



Preventive Vigilance Initiatives

Vigilance Awareness Week – 2024



Culture of Integrity for Nation's Prosperity

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Vigilance Awareness Week – 2024



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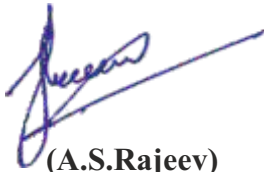
Message from the Commission

In the contemporary landscape where transparency and accountability are of paramount importance, the role of preventive vigilance cannot be overstated. Vigilance Awareness Week (VAW) 2024, which is being observed from 28th October to 3rd November, serves as an opportune moment to reaffirm our collective commitment to fostering an environment characterized by integrity and ethical conduct. Therefore “Culture of Integrity for Nation's Prosperity” has been adopted as the theme for this year's VAW.

The vision of Viksit Bharat 2047 aims for a developed and prosperous India by the centenary of our independence. By fostering a culture of integrity, we can ensure development which is equitable and just benefiting all sections of society.

This publication on preventive vigilance elucidates initiatives undertaken by various organizations to promote preventive vigilance. These initiatives encompass the implementation of e-governance systems to enhance transparency, increase accountability and ensure better service delivery.

By disseminating best practices and success stories, this book aims to inspire other organizations to adopt similar measures to create an ecosystem to foster a culture of integrity across all sectors and organisations, thus promoting good governance.



(A.S.Rajeev)
Vigilance Commissioner



(Praveen Kumar Srivastava)
Central Vigilance Commissioner



(Arvinda Kumar)
Vigilance Commissioner

Message from Secretary

Effective vigilance administration fosters a culture of integrity and trust, which is essential for smooth functioning of any institution. Rather than merely reacting to incidents of wrongdoing, preventive vigilance focuses on identifying potential risks and vulnerabilities before they manifest into problems.

To compile a booklet on best practices for preventive vigilance, the Commission reached out to all organizations, inviting them to share their efforts and initiatives in this crucial area. The process was designed to be inclusive and comprehensive.

The Commission has received tremendous response. An editorial team led by Smt. Arti C Srivastava, Additional Secretary has selected few best practices for compilation of this booklet on preventive vigilance initiatives.

Through insightful analysis and practical examples, this booklet endeavors to equip readers with the requisite knowledge and tools to replicate good practices in their respective organisations. It emphasizes the necessity for continuous learning, robust internal controls, and an unwavering commitment to ethical behavior at all levels.



(P Daniel)
Secretary, CVC

From the Editor's Desk

In line with the Commission's philosophy of attaching importance on preventive vigilance over punitive vigilance, a booklet on preventive vigilance initiatives is being brought out during Vigilance Awareness Week, 2024.

For this purpose all organizations were requested to furnish initiatives taken by them for preventive vigilance. It was heartening to see that organisations enthusiastically responded.

A set of criteria was established to evaluate the practices being undertaken by organisations. The criteria included effectiveness, scalability, and universal applicability of the practices as well as their impact on fostering a culture of ethical behavior. The editorial team found it difficult to shortlist the entries as it was seen that many of the organisation had done excellent work in this regard.

This book also includes short stories/folklores that highlight India's culture of integrity, rooted in its rich heritage and culture, and offers readers a unique perspective on how these timeless values have been woven into the fabric of Indian society. These stories can be found in the public domain and online repositories.

Through this resource, we hope to inspire a commitment to vigilance that not only prevents misconduct but also promotes a work environment rooted in trust and ethical behavior.



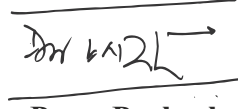
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CONTENTS



01

BHARAT
PETROLEUM
CORPORATION
LIMITED

LPG-Pure For Sure
At Your Door Step



07

COCHIN
SHIPYARD
LIMITED

Ensuring Transparency
In Recruitment -
Marks Portal



12

GAIL (INDIA)
LIMITED

Anushraavan and
Anupalan



19

A Navratna Company NHPC
LIMITED

Vendor Payment Portal



BANK OF
MAHARASHTRA

26

Maha-Nividha
Portal



RITES LIMITED

34

DARPAN Reflecting
Financial Reality



CWC

A Navratna CPSE

CENTRAL WAREHOUSING
CORPORATION

Digital
Transformation

43



POWER FINANCE
CORPORATION
LIMITED

54

Performance Evaluation
Mechanism Of Monitoring
Agencies



61

NUMALIGARH
REFINERY
LIMITED

Smart Truck Parking
and Access Control
System



65

EMPLOYEES
PROVIDENT FUND
ORGANISATION, INDIA

Standard Operating
Procedure on Transaction
less and Inoperative
accounts



73

डेडीकेटेड फ्रेट कोरीडोर
DEDICATED FREIGHT CORRIDOR
CORPORATION OF INDIA LIMITED

Task Management Tool



81

MMTC LIMITED

Upgradation of
Empanelment Policy



88

MINISTRY OF
ENVIRONMENT, FOREST
AND CLIMATE CHANGE

National Transit
Pass System (NTPS)



94

RASHTRIYA ISPAT
NIGAM LIMITED

Online Integrated Module
For Booking of Air
Tickets (e-tour)



99

NMDC LIMITED

e-Measurement Book
(e-MB) and e-Finidrance
Register



107

RASHTRIYA CHEMICALS
AND FERTILIZERS
LIMITED

RCF Dealer Parivar
Mobile App



BHARAT PETROLEUM CORPORATION LIMITED

LPG-Pure For Sure At Your Door Step

BPCL has 55 LPG Bottling Plants in the country with a wide distribution network of 6255 LPG distributors covering every nook and corner of the country supplying LPG to approx. 844 Lakh domestic customers and 268 Lakh PMUY (Pradhan Mantri Ujjwala Yojana) customers where LPG connection is given to adult women belonging to the underprivileged sections of society.

Problem Statement

There are 3 major issues in this “Last Mile Delivery”;

The "Pure for Sure" initiative aims to address the last mile delivery inefficiencies and enhance customer satisfaction for LPG services. BPCL plans to implement unique and modern solutions to ensure product quality, customer convenience and address issues faced by customer in LPG delivery ecosystem.

- **Underweight Cylinders/ Pilferage:** Complaints from customers alleging that the cylinders delivered does not have the stipulated 14.2 Kgs of LPG inside, which the customer has paid for, and that they weigh less and have been pilfered enroute before delivery.
- **Diversion of Refill LPG Cylinders:** Customers complain that after booking a cylinder, they get an SMS that the cylinder has been delivered on such date and time but the fact remains that the cylinder has not been delivered to the customer but has been illegally diverted elsewhere.

- Overcharging and poor service standards: The customers frequently complained that the delivery boy has overcharged them for the LPG cylinder, seeking additional charges to deliver etc. The delivery boy has also failed to carry out the pre-delivery checks for weight, valve leak and ‘O’ ring leak in the LPG cylinder.

Addressing The Issue

To address the above issue, BPC developed **Last Mile Technology Solution** and **Tamper Proof Seal**.



Solution Objectives Tamper Proof Seal and QR Code

Pure for Sure (PFS) Concept: BPCL, has developed a tamper proof seal which has QR code for authentication that will have the *complete trail of the cylinder from the plant to the customers.* The tamper proof QR code will ensure that cylinder delivered to the customer is in the same condition as it was filled in the plant after completion of all quality and quantity checks. The QR is activated in the plant at the time of sealing. The data such as Date, Time, Gross Weight, Shift details, Plant Name etc. is filled at the plant itself. The neck image is also captured in the cloud.



At the time of delivery, the customer can scan the QR code on the tamper proof seal and if the seal is intact then a Pure for Sure image will pop up along with a signature tune as an indication of authenticity of the cylinder. In case of a tampered cylinder, the QR will get damaged and scan of the QR will not be possible and customer shall be educated not to accept such cylinders.

Last mile technology solution



BPCL has developed a **Last Mile technology solution** and complete delivery process will be governed via Delivery Partner App that have the following features: -

FEATURES	
Route Optimizer	Geo-tagging – customer address
Slot delivery	URL based cash memo to customer
Real time cylinder/delivery tracking	Customer feedback/rating
QR scan of seal	Entire trail of cylinder journey

The customer's address is geotagged, and it is an OTP based delivery. He can also track the delivery on real time basis and receive notifications after the cylinder is delivered. The customer, using the mobile app can slot the delivery of the LPG cylinder at a time convenient to him. These measures ensure that the delivery of the LPG Refill is to a genuine customer and there is no diversion possible. On delivery at the Customer's premises, using the mobile app, the Customer can first check if the tamper proof seal is



broken in any way and then scan the QR code on the seal and carry out the following checks;

- Authenticity Check
- Weight Check

He can then receive the e-cash memo . The e-cash memo will reflect the correct price that is payable by the customer thereby eliminating issues of overcharging. He can then witness the pre-delivery checks of weight, valve/'O' Ring leak check and give feedback on the delivery process through the mobile app.

Impact Analysis

The PFS project has already shown promising results during its pilot phase in Lucknow. BPCL has improved the cap design, integrated software for seamless data transfer, and conducted extensive trials to ensure reliability and customer satisfaction. The feedback from the customers has been overwhelmingly positive, with a high acceptance rate and satisfaction levels. This cutting-edge seal, featuring a QR code that breaks upon opening, ensures that any tampering or unauthorized access is instantly detectable. Customers can now effortlessly verify the authenticity and safety of their LPG cylinders, significantly reducing the risk of fraud and guaranteeing the quality of the product they receive.

Since its introduction, approximately 2,572 cylinders have been delivered through 10 distributors. This innovative measure enhances

consumer trust. **The PFS seal is a game-changer**, setting new standards for safety and customer satisfaction in the LPG market. By embracing this advanced technology, Bharat Petroleum is leading the way in ensuring that every cylinder reaches customers in its purest form, reinforcing the company's reputation as a trusted provider of energy solutions.



Universal Applicability

Oil Marketing Companies (OMCs) already have similar LPG distributorships and delivery systems as shown above. By usage of the innovative tamper proof seal with QR code and last mile technology, other organisations can also monitor and effectively ensure delivery of LPG cylinders to their customers smoothly and prevent issues of pilferage/underweight, diversion of cylinders and overcharging customers.

Way Forward

The "Pure for Sure" Initiative, with its tamper-proof seals and innovative technology, aims to enhance the overall LPG customer experience and ensure product quality. By offering these unique solutions, BPCL reaffirms its commitment to excellence and customer satisfaction in delivery of clean and efficient cooking fuel across the country.



Satyameva Jayate

Raja Harishchandra was renowned for his unwavering commitment to truth and righteousness. One day, Sage Vishwamitra decided to test the king's devotion to these principles. He appeared before Raja Harishchandra and demanded a series of sacrifices, including his throne, wealth, and even his family.

Raja Harishchandra accepted the challenge without hesitation. He relinquished his kingdom, distributed his wealth among the poor, and sent his wife, Queen Chandramati, and their son, Rohitashva, into the service of a Brahmin. Raja Harishchandra himself took up the humble position of a cremation ground keeper. Despite facing severe hardships, including hunger, ridicule, and illness of his son. Raja Harishchandra remained steadfast in his commitment to Truth and Dharma. Eventually, Vishwamitra revealed the divine test and restored Raja Harishchandra's kingdom, wealth, and family, acknowledging his unwavering dedication to righteousness.

Culture of Integrity for Nation's Prosperity



COCHIN SHIPYARD LIMITED

Ensuring Transparency In Recruitment – Marks Portal



All vacancies that are filled by direct recruitment are invariably notified on CSL website, Intranet, National Career Service Portal of Government of India, News Dailies, Employment News, Employment Exchange etc. for wide publicity. Vacancies are notified along with reservation. Job aspirants are informed to submit applications against vacancies notified either through the online system or in the prescribed format as instructed in the notification.

CSL Marks Portal heralds a new era of transparency in recruitment process. It has instilled a new confidence in the minds of applicants and also streamlined the recruitment process.

CSL conducts selection tests viz. Objective test, Descriptive test, Practical / Skill test etc as part of selection process for group C and D posts. For selection to the group A and B posts, the process includes group discussion, power point presentation, interview, tests on writing skills and such other selection parameters like work experience. The parameters for selection to the contractual posts also include similar Objective / Descriptive / Practical / Skill tests and interview. The applications of the candidates are scrutinised

against notified eligibility requirements, and reasons for rejection of applicants not shortlisted for the selection process are recorded. All the activities involved are carried out in line with the DPE/ Government directives as applicable. Transparency in approach and consistency in selection standards are to be ensured throughout the recruitment process. To ensure consistency, CSL has moved into online mode of receipt of applications since 2017. The preliminary selection tests are also conducted online since 2018, and the online evaluation techniques support transparency in approach.

Problem Statement

Subsequent to the receipt of online applications and conduct of online tests, the scrutiny of applications and the selection processes like practical test, interview etc are offline process and the status of all applications are to be maintained for records. Hence, there were cases where it was not easy to track an application and/or understand the status of an application.

The problem became all the more crucial, when recruitments began in a full-fledged manner in various units and subsidiaries of CSL pan India, and similar posts were notified across these units for recruitment. CSL, Kochi being the head office, the corporate HR was bound to track down the details of applications under enquiry as and when required. Further, there needed to be a standardisation in the selection result communicated to the candidate, whether shortlisted or not.

Earlier, CSL used to publish only the online test scores of candidates which formed the basis for their short-listing to further stages of selection. This was made available through the online exam portal a few weeks after the exams. The marks of last candidate short-listed for further selection was also published as circular on CSL website. In case of rejection of an application, the reason for rejection was published as circulars on CSL website, against their unique registration number. The final results were also published as circulars on CSL website. However, the marks of stages of selection like practical test, group discussion, interview etc and the position in the rank list, were not communicated through circulars as it may create comparisons with other candidates and thereby raise grievances. Though CSL does inform the candidates of the selection status through phone calls/ SMS / e-mails, it was always difficult to ensure timely communication.

The candidates who appear for the recruitment process in CSL are eager to know the marks scored against the selection parameters. This prompts them to send e-mails, make enquiries through phone calls, submit RTI, raise grievances etc. Further, the candidates also raise RTI requests in order to know their position in a selection process or whether they are shortlisted for further selection process or not.

Addressing The Issue

Now, CSL has enabled a Marks Display Portal, where the marks scored by the candidates in various selection parameters is available through candidate self-login. CSL has also enabled the portal with the facility to view the reasons for rejection of applicants not shortlisted for the selection process, marks of practical tests, interview etc., as well as the marks of last candidates short-listed after selection tests. The candidates can know the status of their application whether shortlisted or not, as well as their position in a selection process including their rank. The marks are thus not openly available to all candidates, avoiding comparisons and grievances.

The publication of the selection scores at the end of the selection process, reflects on the transparency and fairness of the recruitment process followed by CSL.

Impact Analysis

Following are the number of RTI applications received in CSL HR department (Recruitment section) in the past four years :

2021	2022	2023	2024 (till date)
69	104	47	13

A visible reduction in the number of RTI applications can be seen in 2023 and 2024 as compared to 2021-22.

Universal Applicability

Employers generally choose not to disclose the marks obtained by individual candidates. This is done to maintain confidentiality and prevent any undue influence on the selection process. The

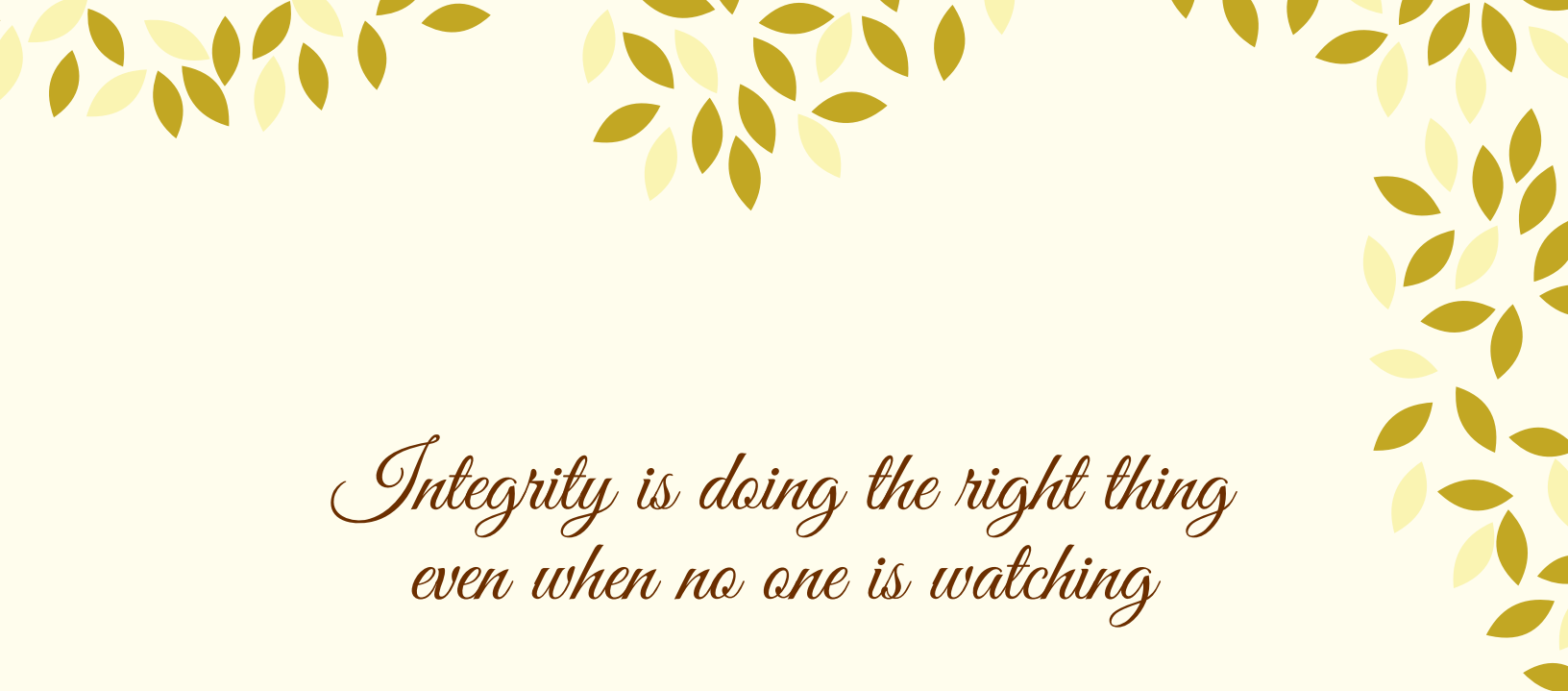
method adopted by CSL through candidate self-login can be adopted by other CPSEs, as the portal could enhance the transparency in recruitment by providing candidates with an easy and reliable access to verify their selection status at CSL. Since the portal is not providing an open access to public, there are few chances of comparisons and grievances arising out of such comparisons.

Way Forward

The transparency in recruitment can be further improved by introducing chatbots in recruitment process. The chatbots can automate tasks, provide instant responses and enhances overall candidate experience. Some key ways they can assist are as follows:-

- **Automated Screening:** Chatbots can quickly gather basic information from applicants, such as their experience, skills, and qualifications.
- **Improved Candidate Experience** through 24/7 availability, personalized interactions and Reduced wait times. Chatbots can handle routine tasks, freeing up recruiters to focus on more complex aspects of the hiring process.
- **Efficient Communication Management** such as answering frequently asked questions or providing updates on the hiring process.
- **Scheduling Interviews** based on candidate availability and recruiter preferences. Chatbots can send reminders about upcoming interviews or deadlines, reducing the risk of missed appointments.
- **Data Collection and Analysis:** Chatbots can collect data about candidates, such as their preferences, skills, and qualifications and help recruiters make more informed hiring decisions.





*Integrity is doing the right thing
even when no one is watching*

Munshi Vanshidhar, a young man from a poor family secures a job as a salt inspector (Daroga) during British rule in India. Despite the widespread corruption in the salt department, Vanshidhar remains committed to his principles and refuses to accept bribes.

One night, Vanshidhar catches Pandit Alopudin, a wealthy and influential landlord, smuggling salt. Alopudin tries to bribe Vanshidhar with increasing amount of money, but Vanshidhar remains steadfast and arrests him. This act of integrity leads to Vanshidhar losing his job due to Alopudin's influence.

However, Alopudin is deeply impressed by Vanshidhar's honesty and later offers him a position as the manager of his entire estate, recognizing the value of having an honest person in charge.

Culture of Integrity for Nation's Prosperity



GAIL (INDIA) LIMITED

Anushravan and Anupalan

A unit of Gail at Pata, engages approximately 5800 contract workmen for operation and maintenance of the plant. This poses huge challenge with respect to monitoring and recording their access, gate pass etc. Ensuring payment related statutory compliances were also challenging for such a large number of contract workmen.

Problem Statement

ANUSHRAVAN is a Gate Pass system to ensure valid entry of any outsourced manpower. It is designed for issuance of access cards and gate passes to all contract workers assigned to a specific contract.

ANUPALAN is a system to monitor payment-related compliances regarding contract workers.

Before the introduction of Anusharavan and Anupalan systems, it was challenging to monitor the status of statutory compliances of the contract workmen and their gate passes related inputs. Such inputs were required from various sources/ departments inside the plant premises and specifically from the concerned Engineering-In-charge (EICs).

Earlier the entire process was manual. It was difficult to ensure the security and statutory compliances. Hence, the idea was conceived for implementation of an integrated system for better control of statutory compliances of the contract workmen, their gate pass control and monitoring their entry/exit at GAIL Pata.

Addressing The Issue

ANUSHRAVAN System, a streamlined workflow has been established, starting from the award of the contract and the assignment of an EIC (Engineer-In-Charge). The mapped EIC enters contract details along with the number of workers to be deployed. Additionally, the EIC is responsible for uploading the following details in the portal regarding the contract.

- Statutory Employee Insurance Policy
- Labour Licence (Form VI), under Contract Labour (R&A) Act, 1970
- PF Registration Certificate

Requests for issuance of gate pass undergoes scrutiny by the HR department and then get forwarded to the security department for final approval. (Refer Figure 01)



Figure 01: Process workflow of Anushravan

This systematic approach ensures compliance with labour license and the acquisition of insurance policies under the Employee Compensation Act. Additionally, the system records the entry and exit times of all contract workers, providing a reliable method for EICs to verify attendance records and detect any potential manipulations by contractors. This feature ensures accuracy in wage calculations based on attendance records and wage registers.

The implementation of this system empowers EICs with access to attendance reports and total time spent by workers inside the plant premises. Furthermore, EICs have the provision to request the renewal or cancellation of gate passes directly through the portal, streamlining administrative processes and enhancing efficiency. Further, many required details of the workers (like bank account details, UAN, addresses, emergency contact etc.) are also captured in the system, which can be retrieved easily whenever required.

ANUPALAN system is designed to be user-friendly, requiring only minimal time investment to input the necessary information each month. The data requested mainly consists of binary status indicators (i.e. Yes/No) and the corresponding payment dates. Prior to the implementation of this system, the HR department conducted manual document inspections of contractors' records to identify discrepancies or delays in payment-related compliances. However, Anupalan enables management to monitor payment status across all contracts within the plant on a monthly basis. In cases of significant delays by contractors, the company, as the Principal Employer, can swiftly intervene by taking appropriate action against the contractor and directly disbursing payments to workers. In case of delays in payments to the contract workers, EICs are issued regular reminders, which also escalates to up to CGM level to ensure timely payments. The delays in payments to the workers have been reduced to a large extent after implementation of this system.

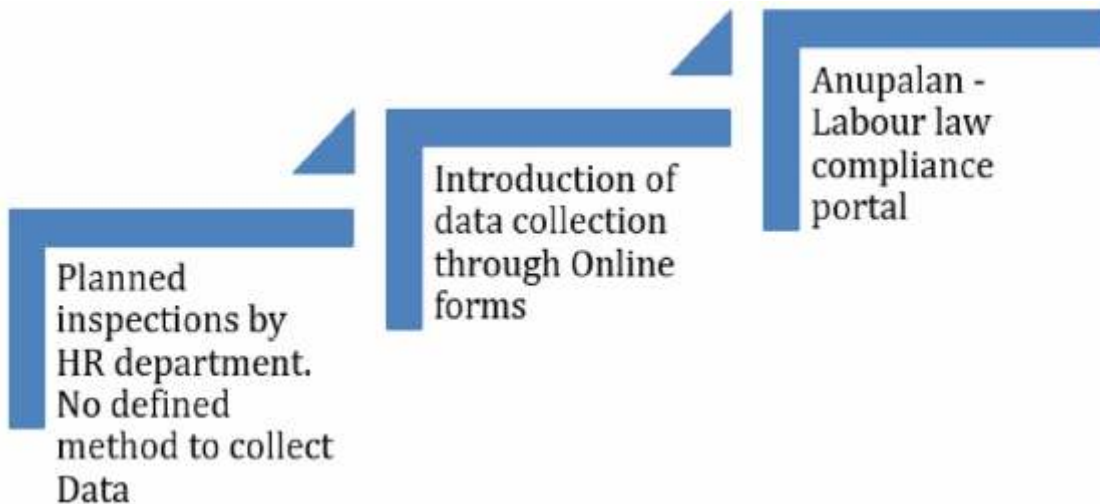


Figure 02: Contract Labour Compliance

Impact Analysis

The impact analysis of ANUPALAN and ANUSHARAVAN system are hereunder: -

- **ANUPALAN System:**
 - Monitors major compliances related to payments of wages, PF, bonus and leave wages
 - Single window to track all contracts
 - Timely action in case of non-compliance in contracts
 - Provision for system generated alert emails
 - Provision to fetch various reports on real time basis
 - Man-hours saved due to automation of system
 - Reduced the number of complaints from contracts workers

- **ANUSHRAVAN System:**
 - Compliances related to obtaining labour licence, timely submission of Notice of Commencement/ Completion in Form VII, coverage of workers under EC policy is ensured
 - Meticulous maintenance of data on labour license, WC Policy - their validity, PF code and other additional details – to facilitate EIC/HR
 - Avoids possible improper identification/human error by CISF due to manual checking of gate passes
 - Workers with temporary pass are also captured by the system

- Ascertain actual deployment of contract labour in each contract
- Generates a report of contract labour present inside the plant on real-time basis.
- Less time to process the request for issuance of gate pass
- Less complaints from contract workers regarding the harassment by Contractors during processing of gate passes
- Reduced scope for misrepresentation/ manipulation of attendance by contractors
- Access of attendance and other reports to EICs
- Helps in addressing complaints/ cases of non-payment of wages, PF, etc.

Universal Applicability

The matter has been taken up with Corporate HR department for implementation of this application across GAIL for better management of statutory compliances and contract workmen gate pass system.

Way Forward

Continuous improvement and adaptation of the digital systems can help meet evolving needs and regulatory requirements of organizations. By tailoring the systems to different contract types, introducing advanced functionalities, and leveraging automation capabilities, organizations can further optimize their contract labour management processes, enhance compliance, and promote industrial harmony. Building on the success of the implemented digital solutions i.e. implementation of Anushravan and Anupalan in April 2023 for contract labour management, there are several avenues for further enhancement and refinement to maximize efficiency and to ensure compliance in true spirit. The systems can be customized to cater to different types of contracts, such as expert services and service contracts, ensuring that specific requirements and regulations are adequately addressed for each contract type.

Moreover, as users become fully accustomed to the systems, future upgrades can be planned to introduce additional functionalities aimed at streamlining administrative processes to a greater extent. One proposed enhancement is the generation of statutory documents, such as the Attendance Register (Form-D) and Wage Register (Form-B), based on the recorded attendance data. This automation would significantly reduce the manual effort required for document preparation and ensure accuracy and timeliness in compliance reporting. Additionally, provisions can be made to allow contractors to upload payment proofs or statements directly into the system. These documents can then be automatically validated against the Wage Register, streamlining the verification process for EICs and ensuring alignment between recorded attendance and wage payments. This feature would not only save time for EICs but also enhance transparency and accountability in payment verification procedures.

From streamlining gate pass issuance to tracking payment-related compliances, these systems have significantly enhanced operational efficiency, transparency and enriched industrial relations. By centralizing data and providing real-time insights, these systems empower management to make informed decisions and take timely actions when necessary.

Furthermore, the simplicity and user-friendliness of these systems have made compliance tasks more accessible and manageable for stakeholders across different departments. With just a few minutes of input each month, essential information related to payment status and other compliance matters can be accurately recorded and monitored.





Honesty is the best policy

A hardworking woodcutter lived in a small village. Apart from being industrious, he was also very sincere and honest. Every day, he would go to the forest and cut trees using his trusted iron axe. Whatever he felled, he would then chop up and bring to the market in town, where he would sell to a merchant.

One day, he was cutting a tree near a river. Suddenly, his hand slipped from the handle, sending the axe down to the bottom of the river. The woodcutter was devastated. Without his axe, he would not have been able to earn a living. All he could do was to pray to the Goddess.

With his fervent prayers, the Goddess appeared before him, asking what he needed help with. The woodcutter immediately went to explain the situation. The Goddess reached down deep to the bottom of the river and pulled up a silver axe, and then a golden axe. The woodcutter said no to both axes.

The Goddess asked the woodcutter to check again. “It’s a very valuable axe,” she said. But the woodcutter was firm. “No, it’s not mine. My axe is an iron one. I can’t cut trees with a golden axe.”

The Goddess was pleased. She reached into the river one more time and finally, brought up the woodcutter’s axe. “That’s my axe!” The woodcutter excitedly exclaimed. Because of the honesty that the woodcutter displayed, the Goddess rewarded him with both the silver and golden axes.

Culture of Integrity for Nation’s Prosperity



Vendor Payment Portal



Vendor Payment Portal of National Hydro Power Corporation (NHPC)-where every transaction is transparent, traceable, and secured. It is empower with real-time monitoring, robust audit trails, and automated compliance checks. It safeguards against fraud with advanced security features designed to protect NHPC financial ecosystem.

Problem Statement

NHPC had been facing several challenges in managing vendor payments. Manual processes were time-consuming and prone to errors, leading to delayed payments. Paper-based invoicing and payments through cheque were fraught with the risk of fraud. Also tracking and keeping oversight was difficult. Additionally, the lack of automation meant higher administrative costs, inefficiencies in managing large volumes of transactions, often leading to compliance issues and missed opportunities for a cordial vendor relationship.

Addressing the Issue

Leveraging Information Technology for sustainable

growth in business, NHPC has implemented an Enterprise Resource Planning (ERP) application to integrate all its business functions to improve information availability, transparency and decision making. Various units of the Company across India are connected to the Corporate Office through multimode and fail-safe communication links. Information Technology (IT) and Cyber Security Policy are in place to ensure optimum and secure utilization of the IT&C assets owned by NHPC. All NHPC locations are using ERP system for all major business processes. This became an enabling factor to create the Vendor Payment Portal to address the problem explained above.

Vendor Payment Portal

The supplier invoice is generated through sub contract or purchase order by user division for payment by finance division. All requisite documents such as PO/SO/invoice/approvals etc. are also attached to supplier invoice by user division. The finance division approves the supplier invoice and generates payment voucher. The payment file is generated and uploaded to bank site for transfer of payment amount from NHPC account to supplier/contractor account.

The status of payment can be tracked by vendor on a real time basis in vendor payment portal available on NHPC website. The processes mentioned above are available in ERP system and no manual intervention by vendor is required to track the status of payment.

Key Components of NHPC Vendor Payment Portal

- **User Interface (UI) and User Experience (UX) Design**
 - **Dashboard:** A central hub where users can access essential functions like payment history, pending invoices, and account settings.
 - **Payment Processing:** A dedicated section for initiating, scheduling, and tracking payments
 - **Integration with NHPC ERP System:** Integrating an IFS ERP (Enterprise Resource Planning) system with NHPC Vendor Payment Portal creates a powerful synergy that enhances financial management and operational efficiency.

- **Here's how integration works and its benefits**
- **Data Synchronization:** The integration ensures seamless data flow between IFS ERP and Vendor Payment Portal. Key financial data such as invoices, purchase orders, vendor details, and payment statuses are automatically synchronized, reducing the need for manual data entry.
- **Automated Payment Processing:** Once an invoice is approved in the IFS ERP system, it can be automatically forwarded to the Vendor Payment Portal for processing. This automation reduces delays and errors, ensuring that vendors are paid promptly.
- **Real-Time Financial Tracking:** The integration allows for real-time tracking of financial transactions. Users can view payment status, cash flow, and outstanding liabilities directly within IFS ERP, giving a comprehensive overview of the company's financial health.
- **Compliance and Audit Trails:** All transactions processed through the Vendor Payment Portal are logged and can be accessed via IFSERP. This integration provides detailed audit trails, helping organizations meet compliance requirements and conduct efficient audits.
- **Benefits of Integration**
- **Increased Efficiency:** Automating payment processes and reducing manual data entry significantly cuts down on processing time and administrative effort. This leads to faster payment cycles and improved operational efficiency.
- **Enhanced Accuracy:** By eliminating manual processes, the integration minimizes the risk of errors in data entry and payment processing. Accurate data ensures that vendors are paid correct amounts and on time.
- **Strengthening Vendor Relationships:** Timely and accurate payments foster trust and reliability between businesses and their vendors. The integration ensures that vendors are consistently paid on time, enhancing long-term partnerships.

- **Scalability:** As businesses grow, the integrated system can easily be scale to accommodate an increasing number of transactions and vendors without a proportional increase in administrative burden.
- **Security Features:**
- **User Permissions:** Role-based access controls to ensure that only authorized personnel can execute payments or access financial data.
- **Audit Trails:** Every transaction is logged with time stamps and user information, making it easier to conduct audits.
- **Notifications:** Facility of automatic email or SMS notifications for payment approvals, rejections, or any issues can be generated through this portal.
- **Benefits of an Online Vendor Payment Portal**
- **Efficiency and Time Savings:** Automates the payment process, reducing manual entry errors and speeding up transaction times.
- **Improved Vendor Relationships:** Timely and transparent payments enhance trust and reliability between businesses and vendors. The portal provides vendors with real-time access to payment status, reducing the need for follow-up communications.
- **Cost Savings:** Reduces the costs associated with paper checks, postage, and manual processing.

Impact Analysis

- **Invoice Submission and Processing:** Vendors can submit invoices directly through the portal, where they are automatically matched with purchase orders or contracts for verification. The system can route invoices for approval within the organization, streamlining the process.

- **Automated Payment Scheduling:** Users can schedule payments to be made automatically on due dates, ensuring timely payments without manual intervention.
- **Real-Time Payment Tracking:** Both businesses and vendors can track the status of payments in real-time, from initiation to completion. Any issues, such as payment rejections or processing delays, are immediately visible, allowing for quick resolution.
- **Improved Cash Flow Management:** Real-time financial data allows NHPC to better manage cash flow, ensuring that the Finance Division has the necessary funds available to meet their obligations.
- **Reduction in Vendor Grievances:** The use of a Vendor Payment Portal significantly reduces vendor grievances by streamlining and automating payment processes.
- **Timely Payments:** The portal ensures that payments are processed on time, reducing delays that often lead to vendor dissatisfaction. Real-time processing eliminates the common issues of late payments, which are a major source of vendor grievances.
- **Transparency and Visibility:** Vendors gain access to a transparent view of their payment status, from invoice submission to payment completion. This real-time visibility reduces uncertainty and frustration, as vendors can track their payments without needing to follow up repeatedly to Engineer- in Charge, Finance Division and Banking Section of Finance.
- **Error Reduction:** The automation of payment processes minimizes errors in payment amounts and details, which are common causes of disputes. Accurate and consistent payments help maintain trust and reduce the likelihood of grievances.
- **Improved Dispute Resolution:** The portal's detailed audit trails and transaction history provide clear records that help resolve issues quickly and fairly. This leads to faster resolution of grievances and enhances vendor satisfaction. The implementation of the Vendor Payment Portal in NHPC has significantly reduced vendor grievances by ensuring timely, accurate, and transparent payments. By automating processes,

providing real-time visibility, and improving communication, the portal fosters stronger vendor relationships and minimizes the causes of disputes, leading to smoother business operations and greater vendor trust.

Universal Applicability

The use of an Online Vendor Payment Portal across the NHPC offers transformative benefits across projects/power stations and locations. By streamlining and automating payment processes, all locations have improved efficiency, reduced errors, and enhanced security. The portal provides a centralized platform for managing payments, ensuring transparency, and maintaining compliance with regulatory standards. This portal fosters stronger vendor relationships by ensuring timely payments and offering real-time tracking, which boosts trust and collaboration.

Way Forward

NHPC Online Vendor Payment Portal is a preventive vigilance tool, offering a streamlined, efficient, and secure way to manage vendor payments. By automating and centralizing payment processes, this portal not only saves time and reduces cost but also improves vendor relationships and ensures compliance with regulatory standards.





Truth alone triumphs

The emperor of a kingdom gathered the youths in his palace. “One of you will replace me as emperor one day!” he proclaimed. “Whoever can grow their seed the best in a year will become my successor.”

Everyone in attendance got one pot of seed to bring home. A boy brought home his pot of seed, excited to watch it grow. However, after a few weeks of watering and tending to the pot, he saw no changes to it at all. He tried to ease his worries by thinking that he only needed to be patient. He consoled himself that maybe it was a slow-growing seed.

The days turned into weeks, and the weeks turned into months. Soon enough, the one-year deadline was due. The boy was beside himself, worried that he had nothing to show to the emperor.

At the emperor’s palace, the boy felt even more embarrassed. Everyone else had beautiful trees and plants to present. He had nothing but an empty pot. The others who saw his pot pointed and laughed at him. The boy decided to stay at the back of the crowd to avoid any more unwanted attention.

As the presentation to the emperor was coming to an end, the emperor saw the boy and called him up to the front. “You will be the new emperor!” he proclaimed. Everyone was shocked! It turned out that the emperor had given them all boiled seeds, which meant it would have been impossible to grow anything out of it! But it was only the boy who was honest about his so-called failure.

Culture of Integrity for Nation’s Prosperity



BANK OF MAHARASHTRA

Maha-Nividha Portal

As public money is involved in the process of procurement having several stakeholders starting from floating of tender to awarding the contract, it is highly essential to ensure transparency in the entire process, and in view of the same, the bank has developed an application for monitoring the procurement process in all the branches and offices.

The various stages and function of the process such as preparation of budget, framing of tenders, hierarchy of sanctioning authority, issuance of purchase orders, monitoring of work progress and processing of payments often becomes a tangled web of manual tracking and oversight. The challenge of managing these diverse elements effectively is compounded by the traditional reliance on disparate systems and processes, which can lead to inefficiencies, inaccuracies, and a heightened risk of errors. This problem statement highlights a critical need: a unified, integrated platform that can streamline and enhance the management of these vital components.

“Maha Nividha” an internal web portal for managing the procurement process, ensures that all stages of procurement—from planning, bidding, and evaluation to contract awarding and execution—are accessible and understandable to all stakeholders. The introduction of a unified web portal offers a centralized platform for managing all critical aspects of project finance management.

Problem Statement

The management of complex projects requires careful coordination of multiple financial and operational aspects. Currently, these elements are often tracked separately, leading to a fragmented view of project status and financial health. The lack of integration creates several challenges:

- **Inefficiencies:** Manual tracking of budgets, tenders, and other financial elements can be time-consuming and error-prone. Disparate systems and processes result in duplication of efforts and delays in updating information.
- **Data Inconsistencies:** When data is entered manually into multiple systems, inconsistencies and errors are likely to arise, affecting the reliability of reports and decision-making.
- **Limited Real-Time Insights:** Without a unified platform, obtaining a comprehensive view of project status and financials in real-time becomes challenging, impeding timely decision-making and effective management.
- **Increased Risk:** The absence of a centralized system increases the risk of errors, fraud, and compliance issues, as well as difficulties in maintaining accurate and up-to-date records.

Addressing The Issue

The bank has developed an internal web portal for reporting of procurement, named “Maha Nividha” where all administrative offices and Head Office departments are entering details of procurement carried out at the offices which are above ₹1.00 Lakh (Capital or Revenue). It ensures that all stages of procurement—from planning, bidding, and evaluation to contract awarding and execution—are accessible and understandable to all stakeholders.

The introduction of a unified web portal addresses these challenges by offering a centralized platform for managing all critical aspects of project finance management. The key features and benefits of this solution include:

- **Centralized Tracking:** By consolidating budgets, tenders, sanctions, purchase orders, work progress, and payments into a single platform, the portal streamlines data management and enhances visibility.
- **Real-Time Updates:** The portal provides real-time updates, ensuring that all

stakeholders have access to the most current information. This feature minimizes discrepancies and supports more accurate decision-making.

- **Automated Workflows:** Automated workflows and reporting tools reduce the need for manual data entry and processing, thereby decreasing the likelihood of errors and improving efficiency.
- **Compliance and Regulation:** The portal is designed to ensure adherence to organizational policies and regulatory requirements, enhancing overall governance and accountability.

Modalities of the stakeholders:

At Zone Level:

- User ID is provided to procuring officers and supervising authorities at zonal office. Procuring officers punch the details of procurement after taking necessary financial sanction and update the progress details through the contract cycle on monthly basis. Supervising authorities at zonal offices authorises the details punched by procuring authorities.
- Users at zonal office are able to see the details punched at the zonal office level. The dashboard shows the following counts – total procurement, procurement through GeM, procurement month wise, budget utilisation, progress of contract/PO.

At Head Office Level

- Punching the details of budget allocated to zones where ever required.
- Procuring officers punch the details of procurement after taking necessary financial sanction. Department in-charge authorises the details punched by procuring authorities.

- Users at Head Office are able to see the details pertaining to total procurement by the department, zone wise procurement details i.e. procurement through GeM, procurement month wise, budget utilisation, progress of contract/PO.

At Head Office Level (Vigilance Department):

- Users at Vigilance Department, Head Office have access to the dashboard which includes: zone wise, department wise procurement details and comprehensive view of data i.e. procurement through GeM, procurement month wise, budget utilisation, progress of contract/PO.
- CTE report generation on quarterly basis as per format.

Impact Analysis

The bank carries out procurement of goods, works and services for ensuring smooth flow of the business. The procurement is carried out at two levels i.e. zonal offices and several departments at Head Office which are referred as procuring offices. Bank has procurement policy in place for IT related and Non IT related procurement where in Competent Authority for various types of procurement is defined and delegated non lending sanctioning powers are specified. To monitor the procurement carried out at various zones and departments quarterly compliance reports are sought by controlling offices (Respective Departments at Head Office).

In this context, Maha Nividha provides a comprehensive tool to the controlling offices to monitor the procurement carried out by various zones and departments. The key value addition provided by the portal for procuring and controlling offices are as below:

- **Enhanced Efficiency and Improved Decision-Making:** Automation and centralization of data collection and reporting significantly reduces manual effort, leading to substantial time savings and increase in operational efficiency. Access to comprehensive and up-to-date project data enables stakeholders to make informed decisions more swiftly.

- The portal facilitates the procuring offices to monitor the procurement carried out at zonal level and ensure timely action in case of renewals, delay in progress and in billing.
- Competent/Sanctioning Authorities can monitor the progress of the tender and contracts on real time basis. This enables project planning and timely renewal of contracts.
- The portal provides the users with a tool to compare financial progress of a contract with the actual work progress to ensure no excess payments are made to vendors/contractors.
- Procuring offices can maintain track of PBG details and SLA details from time to time.
- Portal provides a vendor data base to all procuring offices where in blacklisted/debarred vendors/contractor's data is available across all zones and Departments.
- Past performance of the vendors can be tracked.
- Provides platform to track department wise/zone wise/officer wise procurement carried out.
- Provides access to controlling offices to allot budget under various heads to procuring offices and monitor the utilisation of the same.
- Controlling offices can monitor the compliance of procurement policy guidelines.
- The portal can be used to carry out Expenditure Audit.
- Quarterly compliance reports such as QPR – CTE, compliance of GeM procurement etc. are generated on real time basis by saving time and resources.
- **Increased Transparency:** The portal's robust access controls promote transparency and accountability by ensuring that all financial and operational transactions are properly recorded and monitored.

- **Cost Savings:** By eliminating inefficiencies and reducing the likelihood of errors, the portal contributes to cost savings in both operational overheads and project execution.
- **Stakeholder Satisfaction:** With clear visibility into project status and financials, stakeholders including management and project teams, experience increased satisfaction and trust in the process.

Universal Applicability

One of the key advantages of this integrated portal is its versatility. The design is both flexible and scalable, allowing it to be customized to meet the needs of various industries and organizations. Whether it is used in construction, manufacturing, IT projects, or other sectors, the portal's adaptability ensures its effectiveness across a wide range of sectors. This universal applicability makes it a valuable tool for organizations seeking to improve their project financial management processes.

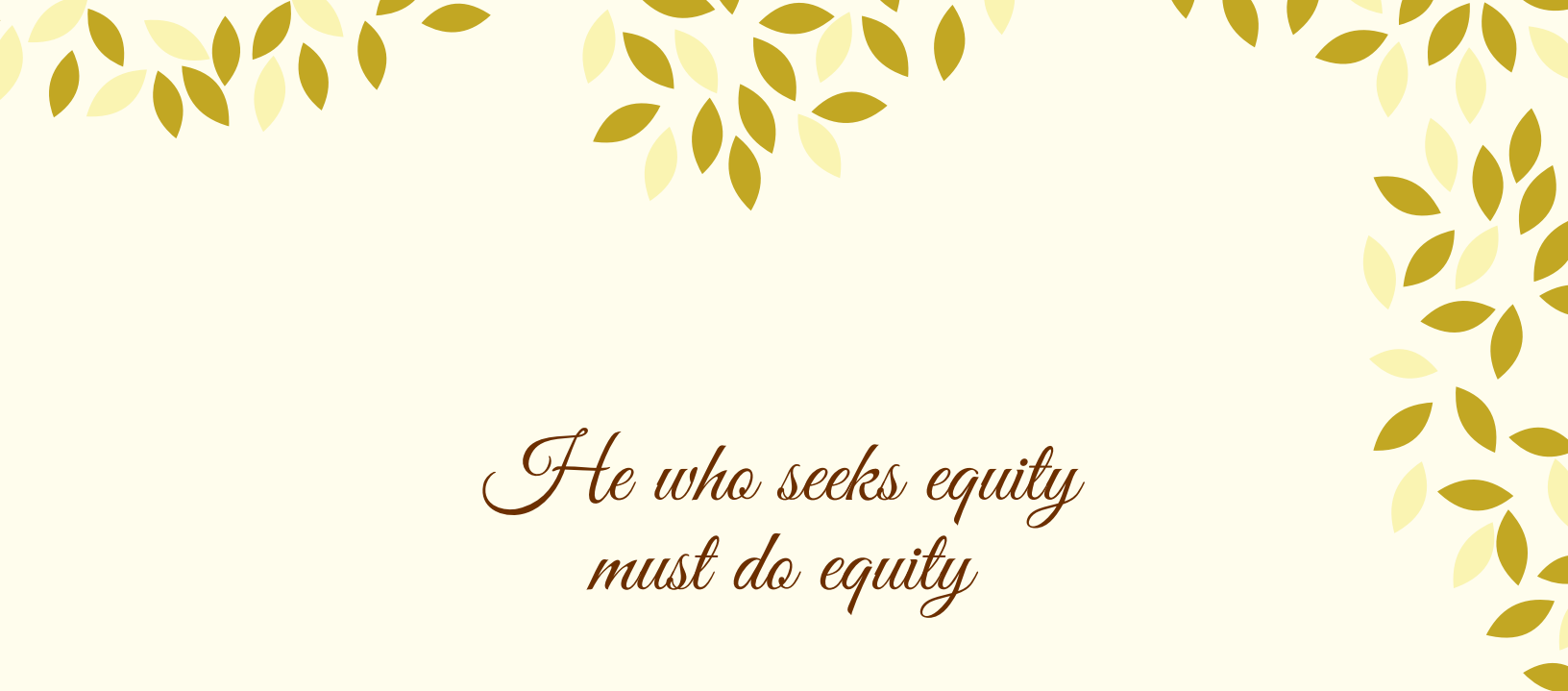
Way Forward

To fully address the challenges identified and achieve optimal results, it is essential to integrate advanced technologies and sophisticated systems into the portal. Key steps in this direction include:

- **Incorporating Automated Payment Systems:** Integration of automated payment systems enhances the efficiency and accuracy of financial transactions, reducing manual processing and potential errors.
- **Implementing a Robust Document Management System (DMS):** A comprehensive DMS ensures that all project-related documents are securely stored and easily accessible, facilitating better document handling and compliance.
- **Leveraging Data Analytics:** Advanced data analytics tools can provide deeper insights into project performance and financial trends, supporting strategic decision-making and continuous improvement.

- **Ensuring Security and Compliance:** The portal must adhere to the highest standards of data security and regulatory compliance to safeguard sensitive information and maintain trust.
- **Fostering Continuous Improvement:** Regular updates and enhancements to the portal will ensure that it remains relevant and effective, adapting to evolving needs and technological advancements.





*He who seeks equity
must do equity*

Bhai Lalo was a humble and honest carpenter, earning his living through hard work and sincerity. In the same village lived Malik Bhago, a wealthy and corrupt official who exploited the poor to amass his wealth.

When Guru Nanak visited the village, he chose to stay with Bhai Lalo instead of accepting Malik Bhago's lavish invitation. Offended by this, Malik Bhago summoned Guru Nanak and questioned why he, a respected spiritual leader, would stay with a poor carpenter instead of a wealthy man like him.

In response, Guru Nanak performed a powerful act to teach a lesson. He asked for Bhai Lalo's simple bread and Malik Bhago's rich food. When Guru Nanak squeezed Bhai Lalo's bread, pure milk flowed from it, symbolizing honesty and purity. When he squeezed Malik Bhago's food, blood dripped out, symbolizing the exploitation and suffering of the poor that had built his wealth.

Culture of Integrity for Nation's Prosperity



RITES LIMITED

DARPAN

Reflecting Financial Reality

DARPAN, an in-house developed application integrated with the company's SAP database, enabling automated extraction, processing, and presentation of financial data. This automation significantly reduced and even eliminated manual data compilation, thereby minimizing the scope for human error.



In the fast changing business landscape, the need for reliable and customized financial data, delivered in a timely and systematic manner, has become increasingly critical. The Financial Report in the form of Management Information System (MIS), serves as a vital tool for monitoring company performance. However, the process of accessing and updating these reports regularly proved cumbersome due to the reliance on human analysis. This often led to delays in report generation, resulting in time overruns that hindered the achievement of desired outcomes.

Problem Statement

The organization faced several challenges, including delayed report generation, inconsistent data, and a lack of report customization. Additionally, limited accessibility to financial reports, the risk of human error, and inefficiencies in monitoring financial performance further complicated the decision-making process and impacted the organization's ability to respond swiftly to market changes. Following were the problems faced by the organization: -

- **Data Asymmetry Across Key Position of Responsibilities (POR):**The organization faced issues with non-uniform access to information among key PORs, leading to a reliance on human intervention in report generation. This dependency increased the likelihood of human errors, slowed down decision-making, reduced accountability, and lowered overall work efficiency.
- **Delays in Implementing Data-Backed Actions:** The organization experienced delays in the periodic updating of MIS, as well as in data analysis. Additionally, the lack of standardization in Key Performance Indicators (KPIs) during analysis further contributed to inefficiencies.
- **Challenges in Monitoring Project Operations and Optimizing Cost:** Monitoring project progress and expenditure, along with the Operating Ratio (OR), is essential for ensuring project efficiency and timely delivery. However, the organization struggled with these crucial aspects.
- **Imprecise Planning:** The organization's ability to plan investments, capital expenditures (Capex), and budgets were hampered by challenges in accessing financial data in a timely manner.

Addressing The Issues

The Company has adopted “DARPAN” integrated with SAP to address specific issues related to financial reporting and project management. A brief overview of DARPAN’s capabilities and features are elaborated below:

- **Minimized Errors in MIS Reports:**
 - **Automation:** DARPAN is an in-house developed application integrated with the company's SAP database, enabling automated extraction, processing, and presentation of financial data. This automation significantly reduces and even eliminates manual data compilation, thereby minimizing the scope for human error.
 - **Consistency and Continuity:** Real-time financial information is readily accessible to key Positions of Responsibility (POR) at any time and from any location, ensuring uninterrupted access to critical data.
 - **Real-Time Data Access:** DARPAN offers real-time access to data directly from the SAP system, which is essential for managing time-sensitive projects. This immediate availability of up-to-date information ensures that project teams are always working with the most current data, enabling them to make informed decisions swiftly.
- **Monitoring Key Financials:**
 - **Comprehensive and Periodic Monitoring:** DARPAN enables thorough monitoring of key financial metrics, allowing for both an overarching review of the company's overall performance and a detailed analysis at various levels—whether it be by vertical, region, project office, sector, segment, or even down to the project level. This dual approach ensures that financial health is consistently tracked across the organization.
 - **Customizable Reports:** The platform's customizable reporting features allow PORs to generate specific reports tailored to their needs, facilitating frequent and focused financial monitoring. This adaptability ensures that decision-makers have the precise insights they need to manage performance effectively.

- **Project-Wise Operating Ratio (OR) Monitoring and Review:**
 - **Operating Ratio Analysis:** DARPAN enables tracking and analysis of the operating ratio (OR) for individual projects. The OR is a critical metric that measures a project's efficiency by comparing its operational expenses against its revenue.
 - **Regular Review:** Regular monitoring and analysis of the OR provide valuable insights into the financial health and performance of each project, allowing for timely adjustments and improvements.
- **Swift Follow-Up and Early Dispute Detection:**
 - **Project-Wise Aging Analysis:** DARPAN, integrated with SAP, facilitates the project-specific aging analysis of outstanding balances for trade receivables (sundry debtors). This analysis aids in identifying overdue accounts and potential disputes early on.
 - **Early Warning Mechanism:** The system's automated alerts and reports bring attention to overdue balances or discrepancies, enabling early intervention and resolution before issues escalate.

Impact Analysis

The benefits it delivers are multifaceted, as outlined below: -

- **Accurate Financial Reports:** DARPAN ensures that financial reports are precise and error-free, resulting in more dependable financial analysis and better-informed decision-making.
- **Improved Oversight:** The system's regular and comprehensive monitoring capabilities enable the early identification of financial issues, allowing for prompt and effective interventions.
- **Minimized Delays:** DARPAN provides up-to-date and accurate financial

information, enhancing decision-making and significantly reducing delays that arise from inadequate planning.

- **Performance Insights:** In-depth analysis of the operating ratio (OR) offers valuable insights into resource efficiency and the financial performance of projects, enabling more effective management and optimization.
- **Informed Decision-Making:** Insights from operating ratios facilitate well-informed decisions related to resource allocation, cost management, and project adjustments, enhancing overall strategic planning.
- **Reduced Rework:** The accuracy of DARPAN minimizes the need for corrections and adjustments, decreasing administrative overheads and boosting operational efficiency.
- **Increased Efficiency:** Immediate access to precise data accelerates decision-making and enhances the management of project timelines, leading to more streamlined operations.
- **Improved Project Execution:** Timely information helps in adhering to project deadlines and avoiding delays.
- **Proactive Management:** Early detection of potential disputes or overdue accounts allows for proactive follow-up and resolution, preventing issues from escalating.
- **Improved Cash Flow:** Efficient management of receivables helps in maintaining healthy cash flow and minimizing financial risks.

Universal Applicability

Expanding the use of DARPAN beyond financial management to other critical business functions can offer comprehensive benefits across various domains of an organization. Here's how DARPAN can be leveraged for Business Development, Project Execution Monitoring, Client Management, and Client Satisfaction and Reviews:

- **Business Development:**
 - **Automated Tracking and Reporting:** Utilizes DARPAN to automate the tracking and reporting of lead generation activities, assessing the effectiveness of business development strategies.
 - **KPI Monitoring:** Defines and monitors key performance indicators (KPIs) such as lead conversion rates, order book health, and revenue growth to measure business development success.
 - **Forecasting and Planning:** Leverages historical data and predictive analytics to forecast future outcomes and plan strategic initiatives.
 - **Opportunity Evaluation:** Uses data-driven insights to evaluate and prioritize high-impact business opportunities and projects.
 - **Resource Optimization:** Optimizes resource allocation for business development based on analysis of past performance and potential returns.
- **Project Execution Monitoring:**
 - **Progress Tracking:** Implements real-time dashboards to monitor project progress against milestones, budgets, and timelines.
 - **Resource Utilization:** Tracks the allocation and usage of resources to ensure efficiency and avoid bottlenecks.
 - **Issue Detection:** Utilizes automated alerts and trend analysis to identify potential project risks and issues early.
 - **Performance Review:** Regularly reviews project performance metrics and makes data-driven adjustments to project plans as needed.
 - **Custom Reports:** Generates detailed, customizable reports on project status, budget adherence, and performance metrics to support informed decision-making.

- **Dashboard Visualization:** Presents project data in clear, actionable formats using visual dashboards for stakeholder insights.
- **Client Management:**
 - **Client Data Integration:** Integrates client interaction data to track communication history, preferences, and engagement levels.
 - **Relationship Management:** Monitors client interactions to ensure timely follow-ups and personalized communication.
 - **Service Delivery Metrics:** Tracks service delivery metrics such as response times, resolution times, and service quality to assess performance.
 - **Client Feedback:** Analyses client feedback and satisfaction scores to identify areas for improvement.
 - **Client Segmentation:** Segments clients based on data analysis to tailor strategies and services to their specific needs and preferences.
 - **Account Management:** Develops targeted strategies for key accounts using comprehensive data analysis of their needs and behaviours.
- **Client Satisfaction and Reviews:**
 - **Survey Integration:** Uses automated feedback surveys and review collection tools to gather client opinions and satisfaction levels.
 - **Trend Analysis:** Analyses satisfaction trends over time to identify patterns and areas for improvement.
 - **Actionable Insights:** Converts client feedback into actionable insights for service or project enhancements.
 - **Continuous Improvement:** Drives continuous improvement initiatives using data to enhance client satisfaction and loyalty.

Way Forward

To enhance operational efficiency and data management, the company will focus on improving time sheet interlinking and data management practices. By integrating time sheets in real time with project management and SAP, it ensures accurate tracking of employee hours and project progress, reducing discrepancies and errors. Analysing time sheet data will help optimize resource scheduling and evaluate productivity.

The company has a strategic initiative to interlink with the vendor management so as to make the process automated i.e. selection of vendor for the various goods and service, automation of early alerts to concerned persons in charge and reminders to their seniors for review or renewal of terms of contract.

The company also aims to interlink DARPAN with Vehicle Management System through real time location of vehicle, vehicle availability status, running and operating cost monitoring and mileage monitoring of vehicle.

The company will also focus to align DARPAN with the property management through cost benefit analysis of property option and selection of property, management of recurring cost and security deposits.

To make the travel/trip management efficient, the company will align the existing system of travel/trip for compilation of trip and travel data, trip and travel report generation and automated matching of commission cost with the successful trip and ensuring the check of price originally quoted and actually charged.

For data management, the company will centralize data storage, implement role-based access controls, and conduct regular audits to maintain data security and integrity. Comprehensive backup and recovery procedures will protect against data loss, while ongoing improvements in data management practices will address evolving cyber threats.

This integrated approach will safeguard data, optimize the organisation's resource and enhance overall operational efficiency and transparency.



Prevention is better than cure

Once, a boy named Bhuvan stole another boy's book at school. His aunt, who had raised him after his parents died, noticed the book and asked, "Where did you get this book?" Bhuvan casually admitted he had taken it from a schoolmate. Though she realized that he had stolen it, she did not scold or stop him.

As a result, Bhuvan's confidence in stealing grew and over time he became a notorious thief. People in the village suspected him whenever something went missing and kept him at arm's length, often scolding and even beating him.

Eventually, Bhuvan was caught red-handed, and it was proven that he had stolen many things over the years. The judge sentenced him to death by hanging. Before the execution, Bhuvan requested to see his aunt one last time. When she arrived, crying, he asked her to come close. As she did, Bhuvan bit her ear.

He then said, "Aunty, you are the reason for my hanging. When I first stole, you knew, but you did not stop me. If you had corrected me then, I wouldn't be here today. This punishment is yours as much as it is mine."

Culture of Integrity for Nation's Prosperity



CENTRAL WAREHOUSING CORPORATION

Digital Transformation

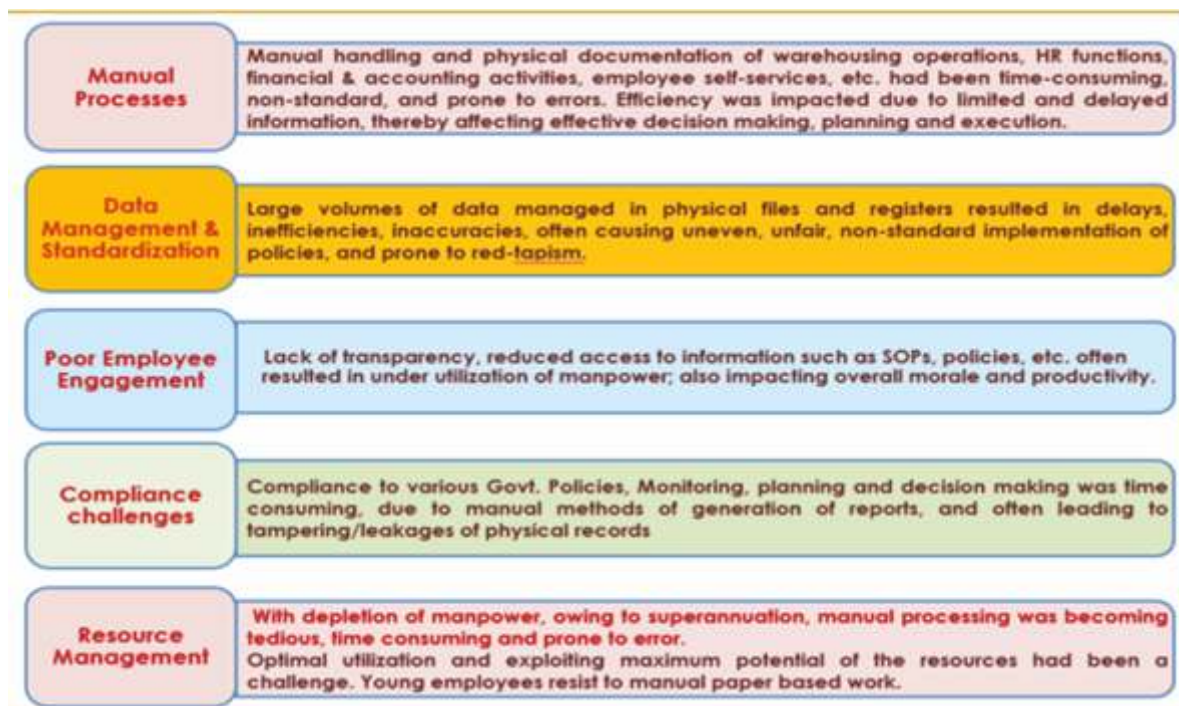
Comprehensive digital transformation of all functions to facilitate ease of doing business and mitigate the possibility of Corruption.

Central Warehousing Corporation (CWC) has been automating all the businesses and functional processes, aiming towards Zero Paper Usage (ZPU) policy and rationalization of its processes for ease of doing business. CWC, have been successful in achieving end-to-end digitalization of almost every business process and functional process of which Warehouse Management System (WMS) is the most notable one, which is why most of the state warehousing corporations are seeking to replicate it.

Problem Statement

Even though the operations in the Corporation were driven by Standard Operating Procedures (SOPs), circulars and guidelines issued from time to time, in implementation, had lacked uniformity owing to differential interpretation, subjectivity and limited or difficulty in accessing those documents etc. Further, the corporation was dealing with operational challenges due to ageing staff, increased retirement rate, and managing mundane yet complex operations, processes and functions with lean staff strength. Around 70+ registers were to required be maintained at warehouse level, and similarly several warehouse-wise and subject wise files, and multiple registers were to be maintained in every section of RO, and similarly multiple physical records in the corporate office. Compilation of returns and statements from warehouses at RO level and from various ROs at CO level, correspondences and documentation, was time consuming. Manual

procedures were prone to errors, leakages in the system, often caused delays and misses, and lacked transparency. Processing, decision making and execution was slow and challenging due to delayed communication and lack of complete information. Overall financial performance was stagnated and the growth had plateaued.



Addressing the issue

The Corporation has digitalized almost entire business and functional processes applying 40+ e-tools. The core business processes have been automated / digitalized in Warehouse Management System (WMS), Container Freight Station/ Inland Container Depot (CFS/ICD), and Integrated Check Post (ICP) software applications. WMS has been implemented to automate and streamline warehousing operations by enabling integrated management of resources with a robust technology solution. Besides real-time recording of the warehouse transactions [receipt and issue of stocks], WMS has modules for quality control aspects, pest control services, financial aspects, inspections, asset management, engineering aspects, etc. enabling end-to-end digitalization at warehouse level, and near zero paper usage. WMS has enabled faster generation and compilation of various reports and statements hence faster and

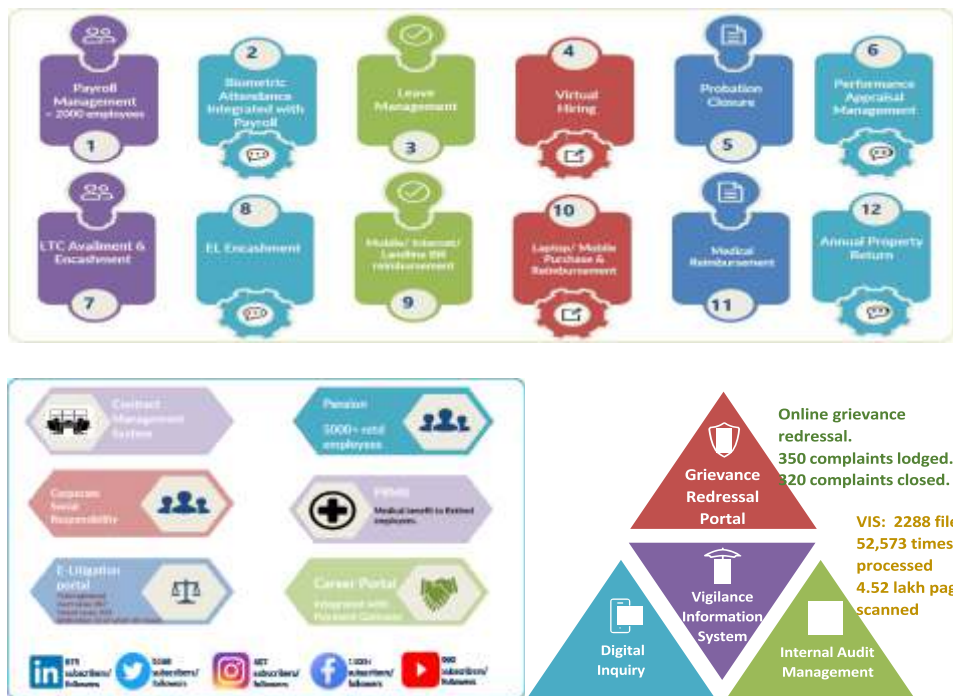
informed decision making. Various reports and registers are now generated at the click of a button.

WMS has been improvised by integrating with e-invoicing, financial accounting & banking solutions. Its recent integration with moisture meter, lorry weigh bridges, WDRA repositories, facilitate ease-of-doing-business (EODB), by reducing double and manual data entry in the system. WMS is also integrated with FCI's Depot Online System (DOS), enabling transactional data push from DOS to WMS, thereby reducing the need for repeated data entry in multiple systems. A decision support system using critical alerts have been implemented, wherein users get timely notifications regarding critical parameters enabling timely informed decisions and actions. Mobile Application of WMS has been launched to facilitate convenient transactional and analytical recording at the operational points such as godowns, rail-sheds, etc. WMS provisions real time MIS reports and strategic alerts to all warehouses, regional offices and corporate office, enabling informed and timely decisions



Human Resource Management (HRM) functions have been digitalized using HRMS application integrated with financial management application and the vigilance system, comprising of as many as 20+ modules. HRMS has processes right from the recruitment till retirement and post-retirement processes linked to the corporation. The following are the key modules- biometric attendance, leave management, payroll processing, performance appraisal management, probation management, NOCs for higher education/foreign visits/application for other job, benefits entitlement processing, encashment of leave, LTC, medical

reimbursement, etc. HRMS has enabled transparency, faster and informed decision making, and has set a platform for improvements through implementation of upgraded HR policies. Both mobile and web enabled HRMS bespoke SaaS application has been hosted on MeitY empanelled cloud, ensuring cost-efficiency and security.



Besides, the financial processes, inspections and audits, risk assessment and management, vigilance management, employee self-services, grievance redressal management, e-litigation management for court cases and arbitrations, etc., have also been automated resulting in effective governance.



A brief description of other key e-tools / application systems along with recent developments and upgradations are as under:

- **CCTV Surveillance System** has been installed in the warehouses of the Corporation across PAN India to strengthen the security of the premises, and monitor to deter theft, fraudulent activities, monitor operations and other warehousing aspects. It acts as a deterrent to unscrupulous staff and outsiders to commit any default. Live CCTV web feed has been provisioned on corporate website. SMS and email alerts have been integrated with CCTV surveillance system installed at warehouses for information to concerned officials for notification of non-functioning of CCTV set-up. A modern CCTV Surveillance System implementation augmenting the existing infrastructure and capabilities is in progress
- **Bill Tracking System (BTS)** has been implemented to track the bills raised, movement of bills and status of payment online through one platform. BTS has been implemented till warehouse level across PAN India, enabling enhanced transparency. BTS has been integrated with Contract Management System (CMS) so that whenever any invoice is uploaded, the same can be linked with the relevant work order in CMS. BTS can be accessed through Parichay, a single sign-on framework for various government services. BTS has been upgraded for verification of PAN and GST number of vendors. BTS facilitates the vendors to download the Form 26AS from the portal.
- **Tally Prime**, the upgraded version of Tally ERP 9 along with the Audit trail feature and enabling compliance with the Ind-AS accounting standard, has been implemented.
- **E-office application** implemented pan organization is extensively used by all officials, and has enhanced the efficiency and ease of doing business significantly. e-office enables paperless movement of files and DAKs, their tracking and monitoring. The legacy files have been scanned & migrated into e-Office, for having a single platform for office working.
- **Risk Management System:** The tool enables users at warehouses, regional offices and corporate office to record various identified risks and maintain risk register as per risk management policy. Tool has provisions for risk analysis, recoding risk

management strategy, actions taken and status of risk thereon, and assessing and monitoring the same.

- **Corporate Social Responsibility** management (CSR e-tool) enables identification, evaluation and monitoring of CSR project proposals.
- CWC is the first PSU to implement and use **Entity-Locker application** developed under Digital India Programme of the MeiT Y. Account has been created for Engineering Division for safe storage of land & property records.
- **E-Litigation portal** has been implemented for online monitoring of pending court cases/ arbitration cases. Detailing on contingent assets and liability due to litigations has been provisioned in the portal.
- **Vigilance Information System** has been implemented to digitize the processes undertaken by vigilance division, enabled with e-file movement.
- **Internal Audit Application** automates the processes undertaken by the internal audit division. The portal has been provisioned with uploading of samples drawn during audit has been made part of the audit report.
- **Visitor Management System** has been implemented till RO level across PAN India for recording details of visitor entries.
- Integration of CFS System with **Railways' FOIS (Freight Operations Information System)** enabling rail-rake operations of CWC owned rakes.
- CWC has been certified with **ISO 27001:2013** for implementing necessary controls & assuring security standards as stipulated therein.

Impact Analysis

Quantitative Impact:

- Digitalization enabled improved employee performance output, and the profit almost doubled from ₹283 cr. in 2016 to ₹590 cr. in 2024, inspite of employee strength reduced to half during the period.

- Income per employee increased by 3x, from ₹40 lakhs in 2016 to ₹120 lakhs in 2024
- Establishment cost reduced from ₹523 cr. in 2016 to ₹374 cr. in 2023.
- Thus, the Digital Transformation enabled cost saving with increase in turnover, as well as reduction in establishment cost.



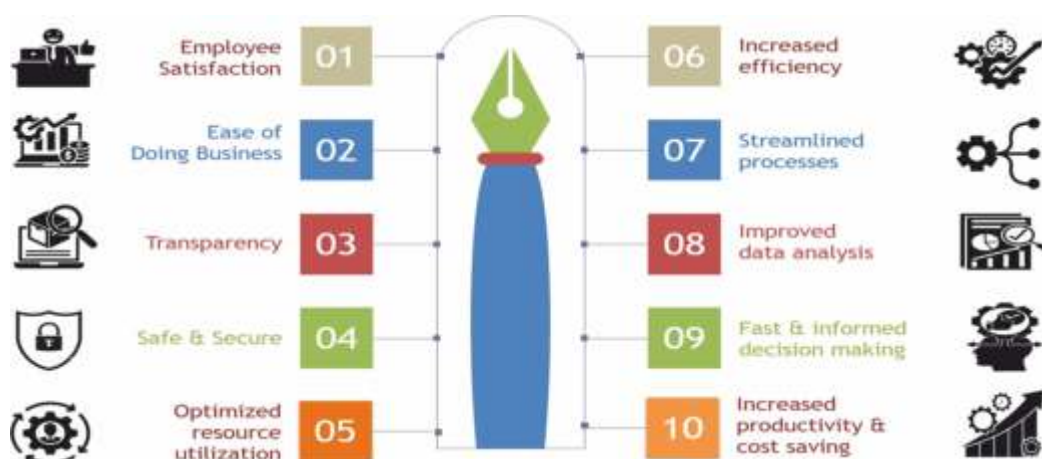
S No	Metric	2023-24	2022-23	2021-22	2020-21	2019-20	2015-16
1	Employee Strength	1935	2112	2288	2642	2880	4078
2	Turnover (Income)	2304 cr.	2105 cr.	2232 cr.	2168 cr.	1728 cr.	1640 cr.
3	Profit before tax (INR)	590 cr.	491 cr.	590 cr.	566 cr.	410 cr.	283 cr.
4	Income per employee (INR)	1.19 cr.	1 cr.	1 cr.	0.82 cr.	0.6 cr.	0.4 cr.
5	Profit per employee (INR)	30.50 lakhs	23.25 lakhs	25.78 lakhs	21.42 lakhs	14.23 lakhs	6.94 lakhs
6	Physical documents digitized	2,00,00,000 pages digitized.					

Qualitative Impact:

- **Streamlined & Standardized Processes, Increased Transparency, and Operational Efficiency:** The e- tools have streamlined the operations, reduced manual work, and minimized errors, to a great extent. Operations and processes have been standardized and the challenges of non-standard practices at various regions/ warehouses is now addressed. Turnover increased from ₹1640 cr. in 2015-16 to ₹2304 crore in 2023-24; whereas manpower was optimized from 4078 in 2016 to 1935 in 2024. Other outcome indicators include betterment in various warehousing operational aspects, viz. reduction in storage and transit losses by the virtue of effective monitoring, increased transparency, etc.
- **Improved Communication:** Digitalization has enabled better communication among team members, with customers, various stakeholders, Ministry, etc. by virtue of various integrated platforms, and collaborative online workspaces (e.g.: Ministry Dashboard, FCI-Depot Online System and WDRA integration, etc.). This has resulted in enhanced coordination and expedited decision-making.
- **Data-driven Decisions:** e-tools have enabled handling, storing, and analysing large volume of data. Analytical reports have facilitated effective and informed decision making, and optimized operations. Embedded Alert management has enabled improved compliance level, and helped in resource optimization and planning.
- **Increased Accessibility:** e-tools have made it easier to access wider markets without geographical barriers, without need for a physical presence. All stakeholders – customers, depositors, employees, - have access to their relevant data, 24x7. Same have been found highly beneficial especially during COVID times.
- **Cost Reduction:** Digital transformation has enabled in cost optimization linked with effective office space utilization, manpower, stationery, security overheads, streamlined supply chain, etc. Use of cloud computing has further reduced the need for expensive on-premise servers, maintenance, etc. Online platforms have facilitated effective knowledge/ information dissemination and

physical movement/ travel by customers/ depositors, etc. is not required. For customers, the Warehouse Management System (WMS) has enabled access to quality information, which can be made use for many options including convenient sale of the stocks, even without physically moving them (e.g.: book transfer). Further, by the virtue of going digital, the corporation has been successfully functioning with near Zero Paper Usage. Online inspections on WMS have resulted in tremendous savings as inspection reports which used to be from 150 to 350 pages have all gone paperless; and reconciliation of facts with records have become convenient. Time saving of inspecting officers due to online inspections with report statements generated on WMS, have also reduced overheads due to inspections PAN India.

- Innovation and New Business Models:** Digital transformation has opened new business opportunities and models. Various value-added services and service extension allied with warehousing in forward and backward link in the supply chain are being explored, leveraging the potential of digitalization. For example, First & last mile connectivity, procurement of various commodities, and their processing, are some of the new business avenues being explored.
- Enhanced Customer & Stakeholder Experience:** The digital platforms allow the Corporation to engage with customers & stakeholders more effectively. E-tools have not only brought in transparency, but also enabled depositors with the latest real time inventory details on their fingertips, and plan effectively their business approach.



Universal Application

Warehouse Management System (WMS) caters well to meet the requirements of scientific storage and adhere to the regulatory requirements of the Warehousing Development Regulatory Authority (WDRA). Following the successful and impactful use case of WMS implementation in CWC, various State Warehousing Corporations of Odisha, Bihar, Tamil Nadu, and other states have expressed interest, and the same has been implemented successfully in Odisha and Bihar State Warehousing Corporations. The WMS implemented at Odisha and Bihar have been recognized and rewarded by the state agencies.

Internally, the e-tools of CWC have enabled flexibility in scaling and operationalization of warehouse at any nook and corner of India, without much difficulty. Hiring of warehouses PAN India and operationalizing them can be done without much difficulty. CWC has hired 120+ warehouses on date to meet the localized demand and run warehousing operations offering scientific storage conveniently, due to WMS.

Way Forward

As a roadmap for next 10+ years, through Digital Transformation 2.0, a landscape has been envisaged to bring all existing e-tools along with several integrations, under one platform, enabling Single Sign On (SSO). The upgraded platform embraces new age technologies viz. Artificial Intelligence (AI), Robotic Process Automation (RPA), Data Analytics, etc. The automation of new emerging business processes would also be implemented. Offering first and last mile logistics connectivity to CWC customers, operationalizing rail-rake movement, procurement of foodgrains, etc. are some of the new value-added service lines are being explored by the corporation. The new solution would be compatible with IoT and modern CCTV surveillance system.





Truth will out

Sheikh Chilli, known for his daydreams and naivety, was given a job by a group of corrupt officials. These officials thought they could deceive Sheikh Chilli because of his simple nature and continue their dishonest schemes without being discovered.

However, Sheikh Chilli's innocence and honesty worked against their plans. While performing his tasks, he overheard the officials discussing their corrupt deals and saw their dishonest actions. Without fully understanding the gravity of what he had witnessed, Sheikh Chilli truthfully reported everything he had seen to the king.

When Sheikh Chilli spoke openly about the officials' wrongdoings, they panicked, but his straightforward nature couldn't be silenced. The king, realizing the depth of the corruption, ordered an investigation. The corrupt officials were exposed, punished, and removed from their positions.

Through his honesty and innocence, Sheikh Chilli had unintentionally revealed the corruption, bringing justice to the kingdom. He was praised and rewarded by the king for his truthfulness, proving that even the simplest people, with pure hearts, can make a big difference.

Culture of Integrity for Nation's Prosperity



POWER FINANCE CORPORATION LIMITED

Performance Evaluation mechanism of the monitoring agencies for better transparency and accountability

Power Finance Corporation carries out periodic monitoring of physical and financial progress of projects funded by it through the third party agencies such as the Lenders Engineer (LE), Project Monitoring Agent (PMA) and Lenders Financial Advisor (LFA). These agencies are appointed by PFC. PFC issues a letter of award (LOA) to these agencies specifying the scope of work. To ensure the quality of performance of the LE, PMA and LFA, as per the scope of work mentioned in the LOA, the clauses w.r.t. penalty and liquidated damage are mentioned in the LOA. In addition, performance evaluation rating criteria has been developed and introduced by PFC.

A Performance Evaluation mechanism of the monitoring agencies has been introduced for better transparency and accountability. This detailed Performance Evaluation Rating mechanism helps the Management to evaluate the performance of the monitoring agencies and to decide the eligibility/ineligibility of the agency for extension of their tenure for the same projects as well as for future assignments.

Problem Statement

During periodic inspections, it was noticed that the appointed LE, LFA and PMA, in some of the cases, have not submitted periodical monitoring reports (PMR) regarding physical and financial progress of the projects funded by PFC on time or not submitted its report at all. Without the periodical monitoring reports, it is difficult to track the actual resource allocation, proper utilization of the project funds/diversion of funds, misleading information about the project progress further escalates time and cost overrun of the projects. This results in misutilization of the public money.

Addressing The Issue

To address this issue, the Vigilance Unit recommended to standardise the Letter of award (LoA) executed by PFC with the LE, PMA and LFA. Further, it was also recommended to incorporate a mechanism to penalise the non-performer/ poor performer as per the quality standards mentioned in the scope of work in LoA. Based upon the recommendations of Vigilance Unit, PFC introduced a Performance Evaluation Rating mechanism for evaluation of performance of the third party agencies (LFA, LE and PMA) to consider their reappointment for future assignments. This detailed Performance Evaluation Rating mechanism helps the Management to evaluate the performance of the monitoring agencies and to decide the eligibility/ ineligibility of the agency for extension of their tenure for the same projects as well as for future assignments.

- **Following factors form the part of the performance evaluation rating of LE and PMA:**
 - Time taken for submitting the report;
 - Average time taken for issuing draw down certificate for each disbursement;
 - Average time taken for site visit;
 - Average time taken for submission of interim LE report, PMA one page report of site visit consisting major concerns/ criticality; and
 - Average time taken for submission of draft LE/PMA detailed report for site visit.
- **Following factors form the part of the performance evaluation rating of LFA:**
 - Timely submission of report within the stipulated timelines as per Letter of Award (LoA);
 - Report submitted encompasses the scope of work as per Letter of Award (LoA); and
 - Quality of reports submitted based upon feedback from concerned dealing unit(s).

The existing procedure for re-appointment of LE, LFA and PMA has been amended and is applicable to all kinds of appointments of monitoring agencies for monitoring of projects funded by PFC.

Impact Analysis

- **Quantitative Benefits:**

After the implementation of performance evaluation mechanism, the following quantitative benefits to PFC are being observed:

- **About 6% increase in number of reports received on time.**
- **48% reduction in time delay on submission of reports.**

- **Qualitative Benefits:**

Performance evaluation rating mechanism in the reappointment of LE, LFA and PMA, has resulted in improvement in performance of these agencies, as follows:

- **Timely reporting/ submitting of the monitoring reports:** The agencies are now submitting their reports timely, covering all the parameters of the scope of work mentioned in the LoA issued by the Corporation.
- **Early detection and reporting:** Timely submission of reports raise the red-flags and helps the Management to take timely corrective measures in physical and financial progress of the project and prevents the projects/ loan account from falling into the NPA category.
- **Identification of the critical path in the implementation:** Timely submission of periodical reports, also facilitates in identifying the critical path in the project. This facilitates the removal of the bottleneck in the implementation.
- **Deviation/ Variance analysis:** Timely monitoring of the project, can help compare actual project performance to the planned baseline, analyze variances in

terms of time, cost, and quality to determine the impact on the project. If there is deviation in the actual implementation from the planned, the management can implement a formal change in control process that tracks and evaluates the changes so that the project falls into scheduled timeline.

- **Resource Optimization:** Identifying the critical process and the deviation, the decision can be taken in which process, the allocation of the resources such as time, money and personnel can be used effectively.
- **Risk Mitigation:** Every project carries its own inherent risk which includes the time and cost overrun, diversion of funds by the promoter/ borrower, policy intervention etc. With the timely submission of both the financial and physical progress, the management can develop mitigation strategies to minimize the impact of potential issues.
- **Fraud Risk Prevention:** Fraud risk prevention means to prevent the fraud before it occurs. After the fund disbursement by the Financial Institution (FI)/ banks, it becomes important to monitor the fund utilization so that the loan account does not become the NPA/ Fraud account.
- **Data Driven Decision:** With the timely reporting of the progress, the performance of the KPIs relevant to the project can be measured which facilitates to take the decision by the management.
- **Stakeholder Collaboration:** Wherever it is required to collaborate with the other stakeholders of the project, with the timely reported data, the same can be resolved with the collaboration with the stakeholders.
- **Quality oriented results:** Timely monitoring not only results in meeting the deadlines, it also facilitates quality oriented results.
- **Regulatory compliance:** Updated progress helps in timely compliance of mandatory regulatory requirements for the project.

Universal Applicability

RBI and the Multilateral Financial Institutions (FI) / banks emphasise the need for proper monitoring mechanism of the funds, so that the project account does not fall into the NPA/ Fraud account status and the risk of mis-utilization of the money is mitigated. After the disbursement of the funds, it becomes risk to the banks/ FI to get the principal amount recovered with the interest. Therefore, it is critical to monitor proper utilization of the banks/ FI's loaned money for stability of the banks/FI.

The performance of the monitoring agencies becomes important and integral part of the lending system, as every bank / FI lends funds for the development of infrastructure projects. With the implementation of the performance evaluation rating mechanism across various sectors of infrastructure lending business, the performance of the LE, LFA and PMA can be measured which will eliminate the chances of diversion of funds and save time in reporting and decision making regarding the project/ loan account. The performance evaluation rating mechanism can be implemented in appointing/ reappointing the Techno-Economic Viability (TEV) study and valuer consultants/ agencies.

Way Forward

The Lenders Engineer (LE), Project Monitoring Agent (PMA) and Lenders Financial Advisor (LFA) are the third party agencies appointed to monitor of the physical progress and financial progress of the projects funded by PFC. As a part of the monitoring, the agencies do the site visit. However, with the advancement of technology, it becomes possible to monitor the project progress on real time basis. With the mix of technology, the real time progress monitoring can be added with the reports so that the monitoring would be more effective and efficient. Following are the benefits for real time monitoring:

- Anywhere and anytime;
- Actual reporting of utilization of the funds;

- Facilitate in navigating the bottleneck; and
- Quality of the goods.

Banks/ Non-Banking Financial Company (NBFC) lends to the borrower/ promoter for the project development. To monitor the project progress, each banks/ FI depends on the monitoring agencies. With the introduction of the performance evaluation mechanism and sharing the same across banks/ FI, it will facilitate the agencies/ consultants to perform better and efficiently. Further, it will be beneficial to the banks/ FI, if the regulatory body consider creating a central repository for such agencies who does the project monitoring for banks/FI. This will further enhance the resilience and efficiency of the lending system.





Vigilance saves the day

A fierce wolf had recently been injured in a brutal fight with a bear. His wounds were so severe that he could barely move, and he lay helpless in his den, weak with hunger and thirst. Too feeble to hunt or drink, the wolf's sharp instincts were dulled by his desperation.

One day, as he lay suffering, he saw a sheep passing nearby. Seizing the chance, the wolf called out in a weak voice, "Dear Sheep, please have mercy. I am terribly thirsty and too injured to get water for myself. Could you bring me some water from the stream? A drink might give me strength to find some food."

The sheep thought for a moment, realizing the wolf's cunning plan. "Water might give you strength?" the sheep asked. "And by 'food,' I suppose you mean me. If I brought you water, it would only help you regain enough strength to eat me. I won't be tricked so easily!"

Seeing through the wolf's ploy, the sheep quickly walked away. The wolf, too weak to chase after the sheep, remained in his lair, realizing his plan had failed.

Culture of Integrity for Nation's Prosperity



NUMALIGARH REFINERY LIMITED

Smart Truck Parking and Access Control System

Smart Truck Parking and Access Control System (STPS) was implemented in the Numaligarh Refinery Marketing Terminal (NRMT) in January 2024. STPS is designed to manage and streamline the flow of tank trucks (TTs) entering and exiting the terminal. This automation has significantly reduced wait times, congestion in parking lot, ensuring efficient loading and unloading operations and restriction of unauthorized entry and exit. Further, the chances of manipulation in the dispatch and gate-pass section of NRMT could be mitigated by the introduction of this system.



Fig. Monitoring of oil tanker movement using STPS at marketing terminal.

By utilizing artificial intelligence and real-time monitoring, this system automates the truck entry and exit process, categorizes tankers, and prioritizes shipments based on various criteria.



Fig. Hand-held device for STPS app

Problem Statement

There are basically 02 parking areas for tanker trucks (TT) reporting to NRMT for filling of petroleum products viz. the **Night parking area** and the **Marketing terminal parking area**. The Night parking area is located approximately 5 km away from the NRMT while the Marketing terminal parking area is located near to NRMT gate. As per procedure, a TT scheduled for filling should first report at the Night parking area, park the vehicle, check for availability of Indent, wait for its turn and then after getting clearance should proceed to the Marketing terminal parking area. At the Marketing terminal parking area, the TT is parked again and after getting Filling Advice Note (FAN) from dispatch section and subsequent clearance from gate-pass section, proceed for filling as per allotted time slot. There was a tendency of the TT drivers to bypass the procedure and report directly to Marketing terminal parking. As the TTs used to report NRMT in numbers, it led to traffic congestion. Also, after the completion of filling activity, the trucks return to dispatch section and take invoice before exiting the marketing terminal. There was tendency of bypassing queue even during exit causing traffic congestion.

Further, there were possibilities of manipulation/corruption in the dispatch and pass sections while issuing FAN, invoice and entry/exit permission favoring some tank truck compromising the principle of First-In-First-Out (FIFO).

Addressing The Issue

After the introduction of the Smart Truck Parking and Access Control System (STPS), a centralized database was created for efficient tracking and management. Now, real-time monitoring of truck movements is possible, ensuring optimal traffic flow and reducing congestion. Trucks are categorized by type and scheduled for loading and unloading based on priority, type of product, and current terminal capacity. Also, the trucks entry/exit are automated. So, chances of manipulation or human error at dispatch section and gate-pass section are minimized.

Impact Analysis

- **Enhanced Efficiency:** Automates truck entry/exit and real-time monitoring, reducing wait times and improving truck management.
- **Transparency:** The trucks are assigned with parking slot and allocated Filling Advice Note and Invoices at dispatch section ensuring FIFO principle.
- **Improved Safety:** Relocates truck congregation 5.5 km away from the refinery, minimizing road safety hazard near the premises and reduces congestion in NRMT Parking lot.
- **Operational Performance:** Categorizes and prioritizes trucks, ensuring smooth and continuous loading/unloading processes.

Universal Applicability

The selected solutions are universal in nature and can be adopted in any marketing terminal.

Way Forward

The STPS system was designed keeping scalability and flexibility for future upgrades and new module integration to meet evolving needs. In future, it is planned to include mobile based app for on-the-go monitoring by assigned dispatch section officers.





In pursuit of justice

In the kingdom of Vijayanagara, there were several corrupt officials who exploited the common people for their gain. The king, Krishnadevaraya, was aware of the corruption but needed a clever plan to expose them. He turned to his trusted advisor, Tenali Raman.

Tenali Raman devised a plan to catch the corrupt officials red-handed. He spread a rumor that a large treasure was hidden in a certain location within the kingdom. The corrupt officials, driven by greed, fell for the trap and went to the location to find the treasure. However, Tenali had arranged for the king's guards to be present at the site, and they caught the officials in the act.

Through this clever scheme, Tenali Raman not only exposed the corrupt officials but also restored justice in the kingdom.

Culture of Integrity for Nation's Prosperity



EMPLOYEES PROVIDENT FUND ORGANISATION , INDIA

Standard Operating Procedure on Transaction less and Inoperative accounts

There may be some Provident Fund (PF) accounts within the EPFO wherein the transactions have not taken place for a long period of time. This necessitates a pre-emptive verification mechanism while withdrawal of funds from these PF accounts to counter potential fraud, impersonation, and forgery.

There are certain accounts that are classified as “Inoperative Accounts” as per para 72(6) of the EPF Scheme. This classification entails that these accounts cease to earn any interest, further underscoring the importance of a diligent verification mechanism.

The focal point of this SOP is to elucidate the procedural intricacies surrounding the Universal Account Number (UAN) generation, Know Your Customer (KYC) seeding, blocking, unblocking, and the settlement of claims specifically concerning transaction less accounts and inoperative accounts. These processes are critical components of the EPFO's mandate, and a comprehensive understanding of the procedural aspects is essential for efficient and transparent administration.

A Standard Operating Procedure for pre-emptive verification mechanism while withdrawal of funds from PF accounts to counter potential fraud, impersonation, and forgery.

Problem Statement

Transaction less and inoperative accounts do not have complete KYC and there is high level of risk of fraud, impersonation and forgery in these accounts. Such acts have been noted in past in these accounts. During the FY 2022-23 and FY 2023-24, inoperative accounts were settled for an amount of Rs. 2673.98 crores and Rs. 2632.29 crores respectively. As on 31/3/2024 an amount of Rs.8,505.23 crores was lying in 21,55,387 inoperative accounts.

Addressing The Issue

As per the directions of the Hon'ble Minister for Labour and Employment, an internal task force consisting of experts from Finance, Administration, and IT has been constituted to oversee sensitisation as well as completion of KYC digitisation of inoperative and transaction less accounts to prevent any potential frauds or attempts thereof. Based on their inputs a Standard Operating Procedure (SOP) for verification of in-operative/transaction-less accounts had been formally issued on 07/02/2024.

The Standard Operating Procedure inter-alia stipulates

- keeping all such transactions less and inoperative accounts blocked to institutionalize greater scrutiny in the processing and settlement of claims of such accounts,
- step-by-step elaborate verification process for unblocking,
- explicit timelines for such verification,
- assigning roles and responsibilities, and
- incorporating a robust monitoring mechanism.

This ensures a systematic and accountable approach to executing these operations, fostering efficiency, transparency, and adherence to specified timelines. The version 2 of the above SOP has also been issued recently on 02/08/2024.

Some of the important steps taken in SOP to scrutinize such accounts are as following:

- In order to generate UAN or link the Member ID (MID) to any pre-existing UAN, the member will have to establish their genuineness before generating or linking with UAN.
- Specific authorities for generation of UAN have been earmarked in the SOP, the authorities to approve the UAN generation/linking shall be as follows:

Member Balance	Delegation for UAN Generation/Linking
Upto Rs. 1 lac	From DA (Accounts) to SS to AO
Above Rs. 1 lac	From DA (Accounts) to AO to APFC/RPFC-II

There may be cases where more than one MID, pertaining to a single field office, belongs to the same member. In such cases, the authorities for UAN generation/linking shall be as follows:

Member Balance	Delegation for UAN Generation/Linking
Upto Rs. 50,000	From DA (Accounts) to SS to AO
Rs. 50,000 to Rs. 1 lac	From DA (Accounts) to SS to APFC/RPFC-II
Above Rs. 1 lac	From DA (Accounts) to AO to APFC/RPFC-II

- The member will have to physically visit the field offices or UAN 2.0 camps.
- The members who are unable to visit the field office due to physical disability, old age, etc., can generate a request for a UAN generation on the EPFiGMS portal, and the concerned office can depute office representative to visit the member's home for biometric verification and UAN generation.
- The UAN generation facility should not be allowed to the members or employers in such accounts. Only the field offices can generate the UAN in such cases.

Crowdsourcing of information

- As part of the additional checks, the DA (Accounts) may initiate "Crowdsourcing" wherever required. It will be similar to having a digital panchnama or witness validation through known or identifiable people. A verification alert may be sent to the login of active UAN holders of the same establishment who have worked in the establishment during the same time to confirm the PF membership of the said claimant.

- The system shall send the notification/message to 20 active UAN holders who have worked during the same period as the claimant on a random basis. The message shall contain the details and photo of the claimant being verified. The UAN holder shall have the following options to select from:
 - Yes, I know this person. (This shall be followed up with the declaration given in Para 9.2 of this SOP.)
 - I don't know this person/or never worked with this person.
- The members will have the option to file this declaration on the member portal itself. The members will confirm the declaration through Aadhaar-based OTP.
- Upon confirmation receipt from 5 such UAN holders whose credentials are already verified with EPFO, DA shall receive a message in the login regarding the verification completion.

The steps for verification shall be as following:

Authorities	Steps for verification
DA (Accounts)	<ol style="list-style-type: none"> a. Will check all digital records, including member ledger, take relevant uploads and place them in the file. b. Will check all physical records, including member ledger card, Form-9, Form-24 etc., scan copy and place in the file. c. Will send an email to the employer through the official email ID of the office to seek additional data (Each email should have the sender's name and designation). d. Will check antecedents of the member from the other available MIDs. e. Will collaborate all information and put his assessment on the records.

SS/AO (Accounts)	<ol style="list-style-type: none"> a. To review the verification done by the DA Accounts. b. Verify the member profile through alternate authenticated records. The offices may refer to Annexure-I of JD SOP for the list of such documents/records. c. Seek any additional records from compliance, if required. d. See if additional information about the establishment and past cases are available. e. Will collaborate on all information and put an assessment on the records.
APFC/RPFC-II	<ol style="list-style-type: none"> a. Check/validate information submitted by both DA (Accounts) and SS/AO (Accounts). b. Seek any additional records from any other section like compliance, damages, exemption, etc., if required. c. Will collaborate on all the above information and put an assessment on the records. d. Critically analyze all such evidence on the record as well as collected to decide the case for unblocking or otherwise. e. Recommend the case for unblocking or otherwise with specific justifications. f. Issue the order for unblocking within the timeline as given in para 8 of the SOP.

Impact Analysis

Consequent to issue of the SOP, all inoperative and transaction less accounts are being stipulated for strict verification process as indicated for each category duly linking with the status of the UAN as well as corresponding seeding of the KYC. Due to this, there has been a substantial reduction in the risk of fraudulent withdrawals from these accounts

Universal Applicability

- A timeline matrix has been formed so that the member request for UAN creation and settlement of claim out of such accounts shall be completed in a stipulated time limit in order to avoid unnecessary delay.
- Concurrent Audit Cell will ensure that cases related to transaction-less accounts and inoperative accounts are audited regularly.
- The process has been specifically defined for following type of accounts:
 - Transaction less accounts,
 - Inoperative accounts that do not have UAN,
 - Inoperative accounts (which are inoperative for less than 3 years) linked to UAN (KYC seeded)
 - Inoperative accounts linked to UAN (KYC not seeded)
 - Special Cases such as for deceased cases (with nominee) and deceased cases (without nominee).
- A comprehensive dashboard for UAN generation/linking, KYC seeding, unblocking requests, and claim settlements will be made available, wherein the details of such MIDs and the names of the establishments pertaining to such MIDs will be available to the concerned Regional Office so that the office can also monitor the total progress of claims settlement from such MIDs. This data will be made available to all field offices to enable them to do an internal audit of the UAN generations/verifications/claim settlements done in their offices. This SOP makes a provision for this data in Excel format from the MIS login.
- At the Regional Office level, the OIC will be able to monitor the timelines while carrying out the various steps defined in the SOP on a daily basis. The OIC shall

monitor the total cases processed/rejected/pending at the Regional Office level on a daily basis.

Way forward

In order to facilitate the genuine members to access their accounts due confirmation of their credentials and validations, a stand-alone search facility similar to the UDGAM Portal of RBI has been incorporated in the version-2 of the SOP.





Look before you leap

Shetji was a wealthy but greedy merchant, while Bhauji was a poor but clever farmer. One day, Shetji decided to cheat Bhauji by offering him a deal that seemed too good to be true. Shetji proposed that they plant a crop together and share the harvest. However, Shetji cunningly suggested that he would take everything that grew above the ground, while Bhauji could have everything below the ground.

Bhauji agreed to the deal but planted root vegetables like potatoes and carrots. When the harvest came, Shetji was left with only the leaves, while Bhauji took all the valuable produce. Realizing he had been outsmarted, Shetji proposed a new deal for the next season: he would take everything below the ground, and Bhauji could have everything above.

This time, Bhauji planted wheat and other crops that grew above the ground. Once again, Shetji was left with nothing valuable. Through his cleverness, Bhauji managed to teach Shetji a lesson about greed and dishonesty.

Culture of Integrity for Nation's Prosperity



DEDICATED FREIGHT CORRIDOR CORPORATION OF INDIA LIMITED

Task Management Tool

In day to day working, it has been noticed that many activities and tasks are generally assigned to subordinates through note sheets, verbal instructions and office orders.

However, few officers keep track of such assigned tasks as they themselves remain busy tackling other challenges on a daily basis. This leads to delayed accomplishment of assigned tasks by subordinates. Many times, important deadlines are missed because of such delays.

Delay by employees particularly in a construction organization leads to inefficiency. Effective monitoring of such instances of delay can reduce it to a great extent. Task Management Tool is one such way to minimise avoidable delays in an organization.

Problem Statement

Due to failure on the part of the officers to monitor the assigned tasks, subordinates become casual as they realize that their controlling officer does not keep track of the tasks assigned to them. Interestingly, the Controlling Officers do not have any tool to penalize such negligent subordinates as they do not have any documented proof of delays by the subordinates.

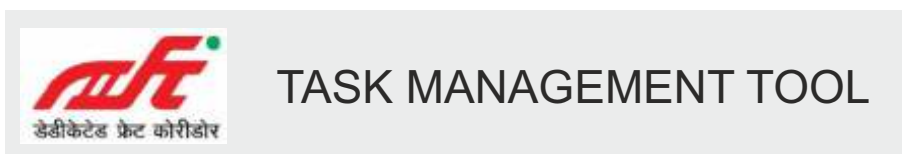
Such delays result in complaints/inefficiency and may cause situations conducive to corruption as well.

Addressing the Issue

To address the above problem and improve efficiency, DFCCIL Jaipur unit has developed an IT based Tool named "Task Management Tool" (TMT).

It is a simple dashboard based on IT Tools to assign tasks to subordinates, assign priority of tasks (High/Medium/Low), assign time of completion of such tasks, allow the subordinates to take revision of target dates in case they feel any constraint. It also allows the officers to attach any document/letter/correspondence to the assigned task so that subordinates can come to know about additional details about the assigned task.

A screenshot of the tool is shown below-



Task Assignment

anurag.dfcc@gmail.com Switch accounts

The name, email address and photo associated with your Google Account will be recorded when you upload the file and submit this form

* Indicates required question

Task Description *

Your Answer

Assigned To*

- Sh. Anurag Sharrna

- Sh. Sanjay Gupta
- Sh. H.K Jain
- Sh. Shailendra Singh

Target Date*

Date

dd-mm-yyyy

Additional Info

Your Answer

Priority*

- High
- Medium
- Low

Assigned By *

Choose

- This is required question

Add File

Upload upto 10 supported files Max 10 MB per file

Add File

Best part of this Tool is that it sends WhatsApp and email to the subordinate as soon as any new task is assigned to him. Below message is for example purpose.

Task Management Tool

last seen today at 9:53 am

SATURDAY

Dear Anurag Sharma,

A new task has been assigned to you by Anurag Sharma T-318 Test Task.

You need to complete the task before the due date: 24-Aug-2024

Remarks:

Priority: High

Update your status here: <https://forms.gle/r2FEo9bYzCG25CuH9>

7:50am

In addition, it sends reminders to the employee about pending tasks on a daily basis at predefined time in the morning on his WhatsApp and Gmail address. A consolidated reminder is also sent through WhatsApp and Gmail on a weekly basis also. An indicative example of email reminder is as follows:

Please finish the pending tasks assigned to you

Anurag Sharma 17-Aug-2024

High Priority Tasks

Task ID	Task Description	Assigned By	Target Date	Additional Info	Category
T-67	Test mail on whatsapp	Anurag	31-Jan-2024		Task
T-297	Aaa	Anurag	10-Aug-2024		Task

High Priority Tasks

Task ID	Task Description	Assigned By	Target Date	Additional Info	Category
T-198	Weees	Anurag	08-Apr-2024		Task

Low Priority Tasks

No pending tasks...

When any task is completed by an employee, the message and Email will be received by his task assigning authority immediately on WhatsApp/Gmail.

Task Management Tool

last seen today at 9:53 am

Dear Anurag Sharma.

Sh. Akshay Kaushal has completed the following task:

Task: T-281 Stock verification report AELN- comments to be sent to CO. (08-Aug-2024)

Remarks: The reply/comments have been shared with associate finance for further consolidation and submission to CO.

3:05 pm

Dear Anurag Sharma.

Sh. Akshay Kaushal has taken a revision date for task T-295 IP address of REJN and New Makarpura are same, to be got changed. Punctuality VC issue. (06-Aug-2024). The new target date for the task is 13-Aug-2024.

Remarks: Disconnection for execution of the above item has been applied by S&T field officials for tomorrow.

3:06 pm

The most important feature of TMT is that it keeps on reminding the employee through _WhatsApp/Gmail on a daily basis about the pending task till that task is completed by the Employee. Employee can update the task assigned to, him through that message directly by clicking the link:

Task Management Tool

last seen today at 9:53 am

Daily Task Reminder

Dear Anurag Sharma,

Please check your pending tasks.

Update your status here: <https://forms.gle/xDTBtCKgjpaebqFA7>

7:50am

The dashboard of TMT shows how many tasks are still pending, with whom and since when. Such statistics are also very useful while making annual appraisals of the employee at the end of year. This can be considered as an official record which can be produced in case of any bias or allegation raised by the staff against his annual appraisal.

Impact Analysis

It has been noticed that after implementation of this Task Management Tool, all the employees of DFCCIL JP unit has become more sensitive and prompt. Approx. 400 nos. of Tasks have been assigned by various officers/officials to their subordinates from date of implementation of TMT and approx. 70% of total tasks have been completed within the allotted time frame. For the rest of the tasks, revision dates have been taken by employees for various reasons.

Universal Applicability

This tool can be adopted in any organization for effective monitoring of various tasks which in turn improves efficiency and reduces delays.

Way Forward

Task Management Tool can further be developed technologically by incorporating analytics and drawing data-based conclusion on the performance of employees. Apart from it, artificial intelligence can also be integrated with such tools to understand the behaviour and habit of the staff in performing the tasks and challenges faced by them. In a nutshell, it is an essential tool to monitor the tasks assigned and completed by employees, problems being faced by them in achieving the tasks and reduce delays in official working thereby minimizing the chances of intentional delays and related corruption.





As you sow, so shall you reap

Narmada, the river goddess, becomes aware of a corrupt merchant who has amassed great wealth through deceitful means. This merchant exploited the poor and engaged in various unethical practices to increase his riches.

To teach him a lesson, Narmada decides to expose his corruption. She appears to the merchant in a dream, warning him that his ill-gotten wealth will bring him nothing but misery. Ignoring the warning, the merchant continues his corrupt ways. Once the merchant decided to transport his ill-gotten wealth across Narmada. As he attempted to cross, the river goddess causes a sudden storm and flood that capsized merchant's boat and washes away all his wealth, leaving him with nothing.

The merchant, now destitute, realizes the error of his ways and repents. He starts living an honest life, helping the poor and earning his livelihood through fair means.

Culture of Integrity for Nation's Prosperity



MMTC LIMITED

Upgradation of Empanelment Policy

A policy pertaining to handling legal issues remained unchanged for 35 years, leading to huge financial cost with no robust monitoring mechanism. The preventive vigilance measures taken in this regard has dealt the above issues and brought positive outcome.

Problem Statement

Payment of exorbitantly high legal expenses due to failure of internal control measures led to review of empanelment policy for engagement of advocates/solicitors/legal firms, introduction of rationalisation of legal expenditure and overall efficacy in litigation management of company.

During detection and surveillance initiatives during VAW-2023 campaign period, it came to notice of Vigilance Division that Law Division in MMTC was processing legal expenditure bills on the basis of fee bill schedule prescribed vide Circular No.2/290/79-Law dt.22.2.1988 (as amended from time to time) and Item No.27 of Part-II, Schedule-B of Delegation of Powers by CMD.

On examination, it was found that the policy was 35 years old and it was learnt that no comprehensive revision/updation of empanelment policy for engagement of advocates/ solicitors/ legal firms and the fee schedule was done by company till 2023. The company had incurred huge legal expenditure of more than Rs.45 crores since year 2015-16, which appeared to be exorbitantly high, indicating absence of internal controls in regulating litigation expenditure of the Company.

On preliminary examination of litigation expenditure records by Vigilance Division some of the grey areas observed in failure of internal controls of litigation management were as follows:

- There is no updated empanelment policy or approved schedule of fee,
- Arbitrary selection of advocates/solicitors/legal firms,
- Discretionary fixation / recommendation of professional fees without obtaining quotations,
- No proof of the number of conferences attended or certified by MMTC officials,
- Conferences attended are not recorded/registered,
- Recommendation of appearance fees without assessment of effective/non-effective hearings by advocates/Sr. advocates,
- No quotations or competitive proposals obtained and no prior approval for engagement of advocates/legal firms as per Delegation of Powers,
- Mostly post facto approvals taken for releasing payments after arbitrary/random selection of Advocates
- Discretionary fixation of rates payable to solicitors/legal counsels/legal firms,
- Corrections on noting(s)/proposals sheets,
- Corrections on manual bills,
- Non-verification of performance of long-standing advocates/legal firms engaged at CO/ROs/SROs, overruling remarks of finance division and commodity division remarks.

Further, it was found that there is no approved schedule of fees for drafting complaints, drafting and filing caveat petition, statements of claim/defense/rejoinders, civil suits, memorandum of appeals, evidence by affidavits, revision/review petition, criminal complaints, counter affidavits, counter claims, written arguments, written submissions, execution petition, replies to rejoinders, sur-rejoinders, section -34 appeals, interim applications, miscellaneous applications, outstation appearances, consumer dispute redressal cases before district/state/national forums, conciliation proceedings before ALC, convenience folders, clerkage, miscellaneous expenditure and legal opinions.

As per Item No.27 of Part-II, Schedule-B, establishment and General matters of MMTC Delegation of Powers, GM(Law) at CO has full powers for appointing advocates etc. within approved schedule of fees i.e. legal expenses/professional fees up to Rs.1 lakh in each case. The legal payments settled over the years are arbitrary and very high in comparison to schedule of fee structure prescribed by Department of Legal Affairs (DOLA) or schedule of fee for panel advocates or any fellow Public State Trading Enterprise like STC, PEC or fee structure DFCCIL or fee schedule of NSIL, which are also CPSEs.

Addressing The Issue

- That legal heads superannuated/ superannuating should not be engaged as consultant / advisor or in any other capacity in MMTC, post their retirement.
- Repatriate all the law officers who are currently on deputation back to MMTC after obtaining their consent and explore possibilities of posting other competent officers with law degree in law division.
- To formulate guidelines for empanelment and approved schedule of fee for engagement of advocates/solicitors/legal firms by following best practices of other CPSEs with immediate effect; to curtail discretion or arbitrariness in outsourcing legal services for rationalization of litigation expenditure in future and ensure completion of exercise within ONE month time frame.

- To conduct internal audit \ review of legal expenditure incurred at regional offices and corporate office in a time bound manner for identifying the grey areas and fix loopholes in the system.
- To review the performance of long-standing advocates associated with MMTC for possible changes that can be introduced in the interest of the corporation.
- Prima facie Inspection of more than 200 outstanding legal cases filed by the company and against the company, pending various judicial forums like Indian Council of Arbitration (ICA), PMA, AMRCD, District Courts, High Courts, Supreme Court, Directorate of Revenue Intelligence (DRI), Appellate Tribunal of Foreign Exchange (ATFE), CESTAT, NCLT, SFIO, Tax Tribunals, Criminal Courts (CBI,ED), Lokayukta was undertaken and shortcomings identified in respect of (a) Delays in Execution Petitions (EP cases) (b) SINE-DIE cases (c) cheque bounce criminal cases under NI Act (d) NCLT cases (e) in the legal remedial response system and suggested for improvements to management.
- Recommendations made to management for conducting Knowledge Sharing Programs on (a) NCLT proceedings to (b) Arbitration and Conciliation Act 2013 (c) Dispute Resolution through AMRCD for disputes with Govt. organization (d) Contract management etc. for enhancing the knowledge base of all the employees for effective decision in litigation management.

Impact Analysis

- Due to Vigilance intervention a New Policy for empanelment of Advocates and Legal firms with approved schedule of fees has been finalized in March'2024 with the approval of Committee of Directors for implementation and rationalization of legal expenditure in future.
- Payments to advocates and legal firms are being brought under the purview of schedule of fees as per new policy w.e.f. 2024 reducing the arbitrary and discretionary settlement of payments.

- Sensitized the Management on 60-70 sine die cases where arbitral awards were made in favour of MMTC but parties are absconding by declaring bankruptcy and whereabouts are not traceable and Courts have held up further proceeding for want of details of properties.
- In two regional offices detective agencies are appointed for tracing the properties.
- 3 appeals have been filed before NCLT which were not admitted earlier.
- Cases where Executive Petition has been filed and recovery is being actively pursued - Efforts to refer such matters of recovery to District Magistrates to enforce recovery especially where notice could not be served as the party is not traceable at the address available on record.
- 4-5 write off cases where no further legal remedy exists forwarded to management for deciding as per Delegation of Powers.
- As substantial amounts were held up in matters pertaining to cheque bouncing criminal cases, suggestions were given for alternate legal remedies to be pursued through dealing advocates for expeditious recovery.
- Law Division came up with circulars clearly demarcating the roles of law division officials for legal inputs and marketing/service division officials for factual inputs outlining the roles and responsibilities to defend a legal matter.
- Sensitized management on the need for expeditious legal recourse where the delays in timely action against defaulting parties and inadequate legal representation in defending the recoveries/payments due for MMTC (decree holder), is indirectly facilitating the private parties to transfer proprieties in their name to others and declare bankruptcy. In many cases judicial proceedings are adjourned sine die due to the party's whereabouts not being traceable. It has become the modus operandi of many private parties sensing the imminent liability due to arbitral/court awards as a consequence of MMTC's execution petitions are resorting to transfer of properties/ ownership so as to deprive MMTC in its pleadings for recoveries before NCLT.

Universal Applicability and Way Forward

Scrutiny of legal cases from a vigilance perspective for identifying corrupt practices, non-adherence to delegated powers, system lacunae and redressal of grey areas is applicable across all Govt. companies and CPSEs. Adoption of the above measures will bring efficient handling of court cases, less expenditure and better monitoring and outcome.





Action speaks louder than words

Punya Koti, a kind and wise cow, lived in the forest with her calf and friends. One day, while grazing, Punya Koti wandered away from her group and was suddenly confronted by Arbhuta, a hungry tiger ready to devour her. Shocked but calm, she pleaded, "Please, let me feed my hungry calf first. I promise to return."

Arbhuta, though suspicious, was moved by her sincerity and allowed her to go, warning her to return as promised. Punya Koti rushed back to her calf, who begged her not to leave, saying, "Why should you die, Mother? Who will care for me?" But Punya Koti, true to her word, replied, "I cannot break my promise. I must return to Arbhuta, for honesty is in my blood."

Before leaving, she asked her herd to care for her calf. Tearfully, she bade farewell to her child and returned to the tiger. Standing before Arbhuta, she offered herself, saying, "Here I am, fulfill your hunger."

However, Arbhuta, deeply moved by her honesty and bravery, could not bring himself to harm her. Overwhelmed with emotion, he declared, "I cannot kill such a virtuous soul. God would never forgive me." Arbhuta spared Punya Koti, and she returned to her calf, who rejoiced at her safe return.

Culture of Integrity for Nation's Prosperity



MINISTRY OF ENVIRONMENT, FOREST AND CLIMATE CHANGE

National Transit Pass System (NTPS)

Streamlining Pan India Movement of Timber and Forest Produce



NTPS, One Nation-One Pass, streamlines the issuance of timber transit permits. It creates a unified facility to accommodate state-specific customization in online mode for tree growers and farmers involved in agroforestry across the country. This contributes to the ease of doing business, brings transparency in governance and saves time.

The NTPS is an innovative online platform designed to streamline the issuance of timber transit permits across India. Launched under the One Nation, One Pass” principle to facilitate :

- Seamless transit of timber and other forest produces across the country.
- NTPS portal is a role-based and workflow-based application, which is available both in desktop-based and mobile application, thus offering easy accessibility.
- NTPS offers online registration and submission of applications for Transit Permit (TP) or No Objection Certificate (NOC) with no manual interface.

- The system allows online application for issue of transit permits for tree species grown on private lands or from forestlands.
- Easy online generation of Transit Permit or NOC based on category of species.
- The portal offers an E-payment gateway wherein payments can be made online through a mobile app/web portal.

Problem Statement

- Prior to the introduction of NTPS, obtaining transit permits from different states along the route was a time-consuming process, causing not only hurdles in transporting timber and forest products across the states, but also compromising transparency, leading to corrupt practices faced by the stakeholders.
- Further, each state has its own transit regulations, which meant that in order to transport timber or forest produce across states, one was required to get a separate transit pass issued in each state, at the interstate borders.
- Furthermore, a few states continued to issue paper transit permits rather than using online applications. This created significant scope for malpractices along with logistical challenges, increased transportation time, and added unnecessary costs, hampering the business operations of those involved in the timber and forest produce trade.
- There was also an issue of fabricating/forging the manual Transit Pass as there was no online verification method by states like using scan of the issued TP with QR Code. This made the verification process difficult.
- Additionally, each state has its own exempted species list that does not require a transit pass to be issued. The transportation of certain timber species over state boundaries, where the species was exempt in one state but not in the other, frequently brought merchants under unnecessary scrutiny.

Addressing the Issue

- The Ministry of Environment, Forest, and Climate Change piloted the NTPS initially in one state guided by the "One Nation-One Pass" principle. The Pan-India rollout of the "National Transit Pass System" (NTPS) was undertaken during December 2023 to facilitate the seamless transit of timber and other forest produce across the country.
- NTPS offers seamless transit permits, managing records for both inter-state and intrastate transportation of timber, bamboo and other forest produce obtained from various sources like private lands, government owned forests and private depots.
- NTPS is designed for transparent and corrupt free user convenience, featuring desktop and mobile applications for easy registration and permit applications.
- Transit permits will be issued for tree species which are regulated, while users can self- generate No Objection Certificates for exempted species. The No Objection Certificates generated in the originating state under NTPS for exempted tree species will be valid across other states, even if the species is not exempted in those states.
- This addressed the inefficiencies, malpractices and hurdles posed by the previous system.
- The NTPS leverages modern technology, providing both desktop and mobile applications for easy access and application processing.
- This system assists in the tracking and documentation of timber movements as well as the issuance of transit permits for the inter-state and intra-state transportation of timber and other minor forest produce from government or private depots, as well as private lands.
- It is aimed at bringing ease of business and expediting online issuance of transit permits for forest produce.
- Such transit permission enables market expansion opportunities for famers and agro foresters.

Impact Analysis

- NTPS has significantly simplified the process of obtaining transit permits, reducing the time and effort required for both businesses and forest departments. By centralising and digitising the permit system, NTPS has eliminated the need for manual paperwork, reducing the chances of corruption and ensuring transparency.
- NTPS has also led to a reduction in transit time and transportation costs, thereby increasing the income of farmers and traders.
- The successful flag-off event in December 2023, involving vehicles travelling from Jammu and Kashmir and Gujarat to Tamil Nadu and Kolkata, demonstrated the system's efficacy in real-time, with QR codes enabling uninterrupted passage across state borders. This event highlighted a significant reduction in transit delays, contributing to a more streamlined and cost-effective process.
- Its impact extends beyond not only mitigating corruption and merely encouraging agroforestry/tree farming, but also promises to incentivize the entire value chain.

Universal Application

- While NTPS is currently focused on the forestry sector, its model of a unified, digital permit system can be replicated across other sectors such as agriculture, mining, and hazardous materials transportation, etc. that require inter-state transportation of regulated goods.
- The transparent process, ease of application, online processing and seamless transit can serve as a blueprint for similar sectors.

Way Forward

- Continuous feedback loops with stakeholders can help fine-tune the NTPS system, ensuring it remains responsive to the needs of its users.

- So far, 26 states have amended their State Transit rules or have agreed to implement NTPS where there are no transit rules to amend. These States include Andhra Pradesh, Bihar, Chhattisgarh, Gujarat, Himachal Pradesh, Jharkhand, Madhya Pradesh, Maharashtra, Rajasthan, Telangana, Tripura, Uttarakhand, West Bengal, Goa, Karnataka, Odisha, Tamil Nadu, Uttar Pradesh, Jammu and Kashmir, Dadra and Nagar Haveli and Daman and Diu, Andaman and Nicobar Islands, Delhi, Chandigarh, Haryana, Punjab and Ladakh.





The jewel of justice

There was a corrupt officer in Akbar's kingdom, known for his greed and extortion. When word of his corruption reached Akbar, he tasked Birbal with exposing the officer. Birbal devised a clever plan and sent a servant to the officer's office, pretending to report the theft of a valuable jewel.

The servant presented a fake jewel and requested the officer's help in finding the "stolen" one. The corrupt officer, driven by greed, demanded a large bribe. When the servant claimed he couldn't pay, the officer threatened him. In a dramatic turn, the servant revealed that the jewel was actually a gift from the king.

The officer, shocked, questioned how the servant received such a treasure. The servant, with a sly smile, responded, "The king gave it to me for reporting your corruption." Other people present, who had witnessed the officer's greed, supported the claim.

Akbar, observing from a hidden chamber, was impressed by Birbal's plan. He publicly reprimanded the officer, and from that day forward, the officer reformed, becoming an honest and efficient servant of the king.

Culture of Integrity for Nation's Prosperity



RASHTRIYA ISPAT NIGAM LIMITED

Online Integrated Module For Booking of Air Tickets (e-tour)

Rashtriya Ispat Nigam Limited (RINL) spends Rs 3 crores approximately per annum on air travel for official tour of executives. Air Ticketing Section (ATS), earlier known as RINTRAS of General Administration Department of RINL/VSP used to provide air tickets to the entitled employees on submission of requisition along with respective tour approval notes. A travel agent was stationed at the ATS office to provide domestic and international air tickets to employees/guests of RINL who will book and hand over the tickets to the officer in-charge of ATS after receipt of the requisition for the same. The tour approval notes and requisition to the ATS were being made in physical mode.



An Online Integrated ticket booking system “E-Tour” has been developed in-house by the IT and ERP department at RINL – Visakhapatnam. The module takes care of the process from generating the request for air tickets and also for rescheduling and/or cancellation of the travel plan.

The practice was that the officers who are entitled to air travel would submit requisition in a specified format enclosed with a tour approval note for booking of flight tickets. On receipt, the in-charge of ATS would scrutinize the requisition/approval and ensure that the submitted requisition is in line with the existing guidelines / DOP. Subsequent to ensuring that the requisition/approval is in line with the existing guidelines / DOP, the officer in-charge of ATS is used to forward the requisition to the travel agent to book the air ticket.

Problem Statement

During the systemic improvement study of air ticket booking through physical mode the following shortcomings were noticed: -

- In some cases, the requisition by the ATS to travel agent is not available, though the ticket has been booked in line with the tour approval.
- In cases where the choice of flights was not indicated, the travel agent used to make bookings for the cheapest flight. However, no records were being maintained showing that the ticket booked for the flight was the cheapest among all the available flights.
- In one case, the tickets for the same route were booked twice for one employee against a single requisition.
- In some cases, the tickets booked were not in line with the destination mentioned in the requisition.
- In many cases, there was a considerable time gap between the date of booking and the approval accorded by the competent authority. Out of these, in some cases there was a time gap between the date of approval of the competent authority and the date of communication received by the ATS. In other few cases there was time gap between the date of communication by the ATS and the date of booking by the travel agent.
- In a particular case, it was observed that foreign visitors/experts visiting RINL as per the work order/contract upon request of visitors/experts, some of the bookings were made for their family members to travel along with them on a chargeable basis though such bookings for their family members were not covered under the terms and condition of their work order. It may so happen that the Engineer of the contract may forget to recover the amount of the bookings of their family members from the bills of the foreign visitors/experts due to some or the other reason.

- In certain cases, it was observed that there was a time gap between the date of receipt of knowledge of the cancellation of the tour and the date of communication of the same to the travel agent.
- Any untimely communication to the travel agent about the cancellation of the tour may lead to a loss of money to RINL.

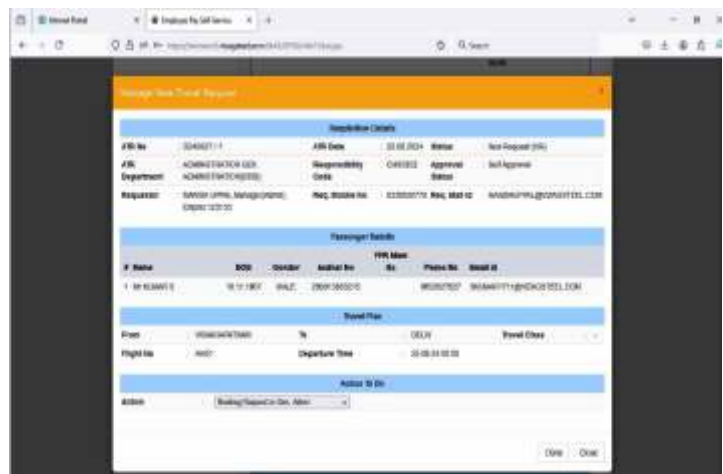
Addressing the Issue

In order to address the above issues and to avoid cumbersome, time consuming process of approval and communication for ticket booking, an integrated ONLINE model for processing of air tickets has been implemented covering the initiation of tour approval, rescheduling and/or cancellation of the travel plan. This was suggested as a part of Preventive Vigilance Measures.

The travel requisition along with the appropriate approval is forwarded ONLINE (through EPSS system) to the Officer in-charge of ATS. On forwarding of the requisition, “Manage new Travel Request” is generated in the system having a unique ATR number and also providing all the details such as requisition details, passenger details, travel plan and details of ATS officer in-charge. This ATR number remains the reference number right from the requisition till the bill payment to the travel agent. The intimation of the travel requisition is received by the officer in-charge of ATS through mail and SMS as well. Subsequently, ATS officer in-charge processes it and forwards the details of bookings to be done to the travel agent.

In case, there is a situation of rescheduling and /or cancellation of the travel plan, it can be communicated through “Manage new Travel Request”

by the initiator, which in turn will flow down to the officer in-charge of ATS, for him to communicate the same to the travel agent for doing the needful.

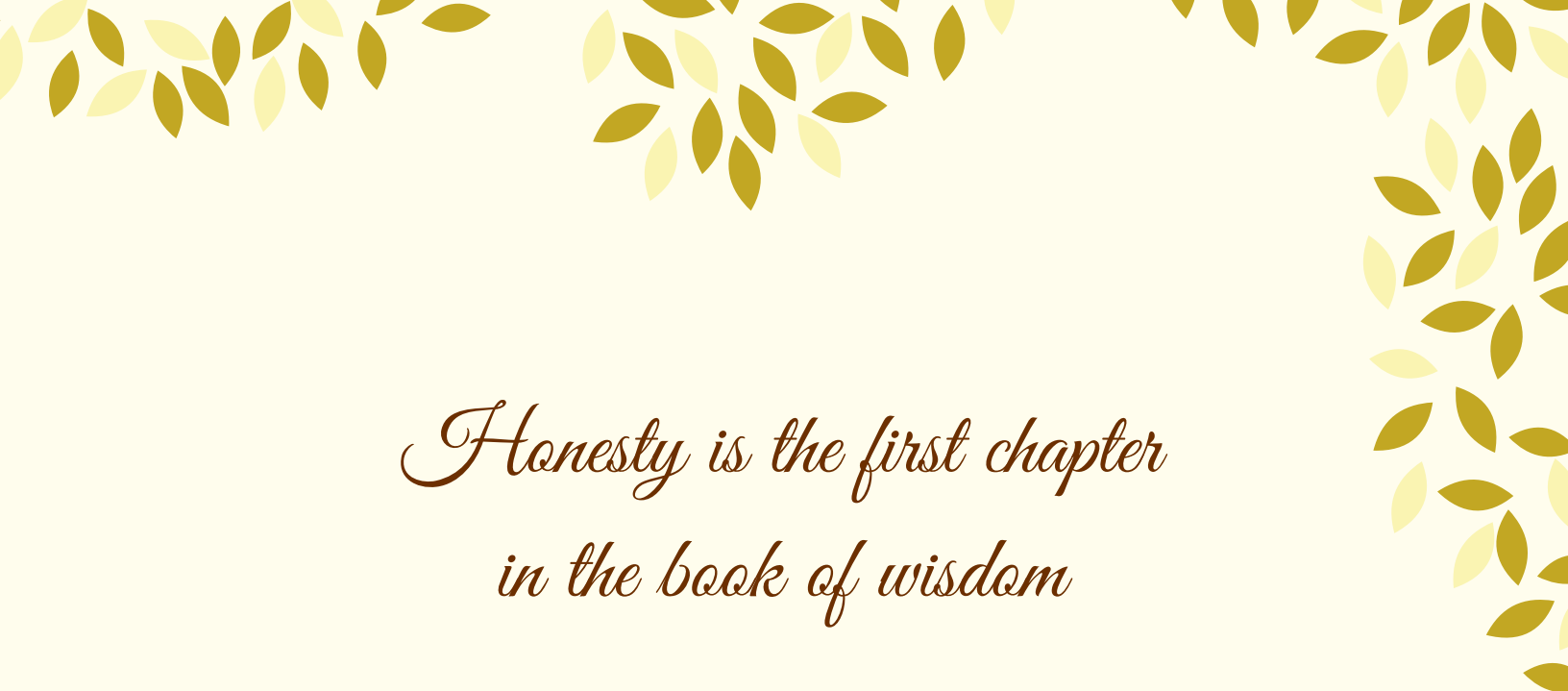


Impact Analysis

Implementation of the online integrated model for booking Air tickets (E-TOUR) has introduced an efficient way of booking of domestic and international air tickets for employees and guests of RINL. This has resulted in the following advantages for RINL-

- Errors / unnoticed events/excesses payment/ multiple payments for a single request are eliminated.
- Ensuring responsibility of the employee/guest for their performance / timely intimation of rescheduling/cancellation of their journey.
- Ensuring responsibility of the travel agent to book 'the cheapest flight in specified time frame' and accountable for timely rescheduling/cancellation.
- Enhancing serviceability by travel agent for round the clock to assist during the travel.
- Avoiding physical file transactions results in the minimization of the time gap between the date of approval and the date of booking, thereby avoiding payment of increased flight charges.
- Payment of TA/DA can also be linked with tour Unique Number.
- Physical presence of the travel agent in RINL premises is also avoided.
- As the officer in-charge of ATS receives the requisition on his mobile phone, it enables round-the-clock serviceability.





*Honesty is the first chapter
in the book of wisdom*

Once upon a time, a farmer purchased a new piece of land but faced a drought with no nearby canal for irrigation. Fortunately, a well near the farm contained water, but it belonged to a greedy neighboring farmer. The farmer approached the neighbor to buy the well, and the neighbor agreed, stating, “I’ll sell you the well, but I won’t sell the water.”

The next day, the farmer tried to draw water, but the neighbor stopped him, insisting he would have to pay extra for the water. Feeling cheated, the farmer sought justice from the king, who referred the case to his clever advisor Birbal.

The following day, the advisor visited the well with the farmer. When the neighbor again claimed the water was his, Birbal devised a plan. He declared, “If the water is yours, you must remove it from the well. You have three days to empty it; otherwise, you’ll face a heavy penalty and jail time.”

The neighbor realized he had been trapped, as removing water from a well is nearly impossible. Defeated, he agreed not to stop the farmer from using the water. The advisor imposed a small fine on the neighbor to deter future cheating. From that day on, the neighbor reformed and never cheated anyone again, learning the value of honesty and fairness.

Culture of Integrity for Nation’s Prosperity



NMDC LIMITED

e-Measurement Book (e-MB) and e-Hindrance Register

NMDC envisions increase in its production capacity to 100 Metric Tonnes Per Annum (MTPA) by 2030, necessitating substantial capex investments and numerous simultaneous projects. Managing these details manually with physical registers would be challenging. NMDC Vigilance department pointed out shortcomings of manual data recording procedures, which are having financial implications. Based on Vigilance Department recommendations and in alignment with NMDC's digital transformation initiatives, the e-Measurement Book (e-MB) and e-Hindrance Register were introduced.



The e-Measurement Book marks a significant shift from traditional manual measurement books, using digital technology to create precise and transparent records of work. The e-Hindrance Register is a digital system for managing unforeseen challenges and disruptions in work contracts.

Problem Statement

Prior to the implementation of e-Measurement Book and e-Hindrance Register, measurement and hindrance recording system were manual. Measurements related to works executed by contractors were recorded by the concerned site-in-charge manually. Similarly, hindrances were recorded in the hindrance register. Due to manual activity, the measurement and hindrance processes were prone to:

- **Delay in Processing of Bills:** After the submission of measurement books, there are levels of checks involved right from the site in-charge, Engineer in-charge, section in-charge and finally in the finance department for final payment. All of these involved a huge amount of time for checking and reconciling of data. Even after checks and different level, the system was prone to errors, disputes and unauthorized changes to past data. All of this resulted in delays in processing of bills.
- **Limited Visibility and Control over Measurement and Billing Data:** Due to manual handling of huge data, visibility on overall progress of work in definite financial and physical terms was very minimal. Reconciliation of data with respect to each line item or billing schedule was very difficult.
- **Knowledge Sharing and Collaboration:** Due to manual nature of recording and sharing of information within the hierarchy among different projects was difficult, especially when such works were interdependent and linked for the completion of overall projects.
- **Disputes:** Due to delayed handling, limited visibility and less transparency in manual measurement of works; number of disputes in the works contract were more.

Addressing the Issue

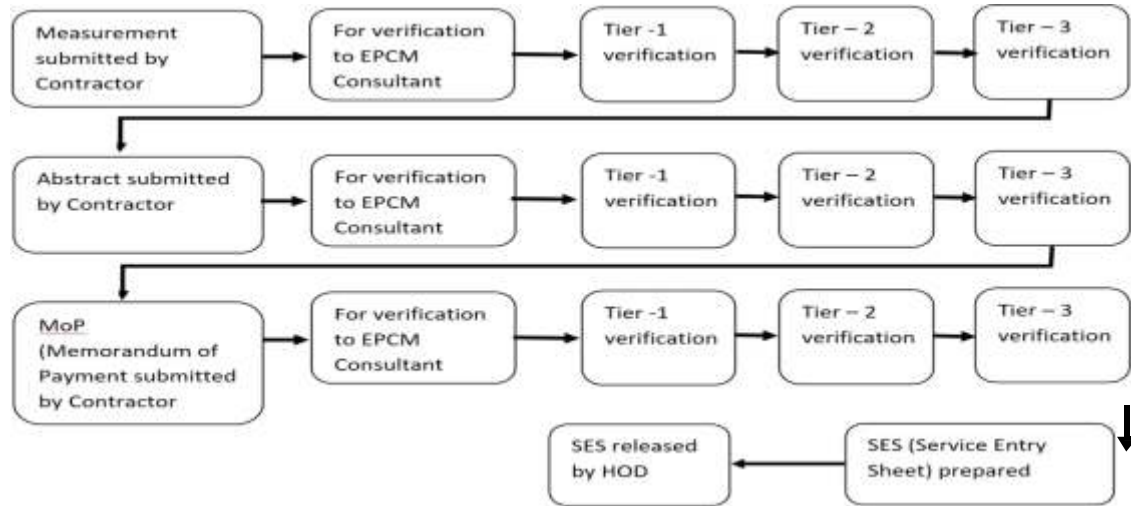
To overcome the above challenges, an integrated, automated, and data-driven e- MB and e- Hindrance Register solution was implemented in NMDC that provides accurate measurement, efficient billing, more transparent and effective hindrance management system enabling:

- Enhanced operational efficiency
- Minimized risks and disputes
- Increased transparency and visibility
- Support system for business growth and scalability

e-Measurement Book

- There are three major parts in e-MB.
 - Recording and approval of measurements
 - Recording and approval of abstract
 - Recording and approval of memorandum of payment (MoP)
- The contractor can create and submit the e-MB on recording periodic measurements. After login, the contractor can select the relevant works and enter measurements for all the unit items available in the service PO. In case of extra item/non-schedule items, provisions are available to create a list of such items for approval. After submission of e-MB, the same is forwarded to the concerned Site-incharge/Consultant (In case third party PMC is there). The same will be checked by the consultant, site engineer (Tier-1), section in-charge (Tier-2) and HOD(Tier-3) as per hierarchy and norms.
- On final approval of e-MB, the system will allow the contractor to create an abstract.
- At the time of abstract submission, the contractor has to upload the relevant documents like deviation statement, test certificates, material issue, consumption, balance statement etc. for record check and verification. The same cycle of approval follows after submission of abstract by the contractor.
- After approval of abstract, the system allows the contractor to create the memorandum of payments (MOP).
- System automatically generates a service entry sheet in SAP after final approval of MOP by concerned HOD.

Process flow of e-MB in an EPCM Contract with PMC

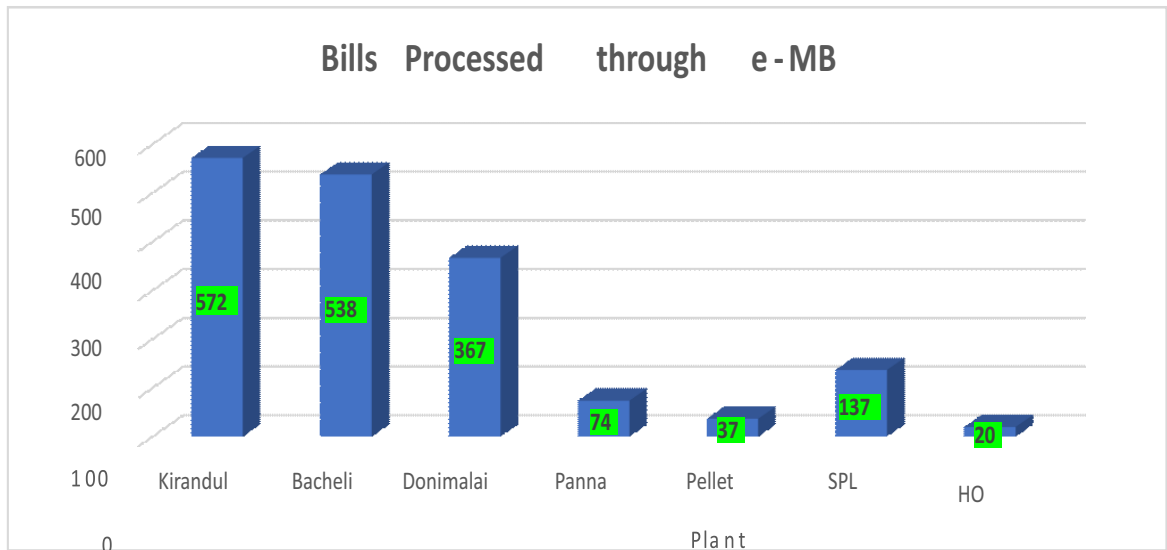


e-Hindrance Register

- In e-Hindrance register, hindrances that occurred during the contract period can be recorded by contractor, consultant, site engineer, engineer In- charge/HOD.
- The recorded Hindrances can be accepted/modified/rejected by other stakeholders with comments.
- System auto generates the total number of days (delay) of hindrances occurring based on the hindrances recorded during the work order period and attributed to whom i.e. NMDC or Vendor or other reasons like rains, local strike etc.
- e-Hindrance Register can be taken as basis for analysing the stages in the period of work executed, the decision for extension of contract or levy of liquidated damages, if any.

Impact Analysis

e-MB and e-hindrance Register are being used at all the NMDC projects and Head-Office. As on date 1745 bills have been processed through e-MB. Project wise details are as below:



Similarly, a total of 25 no of e-hindrance registers have been created.

e-Measurement Book

- **Improved Accuracy and Reliability:** The e-MB ensures precise recording of measurements and quantities. Human errors and omissions are minimized.
- **Enhanced Transparency and Trust:** Stakeholders—contractors, project managers and NMDC have access to single reliable real-time data from the e-MB.
- **Error and Dispute Reduction:** Discrepancies between recorded measurements and actual work executed have decreased significantly. Fewer disputes arise during billing, saving time and resources.
- **Efficiency and Automation:** The e-MB has streamlined billing processes. Automated calculations expedite invoice preparation and approval. Project teams focus on value-added tasks rather than manual data entry.
- **Informed Decision-Making and Planning:** Due to the availability of accurate data on fingertips, decision-making is improved. Planning for resources can be done more easily.

e-Hindrance Register

- **Proactive Hindrance Management:** With increased implementation of the e-Hindrance Register potential obstacles will be identified early. Mitigation strategies are devised promptly, minimizing project delays.
- **Risk Reduction:** By capturing hindrances in real time, the risk of errors and disputes are reduced. Stakeholders can address issues swiftly, preventing escalation.
- **Transparency and Accountability:** Hindrance data is accessible to all relevant parties. Transparency ensures accountability. When hindrances occur, the responsible teams may collaborate openly.
- **Collaboration and Knowledge Sharing:** The e-Hindrance Register facilitates collaboration among engineers, contractors, and project managers. Insights gained from past hindrances will be shared, improving collective problem-solving.
- **Informed Planning and Risk Assessment:** Comprehensive hindrance data will result in informed project planning.

Universal Applicability

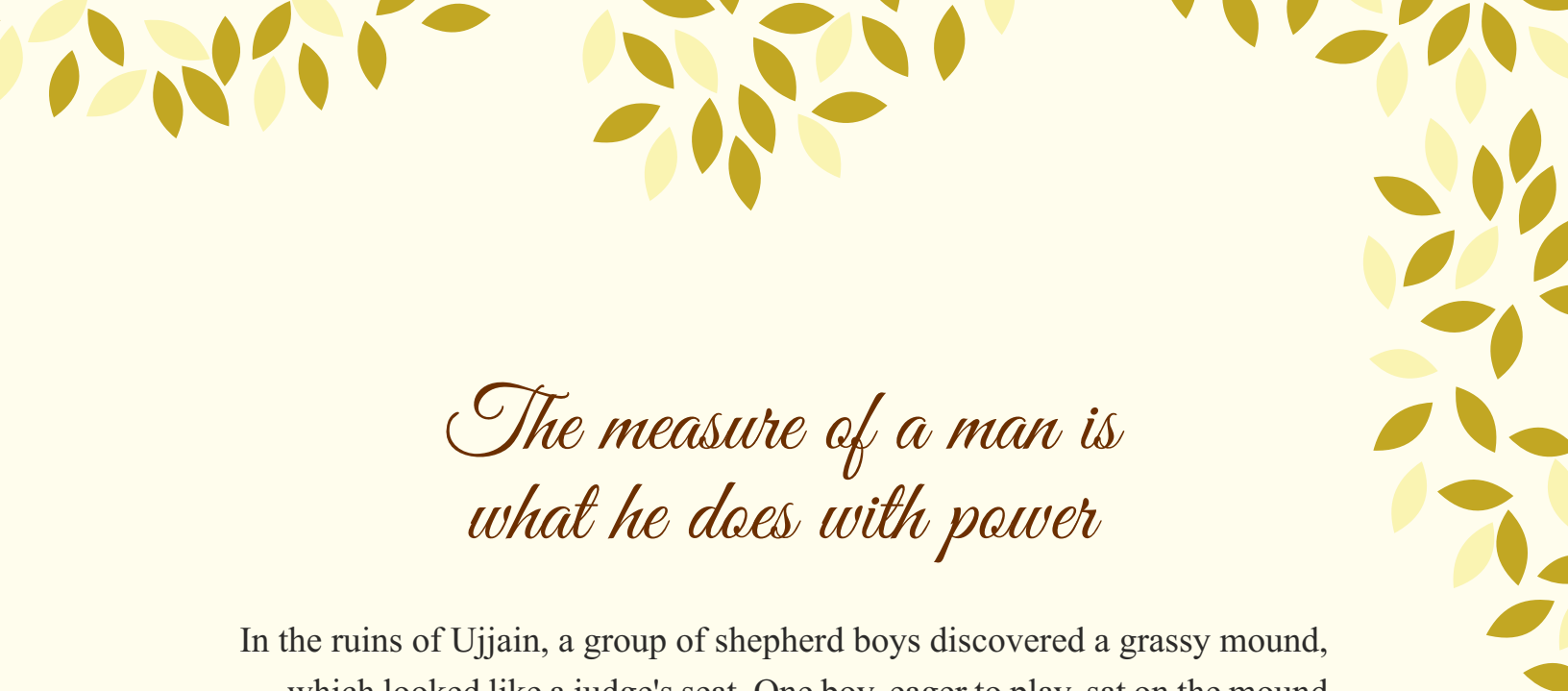
- **The possibility of adopting and replicating** the functionality of e-MB (e-Measurement and Billing) and e-Hindrance across sectors is high, considering the following factors:
- **Digitalization and technology advancements:** Many industries are adopting digital technologies, making it easier to replicate and adapt e-MB and e-Hindrance functionality.
- **Standardization and interoperability:** Standardized data formats and Business Object Data Services (BODS) enable seamless integration and data exchange across sectors.

- **Shared goals and challenges:** Industries face similar challenges, such as accurate measurement, efficient billing, and risk mitigation, making e-MB and e-Hindrance functionality relevant.
- **Scalability and flexibility:** Cloud-based solutions and modular designs allow for easy scaling and adaptation to different sectors.
- **Knowledge sharing and collaboration:** Industries can share best practices, expertise, and resources to facilitate adoption and replication.

Way -Forward

To enhance the effectiveness of the e-Measurement Book (e-MB) and e-Hindrance Register, NMDC has implemented several measures. These include regular reviews of electronic measurement systems to ensure their accuracy and reliability, and periodic training sessions for end users, including employees and contractors, to ensure proper use and maintenance. Additionally, regular audits and inspections will be conducted to identify potential improvements. NMDC also collaborates with other organizations and stakeholders to share knowledge and best practices. Furthermore, regular software updates and patch management are carried out to prevent cyber threats, ensuring the systems remain secure and up-to-date.





*The measure of a man is
what he does with power*

In the ruins of Ujjain, a group of shepherd boys discovered a grassy mound, which looked like a judge's seat. One boy, eager to play, sat on the mound and acted as a judge, settling mock disputes among his friends. However, as he sat on the mound, his tone and demeanor changed. His judgments were wise and fair, leaving everyone astonished. The boys shared this strange experience, and soon, villagers began bringing their real disputes to the boy, who continued delivering remarkably just decisions.

Word of this mysterious "court" spread, eventually reaching the king. Curious, he investigated and concluded that the boy must have unknowingly sat on the legendary Judgment Seat of King Vikramaditya. The king ordered the mound to be excavated, and, to everyone's amazement, they unearthed the ancient seat, supported by 25 stone angels. It was brought to the palace with great reverence, and the king prepared to sit on it.

However, as he approached the seat, one of the angels questioned the king's worthiness, accusing him of coveting other kingdoms. The king confessed his guilt and was told to fast and pray. This process repeated over 100 days, with the angels questioning the king's integrity. In the end, the final angel flew away with the seat, as the king admitted he was not pure of heart.

Culture of Integrity for Nation's Prosperity



RASHTRIYA CHEMICALS AND FERTILIZERS LIMITED

RCF Dealer Parivar Mobile App

This Mobile App facilitates thousands of customers i.e., RCF's dealers/retailers, at their convenience to quickly find sales related information by reducing their dependency on one-to-one support of RCF's Marketing offices across India, thereby improving transparency and efficiency in display of information and period reports on customers' mobile on fertilizers sale transaction.

Rashtriya Chemicals and Fertilizers Limited (RCF) is mainly in the business of production and selling of fertilizers and chemicals to customers across India. Under Preventive Vigilance Measures to achieve higher levels of transparency and efficiency in sales operations, RCF IT department carried out in-house development and implemented "RCF Dealer Parivar Mobile App" for customers.



Problem Statement

All sales transactions are recorded in the SAP ERP system of RCF. Earlier, customers did not have any direct access to view information related to their sales transactions, thereby increasing their dependency on RCF's Marketing officials. To avoid such reliance, an IT enabled solution was

required to be implemented for a transparent and efficient customer self-service facility on customer's mobile through a Mobile App which can efficiently display information and reports related to their sales transactions on their mobile device to enable anytime, anywhere retrieval of information.

Addressing the Issue

After analysis of the above-mentioned problem, a Mobile App was developed and implemented by the RCF's IT department with seamless integration to SAP ERP system. This Mobile App has provided a self-service facility to customers for an efficient and transparent way to retrieve/download/email the relevant information related to their sales transactions allowing them to stay connected with RCF's business on an anytime, anywhere basis. The system architecture of this Mobile App consists of;

Web Server : Internet Information Services (IIS)

Front-end : ASP.Net, C#, HTML/CSS

Mobile App : Android

Database : MS SQL Server

Hosted : On-premise Data Centre.

Impact Analysis

After implementation of RCF Dealer Parivar Mobile App, the following key benefits have been achieved;

- **Display information about fertilizer products**
- **Online registration of Customer and RCF's Sales officer in Mobile App** using SAP credentials and OTP through registered mobile number in SAP.

- **Retrieve/Display/download/email reports and information** on outbound deliveries, invoices, incoming payments of customers, credit and debit notes, periodic account statement, current and overdue outstanding, bank guarantees details, transport vehicle's movement details in the factory premises for loading, credit limit, district-wise rake-wise fertilizer products dispatch details for customers, collateral deposits etc.
- **Online Customer feedback facility.**

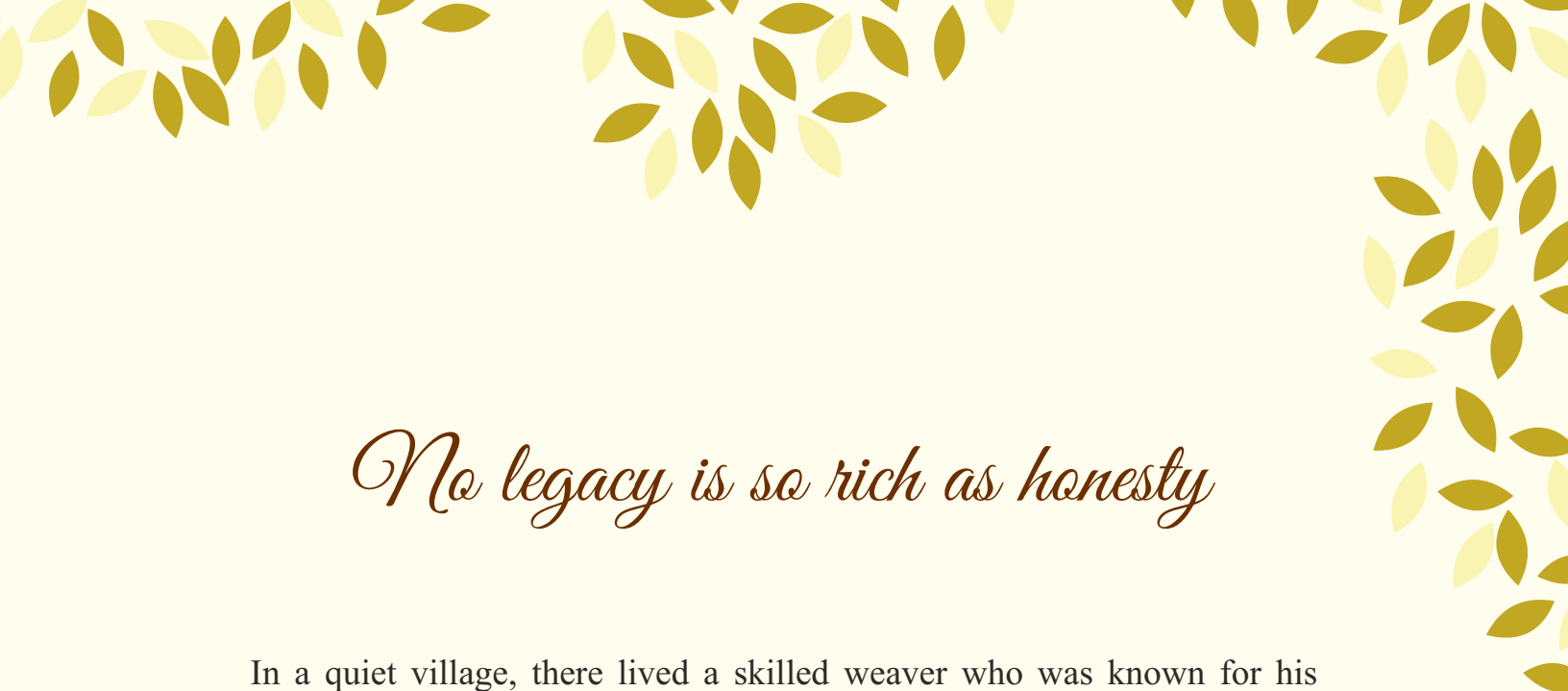
Universal Applicability

This Mobile App can be adapted by configuring as per the needs of the organization.

Way Forward

New functionality can be added to the application based on customers' feedback and sales officers.





No legacy is so rich as honesty

In a quiet village, there lived a skilled weaver who was known for his beautiful and intricate fabrics. One day, the king ordered a special robe for an upcoming festival. The weaver worked tirelessly, and soon, a magnificent robe was ready.

As the weaver prepared to deliver the robe, he found a small defect in the fabric. It was hardly noticeable, and no one was likely to see it. But the weaver's conscience troubled him. He knew the robe wasn't perfect.

He had a choice: to deliver the robe as it was or to tell the king about the defect. After much thought, the weaver decided to be honest. He went to the palace and presented the robe, pointing out the small defect to the king.

The king was surprised by the weaver's honesty. Instead of being angry, the king praised him. "Your honesty is more valuable than the finest fabric," said the king. "Because of your integrity, I will reward you with gold and a place of honor in my court."

The weaver was overjoyed. His honesty had brought him more success than he could have imagined.

Culture of Integrity for Nation's Prosperity



SJVN Limited

(A Joint Venture of Govt. of India and Govt. of Himachal Pradesh)
'A Navratna CPSE' | An ISO 9001:2015 Certified Company

Powering the Nation

A Navratna Company's Journey and Future Vision

Established in 1988, this Navratna Public Sector Enterprise has grown to become a powerhouse in India's energy sector. With 55% of its shares held by the Government of India, 26.85% by the Government of Himachal Pradesh, and 18.15% by the public, the company boasts a strong financial foundation, featuring a paid-up capital of ₹3,929.80 crores and an authorized capital of ₹7,000 crores.

Expansive Operational Footprint

Operating across 14 Indian states and Nepal, the company manages 12 power stations with a cumulative capacity of 2,466.5 MW. It has four subsidiaries—SAPDC, SLPDC, STPL, and SGEL—and two joint ventures, CPTC and SAREL, reflecting its diverse and expanding portfolio. Its transmission network includes 86 km of the Indo-Nepal border line and a 37 km line from Bainol to Snail, ensuring efficient energy distribution.

On the Horizon: Projects Under Construction

The company is currently engaged in constructing projects totaling 4,836 MW and 217 km of transmission lines. This includes significant investments in renewable energy, with 1,558 MW in hydro and 1,958 MW in solar projects, alongside a 1,320 MW thermal project in Bihar. These initiatives are set to significantly boost its capacity, aligning with its long-term vision of becoming a 25,000 MW company by 2030 and achieving 50,000 MW by 2040.

Driving Business Expansion

Designated as a Renewable Energy Implementing Agency (REIA), the company is actively expanding its role in the renewable energy sector. It also offers consultancy services to various organizations and, in 2022, obtained a Category-1 license for interstate power trading, further solidifying its position in the market.

Commitment to Excellence and Ethics

The company is the first in the power sector to implement an Anti-Bribery Management System (ABMS) certified by the Bureau of Indian Standards (BIS). This commitment to transparency is reflected in its robust vigilance and ethics policies, including whistleblower protections and comprehensive complaint redressal systems.

Championing Social Responsibility

With a strong focus on corporate social responsibility, the company has invested ₹469.23 crores in healthcare, education, vocational training, and rural development, positively impacting countless lives. Its dedication to community upliftment is a testament to its role as a responsible corporate citizen.

Future Vision

With ambitious targets of reaching 25,000 MW by 2030 and 50,000 MW by 2040, the company is poised to be a key player in India's energy future. Its ongoing projects and commitment to sustainable development and ethical governance position it as a leader in the transition to a greener, more efficient energy landscape.



The culture of integrity in India is deeply rooted in its rich heritage and value system. Historically, principles such as honesty, transparency, and ethical conduct have been integral to Indian society, influenced by philosophical and spiritual teachings. In contemporary times, these values continue to be emphasized through various initiatives aimed at promoting good governance and accountability. By upholding these values, India strives to build a more transparent, accountable, and prosperous nation. Apart from preventive vigilance initiatives taken by various organisation, this book also includes small folklore stories that illustrate the culture of integrity in India, offering readers a unique perspective on how these timeless values have been woven into the fabric of Indian society.



CENTRAL VIGILANCE COMMISSION

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