

DAD NEWS MAGAZINE



... an in-house magazine of the Defence Account Department

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Picture
postcards from...

Defence Accounts
Fraternity



..... As the
years roll by



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CGDA

I convey my greetings and best wishes to all members of the DAD fraternity for a very happy and joyous New Year.

Our Department has been providing services to the Defence forces and other associated MoD organizations with distinction over the last 260 years or more. We have been able to adapt and reinvent ourselves successfully to meet the demands of our various clients in an ever changing dynamic environment. The department has successfully leveraged Information and Communication Technology to ensure prompt service delivery.

But mani-fold increase in the Defence Budget alongwith greater delegation of powers to the Defence Services at HQrs and at lower formations has put greater onus on the department in so far as in providing crucial support as financial advisor, as paying authority and as provider of real-time Financial Information, all of which contribute to timely and efficient utilization of Defence Budget. At the same time, manpower shortages across all grades is making it difficult to maintain the service delivery levels. This challenge can be met through increased level of automation and Business Process Re-engineering (BPR). We should exploit newer advancements in ICT fields such as Data Centre and Cloud computing to deliver services like real-time FIS, pay accounts of PBORs and pension disbursements through Central Processing Centres. This will not only improve delivery of payment and accounting services but also release necessary manpower from these traditional areas for redeployment to meet the increasing needs of IFA system and for strengthening Internal Audit.

We also need to strengthen our internal audit systems and processes to evolve it into a modern system of evaluating and improving the effectiveness of risk management and control, which aids various authorities in MoD and the Defence Services. Likewise our roles as IFAs demand greater empathy and understanding of the aims and objectives of the organizations which we serve as IFAs. We need to forge positive partnerships in our common endeavour of achieving organizational goals through efficient use of public resources.

Further, to be effective in the new work milieu, we need not only to build expertise and skills of our people in modern tools and techniques, using the extensive training facilities created in the Department but also to keep abreast of new developments in the fields of financial management, internal audit, reforms/initiatives in public finance management and the best international/national practices in these areas.

I am sure the current initiative of coming out with a new look "DAD News Magazine" with focus on current developments in audit and accounting besides sharing of views and news would go a long way in meeting a crucial gap in our HRD activities. I would like to congratulate Shri Arvind Kaushal and his team for this and hope the "DAD News Magazine" would become a platform for promoting dialogues and disseminating information within the Department.

Have a Wonderful Year.

Date : 01-1-2013


(Arunava Dutt)

DAD DAY CELEBRATIONS 2012

DAD Day was observed with gaiety on 1st October, 2012 across all the DAD offices spread throughout the country. It was on this momentous day in 1951 that the Department was christened as the DAD and the Military Accountant General was re-designated as the Controller General of Defence Accounts.

Celebrations at the office of the CGDA were held at CENTRAD, Brar Square where the Hon'ble Raksha Mantri Shri A K Antony was the chief guest for the occasion. Shri Vinod Rai, Comptroller and Auditor General of India, Smt Priti Mohanty, IDAS, FA (DS) and senior officers from the Armed Forces were also present during the occasion.

The Raksha Mantri while congratulating the DAD fraternity for the quality of services being rendered by them also hoped that the Defence Accounts Department would achieve greater heights in the years to come.



Hon'ble Raksha Mantri Shri A.K. Antony addressing the gathering on DAD Day. Also seen : (L to R) Shri Arunava Dutt, IDAS, the then Addl. CGDA, Smt. Priti Mohanty, IDAS, FA(DS), Shri Vinod K. Rai, C&AG of India, Shri Suhas Banerjee, IDAS, the then Addl. CGDA

This DAD Day reiterated the mission statement of the department of striving to “achieve excellence and professionalism in accounting and financial services and in performing

audit functions” very boldly and clearly, for it saw the launching of two new in-house IT initiatives, by the Hon'ble Raksha Mantri, namely “Project SUGAM” and the “Pension Sanction System”.

“Project Sugam” aims at automating the auditing and accounting functions in the Regional CsDA while the “Pension Sanction System” has been developed on the client-server architecture. It will be futuristic, wherein soft copies of data can be given to the banks in a secure way for direct credit to armed forces pensioners’ accounts, thereby reducing delay in payment of entitlements.

The Hon'ble Raksha Mantri also presented the “Raksha Mantri Awards for Excellence” for the year 2012. These awards given on an all India basis recognize the exemplary



Accolades for the winners : Team from PCoA (Fys) Kolkata with the Hon'ble Raksha Mantri and Smt. Priti Mohanty, IDAS, FA(DS)

work done by the officials upto Group “B” level in the Department.

This year the three “**Raksha Mantri Excellence Awards**” were presented to the teams from PCA (Fys), Kolkata, CDA, Guwahati and PCDA (CC), Lucknow.

The team from PCA (Fys), Kolkata led by Shri Avra Ghosh, IDAS, Addl CDA and supported by Shri Debesh Roy, SAO, Shri Mukul Halder, AAO, Shri Anjan Chakraborty, AAO, Shri Subrata Ghosh, AAO, Shri Prakash Chandra, AAO, Shri Rajesh Kumar, AAO and Shri Kalyan Roy, AAO were awarded for their efforts in “Classification of Railway Warrant and Systematic Record Management”. The new system ensures better quality of service with deployment of minimum man power by increasing efficiency and reducing time to prepare error free PM.

The team from CDA, Guwahati led by Shri B C Das, IDAS, Dy. CDA and supported by Shri N R Pal, AAO and Shri Sanjeev Kumar, Auditor were felicitated for their efforts in implementation of “Project Bhawan : AAO BSO Module”. Project Bhawan has led to an increase in collection of revenue and the bills are being forwarded through mail and the acknowledgment too is being received promptly.

Similarly, the endeavours of the team from PCDA (CC), Lucknow led by Shri D K Rai, IDAS, Addl. CDA and supported by Shri M Subhash Kumar, AO, Shri Praveen Kakkar, AAO, Shri Vishal Mishra, AAO, Shri Sudhir Kumar, AAO and Shri Lalit Bhardwaj, DEO ‘B’ , too were recognized for implementation of “Project VISHWAK

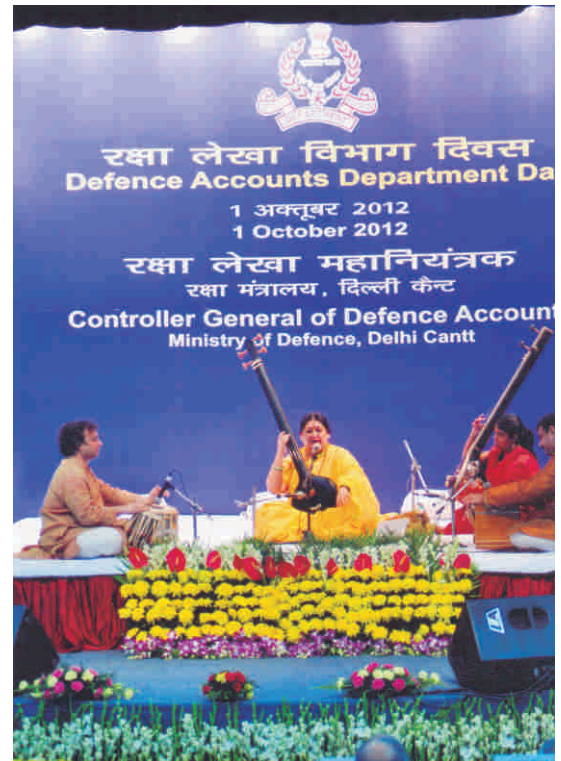


Dignitaries attending the DAD Day Celebrations 2012

: AO GE Module”. Project VISHWAK covers the functionality of AO GE office from capturing the information of administrative approval till processing of final bills.

Motivation Awards for exemplary performance and doing commendable job during the discharge of official duties were also presented at HQrs office to the IT wing for “Project Sangam “ and to the Audit Wing for “Issuing of Correction Slips incorporating orders for last 23 years for Travel Regulations”. The motivation awards were also presented at every Principal Controller/Controller office.

The felicitation ceremony was followed by a mesmerizing performance by the eminent Hindustani vocal virtuoso Padma Shri Smt Shubha Mudgal who enthralled



Melodious Moments : Smt. Shubha Mudgal performing on the occasion of DAD Day 2012

the audience with her mellifluous rendition of various Hindustani musical genres like khayal gayaki, thumri, dadra, kajri etc.

SYNERGY CONFERENCE WITH DIRECTOR GENERAL AND CHAIRMAN, ORDNANCE FACTORY BOARD



Shri Arunava Dutt, IDAS, CGDA presenting a memento to Shri S.K. Beri, IOFS, DG & Chairman Ordnance Factory Board



Conference in progress

An interactive session co-chaired by Shri S. K. Beri, IOFS, DGOF & Chairman, OFB and Shri Arunava Dutt, IDAS, CGDA was held at the Office of CGDA, New Delhi on 7th

December 2012, to discuss the issues of mutual interest at the highest level. It was the first time that a synergy conference of this nature was organised in the precincts of the

Headquarters office. Shri Arunava Dutt, CGDA welcomed the DGOF & Chairman, OFB and his team emphasizing the common heritage of the two organizations in serving the Services. Various issues of mutual interest were discussed during the two hour conference. This meeting marked the beginning of an understanding between OFB & DAD which is a prerequisite for meeting the larger National objectives. This endeavour was described as the trend-setter for times to come. CGDA expressed his gratitude to DGOF & Chairman OFB for accepting the invitation and mentioned that this kind of interactive meetings should be institutionalized. It was also suggested that joint training of IDAS & IOFS probationers for 2-3 weeks can be planned so that better understanding and camaraderie between two services can be developed in a systematic way right from the inception. Shri Sartaj Singh, Member/A&E, Ms. Sanhita Kar, Member/Fin., Shri SP Yadav, Sr. GM/GCF, Shri M Kalanee, GM/OFBA, Shri NK Sinha, GM/RFI, Shri Ravindran V, DDG(Fin), Shri Benjamina, CoF(B), Shri Rajesh Chaudhury, DDG/MM were the officers who comprised the OFB team. The team from office of CGDA consisted of Ms. Vandana Srivastava, Addl. CGDA, Shri Arvind Kaushal, Addl. CGDA, Ms. Rasika Chaube, Jt CGDA/AT, Shri MVS Reddy, CF&A(Fys), Avadi, Shri VK Vijay, CF&A (Fys), Jabalpur, Shri AK Tiwari, CF&A(Fys), Kirkee, Shri Avra Ghosh, Jt. C of F (Fys),

SEMINAR ON INTERNAL AUDIT



Shri Arunava Dutt, CGDA (In the centre) flanked by Ms. Vandana Srivastava, Addl. CGDA (R) and Shri Arvind Kaushal, Addl. CGDA (L). Smt. Maushumi Rudra, IDAS, Jt. CGDA (IA) is seen conducting the inaugural session

A Seminar on Internal Audit was conducted at the Centre for Training and Development (CENTRAD), CGDA, Brar Sqare Delhi Cantt on 17th and 18th December 2012 to discuss the immediate concerns facing the Department in the area of Internal Audit. The topics covered during the various sessions of the seminar were Internal Audit-Role, Mandate and Expectations, Internal Audit-Current Status, Audit of Sanctions, Internal Audit: A Customer Perspective and Re-Orienting Internal Audit.

A total of twenty two IDAS officers of senior and middle management level



Senior officers of the DAD and IAAS participating in the seminar

from different field offices participated in the Seminar which was inaugurated by Shri Arunava Dutt, IDAS, Controller General of Defence Accounts. The panelists in the seminar were Ms Vandana Srivastava, IDAS, Addl. CGDA; Shri

Arvind Kaushal, IDAS, Addl. CGDA; Shri A.K. Chopra, IDAS, former FA(DS); Shri Amit Cowshish, IDAS, former Addl. CGDA; Shri Anupam Kulshrestha, IA&AS, Director NIFM; Shri Venkatesh Mohan, IA&AS, Director General of Audit (Defence Services); Shri S.L.Singla,

IDAS, Pr.CDA (SWC) Jaipur; Shri S.S. Sandhu, IDAS, Pr.CDA New Delhi; Shri M. Anjaneyulu, IDAS, CDA Chennai; Maj. Gen. R.V. Kanitkar Addl. Director General (Financial Planning); Air Vice Marshal A.K.Sharma, VSM, Astt. Chief of Air Staff (A/Cs) and Rear Admiral Satish Bajaj, VSM, Astt. Controller of logistics.

During the Seminar a lot of deliberations were held amongst functionaries, panelists, and participants on various issues of concern being faced currently by the Department while conducting Internal Audit. The participants



Shri A N Das, IDAS, CDA (AF), New Delhi giving a presentation to the participants and panelists on 'Internal Audit-Customer Perspective,

welcomed such interactive seminars and also indicated the need to make available such forums more frequently for sorting out issues at the ground level. During the valedictory address Ms. Vandana Srivastava Addl. CGDA, emphasised the need for drawing a road map indicating the short and long term goals for re-orienting and strengthening the present Internal Audit set up in the Department.

EMINENT SPEAKER SERIES

A Day With The Waterman Of India

Shri Rajendra Singh, Ramon Magsaysay Award winner and an internationally acclaimed name in



Shri Rajendra Singh addressing the officers at part of the Eminent Speaker Series

the realm of water conservation was invited to speak to the officers of the department as a part of the Eminent Speaker Series on 4th December, 2012 at CENTRAD. These series were started in 2006 but for some unforeseen reasons they were discontinued. CGDA has decided to revive them so that the officers of our department gain a deeper understanding of the happenings within the country and abroad.

During his informative and highly lucid presentation, Shri Rajendraji gave an insight into the various problems viz , structural , financial and legal that plague water conservation strategies in India and also highlighted how sustained and conscious community participation have been able to stem the downside.

He informed us as to how India with more than 17% of world's population has only 4% of world's renewable water resources. That too, is being exploited at an alarming rate owing to rapid growth of population, urbanization, changing land-use patterns and a new paradigm of economic development especially in

view of emphasis on production of foodgrains.

He demonstrated how his organization, the Tarun Bharat Sangh, through its understanding of traditional systems and indigenous technologies, peoples' participation and creation of village level institutions, has been successful in rejuvenating at least 5 perennial rivers that had run dry, in one of the most drought prone areas of India- the state of Rajasthan; the most significant of them being river Bhagani and Aravi.

He narrated how the use of johads and dams built on the tributaries of these rivers has not only helped in rain-water conservation, use of aquifer recharge structures but has also led to declining evaporation. This has resulted in an efficient usage of available water resources, which subsequently, lead to increased water availability, food security, restoration of ecology and declining migration trends.

He emphasized that people should themselves be owners and managers of the water resources available. It was a pleasing experience to have a first-hand experience and to interact with one of the pioneers of the grass-

root movement. His anecdotes about MANGU dada, his mode of involving youth and understanding of ground realities and maladies helped the audience gain an overall insight into the issues at hand and sensitized them towards the same. He was felicitated with a memento and a shawl by Shri Arunava Dutt, IDAS, CGDA.

INITIATIVES FOR SENIOR CITIZENS

New Pension Sanction System

Till late 80's, PPO were issued manually duly typed by the Pension Sanctioning Agencies. In the year 1985, a computerized system in COBOL was developed for generating PPOs. Keeping in view the limitations of COBOL system, the Department has developed a new web enabled Pension Sanction system in PHP/My SQL, which has been launched by the Hon'ble Defence Minister on 1st October, 2012, on the occasion of the 265th Foundation Day of the Department. The proposed system is scheduled for implementation from 1.1.2013 and will cater for all the three Pension Sanctioning Agencies uniformly.



Senior officers attending the lecture

DEFENCE PENSION ADALATS

Defence Pension Adalat has proved to be a very popular and effective platform for redressal of pensioners' grievances. These Adalats provide face-to-face interaction across the table between the officers from the pension sanctioning and disbursing agencies and the pensioners. During the Adalats, training is also imparted to the officials handling pension in the banks and other agencies. Since 1987, as many as 115 Adalats have been organized by the Department in all parts of the country. Last four Pension Adalats have been organized in Amritsar, Kangra, Lansdowne and Trivandrum during the month of September, October, November and December 2012 respectively. During these Adalats (except **DPA Trivandrum**) a total of 1021 cases have been received of which 435 cases have already been settled, leaving a balance of 586 cases.



A helping hand in the autumn of their lives : Pensioners discussing their queries with the officials at DPA Lucknow

TRAINING AND DEVELOPMENT WEEK, 2012

The first week of December each year is observed as the Training and Development Week. The theme for this year was " Re-defining and Dovetailing training to usher and sustain the spirit of learning and



Ms. Vandana Srivastava, IDAS, Addl CGDA lighting the inaugural lamp at DPA Lucknow



Shri Arvind Kaushal, IDAS, Addl CGDA interacting and handing over cheques to the pensioners at DPA Trivandrum

excellence for addressing the future needs of the organization."

The final of the 13th All India DAD Quiz Contest was held on 5th December, 2012 where as per tradition the six winners from different zonal rounds - teams from CFA (Fys), Kirkee, Pune, CFA (Fys), BGF, Ishapore, PCDA (P), Allahabad, PCDA, New Delhi, CFA (Fys), Avadi and CDA (PD), Meerut - competed with each other. The event began with an invocation to the Goddess of Learning – Mother Saraswati. The team from

CFA (Fys), Kirkee, Pune represented by Smt V Jayalaxmi, IDAS, ACFA, Shri Om Prakash Singh, AAO, Shri SV Kulkarni, Sr. Auditor, Shri Kiran Chopare, Sr. Auditor emerged as the winner whereas the team from PCDA (P), Allahabad represented by Shri Yashasvi Kumar, IDAS, ACDA, Shri M A Farooqui, AAO, Shri Satish Kumar Prajapati, Auditor and Shri Sujoy Kumar Bagchi, Auditor was the first runner-up. The winning team and the runners-up team were felicitated with rolling trophies and cash prizes

by Shri Arunava Dutt, IDAS, CGDA. Smt Richa Mishra, IDAS, Sr. Dy. CGDA (AN) and Shri Ambarish Barman, IDAS, Sr. Dy. IFA, Air Force were the Quiz-masters for the day while the EDP team led by Shri S Murali Krishnan, IDAS, Sr. ACGDA (IT) managed the scoreboard.



13th All India DAD Quiz in progress



Shri Arunava Dutt, CGDA presenting the rolling trophy for the All India DAD Quiz to Shri A. K. Tiwari, CFA (Fys), Kirkee and his winning team

Earlier in the week, a quiz was organized for the members of the HQrs office which was compered by Shri S Murali Krishnan, IDAS, Sr. ACGDA (IT) and Ms. Ruchita Sahay, JHT. Shri K L Mound, IDAS, ACGDA (AN) managed the scoreboard for the day. Essay and debate competitions too were organized as part of the Training and Development week. Prizes to the winners of the HQrs Quiz, Essay and Debate contest too were awarded on this day. Various Controller offices too celebrated the day by organizing talks and various competitions.

IDAS PROBATIONERS CALL ON THE PRESIDENT AND THE RAKSHA MANTRI

15 Indian Defence Accounts Service probationers of the 2006 (SL), 2008 (SL) and 2010 batch called on the Honourable President of India, Smt. Pratibha Devisingh Patil, at Rashtrapati Bhavan in New Delhi. Earlier, the probationers had also called on the Honourable Raksha Mantri, Shri A K Antony. Shri Arvind Kaushal, Addl. Controller General of Defence Accounts and Shri Navneet Verma, Jt. Controller General of Defence Accounts (Training) accompanied the probationers during their visit to the Rashtrapati Bhavan.

In the course of their audience with the Honourable President of India and Honourable Raksha Mantri, the probationers apprised the dignitaries of the comprehensive training received by them and their readiness for the challenging assignments that

await them in different functional areas and offices of the Defence Accounts Department across the length and breadth of the country. The President asked the young probationers to ensure that the defence expenditure adhered to the canons of financial propriety. She stressed that the public money should be spent as judiciously as one's own money.

The Hon'ble Raksha Mantri emphasized that the officers in finance discipline should promote efforts of the executive agencies with their pragmatic approach, while also safeguarding government's financial interests.

The probationers carried from these two visits practical wisdom and life-long memories, which they would value throughout their professional careers.



Hon'ble Raksha Mantri, Shri A. K. Antony interacting with the IDAS Probationers

IT INITIATIVES



IDAS Probationers undergoing IT training at CENTRAD, Brar Square

The department has initiated certain e-projects in the past few months. One is the CMP (Cash Management Product) of SBI which will be a Web portal that will act as a Payment Gateway for the Department. It will enable seamless and uniform e-payments for all our offices from a centralised platform. The pilot implementation began at PCDA(CC), Lucknow on 19th December, 2012.

Implementation of project 'Skylark'-the new pay and allowance system for GREF personnel is another noteworthy initiative taken by the Department.

Awaiting new orders on One Rank One Pension, necessary modifications and testing of the Pension Disbursement software 'Aashraya' and Pension Enquiry System 'Suvigya', are being done so as to ensure speedy payment of pensions and provide correct information regarding entitlements to the pensioners as per latest orders.

A new batch of IDAS probationers underwent 6 weeks IT training at CENTRAD, New Delhi in the month of December.

DASCAB INITIATIVE

The 7th All India DAD Table Tennis Tournament was organized under the

aegis of DASCAB at PCDA (WC), Chandigarh from 03.09.2012 to 05.09.2012. The tournament was inaugurated by Ms. Vandana Srivastava, IDAS, Addl. CGDA.

A total of 24 teams comprising 68 players (49 Male and 19 Female) from various DAD offices participated in the tournament.

Smt. Manisha Mazumdar and Shri Kaushik De Sarkar, both from the organization of PCA (Fys), Kolkata were the winners in the women's and men's single category respectively. The doubles title in both the categories were also dominated by PCA (Fys), Kolkata where the team led by Smt. Tapsi Sarkar and Smt Swapna Mitra won the women's double and Shri Kaushik De Sarkar and Shri Debdoot Chatterjee emerged as the winners of the men's double.



Ms. Vandana Srivastava, IDAS, Addl. CGDA inaugurating the 7th All India DAD TT Tournament

VIGILANCE AWARENESS WEEK

Every year Vigilance Awareness Week is observed in our Department with great enthusiasm. This year, as per the decision of the Commission, the Vigilance Awareness Week was observed from 29th October 2012 to 3rd November 2012.

A Pledge was administered on 29.10.2012 at 11.00 a.m. in HQs office as well as all field offices. Banners and posters on Vigilance Awareness Week 2012 with the theme "Transparency in Public Procurement" were displayed at prime locations in Headquarters as well as in the subordinate offices. Essay writing/debate/elocution competitions on topics like RTI Act 2005-a barrier to corruption, Relevance of the NGOs in fighting Corruption, Effectiveness of existing anti-corruption tools, e-procurement: its role in transparency etc. were organized in various Controllers / field offices. Prizes and cash awards were given to encourage active participation.

Apart from the above, presentations were made, training programmes & workshops were held on the theme chosen by the CVC. Dignitaries, eminent guests were invited to deliver lectures on issues related to vigilance. Vigilance Awareness Week was given wide publicity; offices of PCDA (WC) Chandigarh, CFA Ambajhari and PCDA (CC), Lucknow received good media coverage.



Dr. Rajeev Chavan, IDAS, CFA (Fys), during the concluding ceremony of Vigilance Awareness Week in Ambajhari

IFA BULLETIN

• ARMY-IFA MEET

The first Quarterly meeting of senior officers of Army HQ and PIFA/ IFAs was held on 27th Nov 2012 at AG's Conference room in New Delhi to discuss the issues concerning processing of procurement proposals. Speaking on the occasion Lt Gen S.K. Singh, VCOAS, UYSM, AVSM, PVSM, ADC emphasized that resources allocated for Army should be optimally utilized and value for money should be achieved. He urged PIFAs/IFAs to ensure compliance of Govt instructions, rules and regulations but not at the cost of operational requirement.

He requested the PIFA/ IFAs to play a pro-active role in facilitating faster decision making and in ensuring optimal utilization of resources. Shri Arvind Kadyan, Jt CGDA (IFA) suggested that PIFA / IFAs could submit a monthly report to the CFAs about the progress of procurement proposals processed in consultation with their office. The VCOAS also advised the service officers of the Army to ensure that all relevant facts and documents are submitted along with the procurement proposals so as to facilitate proper examination of the case by the Finance.

The DCOAS (P&S) DCOAS (IS&T), MGO, Dr Vinay Sahani, PIFA (M), Sh Santosh Kumar, IFA(Q) were also present on the occasion.

• THIRD APEX LEVEL COMMITTEE MEETING ON IFA SYSTEM

The Third Apex Level Committee meeting on IFA system was held at CENTRAD, Barar Square on 29th Nov 2012 to discuss the issues arising consequent to CFA and IFA interaction. The meeting was chaired

by Air Marshal Matheswarn, AVSM, VM, DCIDS(PP&FD). While addressing the participants he stressed on the importance of IFA system and urged upon the members to utilize the opportunity to thrash out policy



Air Marshal Matheswarn, AVSM, VM, DCIDS (PP&FD) addressing the participants. Also seen Dr. Vinay Sahani, IDAS, PIFA(ARMY-M)

issues at macro level so that things are carried forward.

The issues concerning implementation of MoD instructions regarding outsourcing of goods and services in Defence Sector were discussed and it was decided that broad guidelines regarding outsourcing could be issued by Service HQrs in consultation with CGDA. During the meeting the representative from DGAFMS



Third Apex Level Committee meeting at CENTRAD, Delhi Cantt in progress

mentioned the difficulties being faced by them in implementation of instructions regarding conclusion of price agreement/ rate contract by hospitals/medical units. It was agreed that DGAFMS will collect data from field and take up the matter with

Ministry for enhancement of delegated financial powers to medical authorities.

Rear Admiral S.Y. Shrikhande, ACIDS(FP), Maj Gen R.V. Kanitkar, AGFP, HQrs IDS, Maj Gen Ranjan Choudhry, VSM, Addl DGAFMS(E&S), Rear Admiral A.K. Chawal, NM, ACNS (P&P), NHQ, AVM H.B.Rajaram, VSM, ACAS (Works), AVM Mathew George, AVSM, VSM, ACAS(Fin P) and AVM J.V.Singh, ACAS(Proc.), Air HQr were present on the occasion. Dr Vinay Sahni, PIFA(M), A. N.Saxena, PIFA(AF), Sh N Neihisial, PIFA (NHQ), R.K.Nayak, PIFA(CIDS&SFC), Dr G D Pungle, IFA(SC), Arvind Kadyan, JT. CGDA (IFA), Santosh Kumar, IFA(Q), Smt Nirupma, IFA(WNC), R.K.Singh, IFA (CG) and P.K.Singh, IFA(DGAFMS) also took part in the meeting.

MGO REVIEWS THE PROGRESS OF EXPENDITURE UNDER ACSFP

The annual meeting to review the progress of expenditure under Army Commander Special Financial Powers was held at Army HQrs on 15th Nov 2012. Lt Gen Rajender Singh, PVSM, UYSM, SM, MGO chaired the meeting. All command IFAs(Army) were present on the occasion. The ADG (Proc.), MGGS (SD & WE), HQrs NC and CC, MG, EME, HQrs EC, MGGS (OPS), HQrs WC took part in the meeting. The MGO, while mentioning the importance of funds made available under ACSFP, stressed the need for timely utilisation of allotted budget in a judicious and pragmatic manner. He advised the command authorities to plan the expenditure in such a manner that allotted budget doesn't go underutilized.

DEFENCE FINANCIAL MANAGEMENT COURSES



DFMC for Officers of the Western Air Command at Subroto Park, New Delhi

- A Defence Financial Management Course for 38 Officers of the Western Air Command of the Indian Air Force was conducted by Regional Training Centre CDA (Army) Meerut at HQrs Western Air Command, Subroto Park, Delhi Cantt. from 10TH to 12th September, 2012. The inaugural address was delivered by Air Vice Marshal B.B.P. Sinha, Senior Officer In-Charge Administration, HQrs WAC.

Lectures were delivered by Shri DCS Negi, IDAS, IFA (WAC) Delhi, Shri A.K.Kadyan IDAS Jt. CGDA (IFA), Dr. Jayaraj Naik, IDAS JCDA, Dr. Bhartendu Kumar Singh IDAS, DCDA (AF), Group Capt. Sanjay Seth, VSM, Director Financial Planning, Air HQrs & Shri Vimalendra Patwardhan IA&AS, Principal Director of Audit (Defence) Delhi.

- A Defence Financial Management Course for 40 Army Officers & 38 PBORs of Northern Command was conducted by



DFMC for Northern Command at Leh.

Regional Training Centre, CDA (Army) Meerut at Leh from 29th October to 2nd November 2012.

The lectures were delivered by a faculty comprising the Services, DAD, Banking staff, Customs & Excise and C&AG. The opening and valedictory address were given by Brig. S. Birdi, CSO HQrs 14 Corps and Brig. R.K. Kushwaha, OS HQrs 14 Corps respectively.

Both the courses were considered useful by the participating officers.

XX APEX LEVEL ADVISORY COUNCIL (ALAC) MEETING

The XX Apex Level Advisory Council Meeting (ALAC) was held under the chairpersonship of Smt. Priti Mohanty, IDAS, FA (DS) and the then CGDA.

The meeting began with a welcome address by Shri Arvind Kaushal, IDAS, Addl. CGDA who informed the gathering about the recent initiative of the participation of HQrs office in RAC meetings through video conferencing. Underlining the utility of this participation he delineated that it resolved and clarified the issues related to HQrs office and also made the HQrs aware of the constraints and training needs of the Controllers.

The Chairperson felt that the IFA system and the Internal Audit were two areas which required special focus and hence their training modules needed revision. She emphasized that the IFA training should focus on training AOs/AOs. This was needed because having worked in the traditional role of auditing and accounting, they are not at ease with the IFA system.

The Chairperson also agreed to the proposal of RTC, Bangalore to organize inter-RTC quiz contest, but only in consonance with the spirit of current austerity measures and subject to availability of funds.

The meeting was attended by Shri R K Choudhary, IDAS, Controller, RTC, Lucknow, Shri R N Dash, IDAS, Controller, RTC, Meerut, Shri Z V S Prasad, IDAS, Jt. CGDA (AN), Shri Anoop Srivastava, IDAS, Controller, RTC, Kolkata, Shri Rakesh Kumar, IDAS, CDA (Trg) and Director, NADFM, Pune, Smt. K Inderjeet Kumar, IDAS, Controller, RTC, Bangalore and Shri Lalloo Ram, IDAS, DPTI, Allahabad. The meeting concluded with a vote of thanks by Shri Navneet Verma, IDAS, Jt. CGDA (Trg).



Smt. Priti Mohanty, IDAS, FA(DS) addressing the XX Apex Level Advisory Council Meeting

रक्षा लेखा विभाग में हिन्दी पखवाड़े का आयोजन



गृह पत्रिका रक्षा लेखा भारती का विमोचन करते हुए श्री अरुणाभ दत्त, भा.र.ले. से

रक्षा लेखा महानियंत्रक कार्यालय में 01 सितम्बर 2012 से 15 सितम्बर 2012 तक हिन्दी पखवाड़ा मनाया गया। इस दौरान विभिन्न प्रतियोगिताएं जैसे पत्र लेखन प्रतियोगिता, हिन्दी निबंध प्रतियोगिता, हिन्दी प्रश्नोत्तरी एवं वाद-विवाद प्रतियोगिता आयोजित की गई। कार्यालय के अधिकारियों तथा कर्मचारियों ने इन प्रतियोगिताओं में बढ़-चढ़ कर भाग लिया। प्रतियोगिताओं का उद्देश्य कार्यालय में राजभाषा हिन्दी के प्रति रुझान में वृद्धि करना था। कार्यालय में 14 सितम्बर को हिन्दी

दिवस समारोह का आयोजन किया गया। तत्कालीन रक्षा लेखा अपर महानियंत्रक श्री अरुणाभ दत्त के कर-कमलों द्वारा विजेताओं को पुरस्कार प्रदान किए गए।

श्री अरुणाभ दत्त ने इस अवसर पर मुख्यालय कार्यालय की गृह-पत्रिका 'रक्षा-लेखा भारती' के 24वें अंक का विमोचन भी किया। इसके अतिरिक्त, अधिक से अधिक कार्य हिन्दी में करने संबंधी वार्षिक प्रोत्साहन योजना वर्ष 2011-12 में भी कार्यालय के अधिकारियों तथा कर्मचारियों की भागीदारी उत्साहजनक रही तथा योजना के तहत

विजेताओं को नकद पुरस्कार से सम्मानित किया गया।

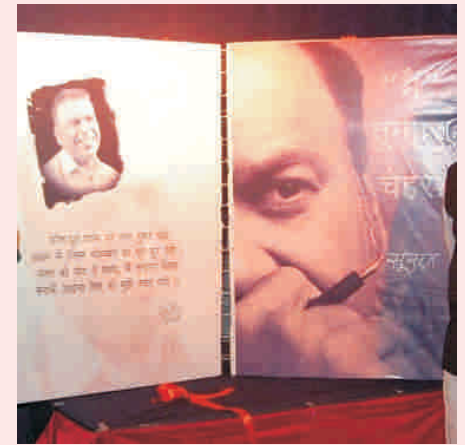
हिन्दी दिवस समारोह के दौरान सांस्कृतिक कार्यक्रम का आयोजन किया गया जिसमें गीत, भजन, गज़ल, कविता आदि विधाओं से जुड़ी प्रस्तुतियां दी गई। समारोह में उपस्थित सभी

लोगों ने सांस्कृतिक कार्यक्रम का भरपूर लुप्त उठाया। रक्षा लेखा अपर महानियंत्रक महोदय ने अपने उदबोधन भाषण में निर्धारित लक्ष्य के अनुसार हिन्दी में कार्य करने का आह्वान किया। उन्होंने विजेताओं के साथ-साथ उन सभी लोगों को भी बधाई दी जिन्होंने प्रतियोगिताओं में भाग लिया।

विभाग के अन्य कार्यालयों में भी हिन्दी पखवाड़े का आयोजन किया गया।

साहित्यिक सरोकार :

रक्षा लेखा विभाग ने निरंतर यह प्रयास किया है कि राजभाषा एवं हिंदी के प्रयोग को अधिक से अधिक अहमियत दी जाए। विभाग के कई अधिकारी एवं कर्मचारी



श्री जयसवाल की पुस्तक की छवि

साहित्यिक गतिविधियों में रुचि रखते हैं। लेखा कार्यालय, जी.सी.एफ., जबलपुर में वरिष्ठ लेखापरीक्षक के पद पर कार्यरत श्री सूरज कुमार जयसवाल साहित्यिक रुचि वाले कार्मिक हैं जिनका साहित्यिक नाम "सूरज राय सूरज" है। हाल ही में 3 नवम्बर, 2012 को इनकी दूसरी काव्य पुस्तक "मैं तुम्हारा चेहरा" का विमोचन किया गया। इनके पहले काव्य संग्रह का नाम "धुआँ-धुआँ सूरज" है।



रक्षा लेखा प्रधान नियंत्रक (नौसेना), मुम्बई के कार्यालय में हिन्दी पखवाड़े का समापन समारोह

TOWARDS AN AGENDA FOR REFORMS



Amit Cowshish, IDAS
Addl. CGDA (Retd.)

The Defence Accounts Department has come a long way since 1747 when the Articles of War empowered the British

Government to appoint a Military Pay Master. During its long journey, it has acquired an all pervasive character in regard to financial management in defence. However, at the present juncture, the department faces two all-encompassing challenges to its relevance. One challenge is to raise the level of efficiency and professionalism in discharge of its functions. This requires creation of a fully net-worked environment and tackling with the problem of lack of motivation, particularly at the higher levels. The other challenge is to provide timely financial analysis and audit inputs to the key functionaries in a manner that helps in better financial management and control by the ministry and the lower echelons. The department has to establish its indispensability in order to justify its *raison d'être*. How can this be achieved? Here are a few suggestions as a first step towards building up an agenda for reforms.

Payment and accounting functions

Payment of the suppliers' bills and other miscellaneous bills merits greater attention. To begin with these bills could be processed in a manner akin to the processing of documents by the banks against letters of credit. This requires centralized receipt and initial scrutiny of page-numbered

bills. The initial scrutiny should reveal if any supporting document is missing, in which case the matter should be brought to the notice of the party concerned within twenty four hours. The bills should then be distributed among the auditors for processing them in the next twenty four to forty eight hours and passing them on to the disbursement section for electronic remittance to the claimant. The whole process should not take more than three to four days. No single individual should be dealing with any particular establishment or claimant on a permanent basis. The distribution of bills should be done randomly. This was successfully experimented by the office of the Principal Controller of Defence Accounts New Delhi earlier this year. This should be replicated in other offices. Gradually, all payment sections could be merged into a single payment section.

Pension disbursement is another area which has a great potential for improvement. The Pension Sanctioning Authorities themselves could start disbursing pension electronically directly to the pensioners. The monthly statements could be sent by email or by post, depending on the option exercised by the pensioners. The success of this system would depend to a large extent on extremely efficient and prompt system of responding to online queries by pensioners, who could also be given the option of calling on toll-free numbers. This will make a large number of officers and staff presently employed in the Defence Pension Disbursement Offices available for deployment in other areas where more manpower is required.

Accounting

Payment and accounting are concomitant functions. However, unless the department starts generating monthly reports on expenditure vis-à-vis the allotment, separately for each budget holder, accounting would remain an undecipherable mystery for the executives. Equally importantly, a monthly report on the state of accounts, with brief analysis of the critical areas, could be rendered by the department to the ministry and other organizational headquarters.

With the kind of information available with the department, it is essential that databases are created for use in decision-making. For example, there could be a database on pay and various allowances, another on the prices, yet another on expenditure on various projects, and so on. The scope is unlimited.

Integrated Financial Advice System

This is an emerging area and the system is yet to fully stabilize because of three sets of problems. In the first place, it has not been possible to man all the posts and provide adequate manpower. Secondly, dependence of the integrated financial advisors and their staff on the services in regard to accommodation, transport and other day-to-day requirements tends to compromise the effectiveness and authority of the advisors. The success of the system depends to a large extent on the understanding between the financial authorities and the advisors. Many financial authorities continue to treat their advisors as pariahs. Thirdly, no institutional mechanism is available for regular interaction between the

financial authorities and the advisors to sort out general and specific issues. All these issues have been the subject of intense debate between the ministry and the services in the past. There is a need to take the process forward to its finality.

Audit

This is one of the most important functions of the department. The problem with the current system is that the audit is hardly concurrent, it does not throw up important systemic issues and the reporting system is not very effective. The entire system of internal audit needs to be revamped to ensure that it becomes concurrent and throws up systemic issues, apart from instances

of grave irregularities. A more effective reporting and monitoring system needs to be evolved. An important related area, which needs to be activated immediately, relates to audit of sanctions.

Organizational issues

To begin with, for better interaction with the services and other departments/organization of the ministry of defence, it would be desirable if each Additional Controller General of Defence Accounts is assigned one or more service and department. Secondly, the officers need to be encouraged to specialize in one or more defence related areas so as to be able to contribute to the larger strategic

discourse in the country, where the inputs from the civil servants is almost non-existent. The officers could be sent on sabbatical to work on specific projects at the Institute for Defence Studies and Analyses or other Think Tanks, or even universities. This would also compel the ministry to take more officers on deputation. Thirdly, a strong and responsive grievance redressal system needs to be put in place.

These are a few random ideas intended to generate an internal debate on the agenda for sustainable reforms in the department with a view to making it a part of the mainstream of the ministry of defence.

INTEGRATED FINANCE – A PERSPECTIVE



Sanhita Kar, IDAS
Member (Finance)
OFB

The present Finance and Accounts set up in Ordnance Factories dates back to the Government orders issued in 1979. The Finance and Accounts function in Ordnance Factories was integrated with the Management function from the factory level upwards to the level of the Ordnance Factory Board. The system is based on the IFA Scheme of Ministry of Finance which incorporates the principle of dual responsibility of the Finance functionaries to the executive as well as higher finance echelons.

2. EXISTING SYSTEM

2.1. The Armed Forces place indents on OFB for supply of items at an agreed price. The price is fixed by the OFB based on cost inputs, like actual manufacturing cost of the last year and estimated cost. The procurement of input stores begin with store holder's inability sheet (SHIS), reflecting the stock, dues, details of Work in Progress, last paid rate, last supplier, usage factor, average ledger rate, etc. The inventory accounts are being maintained by the Branch Accounts Offices attached to each OF. The vetting of SHIS is considered as the financial concurrence of the acceptance of necessity (AON). Tender Purchase committee (TPC) determined on the basis of expected financial implication, mainly based on LPR and market indices for the input material, finalizes the procurement decision at different stages

including vendor selection, mode of tendering, competent supplier & rates. The supply/purchase orders are subjected to post audit by the concerned Branch Accounts Office. Finally, on delivery & inspection and preparation of the Receipt Voucher the payment is disbursed by the concerned Branch Accounts Offices after pre-payment scrutiny of the bills. The receipt voucher will in turn update the inventory accounts in the Branch Accounts Office.

2.2. In Ordnance Factories the cost of production comprises of labour, material and overheads. The starting point for production is the estimates (both labour and material) which are to be formulated afresh for new products and reviewed periodically for existing products. An alert Financial Advisor while vetting the

provisioning proposals floated by the executives will look for updated and correctly priced estimates. These issues apart from impacting the quantum of labour to be used also have a bearing on the decision to outsource as well as on the quantities to be procured in as much as availability of modern CNC machines and greater number of skilled personnel should result in reduction in the rejection percentages and thus, in reduced material and labour requirement and increase in cost efficiency. Being involved at every stage of decision making gives the IFA the advantage of taking a comprehensive position on procurement cases.

3. FINANCE SET-UP SEPARATE FROM THE ACCOUNTING/PAYMENT FUNCTIONS

3.1. With the higher delegation of financial powers to the Field level, there has been a quantum jump in the number and value of the procurement cases, therefore, there would be more quick decision making with dedicated IFA only for procurement functions. It is felt, given the expansion plans of the

executives, there is need for rationalization of the positioning of IDAS officers as IFAs and needs to be deliberated whether the IDAS cadre can live upto the demand in terms of sheer number of IFAs required in future.

3.2. There is a view that the finance function should be separate from the Accounting & Payment Functions. In a separate Finance function, the IFA becomes isolated from the Accounting & payment authority and this could result in practical problems in accessing information residing with the Accounts Office having a bearing on provisioning and procurement. Moreover, the control over post contract management and payments will be compromised in this situation and would have an impact on decision making by IFAs in the TPCs, due to the gaps in information available to him.

4. CONCLUSION

The moot point in this article is that procurement finance is a subset of the overall finance function performed by Defence

Accounts Department. In an organization, the requirement is for an integrated system of finance, accounts, payment and budgeting, since these taken together contribute to the financial health of the organization in a holistic fashion. The concern for achieving organizational objectives has to be underlined with concern for cost and financial efficiencies. The performance and effectiveness of the finance member in the TPCs will be facilitated by way of involvement in all aspects of finance. Few information gaps are inherent in case of separation of finance function from accounting functions. On balance of consideration, it is required to be flagged that whether the integrated functioning would help in increasing professional competence of the Financial Adviser, fully aware of the inventory and end result of procurement decisions taken in Purchase Committees, as well as might help the Departmental cause of manning as many posts with lesser strength.

PERFORMANCE MANAGEMENT to OVERCOME THE HURDLES: A SIMPLE 'MANTRA'



Sanjeev Kumar, IDAS
Jt. Secretary
Min. of Social Justice
& Empowerment

discipline of management, has

Civil servants have got an onerous responsibility to perform. Performance management, a s a n i m p o r t a n t branch of the

been evolving over a period of time. **Result Framework Document** is now setting the agenda for the public services. Responsibilities are far too many and the agenda is ever-ending. Resources are shrinking, yet the task at hand is getting voluminous. For the true leaders only sky is the limit. They are expected to be high achievers, and contribute,

optimally, in the task of '**Nation building**' with high degree of effectiveness and efficiency. As we progress through second decade of the 21st century, the powerful forces of globalization and technological advancements tend to revolutionize and redefine the working spheres, style and culture. The challenges and opportunities, provided by the

opening up of the economy, have to be carefully handled and exploited respectively. Unprecedented advancements in Information and communication technology though, provide wherewithal for faster and efficient delivery of services, yet raise the expectation of far superior services. The ever-increasing expectations of the citizens and the resolve of the Government to fulfill them have led in the formulation of **Citizen's charters** by various Public authorities. The fast evolving legal framework demands a high degree of, not only efficiency but, transparency also on part of the Government officials. **'Right to information Act'** is a prime example. Challenge lies on the leaders to perform and produce results optimally, against this background.

However, there are innumerable roadblocks in our path to perform. Prominent among these is cited as the 'deficiency of manpower', both in quantitative and qualitative terms.

The question remains how to perform, in the face of such a problem?

It is, undoubtedly, a fact that the great accomplishments need a vibrant, motivated and dedicated team of workers. The question is, can the leaders take the, non-fulfillment of this condition, as an argument for their failure to achieve the targets? The emphatic reply to this question is **'No'**. An effective leader has to innovate in order to overcome these obstacles, rather than merely taking recourse to these excuses. Most importantly, **he has to lead by his own example**, thus synergizing the environment around her or him and setting the pace to create an educated and motivated team. Therefore, what matters most is the conduct of the 'Leader' of the team. The leader has the potential to become a decisive and powerful force to create an unprecedented synergy. 'Bhagvadgita' the great treatise on

'Karmyog' has clearly enunciated that

“यद्यादचरित श्रेष्ठस्तत्तदेवेतरो जनः।
स यत् प्रमाणं कुरुते लोकस्तदनुर्वृत”।।

(Whatever a great man does, that alone other men do. Whatever standard he, sets the world follows.)

A glance over the major achievements of the great leaders would show a common thread of highest standards of conduct set by them for their own, which became a beacon light of inspiration for all around them. The high achievers and the powerful leaders have stirred the imagination of their teammates through their own thoughts, deeds and action, thus, motivating them to work for a common goal. Their own deeds become a trend setter and all the obstacles in the path of performance are overcome. So one of the most powerful 'Mantra' for those concerned with the Performance Management is **“lead by example”**. Success would follow certainly.

VIGILANCE – AN OVERVIEW



Rakesh Kumar, IDAS
Director, NADFM &
CDA, RTC (Pune)

Vigilance in some form or the other generally finds place in any governance system. There can be a large number of definitions of vigilance as far as academicians, scholars and vigilance professionals are concerned. Vigilance has been defined in the Oxford English Dictionary as the 'quality or character of being vigilant, watchfulness against danger or any action on the part of others, alertness or closeness of observations'. Vigilance, therefore,

stands for watchfulness, caution or circumspection.

Vigilance constitutes a very important wing in any organization. Though it is generally regarded as a wing responsible to fix corrupt officials and as such playing a negative role in the organization, in real terms the role of vigilance is much wider. It is a very important tool in the hands of the management to improve the functioning of the organization by plugging various loopholes. In today's world when money is becoming scarcer in government sector, a very strict financial discipline is required to ensure optimum utilization of resources for the desired objectives. In this scenario, role of vigilance has become all the more important.

The most important point that needs to be understood is the fact that vigilance is not something alien. It is very much part and parcel of the system or the organization and therefore it works in tandem with the overall goals of the organization. Vigilance has to constantly monitor those parameters in the organization on which the success of the organization depends. These may include efficiency, productivity, integrity, discipline etc. of the organisation.

There are two types of vigilance - Preventive vigilance and punitive vigilance. Preventive vigilance attempts to strike at the causes which give rise to corrupt practices in the organization and lays emphasis on measures to promote healthy

atmosphere in the organization. Punitive vigilance, on the other hand, aims at penalizing the delinquent, erring or guilty employee. To be effective, vigilance should focus and concentrate more on preventive steps and measures.

The preventive vigilance, oriented at improving the system/ procedure and preventing any irregularity before it is committed, would be more acceptable than punitive vigilance. The overall impact of improving the systems is also greater. As prevention is better than cure, a sustained effort in preventive vigilance would help in improving the efficiency and saving both money and time.

In fact, more than rules, procedures, punitive measures etc., vigilance is concerned with human beings and human qualities. It relates to the environment and concerns and refers to values in public service. Vigilance connotes an awareness in the organization to prevent wrongdoings and if detected punishing the same. Vigilance in the organization prevents

loss of resources due to unethical conduct of employees.

Another related aspect is building up of character of the people. Rules, procedures, punitive measures etc., cannot substitute for character, which goes much beyond the domain of rules. It has been well said that the rule of law cannot defeat the perversity of the heart. Lord Macaulay considered the ultimate test of ethics as 'the measure of a man's real character is what he would do if he knew he would never be found out'.

Keeping in view the huge budget handled by the Defence Accounts Department, there is a vigilance mechanism in place, with one of the senior officers at Hqrs designated as the Chief Vigilance Officer and in the field offices, too, Vigilance Officers are in position. However, an introspection may be necessary as to whether the existing structure, the support staff attached to it, the role and functions exercised by it, its

effectiveness in achieving the ultimate aim of curbing corruption etc., are optimum or not.

On the preventive side, the areas of concern in the department include posting in sensitive positions, identification of sensitive areas, processing of bills, effective audit and integrated financial advice etc. On the punitive side, it needs to be seen whether disciplinary proceedings are being conducted within the stipulated time period, as per the prescribed procedure; whether the Inquiry Officers/Presenting Officers are fully equipped to handle their jobs; whether there is an effective mechanism to monitor pending cases; whether punishments being meted out are commensurate to the gravity of offences etc.

Training can play a very significant role in ensuring an effective vigilance mechanism. Equally important is the role of Information Technology in promoting vigilance as it minimises human interaction.

IT IS SO CONVENIENT AND POTENTIALLY SO DANGEROUS



Y Raja Reddy, IDAS
CDA (IT&SDC)
Secunderabad

Information Technology makes some of your chores a non-issue. It is so easy to book your travel tickets and the movie tickets over the internet.

You and your family routinely do online shopping and transfers money through online banking, all from the comfort of your home. It is all so convenient. The convenience comes with a price though. The same technology which enables you to function efficiently also makes it easy

for the criminals to eavesdrop, steal your identity and misuse that information.

Here are some tips to keep you safe:

Many web sites require you to register and create an account to use their services. Over a period of time you accumulate several accounts and their passwords. Remembering all those passwords is a real problem. Keeping a different password for each of the accounts is not practicable and having the same password for every account is not advisable. To deal with the problem, divide all your accounts into two categories – sensitive and

non-sensitive. Keep one password for all your non-sensitive accounts and a different password for each of the sensitive ones. Apply same logic to your email address also. Have at least two email accounts, one for sensitive communications and the other for non-sensitive communications. Whenever you are required to fill your email address in any form, while booking your travel tickets for example, use the non-sensitive email address. Even if this email address gets spammed, you only check this account occasionally and you know what you are looking for.

Opt for two factor authentication if it is available for any internet based service. That will require you to enter your password as you normally do and additionally key in the pass phrase that is sent to your mobile via the SMS. If someone wants to hijack your account, they need to know your password and also have your mobile.

Many banks nowadays offer SMS service. Opt for it. You get an SMS alert for all the transactions above a certain limit. You will no longer have that uneasy feeling in the back of your mind, 'Is someone misusing my bank account or credit card or ATM card?'

The currently available broadband modems are wireless enabled. Make sure the modem is configured properly with Wi-fi Protected Access. Additionally, set up MAC filter and disable SSID broadcast.

And here are some standard tips in brief:

- Do not share your password with anyone. But for some reason, you have to, then change it as soon as you can. Change your password periodically. Include mixed case and special characters in your password.
- Have a decent anti-virus and a firewall on your PC. But do not be under the false assumption that you will be safe because of them. They are required, but not sufficient. In fact, no single security measure can keep you safe. You need a combination of several security measures.
- Update your operating system and the browser with the latest security patches.
- Do not download any email

attachments or click web links provided by emails from unknown persons or 'seemingly known sources' like your bank.

- Do not use internet kiosks to access any of your sensitive accounts.
- Do not click 'unsubscribe' any mail if you have not subscribed to it.
- Backup your important data and documents and do store that back up on a DVD/CD.
- Do not tick the 'Remember Password' check box in the browser.
- Be weary of emails, SMS or phone calls that tell you that you have won a prize even when you have not participated in the contests. Do not give any personal information to claim the prize.
- Most important of all, use your common sense.

TRAINING AT NADFM-THE EXPERIENCE & ASPIRATIONS

"The real voyage of discovery consists not in seeing new lands but seeing it with new eyes"

(By Aparna Shukla, Jatinder Goswami, Praveen Ranjan, Satish TJ and Dr.Sunish S with inputs from fellow probationers)

We the probationers of 2010-11, the largest batch in the history of the department, joined Defence Accounts Department in December 2011. Our induction was addressed by the CGDA who sensitized us about the profile of the department and its increasing importance. After visiting important offices of the department in the capital we reported for the Professional Training Course at the National Institute of Financial Management (NIFM), Faridabad.

NIFM introduced the fundamentals of finance and the Indian public finance scenario to us in a simplified manner, offsetting the educational

diversity of the batch. The focus however largely remained academic while the expectations were those of a professional orientation. The dropping out of various services from the course at NIFM further diminished the avenues of networking amongst sister finance services.

The departmental training at NADFM gave an overview of the various functions of the department and honed our skill set, inducing a confidence to handle the job. The training has been a compendium of theory and practice interspersed with attachments which have helped add to our understanding of the department. The regular interactions with the Director, NADFM has provided practical dimensions and

insights to the utilization of the knowledge so acquired and have been both personally and professionally enriching. The batch is excited and looking forward to the prospect of meeting with the Raksha Mantri and The President of India.

The training has equipped us to look at the work from various perspectives as future decision makers. We feel that our department's visibility and understanding among our clientele .i.e., the services could be furthered through frequent mutual exchanges at the training as well as the professional level. At the same time the lack of exposure to the organizational intricacies and work culture of the services has been felt as a bottleneck for the probationer in appreciating work. As a batch devoid of the opportunity to attend the

foundation course, we feel that it should be imperative for fostering esprit de corps in the civil services. We also believe that exposure and

exchanges at the international level during training would enrich the experience in the long run to build upon the existent sound professional

image of the department. During the course of our training we have felt that the introduction of sandwich training providing us real-time office exposure would be a worthy addition

KAMIKAZE AT KHURASAN

Book Review: “Return of A King” by William Dalrymple



Ruchita Sahay
JHT, CENTRAD

Master wordsmith William Dalrymple’s latest offering “Return of a King: The Battle for Afghanistan (1839-1842)”, is not only a well-researched literary and riveting rendition of the first Anglo-Afghan war but is also a poignant political tale of the transformation of a turbulent and amorphous Khurasan to a cartographically defined but equally volatile Afghanistan. The first Anglo-Afghan war itself is a defining conflict in the annals of history because it is the greatest loss in British colonial history till the fall of Singapore in 1942 whereas the Afghans take pride in it by claiming that they alone in this part of the globe have never been subdued by imperialistic forces.

Literary craftsmanship apart, the book stands out for three reasons. First, and of much academic interest is the fact that the book is the first English narrative of the war which uses nine previously un-translated full-length contemporary Persian language accounts of the war including the autobiography of “Shah Shuja” – the king of the book’s title. “History”, as Sir Winston Churchill proclaimed “will be kind to me for I

intend to write it”. Earlier accounts of the Afghan war like Peter Hopkirk’s classic “The Great Game” followed this spirit of historiography and talked about “treacherous orientals”. Dalrymple’s book using multi-lingual sources narrates the story even from an Afghan point of view and underlines the heinous conduct of British officials and their dubious conspiratorial policies.

Secondly, the book is as much about India as it is about Afghanistan. In fact, the war itself is waged by the British to keep the most prized possession in the British crown intact; for they fear that the Russians are to invade Afghanistan and then charge down the Khyber Pass to wrest British India from the Raj. So, though the theatre of war was enacted in the treacherous terrains of Kabul and Kandahar, it were sepoys from Bengal and Bihar who bore the burden of the Whiteman’s civilizing mission. It is interesting to discover, what we never learnt in our history text-books at school, that the 1857 rebellion first broke out in regiments where the sepoys had been deserted by their British officers during the 1842 retreat from Kabul. It is also heart-wrenching to realize that to justify this disastrous sanguinary escapade the British carry the doors of the tomb of Mahmud of Ghazni and parade it across India as the legendary sandalwood gates of the Somnath temple. The idea of course, is to divide and justify.

Moreover, as one flips through the unfolding saga of Shah Shuja’s exile in Ludhiana, his puppet rule and his eventual lonely demise one cannot but recall the fate that befell Wajid Ali Shah, Bahadur Shah Zafar, the Burmese King Thibaw Min and Queen Supalyat and other Oriental rulers just a decade and a half after this war. Ironically, Shah Shuja is the grandson of Ahmed Shah Abdali, the man who dealt a crushing defeat to the Marathas at Panipat. One can only marvel at the twists and turns of history and fate as one realises how Maharaja Ranjit Singh renegades on his promise of letting Shah Shuja escape even after bargaining for the Koh-i-noor. Only if he could have visualized the treatment the British would mete out to his son Duleep Singh after his demise.

Third and the foremost, the conflict has a foreboding resemblance with the current protracted imbroglio in Afghanistan and hence contains lessons for the realpolitik of today. Wouldn’t one be amazed to know that the present President Karzai and the then king Shah Shuja – both backed on their seats by the West belong to the Popalzai tribe whereas the tribe which brought the fall of Shah Shuja was the Ghilzais, who now make up the foot soldiers of the Taliban. The parallels are close and frightening, and “the answer my friend”, as Dylan crooned “is blowing in the wind”. One must read it to realize that history does repeat itself but alas, we fail to learn from it.

कल हिन्दी-प्रगति की जांच जो है



महेन्द्र सिंह, भार.ले.से.
संयुक्त महानियंत्रक

आला दफ्तर से 'अति महत्वपूर्ण' पत्र आया। लिखा था - 'मंत्रालय के राजभाषा विभाग का एक दल अमुक दिनांक को आपके कार्यालय में राजभाषा अधिनियम के अनुपालन की जांच करने आ रहा है। उन्हें हर प्रकार का सहयोग दिया जाए।'

राजभाषा अधिनियम? मैंने बहुत सोचा, मगर तमाम सोच के बावजूद समझ न सका कि यह क्या बला है। मैंने तत्काल प्रशासन प्रभारी को बुलाया। पूछा-"क्या हमारे कार्यालय में राजभाषा अधिनियम का अनुपालन होता है?"

"यस, सर।" वे झट बोले।

"गुड। वैसे क्या आप जानते हैं कि राजभाषा अधिनियम क्या होता है?" मैंने इस ढंग से पूछा मानो मुझे स्वयं तो मालूम है।

"सुना तो है, पर सर..... मगर।"

"तो क्या खाक अनुपालन हो रहा होगा?"

"सर, कार्यालय के खिलाफ पब्लिक की कोई शिकायत पेंडिंग नहीं है। ज़ाहिर है, हर चीज़ का अनुपालन हो रहा होगा।"

"संभव है, शिकायत करने वाले हमसे भी ज़्यादा सुस्त और अज्ञानी हों।"

बहरहाल मैंने एक-एक कर सब अधिकारियों को बुलाया। सबने प्रायः यही कहा कि उन्होंने गुलशन नंदा के उपन्यासों,

'फिल्मी कलियाँ,' 'मेरी सहेली' या 'सत्यकथा' में - कहीं-न-कहीं राजभाषा अधिनियम या इससे मिलते-जुलते शब्दों को अवश्य पढ़ा है, मगर फ़िलहाल दिमाग से उतर गया कि वस्तुतः वह क्या था।

एक सप्ताह तक मैं इसी अधिनियम की जन्मपत्री के पीछे बावला रहा। साँस लेने की भी फुर्सत नहीं मिली। बिना साँस लिए ज़िंदा रहा मैं!

और फिर एक दिन मि० निकम्मेलाल मेरे पास आए। मिस्टर निकम्मेलाल कार्यालय में एक तिनका भी न तोड़ने के लिए मेरी झिड़कियाँ खाते रहे हैं- बिना किसी शिकवे के चुपचाप। वे बखूबी जानते हैं कि मैं एक मौसमी अफ़सर हूँ। दो-चार वर्ष के अल्प सीज़न के बाद ट्रांसफ़रित हो रहूँगा। इतने स्वल्प समय में काहे को माइंड करना। उनका पता है कि अफ़सर बहुत कमजोर होता है-ट्रांसफ़रों में उसकी कमर टूट चुकी होती है। उसकी कमजोर झिड़कियों से क्या डरना। लिहाजा, उन्होंने तिनका नहीं तोड़ा, मैंने उन्हें झिड़कना नहीं छोड़ा अपने-अपने 'धर्म' में स्थित होकर हम समय काटते रहे हैं।

उन्हें सामने देखा तो मेरा माथा ठनका। मेरे माथे की ठनक पर वे अविचलित रहे। बोले-"सर, मैं अनुमान शास्त्र का स्नातक हूँ। आपके माथे व गले को देखकर बता सकता हूँ कि आपकी साँस फूली हुई है। इस खाकसार के रहते यह ठीक नहीं। इस नाचीज़ को दो हाथ दिखाने का मौका देकर कृतार्थ करें। कृपया लाएँ, राजभाषा अधिनियम वाला फ़र्मा मुझे पढ़ाएँ।"

फिर निकम्मेलाल जी ने अपनी ही जेब से उस पत्र की फोटोकॉपी निकाली।

बोले-"सर पत्र में प्रथम नहीं, दूसरा वाक्य अधिक काम का है, जिसमें लिखा है कि राजभाषा वाले दल को सहयोग दें। सहयोग का देश, काल अनुसार यहाँ जो अर्थ बनता है- खातिरदारी करना।..... बस, सर, आप निश्चित रहने का काम करें।"

"मतलब?"

"सर, मैं मतलबी नहीं हूँ जो मतलब खोजूँ। सर, बस आप इतनी कृपा करें कि दफ्तर में कल तनिक लेट आइए। परसों अलबत्ता आप समय पर ही आएँ, क्योंकि राजभाषा वाला जत्था जो आएगा।"

"देखिए....।" मैं अपना दिमाग ख़राब करने ही वाला था कि पीछे से प्रशासन प्रभारी जी नमूदार हुए। बोले-"खोटा सिक्का व खोटा व्यक्ति वक़्त पर काम आते हैं, सर। यह बात मेरी दादी की नानी कहती थीं। बड़ी पुरानी है। पहली बार आप भी आजमाइए। ठीक सिद्ध हुई तो पौ बारह, वरना हालत तो पतली वैसे भी होनी है।"

उन दो 'भूतों' में मैंने मौन साध लेना ही बेहतर समझा। तमाम भारतीयों की तरह मैंने भी मसले को 'देखा जाएगा' पद्धति पर छोड़ दिया।

अगले दिन में, जैसा 'आदेश' था, दफ्तर में देर आया। देखा, दफ्तर काफी बदला हुआ था। इससे पूर्व कि मैं आश्चर्य से चकित होता, निकम्मेलाल जी व प्रशासन प्रभारी अपने मुखों पर मुस्कानें व विजेता के-से भाव लिए पधारे। प्रभारी जी बोले-"थैंक्यू, सर, आप लेट आए, और गुड मॉर्निंग, सर! हैं हैं हैं, सर राजभाषा नीति के कार्यान्वयन का इंस्पेक्शन करवाने के लिए किसी अधि-पधि-नियम को जानने की ज़्यादा आवश्यकता ही नहीं है, सर। हम तो नाहक

बिना साँस लिए एक सप्ताह जीवित रहे।”

मैं चुप रहा। फिर निकम्मेलाल जी बोले- “सर, ईश्वर ने और राधास्वामी ने चाहा तो राजभाषा शीलड हमें ही मिलनी चाहिए। हमने राजभाषा वालों के लिए सब चीजें जुटा दी हैं। आइए दिखा दूँ, सर।”

मैं सम्मोहित-सा उनके पीछे हो लिया। मैंने देखा, हर कमरे के सामने हिंदी में लिखा कोई-न-कोई नामपट्ट लगा है। उन्हें पढ़कर मैं तिलमिला उठा- “निकम्मों, इन कमरों में तो इन नामों के कोई अधिकारी ही नहीं बैठते हैं।”

उन्हें फौरन मेरे गुस्से पर वात्सल्य आया। एक बोला - “सर, ठीक कह रहे हैं आप। मगर इस राज को राजभाषा वाले थोड़े जानते हैं! अब आप भी कल तक के लिए इस राज को भूलने का कष्ट करें, और आगे देखें।” वे मुझे एक-एक कर सब अनुभागों में ले गए। सर्वत्र हिंदी में गुदी फाइलें सजा रखी थीं। मेरा पारा पुनः चढ़ा- “ये क्या? ये तो हमारी फाइलें ही नहीं हैं।”

उन्होंने मेरे चढ़ते पारे को मौसम का असर माना। निकम्मेलाल जी ने इस असर को कम करने के लिए पंखे का रेग्यूलेटर पाँच नंबर पर कर दिया। पंखा त्रेतायुग में विश्वकर्मा द्वारा लगाया गया था, सो कलियुग में उनका हाय-तौबा फुल स्पीड में होने से फुल पीक पर हो गया।

सो मुझे सुनने के लिए निकम्मेलाल जी को अपना गला फाड़ना पड़ा। बोले- “सर, यह राज भी राजभाषा वाले नहीं जानते हैं! और हमें यकीन है कि आप बताएँगे भी नहीं।”

“मेरा सिर चकरा रहा है।” मैंने कहा।

“शोर है न, सर, इसीलिए। लो पंखा पुनः वहीं कर देता हूँ। चलिए, अब आप द्विभाषी मुहरें देख लीजिए। बल्कि हिंदी जानने वाले दो-चार जमूरे भी एरेंज कर लिए गए हैं, उन्हें

बस मौका-ए-निरीक्षण पर तैनात करते रहना है।”

“भई, यह क्या हो रहा है?” मैं चिल्लाया।

“सर, इफ़ यू डोंट माइंड, फ़िलवक्त मौजूं सवाल यह बनता है कि यह सब कैसे हुआ।” फिर स्वयं ही निकम्मेलाल जी बोले- “खैर, आप सुनिए, सर। यू नो, सर, हमारे दफ़्तर की महरानी विक्टोरिया के वक्त सैंक्शन की गई पचास रुपए की कांटीजेंसी में नामपट्ट, मुहरें, फ़ाइलें और ‘सहयोग’ यानि खातिरदारी संभव नहीं है। अतएव मैं पड़ोस के एक दफ़्तर से यह सब जुटा लाया।”

“पड़ोस के दफ़्तर में कहाँ से आया, पागलों?”

“सर, गुड क्विश्चन। वे अपने किसी पड़ोस के दफ़्तर से लाए थे।”

“और वहाँ से आया?”

“आपकी गहराई में जाने की आदत बहुत क़तिल है, सर। इसी पर तो हम फ़िदा हैं, वरना, मैं पहलवान हूँ। खैर, वस्तुतः उस दफ़्तर में हाल ही में राजभाषा वालों का इंस्पेक्शन हुआ बताते हैं। बदकिस्मती देखें, वहाँ कोई निकम्मेलाल नहीं था, सर। सो, राजभाषा वालों की बड़ी झिड़कियाँ सहीं। वे खातिरदारी के समय चाय पीते, काजू खाते रहे और उन्हें झिड़क-झिड़क कर पूरे खाने को हज़म करते रहे। फलतः हुआ यह कि दल के चले जाने पर उन्होंने फ़ैसला किया कि ओवर टाइम पर स्टाफ़ को बैठाया जाए और स्थाई रूप से ज़रूरी चीजें बना ली जाएँ। बस, उन्होंने वही किया। पड़ोसी दफ़्तर ने हमारे लिए एक दिन के लिए यह सामान दस रूपये के रेंट पर जुटाया है, बड़ा सस्ता है। राजभाषा वालों को काफी संतुष्टि इसी में मिल जाएगी। शेष जो बचेगी, उसे पंद्रह रुपए के किराए पर पकड़कर लाए गए तीन जमूरे पूरी करेंगे। फिर भी कसर रही तो कांटीजेंसी के जो पच्चीस रुपए बचेंगे, उनसे चाय-पानी

का ‘सहयोग’ करेंगे।

...मगर हाँ, सर, हम सब समेत आपको एक कष्ट उठाना पड़ेगा।”

“अब तो वह भी बक दो।”

“पच्चीस रुपए में जो चायपानी होगा, उसमें राजभाषा वालों का ही काम चल जाएगा। हम सबको, लिहाजा, यह झूठ बोलना पड़ेगा कि हम चाय यदि नहीं लेंगे, हमें शुगर है।”

“यह क्या बकवास है?” मैंने प्रशासन प्रभारी जी पर दाँत पीसे।

“सर, गुस्सा न करें। आप की तबीयत खुश हो जाएगी, तनिक आप हिन्दी में अपनी नेम-प्लेट भी अपने कमरे के सामने देख लें।”

मैं दोनों के बीच सैंडविच-सा अपने कमरे के सामने इस कदर लाया गया मानो किसी कोर्ट के मामले में वहाँ पर गवाह की हैसियत से मुझे निशानदेही करनी हो। मैंने दूर से अपनी नेम-प्लेट पढ़ी। वहाँ महेन्द्र सिंह की जगह लिखा था- अनोखे चंद, बंदूक बाबू।

“ये क्या है? क्या है ये?” मैं सचमुच पागल हो गया था।

“सर, यदि समझ लेंगे कि ‘महेन्द्र सिंह’ को हिन्दी में नोखेलाल कहते हैं, तो अनुमान शास्त्र की क़सम, मेरा अनुमान है आपको इस वक्त हो रहे कष्ट को सहने की शक्ति मिलेगी।” निकम्मेलाल जी ने कहा। फिर बोले- “सर, सारी नाम प्लेटें वगैरह बंदूक लाइसेंस बनाने वाले दफ़्तर की हैं, और आपके लिए इससे अधिक सूटेबुल नेम-प्लेट वहाँ उपलब्ध ही नहीं थी.... अब आप मारें या छोड़ें।” कहकर वे चल पड़े- “अच्छा, सर, आज का मेरा काम पूरा, बाकी कल देखूँगा। चलूँ, कल के लिए समोसों का आर्डर देना है। कल हिंदी-प्रगति की जाँच जो है।”

वे चले गए। मैं एकांत में सिर धुनने के लिए अपने कमरे में घुस गया।

IC- RM Framework: an Internal Control Risk Management Framework being adopted by the Government of India

What is risk?

Risk is the uncertainty that surrounds future events, which could adversely affect the ability of an organisation to achieve its objectives and fulfil its mission. Risks could be internal to the organisation (which are within its control), or external risks. Each risk has two aspects – its likelihood or probability of happening, and the extent of the impact and consequences if it happens.

What is risk management?

Risk management refers to the practices and procedures that an organisation adopts to manage significant risks viz. by (a) identifying and assessing risks (b) addressing risks and (c) monitoring risks.

All organisations manage risk continuously, whether they realise it or not – sometimes in a rigorous and systematic manner, and sometimes in an ad hoc, unplanned fashion. At one end of the spectrum, organisations could rely on crisis management to respond to events that have already occurred, on the other end organisations may have pro-active risk management, covering not only their day-to-day operational activities, but also their strategic, long-term directions.

Initially, risk management was associated with handling of natural disasters, disease epidemics etc. Today, it has a much wider meaning and coverage. The private sector needs to manage risks to survive and flourish in a competitive market-driven environment. The public sector needs to manage risks to

ensure that it delivers the services expected / required of it in an economical, efficient, and effective manner.

How does risk management go beyond an internal control framework?

Internal control are controls/procedures to provide reasonable assurance that major organisational objectives are being achieved, by ensuring:

- Effectiveness and efficiency of operations;
- Reliability of financial and operational reporting; and
- Compliance with applicable laws, rules and regulations

However, for an internal control framework in an organisation to be adequate and fully effective, it is necessary to identify and assess significant risks which could adversely affect the achievement of organisational objectives. These risks are then addressed through design and implementation of appropriate and cost-effective internal controls. Such controls could be preventive, detective, or corrective controls.

Has the shift from Internal Control Frameworks to Risk Management Frameworks been internationally recognised?

Many international standard-setting organisations have recognised the need for a shift from an internal control framework to a more comprehensive risk management framework. For example,

- The Committee of Sponsoring Organisations of the Treadway

Commission (COSO) has updated its well-known and recognised “Internal Control – Integrated Framework” with the “Enterprise Risk Management (ERM) – Integrated Framework”.

- The INTOSAI Sub-Committee on Internal Controls has brought out a document entitled “Further Information on Entity Risk Management” to supplement its “Guidelines for Internal Control Standards for the Public Sector”.
- Standards Australia brought out the Australia/ New Zealand Risk Management Standard AS/NZ 4360 in 2004; this has now been superseded by the AS/ NSZ ISO 31000: 2009 Standard.

Risk Management in Government of India

Government of India did not have standards/frameworks for internal control or risk management. The absence of such a framework, which would place clear responsibility on the Executive for the adequacy and effectiveness of internal controls, was felt and the same was intimated to the GOI in 2007 by the erstwhile CAG, Shri VN Kaul. In 2008, after reference from the PMO, the Department of Administrative Reforms and Public Grievances, Ministry of Personnel, Public Grievances (DARPG) took up a project for developing an Internal Control and Risk Management Framework (ICRM) for use by Ministries/Departments while implementing schemes/ programmes.

The study was assigned by DARPG to Ernst and Young Ltd. as consultants;

the project management and oversight committees had representatives from the CAG, as well as from the Ministry of Finance and the Planning Commission. The output of this study was an Internal Control and Risk Management (ICRM) framework. A presentation on the ICRM framework was made by DARPG, in January 2010, to the CAG and views of other departments have been sought in this regard.

Internal Control and Risk Management Framework (ICRM)

How is the ICRM Framework intended to operate?

- The ICRM framework envisages integration with the existing processes for planning and execution of schemes/ programmes as follows
- The process of risk identification and prioritisation is to be



- integrated with the scheme approval process. Further, any additional remarks by the approving authorities at various levels should be reflected in an updated risk assessment note
- Risk treatment and implementation is to be handled in two ways
- Internal controls are to be designed, generally as part of the scheme guidelines, to address the risks identified earlier. These controls and risks should be suitably mapped, through suitable cross-referencing of risks and the provisions/ sections in the scheme guidelines containing the relevant internal control
- In addition to design of controls, in most cases risk treatment will involve constant

monitoring and review of various items of financial and operating information, to ensure that the risks are adequately and effectively addressed during implementation. These elements of information are to be included in the scheme MIS reports of appropriate periodicity (real-time/ monthly/ quarterly/ annual), with appropriate cross-referencing of the risk treatment plan with individual elements in the MIS reports.

- Risk Assurance is provided through audits conducted by the CAG and other auditing departments, and reviews/ evaluations conducted by third-party agencies appointed by the Ministry/ Department.
- Risk Re-assessment is envisaged to be conducted, either suo moto by the Department or through mid-term reviews/ reviews stipulated for extending the scheme beyond its originally defined time period or to the next Plan period.

Even after formal adoption of the ICRM framework by the GoI, the actual implementation of the framework needs to be constantly monitored to ensure that Ministries/ Departments undertake risk management processes not only for new schemes, but also for existing schemes. Further, risk management cannot end with a risk assessment note at the time of scheme approval, but has to involve continuous risk monitoring throughout the life of the scheme. As an important stakeholder in promoting accountability, we have an interest in ensuring successful and effective adoption of the ICRM framework.

Report of the Working Group on Strengthening Internal Audit Mechanism in Government of India

Internal Audit function has evolved internationally and has become an important tool for sound Financial Management in both Private and Public Sector. With increasing emphasis on accountability in sovereign governments, there is an endeavour to ensure that public funds are utilized economically and efficiently for achievement of objectives. This is particularly significant in the light of scarcity of resources faced by the Government which necessitates that resources are channelized in the right direction and serve the intended purpose. Internal Audit can serve as a feedback mechanism to provide the decision makers information regarding functioning of programs and schemes at the ground level.

To be effective, the audit function needs re-alignment to ensure that it is able to deliver the expected results. Internal Audit needs to move from traditional compliance based routine audit to Risk Based Audit in various Ministries/Departments. The emphasis needs to be on systemic improvements and performance rather than just concentrating on procedural issues. A paradigm shift is needed in the way internal audit is approached in Government. The reform should cover all aspects ranging from mandate, organization, conduct of function, resolution of issues, external evaluation of the function etc.

The Second Administrative Reforms Commission in its 14th Report on Strengthening Financial Management Systems and the Task force on Internal Audit constituted by C&AG of India in 2006 made a number of suggestions for strengthening internal audit

mechanism in Government of India. In this background in December 2010 the Government of India constituted a Working Group under the Ministry of Finance **“to study the present system of internal audit in the central government and to make recommendations to strengthen the internal audit mechanism in the various ministries and departments” under the chairmanship of Smt. Vilasini Ramachandran Former Special Secretary DoE, MoF and Shri Siddharth Sharma Director (A)MoF, Shri B B Pandit Addl. Dy C&AG, Shri Wilson Jandrajupalli AG (Audit), Smt. Sonal Singh Jt.CGA, Shri Raju Sharan Jt.CGA, Shri A K Saxena CDA(Internal Audit), Shri Ravi Prabhat ED (Accounts) Railway Board, Smt. Sharon Shefali Gupta Director (Internal Audit), Shri RK Pathak OSD to CMD (Telecom Commission) & Secretary Telecom, Shri Nalin Srivastava Controller Of Accounts as members.** Terms of Reference given to the working group included the following aspects: Laying down internal control standards; Modalities to impart independence to Internal Audit in Government of India; Development of Risk Based Internal Audit Framework; Strengthening the Internal Audit function through Skill Upgradation; Present Status of Internal Audit in India and Roadmap for Modernizing the function; Development of a Generic Internal Audit Manual etc.

The Task Force, after due examination of the Internal Control Framework (ICRM) developed by Ernst & Young, for the Department of Administrative Reforms and Public Grievance

(DARPG), the Central Plan Scheme Monitoring System (CPSMS) implemented by the Controller General of Accounts and the Travel Management Software developed by the CGDA amongst other inputs submitted its reports in 2011 which is under consideration with the Government.

The recommendations of the working group contained in the report are summarized below:

- (i) Ministries and Departments should develop a comprehensive Internal Control-Risk Management framework with risks being evaluated on impact and likelihood of occurrence. Guidelines for internal controls and the ICRM framework developed by Ernst & Young for Department of Administrative Reforms and Public Grievances should be referred to by the Ministries.
- (ii) The mandate for performing internal audit functions in Government of India should be clearly mentioned in the Allocation of Business Rules of Ministry of Finance and of Accounting Organizations in Government of India.
- (iii) Internal Audit function should make transition to Standard based practices in a time bound manner. It is recommended that Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing (International Standards) should be adopted in by the Government of India.

- (iv) To provide an effective oversight mechanism for functioning of the Internal Audit Wings in individual ministries, it is imperative that an Audit Committee is constituted in each Ministry. The Audit Committee should be headed by the Secretary of the Ministry and should include Financial Advisor (Vice Chairman), Chief Audit Executive (Convener/ Member Secretary) and Heads of Program Divisions of the Ministry. Subject matter experts from peer Ministries should also be associated with the Committee.
- (v) The Audit Committee would approved the internal audit charter of the Ministry (prepared in accordance with the model internal audit charter issued by Ministry of Finance), internal audit manual, Annual Audit Plan and also evaluate performance of the Internal Audit Wing.
- (vi) Annual Action Plan should be developed in the context of the IC-RM framework and available audit resources. Individual audit engagements should be carried out with reference to key risks of identified audit units and to evaluate adequacy and effectiveness of controls designed to mitigate these risks.
- (vii) There should be adequate supervision of the audit staff while conducting the audit engagements to ensure delivery of quality in individual audit assignments. Also, there should be an independent assessment of internal audit function of the Ministry by the respective heads of the accounting organizations.
- (viii) The internal audit function should be led by an officer of the organized accounting services with appropriate seniority (HAG/HAG+ level) in bigger Ministries like Defence Railways, Telecom, Posts, HRD, Home, Health Finance, Rural Development, CBDT, CBEC etc. and at SAG level in other ministries/departments.
- (ix) The internal audit function should report administratively to Secretary of the Ministry through the Financial Advisor and functionally to the Audit committee in the Ministry. The internal audit reports should be addressed to Chief Accounting Authority and copies endorsed to Financial Advisor and Head of Audited Unit and other officials/ agencies approved by audit committee.
- (x) Annual Internal Audit Review of Ministry/Department should form part of the Annual Report of the Ministry and resolution of key audit issues should be a parameter in Result Framework Document of each Ministry and should be given adequate weightage.
- (xi) Internal Audit practice should continue to be manned by official of organized accounting services but there should be segregation of duties so that objectivity of internal auditor is ensured at all times. Internal Auditors should enjoy a fixed tenure. Co-sourcing, subject matter & technical expertise must be introduced where relevant.
- (xii) The Internal audit function would normally conduct assurance and consulting engagements as decided by the audit committees. IA may also take up special audit engagements with specified Terms of Reference on the request of executive wing of Ministry. The Audit Committee would be informed about such assignments in the subsequent meetings of the Committee.
- (xiii) A generic internal audit manual has been brought out by adopting a risk based audit approach. The ministries should bring out their detailed internal audit manual by developing appropriate details utilizing the broad guidance provided. The manual should guide the auditors on specific aspects of engagement and should serve as a master document for the internal audit function in the Ministry.
- (xiv) Each Department must have a dedicated Internal Audit Wing staffed by auditors and supervisors (Group A, B & C level officials) in adequate numbers. While working out the strength of the internal audit wing, it is necessary that the assessment of work at hand is done in a realistic and scientific manner.
- (xv) Continuous Professional Development of Internal Auditors should be a priority for the Chief Audit Executive. An annual training calendar should be developed for the officers and staff working in internal audit wings. The auditors should be trained on each dimension of internal audit including the use of CAATs (Computer Assisted Audit Techniques) for carrying out audit engagements in computerized environment.

RESULTS-FRAMEWORK DOCUMENT (RFD)

BACKGROUND

The Prime Minister approved the outline of a “Performance Monitoring and Evaluation System (PMES) for Government Departments” vide PMO I.D. No. 1331721/PMO/2009-Pol dated 11.9.2009. Under PMES, each department is required to prepare a Results-Framework Document (RFD).

A RFD provides a summary of the most important results that a department/ministry expects to achieve during the financial year. This document has two main purposes:

- (a) move the focus of the department from process-orientation to results-orientation, and
- (b) provide an objective and fair basis to evaluate department’s overall performance at the end of the year.

The RFD Guidelines are divided into three broad sections: (I) Format of RFD; (II) Methodology for Evaluation; and (III) RFD Process and Timelines

I. FORMAT OF RESULTS-FRAMEWORK DOCUMENT

RFD is essentially a record of understanding between a Minister representing the people’s mandate, and the Secretary of a Department responsible for implementing this mandate. This document contains not only the agreed objectives, policies,

programs and projects but also success indicators and targets to measure progress in implementing them. To ensure the successful implementation of agreed actions, RFD may also include necessary operational autonomy.

II. EVALUATION METHODOLOGY

At the end of the year, at the achievements of the government department are, compared them with the targets, the composite score is determined.

III. RFD PROCESS AND TIMELINES

A. Beginning of the Year

- At the beginning of each financial year, with the approval of the Minister concerned, each Department will prepare a Results-Framework Document (RFD) consistent with these guidelines.

B. During the Year

- After six months, the Results Framework as well as the achievements of each Ministry/Department against the performance goals laid down at the beginning of the year, will be reviewed by the High Power Committee on Government Performance consisting of the

Cabinet Secretary, Finance Secretary, Expenditure Secretary, Secretary (Planning Commission), Secretary (Performance Management) and, if required, the Secretary of the Department concerned. At this stage, the Results-Framework Documents may have to be reviewed and the goals reset, taking into account the priorities at that point of time. This is to enable to factor in unforeseen circumstances such as drought conditions, natural calamities or epidemics. The report of the High Power Committee on Government Performance will be submitted to the Prime Minister, through the concerned Minister, for further action as deemed necessary.

C. End of the Year

- At the end of the year, all Ministries/Departments will review and prepare a report listing the achievements of their ministry/department against the agreed results in the prescribed format. This report will be expected to be finalized by the 1st of May each year.

[Details available at
www.performance.gov.in]

SENIOR APPOINTMENTS

Sl. No.	Name of the Officer	Current Posting	Posted as
1.	Shri Arvind Kaushal	Additional CGDA	Additional Secretary, Department of Agricultural Research and Education, Ministry of Agriculture
2.	Ms. Shobhana Joshi	Additional FA & Joint Secretary (MOD)	FA(Acquisition), Member (Defence Procurement Board) and Additional Secretary, Ministry of Defence Finance

RECENT ORDERS ISSUED

1.	Bhutan Compensatory Allowance (BCA) for Central and State Government of India deputationists to Bhutan with effect from 01.04.2010 and 01.04.2011. (Ministry of External Affairs letter No. E.IV/235/3/2006 dated 01.05.2012)
2.	Grant of 13% increase in the Bhutan Compensatory Allowance (BCA) for Central and State Government of India deputationists to Bhutan with effect from 01.04.2010 and 01.04.2011. (Ministry of External Affairs letter No. E.IV/235/3/2006 dated 19.08.2012)
3.	Review of three years time limit for making compassionate appointment. (Ministry of Defence letter No. 19(9)/2012/D(Lab) dated 08.08.2012)
4.	ASC Contracts: Fresh provisions. (CGDA letter no. IFA/215 dated 07.09.2012)
5.	Piecemeal Observations and delay in processing financial concurrence cases. (CGDA letter no. IFA/50 dated 14.09.2012)
6.	Modified Assured Career Progression Scheme for the Central Government Civilian Employees -Clarification regarding. (Ministry of Personnel, Public Grievance& Pensions letter No. 35035/3/2008-Estt.(D)(Vol.-II) dated 04.10.2012)
7.	Children Education Allowance/Hostel Subsidy- Clarification. (Ministry of Defence letter No. PC-1(66)/2008/D(Pay/Services) dated 04.10.2012)
8.	Grant of Non-Productivity Linked Bonus (Ad-hoc bonus) to Central Government Employees for the year 2011-12. (Ministry of Finance letter No. 7/24/2007/E III (A) dated 05.10.2012)
9.	Outsourcing of goods and services in Defence Sector. (CGDA letter no. IFA/142 dated 23.10.2012)
10.	Extension of ECHS facilities to Nepal Domiciled Gorkhas (NDG) ESM Pensioner in Nepal. (Ministry of Defence letter No. 22D(48)/2006/US(WE)/D(Res) dated 07.11.2012)
11.	Income-tax deduction from salaries during the financial year 2012 -13 under section 192 of the Income-tax Act, 1961. (CGDA letter no. AN/XIV/14119/I.Tax -IX dated 09.11.2012)
12.	Outsourcing of goods and services in Defence Sector. (CGDA letter no. IFA/142 dated 26.11.2012)

WHAT THEY SAID...

Date	Name & Address	Phone	Comments
11 Oct, 2012	Honble Rajesh Mahto Shri K. Antony		my wife was at the meeting of the DDM branch at Patna for AIC 11/10/12
08 Oct 2012	VINOD RAJ Banspurthi d. Indira bazar		It was a pleasure to associate with the DDM on its annual day. Thanks for inviting me. V.Raj 12/12

Name	Remarks
SHRI SUDHIR KUMAR BERI, IJES DG OF & CHAIRMAN, OFB KOLKATA	It's great to be amongst officers from the P&AS in the chamber of CGDA. We, in OFB, share, together that sense, awareness and energy between the OFB and the CGDA is critically important to our the Indian Armed Forces today. Given his long history with OFB at the taking affairs confidence, all around that OFB, this is a pleasure for the OFB. Recently (Pioneer) has been also in going to be with OFB for next three years or more, is playing a vital role to enhance synergy Very Gd to him as all! 12/12/12

Date	Name & Address	Phone	Comments
18 Dec 2012	Maj Gen Rv Kaur/Kiran		Thank you for a very illuminating discussion. It was a pleasure to interact with the CGDA OFFS.
16 Dec 12	AJM AK Sharma VSM	0717722660	I place on record the collected sentiments to the CGDA for OFB during the seminar on SA and extended the opportunity to participate in the same. The seminar was very productive, positive and was a great venture. It was a pleasure attending the same I thank you for the same as well as the whole staffed industry.
	R Adm Satish Bajaj, AIC MID		Thank you very much for arranging a very cordial basis of meeting with the industry.

Date	Name & Address	Phone	Comments
04 Dec, 2012	Shri Rajendra Singh, Chairman, Tarun Bharat Sangh	094140 06765 0141-2391092	रक्षा लेखापरीक्षण के अन्तर्गत आय का रिपोर्ट के साथ मातृका करना बहुत अच्छा लगता है। मुझे विश्वास है, यह विभाग पाठ्य-पुस्तकें संरक्षण का अच्छा कार्य करेगा इसारे रक्षा मंत्रालय को मजबूत बनायेगा। 12/12/12

SNIPPETS

VIGILANCE AWARENESS WEEK AT PCDA CHANDIGARH

Chandigarh: Vigilance Awareness Week is being observed at Principal Controller of Defence Accounts (Western Command) Chandigarh till 03 Nov 2012. In this connection a pledge taking ceremony was held in the office complex. SS Chadha Assistant Controller, Defence Accounts (ACDA) administered the pledge to the officers and employees in the presence of Narinder Gupta Principal Controller of Defence Accounts Western Command and Dr Shivalli M Chouhan Additional Controller of Defence Accounts cum Vigilance Officer. Similar pledge taking ceremony was held in about more than 100 sub offices .

Sh is PCDA, western command

By Lin Correspondent

Principal Controller of Defence Accounts (Western Command) Chandigarh, SS Chadha has taken over the charge of the principal controller of defence accounts (PCDA), Western Command, Chandigarh, from Narinder Gupta.



Shivalli M Chouhan

He has worked in various capacities in the defence accounts department, particularly in final management of defence receipts and expenditure, accounting, financial advice and payments related to the Indian armed forces.

Prudently over the Vigilance Awareness Week celebrations on the office premises, Sh focused on the need for exhibiting moral values in all spheres of life to eradicate corruption from society. He gave away prizes to the winners of a debate competition on "Corruption: Who is responsible - Individual or System".

अंबाला/चंडीगढ़, नुवम्बर, 31 अक्टूबर 2012

जागरूकता सप्ताह : राहट में मंगलवार को विजिलेंस जागरूकता सप्ताह की शुरुआत हुई। सरकारी विभागों, बैंकों व निजी कार्यालयों में कार्यक्रम का आयोजन किया गया। वेस्टर्न कमांड चंडीगढ़ में विजिलेंस बैंक शुरू हुआ। एसीडीए एसएस चड्डा के नेतृत्व में कर्मचारियों ने भ्रष्टाचार के खिलाफ मिशनर लाडाई लड़ने की शपथ ली। प्रिंसिपल कंट्रोलर ऑफ डिफेंस अकाउंट्स नरिंदर गुप्ता भी मौजूद थे। सेंट्रल बैंक ऑफ इंडिया में विजिलेंस जागरूकता की शुरुआत साबजर्निक खरीद पारदर्शिता विभाग पर कार्यक्रम के साथ हुई। बैंक के सीनियर अधिकारियों को

सतर्कता जागृती सप्ताह

नागपुर- सतर्कता जागृती सप्ताहांगत अनुषंग विभागीय लेखा व वित्त कार्यालयत विविध उद्घम गवयवर्त आते. कमुत्तीय संदर्भत पारदर्शकता आणक्यव्य विषयवर्त अधिक पर देखात आता. सतर्कता उस्सकरव्यन विषय स्यात, वेदर स्यात, घोषणाव्य व कव्य स्यातों घेयवत आल्या. वित्त लेखा विषयक टा. रजिव चवण वंज्य नेतृवत अधिकारी आंण कर्मचारीत गैरव्यवहतर न कल्पनीत शय्य देखात आली. देखात मज्जत कार्यात असेत तर गैरव्यवहतर समुद्र-नष्ट काव्य लागत, असे इ. रजिव चवण देखात. लोक वसुधैतुवत पारदर्शकता वा विषयवर्त चयावहतां घेयवत आते. त्यात वंसूपू, भंडारा, वरणगण, भुसवळ आंण नागपुर अणुषंग विभागीय कार्यालयत 20 जगनीत भाग घेतले. कार्यक्रमचे उद्घाटन अणुषंग इन्फोक ली. के. वार्मिक वंज्य हाते शेत. यानतर डॉ. रामीव चवण, अंनित कोकरे, वरुन ली एस. श्रीवमलत यचे प्राणण झले. यवेळ विविध सपेते सभयां व्दलंत्यनत प्राणणकरणे घांरत कायवत आते.

Ordnance Factory celebrates Vigilance Awareness Week

Staff Reporter

VIGILANCE Awareness Week 2012 was celebrated with great pomp show, grandeur and enthusiasm in the office of The Controller of Finance & Accounts, Accounts Office, Ordnance Factory, Ambajhari.

During the week-long celebrations, various Official Programmes were organised during the week viz essay contest, poster competition, slogan and poetry competition, one day in-house seminar/ training on Transparency in Public Procurement at Conference Hall of Ordnance Factory Ambajhari etc.

All the Group A and Group B Officers and Staff took a pledge under the Stewardship of Dr Rajeev Chavan, IDAS, Controller of Finance and Accounts, Ambajhari Group of Factories.

A K Prabhakar, IOFS, General Manager, O F Ambajhari N M Kalanec, IOFS, General Manager, Ordnance Factory, Bhandara, S C Bajpai, IOFS, General Manager Ordnance Factory, Chanda, S K Nafri, IOFS General Manager Ordnance Factory Bhusavall nominated the names of various participants for the course from their respective factories.

Dr Rajeev Chavan, V K Wasanik, IOFS, Addl General Manager Ordnance Factory Chanda, Anil Kumar Kokate, IDAS, Joint Controller of Finance & Accounts (Fys) Ordnance Factory Chanda, R S Zha, IOFS, Additional General Manager Ordnance Factory Ambajhari delivered the lectures.

महानगर



NADP में सतर्कता जागरूकता सप्ताह

निज संवादाता नागपुर- राष्ट्रीय रक्षा उत्पादन संस्थान (एनएडीपी) अंबाजरी में सतर्कता जागरूकता सप्ताह मनाया गया. समापन समारोह में बल्लर मुख् अलिथ वित्त एवं लेखा नियंत्रक रजिव चवण उपस्थित थे. उन्होंने कहा कि सरकार द्वारा दिये आदेशों व अनुदेशों से ई-निविदाएं और ई-भुगतान जैसी प्रक्रियाओं को लागू कर सरकार खरीद में पारदर्शिता लाई जा सकती है. सभी अधिकारियों और कर्मचारियों को

समय पर उचित कार्रवाई करें

कार्यक्रम के अध्यक्ष अरर प्रधान निदेशक अर.के. अश्वाल ने परिवेक्षाधीन अधिकारियों से कहा कि वे समय पर उचित कार्रवाई करें और सत्य व निष्ठा से सेवाएं प्रदान करें. अतिथियों का स्वागत प्रधान निदेशक सुरजीत दास ने किया तथा गणुधत, प्रधानमंत्री तथा मुख्य सचिवता आयोग अधिकारी के संदेशों का पठ किया. सार्वजनिक खरीद प्रणाली में पारदर्शिता विषय पर निष्ठा लिखने वाले विज्ञाताओं को प्रशस्त किया गया. आभार सहायक कार्य प्रबंधक डा. उद्योत सुखजी ने किया. बड़ी संख्या में अधिकारी उपस्थित थे.

रक्षा खर्च पर पैनी नज़र

फौज संवाददाता

रक्षा मंत्री ए के एंटनी की अपने मंत्रालय की तिजौरी और उससे होने वाले खर्च पर पैनी नज़र है। खर्च में पारदर्शिता के मूलमंत्र के साथ वह यह सुनिश्चित करना चाहते हैं कि पाई-पाई का पुख्ता हिसाब रखा जाए। बीते महीने उन्होंने रक्षा बजट के खर्च का ब्यौरा लेने के लिए समीक्षा बैठक बुलाई थी। इससे पहले उन्होंने रक्षा लेखा विभाग के वार्षिक समारोह में हिस्सा लिया और खातों की जांच करने वाले अधिकारियों के साथ गहन मंत्रणा की। उन्होंने रक्षा लेखा अधिकारियों से कहा कि वे यह सुनिश्चित करें कि जनता के धन का इस्तेमाल तय मकसदों के लिए हो। उन्होंने निर्णय लेने में तेजी लाने की वकालत की लेकिन कहा कि इसके लिए नियमों और प्रक्रियाओं की अनदेखी नहीं की जा सकती। अपने सप्ते हुए अंदाज में रक्षा मंत्री ने लेखा विभाग से कहा कि सभी कार्यों में व्यक्तिगत और सामूहिक स्तर पर उच्च स्तर का पेशेवर रुख अख्तियार करने की जरूरत है।

रक्षा लेखा विभाग भारत सरकार के सबसे पुराने विभागों में से एक है और देशभर में 231 स्थानों पर इसके एक हजार से ज्यादा कार्यालय हैं। एक अक्टूबर को जब इस संगठन ने अपना स्थापना दिवस मनाया तो भारत के नियंत्रक एवं महालेखा परीक्षक विनोद राय के अलावा तीनों सेनाओं के शीर्ष अधिकारी, रक्षा लेखा विभाग के वित्तीय सलाहकार और रक्षा संपदा महानिदेशालय के आला अफसर भी आए हुए थे।

रक्षा लेखा विभाग सूचना टेक्नोलॉजी के भरपूर इस्तेमाल के लिए जाना जाता है। विभाग ने ऑटोमेशन की दिशा में कई कदम उठाए हैं। दो नए आईटी प्रोजेक्ट हाल ही में शुरू किए गए हैं। इनमें एक पेंशन के बारे में है और दूसरा फील्ड कार्यालयों के कार्यों को स्वचालित बनाने से जुड़ा है। रक्षा लेखा कार्यों में उत्कृष्टता लाने के लिए विभाग हर साल उत्कृष्टता पुरस्कार दे रहा है। इस साल रेलवे वारंट और रिकार्ड प्रबंधन के लिए कोलकाता की प्रिंसिपल कंट्रोलर एकाउंट्स की टीम, प्रोजेक्ट भवन के लिए गुवाहाटी की रक्षा लेखा कंट्रोलर टीम और प्रोजेक्ट विश्वाक के लिए लखनऊ की प्रिंसिपल कंट्रोलर डिफेंस एकाउंट्स की टीम ने ये पुरस्कार जीते।

वित्तीय सलाहकार, रक्षा सेवा एवं कंट्रोलर जनरल ऑफ डिफेंस एकाउंट्स श्रीमती प्रीति मोहंती ने रक्षा मंत्री को भरोसा दिलाया कि लेखा विभाग सेवा के उच्च मानकों का पालन करेगा।



Vigilance Awareness Week observed at Ordnance Factory

Business Bureau

VIGILANCE Awareness Week 2012 was celebrated in the office of The Controller of Finance & Accounts, Accounts Office, Ordnance Factory, Ambajhari recently. During the week-long celebrations, various official programmes were organised like Essay Competition, Poster Competition, Slogan and Poetry Competition, in-house Seminar / Training on Transparency in Public Procurement at Conference Hall of Ordnance Factory, Ambajhari.

To begin with, Group A and Group B officers and staff took a pledge under the stewardship of Dr Rajeev Chavan, IDAS, Controller of Finance and Accounts, Ambajhari Group of Factories, Accounts Office, Ordnance Factory, Ambajhari.



Dr Rajeev Chavan delivering lecture at the programme.

Next day, slogan and poetry competitions were conducted on the topic 'Bhrashtachar Mukd Rashtara'. This evoked a widespread response and a lot of enthusiasm was shown by the participants. A Group level Essay and Poster competition was organised for the Officers / Staff of all the Ordnance Factory coming under the ambit of Ambajhari. An

interactive session and seminar / training on 'Transparency in Public Procurement' was organised in which officers and staff from the Ordnance Factory Ambajhari, Chanda, Bhandara, Varangan, Bhusavall and also officers from Branch Accounts Office coming under the ambit of Ambajhari Group of Ordnance Factories attended the seminar.

A valedictory function of Vigilance Awareness Week 2012 was organised in the Auditorium, Ordnance Factory, Ambajhari. Prizes were distributed to winners at the hands of the Chief Guest, P P Pathak, Assistant Accounts Officer / Controllers Secretariat conducted proceedings. Present were Y R Patil, Sr Accounts Officer Incharge Ambajhari V D Suryawanshi, Sr Auditor and others.



***The First Citizen of the Nation alongwith IDAS Probationers
Also seen : Shri Arvind Kaushal, IDAS, Addl. CGDA & Shri Navneet Verma, IDAS, Jt. CGDA (Training)***