

सुबोध | एनएमडीसी सतर्कता पत्रिका
NMDC vigilance magazine

SUBODH



एनएमडीसी



NMDC

भ्रष्टाचार मुक्त भारत-विकसित भारत

Corruption-free India for a developed Nation

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MESSAGE

NMDC has established itself as one of the leading mining companies with great fundamental values such as honesty, integrity and transparency. Through its activities, NMDC has made conscious decisions to play a key role in promoting the vision of a corrupt-free organisation, ethical practices and the maintenance of a high level of integrity.

The effectiveness of the internal machinery of an organisation depends on the ethical standards of the officers in the organisation. I wholeheartedly believe that an organisation must create a climate where preventative measures override punitive ones. To keep a check and balance on maintaining accountability, the Vigilance Department at NMDC maintains the smooth running of that machinery to mitigate various risks.

The Vigilance Department has been proactive in bringing out various measures to improve consistency in decision-making and facilitate transparency. Over the years, the department has consolidated guidelines issued by the Central Vigilance Commission on vigilance matters, releasing a first of its kind NMDC Vigilance Manual for its employees. This year, the department has come up with a new initiative to publish a quarterly magazine 'SUBODH' to create awareness on vigilance.

I congratulate the Vigilance Department for their initiative to publish 'SUBODH' and I am confident that our employees will do their part in upholding our company values. I also encourage all the employees to contribute their ideas, thoughts and experiences to foster the lasting culture of good governance in our company.



Sumit Deb

Chairman-cum-Managing Director



MESSAGE

The country that we live in and which is nurturing our lives, is the legacy of the people who dreamed and toiled to make happen a utopia of equitable governance along with an ethical value system. We have traversed on this path for 75 years and the soul of India @ 75 has transcended across generations, preserving, thriving and committing to the ideals that are woven in the fabric of India.

As a leading public sector organization, our Company story reflects how India values growth that is sustainable and equitable in a framework of transparency and accountability. Our robust system of checks and balances and ingrained vigilance of employees and stakeholders has insulated NMDC's from the menace of corruption.

In the past decade, NMDC has embraced digitalization and this has enabled an in-built vigilance in our work culture. We are harvesting the fruits of enhanced efficiency from this transparent and accountable way of conducting business every day. Decision-making is ever more informed, consistent and vigilant. As a corporate, have institutionalized our commitment to integrity, while delivering the best ever physical and financial performances. As we continue to shoulder the great responsibility towards the development of this company and the country, we must continue to ensure intolerance towards any practice that undermines it.

I congratulate the Vigilance Department for their proactive initiatives in this direction and for the release of NMDC's Vigilance Magazine - Subodh.

A stylized handwritten signature in black ink.

Amitava Mukherjee
Director (Finance)



MESSAGE

Our nation observes the Vigilance Awareness Week in honour of the Bismarck of India - Sardar Vallabhbhai Patel. His integrity and honesty in public office is worthy of imitation by every public servant in the country. NMDC has grown from strength to strength as a responsible organization, confirming the merits of transparency and accountability in a business. The linchpin of NMDC's good governance practices is our vigilant workforce, a workforce that stands for a corruption free India.

As we envision becoming ambassadors of integrity in public administration, we must encourage our stakeholders to adopt zero-tolerance towards unethical practices and raise awareness on preventive vigilance measures. I am glad to note that NMDC is contributing to the Vigilance Awareness Week 2022 with the book, Subodh. Information is power, and our effort to inform people about their rights and duties towards nation building is commendable. I congratulate our Vigilance Department for this Subodh.

A stylized, handwritten signature in black ink.

Somnath Nandi
Director (Technical)



MESSAGE

Vigilance is a part of an organisation's risk-management system and is as significant as contributing to nation building. As Miners to the Nation, and India's largest producers of iron ore, it becomes our responsibility to maintain efficient and ethical operations on a magnitude of such scale.

To accomplish this, we must adhere to all the guidelines provided by the Vigilance Department at NMDC and keep an eye on possible breaches by consistently staying vigilant. The responsibility to build the nation comes with security and our contribution to its integrity must come with full transparency in all our dealings with our stakeholders, customers, and investors.

As the scale of the company continues to grow, NMDC will strive to carry out its duties and follow all regulations laid out by the Vigilance Commission to maintain ethical practices. I convey my sincere regards to the Vigilance Team for their efforts in creating a safe environment and workplace for all of us and for the nation and congratulate them for publishing their quarterly magazine, 'SUBODH'.

A handwritten signature in black ink, appearing to read 'D.K. Mohanty'.

D.K. Mohanty
Director (Production)



MESSAGE

It is an honour for me to be a part of NMDC's Vigilance Team as the Chief Vigilance Officer. As we inaugurate Vigilance Week 2022 with great enthusiasm, I am also pleased to announce that the Vigilance Department has taken the initiative to publish a Quarterly magazine 'SUBODH' to enhance transparency and accountability among the employees. In these pages, we strive to stress on the importance of the monitoring system and the prevalence of the noteworthy practices in our organisation.

The Vigilance Department at NMDC strives to create an atmosphere where honesty has full freedom, fear is absent and corruption has no room to hide. There is a growing need to make structural changes to how we interact with the public and our stakeholders. In this regard, the department is gearing up to work for systemic reforms such as simplification of rules, limitation of discretion and leveraging of IT and Technology. I am confident that these reforms and changes will enable all employees to carry out their tasks efficiently and vigilantly.

On this note, I wish everyone a great Vigilance Awareness Week and request all employees to uphold our company's fundamental values of honesty, integrity and transparency by staying vigilant.

A handwritten signature in dark ink, appearing to read 'B. Vishwanath', with a long horizontal line extending to the right.

B. Vishwanath, IRSS
Chief Vigilance Officer

EASTERN & WESTERN STYLE OF TREATMENT



Dr Arvind Pandey

The vedic concept of health is based on ancient eastern philosophy, which deals with health, not merely on physical ground but also has mental, social, spiritual and environmental aspects. Vedic medicine has western technology with eastern philosophy. Health is not merely the absence of disease but a state of physical, mental, social, spiritual and environmental well-being. Western Science deals with more of physical health. Mental health is mainly dealt with by psychiatrists. Spiritual health finds no place in Western Science. Eastern Sciences (Ayurveda, yoga and vedic medicine) adopt a holistic approach, they cover all aspects of health but due to lack of latest technologies and advancements is neglected. While making a choice between the western and eastern systems of medicine, the appropriate answer would be a combination of the two (Eastern + Western). According to the Vedic Medicine Concept, mind and body are spiritually one.

Every disease for practical purposes can be traced to an emotional imbalance. Emotions like fear and anxiety are associated with high blood pressure; Anger and Jealousy with heart attack and paralysis. Greed and possessiveness with obesity, Diabetes and heart failures. We are what your deep rooted desires are. This is the classical teachings of the ancient Upanishads. The human body is not only a fine physical structure but also a thinking organism. Each and every cell in the body is a thinking cell. They are concentrated in the heart, stomach, kidney, colon and bronchial tubes. According to Vedic Medicine, the mind is not confined to the brain but is present in each and every cell of the body. Many of these cells are

even more reliable thinkers than the brain. For example, people say that they have a gut feeling; In such situations the gut makes the same chemicals, which the brain makes when it thinks. Every thought is metabolized into known neuropeptides. Each and every experience creates neuropeptides required by the body at that particular time.

Unlike the eternal pharmacy, the inner pharmacy produces the drug in the right dosage, so that the question of side effects does not arise. The human body is the largest pharmaceutical industry in the world and has the capacity to produce each and every drug, provided the right thoughts imitate production of the right neuropeptides. The very fact that the body has a receptor for each and every drug means that it also has the capacity to produce similar neuropeptides.

The human mind is a field of information and knowledge which is not confined to the brain but present everywhere at the same time. A disease occurs when we do not live according to our inner intelligence known as the DHARMA. Living with the law of nature and understanding these laws can help to prevent most of the diseases. Our inherited expectation that the body must wear out all the time, coupled with deep belief and thinking that we are fated to suffer, grow old and die creates the biological phenomenon called aging but the fact is that 90% of the atoms of the body are exchanged with the new ones in a year's time. Today, the western world is geared for advances in the treatment of acute illnesses which are surely life-saving but when it comes to chronic illnesses, they do not have much to offer, rather are detrimental. The Western model has been framed on the concept of understanding the mechanism of disease while the Eastern model is based on the philosophy of understanding the origin of the disease. The mechanism of the disease deals with identifying the organisms or an outside influence. Understanding the origin of disease deals with eating patterns, breathing, digestion, metabolism, thoughts, feeling, emotions, memories, sleep and other relational aspects of a human being.

Ayurveda, is a science but with a difference. The word Ayurveda is the combination of two Sanskrit words meaning life and knowledge while dealing with addiction the western models for example will ask the patient to quit smoking. On the other hand, the eastern approach deals with the origin of addiction at the level of the mind itself and motivates the circumstances by which the patient would himself give up his addiction. We are not human beings who have occasional spiritual experiences. **We are spiritual beings with occasional human experiences.** This is the gist of the eastern model. Coronary artery disease (CAD), paralysis, high blood pressure, diabetics, Insomnia, cancer, acid peptic disease, infertility etc. are lifestyle disorders. To a larger extent these can be not just controlled but also prevented by changing the lifestyle, the body – mind – soul, three dimensional approach to health. One dimensional approach lifestyle disease i.e Body are nothing but manifestations of the mind. By combining the eastern philosophy with the western technologies and advancements, one can prevent diseases, control the ongoing biological process, regress the damage done, curtail the dose of various medicines and even avoid using these medicines in future. The inward journey from the disturbed state of consciousness to the undisturbed state of consciousness is what is called meditation. It has been scientifically proven that people who meditate have lower blood pressure, lower risk of acquiring lifestyle disorders and can regress existing diseases. According to eastern philosophy, the human body can be defined as made up of three components. The physical body consists of food and pranic layers, the subtle layer consisting of mind, intellect and ego and the causal body consisting of soul, consciousness or the spirit. Yoga is nothing but the union of the physical body with the causal body which can only be achieved by controlling the subtle body. The software of actions, memories and desires basically governs the subtle body. Any action leads to

memory and these memories when egocentric create desires. Desires, if fulfilled lead to action and if not fulfilled, they lead to anger. Anger leads to loss of intellect, which in turn leads to bodily destruction. The vicious cycle of action, memories and desires can keep the mind in a turbulent state and not allow an individual to be in touch with his own consciousness.

Various Yogic techniques including pranayama are the process of controlling the thoughts in the mind so as to achieve the silent state and once the silent state is achieved one can with the use of this acquire anything in life. The first basic principle of yogic meditations involves acquiring efficiency in any action performed and being consciously aware of the present. The conscious awareness leads one away from the miseries of the past and anxieties of the future. Practicing conscious awareness of each and every action is the first step in acquiring spiritual health. Breathing awareness, eating awareness, thinking awareness etc. are all practical ways of doing the same thing. Repression and suppression of the thoughts are the fundamental cause of diseases. Persistence of negativity in the mind is what is responsible for most of the disorders. The body – mind – soul way of handling high blood pressure is to use the Ayurvedic body type as the basis for governing the internal healing. The concept of vata (movement), pitta (metabolism) and kapha (structure) help to decide about the proper lifestyle for any individual. Balancing the three doshas help in regression and control of the disease. Yoga and naturopathy practice allows a shift from sympathetic to parasympathetic mode of attitude or personality.

**You must be the change
you wish to see in the world**

- Mahatma Gandhi

LANGUAGE DEATH AND LANGUAGE PRESERVATION

Dr. Rajinder Kaur

D.litt., Manager (Official Language)

Head Office

Introduction:

Our edification growth is associated with language. Language is a wonderful source of rich expression, a means of communication of thoughts and feelings. Only mankind has the gift of speech as a beautiful ornament or a significant tool. Languages develop gradually and simultaneously with the growth of any human race. Around the world various languages, dialects and sub dialects construct an informative network. Knowledge of any period (place, lifestyle, rituals, taboos, culture, ethics, ethos, logo, logograph, location, accent) dies automatically when a language passes down. It is commonly **accepted** by linguists that the majority of the languages spoken now will disappear eventually. Over the past several years number of books **had been written** on this sad phenomenon. The erosion of language is known as language death. When any language dies one aspect of knowledge also dies.

A Linguist, like an economist, cannot give advice to be economical in the field of language usages because every language mainly depends on its speaker, practice, simplification, accent, style, popularity, population, medium of education, interaction with other languages, environment, changing lifestyle, permanent migration so on. All the above aspects play a vital role to evolve any language. **Every** Language **itself has** such a type of **capacity** that it **could expand** its vocabulary, popularity when it is regularly and frequently used by its speakers, linguist and scholars.

Generally we justify ourselves that every beginning will see the end but we don't want to correlate this fact with any language. Every language has a deep rooted background and a complicated

developing process. When any language dies no new language **replaces** it immediately in a miraculous way.

Language dies when it is neglected by new generation, users, readers. This notable stage can be avoided by the efforts of linguists, researchers, scholars, litterateur, teachers. Our heritage and culture are very precious to us. It is necessary to provide sufficient preventional aid and preventive measures towards fainting languages. It is our responsibility to mitigate drastic reasons behind the dropping languages.

Globalisation also create such type of situation that several languages are under threat or disappearing altogether. When languages fade, the world's rich tapestry of culture diversifies. Precious traditional values, unique modes of thinking and expressions are also lost. In this regard it is necessary to take action to promote multilingualism. We have to encourage the development of language policies which can protect or can create opportunity for the appropriate use of languages in a given community. Through Languages policy, measures can be implemented to each speakers community to use its mother tongue and beside this to learn additional languages. It should be encouraged to learn and use their languages.

Language Preservation-

Language Preservation is the effort to prevent language from becoming unknown. A language is at risk when no longer is taught to the younger generation. Language is an important part of any society. People are ignorant of the importance of the native languages, when they promote foreign languages as a means of communication. It is nothing wrong if people use a foreign language to express themselves. But our native languages also will be affected.

Importance of preservation :

When any language dies, the knowledge to understand the culture also dies. Future generations lose a necessary vital part of the culture.

Every language has its own unique history, records, old documents which may be an informative clue for Archaeology or any important data, or background of any word and its meaning and word transformed from other languages etc. Every language provides information about how it formed and its first **users**, which word is original or which is adopted from other languages. Thus to acquire knowledge and ability to understand any culture it is necessary to preserve the language. By this practice native languages go extinct because of non usage. It is common practice that some families used to speak with their children in foreign languages. This attitude creates difficulty for children. They can't pay attention towards their own language. Subsequently that language could lose its status. People should know that our language is our lifestyle .

The opinion of **Edgar Lee** (in the Ancient Life of Mexico) that **'there is no master key to the inner life of a people, but language unlocks a vast treasure house'** is significant in this context.

Reasons for Languages extinction:

There are different factors that can make a language in danger of becoming extinct. When a language is no longer being taught to the children of the community or when older members of a particular language die, then automatically due to lack of language speakers the language may die very soon. Lack of Job opportunities, people especially youth migrate and settle at another place. To earn it is necessary to learn a particular language of that particular place. In this competitive age, adaptation of any popular language has become common and necessary too. Sometimes it becomes a status symbol while living in another society. When any other language-speaking people migrate they really want to mix-up with their new existence. For this purpose they may hide their original identity and adapt other language and then automatically other culture too. Another reason is that when people are forced to use specific language due to political reasons and so on. Families from lower class also encourage to their

children to speak that particular language which is spoken by high class. Many languages has no script. Some are written in other languages script. Without script often languages become limited and totally dependent on their speaker only. Oral language could not survive more because their speakers automatically like to shift any another language to read to learn to gain more knowledge .

Measure to preserve a language:

There are many ways to preserve a language ;

- **To encourage the younger generation** to speak their own language. As they grow they will teach their children and this way language will survive for long. As the Future of any country depends on the young generation in the same way languages also somehow depend on youth. It is true that youth is impressed easily or **they are** attracted to any other **popular** culture or language. Hence encouragement is must for younger generation to use their own local languages.
- **To conduct awareness camps-** Awareness camps can be organised by linguistic ,social workers scholar and research students. Through this people can be convinced about their own language importance. It can be taught by linguistic social workers that our local languages are a treasure of our heritage and culture. These languages also contain anomalous knowledge and are sufficient to guide them.
- **Through documentation** - Manual or through Software, records can be kept for long time . History and origin of their language can be shown to people that **how** language ancient as well as precious too. written documents can provide information about all issues, environmental problems and other concern matters.

Technology can also be used to preserve languages. Techniques used in recording oral history can be used to preserve spoken

languages. India is an ancient country. Our archaeologist find ancient scripts, manual and other details which is written on stone, wood, leaf and paper. Which are still readable and are kept safely for next generations' olden days the lack of preservation technique though it may be very difficult for those people. Today we are not helpless, the number of techniques we have innovated, and the many methods we have to protect our precious things.

- **Providing defence of preserving small languages** - providing facilities to learn or write the language. To conduct primary education in their mother tongue. Sometimes in our society small group of language speakers generally easily influenced by other speakers or can allure by other dominating languages practice. Through sympathy, to provide economic aid, by religion exchanging, etc. these all weak areas require protection from the dominating political parties. Linguistic social workers and scholars through proper guidance.
- **Providing script** to approximately every language. **Due to** Lack of script speakers start shifting to another languages.

We all are aware that India is a multilingual nation. Every language, each dialect is unique by having its own body and soul. Languages are not only back bone of the society but also soul of the society.

A war based on Satyagraha
is always of two kinds.
One is the war we wage against
injustice and the other we fight
against our own weaknesses

- Sardar Vallabhbhai Patel

VIGILANCE AWARENESS - FOR TACKLING CORRUPTION AND DEFICIT IN GOVERNANCE

K Parvathi Srinivas

Asst Manager (Sectt)
Engineering Deptt., HO

CORRUPTION, in turn, can prevent good governance principles and structures from being put in place, or enforced. Violations of the principles of transparency, accountability and rule of law appear to be most closely associated with corruption.

GOVERNANCE is the system by which entities are directed and controlled. It is concerned with structure and processes for decision making, accountability, control and behaviour at the top of an entity.

The fundamental reasons, organisations should adopt good governance practises include:

- To preserve and strengthen stakeholder confidence - nothing distracts an organisation more than having to deal with a disgruntled stakeholder group caused by a lack of confidence in the governing body.
- On the positive side, a supportive stakeholder base can generate benefits for the organisation through social and emotional support, intangible but very valuable attributes that all organisations should strive to achieve and sustain.
- To provide the foundation for a high-performing organisation - the achievement of goals and sustainable success requires input and support from all levels of an organisation.
- Achievement of the best performance and results possible, within existing capacity and capability, should be an organisation's ongoing goal. Good governance should support management and staff to be "the best they can be".

- To ensure the organisation is well placed to respond to a changing external environment - business today operates in an environment of constant change.
- Technology has created an information age that has transformed our world, and for business to both survive and remain profitable to enable it to fulfil its mission and achieve its vision, a system has to be in place to assist an organisation to identify changes in both the external environment and emerging trends.
- The process of understanding our changing world does not happen by chance, it requires leadership, commitment and resources from the governing body to establish and maintain such a system within the organisation.
- Change generally does not happen "over-night", it is there for all to see if they have in place a system for looking. Governing bodies, as the ultimate leaders of an organisation, should take prime responsibility for this activity.
- Governance encompasses the processes by which organisations are directed, controlled and held to account. It includes the authority, accountability, leadership, direction and control exercised in an organisation.

OBJECTIVE OF PSUs

To achieve planned targets /output with optimum utilisation of available resources.

- Resources- 3 M's-Men, Materials, Money
- 3P's-Productivity, Profit, Planned Growth
- Mismanagement of contracts- results in leakage of revenue and affects image and productivity/profitability

EFFECTS OF CORRUPTION

Corruption affects everybody. Its effects are four-fold: Political; Economic; Social and Environmental

- **POLITICAL** - In a democratic system, offices and institutions lose their legitimacy, when misused for private advantage.
- **ECONOMIC** - Economically corruption leads to depletion of national value.
- **SOCIAL** - It also damages the social fabric of society. People lose faith in the political system and its leadership.
- **ENVIRONMENTAL** - Environmental degradation is another effect of a corrupt system.

ERADICATION OF CORRUPTION: 5 KEY INGREDIENTS

End impunity

Effective law enforcement is essential to ensure the corrupt are punished and break the cycle of impunity, or freedom from punishment or loss.

Reform public administration and finance management

Reforms focusing on improving financial management and strengthening the role of auditing agencies have in many countries achieved greater impact than public sector reforms on curbing corruption.

Promote transparency and access to information

Countries successful at curbing corruption have a long tradition of government openness, freedom of the press, transparency and access to information. Access to information increases the responsiveness of government bodies, while simultaneously having a positive effect on the levels of public participation in a country.

Empower citizens

Strengthening citizens' demand for anti-corruption and empowering them to hold the government accountable is a sustainable approach that helps to build mutual trust between citizens and government.

Close international loopholes

Without access to the international financial system, corrupt public officials throughout the world would not be able to launder and hide the proceeds of looted state assets. Major financial centres urgently need to put in place ways to stop their banks and cooperating offshore financial centres from absorbing illicit flows of money.

PREVENTIVE MEASURES IN THE ORGANISATION

- Proper manual
- Uniform procedure throughout organization
- Dedicated organization i.e. manned by professionals of fixed tenures so that accountability can be fixed
- Transparent & open system
- Smoother & faster decision
- Training Needs
- Rotation of sensitive posts
- Extensive use of IT-E-procurement

"Success is a Journey, not a Destination, It requires constant Effort, Vigilance and Re-evaluation"

CONCLUSION

The Government of India is committed to "Zero Tolerance against Corruption" and has taken several measures to combat corruption

and improve probity and accountability of Government institutions. The steps taken by the Central Government, inter alia, include:

- Disbursement of welfare benefits directly to the citizens under various schemes of the Government in a transparent manner through the Direct Benefit Transfer initiative.
- Implementation of E-tendering in public procurements. Introduction of e-Governance and simplification of procedure and systems and Government procurement through the Government e-Marketplace (GeM).
- An online "Probity Portal" operationalised since 2017 under which various Ministries/Departments, autonomous organizations and public sector banks etc. enter information regarding review under FR 56(j), cases for sanction for prosecution, implementation of rotational transfer policy and disciplinary proceedings etc.
- The All India Services (Disciplinary and Appeal) Rules and Central Civil Services (Classification, Control and Appeal) Rules have been amended to provide strict timelines in the procedure related to disciplinary proceedings.
- The Prevention of Corruption Act, 1988 has been amended on 26.07.2018 to bring a paradigm shift in tackling corruption in as much as clearly criminalizing the act of giving bribe, checking big ticket corruption by creating a vicarious liability in respect of senior management of commercial organizations where the act of giving of bribe is with their consent or connivance.
- The institution of Lokpal has been operationalised by appointment of a Chairperson and eight Members, including four judicial Members. Lokpal is statutorily mandated to directly receive and independently process complaints as regards alleged offences against public servants under the Prevention of Corruption Act, 1988.

The Ministry of Personnel, Public Grievances and Pensions has taken several measures to help people to ensure access to relevant information. These, inter alia, include:

- Enactment of Right to Information (RTI) Act, 2005 to set out a practical regime of right of information for citizens to secure access to information under the control of Public Authorities.
- Launching of a web portal namely RTI online with URL www.rtionline.gov.in for all Central Ministries/ Departments/ CPSUs for making it convenient for citizens to file RTI requests and first appeals online.
- Providing funds to various State Governments for establishing a helpline in order to facilitate obtaining of the information by the RTI applicants. Funds are also provided each year to various State Administrative Training Institutes (ATIs) by the Government to generate awareness among the citizens through measures like Distance learning programmes and Online.

Hence, Greatness can be achieved when good governance principles and practices are applied throughout the whole organisation and that's why governance is important.

"Eternal Vigilance is the Price of Liberty"

Preventive vigilance is of utmost importance to promote transparency and integrity in Organization which is an important step towards "Atmanirbhar Bharat".

**The policy of being too cautious
is the greatest risk of all**

- Pandit Jawaharlal Nehru

BOWL ASSEMBLY FOR TERTIARY CRUSHER OF MINING COMPANY

CASE STUDY

This is a case of Procurement proposed by the User at Screening Plant of a Mining Company who intended for Procurement of one Bowl assembly for their Symons make 7 feet Super Heavy Duty Standard Tertiary Cone Crusher on STE, Proprietary basis from the OEM, M/s ABC at an estimated value of Rs. 215.29 lakhs, which is based on the budgetary offer of the OEM, M/s ABC. The User has provided a Proprietary Certificate with justification, approved by the Head of the Project.

The Project User has proposed the Procurement on a Proprietary basis as the indented item is critical, and no Technical details or Drawings are available for exploring other possible / prospective sources. Any mismatch in the indented item can harm its mating items, resulting in huge consequential monetary loss and stoppage of the Production chain.

However, an effort was made by the Mining Company to explore an alternate reputed source; M/s XYZ delivered a Technical presentation at the Mining Company and submitted a reference of various such supplies, Satisfactory Performance Certificate from the User. Accordingly, the Mining Company has issued LTE to the OEM, M/s ABC and XYZ, to explore an alternate source for critical Crusher spares.

After 7 extensions, 2 offers were received from those to whom LTE was issued. After opening the Price-bids, it was observed that M/s XYZ is lowest at a landed cost of Rs. 95.44 lakhs against the estimated value of Rs. 215.29 lakhs, which is based on the budgetary offer of the OEM, M/s ABC.

The item was ordered on M/s XYZ, supplied, installed and delivered Satisfactory Performance. The Mining Company has hence saved Rs. (215.29-95.44=) 119.85 lakhs, 55.67% on the OEM pricing.

It is hence opined to explore alternate Reputed Sources for De-Proprietarization and get Competitive offers, wherever feasible.

"Take up one idea. Make that one idea your life - think of it, dream of it, and live on that idea. Let the brain, muscles, nerves, every part of your body, be full of that idea, and just leave every other idea alone. This is the way to success.

- Swami Vivekananda

If you want to shine like a sun,
first burn like a sun

- A.P.J. Abdul Kalam

THE ARBITRATION AND CONCILIATION ACT, 1996

Subhendu Karanjai

DGM (Mech.), NISP

Courts are unable to bear the entire burden of justice system and a number of disputes can be resolved by arbitration, mediation and negotiation; 'The Arbitration and Conciliation Act, 1996' aids disputants take advantage of ADR (alternative dispute resolution) which has procedural flexibility, and saves time and money vis-à-vis conventional trial. The Act is based on UN Model Law so as to make the Act accord with the law adopted by UNCITRAL (United Nations Commission on International Trade Law). The legislative intent is to minimize the supervisory role of courts; and to refer to the statement of objects and reasons accompanying the bill and its preamble for understanding the background, the antecedent state of affairs and surrounding circumstances, and the evil sought to be remedied.

The definition clauses are generally of three types, (1) those using the word "means" in defining a word or expression, (2) those employing the word "includes", i.e. definition of a concept or of inclusion, and (3) those using the word means, but does not include, i.e. a definition of concept and of exclusion. When a statute says that a word shall "mean" – not merely that it shall "include" – certain things, 'the definition is a hard-and-fast definition, and no other meaning can be assigned to the expression than is put down in the definition. However, where a definition consists of two separate parts which specify what the expression means and also what it includes, it is obviously meant to be exhaustive.

Both expressions mean the same – (1) 'unless the context otherwise requires' and (2) 'unless there is anything repugnant in the subject or context'. When a word has been defined, prima facie that definition governs wherever that word is used; but where the

context makes the definition inapplicable, the defined word when used may have to be given a different meaning; all the definitions (of words) are therefore normally enacted subject to the above two usual qualifications. Even in absence of express qualification to that effect, such qualifications are always implied.

EXAMPLE

S 2(2) of 1996 Act: This Part shall apply where the place of arbitration is in India. **Provided that subject to an agreement to the contrary, the provisions of sections 9, 27 and 37(1)(a) & (3) shall also apply to international commercial arbitration, even if the place of arbitration is outside India, and an arbitral award made or to be made in such place is enforceable and recognized under the provisions of Part II of this Act.

S-9 (Interim measures, etc. by Court); S-27 (Court assistance in taking evidence); S-37 (Appealable orders). The effect of this declaration (**), as held by SC, is that where the contract of an Indian Co. with a Foreign Co. containing an arbitration clause specified New York to be the place of arbitration, a petition before the SC or his designate for appointment of an arbitrator was not maintainable.

One individual may die for an idea,
but that idea will, after his death,
incarnate itself in a thousand lives

- Subhas Chandra Bose

QUANTUM GIS (QGIS): AN INTRODUCTION TO QGIS AS AN ALTERNATIVE FREE, OPEN-SOURCE GIS SOFTWARE

ZEESHAN AHMAD

Asst. Manager(GEOLOGY)
RP Dept.



Geographic Information System (GIS) software can be very costly, causing many to stop using advanced mapping and spatial analysis. Professional licensed GIS software often comes at a very high price to users. ArcGIS, a GIS software developed by ESRI™, is an industry standard in the professional world. While ArcGIS is a highly capable GIS Software, its high license cost (up to \$14,000) upsets many users. Quantum GIS, on the other hand, offers an Open-Source option for spatial visualization and analysis which is entirely free of cost. The objectives of this article are to introduce readers to QGIS as an alternative free, Open-Source GIS software without any financial burden.

Open-Source software is a type of computer software that is released under an open free for all General Public License (GPL), the source code is also available free of cost to all the users.

QGIS is an Open-Source Geographic Information System. QGIS known as Quantum GIS was first developed as a project SourceForge in 2002 to provide cross-platform free application for data viewing, editing and analysis of spatial data. It allows users to create maps with many layers using different map projections. It easily runs on Linux, Unix, Mac OSX, Windows and Android Operating systems requiring very less RAM; and supports numerous vector, raster, and database file formats. QGIS is user-friendly GIS, providing common functions and supports many common spatial data formats (e.g., ESRI Shapefile, geotiff) with new format support easily added using

the plug-in addons. Developing QGIS under a free license means that we can always have access to a GIS program that is free of cost and code can be freely modified as per our needs.

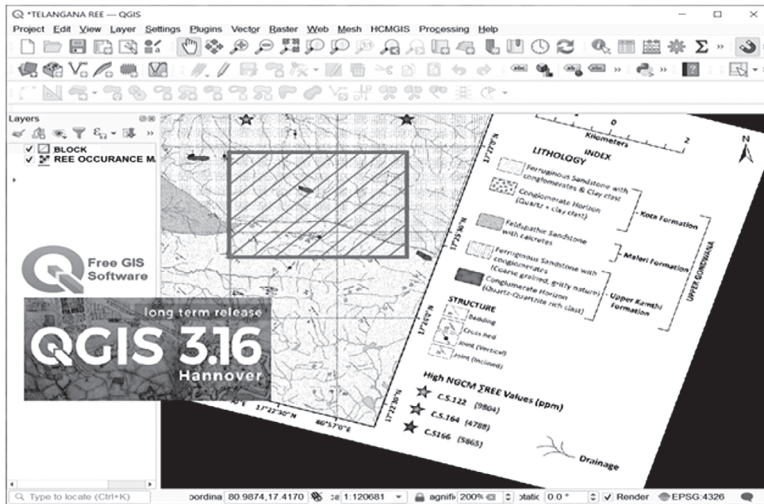


Fig: QGIS 3.16 Version Desktop Interface

What can QGIS do?

- View spatial data
- Digitise points, lines and polygons
- View GPS or Survey data (Point, Line, Polygon on Google earth).
- Georeferenced Satellite images including Google Earth images.
- Remote Sensing Studies and Environment Analysis.
- Measure area, perimeter, length of Mining Concessions.
- Create a buffer around the roads, rivers, Mining concessions, villages, forest, etc.
- You can visualize, manage, edit and analyse spatial data.
- Compose thematic maps on desirable scale and size.

Advantages and Limitations:

QGIS is a software of growing popularity and functionality among students and freelancers. The major advantages of QGIS are its ease of access, user friendliness and open-source/free design. However, every product has its limitations. In a 2014 analysis comparing QGIS and ESRI™'s ArcGIS, researchers observed some features like 3D data, animations, and advanced network analysis available in ArcGIS, were not available in QGIS. However, QGIS now offers functionality in these areas. Limitations of QGIS are being improved in every newer version. Another common limitation of open-source software in general is the lack of user support in the form of user manuals and tutorials. The QGIS Development Team addresses this challenge by offering ample support in the form of free online peer groups. To learn more about QGIS and its many features, visit <https://qgis.org/en/site/>. There, you can find links to documentation, user guides, training manuals, and tutorials. You can also find and join various YouTube Channels, Blogs and forums for guidance.

Conclusion:

Spatial analysis is a vital part of many scientific studies, particularly in the fields of Urban Planning, Environment/Ecology, Geology & Mining Industry. QGIS is a useful tool for spatial visualization and analysis, making it a viable alternative to other expensive software. QGIS benefits from modifications and contributions by experts and peer users worldwide. The open-source nature of QGIS, coupled with the increasing availability of free data from online sources, now provides a huge opportunity for individuals to learn and incorporate GIS technology. For example, using free online available spatial data of Geological Survey of India and Satellite data from ISRO, we were able to use tools in QGIS to visualize mineral maps, land-cover type in various mineral belts as well as observe the spatial density of Forest Cover to plan mineral exploration activities

and mining operations outside the buffer zones. This is just the tip of the Ice-berg regarding functionality of QGIS. The information shared here can inspire readers to explore the free world of GIS Analysis using QGIS.

Online Resources:

- QGIS Geographic Information System- Open-Source Geospatial Foundation Project. <http://qgis.org>
- Data and Maps from Geological Survey of India - Ministry of Mines. <https://bhukosh.gsi.gov.in/>
- Free Satellite Orthorectified data from ISRO, Department of Space. <https://bhuvan.nrsc.gov.in/>
- Youtube channel QGIS Tutorials by Vikas Ghadamode. <https://www.youtube.com/playlist?list=PLJh13Fo10QOujU84zTuZk3LPjSmZ6do0s>

We want deeper sincerity of motive,
a greater courage in speech
and earnestness in action

- Sarojini Naidu

Honest disagreement
is often a good sign of progress

- Mahatma Gandhi

Transfer of old stock of HSD from one U/g tank to another U/g tank

CASE STUDY

A new project with a 10 MTPA iron ore production capacity was started at an organisation. Various auxiliary buildings, including a service centre, a substation, a canteen, and an ore processing plant, were created in conjunction with the project. Around 2016 or 2017, HSD bunks with three subterranean tanks of 30 KL, 15 KL, and 15 KL were also installed and put into service.

The three underground tanks belonged to two different companies: M/s IOCL and M/s HPCL (15 KL). Decanting of the diesel was done in each of the three subterranean tanks during project commissioning, and the delivery pumps were checked for accuracy and leaks. After calibration, certificates for these dispensing units were obtained. Since that time, the newly commissioned project's needs have been met by the HSD bunk.

After that, the unit's vigilance section conducted a surprise check of the recently commissioned HSD bunk and found receipts and issues from the two underground tanks that M/s IOCL had placed. However, it was reported that HSD was decanted with 12KL in the subterranean tank erected by M/s HPCL in the month of November 2018. Only 1400 litres (1200 litres and 200 litres) total from the HPCL subterranean tank were used for pump testing on two separate occasions and at distinct times. Due to installation-related technical problems, 11.6 KL of HSD in the subterranean tank of HPCL has not been operational since December 2018. Additionally, the vigilance team observed that the M/s HPCL u/g tank's dip reading was not conducted regularly, and the individual stores' incharges did not suggest a write-off for the U/g tank M/s HPCL installed. The department of vigilance observed that communications between the department head and M/s HPCL appear to be ineffective.

As a result, observations were made to the Concerned Store incharge and Head of Department in order to arrange for the stock transfer of 11.6 KL of HSD on a priority basis, so that technical issues in the HSD dispensing unit could be resolved, as the stock had been lying for more than 3 years. As a result, the vigilance department raised the issue on several occasions and insisted on having the sample tested for usability in the machinery. Finally, the 10.6 KL of HSD stock was transferred only after vigilance intervention, by leaving 1 KL of HSD that could not be retrieved with the deployed suction pump. Furthermore, despite the fact that the dip recording of the U/g HSD tanks was done on a daily basis, in spite of no receipts and issues from the respective HSD tanks were made.

India has to be transformed
into a developed nation,
a prosperous nation and
a healthy nation with a value system

- A.P.J. Abdul Kalam

Discipline and united action
are the real source of
strength for the nation

- Lal Bahadur Shastri

BUILDING TRANSPARENCY INTO DIGITAL TECHNOLOGY INITIATIVES

Amit Kumar Misra

AGM (Vigilance), SPLP
Jagdalpur, NMDC Limited

Digital Technology Initiatives (DTI) are believed and envisaged as future of transparency and augmentation of same in project activities are promoted as major vigilance-related initiatives. These initiatives are very effective tools for curbing three major types of bias, Pecuniary Bias, Personal Bias, and Official Bias, to establish an efficient and transparent system. Existing DTI solutions contain programs and algorithms, and recently platforms are getting embedded with AIs too. In future penetration of programs, algorithms and AIs will be bound to increase in our workings, which require a different window for transparency around programs, algorithms, and AIs.

As defined by Oracle corporation “Artificial Intelligence refers to systems or machines that mimic human intelligence to perform tasks and can iteratively improve themselves based on the information they collect.” In all three, AI embedded platforms may not always have one to one mapping in between input and output for the same input may be controlled by some acquired logic. Two common reasons for adopting AIs are Either to automate excessively complex or mundane tasks or comprehensive understanding of the abundance of data available. Therefore, a growing demand for transparency in DTI is inevitable and major challenges associated with technology initiatives are mentioned below:

1. Lack of Change Management Strategy
2. Complex Software & Technology

3. Driving Adoption of New Tools & Processes
4. Continuous Evolution of Customer Needs
5. Lack of Strategy
6. Lack of Proper IT Skills
7. Security Concerns
8. Budget Constraints
9. Culture Mindset

If we assume that Management strategy and customer needs are aligned with the policy and guidelines issued by governing authorities, still remaining 7 points will control efficacy and quality of DTI. It has been observed in the recent past that digital space is changing so quickly that Lack of Strategy and slow absorption of technology initiatives due to cultural mindset are the key issues for digital initiative assessment. According to digital transformation statistics prepared by McKinsey, 70% of all changes in digital technology initiatives fail or remain less effective due to employee resistance and lack of support.

Many organizations do not have a project transparency measurement mechanism and believe that aspects of transparency will be considered at the end of deploying a model when someone asks about it. But Transparency is a chain that travels from the designers to developers to executives who approve deployment to the people it impacts and everyone in between. Transparency is the systematic transference of knowledge from one stakeholder to another: from data collection to data processing, how it was collected, how it was processed and why one model was chosen over another, and the steps that were taken to mitigate bias and influence.

Now we may accept the role of Transparency in DTI space are not only limited to provide required interface for different stakeholders,

ease of doing work, to develop faith on system, to avoid different kind of bias and to provide information etc. but also to establish transparency in DTI space by clear communication with relevant stakeholders about the followings:

1. Basic details of solution opted
2. Principal or layout of design and development
3. Reason for deployment
4. Monitoring mechanism and update status
5. The conditions/ circumstances under which this solution may be retired.

It has been noted that around when an DTI is used and what it's being used for. There are four specific effects of building in transparency: 1) Risk management, 2) Responsibility distribution, 3) Inclusive oversight of all stakeholders, and 4) Trust build-up.

Knowing why explanations to different stakeholders are important is a key to understanding the priority of transparency for them. For instance, some information will be nice to have but may lead to other issues if used with mala fide intention, in that situation that additional information must be withheld. These kinds of decisions will ultimately need to be systematized in policy and procedure. The use of AIs in DTI needs to be accessed in the light of questions that how the AI model transforms inputs into outputs; what are the rules and why did this particular input lead to this particular output? Transparency is about everything that happens before and during the production and deployment of the DTI solution.

Transparency is not an all-or-nothing proposition, however. Companies need to find the right balance with regard to how transparent to be with which stakeholders. Identification of all potential stakeholders both internal and external and their actual requirements is a good place to start. Explainable and transparent

DTI is important for a variety of reasons however, many aspects are still left to discuss and explore which will meet us in our journey of improvements.

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Economic growth without investment
in human development
is unsustainable and unethical

- Amartya Sen

SELF RELIANCE WITH INTEGRITY

Shri Sanjeev Sahi

CGM, Donimalai Complex.

Hon'ble Prime Minister of India Shri Narendra Modi gave a clarion call for Atmnirbhar Bharat, a self-reliant India. This vision was reiterated by the crippling effect the COVID-19 pandemic had on the global supply chains. The pandemic induced restrictions had a domino effect on the domestic industry, due to scarcity of critical inputs like Capital Goods, semiconductor chips, mineral based raw materials among others. Having spelt out the vision let us dwell upon **the key driver to realize this vision of Self Reliant India with integrity.**

Self-reliant citizens for a self-reliant India

The wealth of the nation is derived from the drive and creativity of the people, and a self-reliant country will only be built by self-reliant citizens. For Indians to be self-reliant, the social compact between government and citizens has to be one where the government actively supports personal responsibility. **Only honest citizens paying the necessary taxes can supplement the government's effort to formulate policies to stimulate indigenous industry.** Ethical wealth creation will boost the fiscal revenue for the government incentivizing self-reliant India.

Inclusive growth through Employment

The most important objective of a development strategy that focuses on **self-reliance is inclusive growth.** It entails more emphasis on lateral growth rather than vertical growth, taking the person last standing in the line along with everyone else. Employment generation is critical for inclusive growth and a self-reliant India will for sure create more jobs if the imports are substituted for indigenous inputs. Rise in employment will not only improve

developmental outcomes but also create a wide market for consumption of the goods to be produced by a self-reliant India. Further, employment generation empowers the common man to develop himself to the full potential, improve tax revenue and save foreign exchange spent on the imports that will get substituted by indigenous inputs.

Skills

If we take a look at the two most critical factors that have led to creation of sustainable and growing economies, they are **Democracy** and **Skills**. India being the most celebrated democracy on the planet has won half the battle. India, having around 65% of its population in the productive age group of less than 35 years, lies at the beginning of unhindered growth, **given we convert human population to human capital. Human capital comprises the skills, abilities which the people possess for participation in productive activities seeking to improve the overall state of the country.** Hence, skilling is a necessary prerequisite for a self-reliant India as a skilled workforce is a must for ensuring self-reliance by way of establishing and operationalizing the indigenous industries. This will not only produce a more skilled, productive and employable workforce but more employment and all the positive spillover effects related to it.

With the advent of the digital revolution in the public sector, the role of Government has been transforming from a regulator/controller to more of a facilitator. **A self-reliant India can only be realized, if the Government acts constructively to weed out unnecessary procedures which act as a laggard to the entire processes involving statutory clearances, procedures for establishing and winding up entities adopt inclusive growth policies.** To make India self-reliant, Ease of Doing Business is to be boosted by adopting time-based procedures, integrating technology to boost efficiency and transparency. **Boosting integrity**

in the policies; and transparency by way of adopting technology in several key areas like subsidy payment, statutory clearance procedures among others. Thus the cycle on the path to a developed India needs to be carefully balanced on the twin wheels of Self reliance and Integrity.

The COVID pandemic has highlighted the need to be self-reliant and exposed the fragility of global supply chains which crumbled in the wake of restrictions imposed as a result of the pandemic.

Critical raw materials were short of supply which led to the crumbling of industries inducing widespread unemployment, poverty and hunger. Given the evident negative spillover effects of over dependence on other countries for food, technology, raw materials, countries have chartered on a course to secure the basic needs required for welfare of the wider sections of the population. **Self-reliance integrated as a part of the policy with integrity as the backbone** seems to be the most easy way to insulate ourselves from the vagaries of oscillating foreign policies of other countries and re-establishing our sovereignty.

In conclusion, India's dream of becoming Self Reliant will come true by driving its '**Human Capital with Integrity**'.

Good governance with good intentions
is the hallmark of our government.

Implementation with
integrity is our core passion

- Narendra Modi

IDENTIFICATION OF FALSE LABOUR AND DUPLICITY OF ATTENDANCE

CASE STUDY

The civil department of an organisation planned to supplement the needs met by the nearby water source by augmenting the water through borewells on a need basis. As a result, the borewells that were created were outfitted with pumps and other accessories to ensure that borewell water was collected and treated at the WTP plant.

A contract for the deployment of 04 workers per day (2 for each shift in the First and Second) for a term of one year was given to a contractor to run the pumps mounted in the borewells. About 6-8 contractual personnel were deployed under the aforementioned contract, including one casual labourer who was shown to be employed throughout the duration of the contract but is not actually present on the job site. The Engineer Incharge was also monitoring other contracted jobs at the same time, where it was planned to send out 2 casual workers each day for the assistance work in the same section.

While this was going on, the vigilance department's routine inspections examined the registers and payments of the casual workers employed in the **“operation of borewells contracts”** and **other tasks, where 2 casual workers must be deployed**. On the same working day within the contract term, 04 numbers of labourers were reported to be present in both the work orders concurrently. In order to determine where the irregularity occurred, the UAN numbers of the 4 different labourers against which PF was paid were also compared and verified.

In light of this, the concerned executive was asked to provide an explanation, and a thorough investigation report was provided for consideration. It was then decided to start the required disciplinary actions.

FACILITATING OR FAVOURING: A PRACTICAL APPROACH

Pradeep Saxena
GM(Pers)

Often we face situations where the reasons are totally opposite to what we have envisaged before initiating the action. For example, if we are trying to help someone by recommending training which we feel to be for his betterment, and the individual due to reasons best known to him approaches officials from higher formation like HO for exemption then the proposed keeps working as to what went wrong. This is a conundrum which is almost always faced while facilitating executives in their working professional life. The crux therefore is as to how to resolve this dilemma for which some attempt is made in this paper. To understand the topic properly definition of facilitating in Merriam Webster dictionary is reproduced which is as follows:

- 1 to make (something) easier : to help cause (something)
- 2 to help (something) run more smoothly and effectively

Similarly definition of favouring is also placed below:

providing or tending to provide help in moving forward, being in one's favour :

These definitions also make it very clear that there is only a thin line between these two concepts and one invariably, if not very careful, would jump from one end to another. However, the results of both the positions are totally and diagrammatically opposite and have far reaching consequences. While facilitating, the executive gets a very good reputation and is seen as a “go getter” and role model whereas in case of favouring lot of allegations and complaints may be the a sole outcome and creates uneasiness

for the executive in replying to them and as well as clearing his name.

How it happens:

Let's take a common example of any mechanical erection like a crusher. After following the full norms in a transparent manner the award of work is (suppose) given to the party having headquarters in Kolkata. The party will send the component for the structure from their workshop situated at probably let us say Jalpaygudi. Now the installation as a structural component needs grouting the foundation which is a very small and minor work. It may not be worthwhile for the party to bring masons for such a minor component of work and so they request the site incharge to kindly introduce them to local parties for carrying out this small work. Without this work, the further assembly can not be erected and therefore in the interest of work the site incharge introduces some of the local contractors and work gets completed. This is a classic case of facilitation. However instead of letting the outside party choose the local contractor for such a component he may suggest his favourite contractor with a view to enhance the business of the local recommended contractor then it will be favouring. The other contractors who could do the work will feel left out and if this sort of work ethos persists for long and only one or two favourite contractors are chosen every time then this is bound to create a complaint culture and will also not be conducive to development of skill of all the locally skilled contractors.

Another example is registration in the GeM portal. Many times our executives have helped the contractors/ suppliers get registered on the GeM portal by helping them in filling up their details. This could be taken as facilitation so long as it is done with a view to develop and encourage the local talents. However, if their quotations are filled by the dealing executive himself it will be a blatant favouritism bordering on competition.

Similarly in a **team setting**, if the **team leader/ HoD/ Section Incharge** gives **choicest assignments** to his few favourites, it will **dampen the team** and will not be conducive to the organisation.

Results:

An officer who is mostly in a facilitating role will get laurels all around from his subordinates and superiors and also from outside vendors like contractors. However, if he is favoured by his deeds and action, then it will be a case of nepotism and/or corruption and may lead to a crash of the system.

Sometimes we feel that end results matter. For achieving end results, if fair means for achieving them are not followed and level playing field is not provided to the all concerned, it will have an inherent skewness which will not only demotivate the whole chunk of otherwise beneficial stakeholders but can also be adversely commented by auditors, vigilance and other statutory agencies. Needless to say the boss will also not be pleased.

So it is clear that for achieving a **satisfactory end result**, a **satisfactory and transparent procedure** is to be followed at all times and all rules and regulations, common sense and due diligence along with due application of mind is to be applied in all steps

How should we distinguish what should be done and how to ensure solving this conundrum.

- 1) **Professional approach at all times to be followed.** It simply means whatever likings dislikings we have for a particular person / stakeholders due to his ethnicity, language, culture that need to be curbed at all times and we should ensure that professional things are only given due importance. This is not an easy position to take but requires a lot of practice and a constantly questioning attitude. Before arriving at a decision,

decision making in a rational manner should be followed to a larger extent. At times it may so happen that the facilitating position, if not reviewed and corrected may indirectly lead to favouring the position without even the concerned officer realizing it. Therefore constant feedback and review should be undertaken.

- 2) **The officer should ensure that they are not always working in their comfort zone and should strive to think out of the box and in a rational manner.** The rules, regulations of the Company and the organisations like CVCs, Audit Standards are a beacon light issued to us which we should follow at all times and should revise review rules, regulations by-laws from time to time as depending them only on memory can also play a truant. Similarly, in case of purchase order, reviewing conditions of contract from time to time will save from hassles after completion of the contract and on getting the complaints of biasness etc.
- 3) **We should inculcate genuine willingness to work together and openness to work as partners in a supportive oriental culture. This will ensure the presence of stakeholders who are ready to get involved.**
- 4) **The leadership should focus on the big picture while directing the small picture.**

Conclusion:

The end result is always that of a marketing situation: find your customers, bring them in and delight them or lose them forever.

It will be a befitting end if I quote the great Peter Drucker that "It all comes down to work."

BANNING OF M/S XYZ ENTERPRISES FOR OBTAINING CONTRACT OF FIRE TENDER WORK WITH TEMPERED/FORGED DOCUMENT

CASE STUDY

In an organization, a complaint was received in Vigilance Department of Organization against M/s XYZ Enterprises that he had submitted forged documents in support of work experience for obtaining the role of Fire Tender.

Accordingly, Organization's Vigilance investigated the matter and findings are as follows:

M/s XYZ Enterprises submitted an experience certificate bearing no.:PO No:a/b/c/d/e dtd dd/mm/yy and work completion certificate to meet the PQC of the tender floated vide Ref.no.:x/y/z/a dated.dd/mm/yy by the organization. As per the documents submitted by M/s XYZ Enterprises, they provided fire tender services along with Fire Crew for one year at a cost of Rs...../- for "Industrial Fire & Safety Services.

To confirm the genuineness of the above documents submitted by M/s XYZ Enterprises, vigilance department made correspondence with M/S Industrial Fire & Safety Services, who informed that they have not issued the documents produced by M/s.XYZ Enterprises. M/s "ABCD also furnished a document (NO:A/B/C/D dated DD/MM/YY which they originally issued to M/s XYZ Enterprises, according to which M/s XYZ Enterprises has provided Fire tender services only **without fire crew** for one month only at a cost of Rs.-/-to "Industrial Fire & Safety Services.

From the above it is evident that M/s XYZ Enterprises tempered the documents which was issued to them by Industrial Fire &Safety Services and submitted the same in support of PQC of the above

fire tender work of organisation. Based on the above forged document, the work was awarded to M/s XYZ Enterprises, for which actually it was not technically eligible.

The original contract to M/s XYZ awarded in the organisation was for one year, which was extended for six months.

Thereafter again the tender enquiry no .a/b/c/d floated for Fire tender work in which M/s XYZ Enterprises qualified on the basis of his work done at the organisation and awarded the work.

After submitting the report by the vigilance department, action against the firm was initiated and the Banning of business dealings with M/c XYZ Enterprises was approved by CA followed by issuing of a Show Cause Notice to M/S XYZ Enterprises, and then the banning of business is processed.

Growth is painful.

Change is painful.

*But, nothing is as painful as staying
stuck where you do not belong*

- N.R. Narayana Murthy

ISO (INTERNATIONAL ORGANIZATION FOR STANDARDIZATION)

Suresh P Nair

AGM (Elect)/Vig

BIOM Kirandul

ISO (International Organization for Standardization) is an independent, non-governmental international organization with a membership of about 167 national standards bodies. Through its members, it brings together experts to share knowledge and develop voluntary, consensus-based, market-relevant International Standards that support innovation and provide solutions to global challenges. ISO has published more than 21300 International Standards and related documents covering almost every industry, from technology to food safety, to agriculture and healthcare.

Few of the very common standards in large use are:

- ISO 9001 – “QUALITY MANAGEMENT STANDARD” sets out the criteria for a quality management system
- ISO 14001 – “ENVIRONMENTAL MANAGEMENT STANDARD” sets out the criteria to help reduce environmental impacts, reduce waste and be more sustainable.
- ISO 45001 – “HEALTH AND SAFETY STANDARD” sets out criteria to reduce accidents in the workplace.
- ISO 50001 – “ENERGY MANAGEMENT STANDARD” sets out criteria to improve energy use
- ISO 22000 – “FOOD SAFETY STANDARD” sets out criteria to help prevent food from being contaminated.
- ISO 27001 – “IT SECURITY STANDARD” to help keep sensitive information secure.

Bribery is one of the most destructive and complex problems of our times, and despite national and international efforts to combat it,

it remains widespread. Transparency and trust are the building blocks of any organization's credibility. Nothing undermines effective institutions and equitable business more than bribery.

An anti-bribery management system is designed to instill an anti-bribery culture within an organization and implement appropriate controls, which will in turn increase the chance of detecting bribery and reduce its incidence in the first place. The system can be independent of, or integrated into, an overall management system. It covers bribery in the public, private and not-for-profit sectors, including bribery by and against an organisation or its staff, and bribes paid or received through or by a third party. The bribery can take place anywhere, be of any value and can involve financial or non-financial advantages or benefits.

Transparency and trust are the building blocks of any organization's credibility. Nothing undermines effective institutions and equitable business more than bribery. An effective anti-corruption policy is a huge strength for an organization in the fight against bribery, embedding a culture of honesty, transparency and integrity at the core of its processes.

ISO 37001 is the International Standard that allows organizations of all types to prevent, detect and address bribery by adopting an anti-bribery policy, appointing a person to oversee anti-bribery compliance, training, risk assessments and due diligence on projects and business associates, implementing financial and commercial controls, and instituting reporting and investigation procedures. This system can be stand-alone or can be integrated into an overall management system. it addresses the following in relation to the organization's activities:

- bribery in the public, private and not-for-profit sectors;
- bribery by the organization;

SUBODH

- bribery by the organization's personnel acting on the organization's behalf or for its benefit;
- bribery by the organization's business associates acting on the organization's behalf or for its benefit;
- bribery of the organization;
- bribery of the organization's personnel in relation to the organization's activities;
- bribery of the organization's business associates in relation to the organization's activities;

This standard is applicable only to bribery. It sets out requirements and provides guidance for a management system designed to help an organization to prevent, detect and respond to bribery and comply with anti-bribery laws and voluntary commitments applicable to its activities.

ISO 37001 does not specifically address fraud, cartels and other anti-trust/competition offences, money-laundering or other activities related to corrupt practices, although an organization can choose to extend the scope of the management system to include such activities.

ISO 37001 is designed to help an organization implement an anti-bribery management system or enhance the controls you currently have. It requires implementing a series of measures such as adopting an anti-bribery policy, appointing someone to oversee compliance with that policy, vetting and training employees, undertaking risk assessments on projects and business associates, implementing financial and commercial controls, and instituting reporting and investigation procedures. Implementing an anti-bribery management system requires leadership and input from top management, and the policy and programme must be communicated to all staff and external parties such as contractors, suppliers and

joint venture partners. In this way, it helps to reduce the risk of bribery occurring and can demonstrate to the management, employees, owners, funders, customers and other business associates that an internationally recognized good-practice anti-bribery control system has been put in place.

This has been in development by a team of global experts and was published on 27 July 2021.

Whistleblowing is the act of reporting suspected wrongdoing or risk of wrongdoing. Effective whistleblowing programmes protect organisations globally from the financial and reputational damage that these risks could cause if gone undetected. Based on the principles of Trust, Impartiality and Protection, this standard will help organizations of any size or type, whether in the public, private or not-for-profit sector to:

- identify and address wrongdoing at the earliest opportunity;
- increase return on assets;
- ensure compliance with organizational policies, procedures, and legal and social obligations;
- attract and retain personnel committed to the organization's values and culture;
- demonstrate sound, ethical governance practices to society, markets, regulators, owners and other interested parties.

ISO 37002 provides guidelines for implementing, managing, evaluating, maintaining and improving a robust and effective management system within an organization for whistleblowing.

Note: Abstract taken from ISO documentation available on the web.

VIGILANCE, THE NEED OF HOUR

Pankaj Daryapurkar and Sandeep Mishra

Team Vigilance

BIOM Kirandul Complex

The words of Thomas Jefferson that “Eternal vigilance is the price of democracy”. After 75 years of getting independence it stands more relevant in the present scenario. We, the people of India, agreed on our shared road to prosperity after getting independence. The common road to prosperity was democracy. Today our democracy not only faces perils from outside but from within. That too, from its constituents. The current threats to our democracy are covert and lie deep within the societal structures that we have built. We are the representatives of such structures.

Vigilance is not an easy task. There is a beautiful song from the film ‘Roti’ sung by Kishore Kumar ‘yeh public hai sab janti hai...’. It indicates an alert civil society but knowing the things and questioning about what you know are two different traits. Being vigilant requires one to be fearless, motivated and assertive to question those in power. Only an aware and questioning mind can perceive the subtle difference between knowledge and wisdom. Vigilance works like a negative feedback system. It ensures that those who are entrusted with power by the public are kept reminded that they are under perpetual public gaze. ‘The citizens are watching’, and those representing the citizens must act accordingly. Vigilant citizens create a vibrant and real democracy which in turn ensures that the fruits of prosperity reach the last person. To be vigilant, motivation must come from within.

At present, the areas in need of our utmost vigilance are - corruption, social media and cybersecurity.

The most common types or categories of corruption are supply versus demand corruption, grand versus petty corruption,

conventional versus unconventional corruption and public versus private corruption.

With the skewed economic growth, came income inequality. In a country with an inherent graded social inequality in the form of caste, the picture is greyer than what meets the eye. Inequality is a breeding ground for corruption. According to the **World Inequality Report 2022**, the top 10% of the Indian population holds 77% of the total national wealth.

However, in present condition corruption in its traditional form is not the real cause of concern for the country. Digitalization drive of the government pretty much curbed petty bribery at the lower levels of administration. Today, we are witnessing a transformation of operational corruption into structural corruption.

We can observe that only due to the structural corruption, large banks like PMC and Yes bank still fail despite all digitalization of banking services in India. The leading cause for bank failures like in the above cases of PMC Bank or Yes Bank is the corruption in their governing boards. Political pressure forces banks to lend to defunct projects with the minimal scope of repayment and allows individuals or groups to siphon off public money. No mechanism put in place can detect such corruption. A distinguishing feature of the Indian Diaspora is the implicit acceptance that companies belong to the 'founding families' though they are not necessarily considered to be their private properties and money invested by the public in it. Here, a vigilant citizen can come to the rescue. Bank failures do not happen overnight; they are the outcome of a long process. Hence, such a committee can gather all the necessary information to keep a watch on the bank's performance parameters. A vigilant stakeholders' committee can identify the abnormality in their bank's functioning and notify the RBI as well as the rest of the depositors. Banks are the engines of a country's economic prosperity. Hence, such prompt collective action would contribute a long way in India's prosperity.

The second most important sector where we, as a responsible citizen and also as a consumer, need to be vigilant, is social media. A nation cannot prosper by staying indifferent towards a significant section of its population. Such an attitude nurtures division amongst society. The recent Udaipur incident is an indication that hate crimes are on the rise in India. Adding fuel to the fire is the phenomenon of fake news. Hence, vigilance is the need of the hour. Political parties may project lies or distorted facts through social media in want of, to benefit the self without regard for the well-being of others. Also, people tend to follow similar pages and accounts on social media platforms. Thereby, confining themselves to echo-chambers where a repeated lie is projected as the truth.

In such a scenario, one must be vigilant and this means not to restrict oneself to believing in things as they are shown, following genuine sources and most importantly, verifying before forwarding. One needs to stay alert against online toxicity and be wise enough to distinguish between facts and fakes.

Technology was a silver lining during the Coronavirus pandemic as communication, business and personal interactions were shifted to online mode to a great extent. Digitalization and penetration of the Internet, like any other technological intervention, has inadvertently opened an arena for fraudsters. Rampant digitalization in a society with no prior digital literacy has shot up cybercrime in India. Cyber-crime cases have witnessed a steady spike since 2018. India reported 2,08,456 incidents in 2018; 3,94,499 incidents in 2019; 11,58,208 cases in 2020; 14,02,809 cases in 2021; and 2,12,485 incidents in the first two months of 2022 as per NCB data. The above figures show that cybercrimes increased almost seven times in three years between 2018 and 2021, with the sharpest rise during the pandemic. A well-known quote is 'Ignorance is bliss' means you're happier not knowing the truth, but in the present era this isn't usually viewed as a good thing. Cybercriminals tap into

the innocence and ignorance of the Indian user. Flashy advertisements of ponzi schemes on websites or calls from fake call centers are used to trap people and extort money and extract their crucial data. The government has legal instruments like the Information Technology Act, 2000, to combat cybercrime. Also, CERT-In (the Indian Computer Emergency Response Team) is a government-mandated information technology (IT) security organization. The purpose of CERT-In is to respond to computer security incidents, report on vulnerabilities and promote effective IT security practices throughout the country. The government has set up the National Computer Emergency Response Team (CERT-in) as the nodal agency for cybersecurity.

However, a digitally vigilant citizen is an essential component of Digital India. One should not divulge any personal information, passwords, addresses, etc. to an unreliable website or page. Also, rather than rushing to 'I agree', one must read the 'Terms and Conditions' before entering any deal online.

Collective vigilance is a roadmap to sustainable development. As humans, we are susceptible to buying propaganda and lowering our vigil. Indifference on the part of citizens can push democracy down. For the same purpose, the Honourable Prime Minister on the occasion of the 76th Independence Day speech laid out five pledges that every citizen of the country – including its Chief Ministers and other officials must take to move ahead with a bigger purpose. First, to aspire big and develop India. Second, erase all traces of servitude. Third, take pride in India's legacy. Fourth, forge unity because it is our strength. Fifth, fulfil one's duties, from the common man to those in positions of power. Hence, vigilance is the prerequisite for prosperity in a democracy. Ultimately, the question is 'who will guard the guard?' The Buddha's eternal message can be our guide in this task- "Be vigilant; guard your mind against negative thoughts".

CONTRACT TO A CONSORTIUM

CASE STUDY

PREFACE:

One of the projects has been conceptualized to improve the rake loading facilities by constructing a 'Advanced Loading System' at their loading site. The system was envisaged to enhance the dispatches by rail from their loading yard, thereby increasing sales returns.

Since such a system was new to the company, in order to have a technical expertise, one of the consultants was appointed for the project, right from - design, estimation, finalization of PQC criteria, tendering, finalization, execution to final commissioning works, at a total additional expense of Rs.54 lakhs.

The contract was awarded to a consortium (of two entities) as the main entity did not have the technical expertise of the 'Rapid Wagon Loading System'. The party has won the contract by qualifying the PQC criteria by submitting the credentials of the second partner in the consortium.

The contract was awarded at a total cost of Rs.38.24 Crore as against the estimate of INR 46.37 Crore i.e at a discount of 17.53 % with a scheduled completion time of 18 months.

The consortium could not complete the work, even after repeated extensions the even after a lapse of three years. The contract was finally terminated and the performance bank guarantee was encashed. The balance work was further retendered and was awarded to another firm at a total cost of Rs.53.89 Crores.

FACTS AND FINDINGS

- The contractor / consortium selected for the work was inexperienced and with low financial status.
- The contractor changed the firm's name, the next day after the award of the contract.
- The contractor has changed the consortium partner, with whose credentials the contract was won by him, even before the start of the contract for reasons unknown.
- The contractor could not mobilize man and machine until 18 months after the contract award.
- Frequent change of accounts by the contractor for receipt of payment.
- A repeated extension of the time period, indicates that the decision to terminate the contract was taken belatedly, resulting in a time overrun of 31 months.
- Nonpayment of dues to sub-contractors indicates that the corporation and the Consultant had not monitored properly to assess the contractors financial position.
- Lack of effective monitoring of the contract / decision making resulted in belated contract termination and award of another contract for execution of balance work at an extra cost of Rs.25.20 crore.
- The liquidated damages were not finalized timely, resulting in loss of exchequer to the corporation.

THE TAKEAWAY

- The PQC criteria must be evaluated very judiciously to avoid entry of non-eligible contractors.
- The financial status of the contractor needs to be verified thoroughly.

SUBODH

- The consortium contract agreement and the financial status of all independent entities/partners must be evaluated before award of the contract.
- The consortium partner's technical expertise for the specified work nature needs to be verified thoroughly.
- Effective monitoring of work progress, right from the initial stages and any delay in progress, should be reviewed instantly.
- The implication of "Liquidated damages" and /or penalty and the recoveries (if any) need to be kept updated so that the recoveries can be initiated, in case of any such circumstances.
- The cost of "time over-run" and the "cost escalation" of the project should be taken into consideration before termination of the contract (if applicable).

True peace is not merely
the absence of tension;
it is the presence of justice

- Martin Luther King

आत्मविश्वास

(एन. भाग्य लक्ष्मी)

आशुलिपिक यु.ई.सी नं. बी 2887

एम एस विभाग किरंदुल कॉम्प्लेक्स

एक अमीर आदमी था । छुट्टी के दिन उसने एक नाव ली और समुद्र में अकेले आराम से टहलने चला गया । जब वह समुद्र में कुछ ही दूरी पर पहुंचा तो अचानक एक भयंकर तूफान उठा ।

तूफान से उसकी नाव पूरी तरह से नष्ट हो गई और वह समुद्र में कूद गया । लाइफ जैकेट पहनकर वह पानी में तैरता रहा और तूफान थमने के बाद एक टापू पर पहुंच गया । लेकिन उस द्वीप पर लोगों का कोई पता नहीं था । चारों ओर समुद्र के अलावा कुछ नहीं था ।

तब उनको लगता है कि मेरे साथ ऐसा क्यों हुआ जबकि मैं ने अपने जीवन में कभी किसी का बुरा नहीं किया । लेकिन उसे ईश्वर पर दृढ़ विश्वास था कि जिसने उसे मृत्यु से बचाया वह उसे किनारे तक पहुंचने का भी मार्ग दिखाएगा ।

वह उस द्वीप पर अकेला रहता था और वहां उगने वाले पत्ते और फल खाता था । कुछ समय बाद उसकी उम्मीदें धीरे-धीरे फीकी पड़ने लगीं । लेकिन ईश्वर पर उनका विश्वास कम नहीं हुआ । इसलिए उसने अपना पूरा जीवन इस द्वीप पर बिताने का फैसला किया और उस द्वीप पर रहने के लिए एक झोपड़ी बनाना शुरू कर दिया ।

झोपड़ी का निर्माण कार्य पूरा होते ही गरज -चमक के साथ एक बार फिर मौसम ने करवट बदल ली । उसकी झोपड़ी में बिजली गिरी और उसे जला दिया ।

इस सब से व्याकुल होकर उस आदमी ने आकाश की ओर देखा और कहा, भगवान! तुम न्यायी हो, कितनी भी मुश्किलों का सामना करना पड़ा, मैं ने कभी भी तुम पर विश्वास नहीं खोया । मुझे तुम पर विश्वास है । तुम मुझ पर दया क्यों नहीं कर रहे हो, भगवान? वह निराशा में रोने लगा ।

अचानक एक नाव टापू के पास आ गई ।

दो आदमी नाव से उतरे और बोले कि वे तुम्हें बचाने आए हैं। हमें दूर से जलती हुई झोपड़ी दिखाई दे रही थी और ऐसा लग रहा था कि इस निर्जन द्वीप पर किसी को परेशानी हो रही है। यदि आपने अपनी झोपड़ी नहीं जलाई होती, तो हमें नहीं पता होता कि आप यहाँ हैं।

तब उस व्यक्ति की आंखों में आंसू आ गए और उसने भगवान से यह कहते हुए क्षमा मांगी, हे भगवान! मुझे नहीं पता था कि आपने मुझे बचाने के लिए मेरी झोपड़ी को जला दिया। आपने मेरे धैर्य की परीक्षा ली। लेकिन मैं उसमें असफल रहा। आपने साबित कर दिया है कि आप निश्चित रूप से उन लोगों को बचाएंगे जो आप पर विश्वास करते हैं। कृपया मुझे क्षमा करें प्रभु। वह अपने मन में झुक गया।

सीख: इस कहानी से हमें यह सीख मिलती है की सुख में या दुःख में, भगवान हमेशा उनके साथ होते हैं जो उस पर विश्वास करते हैं। मनुष्य जब सब्र खो देता है तो वह कभी-कभी भगवान पर क्रोधित हो जाता है। लेकिन भगवान इंसान से कभी नाराज नहीं होते। वह हमेशा अच्छा करता है। जीवन में कभी-कभी हमें ऐसी परिस्थितियों का भी सामना करना पड़ता है। हम कुंठा के कारण ईश्वर या भाग्य पर क्रोधित हो जाते हैं। हम विश्वास खो देते हैं। इससे हमारा आत्मविश्वास भी कम होने की संभावना है। लेकिन, उसके बाद हम धीरे- धीरे समझ जाते कि भगवान / भाग्य अच्छा है।

अतः हम कितनी भी मुश्किलों का सामना करें, चाहे हम कितने भी दुखों का सामना करें, चाहे हम कितने भी कोरोना पीड़ित क्यों न हो, चाहे कितनी भी मुसीबतों को विश्वास रखते हुए और देखें, अगर हम अपने आत्मविश्वास को कभी नहीं छोड़ते हैं, ईश्वर पर अपना बोझ और दृढ़ता के साथ अपना काम करें तो हम निश्चित रूप से सफल होंगे।

**Your time is limited,
so don't waste
it living someone else's life**

- Steve Jobs

टिकाऊ विकास (Sustainable Development)

हेतु पारदर्शिता और सतर्कता की आवश्यकता

सन्तोष सिंह

कनिष्ठ अधिकारी (सतर्कता)

हीरा खनन परिष्कार, मझगाँवा, पन्ना

संयुक्त राष्ट्र संघ ने 2015 में टिकाऊ विकास (Sustainable Development) के मार्ग पर चलने के लिए वैश्विक लक्ष्य बनाया। जिसका उद्देश्य सारे विश्व में गरीबी को समाप्त करने, पृथ्वी ग्रह के संरक्षण करने और 2030 तक सभी लोगों के लिए शांति और समृद्धि के लिए कार्य करना है।

किन्तु टिकाऊ विकास (Sustainable Development) के निर्धारित लक्ष्य प्राप्त करने हेतु पारदर्शिता और सतर्कता को दरकिनार नहीं किया जा सकता है। अन्यथा टिकाऊ विकास (Sustainable Development) केवल एक अवधारणा मात्र बन कर रह जायेगा।

किसी विकास का उद्देश्य एकांगी नहीं बल्कि समग्र विकास करना होता है। जैसे- अधोसंरचना के विकास के साथ-साथ उसका लाभ समाज और युवा वर्ग को होने से ही वह टिकाऊ विकास बन पायेगा और इसी से टिकाऊ विकास के तीनों आयाम आर्थिक विकास, सामाजिक विकास और सांस्कृतिक विकास को प्राप्त किया जा सकता है। शासन द्वारा चलाई जाने योजनाओं को पारदर्शी ढंग और सतर्कता से कार्यान्वित किये जाने की आवश्यकता होती है, अन्यथा ऐसी योजनायें असली उद्देश्यों को प्राप्त करने में समर्थ नहीं हो पाती हैं, और टिकाऊ विकास की अवधारणा निष्प्रभावी हो सकती हैं। कहने का तात्पर्य यह है कि पारदर्शिता और सतर्कता किसी संगठन के परियोजना स्तर पर हो या देश के सन्दर्भ में हो, एक प्रमुख आवश्यक घटक हैं।

पारदर्शी तरीके से कार्य करने के लिए एक प्रणाली को विकसित करने की आवश्यकता होती है। एक दक्ष प्रणाली में इसी के साथ साथ उसके नकारात्मक पहलू जैसे -(1) असंतोष और (2) प्रभाव शीलता में कमी आदि जैसे नकारात्मक तत्व कम होने लगते हैं और योजनाओं को ज्यादा प्रभावी व सुचारू रूप से कार्यान्वित किया जा सकता है।

पारदर्शिता सुनिश्चित करने का प्रमुख तंत्र :

केंद्रीय सतर्कता आयोग की स्थापना 1964 में, भारत सरकार के कार्यकारी संकल्प द्वारा संथानम समिति के सिफारिश के अनुरूप की गई थी। यह एक ऐसी संस्था है जो सार्वजनिक अधिकारियों और प्रशासन को उनके कार्य के लिए जवाबदेह बनाती है। आयोग का अधिकार क्षेत्र सार्वजनिक उपक्रमों, कॉर्पोरेट निकायों और केंद्र सरकार के अंतर्गत काम करने वाले अन्य संस्थान और उनके कर्मचारी सम्मिलित किये गए हैं। इसका कार्य केंद्र सरकार के विभिन्न संगठनों को उनकी योजना के कार्यों के कार्यान्वयन और सुधार के सम्बन्ध में परामर्श देना है।

सार्वजनिक उपक्रमों में यद्यपि पारदर्शिता और जवाबदेही निर्धारित करने हेतु एक सुव्यवस्थित तंत्र बनाया गया है। विभिन्न प्रशासकीय कार्यों की सतत निगरानी हेतु सतर्कता विभाग की स्थापना की गई है। इससे भ्रष्टाचार के मामले होने की सम्भावना कम हो जाती है। यदि यह व्यवस्था प्रशासन के प्रत्येक स्तर पर सुचारू रूप से लागू की जाती है तो योजनाओं के पारदर्शिता के साथ प्रभावी ढंग से क्रियान्वन होने की स्थिति में सरकारी धन का पूरा-पूरा उपयोग हो पायेगा और टिकाऊ विकास (Sustainable Development) के लक्ष्य को सरलता से प्राप्त किया जा सकता है।

Trust is the
first step to love

- Munshi Premchand

समय प्रबंधन: सफलता की कुंजी

रुद्रनाथ मिश्र

उप महाप्रबंधक (राजभाषा)

समय एक ऐसा दुर्लभ स्रोत है जो हमारे जीवन के साथ-साथ चलता है। यह प्रकृति का वह अनमोल तोहफा है जो सदुपयोग करने से ईष्टतम फल देता है और नष्ट करने पर पुनः वापस नहीं आता है। विज्ञान का कोई भी आविष्कार समय को वापस नहीं ला सकता है। यही कारण है कि हमें समय के हर क्षण का सदुपयोग करना चाहिए। जीवन के हर क्षेत्र में हमारी सफलता इस बात पर निर्भर करती है कि हमने समय का उपयोग किस प्रकार किया है। समय का चक्र निरंतर गतिमान है। यदि इस गतिमान समय के साथ हम कदम मिलाकर नहीं चल पाते हैं तो जीवन में असफलता का सामना करते हैं। जैसा कि चाणक्य ने भी कहा है कि जो व्यक्ति जीवन में समय का ध्यान नहीं रखता है उसके हाथ असफलता और पछतावा ही लगता है।

समय प्रबंधन की आवश्यकता क्यों: समय का प्रबंधन का महत्व हम प्रकृति से सीख सकते हैं। दिन एवं रात, ऋतुओं का बारी बारी से आना जाना, सब समय प्रबंधन का सटीक उदाहरण पेश करते हैं। समय की उपेक्षा करने पर कई बार विजय का पासा पराजय में पलट जाता है। कहते हैं कि नेपोलियन ने आस्ट्रिया को इसलिए हरा दिया कि वहाँ के सैनिकों ने पाँच मिनट का विलंब कर दिया था, लेकिन वहीं कुछ ही मिनटों में नेपोलियन बंदी बना लिया गया क्योंकि उसका एक सेनापति कुछ विलंब से आया। वाटरलू के युद्ध में नेपोलियन की पराजय का सबसे बड़ा कारण समय प्रबंधन में त्रुटि ही थी।

हमें ध्यान रखना होगा कि:

1. हम सबके पास सीमित समय अवधि है। इसी सीमित समय का बेहतर प्रबंधन कर एक व्यक्ति औसत से अधिक उत्पादकता प्रदान कर सकता है।
2. यदि समय पर नियंत्रण रखा जाए तो एक ही कार्य पर एक समय ध्यान केंद्रित कर बेहतर परिणाम प्राप्त किए जा सकते हैं अन्यथा समय पर अनियंत्रण आपके ध्यान को विकेंद्रित कर कार्य में बिखराव की स्थिति उत्पन्न कर सकता है जिससे कोई भी एक कार्य भली भाँति पूर्ण नहीं हो पाता है।

3. बहुधा यह देखा गया है कि समय की कमी का अनुभव मानसिक थकान पैदा करता है एवं निर्णय लेने में जल्दबाजी को प्रेरित करता है जो संतुलित व सटीक निर्णय में बाधक है।
4. वस्तुतः समय प्रबंधन ही जीवन प्रबंधन है। यदि आप इस बात की योजना नहीं बना सकते हैं कि आने वाले कल के दिन क्या करना है और कब करना है तो आप आज के कार्य की समाप्ति पर निरुद्देश्य हो जाते हैं और कल के समय को पूर्ण रूप से नियोजित नहीं कर पाते हैं, परिणामस्वरूप समय की बर्बादी होती है जो समय की कमी के रूप में लक्षित होती है।

समय प्रबंधन के उपाय:

यद्यपि समय प्रबंधन के लिए प्रत्येक व्यक्ति अलग उपाय कर सकता है परंतु कुछ उपाय ऐसे हैं जिन्हें करने से समय प्रबंधन में सभी को सहायता मिलती है।

- क) लक्ष्यों का निर्धारण: यदि आप अपने लक्ष्यों के बारे में स्पष्ट हैं तो लक्ष्य प्राप्ति के लिए समय के उपयोग की निश्चित योजना बना सकते हैं। लक्ष्य पूर्णतः पारिभाषित एवं स्पष्ट होने चाहिए। साथ ही लक्ष्य प्राप्ति के लिए समय सीमा का भी निर्धारण महत्वपूर्ण है अन्यथा एक ही लक्ष्य के लिए असीमित समय व्यर्थ हो सकता है। लक्ष्य निर्धारण से व्यक्ति के मन में उद्देश्य के प्रति जागरूकता आती है तथा आशा एवं नव ऊर्जा का संचार होता है।
- ख) प्राथमिकताएं निर्धारित करना: प्राथमिकताओं का निर्धारण समय प्रबंधन का एक प्रभावशाली पक्ष है। हमारा मस्तिष्क इस बारे में एकदम स्पष्ट होना चाहिए कि कौन सा कार्य पहले निष्पादित किया जाना है एवं उसके बाद किस कार्य को निष्पादित करना है। इस संदर्भ में परिटो के समय सिद्धांत का उल्लेख प्रासंगिक होगा जिसमें बताया गया है कि अनेक कम महत्वपूर्ण कार्यों लगने वाला हमारा 80 प्रतिशत समय मात्र 20 प्रतिशत परिणाम देता है जबकि महत्वपूर्ण कार्यों में लगने वाला 20 प्रतिशत समय 80 प्रतिशत परिणाम देता है। इस प्रकार कार्यों की महत्ता को देखते हुए उनके लिए समय का निर्धारण किया जाए।
- ग) कार्यों को सूचीबद्ध करना: एक डायरी बनाएं जिसमें दिन भर में किए जाने वाले कार्यों को सूचीबद्ध करें। इसमें अति महत्वपूर्ण / महत्वपूर्ण / आवश्यक एवं वैकल्पिक

कार्यों को अलग अलग श्रेणी में विभाजित कर दें। समय का कुछ हिस्सा अप्रत्याशित कार्यों के लिए भी छोड़ दें। ध्यान रहे कि ऐसा करते समय निर्धारित लक्ष्य एवं प्राथमिकताएं पृष्ठभूमि में न चली जाएं।

घ) कार्य का प्रत्यायोजन: कार्यों के समुचित प्रत्यायोजन से कार्यस्थल पर समय की बहुत बचत हो सकती है जिसे अन्य ऐसे कार्यों में नियोजित किया जा सकता है जिसके लिए स्वयं ही कार्य करना अनिवार्य है। प्रत्यायोजन स्पष्ट एवं उत्तरदायित्व के समनुदेशन के साथ होना चाहिए। प्रत्यायोजन से पूर्व ऐसा कार्य वातावरण बनाएं जिससे सभी अपने कार्य के प्रति पूर्ण रूप से जुड़ाव का अनुभव करें। निर्धारित लक्ष्य एवं प्राथमिकताएं उन्हें स्पष्ट कर दी जाएं। प्रत्यायोजित कार्यों पर निगरानी के लिए प्रभावशाली प्रतिसूचना प्रणाली बनाएं।

ङ) समय का अभिलेखीकरण: अपने टाइम लॉग को देखें। उसका विश्लेषण करें। इससे यह ज्ञात होगा कि हम समय का उपयोग किस प्रकार कर रहे हैं। आप एक गतिविधि विशेष पर कितना समय व्यतीत कर रहे हैं और क्या वह गतिविधि वास्तव में उतना समय पाने की हकदार है। आपको इससे परिणामोत्पादक एवं अपव्ययी समय का पता चल जाएगा एवं आगामी दिनों में आप अपनी कार्यशैली को तदनुसार परिवर्तित कर सकते हैं।

च) आदतें बदलना: प्रायः लोग यह कहते सुने जाते हैं कि मैं क्या करूं, मेरी आदत ही कुछ ऐसी है। वस्तुतः हमारी आदतें हमने ही बनाई होती हैं और उसको परिवर्तित करने की शक्ति भी हमारे अंदर होनी चाहिए। हमें आदतों का गुलाम नहीं होना चाहिए बल्कि आदतें हमारे वश में होनी चाहिए। एक अनुत्पादक आदत को बदलने के लिए रचनात्मक कार्यशैली को पूरे जोश के साथ अपनाएं।

प्रकृति ने समय की दृष्टि से किसी को भी अमीर अथवा गरीब नहीं बनाया है। सबको एकसमान समय सम्पदा प्रदान की है। बस उसका सही प्रबंधन ही व्यक्ति को सफल अथवा असफल बनाता है। वक्त पर न काटी गयी फसल एवं असमय बोया गया बीज व्यर्थ हो जाते हैं। इसी प्रकार जीवन के प्रत्येक क्षण का महत्व है।

किसी ने सत्य ही कहा है:

सोचने के लिए समय निकालो - यह ऊर्जा का स्रोत है।

पढ़ने के लिये समय निकालो - यह बुद्धि के विकास का स्रोत है ।

व्यायाम के लिये समय निकालो - यह अच्छे स्वास्थ्य का स्रोत है ।

हंसने के लिये समय निकालो - यह आत्मा का संगीत है ।

बहुधा हम यह कहते हैं कि हमने कितना समय किस कार्य पर व्यय किया जबकि वास्तव में हम समय का व्यय नहीं निवेश करते हैं । समय का सुविचारित निवेश हमें जीवन के विभिन्न क्षेत्रों में लाभ प्रदान करता है अन्यथा ऐसा निवेश व्यर्थ चला जाता है और हम स्वयं को नहीं बल्कि समय को कोसते हैं । कविवर रहीम ने कहा है कि:

समय लाभ सम लाभ नहीं,

समय चूक सम चूक चतुरन चित रहि मन लगी, समय चूक की हूक ।

निष्कर्षतः समय प्रबंधन जीवन की सफलता का मूल मंत्र है और इसके समुचित प्रबंधन पर आपकी सफलता एवं असफलता निर्भर करती है ।

Beauty is truth's smile
when she beholds
her own face in a perfect mirror

- Rabindranath Tagore

TERMINATION OF CPSS O&M CONTRACT

CASE STUDY

CPSS (Construction Power Sub Station) was commissioned keeping in view the meeting of construction activities. Prior to that, power requirement was met with an 11kV transformer. As per the agreement with the owner after commissioning, the Contractor has to maintain the O&M for 3 years. If plant commissioning is not done within 3 years, the above O&M will be extended.

Observations:

1. Consultant should have mentioned the criteria (financial) for extending the O&M contract of the Contractor beyond the 3rd year. As the Consultant did not come forward, the Engineer-In-Charge has gone for open tender by collecting quotations for estimation from the parties having experience in this area.

Quotations are taken from three firms.

- When MRS (Main Receiving Station) was commissioned, and power was available for commissioning. At that moment, there was no necessity of extending construction power O&M for three more years for the contractor.
- MRS O&M contract was also initiated during the same period. As the scope of work is same for both the sub stations a common contract would have been planned to minimise the contract value instead of separate contracts for CPSS(132KV) and MRSS(132kV).
- Finally, the O&M contract of CPSS was allotted to another Contractor, with an estimate of 11,00,000 per month. But the same contractor is executing the same job at another location at the cost of 170,000/- with minor changes.

SUBODH

- Engineer Incharge should have collected the Estimation of O&M contracts around the owners location. Another contractor was doing the same work in a state power distribution company for a long time.

Apart from the above after studying the RA bill of CPSS and MRSS it is noticed that:

- In CPSS Manpower bill =3,50,000/- bill released is 11,00,000/- (excluding GST).
- In MRSS Manpower bill =25,45,758/- bill released also 25,45,758/- (excluding GST).

When the Scope of work and facilities are almost same for both the contracts, excess payment of 6,50,0000/- was paid to CPSS Contractor. Hence the vigilance department of the organisation has investigated the excess money being released in the RA bills of the CPSS Contract. Engineering-in-Charge said that that money is for vehicle maintenance and other facilities like tools and accommodation. Still, that amount paid was much higher than the actual expenses. Finally, that contract was terminated by the Project Head before the actual completion of the contract period due to vigilance intervention.

Faith is the bird that feels
the light when the dawn is still dark

- Rabindranath Tagore

JUDICIAL IDENTIFICATION OF MODE OF TENDERING

CASE STUDY

This study is regarding a delay in procurement of a spare part of HEMM equipment (Excavator), which took around 15 months from the date of proposal to the placement of order and the delivery period for the item is further 11 months from the date of order despite the urgency of the item.

In the production unit of an organisation a spare part of a HEMM (excavator) got damaged. Further in urgency, a proposal was initiated for procurement of a spare part by the user department. The estimated value of the spare was more than Rs.2 Crore. User department mentioned the urgency of the item and procurement on a proprietary basis as the item was a spare part of the OEM. As the item was of high value, the Material section of the organisation initiated the proposal through GTE for approval. Meanwhile, the introduction of 'Make in India' policy by Government of India to encourage and promote manufacturing and production of goods and services in view of enhancing income and employment and government directives to PSU for floating GTE only for items having value more than Rupees 200 Crore. In this regard, it was suggested to go for OTE (Open Tendering) rather than to go for GTE.

In view of the above, a proposal for the same was initiated as OTE for approval. However, sources for OTE were not available. As the item was a spare part of the OEM, no other information regarding the spare part was available with the user as well as the procurement department. Finally, upon various communication in the file between the concerned department and approving authorities and considering the exigency of the item it was suggested to procure the item through single tendering basis (STE).

Finally, a proposal was initiated in STE for approval through the procurement department. Total time taken for the deciding mode of tender was 429 days. Also, in this period, the value of the item escalated considerably and finance recommended negotiation to justify the value of the item. The entire process took a considerable time in vain.

Since the item was a spare of OEM equipment and design of the same is proprietary of OEM, proprietary/ STE mode of tender should have been decided in the very initial stage of procurement. Whenever an indented item is a spare part or sub-assembly of the main equipment and is a well known fact that the source is only the OEM, mode of tender shall be confirmed at initial stage through mutual discussion of concerned dept. to avoid/ minimise delays. To avoid procedural delay in such urgent cases, it is suggested that the concerned departments should develop the habit of discussing files/ proposals among themselves to arrive at a proper conclusion and to gear up the file movement.

As per the recent GOI guidelines, all the tenders including single tenders are now being procured through GeM portal. The lead time in procurement through the GeM portal is short. Unnecessary delay may be avoided by procurement through the GeM portal.

Open your arms to change
but don't let go of your values

- Dalai Lama

दैनिक जीवन में भ्रष्टाचार

संदीप मिश्रा

दैनिक जीवन में भ्रष्टाचार?
ये कैसा ओछा विचार?

भाई हम तो कट्टर ईमानदार हैं !
गांधीजी का अगला अवतार हैं !!

तो आईये आपका भ्रम दूर किये देते हैं ।
थोड़ा गिरेबाँ के अंदर झाँक लेते है ॥

सुबह सुबह जब टहलने निकलते हो,
भगवान् के लिए वो सुन्दर सा फूल तोड़ने मचलते हो ।
श्रद्धा संग लिपटा ये जो चोरी का विचार है,
यही तो दैनिक जीवन का भ्रष्टाचार है ॥

अरे ओ मुन्ना, जा ले आ बाजार से मिठाई और दही,
मन करे तो खा लेना टॉफी, जो भी लागे सही ।
वात्सल्य में लिपटा ये जो रिश्त का व्यवहार है,
यही तो दैनिक जीवन का भ्रष्टाचार हैं ॥

भरी पड़ी है दुनिया कैसे चोरों से, गद्दारों से,
पर मुझे मिला जो तोहफा वो है, मेरे कार्य-प्रतापों से ।
आत्म-औचित्य में लिपटा ये जो अपना कारोबार है,
यही तो दैनिक जीवन का भ्रष्टाचार है ॥

भ्रष्टाचार एक घटना अथवा घटनाक्रम नहीं है, यह एक जीवन शैली है जो रातों रात ना तो सिखाई जा सकती है, ना ही भुलाई जा सकती हैं । इसे खत्म करने से लिए सत्यता को नैतिक मूल्यों का अभिन्न अंग बनाने की आवश्यकता है । बाह्य अंकुश केवल भ्रष्टाचार के नवीन आयाम खोजने के लिए प्रेरित कर सकता है, जबकि आंतरिक नैतिकता समाज के अंतर्मन में सत्यता को स्थापित करने का सामर्थ्य रखती है ।

Be vigilant; guard your mind
against negative thoughts

- Gautam Budhdha

"On this earth there is enough for
everyone's need but not for their
Greed"

- M.K. Gandhi

It is a fine thing to be honest,
but it is also very important
to be right

- Winston Churchill



NMDC Limited

(A Government of India Enterprise)

Khanji Bhawan, 10-3-311/A, Castle Hills
Masab Tank, Hyderabad-500 028

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