### OFFICE OF THE CONTROLLER GENERAL OF DEFENCE ACCOUNTS CENTRE FOR TRAINING AND DEVELOPMENT (CENTRAD)

OPPOSITE ARMY BASE HOSPITAL, BRAR SQUARE, DELHI CANTT. - 10 Ph: 011-25694268, 25692457 Fax: 011-25682151 Website: www.cgda.nic.in

No. TD/3150/Services/DFMC/2016

Date: 30.03.2016

To

**Directorate General Financial Planning** IHQ of MoD (Army) GS Branch, Room No. 432 A, Sena Bhawan. New Delhi - 110011.

Subject:

DFMC Schedule for 2016-17.

Reference: Your Directorate letter No. 10004/Trg/DFMC-Comd/FP-4 dated

10.02.2016.

After revision of the schedule for Defence Financial Management Courses and availability of suitable faculty for the courses, the finalised list of courses for Command HQrs. of Indian Army to be organised in 2016-17 is as under:

SI. No.	Venue	Command	Conducting Organisation	Remarks
1.	Bengaluru	SC	RTC Bengaluru	
2.	Pune	SC	NADFM Pune	
3.	Kolkata	EC	RTC Kolkata	
4.	Guwahati	EC	CDA Guwahati	
5.	Meerut	WC	RTC Meerut	
6.	Chandigarh	WC	PCDA (WC) Chandigarh	
7.	Udhampur	NC	HQ Northern Command	PCDA (NC) will coordinate the programme with HQ NC.
8.	Srinagar	NC	15 Corps	PCDA (NC) will coordinate the programme with HQ NC.
9.	Lucknow	CC	RTC Lucknow	
10.	Jaipur	SWC	HQ SWC	PCDA (SWC) will coordinate the programme with HQ SWC.

2. In addition, one Service HQ level course for Indian Army is scheduled to be held at CENTRAD, Brar Square during 09 May 2016 to 11 May 2016. Suitable officers for the courses may please be nominated and informed by 20 April 2016. Each course at Service HQ level and Command HQ level will have 25 participants from the Services and 5 participants from IDAS officers.

- 3. Dates of the DFMC may be decided mutually by the respective RTCs/CsDA/PCsDA and the Command HQrs. The dates may be intimated to the CENTRAD by 22 April 2016.
- 4. A standardised schedule for the three day course for Service HQ level and five days course for Command HQ level is annexed.

(Sangeet) Dy. CGDA (HRD)

#### Copy to:

 PCDA (NC)/PCDA (WC)/ : For information and necessary action. PCDA(SWC)/ CDA Guwahati

2. NADFM/ Regional Training : For information and necessary action.

Centres
3. Sr. ACGDA (AN) : For necessary arrangements at

4. Sr. ACGDA (IT) CENTRAD.

For uploading on the website.

(Sangeet) Dy. CGDA (HRD)

## Defence Financial Management Course (Army) revised syllabus (For the officers of HQrs level for three Days)

Sl. No.	Topic	No. of Sessions	Faculty
1.	Role & Responsibilities of	01	DAD
	MOD/Services and DAD in management		
	of Defence Finance		
	Overview of defence financial		
	management – planning, budgeting,		
	delegation of powers, procurement		
	system and its accounting and		
	audit		
	Role of Ministry/Services/DAD at		
	each of these stages	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	
0		0.1	1 110
2.	Overview of (Army), Budget &	01	Army HQrs
	Budgetary Process		
	Structure of Army Budget		
	<ul> <li>Heads of Expenditure</li> </ul>		
	<ul> <li>Allocation of budget to Command</li> </ul>		
.,3	HQs and below		
	<ul> <li>Monitoring of budget at various</li> </ul>		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
	levels		
	• Review/Reappropriation of		
	allocation		
3.	The concept of delegation and its	01	DAD
	importance in management of financial		
	resources- including DFPDS 2015		
	<ul> <li>Constitutional provisions</li> </ul>		
	Role of Ministry of Finance		
	Evolution of delegation of powers by		
	MoF to Ministries / Departments		
	• Evolution of delegation within MoD		
	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		1 1 1 1 2 2 3
A.	Macro issues in DFPDS 2015	0.1	DAD
4.	Overview of Revenue procurement	01	DAD
	/DPM		ALEKSAN AND STREET
	• Framework for revenue		
	procurement by Ministry/Services		A STATE OF THE PARTY OF THE PAR
	HQs/ Command HQs and below		
9	<ul> <li>Perspective on DPM 2009</li> </ul>		The Indiana Street
5,	Defence Procurement Issues including	01	'DAD
	preparation of RFI, RFP and contract		
	documents		
	Stages in procurement process -	N	
	AoN, RFP, PNC, expenditure angle	× ·	
	sanction	7	

-	each of these stages		
	Discussion on case studies		
5.			
).	Post contract Management with respect	01	DAD
	to Revenue & Capital Procurement.		
	• Issues in post contract		사 보는 그는 하는 사람이 생각
	management		
	Safeguards to be ensured		
	• Cases		
	Essence of Internal Audit & effective	01	DAD
	management in the context of	01	DAD
Α.	oversight mechanism.		
	<ul> <li>Structure for internal audit its</li> </ul>		
	role and scope		
	How distinct from external		
	oversight mechanism		
			1.4
,	Changing paradigm of internal audit		
			1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
	• Cases		
	Towards Dynamic Interface: DAD and	01.	DAD
	Services:		
	<ul> <li>Role and responsibilities of CDA</li> </ul>		S 47 75.00
	Role and responsibilities of IFA	100	
	Overview of Defence acquisition	01	Army HQrs
	Planning, Preparing and Processing of	,01	Titilly TiQIS
	Modernization Proposals of (Army) with		
	(Past case studies)		
	<ul> <li>Defence Acquisition Framework</li> </ul>		lead the second
	<ul> <li>Delegation of powers</li> </ul>		
	• Role of		
	DAC/DPB/SCAPCHC/SCSPCC	F-50 F-50	- 17 A 3 C 3 C 3 C 3 C 3 C 3 C 3 C 3 C 3 C 3
0.	Handling Foreign payments - operating	01	SBI/PCDA
	LCs & DBT		
	<ul> <li>Modes of payment against Foreign</li> </ul>		1 3 1
	and high value domestic contracts		
	Modalities of LC and DBT		[2] V 1, *
1	Safeguards	0.1	0.00
1.	Management of Customs, Excise and Service Tax in Defence Contracts	01	Officer from NACEN
	Framework of Indirect Taxation		
	<ul> <li>Incidence of these taxes in defence</li> </ul>		
	contracts		
	Contracts		
2.	E- imitiatives :	01	DAD
i ii	• e- procurement		
	• e-concurrence		
	e-ticketing, e- audit & e-payment		. W W
	Total Sessions	12	

## DEFENCE FINANCIAL MANAGEMENT COURSE (Army) (FOR THE OFFICERS POSTED AT COMMD LEVEL) 5 days

S1. No.	Proposed Topics	No. of Sessions	Faculty
1.	Overview of Defence Financial  Management System:  Planning process.  Role of each Stakeholder in Budgeting / Monitoring.	01	DAD
	<ul> <li>Process of budgeting.</li> <li>Delegation of Powers.</li> <li>Procurement Systems</li> <li>Payment/Accounting system</li> <li>Audit</li> </ul>		
2	Budgetary framework in GoI and	01	DAD
	Ministry of Defence & Defence  Budget  Role of Ministry of Finance		
	<ul> <li>Interface between MoF and MoD</li> <li>Role of MoD &amp; Services HQs</li> </ul>	1	
	Basic accounting and budgetary structure		
3.	Overview of defence budget  Budget Management in the Army.	01	FP Dte
5.	Role of FP Dte and below  Structure of Army Budget  Heads of Expenditure		
	<ul> <li>Allocation of budget to Commnd HQs and below</li> </ul>		
	Monitoring of budget at various levels    Decomposition of the content of th		
	<ul> <li>Review/Reappropriation of allocation</li> </ul>	100	
4.	Concept of Delegation and its importance in management of financial services. DFPDS-2015	01	DAD
	<ul><li>Constitutional provisions</li><li>Role of Ministry of Finance</li></ul>		
	<ul> <li>Evolution of delegation of powers by MoF to Ministries</li> <li>/Departments</li> <li>Evolution of delegation within MoD</li> </ul>		
	<ul> <li>Macro issues in DFPDS 2015</li> </ul>	1 1 1 1 1	

5.	Overview of Revenue procurement system/DPM Manual	01	DAD
	Framework for revenue     procurement by		
	Ministry/Services HQs/ Command HQs and below		
	<ul> <li>Perspective on DPM 2009</li> </ul>		
6.	Stages of procurement, Pre-Post contract Management and case studies  Stages in procurement process – AoN, RFP, PNC, expenditure	01	DAD
	<ul> <li>angle sanction</li> <li>Basic checks to be exercised at each of these stages</li> <li>Discussion on case studies</li> </ul>		
7.	-do-	01	-do-
8.	Service specific Financial Powers/ procurement/Unit Misc. Grants Army Commander special powers.	01	FP Dte
	Security equipments/ MOLTI/MOTIMS/IT  • Purpose of various miscellaneous		
	grants  Peculiarities/issues in procurement under these grants/powers.  Case studies		
9:	E-procurement (Army)	01	Service Faculty
J.	<ul> <li>E-procurement framework under the Ministry of Finance instructions</li> <li>Implementation issues in the process</li> <li>Experience sharing</li> </ul>		
10	Procurement through rate contracts.	01	DAD
10.	Circumstances for rate procurement     Procurement through DGS&D     Central procurement RCs		
11.	Sanction, execution and management of civil works. Revenue/Capital/OP works(Army Sp)  Overview of the Defence Works Procedure Role of the Service HQs and formations below	01	MES
	Challenges in works     management		

12.	Management of Public and	01	FP Dte
1	Regimental Funds (Army sp)		
	<ul> <li>Instructions for maintenance of</li> </ul>		
	these funds		
161	<ul> <li>System of checks and</li> </ul>		
	responsibility of the officer		
	incharge		
	Learnings from instances of		
	incorrect maintenance of		
4, 4	accounts		
13. H	Financial management in AOC	01	340 400 0
	contract/indents of OFB Financial	01	MG AOC, Comd
100	nanagement at various stages of	4,000	
I	provisioning/ procurement.		
	Provisioning reviews		
-	• Powers of procurement at		
	various levels		
	<ul> <li>Case discussion</li> </ul>		
	<ul> <li>Contract monitoring</li> </ul>	1114	
14.	Various stages of provisioning,	01	MG ASC, Comd
IF	procurement, transportation,		
r	eceipts, issue & consumption of dry		
a	and wet rations through agencies of		
Æ	APO & ASC and Civil Hired Transport		CONTRACTOR OF THE D
	und management		
- "	• Introduction to		
14	orders/instructions		
	• Role of APO and Command HOs		
	and formations below		
	Issues in ASC procurement		
17.7	Case discussion		
15. E	H THE STATE OF THE		
	Dynamic Interface between IFA-Service-CDA		DAD .
1	DAS NO. 20 DESC. BENEVA DICE. 18 DE 18	44.15	
	Role of the IFA/Service/CDA	01	
=	Existing structures for interface		
	Way ahead	4.57	
16. E	ssence of Internal Audit & Effective	.01	DAD
II	nanagement in the context of		
. 0	versight mechanism		
	<ul> <li>Structure for internal audit its</li> </ul>		
	role and scope		The second of th
	<ul> <li>How distinct from external</li> </ul>	. 33	
	oversight mechanism	1.0	그 마다 하는 데 환경을
	Changing paradigm of internal	100	
	audit	- F	
	Case Studies		
7. A	udit of Stores & Accounts at Unit	01	Offr nominated ex- Comd
20	evel (Army Sp)	01	Om nominated ex- Comd
TG		100	
	<ul> <li>Procedure for maintenance of</li> </ul>		

	store and cash accounts by the . Units/formations Common lapses and learnings		
18.	Leveraging IT for transparent effective Defence Finance management.  • E- ticketing • E-Audit/Concurrence • E-payment	01	DAD
19.	Procurement by specialist organization - Training/Hospitals/EME Workshops.  Peculiarities of procurement by these organizations Types of procurement Overview of the procurement powers Cases	01	Offr nominated ex-Comd
20.	Open house/ Valediction	01	- 140 - 150 H
	Total	20	

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No.

TD/3150/Services/DFMC/2016

Date: 30.03.2016

To

Principal Director (Financial Planning) **Directorate of Financial Plannning** IHQ of MoD (Air Force) Vayu Bhawan, New Delhi - 110106.

Subject:

DFMC Schedule for 2016-17.

Reference: Your Directorate letter No. Air HQ/95384/489/CC (P&A)/Fin P/DRB

dated 16.02.2016.

After revision of the schedule for Defence Financial Management Courses and availability of suitable faculty for the courses, the finalised list of courses for Command HQrs. of Indian Air Force to be organised in 2016-17 is as under:

SI. No.	Venue	Command	Conducting Organisation	Remarks
1.	Bengaluru	TC	RTC Bengaluru	
2.	Gandhinagar	SWAC	HQ SWAC	NADFM Pune will coordinate the programme with HQ SWAC.
3.	Shillong	EAC	HQ EAC	RTC Kolkata will coordinate the programme with HQ EAC.
4.	Nagpur	MC	HQ MC	NADFM Pune will coordinate the programme with HQ MC.
5.	Allahabad	CAC	HQ CAC	RTC Lucknow will coordinate the programme with HQ CAC.

In addition, one Service HQ level course for Indian Air Force is scheduled 2. to be held at CENTRAD, Brar Square during 13 July 2016 to 15 July 2016. Suitable officers for the courses may please be nominated and informed by 30 June 2016. Each course at Service HQ level and Command HQ level will have 25 participants from the Services and 5 participants from IDAS officers.

- 3. Dates of the DFMC may be decided mutually by the respective RTCs/CsDA/PCsDA and the Command HQrs. The dates may be intimated to the CENTRAD by 22 April 2016.
- 4. A standardised schedule for the three day course for Service HQ level and three days course for Command HQ level is annexed.

(Sangeet) Dy. CGDA (HRD)

#### Copy to:

NADFM/Regional Training Centres

: For information and necessary

action.

2. Sr. ACGDA (AN)

: For necessary arrangements at

CENTRAD.

3. Sr. ACGDA (IT)

: For uploading on the website.

(Sangeet) Dy. CGDA (HRD)

# Defence Financial Management Course (Air Force) Revised Syllabus (For the Officers of HQrs level three days)

Sl. No.	Topic	No. of Sessions	Faculty
1.	Role & Responsibilities of	01	DAD
	MOD/Services and DAD in management		
	of Defence Finance	377	
	Overview of defence financial		
	management – planning, budgeting,	1.1	
20	delegation of powers, procurement	100	A P
	system and its accounting and		
	audit	- 1	
	• Role of Ministry/Services/DAD at		
2.	each of these stages  Overview of (Air Force), Budget &	01	Air HQrs
£1.	Budgetary Process	01	All HQIS
	Structure of Air Force Budget		
	Heads of Expenditure		3.4
		3.	
	Allocation of budget to Command     HQs and below		
	Monitoring of budget at various		
	levels		
	A Section of Page 1997 and 199		
	Review/Reappropriation of allocation	1	The state of the s
0		3.01	DAD
3.	The concept of delegation and its	01	DAD
	importance in management of financial		The few or the state of the sta
	resources- including DFPDS 2015		
-	Constitutional provisions	136	1980 18 198
	<ul> <li>Role of Ministry of Finance</li> </ul>	13/11/4	
	Evolution of delegation of powers by		
	MoF to Ministries / Departments	300	
	<ul> <li>Evolution of delegation within MoD</li> </ul>	382	
	Macro issues in DFPDS 2015		
4.	Overview of Revenue procurement	-01	DAD
	/DPM	78.4	DAD
	• Framework for revenue	-137	
1,000	procurement by Ministry/Services	190	
	HQs/ Command HQs and below	1 47 17	
Water and the same	Perspective on DPM 2009		45 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
5.	Defence Procurement Issues including	01	DAD
	preparation of RFI, RFP and contract		1 × 1 × 1 × 1 × 1
	documents		
	Stages in procurement process -		
	AoN, RFP, PNC, expenditure angle	75	
	sanction		
	<ul> <li>Basic checks to be exercised at</li> </ul>	12	

	each of these stages		THE CAMP AND
	Discussion on case studies	56, 50	
6.	Post contract Management with respect to Revenue & Capital Procurement.	- 01	DAD
	• Issues in post contract	alas T	
	management		
	<ul> <li>Safeguards to be ensured</li> </ul>		
	Cases		
7.	Essence of Internal Audit & effective management in the context of oversight mechanism.	01	DAD
	Structure for internal audit its role and scope		
	How distinct from external		
2	oversight mechanism		
	<ul> <li>Changing paradigm of internal audit</li> </ul>		
	• Cases		- 7.1.a. 'S. 1882
3.	Towards Dynamic Interface: DAD and Services:	O 1-	DAD
	<ul> <li>Role and responsibilities of CDA</li> <li>Role and responsibilities of IFA</li> </ul>		
).	Overview of Defence acquisition Planning, Preparing and Processing of Modernization Proposals of (Air Force) with (Past case studies)  • Defence Acquisition Framework	01	Air HQrs
	Delegation of powers		
	Role of     DAC/DPB/SCAPCHC/SCSPCC		
0.	Handling Foreign payments - operating LCs & DBT	01	SBI/PCDA
	<ul> <li>Modes of payment against Foreign and high value domestic contracts</li> <li>Modalities of LC and DBT</li> <li>Safeguards</li> </ul>		
1.	E- initiatives :	01	DAD
	e- procurement		
	• e-concurrence	2	120 TO BE 1888
	e-ticketing, e- audit & e-payment		
2.	Costing and Management Accounting	01	Air HQrs
	<ul> <li>Techniques of costing</li> </ul>	Marile 6	
	Practical application in defence procurements		

S1. No.	Topic -	No. of Sessions	Faculty
1.	Role & Responsibilities of MOD/Services and DAD in management of Defence Finance  Overview of defence financial management – planning, budgeting, delegation of powers, procurement system and its accounting and audit Role of Ministry/Services/DAD at each of these stages	01	DAD
2.	Overview of (Air Force), Budget & Budgetary Process  Structure of Air Force Budget  Heads of Expenditure  Allocation of budget to Command HQs and below  Monitoring of budget at various levels  Review/Reappropriation of allocation	01	Air HQrs
3.	The concept of delegation and its importance in management of financial resources- including DFPDS 2015	01	DAD
4.	Overview of Revenue procurement /DPM  Framework for revenue procurement by Ministry/Services HQs/ Command HQs and below Perspective on DPM 2009	01	DAD
5.	Defence Procurement Issues including preparation of RFI, RFP and contract documents  • Stages in procurement process – AoN, RFP, PNC, expenditure angle sanction  • Basic checks to be exercised at each of these stages	01	DAD

	<ul> <li>Discussion on case studies</li> </ul>			
	Post contract Management with respect	01	DAD	
	to Revenue & Capital Procurement.	1 12-1		
	<ul> <li>Issues in post contract</li> </ul>			
	management		11.	
	<ul> <li>Safeguards to be ensured</li> </ul>			
	• Cases	1000	1799	
	Essence of Internal Audit & effective	01	DAD	
	management in the context of		DILL	
	oversight mechanism.	10.5		
	<ul> <li>Structure for internal audit its</li> </ul>	4		
	role and scope			
-	<ul> <li>How distinct from external</li> </ul>	Gaz" J	1.0	
	oversight mechanism			
	<ul> <li>Changing paradigm of internal</li> </ul>			
	audit		1.6	
	Cases			
	Towards Dynamic Interface: DAD and	0.1	DAD	7 - 7 - 7 - 7 - 7
	Services:	.01	DAD	× Fig. 14
	Role and responsibilities of CDA	4		
	<ul> <li>Role and responsibilities of IFA</li> </ul>	A STATE OF THE STA	1811	
	Overview of Defence acquisition	01		Air HQrs
	Planning, Preparing and Processing of		125	m ngis
-	Modernization Proposals of (Air Force)			
	with (Past case studies)		11/2	
	<ul> <li>Defence Acquisition Framework</li> </ul>			
	<ul> <li>Delegation of powers</li> </ul>		F 100 1	
	Role of		blui. I	
	DAC/DPB/SCAPCHC/SCSPCC			
	Handling Foreign payments - operating LCs & DBT	01	1-31	SBI/PCDA
	<ul> <li>Modes of payment against Foreign</li> </ul>			
	and high value domestic contracts		Street	
	Modalities of LC and DBT		15.81	
	Safeguards			
	E- initiatives :	01 .	DAD	
	e- procurement	O.I.		
5	• e-concurrence		14.43	
	e-ticketing, e- audit & e-payment		SWIF	
	Audit of Stores & Accounts at Unit level	01		Service Officer
	(Air Force Sp)	4.50		
80	Procedure for maintenance of store			
	and cash accounts by the		57	
	Units/formations	1344	1.7	
	Common lapses and learnings			1 1 1 1 1 1 1 1 1
-	Total Sessions	1.0		1 12 TO 18 18 18 18 18 18 18 18 18 18 18 18 18
	Total Dessions	12	To the last	20-100

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No.

TD/3150/Services/DFMC/2016

Date: 30.03.2016

To

Principal Director (Naval Planning)
Directorate of Naval Planning
IHQ of MoD (Navy)
Sena Bhawan,
New Delhi – 110011.

Subject:

DFMC Schedule for 2016-17.

Reference: Your Directorate letter No. PL/3109/DFMC dated 23.02.2016.

After revision of the schedule for Defence Financial Management Courses and availability of suitable faculty for the courses, the finalised list of courses for Command HQrs. of Indian Navy to be organised in 2016-17 is as under:

SI. No.	Venue	Command	Conducting Organisation	Remarks
1.	Mumbai	WNC	HQ WNC	PCDA (Navy) will coordinate the programme with HQ WNC.
2.	Vizag	ENC	HQ ENC	AO (Navy) Vizag will coordinate the programme with HQ ENC.
3.	Kochi	SNC	HQ SNC	RTC Bengaluru will coordinate the programme with HQ SNC.

2. In addition, one Service HQ level course for Indian Navy is scheduled to be held at CENTRAD, Brar Square during 25 May 2016 to 27 May 2016. Suitable officers for the courses may please be nominated and informed by 05 May 2016. Each course at Service HQ level and Command HQ level will have 25 participants from the Services and 5 participants from IDAS officers.

- 3. Dates of the DFMC may be decided mutually by the respective RTCs/CsDA/PCsDA and the Command HQrs. The dates may be intimated to the CENTRAD by 22 April 2016.
- 4. A standardised schedule for the three day course for Service HQ level and three days course for Command HQ level is annexed.

(Sangeet) Dy. CGDA (HRD)

### Copy to:

PCDA (Navy) Mumbai
 For information and necessary action.
 RTC Bangalore
 For information and necessary action.

3. AO (Navy) Vizag : For information and necessary action.

4. Sr. ACGDA (AN) : For necessary arrangements at CENTRAD.

Sr. ACGDA (IT)For uploading on the website.

(Sangeet) Dy. CGDA (HRD)

# Defence Financial Management Course (Navy) Revised Syllabus (For the Officers of HQrs level three days)

Sl. No.	Topic	No. of Sessions	Faculty
1.	Role & Responsibilities of MOD/Services and DAD in management of Defence Finance	01	DAD
	<ul> <li>Overview of defence financial management – planning, budgeting, delegation of powers, procurement system and its accounting and audit</li> </ul>		
	<ul> <li>Role of Ministry/Services/DAD at each of these stages</li> </ul>		
2.	Overview of (Navy), Budget & Budgetary	01	Naval HQrs
	Process		
	<ul><li>Structure of Air Force Budget</li><li>Heads of Expenditure</li></ul>		
	<ul> <li>Allocation of budget to Command</li> </ul>		
	HQs and below		
	<ul> <li>Monitoring of budget at various levels</li> </ul>		
	Review/Reappropriation of allocation		
3.	The concept of delegation and its	01	DAD
	importance in management of financial resources- including DFPDS 2015		
	<ul><li>Constitutional provisions</li><li>Role of Ministry of Finance</li></ul>		
14	<ul> <li>Evolution of delegation of powers by MoF to Ministries / Departments</li> </ul>		
	<ul> <li>Evolution of delegation within MoD</li> <li>Macro issues in DFPDS 2015</li> </ul>		
4.	Overview of Revenue procurement	01	DAD
	/DPM		
	• Framework for revenue		
	procurement by Ministry/Services		
	HQs/ Command HQs and below		
	<ul> <li>Perspective on DPM 2009</li> </ul>		
5.	Defence Procurement Issues including	0.1	DAD
	preparation of RFI, RFP and contract documents		
12	Stages in procurement process –     AoN, RFP, PNC, expenditure angle sanction		
	Basic checks to be exercised at each of these stages		

	Discussion on case studies		97 986
).	Post contract Management with respect	01	DAD
	to Revenue & Capital Procurement.	44	
	<ul> <li>Issues in post contract</li> </ul>		
	management *		
	Safeguards to be ensured		
	• Cases		
		1277	
	Essence of Internal Audit & effective	01	DAD
	management in the context of oversight mechanism.		
	Structure for internal audit its role		
	The state of the s	1.00	
	and scope		
	How distinct from external		
	oversight mechanism		The state of the s
	<ul> <li>Changing paradigm of internal</li> </ul>		
	audit		
	, • Cases		
3.	Towards Dynamic Interface: DAD and	01	DAD
	Services:	1700	
	<ul> <li>Role and responsibilities of CDA</li> </ul>		
	Role and responsibilities of IFA		
),	Overview of Defence acquisition	01	Naval HQrs
	Planning, Preparing and Processing of	O1	Navai HQIS
	Modernization Proposals of (Navy) with		
	(Past case studies)		
	Defence Acquisition Framework		
	Delegation of powers		
	Role of		
	DAC/DPB/SCAPCHC/SCSPCC		
0.	Handling Foreign payments - operating	01	SBI/ PCDA, New Delhi.
	LCs & DBT		
	<ul> <li>Modes of payment against Foreign</li> </ul>		
	and high value domestic contracts		
	<ul> <li>Modalities of LC and DBT</li> </ul>		
	Safeguards		
1.	Management of Customs, Excise and	01	Officer from NACEN
	Service Tax in Defence Contracts		
	<ul> <li>Framework of Indirect Taxation</li> </ul>		[14] [2] [2] [2] [3] [4] [4] [4] [4] [4] [4] [4] [4] [4] [4
	<ul> <li>Incidence of these taxes in defence</li> </ul>		
	contracts	7 Miles	
2.	E- initiatives :	01	DAD
	• e- procurement		
	• e-concurrence		
	e-ticketing, e- audit & e-payment	175	427
	Total Sessions	12	1 C 7 C

### Defence Financial Management Course (Navy) Revised Syllabus (For the Officers at Command level three days)

Sl. No.	Topic	No. of Sessions	Faculty
1.	Role & Responsibilities of	01	DAD
	MOD/Services and DAD in management		[27] A. She 1238
	of Defence Finance	1.5	
	Overview of defence financial		
	management – planning, budgeting,		
	delegation of powers, procurement		단하다 사람 사용 사용
	system and its accounting and	- JUL 19	The state of the state
	audit	4,000	Production of the second
	• Role of Ministry/Services/DAD at		
	each of these stages		
2.	Overview of (Navy), Budget & Budgetary	01	Naval HQrs
	Process		T. E. E. S. T. 1915 -
	Structure of Air Force Budget		12. D. E
		100	
	<ul> <li>Heads of Expenditure</li> </ul>	100	
	<ul> <li>Allocation of budget to Command</li> </ul>	13-11	
	HQs and below		
	<ul> <li>Monitoring of budget at various</li> </ul>	1 1000	AND DESCRIPTION OF THE PROPERTY OF THE PROPERT
	levels	2	THE PARTY OF THE P
	<ul> <li>Review/Reappropriation of</li> </ul>	371.6	The same of the same of
	allocation		
0	(F100 - F01 - F0 - F0 - F0 - F0 - F0 - F0	01	DAD
2	The concept of delegation and its	01	DAD
	importance in management of financial	2.90%	
	resources-including DFPDS 2015		
	<ul> <li>Constitutional provisions</li> </ul>	1	
	<ul> <li>Role of Ministry of Finance</li> </ul>	0.4.399	
	<ul> <li>Evolution of delegation of powers by</li> </ul>	V. 62.7	
	MoF to Ministries / Departments	- 255	
		- 354	
	Evolution of delegation within MoD	1	[설문 경우 등이 10 - 10 Head
	Macro issues in DFPDS 2015	F	
4	Overview of Revenue procurement	01	DAD
	/DPM		
	• Framework for revenue		
	procurement by Ministry/Services	1 1 1 1 1 1	
141	HQs/ Command HQs and below		
	The state of the s	5 575	그 전 이 그 경우 선생님
-	Perspective on DPM 2009	0.1	DAD
5	Defence Procurement Issues including	01	DAD
	preparation of RFI, RFP and contract		
	documents .	- 1 b at	The state of the s
	• Stages in procurement process -		
	AoN, RFP, PNC, expenditure angle	74974	The state of the s
	sanction	W. Je	
	Basic checks to be exercised at	1,52	
	each of these stages		

	<ul> <li>Discussion on case studies</li> </ul>		Parties Co. P. Co. P. Co. P. Co.
6	Post contract Management with respect to Revenue & Capital Procurement.	01	DAD *
	• Issues in post contract	1.8.	
	management		
	Safeguards to be ensured	1000	
7	• Cases	1 × 1 1 1 1	
7	Essence of Internal Audit & effective management in the context of	01	DAD
	management in the context of oversight mechanism.		물이 많이 많아 아이는 나는데 되었다.
	<ul> <li>Structure for internal audit its</li> </ul>	1.00	h-1 - 24 1891
	role and scope		기가 하기 없는 그 그 중에 작용하
	<ul> <li>How distinct from external</li> </ul>	1995	
	oversight mechanism		
	<ul> <li>Changing paradigm of internal</li> </ul>	100	ができた。 42 Min と 1869
	audit -	44.5	
	• Cases		
8.	Towards Dynamic Interface: DAD and Services:	01	DAD
	Role and responsibilities of CDA	100	
	<ul> <li>Role and responsibilities of CDA</li> <li>Role and responsibilities of IFA</li> </ul>		
).	Overview of Defence acquisition	0.1	NT 1'm
5.50	Planning, Preparing and Processing of	01	Naval Directorate
	Modernization Proposals of (Navy) with		
	(Past case studies)		
	Defence Acquisition Framework     Defence Acquisition Framework		
	<ul><li>Delegation of powers</li><li>Role of</li></ul>		
	DAC/DPB/SCAPCHC/SCSPCC		
0.	Management of Public and Regimental	01	Naval Directorate
	Funds (Army sp)		1886 F * 1886 F * 1986
	<ul> <li>Instructions for maintenance of</li> </ul>		
	these funds		
	<ul> <li>System of checks and responsibility</li> </ul>		
	of the officer incharge	The same	
	• Learnings from instances of		
1	incorrect maintenance of accounts	4	
1.	Audit of Stores & Accounts at Unit level	01	DAD
	(Navy Sp)  • Procedure for maintenance of store		
	and cash accounts by the		
	Units/formations		
	Common lapses and learnings		E
2.	E- initiatives :	01	DAD
5)	• e- procurement	01	DAD
	• e-concurrence		[전 전 ] · · · · · · · · · · · · · · · · ·
	e-ticketing, e- audit & e-payment		
	Total Sessions	12	