PREVENTIVE VIGILANCE INITIATIVES  
AND  
OUTREACH ACTIVITIES  

Central Vigilance Commission
Foreword

Preventive Vigilance aims at creating and nurturing an organizational ecosystem, in which scope for malpractices is minimized by laying down Standard Operating Procedures and by ensuring transparency and accountability. By promoting preventive vigilance, the organizations strive towards building of systems and structures, where use of discretion in decision making is minimized and any unavoidable discretion has inbuilt accountability.

Corruption flourishes within opaque systems and in the absence of knowledge. Therefore, it has been the consistent endeavor of the Central Vigilance Commission to urge organizations to identify areas of lack of transparency and bringing in proper systems. It is also our firm belief that dissemination of information among all stakeholders can preempt misdeeds, while ensuring accountability. The advancement of technology, especially Information Technology, digital technology etc. has enabled better preventive initiatives and swift and seamless flow of information.

This compilation on preventive vigilance is the third in the series of such booklets. While most organizations have taken proactive steps to promote and implement preventive vigilance, this compilation encapsulates some important initiatives taken by some organizations, which have the potential to reduce corruption, improve managerial efficiency, transparency etc, and which can be replicated/adapted across other organizations. We are sanguine that each organization will find a useful takeaway from this compilation and that it will prompt a constructive dialogue and cooperation among the organizations on the issue of preventive vigilance measures. Let us remember that the journey of a thousand miles begins with one step.

This compilation also includes a report on the outreach activities of some organizations, the width and scale of which have been significantly expanded in the last three years under the guidance of the Commission.

The Commission compliments all the persons associated with these initiatives.

(K.V. Chowdary)
Central Vigilance Commissioner

(T.M. Bhasin)
Vigilance Commissioner

(Sharad Kumar)
Vigilance Commissioner

New Delhi
24th October, 2018
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Part - A

PREVENTIVE VIGILANCE INITIATIVES
Service Delivery
Grant of Licenses, Permissions, Clearances etc
Online No Objection Certificate Application System (NOCAS Version 2.0)

1.0 Brief Introduction

In 2016, Airports Authority of India (AAI) introduced an improved online version of NOCAS 2.0 (Online No Objection Certificate Application System) replacing the earlier online system of NOCAS version 1.0. It allows grant of online No Objection Certificate (NOC) for permissible height of any building/chimney/fly over/mast/tower and other infrastructure project around the Airport by using software to automatically calculate the permissible heights.

1.1 Background

Government of India as per the Aircraft Act, 1934 has entrusted Airports Authority of India (AAI) to issue No Objection Certificate (NOC) for height clearance vide MOCA Gazette Notification GSR 751 (E) to ensure that the structures/buildings/environment around the airports do not impact the safety of aircraft and its passengers, while they are landing or departing from an airport. To adequately protect the airport’s safety and capacity, aviation authorities publish maps that make it easy to find out how high one can build around airports. There are many kinds of obstacle limitations to be considered.

Earlier, this NOC for height clearance was issued by AAI with NOCAS 1.0 in which applications were sought online but documents were submitted manually. Thereafter, the permissible height of a structure was calculated manually, which resulted in huge time delays, possible human errors, discretion and potential for corruption also in the issue of NOC.

1.2 Implementation

The current version 2.0 of NOCAS has received excellent feedback from the stakeholders/users. This version 2.0 of NOCAS is accessible on the website of AAI at www.aai.aero with the link http://nocas2.aai.aero/nocas. This online system of NOCAS is developed in house by AAI in collaboration with NIIT (ESRI India in 2011).

1.3 Impact and Benefits

- **Online NOC application**: The applicant can file online NOC application for review and revalidation. Appeal cases can also be filed online.

- **Tracking of application**: Applicant is able to track the application status through system generated SMS on registered mobile number, email and applicant’s dash board.
• **Paperless Procedures:** The applicant can upload the self-attested scanned copies of the required documents. NOC letter is sent via email to the applicant.

• **Faster Issuance of NOC:** The NOC committee works online and the NOCs are issued by AAI NOC office electronically in 15 working days. Earlier the time taken in issue of NOC was 6 weeks.

• **Check Approximate Top Elevation:** This tool in NOCAS empowers the NOC applicant to check himself about the approximate expected building height.

• **Map Analysis:** NOCAS has versatile map features available to the applicant as well as the AAI users. Applicant will be able to see his site on the map and confirm the same. AAI users will be able to analyse the proposed construction sites with respect to the airports and the various protection surfaces with the help of many GIS tools.

• **Payment Gateway:** For faster processing of appeal application made to the Appellate Committee, payments to AAI on behalf of appeal and aeronautical study is done through online payment gateway.

It has facilitated ease of doing business with AAI infrastructure and town planning as NOC for height clearance is not required for the buildings up to the Color Coded Zoning Map (CCZM) Permissible Top Elevation. The Local, Municipal or Town Planning and Development authorities can plan their development as per the CCZM. SACFA (Standard Advisory Committee for Radio Frequency Allocation) in Ministry of Communication and IT shall also use the CCZM (Colour Coded Zoning Map) for the issuance of mast clearance. Work load of NOC processing team in AAI has been reduced. The complaints of in-ordinate delays/queue jumping and error in height calculation etc. are also reduced.

For implementation of NOCAS 2.0, AAI received the ‘Golden Peacock Award for Innovation Services’ for the year 2016 under innovation product/service category.
2.0 Brief Introduction

In order to streamline the system of grant/renewal of health license and to avoid the harassment to the traders as well as to eliminate the scope of corruption, the NDMC has decided to grant the health license through Online system. After proper examination, the requirement of documents for the renewal of health license has been minimized considerably.

Under the revised process, the applicant is required to upload the documents on the NDMC website and the license is generally issued within a month after doing the requisite inspection related exercise. Once the inspection and other formalities are completed the message to the applicant on their registered mobile number for depositing the license fee is sent and once the fee is deposited the license certificate may be downloaded without visiting NDMC office.

2.1 Background

The grant of health license for public health trade activities is one of the important functions of the NDMC. The NDMC Act, 1994 enacted by the Parliament and effective from 25th May, 1994 provides that regulation and control of market, trades and occupations is an obligatory function of the Council. To regulate and control the trade and occupation, the Chairperson, NDMC is expected to issue a license prescribing conditions of the license, duration of the license and fee to be paid by the licensee to whom their license is to be issued under various sections of the Act.

Hitherto, NDMC has followed procedure for issuance of health license offline and every year around 1000 applications are processed for issue of health license. It is an elaborate exercise wherein large numbers of documents were required to be submitted by the applicant which inter alia include the proof of ownership of premises, electricity and water bill, NOC from Fire Department, Medical Fitness certificate and other requisite infrastructure for the operation of restaurant/eateries etc. As the process takes long time in examination and issuance of health license, the complaint of corruption and harassment at the lower level functionaries were continued to be received in the Vigilance Department.

2.2 Implementation

The online system has been running effectively w.e.f. 01.07.2018. The whole process is completed without the need for physical touch point for the documents submission, verification etc. and transparency is assured.

2.3 Impact and Benefits

The process will not only enhance transparency in issuance of health license, but also will ease the process in the interest of the traders in NDMC area and certainly will reduce the scope of corruption at different stages and is one of the best exercise of preventive vigilance effected by NDMC.
3.0 Brief Introduction

HPCL has got a well spread-out network of 62 Depots and Terminals for making supplies of White Oils (Petrol, Diesel, ATF etc) and Black Oils (LDO, FO etc) to Retail Outlets (Petrol Pumps). The process of product dispatch starts with raising of indent by the Dealers/Customers followed by loading of truck and product dispatch with invoice. A few processes of this whole activity were carried out manually. A need was felt to develop these supply locations as “Smart Terminals” so as to replace the manual operations involved in the whole process of tank truck loading and dispatch.

3.1 Background

HPCL has come out with the concept of SMART TERMINALS by installing a number of sophisticated gadgets to replace manual operations. Smart Terminal includes a host of features like Terminal Automation System (TAS), Integration of Tank Farm Management System (TFMS) with ERP, Indent Management System (IMS), Optimized Logistics Assistant (OLA), Indent to Invoice Integration etc., Auto density printing, auto bay allocation, elimination of manual dip checking, seamless entry to exit of a Tank Truck, Integration of Indent to Invoice process etc.

A retail dealer raises online indent for product (Petrol/ Diesel etc.). The indent gets registered with IMS. Tank Truck (TT) drivers have been provided unique smart cards, which they show at the card reader to log attendance in IMS. Both these are picked up by OLA which allocates all executable indents (through back end credit balance check) to different available TTs giving equitable share of freight basis eligibility worked out automatically considering distance of the dealer and attendance on cumulative basis.
Filling Advice Note (FAN) is automatically printed with auto bay allocation and concerned TT Driver receives auto SMS to enter the terminal. Loading commences automatically when the TT comes to the specified bay, completes pre loading checks for readiness to load and shows the Smart card at reader there. Right product and right quantity is ensured by TAS. After completion of loading operation, Invoice is automatically printed. No manual verification of loaded quantity through Mass Flow Meters (MFM) is required. MFM also measures density of the loaded product on real time basis and the same is printed automatically on the invoice without any manual intervention.

Once invoice is printed, the assigned route of the TT up to the retail outlet is displayed on Vehicle Tracking System (VTS) on a pre-mapped GPS route. Dealer as well as HPCL can track the TT’s physical location on a real time basis. In addition, Online Credit Note Register is developed to reflect all cases of invoice reversals, stoppage of loading before completion in sick (defective) TTs and associated product unloading etc.

3.2 Implementation

System has been implemented initially at select product supply locations and will be expanded to all supply locations. Training has been imparted to all Planning Officers. Even TT Crew Rest room amenities have been enhanced and planning of TTs is displayed in the rest room. Driver receives sms/call to bring his truck at the scheduled time. They do not have to crowd at the gate for their loading turn.

3.3 Impact and Benefits

The impact of the SMART terminal is phenomenal:-

- State of the art technology deployed ensures digital age accuracy in quantity and quality.
- Improved operating efficiency by effective utilization of tank lorry filling facility and TT fleet;
- Enhanced Safety and Security;
- Equitable distribution of business opportunity, while maintaining seniority of indent & TT reporting without any human intervention;
- Real time monitoring of each & every activity, start to end status updates to all the Stake holders on mobile application and through sms.
- Online tracking of truck by all stakeholders (dealer/transporter/HPCL officers)
- Reduction in manpower;
- Daily Inventory reconciliation and online monitoring with audit trails. A real time recording and reporting system ensures accountability and transparency;
- This system can be implemented in all Organizations handling bulk product supplies to Customers
4.0 Brief Introduction

A pulser is a switch coupled directly to the metering unit shaft of a fuel dispensing unit. The pulser acts as a sensor that transforms the mechanical action of the revolving shaft into digital signals. The pulser generates a fixed number of discrete electrical pulses per revolution of the meter shaft. The pulser electronics converts the pattern of pulses into electrical signal. Same is shown as dispensed fuel quantity in dispensing units at Retail outlets (Petrol Pumps).

Earlier pulsers were of openable type and it was possible to open the pulser unit and fit a foreign chip to manipulate the electric signals so as to manipulate the dispensed fuel quantity so as dispensing unit display shows higher quantity than the actual fuel delivered to customers.

4.1 Background

Openable pulsars in dispensing unit were prone to manipulation with insertion of modified chips. Since pulsar is sealed by W&M, it wasn’t practically possible to open the pulsar during inspection by OMC Officials and detect any modification. Hence, it was recommended to replace all such pulsers with hermetically sealed non-openable pulsars. Non-Openable pulsar eliminates the chance of insertion of any modified chip/circuitry and thus ensures correct fuel delivery.

4.2 Implementation

HPCL has ensured replacement of all old pulsers with the new non-openable pulsars, called hermitic pulsars or potted pulsars. The only limitation is that it cannot be repaired in case of a malfunction, and has to be replaced.

4.3 Impact and Benefits

- It ensures correct quantity of fuel delivery to customers
- All oil marketing companies can replicate this.

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HP Fast Lane

5.0 Brief Introduction

Fuel dispensing operation at a Retail Outlet is conventionally carried out by delivery boys. There could be instances of not showing zero, and other related issues in fuel dispensing process and customer may feel cheated at times. So, need was felt to automate the fuel dispensing process where intervention of delivery boys could be restricted upto putting nozzle in fuel tank and place it back
to dispensing unit boot after completing fuel delivery. This application named HP Fast Lane was developed automating the fuel dispensing process into customer vehicles.

5.1 Background

HPCL has introduced an RFID technology based retail fueling application for fleet owners and individuals, by the name “HP FASTLANE”.

For HP Fast Lane, a Petroleum and Explosives Safety Organization (PESO) approved, intrinsically safe device with RFID is pasted near fuel tank of the vehicle. This device is in the form of a small ring, basically a contactless microprocessor-based Smart RFID Tag. When the registered vehicle reaches an HP-Fast Lane enabled Retail Outlet, the dispensing unit’s nozzle senses the RFID device, conducts Automatic Vehicle Identification (AVI), checks for payment status and ensures just the right amount of right fuel being dispensed as pre-authorized by the customer through his/ her mobile app.

HP – Fast Lane fuel solution can be accessed over web or through an HP- Fast Lane mobile app, available on android and iOS platforms. It enables a customer to enroll vehicles and load money in the prepaid HP-Fast Lane wallet as and when desired. The amount of fuel desired can be preset by the customer, so that the dispensing unit automatically stops at the desired figure. After fueling the driver can simply drive away without having to make payments through hard cash. Payment and purchase records are stored in the application in user friendly format.

The application sends notifications for timely fuel refill while simplifying the payment process through cashless and card less transactions.

Overall, HP Fast Lane is a solution for quick filling with reduced billing time and guaranteed convenience to motorists, eliminating costs and inconvenience related to stolen cards or coupons.

5.2 Implementation

HP Fast Lane has been rolled out at select outlets in Mumbai City. It will soon be expanded at other outlets across country.

5.3 Impact and Benefits

- HP Fastlane RFID sends ‘reset’ command to the concerned dispensing unit before commencing fueling. As such, the meter necessarily starts from ‘zero’. There is no way a customer can be cheated by starting to fill with some previously dispensed reading, when dispensing through HP Fastlane.

- HP Fastlane authorizes only the right grade of fuel (Petrol, Diesel, Power etc.) into the right vehicle which ensures that even drivers cannot cheat their owners by submitting inflated fuel bills.

- Automated data processing and extensive reporting to fleet operator is provided through the application.

- The application supports cashless payments in the overall interest of a corruption free India. It is rightly advertised as a “Wireless, cashless, cardless, paperless solution for automatic filling”. It also supports self-service in fuel dispensing without requiring any attendant.

- The application has been launched in Mumbai as a first in Petroleum Industry, and will be taken to the entire country in due course.
6.0 Brief Introduction

Tank Trucks carrying petroleum products to customers/Dealers are currently locked using high standard pad-locks. Since the present lock management system is manual, the possibility of mis-managing keys cannot be ruled out. HPCL is implementing EM Locking now where 3-layer security is inbuilt.

6.1 Background

This lock can be opened only when the Truck reaches the destination and its location is validated through geo-fencing and VTS. EM Key is also password protected. It operates in following manner:

- Locks can be opened only with a combination of key, OTP and Geo Fence area.
- OTP is received at registered cell number of dealer only, once the Tank Truck reaches the Geo fence area of Retail Outlet. Submission of OTP will activate the Key and then only locks can be opened.

6.2 Implementation

It has been implemented at two supply locations and will be further expanded to 10 more supply locations.

6.3 Impact and Benefits

EM Locking uses very high level of technology and can't be duplicated. It prevents pilferage of petroleum products en-route. Any attempt to unlock with a mechanical duplicate without password and at locations other than invoice destination will be now be futile.

Many organizations transporting goods can replicate this technology for security locks for product supplies.
Freight Operation Information System (FOIS)

7.0 Brief Introduction

The complete freight operation on Indian Railways is captured through a single IT Application of IR – Freight Operations Information System (FOIS). The IT application helps railways monitor daily a fleet of more than 2,80,000 wagons, more than 4000 freight trains, 12,000+ locomotives and captures train running information from more than 8000 stations. From placement/capturing of Customer’s Indents, allotment of Rakes, information on supply of rakes to customer, calculation and collection of freight charges including rebates, taxes, issue of Railway Receipt etc is entirely captured through FOIS across the country.

7.1 Background

Indian Railways has one of the most complex Rail Network in the world with more than 63,000 Route Kilometres and more than 8,000 Stations, including 2300+ Goods Sheds. The total earning of Railways in 2017-18 was approximately Rs 1,78,621 Crore a year out of which Freight Business was approximately Rs 1,16,103 Crore (Avg Rs. 318 Crore per Day), moving 1,162 Million Tonnes of Goods.

7.2 Implementation

FOIS began as an application to track and monitor the movement of wagons, locomotives and unit trains. A prototype of FOIS application software comprising Rake Management System (RMS) and Terminal Management System (TMS) was developed and implemented in Northern Railway in 2000. RMS covered various operational functions relating to routing, tracking and yard activities while TMS covered the commercial activities pertaining to goods’ sheds such as generation and accounting of Railway Receipts etc. Subsequently, CRIS developed an upgraded production version of RMS and TMS which has been deployed over all of IR. Presently there are more than 5000 FOIS locations across India. FOIS has a complete database of more than 2.5 Lakh wagons and more than 12000 locomotives over Indian Railways.

Since the introduction, FOIS core module of data capture and reporting has been constantly upgraded encompassing all aspects of IRs freight business. First of all B2B payments through SBI and public access to FOIS through web was introduced in mid 2000s. Thereafter e-payment customers were provided MIS reports through FOIS and FOIS was integrated with other operations applications of IR like the Control Office Application (COA). Over the last 4 years several innovations have been introduced promoting transparency and ease of doing business. E-indenting, consignment track and trace and Electronic Data Interchange which CBEC, Ministry of Mines etc has been introduced. Parichaalan Mobile App has been developed which is a
powerful tool as it not only represents data in a pictorial and graphical manner that is easily comprehensible but also makes the information dynamic and current in nature. Parichaalan moves operations management systems to a higher level of real-time decision making. Next stage in the evolution of FOIS is the introduction of Smart Freight Operation Optimisation & Real Time Information (SFOORTI) App in 2017 which provides features for monitoring and managing freight business using Geographic Information System (GIS) Views and Dashboard.

7.3 Impact and Benefits

- **Promoting Cashless Economy**
  The freight charges booked are realized in the system through cashless modes which has reached 99.9% (Rs. 1,16,000 crores annually) of the total collection. Of this, as much as 81.83% (Rs. 93,231 crores) was achieved through B2B integration of FOIS with major nationalized bank in year 2017-18.

- **E-Registration of Indents**
  Through introduction of the e-Demand Module major customers have been provided an IT Window through FOIS Website, which allows them to place indents without visiting Goods Sheds thereby eliminating manual interface in registration of indents or prioritizing of one’s traffic over others. Facility for realizing payments of applicable Wagon Registration Fee (WRF) online is also available through System which has been facilitated through IRCTC Payment Gateway. Almost 43% of total customers’ indents are being captured through the system including almost 100% of coal booking.

- **Electronic Transmission of Railway Receipts**
  Issue of Railway Receipt is an integral part of Indian Railways Freight Operations. It is a legal document to be maintained by Railways and Customers from the time of loading of goods up to delivery of goods and for purpose of claims. As a practice, 4 copies of the Railway Receipt in 132 column pre-printed stationary need to be printed and preserved for years as record by Railways and Customer needs to transmit same in physical form from source to destination to take delivery of Goods. Electronic Transmission of Railway Receipt (eT-RR) is a leap forward by Railways in promoting ease of doing business and a green initiative wherein Railway Receipts can now be digitally shared among stake holders and kept as records for Railways. The system is in use in Maharashtra by Hindustan Petroleum and multiple customers in Northern India. This digital initiative has brought about a process re-engineering in Railways Freight business, which not only saves environment but also does away with hassles of physical transmission of documents both for customers and Railways maintaining highest level of data security and audit trail in the system.

- **Validation of Rake Permit for Transportation of Ores through Railways**
  Rake Permits issued by mining department of various State Governments were earlier required to be endorsed on the Railways Forwarding Note for placing the indent with Railways. As there was no digital record maintained at Railway Good-sheds regarding the Rake Permits issued by State Govt. It led to misuse of the same. By integrating IR’s FOIS directly with the Dept. of Mines of the State Government, an automated verification of Rake Permits issued by State Govts, has been made possible and the manual endorsement of Forwarding Notes by Mining Departments is no longer required. This has brought in
transparency in operations at large and curbed chances of misuse in the process.

- **Validation of Import Containers Transported through Railways by Integrating with CBEC**

  Indian Railways, through FOIS, has established Electronic Data Interchange (EDI) with Central Board of Excise and Customs through which, for all import containers landing at ports, the details of container including commodity and weight of goods, is made available to FOIS. Information of as many as 10,95,000 import containers is exchanged in FOIS from CBEC annually and is further validated against loading of same in Railway Wagons by container train operators. With the help of established EDI, Railways has ensured that there is no mis-declaration of weight by Container Train Operators and Railway has incentivized Customers by doing away with weighment of such trains.

- **Auto Update of Consignment Weight by Integrating Weighbridge Systems with FOIS**.

  All freight trains carrying goods are expected to be weighed at originating station or en-route for correctness of weight declared by customer. This increases train dwell time en-route and in turn reduces efficiency. Indian Railways, through FOIS, has established Electronic Data Interchange with IT Applications of various In-motion weighbridges, through which, weight of bulk commodities carried in wagons is electronically exchanged. This allows minimum human intervention during exchange of data and freight charging based on actual weight of goods being transported by railways.

- **Auto Freight collection from Customer Account through B2B integration with Banks**

  Railways freight charges vary based on numerous factors and Railway policies implemented from time to time. Payment of exact freight amount was a challenge for customers and results in unwanted delays in operations and charges incurred for arranging payment in the nick of time. As this involved manual interactions in commercial business, there were opportunities for corruption. Indian Railways, through FOIS, has been able to implement a one of kind freight payment mechanism wherein customer, through one of the nationalized banks, authorizes railway to directly debit the freight amount from his/her account and credit same in Railway account without user requiring authorizing each transaction. As much as Rs. 93,231 Crores (81.83% of the total yearly freight) was realized through this arrangement in the year 2017-18.

- **Automated Rake Allotment and Allocation for Iron Ore and Coal Traffic**

  Allotment of rakes against customer indents needs to be carried out as per Railway policy guidelines and should be transparent and justified. However, since the process had been manual for years, it was a big source of complaints from customers. To address the problem, Indian Railways, through FOIS, has devised an automated Rake Allotment System (RAS) for its iron ore traffic. The IT System has been so designed that all the rules of allotment of freight trains have been pre-fed in the system and can be configured as per Railway policies by administrator. The system auto generates the allotment plan on daily basis based on IR network capacities and commitment of customers for the period. The allotment plan so generated is communicated back to customers through SMS and e-mail and also published on FOIS website for public view. Similarly, for coal traffic, the rakes allotted by Railway authorities are being captured in the Rake Allotment System (RAS-COAL) by the Railway authorities and the coal allotments along with arrear of coal allotments are being
published on the FOIS Website. The system has brought in transparency and has reduced discretion.

- **Consignment Track & Trace**

Consignment tracking had always been difficult for customers who need to be constantly updated about the status of their material being transported by Railways so as to plan ahead for clearing of Goods once they arrive at destination. Also, since such information was only available to Railways, there was always a scope of misuse of such information. Through FOIS, Indian Railways has provided near real-time track and trace facility of consignments to its customers. Customers can track their consignment against system generated unique FNR No though window available on FOIS Website (www.fois.indianrail.gov.in) and Indian Railway Portal (www.indianrailways.gov.in ). Apart from web access, the status and last reported location of the consignment can also be enquired by individual through SMS service. The service has elevated the level of trust customer has in Railways. By sharing the information with the legal owner of the consignment, it has helped Railways curb any malpractice.

- The FOIS website is one stop shop for all freight related information and access. FOIS also delivers as many as 7000 MIS reports for Railways and to its freight customers thereby promoting transparency. Real time information & continuous cargo visibility with accurate capture of timings both on run and at terminals has removed manual intervention thus ensuring optimized asset utilization and enhancing productivity. These digital Innovations across various facets of freight business and seamless integration of system with many internal and external agencies/ministries ensuring digital audit trail has led to reduction in manual entry points in the system thereby bringing about all-round transparency and promoting ease of doing business.
8.0 Brief Introduction

Bank of Baroda has replicated the entire workflow/process of granting vigilance clearance online on a secured and robust digital platform, in consultation with vigilance functionaries. The Bank started developing the utility around first week of January 2018, and developed a seamless digital workflow for pilot test by the end of March 2018.

8.1 Background

Granting vigilance clearance to the employees of the organization is one of the functions of the CVO. Vigilance clearance is sought for promotion, overseas posting, resignation, voluntary retirement and superannuation etc.

Hitherto, all proposals seeking vigilance clearance moved in physical form from Regional Office to Zonal Office and from Zonal Office to Corporate Office to CVO. At each stage these proposals passed through the desk of three officers before reaching the final destination for clearance; similar was the reverse flow after granting of vigilance clearance.

8.2 Implementation

A pilot run was carried out in one of the zone, during first week of April 2018. All technical snags detected during the pilot test run were fixed within two months. On 1st July 2018, the portal was opened for parallel run across all Zones of the Bank. Pilot run is still going on and physical processing of vigilance clearance proposals will stop from 1st October, 2018.

Detailed user guide for quick reference has been prepared. Access to module has been restricted to pre-defined users and subsequent addition or deletion of users is under the control of Central Vigilance Department. Every release is being reviewed and tested during pilot and parallel run internally for making the platform safe, accurate and free from vulnerabilities. The whole HRMS system is subject to audit on half yearly basis for scrutiny from security angle.

8.3 Impact and Benefits

- This digital platform is operating on existing network, which is totally secured.
- Utility is user-friendly and can be operated by anyone with simple understanding and does not require any formal training to the users.
- Average turnaround time (TAT) of 30 days in manual processing of Vigilance clearance case is reduced to 3 days.
- Bank is planning to link this platform with digital data of disciplinary cases and eventually auto generation of vigilance clearance proposal either at the request of employee or Bank. The module may be replicated in other organizations

**Flow Chart of Vigilance Clearance Function**
(For Promotion, Superannuation and Resignation)
Standard Operating Procedures & Organization Management
Preventive Vigilance Initiatives and Outreach Activities

ALLAHABAD BANK

Standardization of various Formats of Field Visits/Inspection

9.0 Brief Introduction

In order to make the inspection and reports by branches and offices more comprehensive, Vigilance Department reviewed the entire process of conducting Pre/Post sanctions inspections etc and formulated an SOP incorporating comprehensive formats to be used for submission after conducting various inspections. A check list with respect to legal search reports and valuation has also been provided to ascertain the basic / prime facie correctness of these reports of third party entities and also to minimize instances of fraud / irregularities.

9.1 Background

While going through all the formats vide which branches are supposed to submit the reports after visiting units / sites at various stages, the Bank found that the inspection reports in practice are not comprehensively designed to capture all the essential information. The field functionaries also do not have requisite guidelines or tools to scrutinize Legal Search Reports & Valuation Reports submitted by panel advocates and valuers. As a result irregularities in respect to identification of borrowers, units, residences and creation of defective mortgages / non-creation of securities etc have been noticed in large numbers leading to huge financial loss to the bank & large number of accountabilities.

During annual sectoral review meet held at New Delhi on 08.09.2017, Central Vigilance Commission advised to develop an SOP to prevent irregularities arising out of non-verification of end use of funds/ non-verification of security, vague and generalized inspection report. This was in the backdrop of significant rise in frauds particularly in mortgage based loans which calls for a systemic change in the reporting formats (both Pre / Post sanction levels).

9.2 Implementation

The standardarized formats have been placed before the apex authority of the bank for necessary directions to the concerned department for implementation and any other direction. The same has also been included in the agenda item for discussion in the quarterly structured meet.

9.3 Impact and Benefits

The format are user friendly and guide the field level functionaries that may act as a pre-emptive measure in identification of borrower, residences/ units/ work place of borrower and thorough verification of properties accepted as mortgage etc and for prevention of frauds in loans.
10.0 Brief Introduction

The bulky paper files at BEL have been replaced by paperless files through a File Lifecycle Management (FLM) system. Since 2005, BEL has integrated SAP ERP in all the business processes and it is being used extensively.

10.1 Background

After implementation of SAP core modules and other new dimension modules, all data and design documentations were in digital form but Management approvals / sanctions were in paper form. In BEL, more than 120,000 files are created annually by various functional groups. These files have to be kept in record for any period ranging from 7 to 50 years, based on the nature of the file. After analysis, it was found that 90% of the files are related either directly or indirectly to procurement activities. These files have a lot of attachments which are available in SAP other modules.

10.2 Implementation

In 2013, a decision was taken to digitize the complete process of file creation, movement, approval and record keeping. As most of the attachments were available in SAP modules, decision was taken to have a File Lifecycle Management (FLM) system, which can be easily integrated with other SAP modules. SAP was approached and BEL & SAP jointly developed a solution which is meeting the requirement. The development and trial phase was completed in April 2014 and was inaugurated in August 2014.

The implementation started with proof-of-concept that incorporated user feedback on various aspects of the solution. The trial run was conducted with selected users for three months to have better user experience with a more user-friendly interface. In the first phase, four Strategic Business Units were selected for implementation in the Procurement functional area. Progressively, it was expanded to all units and functional areas. Successful collaboration with SAP ensured that a comprehensive solution to support end to end file processing is implemented across the organisation. As on date File Life Cycle Management has been implemented approx. 100% across all sectors, SBUs and Units involving Officers from Deputy Engineers to Functional Directors, CVO and CMD.

10.3 Impact and Benefits

The use of paper based files has several Vigilance related issues, which could result in corrupt practices like

- The files could be kept pending by any of the decision making authorities through whom it is routed.
• Files could be lost or misplaced at any location. Files could get damaged accidentally or destroyed intentionally.

• Files could be tampered with at any location.

This system changed the culture of file movement and desk layout totally. The in-tray and out-tray are replaced by laptops. The impact and benefits are as follows:-

• Within a year of implementation, more than 1,20,000 files have been created and approved in the FLM system. There is no time lost in File collection, movement and delivery. In fact, it is reduced to zero. Time saved is apx 40000 man hours per annum.

• The file can be tracked and traced by anyone and from anywhere.

• BEL is spread across India and the central audit team has to move place to place for auditing. In FLM, the entire auditing and monitoring is happening from a centralized location.

• There is no requirement of record rooms and other infrastructure to preserve the files, only server capacity is to be enhanced whenever additional capacity is required. Infrastructure requirement for file maintenance has been reduced by approximately Rs 3 Crore per annum.

• Manpower engaged in file movement has been moved to other productive assignments.

• The cycle time of file clearance has come down to one third.

• Greater accountability, transparency, compliance with statutory requirements and standardization across the organization are some of the add-on benefits.

• One of the solutions to the environmental crisis is to completely stop or significantly reduce our paper usage. BEL is moving towards a paperless office and reducing its carbon footprint through such a solution. Due to above green initiative, 18 Lakh papers are saved per annum which will help to save our environment.

• All organizations where traditional file movements were involved this FLM model can be replicated.
Formulation of Standard Operating Procedure (SOP) for Implementation of IT Initiatives for Surveillance

11.0 Brief Introduction

SOP for implementation of IT initiatives for surveillance, like Global Positioning System (GPS) based Vehicle Tracking System (VTS) and Radio Frequency Identification (RFID) based Weight Control System was taken up by CCL in January 2018 for all subsidiaries of Coal India Ltd. It was completed in March 2018. It has now been introduced on large scale across CCL and other subsidiaries of CIL as well.

11.1 Background

The loss of revenue to the Coal India Ltd. in the form of coal theft, illegal mining, overloading of trucks and wagons, over and under reporting of coal stocks, etc. remained a serious problem for the Coal India Management right from its inception. With the advancement of technology in recent past, some of the IT initiatives such as VTS, CCTV monitoring and computerized weighment with RFID were introduced to prevent the loss of revenue on such accounts. These were some of the excellent initiatives aiming to bring transparency, accountability & system improvements. As the reviews on the impact of these initiatives in preventing coal theft and other allied issues were done at different levels in Coal India and its subsidiaries, it was seen that the desired results, as anticipated while introducing these initiatives, had not come. That was the practical scenario in all the subsidiaries of Coal India Ltd.

The results of comprehensive audit of these IT initiatives in all subsidiaries to assess their impact on improvement in monitoring & surveillance were not very encouraging and the practical issues in implementation of these initiatives have come out. It was seen that a uniform SOP had not been developed clearly defining role and responsibilities of various executives, thus there had been a serious reluctance on the part of the field level officials to implement these initiatives. It was also observed that the executives responsible for execution and maintenance had not been reviewed for its implementation. There were other issues of LAN/ WAN connectivity, Internet availability, damage to RFID Boom Barriers, tampering & theft of GPS devices and a plethora of other issues which had made the implementation of these initiatives very challenging.

Though the concept of IT initiatives started from 2012 onwards were excellent, the mechanism of operation and maintenance had not been developed which was a serious bottleneck in implementation of these initiatives. The need of a SOP was felt by all, but not followed up resulting in poor implementation of these initiatives.
11.2 Implementation

The matter was taken up by the CVO, CCL with the MoC during a review meeting in January 2018 for developing a uniform SOP for installation, operation and maintenance of these initiatives across all subsidiaries of CIL. Accordingly, preparation of SOP was started in January 2018. Inputs were sought from CVOs of other subsidiaries as well.

While preparing the SOP, it was also realized that a clear responsibility for each activity/ sub activity is a must to make this SOP effective in the long run. Accordingly, a draft Responsibility Matrix within the broad ambit of SOP has also been prepared clearly defining the roles & responsibilities of various executives at different levels for installation, operation and maintenance of these initiatives so as to ensure effectiveness and sustainability.

The SOP was prepared by CCL Vigilance and submitted to CIL in Feb 2018 for uniformity across all the subsidiaries of CIL.

After finalization of SoP, the same was widely circulated to all the Areas. The matter was subsequently briefed during various co-ordination meeting. Regular inspection of Control Room at HQ as well as Areas was also made for implementation of the approved SoP.

**SOP/Matrix for Geo Fence**

<table>
<thead>
<tr>
<th>The mines manager to specify the actual boundary of his mine.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Res: Mines Manager</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>The Project Officer to approve the same</td>
</tr>
<tr>
<td><strong>Res: Project Officer</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Geo Fence Boundary shall be drawn in respect of each mine.</td>
</tr>
<tr>
<td><strong>Res: SO (E&amp;T)</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Any change in the Geo Fence Boundary of Mines shall be intimated to SO(Mining).</td>
</tr>
<tr>
<td><strong>Res: Project Officer</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>SO(Mining) shall take necessary action for creation of revised Geo Fence.</td>
</tr>
<tr>
<td><strong>Res: SO (Mining)</strong></td>
</tr>
</tbody>
</table>

**Similar matrices have been developed for the following also:**

- GPS/ GPRS based Vehicle Tracking System
- Boom Barrier & CCTV based Weighment Control & Monitoring System
- CCTV based electronic surveillance system at all vulnerable points
- Area Control Rooms
11.3 Impact and Benefits

The above SOP helps in removing the ambiguities on the role of different wings of Companies. In the said SOP, breaking of activity into sub-activities and fixing individual responsibilities has been clearly done to remove any ambiguity. These will ensure that implementation of IT initiatives is not CVO driven but an integral process independent of individuals.

There has been reduction in alerts to a reasonable level. On 27.01.18, a total of 9146 alerts were generated. Monitoring of such large number of alerts was not practicable. During the inspection of Control room at HQ, the no. of alerts noticed in all the 12 Areas of CCL came down to around 200. Areas are now advised to take preventive & punitive action on such alerts.
Digitization of Land Records

12.0 Brief Introduction

A portal has been developed by CMPDI under the aegis of Coal India Limited for digital inventory management of land acquired in project.

This portal facilitates the data entry of location, maps, coordinates and other features of land acquired.

12.1 Background

MCL has acquired about 33661.74 Ha of land for mining as well as infrastructure development. This land is spread across three coal fields in three districts of Odisha. As per the L&R Policy of MCL, the project affected persons are being compensated according to the quantum and type of land. Further, in case of Govt. lands, the compensation amount is being deposited with the Govt. exchequer against the quantum of land. To simplify the land acquisition process, digitization of land records has been done.

12.2 Implementation

MCL has successfully completed the digitization of total land of 33661.74 Ha.
12.3 Impact and Benefits

- It is transparent, descriptive and easy to access from web.
- All the land records are available at one click.
- Plot wise status of acquisition can be easily verified.
- Saves time for verification of land records.
- Any organization dealing with the large sale Land acquisition can harness this technique for maintaining their Digital Land Inventory.

13.0 Brief Introduction

Asset Management Portal is a web portal, developed for maintaining the records of all the assets under the head of the company. This portal keeps the record of number of assets, their repair work details and their survey off records. This also helps in hassle-free transfer of assets from one project to another as and when required.

13.1 Background

MCL is a large mining company having physical presence across four districts of Odisha with headquarters at Sambalpur. It has 15 Opencast and 5 Underground Mines under 10 mining Areas. In addition to that MCL also has 2 Central Hospitals, 2 central workshops, 2 central Stores, and other establishments like training centers etc.
The mining operations in MCL involve use of variety of HEMMs for Overburden Removal and Surface Miners along with CHPs, SILOs etc for coal winning and handling. In addition to this, the company has huge Infrastructure for allied services also. In order to manage all the physical assets of the company, the need of a Digital Asset Management Portal was envisaged.

### 13.2 Implementation

All the assets of MCL HQ including Areas and Projects have been uploaded and updated in the Asset. The major repairing works are being updated against each asset in this portal.

### 13.3 Impact and Benefits

- Inventory management and tracking
- Audit trail of repair works
- Audit trail of transfer of assets
- Survey off details
- Deducing the life expectancy of a machine
14.0 Brief Introduction

An orientation meeting at the site is held before the start of actual execution in presence of Regional Vigilance Executives with all the stakeholders i.e., Site in-charge including his team, representative from Regional F&A, Safety department and Contractor’s Project Manager and his team. The following activities/ issues are discussed during the meeting:

- Role and Responsibility of Project Team members both from Contracting agency and POWERGRID are clearly defined and documented.
- Contractual and statutory compliances as per contract provisions
- Safety and environmental compliances required in terms of contractual provisions.
- Establishments of site office, store and other infrastructure provisions.
- Handling and accounting of store materials and its documentation.
- Deployment of manpower and list of tools and plants essential for the project completion.
- Quality setup and field quality standards to be maintained.
- Source approval of construction materials. Concrete cube sampling and testing in third party approved lab or in POWERGRID established site testing machine.
- Supervision and quality control during execution of work.
- Survey and soil investigation methodology and reference points.
- Crop/tree compensation in case of transmission lines.
- Any other aspect specific to the contract/work.
- A list is prepared at the beginning of the contract based on the provisions of contract for necessary compliance.
Preventive Vigilance Initiatives and Outreach Activities

The aim of the meeting is to avoid irregularities and to bring efficiency in working by sensitizing the stakeholders regarding exact rules, procedures and best practices.

14.1 Background

Transmission is a highly technical subject and Power Grid continuously strives to bring out the latest in the system, which requires updation in the technical specifications and related contractual provisions. Though the system gets upgraded, there is always a challenge for staff associated with implementation of the project to be updated on the technical changes. It was observed that various lapses during construction stage of projects were generally repeated in spite of being pointed out during inspection by Vigilance department. It was further observed that the same were occurring due to the lack of knowledge of the employees regarding the work and their individual responsibilities. It was understood that it is best to educate the associated staff prior to commencement of work so that the same irregularities do not get repeated.

14.2 Implementation

It was introduced in June 2017 and is fully operational.

14.3 Impact and Benefits

Quality of work has improved. Vigilance risk has reduced immensely. Employees have developed more confidence in supervision of work.
15.0 Brief Introduction

Manual process of sending reports of Offsite Surveillance is replaced by a technology-driven process, and now entire procedure is operated through Vigilance Department dedicated portal “UNION VIGIL”.

The Offsite surveillance system is a robust management tool for internal control. It helps the Bank in proactive detection of abnormal transactions/irregularities etc., and to initiate timely corrective action. This mechanism also works as a deterrent for unscrupulous elements from doing erroneous/irregular transactions without consuming more time.

The process of shifting from manual reporting started in 2017 and it has been completed in 2018. Initially introduced on pilot basis and now made live throughout the Vigilance Cells on pan India basis.

15.1 Background

Offsite Surveillance of branches has been introduced in Union Bank of India in order to monitor the sudden spurt in advances, abnormal transactions in impersonal accounts, large
Preventive Vigilance Initiatives and Outreach Activities

value/ large number of credits in staff accounts etc. on regular basis.

Zonal Vigilance Cell (ZVC)/ Regional Vigilance Cell (RVC) officials initiate the process of offsite surveillance. They submit a monthly report generated through the FRAUDMIS menu, consisting abnormal/ irregular/ unusual transactions observed in the branches under their jurisdiction, to the respective ROs and copy marked to Vigilance. They call for information from the concerned RO on the said transactions. The ROs seek further clarification from the branches on these transactions and write back to ZVC/ RVC recommending for further course of action/ closure. The matter is then analyzed by ZVC/ RVC officials and forwarded to Vigilance with their recommendations. Subsequently, the matter is verified for required course of action.

Initially, this entire process was completed manually which required a lot of paperwork and was also time consuming. For quick disposal of the same, a system has been developed with the help of DIT wherein this procedure will be done online. Officials from ZVC / RVC, one designated official from RO, one Processing Officer and one Recommending Officer from CO will be given a login ID and final closure will be done at Vigilance Dept, CO.

This helps in tracking the irregular activities in the account of both staff & customer. By taking timely preventive action, Vigilance risk is minimized.

15.2 Implementation

This package has been developed in-house and appropriate training sessions have been conducted for all the Zonal / Regional Vigilance Cell officials for getting acquainted with this new online portal.

15.3 Impact and Benefits

This online system has helped to reduce turnaround time besides ensuring green initiative. It is time-saving and cost effective as it has saved the physical movement of papers as also the cost on post and dispatch. The tracking of branches who have not submitted the Offsite Surveillance reports for the month can be easily done and hence, required follow-up has been made easy.

This online portal is being used successfully at all levels in the Bank and it has since been stabilized.

Staff Accountability Portal

16.0 Brief Introduction

Manual process of maintaining records of staff accountability at each level i.e. by RO / ZO / Credit Risk Deptt / Vigilance / ERD is now centralized through a dedicated Staff Accountability portal. The online record-keeping portal was initiated in 2017 and now it has been stabilized. Initially it was tested at DIT level and now it is fully live on pan India basis.
16.1 Background

As per the CVC guidelines, whenever any loan accounts turns NPAs, staff accountability exercise need to be carried out within 6 months from the date of NPA of the said account. In all NPA accounts with exposure of Rs.1.00 crores and above, staff accountability report needs to be submitted to Vigilance Department for ascertaining Vigilance angle in it. After concurrence from CVO, if staff accountability is established against any officials, necessary disciplinary proceedings are initiated by Employees Relation Dept/Nodal Regional Office.

Once the account turns NPA, a Nodal Officer is appointed within one month to examine the staff accountability and he has to submit his report within one month. Based on the findings
of Nodal Officer, a note is placed before Regional Head and recommendations of Regional Head are forwarded to FGMO for their concurrence. In Union Bank, FGMO has been delegated the power to examine staff accountability up to Rs.5.00 crores. The cases where exposure is more than Rs.5.00 crores, the report is sent to Credit Recovery Dept, Central Office for placing the same before the Staff Accountability Committee, consisting of 3 General Managers.

This entire process of record keeping was done manually, which required lot of paperwork and it was also time consuming. There was no tracking system available in the Bank to know how much staff accountability exercise was pending and how much was completed. After introduction of this online tracking system, there will be monitoring of each and every NPA account and the same will be tracked till its logical conclusion from its staff accountability point of view.

The Staff Accountability Portal has been introduced in Union Bank of India in order to monitor movement of Staff Accountability Reports and wherever delay is observed, to plug in the gaps.

16.2 Implementation

As per the advice of Vigilance Department with regard to the workflow of staff accountability portal, DIT has developed this package in-house. Data entry of every level i.e. at Regional Office, Field General Manager Office, Central Recovery Dept, Employee Relation Department is done. A timeline is fixed at each level. DIT will upload the data of all newly identified NPA accounts during the last quarter in the system. Every FGMO is able to view status of the NPA accounts of all regions under their jurisdiction. Similarly CRDs are able to view the data of all FGMO as well as all Regional Offices. Whenever staff accountability is ascribed against any officials, role of ERD starts for starting disciplinary proceedings against him. Once the disciplinary proceeds are over i.e. final order is issued, the subject account moves to “Completed at all levels”. In all the accounts where no staff accountability has been established, will directly shift to “Completed at all levels”.

Appropriate training sessions have been conducted for all the concerned officials for getting acquainted with this new system of record-keeping.

16.3 Impact and Benefits

Due to this online system, staff accountability of any account can be tracked from Central Office level. Number of cases pending at each level can be viewed and monitored on real time basis. This online system has also helped to reduce turnaround time besides ensuring green initiative. Technology was an important factor required for making this portal online.

This online portal is being used successfully at all levels in the Bank. The same can be used in other organisations/PSUs.
Human Resource Development

Recruitment, Training and Awareness
17.0 Brief Introduction

Allahabad Bank has taken an initiative for capacity building of employees through online training. Taking a lesson from the varied modus operandi adopted by fraudsters in perpetration of fraud & also to fill the knowledge gap among the employees while keeping in mind the interest of young employees who are more tech savvy, a more convenient way of learning has been designed covering as many as 107 e-Lessons viz. due diligence in credit processing, EWS in retail credit, EWS-general guidelines, end use verification, stock & book-debt verification, preventive vigilance- case study & tips on credit related issue.

17.1 Background

While the bank is providing training to its workforce through in-house training programmes at different Staff Colleges/ Training centers, training at ZO level, on-the-job training and deputing to external training institutes, a need was felt to keep the workforce abreast of the latest developments on a regular basis due to rapid changes in banking industry. Further, it was observed that many a times, fraudsters have been able to defraud the bank due to ignorance of the officials about the latest developments.
17.2 Implementation

The digital training portal was launched on 28.04.2017 and initially 25 e-Lessons were included. During the last one year, more e-lessons and new features have been added onto the Portal, which are very useful to the field functionaries for updating/refreshing their knowledge and also enhancing their performance in their day to day operations/activities. Presently, 107 e-lessons are available on the Portal.

Encouraged by the initial success of launching the portal, not only have more e-lessons been included but several new features have also been added. Some of these are:-

• Mobile App can be downloaded through link provided on the portal.
• Role-based Online Training Programs are now being introduced on the Portal. 1st such program has been developed on MSME, which is a full-fledge training program consisting of 55 topics/e-lessons.

17.3 Impact and Benefits

The Portal has helped in

• Creating equal opportunities for all, as it will be available on desktop/mobile of each employee on 24X7 basis;
• Providing employees with more flexibility through a self-directed approach to learning and also liberty to access topics at their convenient time;
• Imparting adequate knowledge and skills to staff to cater for the varied needs of customers.
Railway Recruitment Board Examinations: Efficiency and Transparency through Digitization

18.0 Brief Introduction

In order to bring about transformational improvement in the recruitment process, various steps have been taken by Railway Recruitment Boards (RRBs) with the help of IT. First such initiative was the introduction of ‘Online Application’ programme. Initially implemented as a pilot project in 2014, this IT initiative has been fully implemented since 2015. So far, six such ‘Online Application’ projects have been completed successfully and about 3.47 Crore candidates have applied through RRB’s easy and user friendly ‘Online Application’ portal. The programme has been developed with built-in eligibility check-points and mechanism to check duplicate applications to curb impersonations. Candidates are provided the facility of multiple fee payment options such as net banking, credit and debit cards, e-challans and e-postal orders. Server capacity and payment gateway interfaces have been enhanced for ensuring smooth seamless application process without any breakdowns.

Now many more measures have been taken to remove manual processes in conduct of exams.

18.1 Background

Indian Railway is one of the largest recruiters in the government sector. There are 21 Railway Recruitment Boards (RRBs) spread across the country. Initially all RRBs were functioning independently. Later in 1998, an apex level organization, named Railway Recruitment Control Board (RRCB) was set up under Ministry of Railway to formulate policies for guidance of RRBs. But even thereafter, RRBs continued to plan, schedule and conduct their own recruitments independently. Since 2012, era of centralized recruitments began. Besides policy formulation work, all other recruitment activities viz. planning and scheduling of exams, work related to question paper setting and distribution and actual conduct of examinations etc. are being directly undertaken by RRCB. Since then, more than 60 mega examinations have been organized successfully for 939 categories of posts. In the process, more than 5 Crore applications have been handled and more than 1.65 lakh candidates have been finally selected.

Historically, the entire recruitment process was manual and pen and paper based. Applications from candidates for various RRB exams used to be called in physical format and were received through post or dropped in the box kept in RRB premises. Scrutiny and data entry of applications was also done manually which was not only time consuming but also prone to errors. Selection was carried out through written examination and aptitude test conducted
through pen paper mode using OMR sheets. Applications used to get misplaced, received late or sent to the wrong office.

### 18.2 Implementation

The process of Computer Based Test as adopted by RRBs has been an immense success. So far, five such examinations have been conducted without any significant failures/break-downs/cancellations. Some of the major steps taken by RRBs to improve the selection system are given below:-

- **Computer Based Test:** It was introduced in 2015 on pilot project mode and now has been replicated in 5 (five) RRB exams. This form of testing does not require any physical printing, transportation or distribution of question papers thereby making it more secure and fair. Question paper in this mode is an encrypted version sent directly to the candidate’s terminals. Further attendance is taken through biometric means making the test as fool proof as possible.

- **Objection Tracker:** For bringing about credibility, avoiding recruitment related litigation and reducing grievance of applicants, the candidates are also shown their question papers, attempted answers and the correct answer keys. Not only this, the candidates are given the opportunity to raise objections regarding correctness of questions and/or options.

- Regular one to one communication through instant SMSs and email alerts at all stages of recruitment process.

### 18.3 Impact and Benefits

All these measures undertaken by RRBs have been greatly beneficial to not only the organization but also to candidates. Some of the estimated benefits are:-

- **Certainty:** In online applications, candidates are sure of submission of their applications and get SMS and email alerts at various stages of recruitment.

- **Expeditious Examinations:** Speedy and less time consuming recruitment process.

- **Enhanced Transparency and Credibility:** Resulting in less number of grievances, court-cases in the recruitment.

- **Substantial Increase in number of Candidates:** Quantum jump in number of candidates applying and appearing in examinations thereby enlarging and improving the zone of selection.

- **Breaking the myth of rural-urban divide:** due to certainty, easier flow, chance to correct/modify applications and multiple fee options like Bank-Challan, Debit card, Net Banking etc.

- **Landmark Green Initiative:** Replacement of Paper Applications, duplicate OMR sheets and bulky multilingual Question Booklets with On-line Applications and Computer Based Exams has led to tremendous contribution towards betterment of environment. It has save 310 crore A4 size sheets, which means a saving of about 4 lakh trees from cutting, in last three examinations alone.
19.0 Brief Introduction

An online learning has been developed for facilitating learning from anywhere. Online learning courses are of two kinds – free and paid. NALCO is promoting preventive vigilance by emphasizing on employee training and development using offline as well as using online technology. Motivating the employees for e-learning truly benefits them as well as organization. With the flexibility e-learning offers, there is no disruption to the employees’ existing work schedules. Employees at different locations can access e-learning courses whenever they want.

With e-learning the concepts from different areas like public procurement, contract management, project management, HR management, Financial analysis, time management, leadership, marketing, contract law, customer relationship, effective communication skills and ethics, employees can update their knowledge.

19.1 Background

To educate the people in different aspects without hampering the organizational work, it was decided in the month of July-2017 to develop a portal in which different free/paid online courses are available in various website related to public procurement, contract management, project management, HR management &financial analysis.

19.2 Implementation

NALCO learning portal has been developed and inaugurated on the occasion of VAW-2017. This portal contains following 26 certification programs from different areas, sponsored by different world class universities.

- Certificate program in public procurement (CPPP)
- Certificate program in Contract management (CPCM)
- Channel management & retailing
- Contract law
- Customer Relationship Management
- Diploma In Customer Service
- Diploma In Human Resources
- Diploma In Operations Management
- E-Commerce Fundamentals
- Effective Communication Skill for Managers
- Financial Analysis For Decision Making
- Financial Management Specialization
- How To Live A Healthy Lifestyle
- Human Resource Management: HR for People Managers Specialization
- Introduction to Project Management Principles and Practices
- Introduction To Time Management
- Leadership: Identity, Influence and Power (Lead)
- Management And Leadership: Leading A Team
- Marketing Management
- Operations Management
- Principles of Human Resource Management
- Project Risk Assessment
- Strategy and the Sustainable Enterprise
- Supply Chain Analytics
- Supply Chain Innovation: How Technology Can Create A Sustainable Future
- The Science of Happiness.

### 19.3 Impact and Benefits

- The e-learning portal offers a platform to all employees to venture into the world of knowledge & skill for self-improvement in various fields. This also ensures implementation of applicable rules/regulation and reduces chances of errors.

- Flexibility:- Technology demands newer updates and faster systems all the time. This can only be achieved with constant training and learning.

- To promote CPPP and CPCM programmes among the employees, NALCO management has decided to give one additional mark in their respective ACRs. Approximately 1000 certificates from the employees have been received till date.
Procurement & Contract Management
Policy for Online Empanelment of Concurrent Auditors Based on Scoring Matrix

20.0 Brief Introduction

In the selection of concurrent auditors, the Canara Bank has adopted a policy of including scoring matrix for giving weightage to various eligibility criteria, which may otherwise lead to subjectivity in assessment of different auditor firms. The eligibility criteria have been justified with their usefulness and relevance for job requirement. Moreover, the empanelment of concurrent auditor has to be made purely on the on-line application through a package without manual intervention. Methodology of selection and appointment of Concurrent Auditors has to be fair and transparent.

20.1 Background

During July 2017, a review of the procedure being adopted in the matter of ‘Empanelment of External Concurrent Auditors’ revealed certain gaps in the matter of selection of concurrent auditors.

As per existing system, notification was issued in the Newspaper/Bank’s Website seeking applications for empanelment of concurrent auditors. The applications received were placed before a five-member GM’s Committee and then approved by the Executive Director. There was no scoring matrix for giving weightage to various eligibility criteria which may lead to subjectivity in assessment of different firms. The methodology of selection was not communicated to the applicant firm. There was no Board Approved Policy on the methodology of selection.

The process adopted resulted largely in the concurrent audit being allocated to CA firm with largest number of partners, overlooking all other parameters which are necessary and important for concurrent audit and is considered against the spirit of open competition.
20.2 Implementation

As per the advice/suggestion given by the Vigilance Department, Inspection Wing has placed the matter before the Board and the 'Policy for Empanelment of External Chartered Accounts for Concurrent Audit' got approved and implemented from the current year onwards.

A package has been developed by the DIT Wing of the Bank for seeking online applications and processing the same as per the parameters. The matrix developed for the purpose is given below:-

<table>
<thead>
<tr>
<th>PARAMETER</th>
<th>MARKS</th>
<th>MAX MARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONSTITUTION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a PARTNERSHIP / LLP</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>b PROPRIETORSHIP</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>CATEGORY ALLOTTED BY RBI</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a CATEGORY I</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>b CATEGORY II</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>c CATEGORY III</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>d CATEGORY IV</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>PROPRIETOR / PARTNERS WITH CISA / DISA QUALIFICATION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a YES</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>b NO</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>EXPERIENCE OF CONCURRENT AUDIT IN CANARA BANK</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a &gt;5 ASSIGNMENTS</td>
<td>15*</td>
<td>15</td>
</tr>
<tr>
<td>b 5 ASSIGNMENTS</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>c 4 ASSIGNMENTS</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>d 3 ASSIGNMENTS</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>e 2 ASSIGNMENTS</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>f 1 ASSIGNMENT</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>EXPERIENCE OF CONCURRENT AUDIT IN OTHER BANKS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a &gt;5 ASSIGNMENTS</td>
<td>12*</td>
<td>12</td>
</tr>
<tr>
<td>b 5 ASSIGNMENTS</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>c 4 ASSIGNMENTS</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>d 3 ASSIGNMENTS</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>e 2 ASSIGNMENTS</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>f 1 ASSIGNMENT</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>PROXIMITY TO AUDITEE UNIT (OF AUDITOR’S HO/BRANCH/RESIDENCE)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a 0-5 K M</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>b 6-10 K M</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>c 11-20 K M</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>d &gt;20 K M</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>50</td>
<td></td>
</tr>
</tbody>
</table>

20.3 Impact and Benefits

Since the entire process of empanelment of external chartered accountants for concurrent audit is as per the scoring matrix, and there is no manual intervention/discretion, more transparency and fairness will come in the system of empanelment and the quality of audit will improve.
21.0 Brief Introduction

Identification of wasteful expenditure of Rs.150 to 200 Crore/year towards payment of under-loading charges to Railways and suggesting measures for change in NIT was taken up during April 2018 and was completed on 1.08.18. The suggested change has been accepted by the Management and will be introduced on large scale across CCL.

21.1 Background

CCL has been supplying coal to its FSA as well as various e-auction consumers by Rail through its 30 Railway Sidings located in different Areas of CCL. The railway wagons at such sidings are loaded through contractual means by pay-loader. The loading of wagons by contractual arrangement often results into overloading and under-loading of railway rakes. The rules of Penal Over-Loading (POL) and Under-Loading are notified by the Railways from time to time for different type of wagons and different routes. As per agreements signed with the consumers, any penal freight for overloading charged by the Railways for any consignment is payable by the Purchaser (Consumer). Hence, in case of overloading of wagons, consumers pay POL charges to Railways.

However, in case of under-loading of wagons, credit for idle freight resulting from under-loading is allowed/adjusted in coal bills. Idle freight is reckoned as the difference between the freight charges applicable and the freight payable as per actual recorded weight of coal loaded in the wagon. Thus, any idle freight for under-loading below the stenciled carrying capacity or carrying capacity based on the actual tare weight or permissible carrying capacity as notified by the Railways (route-wise or wagon wise) from time to time is borne by the Seller/ CCL.

A thorough analysis of data available at a few sidings was made. It was found that one Kuju New Siding paid under-loading charge nearly @ Rs.144/te for 2017-18. Similarly, NR Siding paid under-loading charge approx.@ Rs.75/te for 2016-17 and @ Rs.61/te for 2017-18. As per audited accounts, CCL as a whole, incurred following expenditure on account of under-loading:

<table>
<thead>
<tr>
<th>Year</th>
<th>Under-loading charges (Crore Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>144.52</td>
</tr>
<tr>
<td>2016-17</td>
<td>142.16</td>
</tr>
<tr>
<td>2017-18</td>
<td>199.57</td>
</tr>
</tbody>
</table>
The overloading charges are borne by the consumers but the successive overloading of rakes, apart from causing damage to the railway tracks, not only fetch the consumers excess coal but also allow them to carry the contracted quantity of coal in less rakes over the period of time.

21.2 Implementation

It was revealed during the study that though the loading of wagon is carried out by the contractual means, overloading and under-loading charges are borne by the purchaser and Seller/ CCL respectively. Thus it was a win-win situation for the contractor in both the cases though the fault is entirely his.

There was no provision in NIT of wagon loading for recovery of charges on account of overloading and under-loading of rakes from the contractor awarded with the job of wagon loading. Hence, no recovery was being made from the wagon loading contractors.

It was suggested to enhance monitoring on the subject matter from CCL (HQ) on account of following points:

- Siding-wise information for under-loading charge is neither maintained by Marketing & Sales Deptt nor available at HQ Finance.
- Data for Overloading and under-loading are not separately maintained and reported by HQ, Finance.
- CCL has been incurring huge losses towards under-loading charges amounting to approx. Rs.500 Crore for the last 3 FYs.

21.3 Impact and Benefits

- Direct savings to the company to the tune of hundreds of crores of rupees thus improving revenue and profitability. As the availability of rakes is scarce, the above measure will lead to optimum utilization of national resources. Prevention of incidents of under-loading will enhance the dispatch capacity with the same available number of rakes.
- With consumers not paying for overloading charges, it will enhance goodwill amongst the consumers and boost the brand of the company.
- Out of 1.16 billion te of freight transported by Railways for 2017-18, the contribution of coal is nearly 50%. Hence the above measure can be adopted in other mineral producing companies too engaging railway for transportation.
Online Bill Tracking Module

22.0 Brief Introduction

A real-time bill monitoring module (Online Bill Tracking System) has been developed internally in CMPDI. The module tracks status of bills from receipt to payment. The vendors can track status of their claims in real time. They can find out the department in CMDPIL in which the bill is pending and the reasons thereof.

A bill tracking system was introduced earlier but it has been made real-time in 2018. The system has been introduced in CMPDI HQ covering all departments in Ranchi.

22.1 Background

Feedback was being received from various quarters about undue delay in return of Earnest Money Deposit, interim bills of contractors, personal claims of employees etc. It was also observed that timelines for clearance of contractors’ bills were not being adhered to, and that the flow of bills at various stages was not known to the vendors. Timelines for payment of bills to contractors as per provisions of the contract were not being adhered to. Delay in payment to various stakeholders was viewed seriously as this could be a potential risk area for other considerations to come into play.

22.2 Implementation

The Online Bill Tracking System was developed internally in CMPDI by the ICT department. The module is fully functional. The Vigilance department has conducted a detailed systems study of its functioning in 2017 wherein all bills for a one year period were scrutinized and suggestions for further improving the module was given to the Management.

22.3 Impact and Benefits

The module will ensure that bills are cleared following FIFO method. The complete movement of bills starting from where the bill originated to its payment in Finance department will be in a seamless manner to ensure that SOPs are being followed and bills are cleared in time even if any of the staff is on long leave. In the event of bill not being presented to the organization in proper manner by the vendor, the same will be returned immediately to the vendor mentioning that the bill is incomplete or supporting documents have not been appended.

The possibility of any staff purposefully delaying the bill to extract favour from the vendor will be eliminated. Studies have shown that there has been dramatic improvement in clearance of bills and online bill tracking system has greatly reduced the delay in clearance of bills.

For instance, the number of bills passed within 21 days has increased to 73% (for period from 01.06.18 to 31.08.18) from 56% (for period from 01.04.16 to 31.03.17).
23.0 Brief Introduction

Employees have been asked to engage GPS enabled radio cabs/taxis for official duty. The radio cabs/taxis also give GPS based details of travel with the bills. The taxis engaged by POWERGRID through vendors also have similar facility of GPS based bills and travel details. It was introduced in June 2017 and is fully operational.

23.1 Background

During the investigation of a case by Corporate Vigilance Department, irregularities in use of hired vehicles by various departments/individuals were observed. Earlier, employees used to book the cab through HR and the booking slip data and duty slip often were different in terms of places visited. There was no way to know the places visited. It was also leaving room for misuse by the cab provider/cab driver. With the introduction of app based system, misuse of the vehicle has stopped fully and the same has been rationalized to the functional requirement.

23.2 Implementation

Technology has been used to implement it without any extra financial implication. Only the app has to be downloaded. No additional resource has been used.

23.3 Impact and Benefits

There has been a reduction of around 65% in the monthly hiring charges. Savings of Rs. 52.41 lakh per annum have been observed. Vigilance Risk has reduced. Misuse of vehicles has stopped.
Crude Procurement Portal

24.0 Brief Introduction

Crude oil procurement tendering process is highly complex, given the widely varying Refinery characteristics, crude availability in basket form (mix of different crudes of varying parameters), price volatility etc. Traditionally, Indian Petroleum companies had been obtaining Technical & Price Bid for Crude Oil procurement contract, through e-mail/ Facsimile Messages. Technical evaluation was done manually and manual recap used to be prepared for seeking approval from competent authority. This led to high lead time in contract finalization for crude supplies. It was felt necessary to reduce the lead time and thus Online Crude-Procurement Portal was developed.

24.1 Background

HPCL became the First Indian Petroleum Refiner, to develop and implement its in-house digital platform “e-Crude Procurement Portal”, to handle the procurement of Crude Oil from global vendors. On this platform, participating Global/ Local bidders are able to offer only such crude grades, which meet refinery requirement in digitally encrypted data form maintaining confidentiality. The smart platform allows evaluation of received baskets and freezing of all critical cost elements before inviting them to submit Price Bid in electronically sealed format (digitally encrypted). All landed cost variables (like freight cost, insurance, port charges etc.) are predefined. Encrypted Sealed Price bids are digitally opened, in presence of bidders on digital platform. The platform generates the price summary recap, using appropriately defined algorithm, to finally arrive at the best basket which yields highest net corporate realization. Reduced price validity period from 12 hrs to 7 hrs has led to reduced premium and better discount.

HPCL has finalized 8 very high value tenders on this platform, during Jan 2017-Dec 2017, ensuring 100% vendor satisfaction.

24.2 Implementation

It has been implemented for crude procurement of refineries at Mumbai and Vizag.

24.3 Impact and Benefits

Following are the key benefits of the Crude Procurement Portal:

• Traceability, Availability, Transparency and Confidentiality in the system. The process provides audit trail duly enhancing confidence among global bidders.
Digital process has significantly reduced the lead time of Tender finalization from 14 days to 5 days and reduction in Price validity period to 7 hours, down from 12 hours has helped in discovering more competitive Crude Price in volatile International Market.

Significant enhancement in the quality of assessment, eliminating human error and quality of decision making through system driven interpretation.

All imports and global purchase can be done through this set up.

Google API based Route Set Up

25.0 Brief Introduction

Various finished petroleum products are moved from refineries to primary supply locations (Terminals/Depots) and subsequently to retail outlets, LPG distributorships and industrial customers. The freight to transporters for this product movement is paid on reverse trip Km (To and Fro-RTKM) basis. This primary and secondary transportation constitute 7-10% of total product cost. Hence, correct routing set up with correct RTKM is of significant importance.

So need was felt for adopting a new foolproof routing system using Google based routing application for route set up.

25.1 Background

Earlier manual verification of reverse trip distances (RTKM) were conducted for route set up for freight payment which had following inherent issues:

- Possibility of incorrect RTKM set up leading to wrong freight payment
- Route set up issues in the event of sudden shift of supply location
- Difficult to ascertain the correctness of route set up until physically verified
26.0 Brief Introduction

Global tenders involve complex tax elements and currency conversion factors, which have significant impact in bidding. Technical evaluation was a tedious activity. HPCL has extended e-procurement platform to facilitate global e-procurement and reverse auction. This platform is first of its kind in Indian Industry.

26.1 Background

This platform allows global bidders to submit quote in their respective native currency. It is designed to carry out evaluation in INR, and reverse auction on global tender has been mapped as a process, taking into account all global tax elements (e.g. Freight, Customs Duty, Anti-dumping Duty, Insurance etc.), so that, reverse auction is conducted on landed cost. Bidders can concurrently view their reduced quoted value in their respective native currencies during reverse auction process. It helps them in quicker decision making and enhances competition among bidders.

HPCL is the only organization to have rolled out such a reverse auction platform, which allows vendors to view quotation in their respective native currencies.

26.2 Implementation

It has been implemented for all global purchases.
26.3 Impact and Benefits

- Enhanced transparency and flexibility in conducting reverse auction, during global bidding
- Competitive price discovery
- Tender processing time has significantly reduced, as all calculations, iterations are system driven
- Significant enhancement in quality of assessment, eliminating human errors and quality of decision making through system driven interpretation
- All imports and global purchase can be done through this set up.

Reverse Auction for Bulk & Packed Product Transportation

27.0 Brief Introduction

Traditionally contracts for transportation of bulk white oil from Oil Storage locations to various retail outlets and customers were finalized by Indian Oil Marketing Companies through a manual tendering process. Bidders were required to submit various documents in physical form for every vehicle offered. Technical evaluation was done manually. Thereafter, price bid opening, commercial evaluation, and multiple rounds of negotiations used to take place. The entire process used to take around eight to nine months. Incidences of alleged cartel formation had to be addressed. Due to large volume of documents handled, retrieval of documents also posed challenges. HPCL is the first organization to completely digitize this process with reverse auction.

27.1 Background

The conventional reverse auction process, which yields a single L1 bidder, was unsuitable for adoption in transport tender as multiple transporters are required for contract finalization.

In the new system, the tender is handled on digital platform, where transporter uploads scanned documents, thereby creating a digital document repository, which is used for technical evaluation. Predefined process related system validations are provided in the system (such as, same vehicle is not offered by two different bidders under two different names, capacity of the offered vehicle matches with the locational requirement etc). In order to enhance competitive bidding and also to avoid cartel formation, user defined lower and higher rate band was incorporated with reverse auction undertaken within the price band. System is integrated with in-house developed e-procurement portal.
27.2 Implementation

IS team carried out the integration process and imparted training to Centralized Purchase Team. Transport Tenders for 34 locations have been floated so far incorporating reverse auction. Tenders have been finalized at lowest band for 30 locations.

27.3 Impact and Benefits

- The system auto calculates benchmark price for reverse auction basis lowest of priced bid and estimated rate, allows bidders to participate in multiple reverse auction events within the same time slot. It eliminates the process of multiple rounds of negotiation.
- Tenders finalized in simply 1 round of negotiation and finalization time has come down to 20-30 days against previous time of 5-6 months.
- All Organizations having transportation related procurement activities, where multiple L1 bidders are required can replicate this model.
28.0 Brief Introduction

With preponderance of Open Cast Mining Projects in the Coal Sector, the volume of coal stocks maintained at each mining site has increased considerably over the years.

The coal mining is open from all the sides and spread over large areas. There have been many instances wherein huge gaps between the reported quantity of coal in the book stock and the actual quantity of coal present in the stock piles have come to light. Thus, the Coal India Limited, the main Public Sector Enterprise engaged in mining and producing nearly 80% of all the coal in the country, has devised the modality and periodicity of the measurement of the coal stock.

Similarly for Over Burden Removal (OBR) of opencast mines is also required to be measured for comparison with the reported figures as well as for payment to the outsourced agencies.
28.1 Background

The measurement of coal and OBR has seen many changes since the inception of theodolite, which was further replaced with Electronic Total Station (ETS). Such measuring devices have to be moved from one place to another physically. The measurement of stocks having huge quantity of coal and OBR of large opencast mines requires physical movement of man and equipment over extensive areas. This process is cumbersome and time consuming. 3-D Terrestrial Laser Scanner (3DTLS) is a modern survey tool that is used to record 3D coordinates of real objects efficiently and effectively. Therefore, MCL has adopted 3D TLS for measurement of coal and OBR. It has increased the measurement accuracy with reduction in measurement time.

28.2 Implementation

Presently MCL is using 3DTLS (3 Dimensional Terrestrial Laser Scanner) for coal and OBR measurement. It has procured 4 Sets of 3D TLS devices with associated software.

28.3 Impact and Benefits

The 3D TLS has remarkable advantages including high data acquisition rate, high accuracy and excellent spatial data density. Moreover use of 3DTLS has led to fast, automatic and more accurate measurements with secure data capturing.

The coal production in MCL is completely outsourced and the OBR is partially outsourced. For accounting and payment purposes, more accurate and fast measurement tools were required. This purpose has been served with the use of 3D TLS.

The 3D TLS is very versatile equipment. The operation is almost automatic, whereas the training is required for using the proprietary software supplied along with it. The manpower requirement is less than that of the conventional measuring equipment like theodolite & Electronic Total Station. As such, the equipment is useful not only for the Mining Sector but also for other sectors which require fast, efficient and hassle free profile as well as stock measurement.
29.0 Brief Introduction

On the recommendations of the Vigilance Unit to further digitize the work-related field records and payment-related business processes, e-Measurement Book system has been introduced in the organization.

29.1 Background

One area that is highly sensitive and susceptible to all kinds of manipulations and a major source of corruption is the process of recording measurements by field officers of work done by the contractor in civil projects, the quantity of the materials received in procurement contracts. This important process is made further critical as the measurements were mostly handled by junior officials at the rank of JE and the situation is further aggravated as these Measurement Books are kept in the custody of JE.

In all construction and maintenance works, the measurement of construction work done by the contractor is recorded in a physical book called the Measurement Book.

In the present system, the physical measurement of quantities is taken manually and then the measurements are recorded manually in a physical paper book. It provides a vast scope for making all types of manipulations which are normally possible in case of physical records. The major deficiencies and the lacunae that have given rise to many complaints and vigilance cases are as given below:-

• There is immense scope for data manipulation by over writing or by cutting and striking of the earlier recorded data or by inserting spurious additional data wherever space is available. Sometimes intentionally blank places are left in the Measurement Book so that fictitious data can be inserted at a later date to suit their nefarious objectives.

• Inordinate delay in taking measurements and then backdating while entering the measurements in the Measurement Book. The field officers delay recording measurements at site to harass the contractors and then to camouflage the delay, they resort to back dating while entering data in the Measurement Book. This wrong dating technique is also resorted to manipulate records in the form of recording arrival of huge quantities of material at site so that huge advance payments can be released to the contractor even though when the materials actually did not arrive at the site. Here measurements are recorded in advance to extend financial benefit to the contractor.
• The present system provides immense scope for Junior level officers to allow huge variations in the schedule of quantities in the form of deviations, extra items and substitute items and that too without approval from Competent authorities.

• The present system of making measurements and recording in MB is very opaque. Neither the contractor nor the senior officers can view and monitor the measurements recorded in the Measurement Book. In the present system, the MB remains in the sole custody of JE. The MB is returned back to concerned JE once a bill is paid to the contractor. Any fraud or scam committed by the junior level field officers in the M.B. is very difficult to detect.

• Mobilization advance for materials and security deposits are to be mentioned in the Measurement Book and deduction are to be made in the running bills but often deductions are not made in time because of manipulations in the M.B. subsequently.

• Monitoring deduction of taxes and other statutory deductions is very difficult.

• Old record of MB’s occupies a lot of storage space and also it is very easy to tamper with the old records anytime during storage/custody with the JE.

• Missing Measurement Books or torn pages in Measurement Books are a very common phenomenon as observed in many vigilance cases.

• Immense scope for making over-measurements in order to extend financial benefit to the contractor or for making short-measurements to harass the contractor.

• Present system provides a great scope for giving rise to serious disputes between the department and the contractors leading to unnecessary arbitration cases and Court cases

• Wrong payment of escalation is very difficult to detect in the present system.

• There is scope for inclusion and measurements of additional works without the approval of Competent Authority.

• No monitoring is possible by the senior officers regarding work progress, specifications, quantities executed etc. vis-a-vis the estimated quantities in the tender agreement.

• Present system often results in vexing delays in the processing of bills and payments to the contractors.

29.2 Implementation

Initially an experimental module of e-MB was developed by a team of officers from various wings and made functional on the PFMS portal. This module is web-based and designed to capture the abstract of Measurement Book according to the rates and quantities mentioned in the contract/agreement against each item of work/supply.

After successful testing of this module e-MB system has been successfully launched by the Hon’ble Minister of Housing & Urban Affairs on 13th April, 2018 and this e-MB system has been made mandatory for all divisions of CPWD across the country. Presently this e-MB procedure is being used for all works and packages above Rs. 15 lakhs. This web-based system enables CPWD to monitor the financial progress or utilization of funds along with the physical progress
of projects. It also enhances transparency and also it will help in effective the implementation of
the project schedule or even to expedite the progress.

This e-MB system will be implemented in 2 phases which can be broadly classified as
macro Phase or Phase-I and micro phase or Phase-II. In the first phase macro e-MB has been
implemented by synchronizing it with PFMS system. The present system is open to further
modifications to include various details like zero rates, percentage rate, part rates, agreement
schedule, data entry directly through Excel files, rebates etc.

All payments against the work done and material/equipment purchased are maintained
in the system. e-MB module captures the following details:-

- Abstract details of measurement allowed and to be paid;
- Abstract details of Cost allowed and to be paid for;
- Running bills, first bill to final bill and supplementary bills including all deductions and
  recoveries;
- Advance/ Mobilization payment details;
- Provision for extra and deviation items.

The second phase of the e-MB system called as Micro e-MB will be implemented along
with ERP implementation of CPWD. This part consists of capturing actual measurements at site
on an electronic platform which can be transmitted to the web-based e-MB system automatically
through internet. This process will be connected with GPS also to record the actual location of
the person making the electronic measurement of the work done at site.

29.3 Impact and Benefits

- The use of e-MB will tremendously enhance the transparency in recording measurements
  at work site and will be a very effective tool to curb corruption in the system.
- This system will greatly reduce the disputes between the department and the contractors.
- Monitoring by higher officials is possible and any fraud, if committed by any person can be
detected at a very early stage.
- Introduction of e-MB system will greatly reduce the time periods taken earlier from the stage
  of making measurements at site to the stage of making final payment to the contractor
- The contractors and the suppliers can now easily track their bills and can also find out
  where their bills are held up.
- Effective monitoring of tax deductions
- This system will immediately raise red flags/alarms if there are any excessive deviations
  allowed by the field staff without the approval of Competent Authority.
- With the introduction of e-MB system, it is ensured that no escalation is paid for the period
  for which extension of time was not granted by the Competent Authority.
Fraud Risk Mitigation
30.0 Brief Introduction

As part of preventive and predictive vigilance, lot of data, trend and exception analysis is carried out by Vigilance. Primary source of data is ERP system from where dump of data is extracted, arranged in desired format and analyzed further. However, ERP data/reports cannot be customized in all desired formats due to application limitations. Hence need for an analytical tool was felt. Accordingly, Business Intelligence Tool (BI Tool) was developed to facilitate the functioning and making the working more effective.

30.1 Background

Business Intelligence Tool (BI Tool) was developed to take care of all operational and investigatory requirements. This application primarily fetches the data from ERP and presents it in customized form. Reports covering all operational and financial aspects are inbuilt in this analytical tool.

30.2 Implementation

BI tool is available with all Vigilance functionaries. The tool has enhanced the efficiency and effectiveness of Vigilance.

30.3 Impact and Benefits

BI tool has helped in identification of various operational issues prevailing at locations (like stock loss, under recoveries, project delays etc) and enabled quick corrective action enforcement as real time alerts are available.

31.0 Brief Introduction

HPCL supplies various petroleum products to retail outlets, LPG Distributors and other customers. In the event of product diversions, product return or declaring a tank truck sick during
or after loading, Product Return Credit Note (PRCN) is processed to reverse the product billed to customer and take back the stock. This document credits customer’s TAR (Trade Account Receivable) Account equal to product cost and returns inventory to the supply location’s tanks in ERP System.

31.1 Background

Manual PRCN (Product Return Credit Note) process had possibility of committing fraud due to operational issues, where PRCN document could be prepared without actually decanting sick TTs/diverting the TTs. Online PRCN module was rolled out to ensure system logs and controls basis Vigilance recommendations.

31.2 Implementation

Online PRCN is implemented at all supply locations. It has following process flow:-

- Online PRCN Register automatically populates from ERP.
- Concerned officer preparing the PRCN must fill all details of decantation etc including automated tank gauge readings to validate physical unloading of product.
- Location in-charge to review the necessary physical documents and approve the transaction on portal.

Manual PRCN has been completely stopped and all PRCNs are now routed through portal only.

31.3 Impact and Benefits

- Possibility of fraud on this account is now plugged.
- Replicable by all OMCs and organizations handling product return credits in some form.
Separation of Roles in Recommending and Sanctioning of High value Loans

32.0 Brief Introduction

Separation of Roles in Recommending and Sanctioning of loans, especially the high value loans.

32.1 Background

Loan related irregularities contribute to the majority of vigilance cases in banks. Recommending, sanctioning and disbursement are the key stages in loan matters. Ideally, these three stages are to be handled by three separate authorities to ensure against conflict of interest, and to minimize the possibility of corrupt practices in loans.

However, it was observed that the officials, especially in senior positions, were recommending loan proposals for relatively large sums from a particular level in the Bank and would also sit in the judgement on the proposal as part of the Sanctioning Committee, thereby giving scope for possible influence on the ultimate decision of the Committee. There is a possibility of flaws/shortcomings in the loan proposal not coming up for discussions in such situations, unlike when the committee members (independent from the business target-related issues at the operating level) sit and ponder over a proposal, devoid of any other interest, before giving their views/decision on it.

In order to address this and to reduce possibility of corruption in decision-making, a suggestion was made to separate the recommending authority from the loan sanctioning process.

32.2 Implementation

Initiative involved no change in the structure, but required just a small tweaking in the constitution of loan sanctioning Committees, but with a significant potential to reduce a huge vigilance risk.

32.3 Impact and Benefits

As the initiative was expected to reduce loan-related irregularities, in addition to relieving the officers from possible questioning later on, Circular instructions were issued, with the approval of the Board, and the Credit Approval Committees were reconstituted, to avoid conflict of interest.
33.0 Brief Introduction

To curb the malpractice of underwriting policies after the accidents, the OIC Ltd has implemented issuance of e-cover notes. Using this technology, issuance of backdated cover dates has been completely eliminated. Date and time of accepting a risk are now system-driven.

33.1 Background

Motor Third Party claims are major area of concern in OIC Ltd. Many vigilance cases are instituted for underwriting Motor Third Party policies after the accident has already taken place. Since the compensation under Motor Third Party cases is based mainly on income /age and dependents of deceased or injured, the Company is exposed to huge liabilities and vehicle owners, in connivance with company officials and various agencies like hospital /police etc try to shift the liability to Insurance Companies.

By resorting to this malpractice, unscrupulous elements used to bring a vehicle within the purview of insurance after an accident had taken place. In many cases, heavy liability has devolved on the company in third party claims.

33.2 Implementation

This initiated was taken up in 2016-17. Most of the regions have already implemented it. The company is making all out efforts to ensure that, by end of this year, it is implemented by all the branches and DOs.

33.3 Impact and Benefits

It eliminates any possibility of fraud by company officials by underwriting a policy after the accident has taken place.

Preventive Vigilance Through Biometric Access

34.0 Brief Introduction

Access Control – physical and logical – is an important component of Preventive Vigilance, while working in a computerised environment. The Physical Access Control refers to the location,
approach, hardware accessibility and related security protocols that ensure that the computer systems can be used only by authorised officials of the organisation. The Logical Access Control refers to the tools and protocols used for identification, authentication, authorization and accountability in computer information systems.

34.1 Background

In OICL, the Core Insurance system is called INLIAS. Traditionally, the User Access for operating this system was through ‘Unique Login ID’ consisting of ‘User ID’ and ‘User Created Password’. The password policy and recovery of password through e-mail has also been implemented in the application. However, this Single Factor Authentication (Password) process has certain inherent deficiencies and issues, such as:-

- Password/identity theft was possible;
- Periodic password changes to ensure data security;
- Exchange of password amongst colleagues ie “Passing the Password’ leading to severe security breaches;
- External hacking of the system was possible.

Since in INLIAS it was easy to share the password, there was always a possibility of manipulations. Hence, there was a need to develop a more robust system of user login to the computer systems.

OICL conducted a study to understand the industry best practices that would be convenient, cost effective and develop a sense of ownership amongst the employees, which would further contribute towards a strong security conscious culture in the organisation. The OICL team interacted with some major banks also in this regard, as the operating environment is similar consisting of a centralised computer network that is being handled across locations by concurrently by thousands of employees.

The Study suggested implementation of Biometric Access to computer systems in the organisation. Accordingly, it was decided that Biometric Solution be integrated with the existing INLIAS and provide the required Biometric based two factor authentication for INLIAS login for OICL’s own employees. The biometric devices would be used for authenticating the users of the core insurance application (INLIAS).

34.2 Implementation

A Biometric device is an external device that provides the user’s biometric characteristics to the computer system. The system verifies the users biometrics under ‘Live’ conditions with its already stored data of biometrics of the organisations employees and ‘allows’ access on finding a ‘match’. There are four essential components of the biometric system :-

- Enrolment scan – in order to store user’s identity in the system, the user’s fingerprints are scanned
- Template creation and storage - biometric template is created from the scanned fingerprints. The enrolment template becomes the fingerprint biometric record for the user.
- Live scan – each time a user requests access to the system, a live scan of the fingerprint is made.
Automated matching - The live template is compared to a specific enrolment template and a matching score is generated.

The project for implementation of the Biometric Access system in the organisation was done through a dedicated team. The overall process involved:

- Calling for Tender for implementation of the biometric solution
- Short listing and selecting the vendor, while ensuring adherence to all CVC guidelines relating to procurement and maintaining ‘fairness & transparency’ in the process
- Hardware and logistical support to field functionaries
- Developing of interface of the Biometric Access system with the Insurance Application software (Inlias)
- Capturing the biometric fingerprints for all operational employees and developing protocols for maintaining the same in a dynamic environment of transfers/retirements/new joining etc.
- Supply of biometric reader devices to individual officials
- Developing protocols and controls for overriding the biometric access in case of exceptional situations.

The overall implementation process took about one year and at present the system has a registered user data base in five figures.

The Biometric Access has now been fully implemented in all the offices of the OICL and all employees accessing INLIAS have to mandatorily get authenticated through it. This has greatly reduced the misuse of passwords and incidence of frauds caused by it.

34.3 Impact and Benefits

- Biometrics has provided a more secure and convenient way for personal authentication.
- Biometrics helped in avoiding multi channel frauds as the programme triggers a biometric identification mismatch.
- It has enhanced security in financial transactions.
- There is also increased sense of personalisation in the transaction processing cycle.
Check on Misuse of Proxy Accounts

35.0 Brief Introduction

There is a PROXY account in the Bank’s Finacle system. The initial idea of introducing the PROXY account in the Bank was to take care of transactions such as

- cheque returning charges, where sufficient balances were not available in the concerned accounts and PROXY account was debited for credit to ‘Income Head’
- ATM transactions due to network issue parked in PROXY account etc.

However, it was observed that over a period of time PROXY account was being used for other types of transactions also, which were not supposed to be routed through this account like debit in an account required for completing any transaction where sufficient balance were not available such as Savings, Current / Overdraft etc.

35.1 Background

Certain instances were noticed by the Vigilance Department where PROXY account was being misutilized. Some entries were generated by the system if sufficient balance was not available in the concerned deposit account and the system debited the PROXY account and credited Recurring Deposit (RD), Fixed Deposit (FD) and Loan accounts. In some cases sufficient balance was not available in Deposit accounts and branch officials debited the PROXY account instead of creating overdraft in the concerned account and also made cash payments.

If the branch credits RD, FD and loan account by debiting PROXY account, the amount cannot be recovered from the customer if he / she gets proceeds of RD/ FD by way of premature closure or on maturity or gets NOC for closure of loan account.

In some cases, the Branch recovered the amount after a gap of long period after lot of follow up and remained out of funds and lost interest for the amount paid by debit to Proxy account.

Such entries /transactions in PROXY account could lead to perpetration of frauds also due to connivance and deliberately misutilising the system by any employee of the Bank.

35.2 Implementation

The IT department of Bank has made following changes / modification in the system:

- **Cash Transactions in Proxy accounts:**
  
  A validation / customization has been deployed in Finacle restricting Cash transactions in Proxy accounts. This will stop Branches to use PROXY accounts for cash transactions.
• **Standing Instructions:**

Earlier, debit transactions were shown in ‘Entered status’ and branch user could verify the same before EOD of the branch. In some cases, if balances were not available in the account, branch user could debit PROXY Account. A validation has now been deployed in finacle restricting the field “Delete transactions, if not posted” as “Y” for new Standing Instruction cases and updated the flag as “Y” for all existing standing instructions through backend as one time activity.

**35.3 Impact and Benefits**

Now the users can not misuse PROXY account for transactions, which are not supposed to be routed through this account. Chances of committing fraud by misutilising PROXY account have been eliminated. Further, Bank has also saved on costs as earlier it remained out of funds till amounts were recovered from constituents and PROXY account credited for debit entry generated earlier.

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**Recurring Deposit Accounts**

**36.0 Brief Introduction**

At one of the branches of P&S Bank, it was found that closure of Recurring Deposit (RD) account was not done under proper menu in Finacle System, i.e. account was not closed using CAAC (Close an Account) command for closure of account. Instead of using CAAC menu / command, the maturity amount of RD account was paid by debiting through Transaction Maintenance (TM) menu in Finacle. Although zero balances are shown in the account on the date of making payment of Recurring Deposit account by using TM menu, the account is not actually closed.

**36.1 Background**

By using TM command, the Finacle system continued to calculate the interest payable for the account automatically and credited Recurring Deposit account by debiting Bank’s Interest Paid account on overdue Recurring Deposit account though the account was closed. Also, at the time of crediting RD account, system calculated TDS on such interest and the TDS was deposited / paid accordingly by branch to Income Tax Authorities. Such entries / transactions could lead to perpetration of fraud in an account which is already closed though not properly as subsequently credit by way of interest in an already closed account continues to happen.

**36.2 Implementation**

Now the Bank made the following modifications in the CBS systems:-

i. A validation has been deployed in the CBS restricting the branch user using improper flow ID i.e. debiting RD account through ‘TM’ menu.

ii. All the existing FD/RD accounts with zero account balance were closed through back end i.e. Account Closure Flag has been changed from “N” to “Y”. A batch job now runs during the Central EOD of the Bank to close zero balance RD/FD accounts, if any, through back end on daily basis.
36.3 Impact and Benefits

The new system implemented in the Bank eliminates the risk of misutilisation of closed Recurring Deposit accounts and perpetration of frauds / loss of money.

CBS Checks

37.0 Brief Introduction

In order to control frauds/misuse of CBS system, certain checks in the CBS environment have been deployed.

NEFT/RTGS

In the current CBS system, incoming NEFT/RTGS entries are directly credited into beneficiary’s account. However, in the following cases such incoming entries are parked in NEFT / RTGS Inward Parking Account of the branch:

- If incomplete Account Number is given (14 digit Account No. of beneficiary of NEFT / RTGS is not given)
- Beneficiary’s account is Dormant
- Transaction Limit of beneficiary is exceeded (Threshold Limit)

37.1 Background

Most of the branches at the time of marking “Day End” in CBS System “Debit” such entries from NEFT / RTGS Inward Parking Account(s) and “Credit” same amount to Sundry Accounts for easy day end exercise as the system does not allow Day End if there are outstanding entries in NEFT / RTGS parking account. In such cases, where funds are lying in Sundry Accounts, there is a possibility of misappropriation and committing fraudulent transactions by way of crediting the amounts into any other account and siphoning off the funds.

Such amounts should ideally be credited to the account of the beneficiary or the same should be returned to the sender Bank. The IT Department has been advised, as preventive vigilance measure, to work on a solution where in case of any mismatch, such remittance are automatically sent back to remitter Bank on the same day.

37.2 Implementation

The Bank’s IT Department is working on System Integration for this customization.

37.3 Impact and Benefits

Once the system is implemented, manual intervention will not take place. The chances of misutilization of funds lying in sundry account credited as a result of RTGS/NEFT transactions will be ruled out since the funds received with improper account number will be remitted back to the remitter Bank.
38.0 Brief Introduction

REAPS is an online processing system to process retail loans like vehicle loan, clean loan and housing loan using STP (Straight Through Processing) technology to integrate all loan processes such as KYC compliance, eligibility, sanction, disbursement and documentation. The programme is TAT (Turn Around Time) driven and hence ensures timely disposal of loan process and sanction. If TAT is not adhered to, the system will escalate the process to higher level. The programme is functional since January 2017.

38.1 Background

Manual processing of loan applications may lead to incidence of authorities exceeding the delegated powers, non-compliance of bank’s directions and non-standardized/incomplete documentation. REAPS ensures strict compliance of bank’s loan schemes, delegated authority, standardized documentation and data integrity as it goes to FINACLE directly.

38.2 Implementation

The REAPS decides the eligibility of the borrower for the proposed loan on the basis of data fed into the system with regard to salary particulars, years of service in an organization, IT return details, CIBIL rating etc. Applicable rate of interest, EMI, margin, repayment period etc will be fixed by the system itself. The borrower’s e-KYC is generated by the system itself. Genuineness of PAN card also is verified by the system. Once the borrower is eligible for the loan, the system generates sanction letter and required loan documents. Total no. of loans processed under REAPS was 23519 amounting to Rs. 1024 crores till June 2018.

38.3 Impact and Benefits

System has reduced likelihood of reckless lending by bank officials. With this new system, there is hardly any scope for violation of procedures and guidelines. The process of loan sanction has become transparent and uniform. No loan master can be generated by any branch of the bank covered by this system without following the system.
Centralized Loan Processing Center (CLPC)

39.0 Brief Introduction

PNB has created Centralized Loan Processing Centres (CLPC) to ensure improved Turn Around Time (TAT), qualitative credit assessment, efficient monitoring and strict segregation of pre & post sanction roles and responsibilities. Centralized Loan Processing Centers (CLPCs) are equipped with skilled staff having separate verticals for pre & post sanction by retaining the operational work at Branches. These centers are poised to work as ‘Support and Work Outlet’ instead of a Back Office.

Now with the roll out of CLPC, the loans above Rs. 50 lakhs will be centrally processed and pre & post sanction activities have been segregated. Previously all pre-post sanctions legs were being performed at the Branches.

39.1 Background

Credit assessment, lending and monitoring is the primary business of the banking industry. Govt. of India under EASE (Enhanced Access and Service Excellence) program has emphasized on strict segregation of pre & post sanction roles & responsibilities for enhanced accountability.
Before rolling out of CLPC, the loans were being appraised / processed, sanctioned and monitored by Branches. The previous practice was prone to corruption and frauds.

**39.2 Implementation**

Initially it is being implemented on Pilot Basis, i.e. one CLPC per Circle upto September 2018. All CLPCs will be established by the end of Dec’18.

Now, there is strict segregation of pre & post sanction roles & responsibilities. The CLPC will work as an independent support and work outlet comprising of Credit Processing Cell and Credit Monitoring Cell with prime responsibility of Pre-Sanction Appraisal, Sanction and Effective Post-Sanction Follow-up/Monitoring of loan accounts above Rs. 50.00 lacs. The Branches will act as Marketing and Delivery Outlets. The main objectives of formation of CLPC are as under:-

- Segregation of pre and post sanction roles & responsibilities on the basis of skills and expertise in line with EASE guidelines.
- Centralization of lending activities will result in reduced TAT, improved decision making and transparency.
- Changing the face of the bank by making branches solely a service outlet for providing better customer service, increased customer satisfaction and cross selling of banks’ as well as Third Party Products.

**39.3 Impact and Benefits**

This centralization of lending activity will result in reduced TAT, improved decision making and transparency.

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**Capturing Passport Details of Borrowers**

**40.0 Brief Introduction**

The PNB has advised all its offices that certified copy of passports of all promoters/directors/partners/proprietors etc. and other authorized signatories of companies / firms etc. are obtained in all existing borrower accounts having exposure of Rs.50 Crore and above from banking system as well as from all prospective borrowers who have applied for credit facilities of Rs.50 Crore and above without any delay.

In case where the concerned person does not have passport, a declaration to this effect along with an undertaking that he shall submit the passport details as and when obtained by him in future be taken.

As part of due diligence, the certified copy of passport or declaration/undertaking as mentioned above along with other KYC documents may also be obtained in borrowal accounts below Rs.50 Crore also as far as possible.
40.1 Background

In the recent past many borrowers defaulting bank’s loans or defrauding bank have fled to foreign countries making it very difficult for the bank to nab and prosecute them.

40.2 Implementation

The measure has been implemented on pan India basis.

40.3 Impact and Benefits

This will help in preventing the defaulters from escaping the country.
Support to Whistle Blowers
Online Complaint Registration Mechanism (OCRM)  
[Whistle Blower Mechanism]

41.0 Brief Introduction

The bank has introduced Online Complaint Registration Mechanism (ORCM) where an employee can lodge complaints online on any allegation of corruption or of misuse of office. The portal was launched in 2017.

41.1 Background

The bank has a Board approved “Whistle Blower Policy” for handling of complaints, maintenance of Corporate Governance and towards achieving greater transparency to enable the employees and other stakeholders/persons/NGOs to report unethical practices. The Policy provides a framework to persons to act as Whistle Blowers. It aims to protect such Whistle Blowers wishing to raise a concern about any allegations of corruption or of misuse of office that could jeopardize the interest of the Bank. To simplify the procedure of lodging whistle blower complaint and protect the identity of whistle blower, the bank has put in place a mechanism for lodging Whistle Blower complaint online by the Bank’s employees.

41.2 Implementation

The portal for registering complaint online works on Straight Through Processing (STP) methodology. The key features of Online Complaint Registration Portal are as under: -

- A Standard Operating Procedure (SOP) for registering the complaint online through this portal is provided to all staff and also kept at Bank’s INTRANET PORTAL for easy access.
- Any employee can lodge complaint to raise the concern on allegation of corruption or misuse of office without disclosing their identity in simple steps as per the SOP.
- On lodging of complaint successfully, the Chief Vigilance Officer (CVO) receives message on his email about receipt of complaint. The Online Portal for handling the complaint received is accessible to the Chief Vigilance Officer only.
- The Complaint Form is designed so carefully that the details of complainants are nowhere sought in the entire process of lodging complaint. However, the details of the complaint should be specific and verifiable.
- If the informant feels he is being victimized, he may make an application before the
designated authority seeking redress in the matter. The CVO may give suitable directions to
the concerned competent authority.

41.3 Impact and Benefits

With the launch of the Portal, the process of lodging Whistle Blower Complaint has been
simplified and the identity of the complainant is fully protected which enables employees to come
forward to blow a whistle on unscrupulous activity posing threat to employees/Bank leading to
financial as well as reputational loss and also avoidable staff side action. The mechanism is also
being propagated among Zonal Offices, Large Branches and Staff College.

Since launch of the portal, Vigilance Department has received complaints where allegations
are found true on investigation. Number of Whistle Blower Complaints received in the year
preceding the inception of Whistle Blower Portal was zero, whereas 9 complaints have been
received from Oct 2017 to Sep 2018 (i.e after implementation of this portal). Out of these 9
complaints, 6 complaints have been found correct and investigated.
Online Portal for Lodging of Complaint/ Raising of Concerns for Employees of Bank under Internal Whistle Blower Policy

42.0 Brief Introduction

The Bank of Baroda has provided an alternate online channel to the employees of the Bank, on a secured network. On this online platform, the employees of the Bank may lodge a complaint / or raise issues pertaining to corruption, abuse of authority, misuse of office, gross violation of systems & procedures etc., on a real-time basis, so that loss / damage to the bank could be restricted and preventive measures could be put in place well in time.

42.1 Background

There are guidelines / circular instructions for staff members not to be silent spectators of any wrongdoings in the branch/office, and to report the same to higher authorities in time. However, it is observed that staff members do not bring to the notice of CVO/Management the cases of corruption, abuse of authority, misuse of office, gross violation of systems & procedures, etc. in time. Such non- reporting of irregularities in time to the CVO or management harms the Bank immensely.

A study in this regard revealed that staff members do not come forward to report such irregularities due to fear of disclosing their identity. Further, the efforts involved in making a physical complaint, and the time to be devoted for physical movement of documents to the management, are also dissuading the staff members from making a physical (paper based) complaint under Whistle Blower Scheme. Also the new generation employees are more comfortable using the gadgets rather than long drawn process of physical movement of papers.

42.2 Implementation

The Bank of Baroda developed a utility with the help of in-house IT team using bank’s internal secured network, which has already ensured multiple level of security of data. Bank’s HRMS team (IT Enablers for HR functions) started developing the utility by working in tandem with vigilance department functionaries around second week of January 2018. The first testing of the utility was done in February 2018. The team fixed all technical snags by 15th of March 2018, by conducting multiple tests and the utility was officially rolled out for the employees on 2ndApril 2018.

Detailed manual has been prepared for educating and training the employees. Bank has directed the Zonal / Regional Heads to educate the employees during their visits to the Branches / Offices and by conducting town hall meetings.
42.3 Impact and Benefits

- Utility provided a direct communication link between whistle blower and CVO.
- This utility is available to all employees of the Bank across all cadres, who can access the platform by logging in with their personal User ID and Password on their terminal at the Branch / office. Logging in through personal credentials would ensure authenticity of the person making the complaint and keeps the identity of the complainant secret, as the complaint is directly accessible only by the CVO and nobody else.
- This is a seamless real-time process, which saves a lot of time and eventually taking requisite steps on a real-time basis to mitigate the risk and damage to the bank as well as innocent employees.
- The utility can easily be replicated in other organisations as a proactive preventive vigilance tool.

**Flow Chart for Online Whistle Blower Portal**

- Employee will login the HRMS Portal from his Personal Credentials i.e. Personal User ID & PW.
- Employee will get a link for Whistle Blower Complaint. Clicking on the link, Employee will be directed to a portal wherein detailed terms & conditions for lodgment of complaints are given.
- Clicking on the button "agreed" a home page would be opened; where employee may lodge the complaint in text format and may upload documents in pdf format. On clicking on the submit button, an auto message will be generated with complaint number.
- A real time intimation will be generated to CVO on his mail 'A Whistle Blower Complaint is lodged through the Vigilance Portal'. CVO will login the portal to go through the contents and take a view on the complaint. On finding the contents having vigilance overtone, he will mark it as Vigilance Complaint, otherwise mark it as a normal complaint.
- Complaint in both the scenarios shall be monitored by CVO to its logical end.
OUTREACH ACTIVITIES
Preventive Vigilance Initiatives and Outreach Activities

Outreach Activities

The Commission is committed to promote active participation of individuals and groups outside the public sector in the prevention of and fight against corruption and to raise public awareness regarding the causes and gravity of and the threat posed by corruption. The thrust during Vigilance Awareness Week had been on outreach activities which included publicizing the Integrity e-Pledge and conducting Awareness Gram Sabhas and Awareness Campaigns in schools and colleges.

Display of banners, posters at prime locations, seminars, debates, lectures, competitions etc are conducted on the theme of anti-corruption. The activities involve government employees, private sector, youth, general public and students. Print, electronic and social media too are used extensively in the awareness campaign. These activities are conducted by the offices of the Central Government, PSUs, Banks, Autonomous Bodies and Institutions under Central/State Governments as well as by schools and colleges across the country.

Several nationalized banks sent SMS messages on the VAW theme and publicized the Integrity e-Pledge on the screenshots of their ATM network. By the end of September 2018, around 49.31 lakh citizens and around 71000 organizations have taken the pledge.

During VAW, 2017, total 67131 Awareness Gram Sabhas were held across the country. Organizations were requested to reach out to students in schools and colleges. Various activities such as lectures, panel discussions, debates, quiz, essay writing, slogans/elocution/cartoon/poster competitions on moral values, ethics, good governance practices etc. were organized. During last VAW, over 15000 schools and 3200 colleges participated in over 600 cities/towns across the country reaching out to more than 14,50,000 students and youth. To sustain the activities conducted in schools and colleges and to ensure that ethical values were ingrained permanently in the minds of youth 'Integrity Clubs' in schools and colleges, were established.

Details of outreach activities organized by a large number of organizations were received in the Commission. However, glimpses of activities of only 20 randomly selected organizations could be included in this booklet. The efforts of other organizations were also available, but have not been included owing to constraints of space.
Central Vigilance Commission

Laying stress on creation of awareness about the ill-effects of corruption amongst staff members, customer and public at large, special efforts were made by the branches and administrative offices. In this regard, following outreach activities were organized across the country on the occasion of Vigilance Awareness Week 2017.

- A “Walkathon” was conducted by the UCO Bank at Salt Lake, Kolkata. Executives, staff members and customers participated in large number and with great enthusiasm and made the occasion memorable.

- “Awareness Gram Sabhas” were organized for dissemination of awareness in Gram Panchayats (in rural and semi-urban areas) to sensitise citizens on the ill-effects of corruption. 1000 such Gram Sabhas were organized during the Vigilance Awareness Week.

- At Centres namely Jodhpur, Ajmer, Kolkata, Howrah, Agartala, Shillong and Shimla, concerned Zonal Offices took active part in organizing Essay, Debate, Quiz and drawing competition at various schools and colleges. These activities were enthusiastically undertaken at other centers across the country and were overwhelmingly supported by the people of the locality. Various awareness camps, seminars and workshops were organized by 42 zonal offices during Vigilance Awareness Week 2017.

- Display of hoardings, banners, posters and distribution of handouts etc. at prominent locations/ places in offices/ field units and also at places with public interface.
For observance of Vigilance Awareness Week-2017, appropriate banners were displayed at prominent places at Corporate Office and all other Units & Offices of HCL, to create awareness on vigilance. Banners were also displayed at public places in the Projects as also during the various outreach activities, organized during the Vigilance Awareness Week for generating public awareness. A hyperlink was provided on HCL website with the CVC website for facilitating on-line pledge (e-pledge) by all employees and members of the public. Pamphlets were also distributed to create publicity regarding the various activities undertaken in the Units of HCL. Messages regarding Vigilance Awareness Week were also posted in the Twitter handle and Facebook accounts of the Company.

The Vigilance Awareness Week was inaugurated on 30th October, 2017 by administering the pledge, both in English and Hindi, separately in all Units and Offices of HCL. Immediately after the pledge, the messages as received from the Hon’ble President of India, the Hon’ble Vice-President of India, the Hon’ble Minister of Rural Development, Panchayati Raj & Mines and the Central Vigilance Commission were also read out to the gathering. The messages were also displayed prominently on the Notice Boards of the Company in all the Units and Offices.

In accordance with the various CVC instructions for greater outreach and wide dissemination of the concept of vigilance and promotion of public participation in the fight to eradicate corruption, several programmes were initiated to create general awareness amongst students and public at large, including specific programmes for stakeholders of the Company. Accordingly, a Customer Grievance Redressal Meet was organized at Delhi Office on 03.11.2017.

Various competitions were organized by the Corporate Office, as well as, by the Units. At Kolkata, essay and slogan Writing Competitions, on the theme of VAW-2017, were organized at a management institute and at Shri Sikshayatan School.

MCP Unit (Malanjkhand Copper Project, Dist.: Balaghat, Madhya Pradesh) organized an Inter College Elocution Competition, on the topic – “Corruption in India – causes and abolition”, at Balaghat Town, the District Headquarter where MCP Unit is located. Five local colleges participated in the programme. Further, MCP Unit also organized an Inter-School Elocution Competition amongst the local schools at Malanjkhand on the topic – “How to make India corruption free”.

Pledge taken at MCP Unit
• At ICC Unit (Indian Copper Complex, Ghatsila, Dist. : East Singbhum, Jharkhand), an Intra School Elocution Competition on the topic “My Vision – Corruption Free India” was held in three different schools. An essay writing competition on the said topic was organized for the children of the employees.

• In KCC Unit (Khetri Copper Complex, Khetrinagar and Kolihan, Dist. Jhunjhunu, Rajasthan), Essay Writing competitions on the theme of VAW-2017 (My Vision – Corruption Free India) was organized on 30.10.2017. KCC Unit also organized Essay Writing Competitions, separately in Hindi and English on 03.11.2017.

• Various competitions were also organized amongst the employees and their family members at different Projects and Offices of HCL to inculcate awareness. For this purpose, an Essay Writing Competition was organized separately for employees at ICC Unit. Elocution Competitions (separately for executives and non-executives) were organized at KCC Unit. MCP Unit organized a Quiz Competition amongst the employees on this occasion. At Taloja Copper Project (TCP), Dist. : Raigada, Maharashtra, Essay Writing and Quiz Competitions were organized separately. Delhi Office organized an Essay Writing Competition on – “Integrity and Honesty – Essentials for good governance” / “Contribution of Citizens in achieving good governance”.

• The students participating in the various competitions were also administered the Integrity Pledge. They were also encouraged to visit the Commission's website and record the pledge electronically. The concept of Integrity Clubs was also disseminated amongst the participating educational institutions and such Clubs have been set up in 8 educational institutions in and around ICC and KCC Units.
- Awareness Gram Sabha was also organized at Gothra Panchayat at Khetrinagar in Rajasthan.

- During the observance period, interactive seminars were organized at HCL Corporate Office and in all its Units where officers present were sensitized about the different aspects of procurement process including e-tendering, e-procurement, e-auction and the various preventive measures and guidelines on procurement matters. The objectives and advantages of the ERP system were also discussed.

- The observance of Vigilance Awareness Week along with details of the various outreach programmes were published in the In-house Journal of HCL – “Tamralipi” for wide publicity. The Vigilance Awareness Week celebrations in ICC, KCC Units also received wide coverage in the local newspapers.

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**The Oriental Insurance Company Limited**

The Oriental Insurance Company observed Vigilance Awareness Week 2017 at its Head Office, Delhi and other offices all over India from 30.10.2017 to 04.11.2017. Following activities were conducted:

- 46000 pamphlets promoting ethical business practices, efficiency and transparency were distributed among employees/Brokers and General Public. 31000 stickers promoting the theme of Commission i.e. ‘My Vision – Corruption Free India’ were affixed on all outward letters from HO, Regional Offices and other offices.

- Essay Writing, Debate and Quiz competitions were organised at Head Office and Regional Offices on the theme of the Week.

- Hoardings were put up in all big cities at prominent places. Banners were displayed in all offices of the company.

- **Gram Sabhas:** This Outreach activity was organised in rural areas in most of the Regions.

- **Activities in Colleges and Schools:** Outreach activities were organised in colleges and schools to inculcate the habit of honesty & integrity in the young minds.
- **Use of Social Media:** 20 lakh customers were encouraged to undertake e-pledge through bulk SMS/ e-mails.

- **Walkathon/Human Chain:** Walkathon and Human Chains were organised by many ROs to create awareness about vigilance.

- **Holding of workshops:** Workshops were organized on Vigilance theme by ROs and DOs.

- **Closing Ceremony:** It was organised by Head office on 03.11.2017. Dr T M Bhasin, Vigilance Commissioner graced the function as the Chief Guest.

In order to promote preventive vigilance, several outreach activities were undertaken during Vigilance Awareness Week 2017. These included rallies, debates, elocution competitions and speech programmes at various educational places organised by various Branches/Offices at Ludhiana, Amritsar, Patiala, Faridkot and other places. Such events were widely published in leading national and regional newspapers. Also, special footage and coverage during news shows were aired by some leading news channels.
- Various activities were conducted at schools and colleges including debates, elocution, quiz programmes etc. A large number of students participated with great enthusiasm to show their commitment to the cause.

- Rallies were organized at Ludhiana, Karnal, Lucknow, Hoshiarpur etc, where a large number of students, Bank employees and public in general participated in spreading Vigilance awareness in our day to day life. One such rally was arranged in Amritsar which culminated at Jallianwala Bagh with taking of integrity pledge at the site.

- During the week 134 Gram Sabhas were held. Overall 680 programmes in the schools, 62 programmes in the colleges and a number of seminars/workshops were conducted.
Outreach activities undertaken by Vigilance Department, Mumbai Port during Vigilance Awareness Week – 2017 included:

- Elocution competitions held in 2 schools and 3 colleges in Mumbai and Navi Mumbai region to encourage the youth to actively participate in eradicating corruption. A large number of students participated with great enthusiasm to show their commitment to the cause.

- Street plays held at 5 locations in and around Mumbai Port Trust to create awareness about the initiatives taken for eradicating corruption. People from different walks of society showed keen interest.

- Wide publicity amongst the public and employees of Mumbai Port Trust for creating awareness for promoting integrity and eradication of corruption by way of display of banners/posters at prominent locations; Distribution of pamphlets in the colonies of Mumbai Port Trust, in schools/colleges, stakeholders meets for appealing the citizens to take e-Pledge which will be available on Central Vigilance Commission’s website www.cvc.nic.in. Accordingly distributed pamphlets amongst stakeholders/customers/employees for Vigilance awareness and e-pledge.

- Disseminating information about vigilance through website/Intranet and also through social media like facebook/twitter;
Preventive Vigilance Initiatives and Outreach Activities

- Interview / message about Vigilance activities and Vision for Corruption Free India was broadcast on Doordarshan and All India Radio for the awareness of the public at large;

- Holding various competitions like drawing, caricatures, rangoli, and elocution competition on the vigilance theme for the employees and their family members.

- A panel discussion of eminent personalities of public concern for Governance Trust, on the Vigilance theme “My Vision Corruption Free India” to encourage officers of Mumbai Port Trust. Approx 150 officials participated in the discussion.

- Administering the Integrity Pledge to the employees of Mumbai Port Trust and also to the students of schools/colleges and to the stakeholders. Accordingly, 950 employee, approx 50 customers and approx. 100 citizen have taken ePledge.

- Conducted 3 meetings / workshops for various stakeholders like customers, port users, contractors, suppliers, vendors, lessees, etc.

- Distributed around 1000 caps bearing the message “Committed to Corruption Free India” to the students in schools and colleges and also to officers and participants who participated in various events of Vigilance Awareness Week.

- Displaying posters, films, presentations on the TV kept at the entrance of the Head Office of Mumbai Port Trust.

- Representatives of Mumbai Port Trust participated in the “Walkathon” event organized by Vigilance Study Circle, Mumbai Chapter at Bandra-Kurla Complex on 3-11-2017.
Oil India Limited approached schools and colleges and requested them to hold some programmes during VAW 2017 amongst the students focusing the theme of VAW 2017 “My Vision: Corruption Free India” (मेरा लक्ष्य: खुद्दायार मुक्त भारत). A large number of students participated with great enthusiasm to show their commitment to the cause.

Various competitions were held in schools and colleges such as poster & cartoon making competition, slogan writing competition, on the spot painting competition, essay writing competition and debate competition amongst the students of schools and colleges. In addition, lectures on the theme were also held in one of the college. In one of the colleges at Noida, college staff and students took pledge on the day of inauguration of VAW 2017.

Online e-pledge counter was opened at OIL market Duliajan to provide e-pledge facility to public at large and two gram sabhas were organized at Duliajan jointly with SBI Duliajan. E-pledge counter was opened in Guwahati, Kolkata, Jodhpur, Bhubaneswar and Kakinada. Total 454 nos. of citizens took e-pledge at OIL facilitated counter.

In Assam, two gram sabhas were organized jointly with State Bank of India, Duliajan.

Banners, were displayed at prominent places of schools and colleges.
The Vigilance Awareness Week – 2017 was observed with high enthusiasm in ONGC, in all its work centres spread across the nation – onshore and offshore. The week was also observed in the overseas arm of ONGC i.e OVL (ONGC Videsh Ltd). Various programs were organised in OPaL (ONGC Petro Additions Ltd). The theme, “My Vision – Corruption Free India” reverberated within and outside the organisation during the week. Many programmes were conducted within the organisation. Following is the summary of activities conducted outside ONGC:

- 09 numbers of vendor grievance redressal camps / vendor meets were organised in different locations across India. Senior officers of ONGC took part in the camps organised at regional levels at corporate office Delhi.

- Laying stress for creation of awareness on the ill-effects of corruption amongst schools and college students, the Central Vigilance Commission had desired that special efforts be made to reach out to students in at least 5 institutions in the assigned cities / towns. ONGC was assigned with conducting such programmes in 10 cities and towns spread across 7 states vis. Dehradun, New Delhi, Greater Mumbai, Ahmedabad, Vadodara, Surat, Rajamundry, Agartala, Mehsana and Jorhat. Surpassing the targets, ONGC conducted various programmes in 11 states and in 25 cities/towns covering about 49 schools and 26 colleges. 6256 school students and 2314 college students’ i.e a total of 8570 students participated in the vigilance awareness programmes organised.

- ONGC conducted 08 numbers of awareness gramsabhas engaging the general public near its work centres. Such gramsabhas were conducted in Assam, Andhra Pradesh, Gujarat, West Bengal and in Tripura. About 850 people enthusiastically participated in the gramsabhas.
ONGC organized posters / pamphlets campaign by students and fire section personnel, street plays, essay competitions, quiz competitions, talks/lectures on vigilance, debates, cartoon drawing competitions, slogan writing competitions and speech competition. Walkathon was also organized at two placed in Andhra Pradesh.

Banners/Posters/Standees were also displayed at various places. Further, awareness was also spread by utilizing the social/mass media as well i.e. twitter, Linkedin, Facebook and whatsapp.
Vigilance Awareness Week is observed by Punjab National Bank every year on pan India basis on the theme as advised by the Commission. The week commences with employees taking a pledge affirming to bring integrity and transparency in all spheres of activities and working vigilantly towards the growth and reputation of the organization. The Regional Rural Banks, Joint Ventures, Associates and Subsidiaries sponsored by the Bank also observe the Vigilance Awareness Week every year.

The various activities with which bank engages are Integrity Pledge, Essay Writing, Painting, Debate, Walkathon, Seminar, Gram Sabhas, Quiz Competition in Schools and Colleges, Customer Meets, etc.

- A function was organized for celebration of Vigilance Awareness Week 2017 at Head Office of the Bank. The Chief Guest, Dr. T M Bhasin, Vigilance Commissioner, CVC, addressed the top executives and senior management of the Bank. He shared his views on preventive vigilance and apprised the participants of the initiatives taken by the Central Vigilance Commission. Dr. Bhasin released “Handbook on Vigilance Matters” brought out on the occasion by the Vigilance Department of the Bank.

- Ms Nilam Sawhney, Ex-Secretary, CVC visited Bank’s Delhi Zonal Office and addressed the officials and stressed on need of preventive vigilance in making the country corruption free. Ms. Sawhney also released in-house magazine titled “PNB Vigil” brought out on the occasion by the Vigilance Department of the Bank.

Bank also organized a Vigilance Awareness Programme at Manav Rachna University, Faridabad. Students participated in a debate on the topic “My Vision-Corruption Free India” and top 3 students were given prizes.

The theme of last vigilance awareness week i.e., “My Vision – Corruption Free India” was
widely canvassed and all endeavours were made to make the message to younger generation. During the week, the bank organized debates/lectures and essay competitions/poster competition on the topics related to vigilance awareness amongst students at 65393 centres in 249 schools/colleges identified by CVC/Bank and distributed prizes to winner students.

Adequate media coverage was arranged for programmes organized by the Head Office and Circle Offices.
• Release of Vigilance Awareness Posters in Mahanadi Coalfields Limited during VAW-2018 by Hon’ble Justice Shri. Dilip Raosaheb Deshmukh, Ex-Chairman of the Company Law Board (CLB), New Delhi, Shri Anil Kumar Jha, CMD, MCL, Functional Directors and other Guests.

• On the occasion of Inaugural Function of VAW-2017, the Ex-Vigilance Commissioner administered the Integrity Pledge at Vigyan Bhawan, New Delhi and the same was telecast over DD. Alongwith the telecast of the Integrity Pledge, the same was administered to the full Board of Directors of Mahanadi Coalfields Limited at Sambalpur.

• On 29.10.2017, One Act Play on Anti-Corruption “Ventilator” by Agraj Natyadal Group, Bilaspur was staged at MCL HQ. The play was widely appreciated.

• On 01.11.2017, the Run for “Corruption Free India” started from Anand Vihar Ground to MCL Corporate Office, Jagriti Vihar in which the Functional Directors, CVO, large number of employees of MCL, their family members and public actively participated.
On 02.11.2017, eloquence & quiz competition amongst ladies on anti-corruption themes was organized.

On 03.11.2017, an interactive session was held with the field executives and employees of Ib Valley Coalfields in which the CVO along with Vigilance team interacted with the employees, executives and the trade union leaders. The integrity pledge for citizens was also administered to all the participants. Throughout the week long celebration of Vigilance Awareness Week, anti-corruption slogans were widely circulated to 18221 no. of employees/executives through SMS service of the BSNL-CUG network. In addition, anti-corruption posts were shared in Whatsapp groups reaching out to almost 1750 persons both inside and outside of the organization.

On 05.11.2017, anti-corruption posters were displayed in which many schools of Sambalpur participated and prizes were distributed for their active participation.
• Anti-corruption during exhibition-cum-Seminar was organized 9-13th September 2017 at National Physics Laboratory, Bhubaneswar with the theme of “New India” by Mahanadi Coalfields Limited. The integrity pledge was administered by the CVO, MCL.

• The public platform of Rahagiree - locally known as “Patho Utsav” which is being organized by the Bhubaneswar Municipal Corporation (BMC) regularly on Sunday morning on the streets of Bhubaneswar, the capital city of Odisha, was utilized by the Vigilance Department of Mahanadi Coalfields Limited on 19th March 2017 to spread the social message of Vigilance Awareness, fight against corruption, integrity and transparency in public dealing. A large number of people estimated at 25,000 participated in this event, which was based on the theme “to Fight Against Corruption in the Society”. Patha Utsav saw drawing and painting on the spot, colorful Rangoli artworks on the road side, skits on anti-corruption by school children, skaters, cyclists and a huge human chain by the residents of Bhubaneswar.
Outreach activities conducted during Vigilance Awareness Week – 2017

- A workshop programme was conducted jointly organized by UBI & Allahabad Bank on 06.11.2017 at New Delhi chaired by Dr. T.M. Bhasin, Vigilance Commissioner, CVC.

- 3175 Seminars/ panel discussions were held at branches/controlling offices during the week. Outreach programmes were also conducted in all the six places namely Siliguri, Asansol, Durgapur, Kolkata – Howrah, Imphal and Aizwal during the week. Similarly, 1165 customer meetings were conducted at all the branches/offices of Regional Rural Banks sponsored by United Bank of India.

- Administration of mass pledge, awareness programmes like Lecture on vigilance awareness, group discussion, Debates, Essay competitions, Quiz competitions, Art competitions were held in 307 schools with participation of 52,880 students.
Preventive Vigilance Initiatives and Outreach Activities

- Programmes like panel discussions, Lectures, Debates, Elocution competitions, Extempore competitions were held during the week in 51 colleges with participation of 11,107 students/faculties. To encourage young generation, Seven “Integrity Club” were formed in Schools and colleges to cultivate moral values in students during the week.

- During VAW-2017, 3209 Gram sabha meetings were held in rural (777) and semi urban (424) branches of the bank including meeting held in all the four Regional Rural Banks with 169740 participants.

The Business Correspondents also played an active role in bringing awareness on anti-corruption measures on present theme “My Vision-Corruption Free India” during the period. About 4200 posters were displayed in 4140 Business correspondent/customer service points located in different villages across the country particularly in Eastern & North Eastern part of country. Integrity pledges, awareness programmes were held in these outlets and local branch officials along with officials of Lead Bank/Regional office attended the meetings.

- At Hyderabad Regional office, a seminar was conducted on “Corruption Free India and Cyber Crimes”. Various practical aspects of corruption/cyber crimes were discussed in interaction session. The short video clipping of programme was also uploaded in website “You Tube”.

At Bhubaneswar Regional office, a seminar was conducted on topic “My Vision-Corruption Free India”. At Lucknow, a lecture was organized on the topic “Corruption Free India” in the seminar organized at Lucknow Regional Office and At Jhargram, Dist Paschim Medinipur, West Bengal, a panel discussion programme on anti-corruption was held with participation of our bank officials.
One of the major focus by Bharat Electronics (BEL) in the Vigilance Awareness Week was to rekindle human values in school children. Corporate Vigilance team has conceived many innovative interesting approaches to imbibe values and ethics to School Children so that, the children takes those lessons in an interesting and playful way. One of the outreach programs is through Screening of Inspirational Films for the School Students. There inspirational videos were carefully selected by a team of Corporate Vigilance team and were screened for the benefit of students.

- Pledge was administered by the Staff and School/College students. Apart from this Employees have also accessed CVC Web site to take the E Pledge. Integrity Pledge was administrated in all the important functions, special talks, events and Gram Sabhas. All BEL employees took the integrity pledge. About 6000 school / College children took the pledge. About 1200 members took integrity pledge during the Gram Sabhas. Pamphlets on Anti-Corruption awareness and E Pledge was distributed to Public. Competitions were held in Corporate Office and all units in Essay, Painting, Slogan Writing, Skit, Quiz during the period from 25.10.2017 to 04.11.2017.

- Awareness Gram Sabhas were arranged at 2 locations near to Bengaluru viz Dabaspet & Nelamangala, during the Vigilance Awareness Week. Local Panchayat members, Block education Officer, Zilla Panchayat Members, Anganwadi workers were involved. Essay, Drawing & Rangoli Competitions, Skits and cultural program for school children were organized. Health Camps were organized through BEL Hospital and Plantation of saplings was done during the event. Interaction, Distribution of Pamphlets, Awareness programs, Integrity pledge was organised.

- Gram Panchayat was held with people from Village community to spread message of corruption free India and understand the local issues plaguing them. A walkathon was organized with school children in the village.
Preventive Vigilance Initiatives and Outreach Activities

- A walkathon was organized at BEL in which around 250 employees participated with banners and placards displaying theme “My Vision: Corruption Free India”. There was coverage by vernacular print and digital media.

**Other Activities included:**

- Banners & Boards displayed near the Entrance Gate of Corporate Office.
- Air balloons displayed at BEL Corporate Office and BEL Bg. Complex displaying the message “MY VISION - CORRUPTION FREE INDIA”
- Plantation of saplings was done at BEL Aiyappa Park on 03.11.2017.
- Walkathon and Cycle rally was conducted on 31.10.2017. Senior officers along with school children participated in the event.
- Sapling distribution was done on 03.11.2017

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**Bank of Baroda**

- Concerted efforts were made to encourage participation of employees, customers as well as public at large to take Integrity pledge. The e-pledge was facilitated through metro/urban branches dedicated internet ready computer in branch premises. E-pledge guidelines were displayed through mobile, in posters & prominently displayed at high visibility locations in branches/ATMs. In rural areas, posters were displayed in local language.
• Mass pledge taken by all the employees (more than 50,000) of the bank at each level including branch, regional office, zonal office as well as corporate office), Further, Mass Pledge taken at gram panchayat, school, and college levels.

• Certain activities were under-taken at the Corporate level like: administering of integrity pledge, arranging a street play, a special lecture by an eminent speaker & interaction with the top executives/staff of the bank, Messaging through social media & IVRS, ATMs etc., Publication of special newsletter and an ‘Online quiz competition’ for employees in which 7000+ employees participated.

• Students were also involved in the process so as to shape their outlook & approach in line with the moral standards required of the citizens. Activities involved while reaching out to students of schools & collages were - Vigilance awareness camps, Lectures on prevention of fraud in e- banking, Integrity pledge, Essay writing competition/drawing competition, Debates/Elocutions, Group discussions / Quiz, Seminars / workshops. Total of 24406 students were involved in the above activities.

• One of the most effective tool for sharing and promoting vigilance awareness being Gram sabhas, Bank has arranged them throughout the country where in the number of participants was about 14310. Displaying of banners/posters - 30,000, use of social media- Facebook, Twitter as well as street plays in different cities.
The Vigilance Awareness Week 2017 was observed by Power Grid Corporation of India Ltd. in all its offices across the country from 30.10.2017 to 04.11.2017 in line with the theme for the year 2017 "My Vision - Corruption free India". Vigilance Awareness Week was observed with great enthusiasm and fervor across all offices of POWERGRID in India and abroad (Bhutan) by the Management of POWERGRID, all its Employees and their family members.

In order to ingrain ethical values in young children in school/college, 37 Integrity Clubs have been formed by POWERGRID. Various activities related to enhancing ethical and moral values have been sponsored through these clubs. Outreach activities were conducted which included Nukkad/Natak at public places. Gram Sabhas were also conducted at various places near the sites where the Company is located. Journal of Vigilance department of POWERGRID (CANDOUR) was released this year also during the closing ceremony of Vigilance Awareness Week at its Corporate Centre. In line with Go Green Initiative of the Company, it was released in digital form (e-CANDOUR)

- **INTEGRITY PLEDGE**: Integrity Pledge to a total of 13264 citizens and 1506 customers was facilitated by POWERGRID.
• **COMPETITIONS IN SCHOOLS AND COLLEGES:** More than 7000 students participated in competitions in schools and colleges organised throughout the country.

![Amity School, Gurgaon](image1)

![Amity School, Gurgaon](image2)

![KV, JNU, New Delhi, NR-I](image3)

• **INTEGRITY CLUB IN SCHOOL:** For the first time, CVC had introduced the concept of Integrity Clubs. Appreciating the importance of these clubs and looking into the long term benefits, around 37 Integrity Clubs have been formed in various schools of the Country.

![CV Raman University, Bilaspur, Chhattisgarh, WR-I](image4)

![KV, Nehu, Shillong, NER](image5)

![Integrity Club, Gujarat, WR-II](image6)

![Edify School, Nagpur, WR-I](image7)
**AWARENESS GRAM SABHAS:** Gram Sabhas were conducted in 60 villages covering almost all the states of the Country. More than 5000 citizens participated in these Gram Sabhas organised in different villages.

In line with the letter and spirit of the theme and guidelines of CVC, several activities were organized covering a wide spectrum of society, with the aim of spreading awareness and sensitizing the public about ways and means to fight corrupt practices.

- The outreach activities were conducted in order to involve various sections of the society and in particular to reach the rural and tribal areas. We could achieve this with the help of NGO, the support of the print media also, which gave wide publicity to our run-up activities, ahead of the Vigilance Awareness Week.
In order to create greater awareness among public and in pursuit of CVC’s vision of Integrity Pledge a Mass Integrity Pledge was conducted in a grand way on 07.01.2017 at Kalavani Indoor Auditorium, Visakhapatnam. Shri K.V Chowdary, CVC addressed the gathering of around two thousand and five hundred people including college children and physically challenged people and Mass Integrity Pledge was administered. Kiosks were arranged in order to facilitate the participants to take E-Pledge. In addition to this skit and dance depicting the evils of corruption were performed.

In order to reach out to common public and to spread awareness against corruption a Vigilance Awareness Walk at Rama Krishna Beach Road was organized. Around two thousand people including the employees from DCI, VPT, HPCL, HSL, BSNL and other Public Sector banks, Officers of CBI and CISF, around 500 students from Port School in addition to general public participated in the walk and made it a grand success.

Painting Competition was organized for the school students in various urban corporate/private schools, urban Govt./aided schools and rural schools in and around Visakhapatnam. A total number of 445 students participated enthusiastically in all categories. 209 students under the category of Urban-Corporate participated enthusiastically in this competition conducted on the theme of “My vision- Corruption free India”. The event was widely covered in the press.

In addition to this, DCIL and VPT conducted inter-collegiate essay writing and elocution competitions in English and Telugu at its Head Office. College students were given briefing regarding CVC’s theme and were asked to reflect their view in the light of this theme in elocution and essay writing competitions. 90 students from ten Degree Colleges participated in the events. Mass Integrity pledge and E-pledge were taken by all participants.
Students from Port high School, Visakhapatnam, by showing immense discipline and determination formed the Shape of logo of Central Vigilance Commission which was really applauded by the citizens of Visakhapatnam.

A mass integrity pledge was taken by around two thousand people including the employees from DCI, VPT, HPCL, HSL, BSNL and other Public Sector banks, Officers of CBI and CISF, around 500 students from Port School in addition to general public.

To create awareness and sensitization among public of Visakhapatnam a flash mob depicting the evils of corruption was performed by a group of professionals in the morning hours and also evening hours at Ramakrishna Beach, which was really appealing and appreciated by the public.

A signature campaign was initiated at the venue in order to take the integrity pledge by general public. Banners, posters and placards and sand art depicting the theme of Vigilance Awareness Week 2017 were displayed at the venue.

Five Skits performed by Visakhapatnam Port Trust employees were broadcasted in All India Radio and FM repeatedly during the whole Vigilance Awareness Week 2017. Education on corruption prevention and creating awareness and sensitizing the minds play an important role in the fight against corruption. Therefore, a pamphlet of integrity Pledge written both in English & Telugu 2017 was distributed to the general public including students of schools and colleges. All were requested to take the integrity Pledge (E- Pledge) through CVC/ DCIL/VPT website.
E-Pledge links were provided on corporate website and all portals of the Corporation, e-pledge audio was inserted on incoming landline number of Corporate Office, a 10-minute skit named “Satyanishtha Ki Raah Par” highlighting ill effects of corruption was developed in house(This skit was aired on 33 stations of Vividh Bharti (All India Radio) on 02.11.17), Placed more than 500 e-Pledge Kiosks at Retail Outlets, LPG Distributorships, Airports, Malls, Schools, Colleges and other prominent places(This activity was initiated in August 2017 and is still being continued).

E-mailers with e-Pledge link were sent to Corporate, Fleet and other Institutional customers, SMS with e-Pledge link were sent to consumers, e-Pledge audio which was inserted on LPG Refill booking IVRS numbers was continued and it was made available in all regional languages as well to reach out to more than 5 Crore LPG consumers, Integrity e-Pledge was made integral part of all street plays and all other awareness activities.

Various Panel discussions and guest lectures on Vigilance Awareness were organized at various locations. Various programmes were conducted in schools and colleges throughout the country.

Programmes were conducted in prestigious engineering colleges and MBA colleges as well. All India online Vigilance Quiz was conducted which witnessed participation of 2020 employees. VAW-2017 Banners and e-pledge links were hosted on all public interfaces (Website/Portals/IVRS No./Retail Outlets/Distributorships/LPG Delivery Vehicles/Mobile Laboratories/Locations etc.).
- Nukkad nataks were performed at various places in Mumbai, Delhi, Lucknow and Jaipur spreading the message of corruption free India.

A skit on Vigilance Awareness was organized in a Institute of management in Lucknow. Observance of VAW-2017 messages were aired on Radio in Bengaluru, Bhopal, Vizag and Mumbai. Rallies/walkathon involving school children, citizens, and employees were organized at various places across the country, spreading message of corruption free society. Various debate competitions (Mumbai, Lucknow, Bhopal, Alwar, Vizag) at Schools/Colleges were organized. Creative writing competitions were also organized.

- Extensive quality and quantity (Q&Q) campaign conducted across all the districts at major Retail Outlets and LPG Distributorships. “Know Your Location” Program organised for Retail and LPG Dealers where dealers / distributors were taken to the plant / depot and entire operation was explained to increase transparency in business.

- Extensive display of posters / banners done to create awareness among employees and stakeholders. Essay & Elocution competitions conducted at all major locations.

Gram Sabhas : Vigilance Awareness Programs were conducted along with the LPG safety Clinics
Indian Oil Corporation Limited

For creating public awareness about the evils of corruption and for participation actively in anti-corruption measures as a citizen in realising the vision of corruption-free India, wide publicity was given to masses by way of display of banners and posters in important /strategic places of public interface (Retail Outlets, LPG distribution points, office installation etc.). More than 2 lakhs pamphlets/handouts were distributed among citizens in Petrol Pumps / Bus Stands / Railway Stations / Important Areas/LPG bottling plants/Various terminals/IOCL units etc. To increase public participation to take e-pledge, an IVRS request was also played while tele-booking of LPG refill.

- Outreach activities in schools /Colleges have been conducted to inculcate a value based culture of integrity, honesty, probity and moral ethics at various locations across the Nation. Around 11300 Nos. of students of 132 schools/colleges had participated in various outreach activities (Quiz, Elocution, Painting, Essay, Slogan, Speech, Debate, Drawing Competitions, Nukkad Natak etc.) during VAW-2017.

- Awareness Programme were organized at School. A large number of students participated with great enthusiasm to show their commitment to the cause.

- Satarkta Rath was also flagged for mass awareness on Vigilance and Nukkad Natak Performance from few locations of IOCL during VAW-2017. People from different walks of society showed keen interest.
- More than thirty Gram Sabha were also organized for awareness of rural population on vigilance in Coordination with local Panchayat representative and more than twelve hundred villagers had participated in Gram Sabha.

- The kick-off of VAW-2017 at many locations of IOCL was marked with flag off of a Walkathon for creating awareness in the surrounding area.

- Three mini video clips have been made on VAW-2017 theme, Corruption-Free India by IOCL through professional artist and released by Central Vigilance Commissioner, Shri K.V. Chowdary in a VAW function at IOCL Corporate Office which have also been uploaded in social media for wider circulation.
Integrity Pledge was taken by all the members of the staff on 30th October 2017 at the same time through the respective Heads of the Department. The pledge was also read by the Chairman to the Board of Directors at the ECCB meeting, held on 25th October 2017. Vigilance Department has taken initiatives like IVR, Social Media, Mass Pledge, Gram Sabha for spreading the messages relating to the theme of this year “My Vision – Corruption Free India” and to reach through various channels during the Vigilance Awareness Week 2017.

- Quiz/Debates were held in schools and colleges at the CVC identified centres.
- Walkathons were organised in the city of Mangalore, Tumkur and Chickmagaluru. 460 number of participants attended the programme which was widely covered in TV Channels and Print Media. It was also organized at Mumbai.
- Awareness Gram Sabhas were held.
- The programmes were given wide publicity in AIR, Doordarshan, TV Channels, Air Ports, Railway Stations and Bus Terminal. Pamphlets were distributed and Banners were displayed at vantage points and in front of all the offices and branches of the Bank.
- Seminars and workshops were also held.
- Customer Grievance meets were held.
- An essay competition and quiz was held at Local Head Officer (LHO).
- Important events were organized at various LHOs such as Banglore, Guwahati, Hyderabad where a human chain was formed on 01.11.2017 at Nalgonda Administrative office (AO) and a march was conducted by displaying huge banner at Clock Tower to create awareness on evil effects of corruption in the Public which is the theme of CVC for the current year. Nizamabad AO conducted special programme on “Cyber Crime” at location such as Bangalore, Guwahati, Hyderabad. In Patna, Nukkad Natak was organized at 03 places on 31.10.2017 & 01.11.2017.
- A Vigilance Bulletin was also released on this occasion by Vigilance Department at Corporate Centre. To commemorate the occasion, a Conclave was organized at SBA Gurgaon on 28th and 29th November, 2017. Dr. T.M. Bhasin, Vigilance Commissioner was the Chief Guest and the Chairman, Shri Rajnish Kumar also graced the occasion. A Vigilance Bulletin was also released by Dr. T. M. Bhasin, Vigilance Commissioner on the day of inauguration of Conclave.
Preventive Vigilance Initiatives and Outreach Activities

- Integrity Pledge and Mass Pledge were undertaken at various locations by employees, customers and other citizens during the Vigilance Awareness Week.

- Various Activities / events were organized within the organization at various branches/Head offices such as: Essay Competition, Painting, Elocution, Online Quiz, Spot Quiz, Slogan Competition, Debate, Panel discussion, Distribute Pamphlets / Banners, Conduct of Workshop / Sensitization programmes, Issue of Journal / Newsletter, Messages in Newspaper, Bulk SMS to all staff, Walkathons, Talk by various dignitaries of distinguished field, Customer Meet and Mobile van campaign.

- Various Activities / events were organized within the organization at School/Colleges/Gram Sabhas. Quiz/Essay/Elocution were held at 380 schools and 160 colleges at various locations. 3543 Gram Panchayats including Regional Rural Banks (RRBs) were organized at various locations.
Central Vigilance Commission

National Hydroelectric Power Corporation

- 'Vigilance Awareness Week' was observed in NHPC from October 30, 2017 to November 04, 2017 on theme "My Vision - Corruption Free India". The areas identified by the CVC circular where these outreach activities were to be taken were Kullu, Chamba and Kargil besides Faridabad. Parbati – II and Parbati – III projects located in Himachal Pradesh carried out the outreach activities in Kullu district of HP. The activities included events like debates, speech, essay writing, quiz, and painting competition which were conducted at 05 schools and 05 colleges located in the vicinity of these units of NHPC in Kullu District. A total of 300 students participated in these activities.

- Chamera – I, Chamera – II, Chamera – III and Bairasiul Power Stations situated in the Chamba District of Himachal Pradesh also carried out the outreach activities in 06 schools and 01 college wherein total of 157 students participated.
However, the biggest challenge was faced in Kargil district of J&K where Chutak and Nimoo Bazgo PS of NHPC are situated. VAW 2017 was observed in the first week of November 2017 when the winter had started setting in. Being a very remote, cold and far-flung area, there were very few schools and colleges. Yet the officials at these locations made all out efforts and carried out competitions like debate, quiz, Slogan Writing and display of pamphlets at 05 schools and 02 colleges. A very encouraging number of 217 students participated in these events.

The Corporate Office at Faridabad carried out various competitions like essay, drawing and painting, poster making, debate, slogan making, collage making & declamation and Panel discussions / group discussions at 05 schools and 03 colleges. The response of the students was very encouraging and at one of the locations more than 100 students took part. In all 641 students of 05 schools and 242 students from 03 colleges participated in these events.

In addition to above, competitions were also conducted for NHPC employees and their families across all location of Corporation. This was met with an overwhelming enthusiasm amongst all. A total of 176 such competitions were conducted across various Projects and Power Stations wherein 2190 participants took part. A total 02 nos. of “Seminars/Workshops and 04 nos. of “Awareness Gram Sabhas” were organized in nearby vicinity of their Projects/ Power Stations across the country during the observance of Vigilance Awareness Week.

Apart from above, a total nos. of 886 employees, 335 customers & 721 citizens took e-pledge near vicinity of NHPC Projects across the country during the observance of Vigilance Awareness Week.

It has been the endeavor of CCL Vigilance to spread awareness and inculcate good values not only amongst employees but also amongst people outside the organization such as school children, young college students, villagers residing in remote areas of CCL, employees of different organization, residents of housing societies, etc. Some of the outreach activities organized by CCL Vigilance in 2017 are mentioned below.
• All out efforts made to motivate the employees, customers, suppliers, contractors, citizens, etc. to take e-pledge.

• A hyper link to www.cvc.nic.in for “Integrity- Pledge ” was activated on CCL website.

• “e-pledge booths” were set up at CCL (HQ) to facilitate the taking of e-pledge.

• e-pledge was administered by nearly 10,000 citizens.

• During VAW-2017, Functional Directors of CCL flagged off the “Vigilance Awareness Rath” from CCL(HQ). Banners with anti-corruption and awareness slogans, pictures, messages, etc were displayed on the Rath. The Rath traversed through the residential areas of Ranchi. It was also replicated in 12 Areas of CCL located in 8 Districts (Ranchi, Ramgarh, Hazaribag, Bokaro, Giridih, Chatra, Latehar, Palamu) of Jharkhand

• Street play was regularly organized in 2017 especially during VAW-17 by the CCL employees from production units. The same team performed in 10 different Areas of CCL located in 6 Districts (Ranchi, Ramgarh, Hazaribagh, Bokaro, Giridih, Chatra) on different days during the VAW-2017.

• Vigilance Awareness Rally was organized at CCL (HQ), Ranchi with around 200 participants holding placards with thought provoking slogans. Awareness March, Morning ‘Prabhat Pheri’, etc. were also organized in all 12 Areas of CCL and students from various schools were also involved in this campaign.
CCL Vigilance conducts workshops, seminars, sensitization programmes, etc. in a routine manner either on its own or in association with other Deptts. 3 Seminars/Workshops-cum-Vendor Meet at CCL (HQ), Ranchi in association with Material Management Deptt., Contract Monitoring Cell and Civil Deptt., CCL (HQ), Ranchi which were attended by suppliers, vendors, contractors, etc. One seminar on “Improving ease of doing business in CCL with enhanced Transparency and Accountability was conducted on 28.10.2017. Workshop on “Policies/procedure of the organization and preventive vigilance measures” was conducted on 31.10.2017. Workshop on “policies/procedures of Tendering of Civil Department” was conducted on 2.11.2017. 9 Workshops by the executives of CCL Vigilance covering all the Areas of CCL on CDA Rules & Certified Standing Order, Disciplinary Proceedings and Filing of Annual Property return through online mode. 1 Talk by CBI , ACB, Ranchi at B&K Area on 3.11.17 on Corruption issues. Apart from above, 6 workshop/conference/sensitization programme was conducted by the different Areas themselves under the guidance of CCL Vigilance.

Debate/Elocution/Speech, Painting/Poster making, Skit, essay writing competition, etc were organized in 3 schools and 3 colleges at Ranchi during the Months of Oct.’17 & Nov.’17. Essay-writing and painting competition was also organized on 23.10.17. In order to inculcate good values and ethics in the minds of school children, Debate/Elocution/Speech, Painting/Poster making, Skit, Essay writing competition etc were organized in 44 schools at Area level. An Inter School Debate and Painting Competition was organized at CCL(HQ) on 14th November, 2017 on the occasion of Children’s day involving students of 18 different schools located in the 12 Areas of CCL as well as in Ranchi.

On 4th November, under outreach activities, an awareness mini-marathon & 100 mtr/ 200 mtr/ 400 mtr. race were organized at the Sports Academy, Khel Gaon. Around 300 cadets of Jharkhand State Sports Promotion Society (JSSPS) participated in the event.

16 Awareness Gram Sabhas were organized in 9 Areas and 1 independent unit of CCL. The sabhas were attended by the Mukhiya, Sarpanch, villagers, students, etc. During the Awareness Sabhas, Mass-pledge was administered to the villagers and awareness was created on the ill effects of corruption.
- Awareness through Message in CUG mobile & Social Media (Twitter): Inspirational messages sent to the CUG Mobile of officials. Photographs of Major events along with themes were also uploaded on the official web-site, face-book and Twitter account of CCL. Few of the tweets were re-tweeted by the Commission. Coverage of the events was also given in the leading newspapers having wide circulation in the state.

- Pamphlets, Banners, Posters, etc. were displayed at all the prominent places at HQ, Areas, different units, projects, hospitals/dispensaries, weighbridges, canteen, etc., Ranchi Airport, Housing societies (Sail City & Khel Gaon) in Ranchi, Tori Railway station, Posters were pasted on nearly 5000 Railway Wagons at different sidings of CCL and Market place, chowk, etc.

- On the eve of Vigilance Awareness Week, Mass pledge were administered to citizens during the month of Oct’17 at various locations.

- Apart from above outreach activities, several events organized at CCL(HQ), Ranchi such as Pledge by the employees, Essay competition, Quiz competition on vigilance related issues and Slogan &Poster making competition. A Vigilance Magazine “Insights” was published on the occasion of VAW 2017.
Preventive Vigilance Initiatives and Outreach Activities

Allahabad Bank

During Vigilance Awareness Week 2017, efforts were made to make the public, customers and employees of the bank aware of roles and responsibilities of an individual in building a corruption free society and particularly in educating public servants in promoting honesty and integrity to set a good governance in an organisation. Various outreach activities for the public, customers, employees of the Bank and more specifically for the next generation were undertaken during Vigilance Awareness Week. Integrity E-pledge, Customer Meets, Gram Sabha, Street Play,
Walkathon, Road shows, display of posters, banners & placards and distributions handouts etc. were conducted in anti-corruption campaign. Various programmes like Debates / Elocutions / Essay writings / drawing-poster competitions were held among school and college students in 193 places. Also in 62 schools & colleges, ‘Integrity Club’ was formed to cultivate moral values among them.