6\textsuperscript{th} 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.
   - The benefit of payment of commuted value of additional amount of pension has also been extended to those employees who
retired on or after 1.1.2006 but before 2.9.2008, and expired before exercising option for commutation of additional amount of pension.

- Grant of Constant Attendant Allowance to 100 percent disabled pensioners who retired in accordance with the CCS (Extraordinary Pension) Rules.
- 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.
- Fixed Medical Allowance being paid to the pensioners/family pensioners who are residing outside the jurisdiction of Central Government Health Scheme and the corresponding health schemes of other Departments, enhanced from Rs. 100/- p.m. to Rs. 300/-p.m effective from 1st September, 2008.
- 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) 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.

(vi) 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.

(vii) 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.

(viii) 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.

(ix) 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.

(x) 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.

5. Under the Plan Scheme of Pensioners’ Portal, a Mission Mode Project under the National e-Governance Plan, 27 Pensioners’ Associations have been identified in connection with implementation of the Portal. Those Associations have been provided grants for utilization towards pensioners’ welfare related activities. A training cum workshop was organized on 20th and 23rd August, 2010 for the user Ministries/Departments to acquaint them with the operational aspects of the Pensioners’ Portal, including the Centralised Pension Grievance Redress and Monitoring System (CPENGRAMS). Besides, Video-Conferencing-based training programme was also conducted on 4th and 5th October, 2010 for the benefit of identified Pensioners’ Associations across the country. A meeting of the Advisory Committee under the Chairmanship of Secretary, (Pension, Administrative Reforms and Public Grievances) was held in July, 2010 to review the implementation status of the Portal. The progress of implementation is also being regularly reviewed by an Apex Committee chaired by the Cabinet Secretary. The project has been identified for an impact assessment study by the Department of Information & Technology, the nodal Department for the Mission Mode Projects.

6. Standing Committee of Voluntary Agencies (SCOVA):

A Standing Committee of Voluntary Agencies (SCOVA) has been set up by the Department under the Chairmanship of MOS (PP) with a view to provide feedback on the implementation of policies/programmes of this Department besides mobilizing voluntary efforts to supplement the Government action. A meeting of SCOVA was held in September, 2010 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.
7. Dearness Relief to Pensioners/Family Pensioners:

Rates of Dearness Relief (DR) payable to Pensioners/Family Pensioners have been revised from time to time. The same are payable at the following rates:

i. 1.1.06 - Nil
ii. 1.7.06 - 2 per cent
iii. 1.1.07 - 6 per cent
iv. 1.7.07 - 9 per cent
v. 1.1.08 - 12 per cent
vi. 1.7.08 - 16 per cent
vii. 1.1.09 - 22 per cent
viii. 1.7.09 - 27 per cent
ix. 1.1.10 - 35 per cent
x. 1.7.10 - 45 per cent

To enable Pension Disbursing Authorities (i.e. Banks/Treasuries/Post Offices) to speedily disburse the DR, copies of the orders are sent to them and to the Ministries/Department, etc. The orders are also hosted on the website of the Department simultaneously for the convenience of all concerned.

8. Handling of various references and Grievance Redressal System:

The Department of Pension & Pensioners’ Welfare, being the nodal Department for pension and pension related matters, receives large number of references from Ministries/Department/PSUs, etc. The Department renders advice on interpretation of Pension Rules and considers cases referred by Ministries/Departments for relaxation of the provisions of Pension Rules. The Department also receives a large number of grievances directly from the pensioners/family pensioners and majority of these grievances are forwarded to the administrative Ministries/Department concerned for redressal. In this regard a Centralized Pension Grievance redressal and monitoring mechanism (CPENGRAMS) software has been prepared through which the department is able to redress and monitor grievances.

A workshop on Pensioners’ Portal (CPENGRAMS)
9. Results Framework Document 2010-11:

On the directions of Cabinet Secretariat (Performance Management Division), the Department has formulated a Results Framework Document (RFD) for 2010-11. Action is underway to complete the activities/targets listed therein within the prescribed time period.

10. The Department continues to extend necessary advice and provide consultation to various Departments of the Government of India on retirement benefits in cases referred to it including vetting of counter affidavits to be filed by the Government Departments in cases preferred by Government servants and the pensioners concerning any issue on retirement benefits.

11. Manpower Status:

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

<table>
<thead>
<tr>
<th>Group</th>
<th>Sanctioned Strength</th>
<th>In Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>B</td>
<td>23</td>
<td>24</td>
</tr>
<tr>
<td>C</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>D</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>49</td>
<td>46</td>
</tr>
</tbody>
</table>

12. Financial Management

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

(Rs. in thousand)

<table>
<thead>
<tr>
<th>Details</th>
<th>2008-9</th>
<th>2009-10</th>
<th>2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Allocations</td>
<td>Expenditure</td>
<td>Allocations</td>
</tr>
<tr>
<td>Non-Plan</td>
<td>26900</td>
<td>20359</td>
<td>29800</td>
</tr>
<tr>
<td>Plan</td>
<td>3600</td>
<td>1369</td>
<td>5000</td>
</tr>
</tbody>
</table>

*As on 4.3.2011
2. The audit of accounts for the year 2009-10 has not been conducted so far. There are 15 audit observations/paras reflected in the reports on the accounts of the Department of Pension & Pensioners’ Welfare, for the years 2007-08 and 2008-09. The response of the Department to these observations/paras has been conveyed to the audit. While one observation/para has been dropped, the audit will verify the facts during the course of next audit and take a decision with regard to dropping or otherwise of the remaining observations/paras.

13. Hindi Pakhwara:

A Hindi Pakhwara was organized by the Department during the second fortnight of October, 2010, to inculcate the spirit of making progressive use of Hindi in official noting, drafting and communications. Competition in essay writing and noting and drafting was organized among the staff members for suitable awards as incentive.