



सत्यमेव जयते  
Government of India

**NCGG**

National Centre for Good Governance

*The Truth Exonerates of Good Governance*

Updated as on 24/04/2023

Annex referred to the  
Agenda item 9 of 9<sup>th</sup>  
meeting of the  
Management Committee,  
NCGG.

# Bye-Laws

For  
National Centre for Good Governance

**National Centre for Good Governance**

**Head Office:** Block IV, 4<sup>th</sup> Floor, Old JNU Campus, New Mehrauli Road,  
New Delhi, India

**Mussoorie Campus:** Cosy Nook, Charleville Road, Mussoorie – 248 179, Uttarakhand, India

## NATIONAL CENTRE FOR GOOD GOVERNANCE

**Registered Office:** The Registered Office of the Society shall be located at Cosy Nook, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie-248179, Uttarakhand.

**Head Office:** The Head Office of the Society shall be situated in the National Capital Territory of Delhi. Presently, it is situated at Block IV, 4<sup>th</sup> Floor, Old JNU Campus, New Mehrauli Road, New Delhi.

### BYE-LAWS

The Bye-laws may be called the Bye-laws of the National Centre for Good Governance (NCGG). The Head Office of the Society is situated at Block IV, 4<sup>th</sup> Floor, Old JNU Campus, New Mehrauli Road, while the Branch office of the Society is situated at Cosy Nook, Lal Bahadur Shastri National Academy of Administration, Mussoorie 248179, Uttarakhand.

These Bye-laws shall be extended to all the units and activities of the Society. The Bye-laws shall come into force from June, 2014

### DEFINITIONS:

In these Bye-laws unless the context otherwise requires:

- a) "Bye-laws" mean bye-laws made by the Governing Body in pursuance of Rule 8 (XIV) of Memorandum of Association and Rules and Regulations.
- b) "The Society" means "The National Centre for Good Governance".
- c) "Board" means the Members of the Governing Body.
- d) "Chairperson" means the Chairperson of the Governing Body and Management Committee, as specified by the context.
- e) "Official Year" means the period beginning with the 1st day of April and ending with the 31st day of March of the following year.
- f) "Director General" means the Director General, National Centre for Good Governance.
- g) "Rules" means the rules of the National Centre for Good Governance.
- h) "Secretary" means the Member Secretary of the Centre.
- i) "Employees of the Centre" mean one or more persons who for the time being have been employed by the Centre on a contract of employment or on regular basis or otherwise to fill against the approved posts at the Centre.



(Dr. A.P. Singh)  
Associate Professor



(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
Finance Officer



(Dr. Gazala Hasan)  
Assistant Professor

## 1. THE INSTITUTIONAL SETTING: ORGANISATIONAL ASPECTS

### 1.1 THE NATIONAL CENTRE FOR GOOD GOVERNANCE

The Government of India has set up a 'National Centre for Good Governance' (NCGG) by upgrading the National Institute of Administrative Research (NIAR) and conferring on it an expanded mandate.

The National Centre for Good Governance an apex level institute for research and training to deal with the entire gamut of Governance issues – from National to State to the local level and in sectors across the Government. The NCGG will be a national level multi- disciplinary Institute devoted to action research and analytical studies for supporting good Governance strategy, action plan and their implementation with its jurisdiction all over India.

### 1.2 HISTORICAL BACKGROUND:

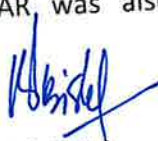
The National Institute of Administrative Research (NIAR) now the National Centre for Good Governance (NCGG), was formerly known as NSDART, and was established as a Society in 1996 under the aegis of Lal Bahadur Shastri National Academy of Administration (LBSNAA).

In the past, the activities of NIAR (now NCGG) have included research studies, organization of theme oriented training programmes and workshops, and preparation of case studies. NIAR has undertaken research and training on areas of competence of the Institute such as primary and elementary education, decentralized participatory planning at District and block level, capacity building of Panchayati Raj Institutions, Information Technology & e-Governance, Geographical Information Systems, Participatory Learning and Action', rural industries, literacy, agrarian issues, environment, cooperatives and public sector, management development Programmes, Training Programmes on Education, Public Policy, Governance and Mid-Career Training Programme for Officers from various sectors including Civil Servants of Bangladesh and other South Asian Countries. Besides, various other projects on rural development, e-Governance and education are being executed with the concerned Ministries.


Various Ministries of Government of India, Multilateral Agencies, and Public Sector Enterprises of the Government of India have sponsored programmes in NIAR. A number of Management Development Programmes have been conducted in the past for officers of public sector organizations. The Ministry of Human Resource Development has been sponsoring the training of officials engaged in the planning process of District Primary Education Programme since 1995-96. NIAR was also involved in training and research programmes with the Sarva Shiksha Abhiyan of the same Ministry. More than 5000 State level officers, who are engaged in elementary education planning, have been trained by NIAR since 1995-96. All the training programmes conducted by NIAR are designed after close interaction and discussions with the sponsoring organizations to meet their specific requirements. In addition, NIAR was also engaged in Capacity Building, Evaluation,



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Documentation and Dissemination under the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA).

### 1.3 AIMS AND OBJECTIVES \*

The main objectives for which the Society is established are:

- (a) To be a think tank for governance & policy reforms, cutting across administrative, social, economic and financial spheres;
- (b) To function as a national repository on information on best practices, initiatives and methodologies that promote good Governance, e-Governance, innovation & change management within the government;
- (c) To initiate and participate in action research and capacity building on various aspects regulatory and development administration, public policy, governance and public management at National/ State & local levels;
- (d) To advise on key issues in governance and develop synergy across various Ministries/ Departments of Govt, and State Governments;
- (e) To promote sharing and replication of innovative ideas and best practices in Governance;
- (f) To interact with national and international organizations, in and outside government, engaged in research and capacity building in the above spheres;
- (g) To engage in provision of consultancy services in and outside the country;
- (h) To raise resources in support of the activities of "the society" and maintain and manage a Fund to which shall be credited:
  - (i) all moneys provided by the Central and State Governments;
  - (ii) all fees and other charges received by the Society,
  - (iii) all moneys received by the Society by way of loans, grants, consultancy fees, gifts, donations, bequests or transfers; and
  - (iv) all moneys received by the Society in any other manner or from any, other source;
- (i) Any other work to be entrusted by the Government.

### 1.4 COMPOSITION OF THE GOVERNING BODY \*

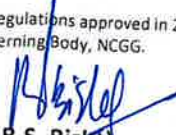
The affairs of the Society shall be managed under the overall superintendence, direction and control of the Governing Body.

#### (a) Membership of the Society

The Governing Body of the Society shall consist of not more than 16 members comprising the following: -

\*As per updated Memorandum of Association and Rules of Regulations approved in 2<sup>nd</sup> meeting of the Governing Body held on 8-8-2018 and signed by DG, NCGG, Secretary, DoPT, Secretary, DARP and Cabinet Secretary & Chairperson, Governing Body, NCGG.

  
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Associate Professor

  
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(Dr. Yashu Sharma)  
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**a) Eleven Ex-officio Members:**

- |       |   |   |                    |
|-------|---|---|--------------------|
| (i)   | Cabinet Secretary   | : | Chairperson        |
| (ii)  | Secretary, D/o AR& PG, Gol  | : | Vice – Chairperson |
| (iii) | Secretary, D/o Personnel & Training, Gol  | : | Member             |
| (iv)  | Director General, NCGG  | : | Member - Secretary |
| (v)   | Secretaries of Ministry/ Department of Gol  | : | Member (7)         |
|       | - D/o RD/ M/o Housing & UA/ D/o Health & FW/ D/o Higher Education/ D/o Economic Affairs/M/o E&IT/ D/o Agriculture, Cooperation & FW | : |                    |

**b) Academicians/ Eminent Administrators/ Specialists/ Eminent Innovators/ Heads of Reputed Institutes**

**Members (5)**

The members from category (b) shall be nominated by the Govt. for a period of 3 years.

**(b) Powers and functions of Governing Body**

- (i) The Governing Body shall exercise overall general superintendence, direction and control over the affairs of the Society
- (ii) The income and property of the Society shall be vested in the Governing Body of the Society.
- (iii) Set the strategic direction for Centre and identify core priorities for areas of action under Governance & Policy Reforms.
- (iv) Decisions affecting the finances of the Society needs approval/ ratification of the Governing Body.
- (v) To consider, approve and adopt the resolutions passed by the Management Committee on the annual report, the annual accounts and the financial estimates of the Society.
- (vi) The Governing Body may by a resolution delegate to the Chairperson, Vice Chairperson and Director General any of its power for the conduct of the affairs of the Society as it may consider necessary or desirable.
- (vii) To delegate to such extent as it may deem necessary, any of its powers to any office bearer or the Management Committee.
- (viii) To recommend proposal for creation of post as per extant rules and regulations of the Government and as recommended by Management Committee.
- (ix) To approve Byelaws/ amendment to Byelaws of NCGG, based on recommendations of Management Committee.

**(c) Members of the Governing Body**

**(i) Membership Co-Terminus with the Office Held**

Where a member of the Governing Body becomes such member by reason of the office he holds, his membership shall terminate when he ceases to hold that office.

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**(ii) Roll of Members**

The Society shall keep a roll of members giving their addresses and occupations and every member shall sign the same.

**(iii) Address of a Member**

If a member of the Society changes his/ her address, he/ she may notify to the Member Secretary his/her new address; but if he/she fails to notify such address his/ her address as recorded on the rolls of the members shall be deemed to be his/ her address.

**(iv) Cessation of Membership**

A member of the Society shall cease to be such member if he/ she (a) dies or (b) resigns his/ her membership or (c) becomes of unsound mind or (d) becomes insolvent or (e) is convicted of a criminal offence involving moral turpitude or (f) if he/she is removed by the Governing Body from the membership of the Society or (g) if, except in the case of the Director General, he accepts a full time appointment in the Society or (h) if he/ she fails to attend three consecutive meetings of the Society without the leave of the Chairperson.

**(v) Resignation by Member**

A member of the Society may resign his office by a letter addressed to the Chairperson, who shall forward the same with his remarks to the Governing Body and his/ her resignation shall take effect from the date it is accepted by the Governing Body.

**(vi) Filling up of Vacancies**

Any vacancy in the Society shall be filled by the Government.

**(vii) Validity of Acts Notwithstanding any Vacancy or Defect in Appointment**


The Society shall function notwithstanding any vacancy therein and notwithstanding any defect in the appointment or nomination of any of its members and no act or proceeding of the Society shall be called in question merely by reason of the existence of any vacancy therein or of any defects in the appointment or nomination of any of its members.


**(d) Meeting of the Governing Body**

**(i) Annual Meeting of the Governing Body**

The Governing Body shall meet mandatorily once a year to consider and adopt the annual report and audited accounts of the Society. However, during the incubation period the Governing Body may preferably meet twice a year.

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**(ii) Notice for Meeting**

For every meeting of the Society, at least clear fourteen days notice shall be given to themembers, excluding the day of posting of the notice and the day of the meeting. However, in case of an emergency, the Chairperson is empowered to call a meeting of the members of the Society at shorter notice.

**(iii) Quorum**

One-third of the existing members, including the Chairperson, shall constitute the quorum at any meeting of the Society, any fraction being rounded off to the next higher number.

**(iv) When Quorum not Present**

When a quorum is not present within thirty minutes of the time notified for the commencement of the meeting, the meeting (i) if called on the requisition of the members shall stand dissolved, (ii) in any other case, the meeting shall be adjourned for 30 minutes andthe members present at the adjourned meeting shall form the quorum, notwithstanding para d(iv) above.

**(v) Decision by Majority**

In case of difference of opinion amongst the members, the opinion of the majority shall prevail.

**(vi) Votes for Members and Casting Vote for Chairperson**

Each member of the Society including the Chairperson shall have one vote, and if there be an equality of votes on any question to be determined by the Society, the Chairperson shallin addition have and exercise a casting vote.

**(vii) Chairperson of Meetings of the Society**

Every meeting of the Centre shall be presided over by the Chairperson and in his absence, by the Vice-Chairperson, and if both the Chairperson and Vice-Chairperson are not present, the meeting shall be presided over by a member of the Governing Body elected bythe members of the Centre at the meeting.

**1.5 MANAGEMENT COMMITTEE \***

**(a) Composition of the Management Committee**

The Management Committee shall be composed of 12 Ex- Officio members. Details of the Ex - officio Members are as under:

i.	Secretary, D/o Administrative Reforms &PG	Chairperson (Ex - officio)
ii.	Secretary Coordination, Cabinet Secretariat	Member (Ex-Officio)
iii.	SS/ AS & FA (Home)	Member (Ex-Officio)

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Secretaries or their nominee not below the level of JS		
iv.	D/o Personnel & Training	Member (Ex-Officio)
v.	D/o Rural Development	Member (Ex-Officio)
vi.	M/o Housing and Urban Affairs	Member (Ex-Officio)
vii.	D/o Health & Family Welfare	Member (Ex-Officio)
viii.	D/o Higher Education	Member (Ex-Officio)
ix.	D/o Economic Affairs	Member (Ex-Officio)
x.	M/o Electronic and Information Technology	Member (Ex-Officio)
xi.	D/o Agriculture, Cooperation & FW	Member (Ex-Officio)
xii.	Director General, NCGG	Member Secretary

The appointment of DG, NCGG will be done by the Department of Administrative Reforms and Public Grievances, Govt. of India under guidance and approval of the Appointment Committee of the Cabinet (ACC).

**(b) Membership Co-terminus with the Office held**

Where a member of the Management Committee becomes such member by reason of the office he holds, his membership shall terminate when he ceases to hold that office.

**(c) Validity of Acts of Management Committee Notwithstanding any Vacancy or Defect in Appointment**

The Management Committee shall function notwithstanding any vacancy therein and notwithstanding any defect in the appointment or termination of any of its members, and no action or proceedings of the Management Committee shall be called in question merely by reason of the existence of any vacancy therein or of any defects in the appointment or nomination of any of its member.

**1.6 POWERS AND FUNCTIONS OF THE MANAGEMENT COMMITTEE \***

Subject to the provisions of the Memorandum of Association, the Management Committee shall have the following powers and functions: -

**(a) Administration and Management of the Society**

- To prepare detailed plans and programmes for the establishment of the Society and to carry on its administration and management after such establishment, subject to the provisions of the Memorandum of Association and these Rules.
- Articulate the vision of improving governance that will be the outcome of governance reforms in the country – guide design of Action Plan for Good Governance/ Governance Reform Programme for the country as a whole.
- Review the key initiatives and projects to ensure that they are making an effective contribution to the main governance reform objectives and to the overall

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achievement of the reform vision of the Government.

- (iv) Monitor progress, particularly of implementation of programmes, key projects and their findings.
- (v) Review the reports on the impact of the key components of NCGG's work and seek refocus of programmes and implementation from time to time where necessary.
- (vi) Contribute to effective communication to the Government of India and State Government and to the citizens through publication and other means about governance reform and also through ensuring that public servants at all levels understand the rationale for reform, its positive features and progress that has been made.

**(b) Receive Grants etc.**

- (i) To receive grants and contributions and to have custody of the funds of the Society;
- (ii) To raise, accept and spend moneys for all or any such purpose as the Society may decide;
- (iii) To deposit all such moneys in banks or to invest them in such manner as the Society may decide.

**(c) Annual Budget Estimates**

To prepare the budget estimates of the Society for each year and to sanction the expenditure within the limits of the budget under the overall guidelines of Government of India in this regard. To forward annually to the Society the accounts of the Society ascertified by the auditors.

**(d) Creation of Post**

To recommend creation of posts for administration, research, faculty etc. for approval to Government Body as per extant and regulations in the Government.

**(e) Collaboration with Other Organizations**

To collaborate with any other organization in the matter of education, research and training and other subjects;


**(f) Legal Matters**


To sue and defend all legal proceedings on behalf of the Society;

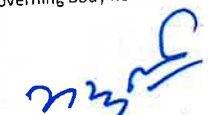
**(g) Acts and Deeds Necessary**


To do all such acts and deeds as may be necessary to achieve the objectives set out in the Memorandum of Association of the Society;

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**(h) Delegation of Powers**

- (i) The Management Committee may by a resolution delegate to the Chairperson and Member Secretary any of its power for the conduct of the affairs of the Society as it may consider necessary or desirable.
- (ii) To delegate to such extent as it may deem necessary, any of its powers to any office bearer.

**(i) Annual Report and Accounts**

- (i) To prepare and maintain accounts and other relevant records and to prepare an annual statement of accounts including the balance sheet of the Society in such form as may be prescribed by the Governing Body;
- (ii) To forward annually to the Governing Body the accounts of the Society as certified by the Auditor(s) or any other authority as may be decided by the Governing Body; and
- (iii) To consider and pass such resolution on the annual report, the annual accounts and the financial estimates of the Society as it thinks fit, such annual report, annual accounts and financial estimates along with the resolutions passed for submission to the Governing Body for adoption.

**(j) Make or Amend Bye-Laws**

To make, adopt, amend, vary from time-to-time bye-laws not inconsistent with the objectives and these rules, for the regulation of and for any purposes connected with the management and administration of the affairs of the Society and for the furtherance of its objectives and submit to Governing Body for ratification.

**1.7 MEETING OF THE MANAGEMENT COMMITTEE \***

**(a) Meeting Once in Three Months**


The Management Committee shall ordinarily meet once in every three months provided that the Chairperson may, whenever he/ she thinks fit, or on a written requisition of one-third of the existing members of the Management Committee (fraction being rounded off to the next higher number), call for a special meeting. Not less than fourteen days notice shall be given for every meeting of the Management Committee. In case of urgency, the Chairperson may call for a meeting at shorter notice.

**(b) Quorum for Management Committee Meeting**

One-third of the existing members of the Management Committee including the Chairperson shall constitute the quorum for any meeting of the Management Committee, any fraction being rounded off to the next higher number. Members

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may attend the meeting, with the prior approval of the chairperson, through the video – conference.

**(c) When Quorum Not Present**

When a quorum is not present within thirty minutes of the time notified for the commencement of the meeting, the meeting (i) if called on the requisition of the members shall stand dissolved, (ii) in any other case, the meeting shall be adjourned for thirty minutes and the members present at the adjourned meeting shall form the quorum notwithstanding rule 9 (ii) herein.

**(d) Votes for Members and Casting Vote for Chairperson**

Each member of the Committee including the Chairperson shall have one vote, and if there be an equality of votes on any question to be determined by the Committee, the Chairperson shall in addition have and exercise a casting vote.

**(e) Chairperson of Meetings**

Every meeting of the Management Committee shall be presided over by the Chairperson. In the absence of the Chairperson the meeting of the Management Committee will be presided over by the senior most members amongst ex-officio members.

**(f) Resolution by Circulation**

Any resolution except such as may be placed before the meeting of the Management Committee may be adopted by circulation among all its members and any resolution so circulated and adopted by a majority of the members who have signified their approval or disapproval of such resolution shall be as effective and binding as if such resolution has been passed at a meeting of the Management Committee.


**1.8 DUTIES/ POWERS OF CHAIRPERSON AND MEMBER SECRETARY OF MANAGEMENT COMMITTEE \***

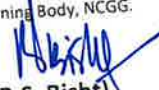
**(a) The Chairperson**

- i.) Shall exercise general supervision over the activities of the Society subject to the control of the Governing Body.
- ii.) Shall preside over the meetings of the Committee.
- iii.) Shall dispose of such important and urgent matters, which for want of time cannot be put to the Committee, and report the same in the next meeting of the Committee.
- iv.) In case of equality of votes in any meeting he shall have a casting vote.


- v.) The Chairperson of the Management Committee shall have the power to invite

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any person or persons, not being members of the Management Committee, to attend the meetings of the Management Committee. Such invitees shall not be entitled to vote at the meetings.


**(b) Member Secretary**

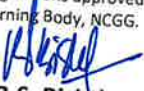
- i.) Director General, NCGG shall function as Member Secretary of the Governing Body and the Management Committee.
- ii.) Subject to these rules and to any orders of the Management Committee, the Member Secretary shall be responsible for the proper administration and management of the Society and for the conduct of the staff under the direction and guidance of the Management Committee.
- iii.) All appointments shall be made by the Member Secretary in accordance with the rules and procedure approved by the Management Committee.
- iv.) As required under section 4 of the Societies Registration Act, the list of Governing Body shall be filed once in every year with the Registrar of Societies, Dehradun.
- v.) DG shall be primarily responsible for all matters including general management of the Society & keep control on income and expenditure of the Society. DG, NCGG shall be in – charge of the funds of the Society and shall receive all money on behalf of the Society.
- vi.) Convene all meetings of the Committee and Governing Body and prepare a report of the working of the Society for the outgoing year and have it approved by the Management Committee for presentation to the Governing Body.
- vii.) Maintain a register showing the names and address of all members and a consolidated inventory of all articles, assets etc of the Society.
- viii.) Maintain record of the minutes of the meetings of the Committee and Governing Body.
- ix.) Shall open an account on behalf of the Society in a Scheduled Bank Approved by the Management Committee. The bank account shall be operated by the Director General jointly with an officer of the Society deputed by the Management Committee. DG shall submit the account to the Auditor for report.

**1.9 BUDGET AND ASSETS OF THE SOCIETY \***

All the income, earning, moveable, immovable properties of the Society shall be solely utilized and applied towards the promotion of its aim and objects only set forth in the Memorandum of Association and no profit thereof shall be paid or transferred directly or indirectly by way of dividends, bonus, profits or in any manner whatsoever

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to the present and past member of the society or to any person claiming through any or more of the presentor past member.

No member of Society shall have any personal claim on any moveable or immovable properties of the Society or make any profit, whatsoever by virtue of his membership.

#### **1.10 REMUNERATION AND ALLOWANCES \***

The members of the Society, the Management Committee or of any Committee thereof be entitled to such remuneration and allowances prescribed by the Government from time to time.

#### **1.11 ANNUAL ACCOUNT AND AUDIT \***

The Management Committee shall cause to be prepared the annual accounts of the Society taking into account all receipts and payments, income and expenditure, acquisition of assets etc. The annual accounts of the Society shall be audited by the auditor or any other authority as may be decided by the Management Committee and any expenses incurred in connection therewith shall be borne by the Society.

#### **1.12 ANNUAL REPORT TO GOVERNING BODY \***

A report on the working of the Society will be submitted annually within six months after the closing of the previous financial year, together with an audit report including an audited statement of accounts showing the receipt and payments during the previous year, to the Governing Body after the same has been adopted by the Management Committee.

#### **1.13 SUITS BY OR AGAINST THE SOCIETY \***

For the purpose of section 6 of the Societies Registration Act, 1860, the persons in whose name the Society may sue or be sued shall be the Director General of the Society.

#### **1.14 AMENDMENT OF RULES AND REGULATION \***

Any amendment in the Memorandum of Association or Rules will be carried out in accordance with the procedure laid down under Section 12 and 12-A the Societies Registration Act 1860.

\*As per updated Memorandum of Association and Rules of Regulations approved in 2<sup>nd</sup> meeting of the Governing Body held on 8-8-2018 and signed by DG, NCGG, Secretary, DoPT, Secretary, DARPG and Cabinet Secretary & Chairperson, Governing Body, NCGG.

  
(Dr. A.P. Singh)  
Associate Professor

  
(Dr. B.S. Bisht)  
Associate Professor

  
(Dr. Yashu Sharma)  
Finance Officer

  
(Dr. Gazala Hasan)  
Assistant Professor

### 1.15 DISSOLUTION OF THE SOCIETY \*

The dissolution of the Society will be taken as per Rules 13 and 14 of Societies Registration Act, 1860.

### 1.16 APPLICATION OF THE ACT \*

All the provisions under all the Societies Registration Act, 1860 as applicable to the Union Territory of Delhi shall apply to this Society.

### 1.17 LEGAL AFFAIRS \*

For all legal conflicts, the jurisdiction shall rest with the Judicial and quasi judicial courts of New Delhi, India/ Dehradun, Uttarakhand, India depending upon which office is dealing with the matter concerned.

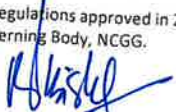
For the purpose of section 6 of the Societies Registration Act, 1860, the person in whose name the Society may sue or be sued shall be the Director General of the Society. Legal Advisor/ advisors on payment shall be appointed by the approval of the Chairperson/ Director General, as and when needed.

For anything not contained/ covered by these Bye-Laws and the annexed rules, shall be governed by the judicious discretion of the Director General and/or the officer who is duly authorized and delegated with such authority.

\*As per updated Memorandum of Association and Rules of Regulations approved in 2<sup>nd</sup> meeting of the Governing Body held on 8-8-2018 and signed by DG, NCGG, Secretary, DoPT, Secretary, DAREG and Cabinet Secretary & Chairperson, Governing Body, NCGG.



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Associate Professor



(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
Finance Officer



(Dr. Gazala Hasan)  
Assistant Professor

## 2. ADMINISTRATIVE PROTOCOL

### 2.1 ROLE & RESPONSIBILITIES OF THE DIRECTOR GENERAL \*<sup>1</sup>

The Director General of the NCGG functions as the Member-Secretary of the Management Committee and the Governing Board. He will effectively function as the executive head of the organisation under the directions and guidance of the Governing Body and Management Committee and will be responsible for:

- (a) Developing, directing and managing and being accountable for the development of research and training programs of the Centre.
- (b) Ensuring the development and effective implementation of the Centre's strategies, plans and priorities.
- (c) Overseeing the timely implementation, monitoring and evaluation of operations and programs.
- (d) Developing, collaborating, networking and maintaining excellent working relationships and strategic partnerships with relevant institutions, at both the national and international level.
- (e) Growing the operations of the NCGG, which will involve liaising with different Ministries/ Departments, States/ UTs and other institutions in accordance with the priorities identified as well as emerging demand for its services.
- (f) Ensuring that NCGG operates in compliance with all legal rules and regulations related to the Societies Act.
- (g) In addition, the Director-General will be responsible for overseeing the administrative and financial functioning of the Centre, including: (a) preparing budgets; (b) assigning and monitoring performance parameters and critical indicators; (c) reporting on budget/ program performance, (d) recruitment of staff; and (e) evaluating staff performance.

2.2 The appointment of DG, NCGG will be done by the Department of Administrative Reforms & Public Grievances, Government of India through the Search-cum-Selection Committee as per their guidelines and would require approval of the Appointment Committee of the Cabinet (ACC).

### 2.3 TERMS AND CONDITIONS OF APPOINTMENT OF THE DIRECTOR-GENERAL, NCGG\*

#### (a) Competencies

- (i) Professionalism: Extensive experience in management and oversight; proven ability to organize, conduct and supervise capacity building programs, technical assistance seminars, organizing international conferences, and the production of publications, reports and papers.

<sup>1</sup> As approved by the 3<sup>rd</sup> Governing Body meeting held on 9/9/2022.

  
(Dr. A.P. Singh)  
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(Dr. B.S. Bisht)  
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(Dr. Yashu Sharma)  
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Assistant Professor

- (ii) Planning and Organizing: Proven ability to develop clear goals that are consistent with agreed upon strategies; identify priorities activities and assignments, and adjust priorities as required; allocate staff and resources, and establish appropriate time schedules for the completion of projects; foresees risks and allows for contingencies when planning; monitor and adjust plans as necessary.
- (iii) Communication: Posses excellent communication skills, both oral and written, in particular the ability to explain and when necessary defend complex issues to staff, senior officials, members of intergovernmental bodies and wide spectrum of stakeholders; ability to prepare written reports that are clear, concise and meaningful.<sup>2</sup>
- (iv) Leadership: Proven track record of excellent management and technical leadership skills, as well as the ability to delegate appropriate responsibility, accountability and decision-making authority; proven record of building and managing teams, and creating a positive work environment, including the ability to effectively lead, supervise, mentor, coach, develop and evaluate staff, and design skills enhancement initiatives to ensure effective transfer of knowledge/skills; demonstrated flexibility in leadership by performing and/or overseeing change initiatives, including the analysis of complex human resources, budgetary, financial or administrative management policy and programmatic issues.
- (v) Managing Performance: Ability to lead and supervise staff. Ability to motivate staff and to encourage good performance; ability to coordinate and monitor the work of others.

**(b) Education**

A Post-Graduate Degree from a recognised institution.

- A Doctoral qualification would be desirable

**(c) Work Experience**

More than 20 years of progressively responsible and relevant experience in National and International organisations / institutions of repute (for officers of Central/ State Governments at least 20 years as Group 'A' posts at different tiers of the Government and/ or in different sectors of Governmental functioning).

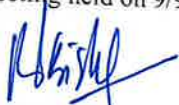
In addition:

- A commitment to reforming and improving the functioning of institutions in a sustainable manner - *as may be demonstrated by actual experience of having implemented significant reforms which have been sustained in an organization.*
- An interest in research and academic work - *demonstrated through publications in*

<sup>2</sup> As approved by the 3<sup>rd</sup> Governing Body meeting held on 9/9/2022.



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Associate Professor



(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
Finance Officer



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Assistant Professor



*reputed journals and/ or experience of teaching in either a reputed academic institution or a National Level Government Training Institute.<sup>3</sup>*

**(d) Term of Appointment**

The appointment would be on a fixed term contract for a period of 3 years (which may be extended by another 2 years with the approval of ACC).

**(e) Pay & allowances**

DG, NCGG will be paid a consolidated salary based on the current remuneration and facilities borne by an eminent scholars or professional/ Additional Secretaries/ Secretary to Government of India. In case of re-employed pensioners, it would be subject to deduction of pension as per Government of India guidelines, unless specific exemption is granted by the Department of Expenditure.

**(f) Other conditions of service** such as Provident Fund, LTC, and Medical Reimbursement etc. will be governed by the various relevant rules and orders applicable to officers of the grade under the NCGG from time to time.

**(g) Vigilance Clearance**

No candidate shall be considered for interview before the selection unless Vigilance Clearance is accorded by the organization he/ she is working. However, before taking ACC approval, CVC Clearance in respect of selected candidate will be necessary. (This is applicable for applicants working in Government/ Govt. organisations).

**(h) Age Limit**

The applicant, at the time of last date of receipt of application, should have a minimum of three years before attaining the age of 65 years.

**(i)** Deputationists would be governed by the relevant rules of Government of India.

**(j)** All matters of superannuation, pensionary benefits etc. would be governed by the extant rules of the Central Government.

**(k) Process of Appointment**

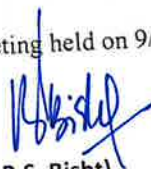
The Search Committee would comprise of the following:

- i.) Cabinet Secretary- Chairperson.
- ii.) Secretary DARPG- Member
- iii.) Secretary (to be nominated by Cab Secy) - Member
- iv.) Two independent Experts- Members.

The appointment of DG, NCGG as well as the extension of his tenure would require ACC approval. The provisions of the Office Memorandum of DoPT (No.AB.14017/11//2004/ Estt.(RR), dated 30<sup>th</sup> July, 2007) on this subject will apply (Annexure I).

<sup>3</sup> As approved by the 3<sup>rd</sup> Governing Body meeting held on 9/9/2022.

  
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Assistant Professor

**2.4 NCGG: Organogram of Regular positions (Existing): Annexure-II**

Sl. No.	Designation	Approved Posts	Filled Posts	G.B. Decision/ Page No.
1.	Director General	1	1	26 <sup>th</sup> Governing Body Meeting/83
2.	Director (Admin and Finance)	1	-	26 <sup>th</sup> Governing Body Meeting/83
3.	Director (Research and Training)	1	-	26 <sup>th</sup> Governing Body Meeting/83
4.	Professor / Programme Co-ordinator	1	-	7 <sup>th</sup> Governing Body Meeting/83
5.	Associate Professor/ Project Officer	3	3	7 <sup>th</sup> Governing Body Meeting/55
6.	Assistant Professor / Jr. Consultant	2	1	4 <sup>th</sup> Governing Body Meeting/55
7.	Research Associate	2	2	4 <sup>th</sup> Governing Body Meeting/55
8.	Administrative Officer	1	0	4 <sup>th</sup> Governing Body Meeting/56
9.	Manager Estate	1	1	4 <sup>th</sup> Governing Body Meeting/56
10.	Accountant	1	1	4 <sup>th</sup> Governing Body Meeting/56
11.	Library Assistant	1	1	4 <sup>th</sup> Governing Body Meeting/56
12.	P.S. to DG	1	-	4 <sup>th</sup> Governing Body Meeting/56
13.	Stenographers	4	4	4 <sup>th</sup> Governing Body Meeting/56
14.	Training Assistant/ Field Investigator/ Data Entry Operator	6	6	4 <sup>th</sup> Governing Body Meeting/56
15.	Clerks	7	5	4 <sup>th</sup> Governing Body Meeting/56
16.	Grade IV Positions (including Drivers, helpers/ peons, Security guards etc.) (Cook, Sweeper, Farash, Mali)	18	18	4 <sup>th</sup> Governing Body Meeting/56

\* The nomenclature of the Faculty positions was amended in the 23<sup>rd</sup> Governing Body meeting held on 18/2/2008, as follows:

  
(Dr. A.P. Singh)  
Associate Professor

  
(Dr. B.S. Bisht)  
Associate Professor

  
(Dr. Yashu Sharma)  
Finance Officer

  
(Dr. Gazala Hasan)  
Assistant Professor

Sr. Consultant	=	Sr. Consultant/Professor
Consultant	=	Consultant/Associate Professor
Jr. Consultant	=	Jr. Consultant/Assistant Professor

The above Faculty/ Staff strength is as per the decisions of the Governing Body of the erstwhile NIAR. Further, on retirement of Grade IV staff, the vacant posts in the erstwhile NIAR will lapse with the adoption of these Bye-laws, along with vacant posts as listed above.

The Faculty/ Staff of erstwhile NIAR (now branch office of NCGG) will be considered as regular employees and will be subject to any decision taken by the Governing Body of NCGG.

The qualifications and terms and conditions of recruitment and nomenclature of the Faculty and other staff can be amended subject by a decision of the Management Committee. The eligible qualifications and salary scales of posts where still not determined, will be done by the Core Team and put before the Management Committee for approval.

~~Additional posts that are needed for either the Head Office at New Delhi or at the Registered Office at Mussoorie will be created with the approval of the Management Committee. Recruitment Rules for all categories of employees will be placed before the Management Committee for approval.~~


**\*Creation of posts for administration, research, faculty etc. will be recommended by the Management Committee for approval to the Governing Body as per extant rules and regulations in the Government. Qualification/ Terms & Conditions of the Service of Employees to be recruited in future is given in Annexure III.<sup>4</sup>**

## 2.5 Mode of Recruitment

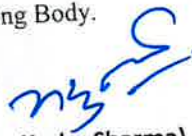
NCGG would have a 3 tier structure of the employees. The first tier will consist of the internal Faculty and Staff, the second of outside domestic experts and the third of international consultants. All the employees of the all 3 tier structure would be recruited in accordance with the Bye-laws of the Centre.

- All recruitments to Faculty/ Staff against the vacancies of above mentioned regular positions will be done after open advertisements in atleast two National Newspapers, and the Centre's website.
- The recruitment of Professor, Associate Professor, Assistant Professor and Research Associates will be made as per the requirement and vacancies arising against the regular

<sup>4</sup> \*as per rule 8 (iv) of the Rules and Regulations approved by 2<sup>nd</sup> Governing Body.

  
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Assistant Professor



positions in the NCGG. Selection to the regular posts of Professor, Associate Professor, Assistant Professor and Research Associates will be made by a Selection Committee headed by the Director-General, and consisting of Director (R&T) and Director (A&F), a nominee of DoPT, and an external expert.

- i.) The recruitment of Project Faculty such as consultants/ domestic and international experts/ consultants and Staff will be done as per the Research Protocol. The Research Proposals and MOU of such Projects shall bear provisions for recruitment of Research Staff by the concerned coordinating Faculty, and provision of funding of salaries by the client organization.
- ii.) Appointing Authority for each level:
  - Group 'A' Post except DG – Management Committee
  - Group 'B' Post and Below – DG, NCGG

## 2.6 Salary and Emoluments:

Every employee shall be paid the salary as per the salary structure fixed for his/her post every month including other allowances such as DA, HCA/ CCA, HRA (depending on place of posting) and Transportation Allowance at par with Govt. norms so long as he/she remains in the service of the Society and performs his/ her duties satisfactorily. Annual increment shall be provided to the employee as per the Govt. Norms (3% of basic salary). The increased DA shall be incorporated in the salaries as and when it is announced by the Government. This shall not apply in cases where a consolidated pay package has been agreed to by NCGG.\*<sup>5</sup>

~~The provision relating to DA, HCA, CCA and HRA under section 2.5 would not be applicable to DG, NCGG under the consolidated pay package. #<sup>6</sup>~~

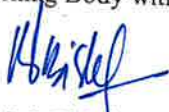
The salary of each employee shall be revised from time to time in consonance with the recommendations of various Pay Commissions formed by the Central Government and will be implemented from the date of announcement. Currently the pay structure for various categories of NCGG staff shall be as follows:

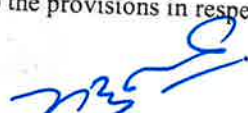
Sl. No.	Name of Official	6th PC Pay Scale	Grade Pay
1.	Director Admin/ Finance	37400-67000	8900
2.	Director Research & Training	37400-67000	8900


<sup>5</sup> As per DoPT suggestion accepted by 1<sup>st</sup> Governing Body.

<sup>6</sup> Redundant in view of approval by 3<sup>rd</sup> Governing Body with regard to the provisions in respect to DG.

  
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Assistant Professor




3.	Professor/ Programme Co-ordinator	37400-67000	8700
4.	Associate Professor/ Project Officer	15600-39100	7600
5.	Assistant Professor / Jr. Consultant	15600-39100	6600
6.	Administrative Officer	9300-34800	5400
7.	Research Associate	9300-34800	4600
8.	Accountant	9300-34800	4600
9.	Assistant Librarian	9300-34800	4200
10.	Technician	5200-20200	2800
11.	Training Assistant/ DEO/ Field Investigator	5200-20200	2800


- (a) **Resignation:** The employee may resign from the centre. Employees employed to work up to superannuation shall do so by giving three months notice; others shall do so in accordance with what is stated in their appointment letter. In case of employees on probation, the notice period shall be one month. The Appointing Authority concerned shall accept resignations subject to employees obtaining clearances from all Departments.
- (b) The age of superannuation recruited employees of NCGG would be 60 years and will be in line with the provisions of superannuation of central government employees.
- (c) **Transfer Policy:** Employees of the Centre are liable to transfer between the head & Branch Offices, following approval of the D.G., depending on the requirements of the organisation.

## 2.7 Employee Regulations

- (a) Every employee shall be paid the salary fixed for his post every month, so long as he remains in the service of the Society and performs his duties satisfactorily. The salary of each employee shall be revised from time to time in consonance with the recommendations of various Pay Commissions formed by the Central Government and will be implemented from the date of announcement.
- (b) **Gratuity:** Employees who have rendered continuous service for a period of four years shall be eligible for payment of Gratuity on retirement/ resignation and the amount of gratuity shall be at 15/26<sup>th</sup> of the monthly emoluments last drawn by the employee for every completed year of service.

  
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Assistant Professor

### (c) Promotional Avenues

The qualifying service for promotion from one grade to another is necessary so that there is no premature promotion or undue jump in pay and also to ensure that the officer has sufficient opportunity to demonstrate his competence/ potential for holding the higher post.

The period of qualifying service varies from post to post depending upon the scale of pay and the experience, required for manning the higher post. Broadly, the following qualifying service for promotion from one grade to another may be followed as under:

Field of Promotion		
From Grade Pay (in Rs.)	To Grade Pay (in Rs.)	Qualifying Service (in years)
1800	1900	3 years
1900	2000	3 years
1900	2400	8 years
2000	2400	5 years
2400	2800	5 years
2400	4200	10 years
2800	4200	6 years
4200	4600	5 years
4200	4800	6 years
4200	5400	8 years
4200	6600	10 years
4600	4800	2 years
4600	5400	3 years
4600	6600	7 years
4800	5400	2 years
4800	6600	6 years
5400	6600	5 years
6600	7600	5 years
6600	8700	10 years
7600	8700	5 years



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7600	8900	6 years
8700	8900	2 years
8700	10000	3 years
8900	10000	2 years
10000	HAG	3 years
HAG	HAG + Scale	1 years
HAG	Apex Scale	2 years
HAG + Scale	Apex Scale	1 years

(DoPT OM No. AB 14017/61/2008-Estt. (RR) dated 24.03.2009 and dated 12.03.2010)

Where vacant posts are not available, the provisions of the Assured Career Progression (ACP) scheme, as notified from time to time by the Central Government will apply.

**(d) Annual Performance Appraisal and Performance Linked Incentives**

- The Society's employees shall submit an annual performance appraisal in the month of April, every year, in a prescribed format as approved by Governing Body.
- The appraisal shall be submitted to the immediate supervisor who, with own comments, shall submit the same to the Director General.
- The Director General shall review the self-appraisal and the comments of the supervisor.
- The Director General shall be the reviewing as well as accepting authority for all the research, administrative and technical staff.

Sl. No.	Name of the Official	Reporting/ Reviewing Authority	Accepting Authority
1	Director General	Secretary, DoPT	Cabinet Secretary
2	Director (Admin. & Finance) and (Research & Training)	Director General	Secretary, DoPT
3	Professor/ Programme Co-ordinator	Director Concerned	Director General
4	Associate Professor/ Project Officer	Director Concerned	Director General
5	Assistant Professor/ Jr. Consultant	Director Concerned	Director General
6	Research Associate	Director Concerned	Director General

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Associate Professor

(Dr. B.S. Bisht)  
Associate Professor

(Dr. Yashu Sharma)  
Finance Officer

(Dr. Gazala Hasan)  
Assistant Professor

7	Administrative Officer	I/c Admin. & Finance	Director General
8	Manager Estate	I/c Admin. & Finance	Director General
9	Accountant	I/c Admin. & Finance	Director General
10	Stenographer	Concerned Faculty	Director (Admin & Finance)
11	DEO/ Training Assistant/ Clerk/ Driver	I/c Admin. & Finance	Director (Admin & Finance)
12	Office Helper/ Farash/ Mess Staff/ Sweeper/Mali	A.O./ I/c Admin. & Finance	Director (Admin & Finance)

## 2.8 Facilities for Faculty/ Staff

### (a) Telephone/ Internet Data Card/ Mobile facility for employees

These will be provided as per regulations framed in this regard with the approval of the Management Committee.

### (b) Leave Travel Concession: This would be made available to employees inconsonance with facilities available to employees of the Centre Government.

### (c) Reimbursement of Newspaper/ Magazine Expenses online subscription

These will be provided as per regulations framed in this regard with the approval of the Management Committee.

### (d) Sumptuary Allowance: The Central Government rules framed in this regard will apply.

### (e) Medical Facilities

The Society's employees shall be entitled to reimbursement of medical expenses (medicines and all diagnostic tests/operations etc.) as prescribed by medical practitioners of authorized by NCGG, and/ or a Government hospital or a hospital that is empanelled under CGHS.

### (f) Use of Staff car for official and personal purposes.

The use of official Car for DG and other officials would be regulated under the rules issued by NCGG from time to time.

## 2.9 Accommodation for the Employees

### (a) Housing for the DG, NCGG (hiring of accommodation would be applicable for the first DG, NCGG)



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Associate Professor



(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
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(Dr. Gazala Hasan)  
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The NCGG is authorised to take on rent premises equivalent to the market rent payable to the class of Government Accommodation to which the Director General, NCGG is entitled. Furthermore, the NCGG is authorised to pay all incidental charges needed for this transaction, such as security deposits, brokerage charges, etc. This arrangement would continue till such time as the residential quarters of the DG, NCGG are constructed. In the event of transfer and unavailability of accommodation, the DG, NCGG will draw HRA as per extant rules for Central Govt. Employees.

**(b) Housing for other Employees**

- i.) Society shall pay HRA at the rate applicable to all staff, as per central Govt. norms.
- ii.) The Society can arrange suitable accommodation on lease, which can be allotted to the staff.
- iii.) The person who occupies such accommodation shall pay the license fee, if any applicable as per rules prevalent in LBSNAA or as decided by NCGG (the Governing Body), to LBSNAA/ NCGG.
- iv.) Such person/ persons shall not be entitled for any HRA.
- v.) Employees appointed on deputation from any Government or other independent organization, shall also be entitled to the same arrangement as above, subject to the rate of HRA which shall vary as per the rules applicable in their respective cases.

*For provisions in (ii) and (iii) above suitable provisions will be put up before the Management Committee for approval.*

**2.10 Leave**

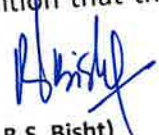
Leave cannot be claimed as a matter of right. When the exigencies of the service so require, the discretion to refuse or revoke leave of any description except medical and maternity leave, is vested in the sanctioning authority and an employee already on leave may be recalled by that authority when considered necessary in the interest of the Society. The provision of CCS leave rules 1972 shall be applicable.

**A. Types of Leave**

**(a) Earned Leave**

- i.) 30 days of Earned Leave (equivalent to 30 working days) is admissible to the Faculty and staff of NCGG in a calendar year.
- ii.) The leave of every employee shall be credited into his/ her leave account in advance in two installments of fifteen days each on the 1<sup>st</sup> day of the service and on completion of six months of the service.
- iii.) \*On superannuation, cash equivalent of unutilized earned leave and half pay leave  
\*subject to the condition that the number of days of earned leave and half pay

  
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Assistant Professor

- leave for which encashment had already been allowed under this rule and the number of days of earned leave and half pay leave to be encashed on premature retirement or superannuation shall not exceed 300 days.<sup>7</sup>
- iv.) In the case of persons resigning from service, he may be granted cash equivalent in respect of Earned leave at his credit on the date of cessation of service to the extent of half of such leave at his credit subject to a maximum of 150 days.\*
  - v.) When an employee is removed or dismissed from service or dies while in service the credit of leave shall be allowed at the rate of 2½ days for each completed calendar month of service up to the end of the calendar month preceding the calendar month in which he is removed or dismissed from service or dies while in service.
  - vi.) Unless the authority competent to grant leave extends the leave, an employee who remains absent after the end of leave is entitled to no leave salary for the period of such absence and that period shall be debited against his leave account as though it were half pay leave, to the extent such leave is due, the period in excess of such leave due being treated as extraordinary leave.
  - vii.) Willful absence from duty after the expiry of leave renders an employee liable to disciplinary action.


**(b) Casual Leave**

- i.) CL is admissible for 8 days in each year (January to December) to all the NCGG employees.
- ii.) Casual Leave cannot be sanctioned for more than 5 consecutive days at a time including Sundays, holidays and weekly off days except for very special circumstances to be recorded in writing.
- iii.) Sunday or closed holidays falling at the beginning or at the end or in between the days on which an employee is on Casual Leave, shall not count towards Casual Leave.
- iv.) An employee may be permitted to combine half a day's casual leave with regular leave if his absence on the next working day was due to sickness or other compelling grounds.\*<sup>8</sup>
- v.) The employee should ensure as far as possible that public service does not suffer in any way.

<sup>7</sup> \* Changes and addition made in accordance with the suggestions made by DoPT and approved by 1<sup>st</sup> Governing Body held on 17/11/2014

<sup>8</sup> \* Changes and addition made in accordance with the suggestions made by DoPT and approved by 1<sup>st</sup> Governing Body held on 17/11/2014

  
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Assistant Professor

- vi.) Half day's Casual Leave or Compensatory Casual Leave (CCL) on the 1st half or the 2nd half of the day may be sanctioned.
- vii.) An officer who takes CL when on tour is not entitled to draw daily allowance during such CL.

**(c) Maternity Leave**

- i.) A female employee with less than two surviving children may be granted maternity leave for a period of \*180 days from the date of its commencement. During the leave she shall be paid leave salary equal to the pay drawn immediately before proceeding on leave.

Maternity leave not exceeding 45 days may also be granted to a female Government servant (irrespective of the number of surviving children) during the entire service of that female Government in case of miscarriage including abortion on production of medical certificate as laid down in Rule 19 of CCS(Leave) Rules 1972.

~~Leave, exceeding 135 days in continuation of maternity leave may also be granted in case of illness of a newly born baby subject to the production of a medical certificate from the registered medical practitioner to the effect that the condition of the ailing baby warrants mother's personal attention and that her presence by the baby's side is absolutely necessary.~~

\*9

**(d) Paternity Leave:**

Paternity leave for a period not exceeding 15 days may be granted to a married male employee provided that a male employee having more than two living children shall not be entitled to Paternity leave.

**(e) Compensatory Leave (CH)**


The NCGG staff shall be entitled for Compensatory Leaves; rules of the Government of India with regard to Compensatory Leave will be applicable to NCGG class III & IV employees only.


**(f) Medical Leave:**

NCGG would adopt norms and procedures as laid down by rule 19 of CCS (Leave) Rules for grant of leave on medical grounds and other provisions of the said rules for grant of EOL for special kind of illness.

<sup>9</sup> \* Changes and addition made in accordance with the suggestions made by DoPT and approved by 1<sup>st</sup> Governing Body held on 17/11/2014

  
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(g) The matters pertaining to leave in case of officers/ faculty on deputation shall be governed by their respective parent organization's pertinent rules and provisions.

(h) **Child Care Leave:** Women employees shall be granted child care leave for a maximum period of 730 days during the entire service for taking care of upto two children as per the existing Central Government norms.

Whenever Leave rules are revised by the Central Govt., the amendments will apply to NCGG as well.

**(i) Leave encashment**

All the NCGG employees will be entitled for encashment of balance/ unutilized leaves subject to CCS (Leave) Rules. The unutilized leaves at the time when an employee resigns from the Society or leaves the Society, shall be commuted into cash equivalent of leave salary for both earned leave and half pay leave, if any, at the credit of employee to the extent of half of such leave at his credit, subject to maximum of 150 days, \*provided he/ she has put in at least one year of service in the Society.<sup>10</sup>

**2.11**

(a) **EPF:** EPF will be operationalised as per the Employees' Provident Fund Act, 1952.

(b) **Pension:** The Centre may operate a New Pension Scheme or any such scheme that provides adequate pension benefit to its employees. In cases of re-employment the pension will be deducted from the salary payable.

**2.12 Voluntary Retirement Scheme:** Compensation under VRS will be in consonance with the guidelines of the Central Government offices.

**2.13 Additional Facilities**

(a) **Canteen facility:** The employees of the Society may be provided canteen facility where the employees may be provided meals and snacks.

(b) **Children Education Allowance:** The employees of the Society may be eligible for reimbursement under Children Education Allowance Scheme for maximum of two children in a year upto 10+2 Standard education including books and others as per Govt. norms.

(c) **Honorarium to Employees:** For the extra work related to any research project or training programmes, the employees may be paid an honorarium subject to Central Government

<sup>10</sup> \* As approved by 1<sup>st</sup> Governing Body held on 17/11/2014 based on the suggestions made by DoPT.

  
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norms. The employees working in other institutes/ LBSNAA engaged for NCGG's work shall also be considered for grant of honorarium. However the amount of honorarium shall suitably be booked under the relevant project.

(d) **Attendance at Conferences:** Members and staff of the Society may be allowed to attend issue related conferences, congresses, seminars, workshops, etc. and may be deputed for specialized training or for the work of the Society.

(e) **Contribution to Professional/ Technical Journals/ Periodicals:** Contributions to technical journals resulting from work carried out in the Society by the staff may contain the name of the Society and shall have prior approval of the Director General.

(f) **Staff Welfare Fund:** The aim and objective of this scheme is to grant financial relief to the Institute's employee or their families in case of injury to or death of the employee while on official duty. The fund will also be utilised for organising sporting and extra curricular activities of the Centre

In case of injury of any employee while on service/ duty, he shall be reimbursed with the actual expenditure incurred on his treatment subject to submission of bills verified by the concerned authority.

In case of casualty of any employee while on service/ duty, the dependents of the deceased employee shall be entitled to six months salary of the employee last drawn by him/ her. The details of provision of funding will be incorporated in the Centre's budget.


## 2.14 Staff Regulations


(a) **Working Hours:** The employees shall work as per the timings notified in Office Order from time to time.

(b) **Attendance:** Attendance shall be marked daily according to the methods prescribed from time to time.

(c) **Absence from Station:** Employees are required to take prior permission (except in case of sickness or accident) from their reporting officers for being absent from the station. In case of emergent situations where such sanction cannot be taken, employee shall inform their reporting officers in writing at the earliest opportunity.

(d) **Holidays:** The Society shall observe compulsory, additional and restricted holidays out of the holidays notified from time to time by the Central Government. Employees shall

  
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- be entitled to avail two restricted holidays of their choice.
- (e) **Grievances:** The Society shall have an open door policy on Grievance redressal and members at all levels are expected to discuss their grievances, personal or official difficulties with their immediate supervisors.
  - (f) **Obedience to Rules and Regulations:** During the period of service, every employee shall abide by the Rules, Bye-Laws, Staff Rules, Service Conditions and all Standing/ Office Orders notified from time to time by the Society.
  - (g) **Whole-time Service:** An employee shall devote his/ her whole time to the service of the Society and shall not without the previous permission of the Management Committee in the case of the Director General or the Appointing Authority the case of others, engage, directly or indirectly, in any occupation or enter in any remunerative commitment during his/ her tenure with the Society.
  - (h) **Detailing on Sundays and Society holidays:** The Director General or the authority to whom the employee is subordinate may, for urgent work in the interest of the Society, detain any member for bonafide work beyond the notified working hours, on weekly offs and on notified holidays.
  - (i) **Intellectual Property Rights: Patents/ Copyrights:** All work of intellectual nature whether in the form of lectures, presentations, reports, charts, paper, analysis, design, drawings, software or hardware, artistic/ musical work etc., carried out by an employee shall be owned by the Society without exception. The Bye-Laws of the Society shall govern all the employees in this regard.
  - (j) **Termination of Service:** Notwithstanding the provisions in the Rules, Bye-Laws and Staff Rules, the services of any employee may be terminated by either party giving not less than three months notice in writing to the other to terminate it, except during the period of probation, where the period of notice shall be one month.
  - (k) **Curtailment of period of notice:** Notwithstanding anything contained above, the Appointing Authority, or the Authority to whom the power has been delegated, may accept a shorter period of notice from an employee under special circumstances; similarly, the service of any employee may be terminated by giving a shorter notice than that specified above on payment to him of a sum equivalent to the amount of his pay plus allowances for the period by which such notice falls short of the period specified.
  - (l) **Liberalized compensation in case of sudden death** – In case of casualty of any employee while on service/ duty, the dependents of the deceased employee shall be entitled to six months salary of the employee last drawn by him.
  - (m) **For undertaking any course leading to diploma, degree etc.,** except online process, Permission is needed.



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## 2.15 Delegation of Administrative Powers

The delegation of administrative powers of various authorities of NCGG will be as per Annexure IV.


## 2.16 Action in exceptional cases.

In all cases not covered under these bye- laws, the Director – General, in consultation with the Chairperson, Management Committee, may take such action as he deems fit, which may be placed before the Management Committee for ratification. In case any matter is not covered by the bye-laws, so far as establishment and financial matters are concerned, the Rules and Order issued by Government of India from time to time will be allowed.

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### 3. RESEARCH PROTOCOL OF NCGG

Subsequent to the decision taken by the Director General to ensure that the research projects undertaken are in synergy with the overall strategic framework of NIAR (now NCGG), it is proposed that all future research projects undertaken will invariably follow the research protocol enunciated as under:-

**3.1 Initiation Stage:** Before submitting any new proposal for primary research to a client organization, it would be necessary to put up the proposal with the rationale behind the project is being undertaken and the benefits it will bring to NCGG in terms of financial returns and/ or research visibility, to a 3 member Committee as formed by Director General. The proposal would also need to outline what manpower needs to be committed to the project and ascertain whether there is adequate availability of the same in view of the ongoing activities. The aforementioned members of the committee would examine and place the proposal with its recommendations, before the Director General for a final decision.

**3.2 Proposal Stage:** Once an in-principle approval to initiate the project is given by the Competent Authority; the draft proposal for the project would be submitted which would bring out the following issues clearly:

- (a) Brief Literature Survey,
- (b) Research Questions in light of (a) above/ Training Objectives and the value it brings to NCGG,
- (c) What are the manpower requirements?
- (d) What are the likely research outcomes? How does it inform the policy debate in the sector?
- (e) If a part of the work is to be outsourced, what are the partner institutions to be selected? And how do we propose to ensure quality and integrity of data gathering process. The need for external consultants, their desired qualifications and remunerations should be explicitly mentioned at the proposal stage itself,
- (f) Proposed timelines.

### 3.3 Post approval: Primary Data Collection stage:

- (a) A Project Leader (PL) would be appointed for every project, who will be responsible for the over quality of data collected, analysed and report compilation.
- (b) At the first stage, the PL would submit a detailed literature survey along with a research tool design to the Director General, NCGG. The same will be examined in terms of efficacy and effectiveness before carrying out the field testing of the



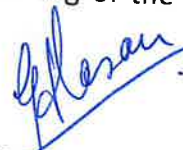
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tools/ questionnaires in question. It would be desirable for the survey instrument to be vetted by experts in the field who have an experience of conducting primary research in the area in question.

- (c) The survey instrument will then be tested in the field and the necessary corrections incorporated in the survey instrument.
- (d) If the survey instrument is to be fielded by an agency other than NCGG, it would be the responsibility of the PL to select the Research Investigators (RI) of a desirable quality/ with sound academic background and experience. The CVs of the RIs would have to be approved at the level of Project Leader. PLs will carry out the training of the RIs.
- (e) The PL will be responsible to ensure that the survey instruments are filled by the RIs are accurate and would ensure a sample checking of 2% of the instruments personally.
- (f) The Data shall be submitted to the Statistical in-charge of the NCGG of the rank of Associate Professor with a certificate from the PI testifying to the integrity/ validity and correctness of the data as filled in the instrument forms. If the data is found faulty, the same can be returned to the PL for re-filling.
- (g) Sampling plan will be finalized in consultation with statistician in-charge. Care should be taken that we do not take up projects with very large sample sizes as they tend to adversely affect the quality of data collection given the limited manpower in supervisory capacities at NCGG.

### 3.4 Data Entry & Analysis Stage:

- (a) The overall responsibility for this stage will rest with the in-house Statistical expert who will ensure that the Data Entry Operators are filling in the data from the instruments into the computers accurately. This will be done by verifying 1% of data entry by the statistical expert.
- (b) For reasons of conflict of interest, the Statistical expert would not be allowed to be a PL in any of the projects.
- (c) After, the Data entry is complete, the PL would submit the table formats in which the data analysis is to be presented.
- (d) The Statistical expert would provide the analyzed data in the prescribed format to the PL under his signature.
- (e) In case any disputes relating to the quality of data, the matter may be referred for settlement to Director (Research).



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### 3.5 Draft report:

- (a) The PL would submit a draft report with a two-three page executive summary to the Director General outlining the Major Findings of the research and also major policy recommendations/ lessons that arise from the data analysis. The draft report after being vetted by the Director General may then act a blue print for the final report.
- (b) The comments of the client organization, if any may be sought at this stage for incorporation in their final report.
- (c) For high value/ visibility research it would be mandatory for the PL to hold a Seminar of all Faculty members wherein they present their findings. The comments received in such a Seminar will also be incorporated in the final report.
- (d) The Project Leader/ Team will present the report in a seminar before entire Faculty. This is to ensure that the output is of an acceptable quality. The draft research report should be validated by the external experts.\*<sup>11</sup> The reviewer to whom the report will be presented shall be decided by the D.G.

### 3.6 Final report:

In all cases the final report shall be submitted to the client either under the signatures of the PL or DG, NCGG.

### 3.7 Publication:

The PL will make all efforts to publish a paper based on the research findings in a journal of repute in the concerned field. Acceptance for publication in international conferences/ journals will count towards increased annual increments of the Faculty member concerned. It will also be ensured that the paper is also posted at the NCGG page of the Social Sciences Research Network (SSRN) at [www.ssrn.com](http://www.ssrn.com). Compliance of the same may be communicated to the Director General, NCGG.

### 3.8 Dissemination:

Efforts will be made to disseminate the research and policy conclusions with the concerned Government agencies so as to make the research actionable.

### 3.9 Staffing Arrangements: Staffing arrangements shall be made on the following lines for two categories of Research Projects:

<sup>11</sup> \* As approved by 1<sup>st</sup> Governing Body held on 17/11/2014 based on the suggestions made by DoPT.

  
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- (a) Those not exceeding 6 months in time span; and
- (b) Those that have a time line of 6 months and beyond.

So far as the first category is concerned, a Selection Committee comprising of the Director General and the concerned Project Leader will empanel researchers on the basis of the experience/ suitability for a period of 3 years, after taking out an open advertisement for the same. The PL will be free to make use of empanelled researchers for projects lasting up to six months. No extensions shall be given on the expiry of 6 months. It is however clarified that this would be applicable only to those researchers who are employed at the Head Office. For location specific Research Investigators requiring local linguistics skills and liaisoning, the PL will have the power to engage their services as per the existing procedures.

For the second category, specific advertisements will be floated and the Selection Committee as described above will recruit project specific staff or the duration of the project.

No staff recruitment of any sort on daily wages, contract or otherwise will take place without the Project Leader's approval. The effort shall be to create minimal liabilities of staff positions since they eventually become a financial liability on NCGG.

It is further laid down that for any other research related issues at any stage, the Project Leader will consult Director General.

### 3.10 Appointment of Consultants

The following schedule will operate for determining appropriate fee rates for Consultants engaged on a daily and monthly rate. If the contributions of a consultant exceed 20 or more days per month during the life of the contract, monthly rates should be offered, as it offers economics of scale.

The principle of setting the rates should be local comparator market for consultancy and salary levels for the kind of experience and expertise mentioned for each level.



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Level	Per day for up to 20 days (in INR)	Max. Monthly fee if over 20 days (in INR)
Professional hired for resource support, workshop support, assisting a lead advisor or a team Education: Graduate/ Post Graduate of discipline Experience: Three to Five years at lower management level with good institutions <b>Level 1</b>	500-750	15,000
Professional with middle experience in relevant sector/ function Education: Graduate/ Post Graduate of discipline Experience: Five to seven years at middle management level with good institutions, has some consultancy experience <b>Level 2</b>	1000-1,500	30,000
Professional with middle level experience in relevant sector/ function Education: Graduate/ Post Graduate of the discipline Experience: Seven to Ten years at middle management level with good institutions Exposure: Worked with DFID, World Bank or similar agencies; 1-2 years of Consultancy experience <b>Level 3</b>	1500-2,250	45,000
Professionals with high level of specialization and experience Education: Masters/ Doctorate in the discipline and from an eminent institution Experience: Five to seven years at top management level with good institutions Exposure: 3-5 years of Consultancy exposure to organisations like DFID and World Bank <b>Level 4</b>	2500-3,750	75,000

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Level	Per day for up to 20 days (in INR)	Max. Monthly fee if over 20 days (in INR)
<b>Level 5</b> Professionals with high level of specialization and experience Education: Master/ Doctorate in the discipline and from an eminent institution Experience: Seven to Ten years at top management level with good institutions Exposure: Worked with DFID, World Bank or similar agencies Practicing Consultant for 5-7 years to organisations like DFID, World Bank, etc.	3000-4,500	90,000
<b>Level 6</b> Eminent Professionals Education: M.Phil/ Ph.D./ Post Doc. In the discipline and from an eminent institution and at top management level Experience: More than Ten years in the sector or with good institutions Exposure: Worked with DFID, World Bank of similar agencies Practising Consultant for Minimum ten years for organisations like DFID, World Bank etc.	3500-5,250	1,05,00
<b>Level 7</b> TINA Professional There is No Alternative to this professional and the spender should justify expenditure incurred by him.	5000-7,500	1,50,000

For hiring of Consultants for various projects, advertisements will be floated in the website of NCGG. A Selection Committee would be constituted by the DG, NCGG, as detailed in para 3.1

In case of re-employed pensioners, the amount of pension will be deducted from the pay

  
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admissible to such employees as per extant Government rules and regulations.\*<sup>12</sup>

The above Research Protocol shall be non-binding so as to facilitate NCGG to take up research using different methodologies and adopt project specific administrative arrangements. DG, NCGG will be empowered to exempt the application of Research Protocol on a case-to-case basis.

### 3.11 Sabbatical programme

The Centre will operate a Sabbatical programme as set out in **Annexure-V**. Any modification in the same will take place after approval by the Management Committee.

### 3.12 Appointment on Deputation


Officers of the Central/ State Governments, Faculty members of Universities and National level Research/ Academic institutions can be appointed for a duration as deemed fit by the D.G., NCGG with the approval of the Chairperson of Management Committee. The officers of the Central/ State Government or Universities/ Autonomous Bodies holding analogous posts or holding posts one level below with minimum eligible regular service in the post are eligible for appointment.\* The Terms and Conditions in such cases shall be defined on a case to case basis, in consonance with the service rules of the parent organization of the incoming officer.

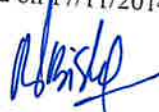
### 3.13 Collaboration and Arrangements with other Institutes/ Organizations etc.

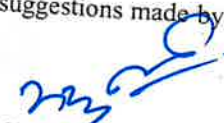
Collaborations with other National organizations and institutions shall be made, as and when needed. The Director General will be authorized to sign subsequent pertinent documents such as service contracts/ MoUs etc., on behalf of the Society. To enter in to any MoUs with National and International institutions in consonance with GoI regulations, the approval of Chairperson, Management Committee may be obtained. The same would be placed before the MC/ GB for information.


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<sup>12</sup> \* As approved by 1<sup>st</sup> Governing Body held on 17/11/2014 based on the suggestions made by DoPT.

  
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#### 4. CAPACITY BUILDING PROTOCOL

The areas of competence of the Centre are Good Governance, Public Policy, Field Administration, Management Development Programmes, Public Private Partnerships, primary and elementary education, decentralized participatory planning at district and block level, capacity building of Panchayati Raj Institutions, Information Technology & E-Governance, Geographical Information Systems, Participatory Learning and Action', rural industries, literacy, agrarian issues, cooperatives, MGNREGA, Primary Health, Water and Sanitation, Climate Change and public sector management.

The NCGG aims to:

- To organize Mid Career Training Programmes, Short Term Training Programmes, seminars, workshops, study circles, working groups and conferences for promoting capacity building and research;
- Building capacities of other national and international Civil Servants, Officers of other premier organisations, in and outside Government on subject areas of mutual interest;
- To engage in provision of consultancy services in and outside the country.

In the past, the activities of the NIAR (now NCGG) have included organizing short-term Management Development Programmes for various premier organisations, Mid-Career Training Programmes on Public private partnerships and field administration, public policy, water and sanitation, climate change, Education, Primary Health etc. Organization of theme oriented training programmes and workshops, and preparation of case studies.

##### 4.1 Training charges

The training charges levied by the Institute will follow DoPT norms as revised from time to time. Currently, these are as follows:

##### Course Fee

Duration of the programme	Rates (in Rupees)*
5 Days (1-Week)	2,25,000

(\*These rates are for a minimum batch of 15 participants. For every additional participant an amount of Rs. 15,000/- for a 5-Day (1-Week) programme would be admissible to the institute.)

  
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### Boarding/ Lodging Charges (per day per participants)

	Rates (in Rupees)*
State Training Institutes	1,250/-
Central Training Institutes	1,250/-

(\*Additional Boarding/ Lodging charges @Rs.1,250/- per day per participant would be admissible to the institute in respect of participants who use the residential facility at the institute during the training.)

#### 4.2 Honorarium to Guest Speakers

In compliance of the decision taken in the 27<sup>th</sup> Governing Body of NIAR (now NCGG), the honoraria payable to Resource Persons/ Guest Speakers are hereby defined as follows:

- (a) For serving Govt./ Semi Govt. officials and professional consultants – upto Rs. 2,000/- per session and Rs. 4,000/- per day (excluding LBSNAA faculty).
- (b) For extra ordinary/ eminent speakers – Upto Rs. 10,000/- session.

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## 5. FINANCIAL PROTOCOL

**5.1 Delegation of Powers:** (the delegation of financial powers will be as per Annexure VI).

### 5.2 Annual Reports and Accounts

The Annual Report shall represent the period corresponding the Financial Year as followed by the GOI, i.e. from April to March, every year.

For all the Programmes/ Projects/ Trainings etc., the coordinating Faculty shall be responsible to draft the annual report and hand it over to the Publications Coordinator of the Centre, before the end of February, every year.

For all administrative aspects, the In-charge Administration shall be responsible to draft the annual report and hand it over to the Publications Coordinator of the Institute, before the end of February, every year. The Annual Reports pertaining Store/ Mess/ Library/ Reprography/ IT/ Estate, etc., shall be presented by respective Coordinating Faculty, through the In-charge Administration, if he or she is not supervising these sections.

Annual Account of Receipts and Expenditures (Annual Financial Report) shall be prepared by the Accounts and Finance In-charge, as decided by the Director General, which shall be submitted to the Chairperson/ Management Committee, through the Director General/ Vice Chairperson, before the end of February every year.


The Publications Coordinator shall compile the Institute's Annual Report, including the Annual Financial Report as approved by the Chairperson/ Management Committee, which shall be submitted to the Chairperson/ Management Committee through the Director General before the end of February, every year.


The Annual Report and the Annual Financial Report, after due approval of the Chairperson/ Management Committee, shall be presented to the Governing Body/Management Committee in the month of June every year.

### 5.3 Consultancy Policy

The Society will be free to hire/ extend consultancy for academic/ technical/ civil matters. The fees and other terms and conditions for the purpose will be elaborated in the Memorandum of Understanding to be signed by the Director General and the counterpart i.e. the head of the client organization.

  
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#### **5.4 Accounts and Finance Annual Budget Estimates**

Every year an Annual Budget Plan will be prepared by the Accounts and Finance In-charge, as decided by the Director General and presented for the approval of the Governing Body before the end of March, every year. Further sanctions will be made by the Director General.

#### **5.5 Emoluments**

Emoluments of staff will be governed by the ToR of their Appointment Letter. However, the emoluments, in case of continuation of service, can be revised, if so deemed necessary, by the Chairperson/ Director General, with the approval of the Governing Body/ Management Committee.

#### **5.6 Financial Entitlements of TA/ DA**

The staff/ faculty will be entitled to TA/ DA benefits for official tours undertaken by them as per the existing central government norms announced from time to time.

#### **5.7 Transfer Benefits**

These would be on the basis of equivalence with Central Government Rules on the subject.

#### **5.8 Appointment of Statutory Auditors for the Society**

Society shall appoint Statutory Auditors/ special auditors on an annual basis or as and when needed.

#### **5.9 Stores**

Procurement of various articles, maintaining the stock record, annual verification of the store and disposal of old/ condemned goods etc. shall be conducted as per the rules.

#### **5.10 Procurement/ Disposal of Vehicles**

Relevant rules prevalent in GoI shall be applicable in NCGG for the purpose of Disposal of old/ condemned vehicles and for Procurement of new vehicles.



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## 5.11 Procurement Policy

### Rules regarding Procurement of Goods and Services

**Rule 1.** These are the general rules applicable for all procurement of goods to be undertaken in NCGG.


**Rule 2. Definition of Goods:** The term 'goods' used in this chapter includes all articles, material, commodities, livestock, furniture, fixtures, raw material, spares, instruments, machinery, equipment, industrial plant etc. purchased or otherwise acquired for the use of NCGG but excludes books, publications, periodicals, etc. for a library.


**Rule 3. Fundamental principles of public buying:** Every authority delegated with the financial powers of procuring goods in public interest shall have the responsibility and accountability to bring efficiency, economy and transparency in matters relating to public procurement and for fair and equitable treatment of suppliers and promotion of competition in public procurement. The same principle is applicable for NCGG.

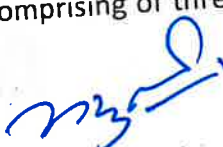
The procedure to be followed in making procurement must conform to the following yardsticks:-

- (a) the specifications in terms of quality, type etc., as also quantity of goods to be procured, should be clearly spelt out keeping in view the specific needs. The specifications so worked out should meet the basic needs of the organization without including superfluous and non-essential features, which may result in unwarranted expenditure. Care should also be taken to avoid purchasing quantities in excess of requirement to avoid inventory carrying costs;
- (b) offers should be invited following a fair, transparent and reasonable procedure;
- (c) the procuring authority should be satisfied that the selected offer adequately meets the requirement in all respects;
- (d) the procuring authority should be satisfied itself that the price of the selected offer is reasonable and consistent with the quality required;
- (e) at each stage of procurement the concerned procuring authority must place on record, in precise terms, the considerations which weighed with it while taking the procurement decision.

**Rule 4. Authorities competent to purchase goods:** All purchases costing more than Rs. 15,000/- shall be made by a Purchase Committee comprising of three persons including

  
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Associate Professor

  
(Dr. B.S. Bisht)  
Associate Professor

  
(Dr. Yashu Sharma)  
Finance Officer

  
(Dr. Gazala Hasan)  
Assistant Professor

I/C Admin. & Accts. and I/C Stores, NCGG, as appointed from time to time by the Director General.

**Rule 5. Applicability of Rate Contract:** If any goods are purchased under the DGS&D rate contracts and/ or from such enterprises that are duly recognized by Government of India for purchase without quotations/ tender (such as Khadi, Coir Board, Cooperatives etc.

**Rule 6. Purchase of goods without quotation:** Purchase of goods up to the value of Rs. 15,000/- (Rupees Fifteen Thousand) only on each occasion may be made without inviting quotations or bids, can be purchased by the I/C Admin., NCGG, on the basis of a certificate to be recorded by the I/C Admin., NCGG in the following format:

"I, \_\_\_\_\_, am personally satisfied that these goods purchased are of the requisite quality and specification and have been purchased from a reliable supplier at a reasonable price."

**Rule 7. Purchase of goods by Purchase Committee:** Purchase of goods costing above Rs. 15,000/- (Rupees Fifteen Thousand) only and up to Rs.1,00,000/- (Rupees One lakh) only on each occasion may be made on the recommendations of a duly constituted Local Purchase Committee, as explained in rule 4. The Committee will survey the market to ascertain the reasonableness of rate, quality and specifications and identify the appropriate supplier. Before recommending placement of the purchase order, the members of the Committee will jointly record a certificate as under.

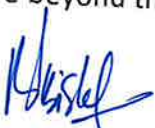
"Certified that we \_\_\_\_\_ members of the purchase committee are jointly and individually satisfied that the goods recommended for purchase are of the requisite specification and quality, priced at the prevailing market rate and the supplier recommended is reliable and competent to supply the goods in question."

The purchase order/ payment within the financial powers of the I/C Admin., NCGG (Rs.50,000/- as of now) would be placed on Committee's recommendation by the I/C Admin. On her/ his own; while an order/ payment worth within the DG, NCGG's financial powers Rs.5,00,000/- for expenditure out of NCGG funds and Rs.1,00,00,000/- for expenditure out of project funds, as of now), would be placed only after the DG, NCGG's approval.

For any purchase expenditure beyond the financial powers of the DG, NCGG, approval of



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the Chairperson, Managing Committee after following the due procedure as explained in the following rules, will be taken.

**Rule 8. Purchase of goods directly under rate contract:**

In case NCGG procures Central Purchase Organization (e.g. DGS&D) rate contracted goods from suppliers, the prices to be paid for such goods shall not exceed those stipulated in the rate contract and the other salient terms and conditions of the purchase should be in line with those specified in the rate contract. NCGG shall make its own arrangement for inspection and testing of such goods where required.


**Rule 9. Purchase of goods by obtaining bids:** Except in cases covered under Rule 6, 7 and 8, NCGG shall procure goods under the powers referred to in Rule 4 above by following the standard method of obtaining bids in:


- (a) Advertised Tender Enquiry;
- (b) Limited Tender Enquiry;
- (c) Single Tender Enquiry.

**Rule 10. Advertised Tender Enquiry.**

- (a) Subject to exceptions incorporated under Rules 11 and 14, invitation to tenders by advertisement should be used for procurement of goods of estimated value Rs. 25 lakh (Rupees Twenty Five Lakh) and above. Advertisement in such case should be given in two national daily having wide circulation.
- (b) NCGG should also publish all its advertised tender enquiries on the web site. It should also give its web site address in the advertisements in newspapers.
- (c) NCGG should also post the complete bidding document in its web site and permit prospective bidders to make use of the document downloaded from the web site. If such a downloaded bidding document is priced, there should be clear instructions for the bidder to pay the amount by demand draft etc. along with the bid.
- (d) Ordinarily, the minimum time to be allowed for submission of bids should be three weeks from the date of publication of the tender notice or availability of the bidding document for sale, whichever is later. Where NCGG also contemplates obtaining bids from abroad, the minimum period should be kept as four weeks for both domestic and foreign bidders.

  
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### Rule 11. Limited Tender Enquiry.

- (a) This method may be adopted when estimated value of the goods or services to be procured is up to Rupees Twenty-five Lakhs. Copies of the bidding document should be sent directly by speed post/ registered post-courier/ e-mail to relevant firms (Registered with DGS&D and/ or identified by NCGG for specific needs, as deemed fit). The number of supplier firms in Limited Tender Enquiry should be more than three. Further, web based publicity should be given for limited tenders. Efforts should be made to identify a higher number of approved suppliers to obtain more responsive bids on competitive basis.
- (b) Purchase through Limited Tender Enquiry may be adopted even where the estimated value of the procurement is more than Rupees twenty-five Lakhs, in the following circumstances.
- The competent authority certifies that the demand is urgent and any additional expenditure involved by not procuring through advertised tender enquiry is justified in view of urgency. The competent authority should also put on record the nature of the urgency and reasons why the procurement could not be anticipated.
  - There are sufficient reasons, to be recorded in writing by the competent authority, indicating that it will not be in NCGG's interest to procure the goods through advertised tender enquiry.
  - The sources of supply are definitely known and possibility of fresh source(s) beyond those being tapped, is remote.
- (c) Sufficient time should be allowed for submission of bids in Limited Tender Enquiry cases.

**Rule 12. Two bid system:** For purchasing high value plant, machinery etc. of a complex and technical nature, bids may be obtained in two parts as under:-

- (a) Technical bid consisting of all technical details along with commercial terms and conditions; and
- Financial bid indicating items-wise price for the items mentioned in the technical bid.

The technical bid and the financial bid should be sealed by the bidder in separate covers duly super-scribed and both these sealed covers are to be put in a bigger cover which should also be sealed and duly super-scribed. The technical bids are to be opened by the competent committee or authority, as explained in foregone rules. At the second stage financial bids of only the technically acceptable offers should be opened for further evaluation and ranking



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before awarding the contract.

**Rule 13. Late Bids:** In the case of advertised tender enquiry or limited tender enquiry, late bids (i.e. bids received after the specified date and time for receipt of bids) should not be considered.

**Rule 14. Single Tender Enquiry.**

Procurement from a single source may be resorted to in the following circumstances:

- (a) It is in the knowledge that only a particular firm is the manufacturer of the required goods.
- (b) In a case of emergency, the required goods are necessarily to be purchased from a particular source and the reason for such decision is to be recorded and approval of competent authority obtained.
- (c) For standardization of machinery or spare parts to be compatible to the existing sets of equipment (on the advice of a competent technical expert and approval by the competent authority), the required item is to be purchased only from a selected firm.

**Note:** Proprietary Article Certificate in the following form is to be provided competent authority/ purchasing committee before procuring the goods from a single source:-

- (i) The indented goods are manufactured by M/s .....
- (ii) No other make or model is acceptable for the following reasons:

.....  
.....  
.....

- (iii) Concurrence of finance wing to the proposal vide: .....
- (iv) Approval of the competent authority vide: .....

\_\_\_\_\_  
\_\_\_\_\_

(Signature with date and designation  
of the Procuring Officer/ Committee)

  
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**Rule 15. Contents of Bidding Document:** All the terms, conditions, stipulations and information to be incorporated in the bidding document are to be shown in the appropriate chapters as below:-

- Chapter – 1: Instructions to Bidders.
- Chapter – 2: Conditions of Contract
- Chapter – 3: Schedule of Requirements.
- Chapter – 4: Specifications and allied Technical Details.
- Chapter – 5: Price Schedule (to be utilized by the bidders for quoting their prices).
- Chapter – 6: Contract Form.
- Chapter – 7: Other Standard Forms, if any, to be utilized by the purchaser and the bidders.

**Rule 16. Maintenance Contract:** Depending on the cost and nature of the goods to be purchased, it may also be necessary to enter into maintenance contract(s) of suitable period either with the supplier of the goods or with any other competent firm, not necessarily the supplier of the subject goods. Such maintenance contracts are especially needed for sophisticated and costly equipment and machinery. It may however be kept in mind that the equipment or machinery is maintained free of charge by the supplier during its warranty period or such other extended periods as the contract terms may provide and the paid maintenance should commence only thereafter.

**Rule 17. Bid Security:**

- (a) To safeguard against a bidder's withdrawing or altering its bid during the bid validity period in the case of advertised or limited tender enquiry, Bid Security (also known as Earnest Money) is to be obtained from the bidders. The bidders should be asked to furnish bid security along with their bids. **Amount of bid security should ordinarily range between two percent to five percent of the estimated value of the goods to be procured.** The exact amount of bid security, should be determined accordingly by the competent authority/ committee and indicated in the bidding documents. The bid security may be accepted in the form of Account Payee Demand Draft. Fixed Deposit Receipt, Banker's Cheque or Bank Guarantee from any of the commercial banks in an acceptable form, safeguarding the purchaser's interest in all respects.

The bid security is normally to remain valid for a period of forty-five days beyond the



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- final bid validity period.
- (b) Bid securities of the unsuccessful bidders should be returned to them at the earliest after expiry of the final bid validity and latest on or before the 30<sup>th</sup> day after the award of the contract.
- (c) **Miscellaneous Provisions:** As far as possible e-Procurement will be resorted to as per extant GoI Rules. The services of NIC/ NICSI will be obtained for all computerisation related matters.

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No AB.14017/11-2004-Estt.(RR)  
Government of India  
Ministry of Personnel, Public Grievances and Pensions,  
Department of Personnel and Training  
New Delhi

Dated the 30<sup>th</sup> July, 2007

OFFICE MEMORANDUM

Subject: Setting up of Search Committees/Search-cum-Selection Committees

As the various administrative Ministries/Departments are aware the circumstances under which Search Committees can be constituted and their composition etc. are presently regulated by the instructions issued under this Department's OM NO. AB-14017/36/74-Estt.(RR) dated 25.10.1994, reiterated under a subsequent OM No. AB.14017/56/2003-Estt.(RR) dated 4.12.2003. These instructions are primarily applicable to posts in the Government but also apply *mutatis mutandis* in the case of posts in autonomous/statutory organizations. Separately instructions have been issued by the EO's Division of this Department, on policy and procedure for appointments in autonomous institutions through the ACC which contain inter alia, guidelines on constitution of Search-cum-Selection Committees for posts in such bodies, their constitution etc., the latest guidelines, in this regard, being those issued under OM No. 28/13/2006-EO (SM I) dated 3.7.06.

2. It has come to the notice of this Department that the principles brought out in the instructions of this Department, as referred to above, have not been kept in view fully, while setting up Search Committees/Search-cum-Selection Committees in some cases. There exist also some shortcomings on the composition of the Search-cum-Selection Committees for posts in autonomous organizations/institutions.

3. The matter has, therefore, been reviewed in its entirety and it has been decided that, henceforth, the principles, as set forth in the ensuing paragraphs, shall be kept in view by all concerned while setting up Search Committees and Search-cum-Selection Committees (for posts in autonomous organizations).

4. Search Committees for posts in Government

In accordance with the guidelines of this Department, immediately after a post is created, the Recruitment Rules for the same should be



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framed, if the post is likely to continue for one year or more. Action to fill up the post, as per the provisions in the Recruitment Rules, has to be initiated as the procedure of Search Committee cannot be a substitute for the normal recruitment process.

4.1 Situations in which Search Committees may be constituted, their composition etc.

- (i) The post involved should not fall under the purview of the UPSC.
- (ii) Since, as a rule, appointments in Government are to be made on the basis of open advertisement, this requirement has to be followed without fail, and it is only in situations where advertisement may not result in adequate response that a Search Committee should normally be appointed.
- (iii) Constitution of Search Committees cannot be a substitute for advertisement of posts and their role is only to supplement the recruitment effort through advertisements.
- (iv) A minimum period of atleast four weeks may be given to the candidates to respond to the circular/advertisement for appointment under this mechanism.
- (v) Search Committees should be constituted only for sufficiently senior posts at the level of Director (in the scale of Rs. 14300-18300) or above, which require specialized scientific/technical knowledge and experience.
- (vi) The composition of the Search Committee needs to be approved by the Department of Personnel and Training in each case, if the post proposed to be filled by this procedure is in the scale of Rs. 18400-22400 or above.
- (vii) The Committee should be chaired by the Secretary of the Ministry/Department concerned. Where it is constituted for a Secretary-level post, a senior and distinguished academician may be invited to chair the Committee. The Committee should normally consist of not more than 5 members including the Chairman.

  
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- (viii) Where officers of Government, Autonomous Bodies, PSUs etc. are nominated as Members, they should be atleast one level above the post to which recruitment is being made.
- (ix) No person who is a recipient of grants/funding from the Ministry concerned or who is closely related to a recipient should be invited to join the Search Committee.
- (x) The composition of the Committee should be well-balanced. It should invariably include persons of appropriate standing having acknowledged expertise in the relevant field of specialization. At least half the number of such experts should be from outside the Department.
- (xi) The tendency, repeatedly to rely on the same experts for several recruitments over long periods of time, is to be avoided. It is necessary to infuse fresh blood in such Committees in order to ensure that they identify the right personnel engaged in research in frontiers of the relevant field.
- (xii) The panel recommended by the Committee will remain valid for one year. If no selection is made from the panel within a period of one year a fresh Committee shall be constituted to prepare a fresh panel. Such a Committee may also consider the names of persons recommended in the earlier panel.
- (xiii) In some cases, the Rules themselves prescribe Search Committee/Search-cum Selection Committee and in such cases, it should be ensured that the composition is strictly as per the Rules. Wherever it is necessary, amendments to the Rules may be carried out to ensure that the composition of the Committee is in conformity with these instructions.

5. Search-cum-Selection Committees for posts in autonomous/statutory bodies etc.

Though the principles applicable for posts in Government as in para 4 *ibid* would generally apply, the following principles would specifically apply to Search-cum-Selection Committees for posts in autonomous/statutory bodies, entities registered under the Societies Registration Act, etc -

- (i) Each Ministry/Department shall constitute a Search-cum-selection committee, with the concurrence of the DOPT, for (a) all appointments to the post of Chief Executives and (b) for all



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appointments carrying a pay scale of Rs. 18400-22400 and above.

- (ii) Ministries/Departments will have the discretion to choose the Chairman of the Committee. They may however, ensure that the person, so chosen, is distinguished and of sufficiently high standing commensurate with the level of the post for which selection is to be recommended by the Committee.
- (iii) The Committee should normally consist of not more than 5 members including the Chairman and at least one outside expert of eminence. The Committee should also include the Chief Executive of the autonomous institution even if the scale of pay of the post of Chief Executive is same as of the post for which selection is being made unless the selection is for the post of the Chief Executive.
- (iv) The panel recommended by the Committee will be valid for one year. If no selection is made from the panel within a period of one year, a fresh Committee shall be constituted to prepare a fresh panel. Such a Committee may also consider the names of persons recommended in the earlier panel.
- (v) The panel recommended by the Committee will have to be accepted *in toto* by the Ministry/Department. Any deviation in the matter will require the prior approval of the ACC.
- (vi) Extension in tenure of persons other than the Chief Executives shall also be considered by the Search-cum-Selection committee and its recommendations shall be accepted by the Ministry/Department. Any proposal to reject the recommendations will require the approval of the ACC. Authority for approval of extension in tenure of Chief Executives will rest with the ACC.
- (vii) All appointments, which are covered by specific statutes, are to be carried out on the basis of the statutory provisions. Wherever the statutes provide for appointment to a post with the approval of the Central Government, the appointment to the post of Chief Executives of the pay scale of Rs. 18400-22400 and above, will be within the purview of ACC and the Search-cum-Selection Committee mechanism envisaged in these instructions will apply.

  
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(viii) Appropriate Recruitment Rules/Regulations for the post involved shall be formulated by the administrative Ministry, wherever the relevant statutes do not incorporate the eligibility conditions. The norms and criteria for selection shall in any case, be finalized by the autonomous institution with the concurrence of the Ministry concerned and the same shall be made widely known well in advance of the selection;

(ix) The vacancy shall be given wide publicity through open advertisement/circulation among various Ministries/Departments/State Governments/ Autonomous bodies/Research Institutes etc., as also made available on the website of the Ministry/Department;

(x) A minimum period of atleast four weeks may be given to the candidates to respond to the circular/advertisement for appointment under this mechanism;

6. All autonomous institutions, which are not set up under their own statutes, shall modify their Memoranda and Articles of Association, Bye-laws, etc. in order to incorporate fully these guidelines. The institutions shall report compliance to the DOPT through their administrative Ministry/Department alongwith copies of their revised Memoranda/Articles of Association, Bye-laws etc. These institutions, thereafter, shall not be required to take approval of DOPT each time for the Search-cum-Selection Committee constituted by them. The institutions shall, however, send a copy of the Search-cum-Selection Committees constituted by them to the DOPT.

7. The above exercise may be completed by all institutions within a period of three months.

8. Hindi version will follow.


(Smita Kumar)  
Director  
Tel. 2309 2479

To  
All Ministries/Departments of Government of India

Copy to:  
1. The President's Secretariat, New Delhi

  
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Associate Professor

  
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Associate Professor

  
(Dr. Yashu Sharma)  
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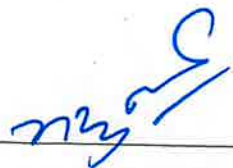
2. The Prime Minister's Office, New Delhi.
3. The Cabinet Secretariat, New Delhi.
4. The Rajya Sabha Secretariat, New Delhi.
5. The Lok Sabha Secretariat, New Delhi.
6. The Comptroller and Auditor General of India, New Delhi.
7. The Union Public Service Commission, New Delhi.
8. The Staff Selection Commission, New Delhi.
9. All Attached Offices under the Ministry of Personnel, Public Grievances and Pensions.
10. Establishment Officer and Secretary, ACC (10 copies).
11. All Officers and Sections in the Department of Personnel necessary action
12. Secretary, Staff Side National Council (JCM), 13-C, Ferozeshah Road, New Delhi
13. All Staff Members of National Council (JCM)
14. All Staff Members of the Departmental Council (JCM), Ministry of Personnel, PG and Pensions
15. Establishment (RR Division) (200 copies)




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Finance Officer



**(Dr. Gazala Hasan)**  
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16.11  
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**Minutes of the fourth meeting of the Governing Body, National Society  
for Promotion of Development Administration, Research & Training  
(NSDART) held on the 29th October, 1997**

The under mentioned members attended the meeting:

1. Shri B. S. Baswan, Chairman
2. Shri V. K. Agnihotri, Vice Chairman
3. Dr. H. Ramachandran, Member Secretary

The following members regretted their inability to attend:

1. Shri D. Tikku
2. Shri R. K. Dar
3. Dr. N. C. Saxena

The following points were discussed and decision taken.

**1. Confirmation of the minutes of last meeting**

The minutes were confirmed.

**2. Action arising out of decision taken in the last meeting:**


i. The observations made by Shri D. Tikku, Executive Director, National Dairy Development Board, Anand vide letter No. DELED.RRC, dated 27th October, 1997 relating to the objectives of NRRC were discussed. The Vice Chairman pointed out that a workshop was held in 1994 to work out an agenda of activities in the area of Co-operative and Rural Development. Based on the recommendation of the Workshop efforts were made to generate resources to meet the recurring expenditure to support the activities. A one time grant of Rs. 10 lakhs was approved by the Ministry of Agriculture / Rural Development. The Centre for Co-operative and Rural Development started functioning with this limited grant. It was decided that the Executive Director of the Society may take up the matter with the National Dairy Development Board. It was also decided that the observations made by Shri Tikku should be reflected in the Mission statement being prepared by the Society.

**ii. Medical Facilities to the Faculty and Staff**

Appointment of private medical practitioners as Authorised Medical Attendants of the town has been notified. In addition it was decided that regular visiting arrangement with a medical practitioner may be made, who could be compensated at par with visiting doctors of the Academy.

  
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Associate Professor

  
(Dr. B.S. Bisht)  
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(Dr. Yashu Sharma)  
Finance Officer

  
(Dr. Gazala Hasan)  
Assistant Professor

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iii. **Appointment of Legal Advisor**

Executive Director was authorised to finalise the terms and conditions with Shri J. N. Sharma whose appointment as legal advisor has been approved for a period of one year initially on a monthly honorarium of up to Rs. 3500/-.

3. **Ratification of appointment of Consultants and Research Associates**

The appointment of four consultants, three junior consultants and four research associates made by the selection committee was ratified. It was noted that one of the research associates viz. Mrs. Saloni Goel who has already left may be paid appropriate honorarium for completing the work assigned to her.

4. **Revision of pay of Academic and Non-academic staff on the basis of Fifth Pay Commission's Recommendations**

The Governing Body noted that the appointment of consultants and research associates was made on a contractual basis for one year. Their request for revision of pay in view of fifth pay commission's recommendations may be considered when their present term of contractual appointment comes up for renewal.

5. **Substitute of Mrs. S. G. Thakur and Shri Amarjeet Sinha**

It was noted that two vacancies of members in the General and Governing Body have occurred due to the transfer of Mrs. S. G. Thakur and Shri Amarjeet Sinha. It was pointed out that there is a need for filling in the vacancies by including the faculty members of NSDART also. It was decided that action may be initiated to amend the rules so that the NSDART faculty is also represented in the above bodies.

6. **Activities of the Society**

Completed, on-going and proposed activities of the Society were noted. It was suggested that the research activities may be expanded and if necessary the training programmes offered by the Society reduced in order to accommodate additional research programmes.

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## 7. Housing problem of the Faculty

The Governing Body was apprised of the present arrangement made for solving the housing problem of the faculty. It was also suggested that if the faculty is not satisfied with the present arrangement they may explore possibilities on their own to find out suitable accommodation elsewhere. They will be paid house rent allowance as admissible to similarly placed personnel in the Academy.

## 8. Ad-hoc appointment of support staff

Creation of the following posts was approved:

Post	Number of Post approved
Executive Director	1
Administrative Officer	1
Assistant Administrative Officer	1
Manager Estate	1
Accountant	1
Library Assistant	1
P. S. to Executive Director	1
Stenographers	4
Field Investigator / Data Entry Operators	4
Clerks and Telephone Operators	5
Technician	1
Book Binder	1
Machine man	1
Cook	1
Mess helpers	4
Drivers	2
Peons / Farash	4
Security Guards	5
Sweepers	2

It was noted that the following posts were filled in accordance with the appropriate recruitment procedure i.e. by calling for applications / nominations from Employment Exchange and Ex-Soldiers' Board etc. and Constituting Selection Committees for the purpose.

1. Ms. Meenakshi Arora, Stenographer
2. Ms. Sangeeta Thapa, Stenographer
3. Shri Bishan Singh Thapa, Security Guard
4. Shri Ram Singh Rawat, Security Guard
5. Shri Laxman Singh, Security Guard
6. Shri Ranjeet Singh, Driver
7. Shri Jeevan Singh, Driver

3

  
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Their appointment may be extended on contractual basis for a period of one year. They will be placed on consolidated salary comparable to their counterparts in the Academy.

The other posts may be advertised / publicised and appointments made by the selection committee formed for the purpose. They will be appointed on a contractual basis for a period of one year and will be entitled to consolidated pay at par with similarly placed personnel in the Academy or on agreed terms not exceeding the salary of similarly placed personnel in the Academy.

9. **Payment of consultancy fees to faculty under various projects**

The statement of expenditure on various projects including consultancy and co-ordination fees paid were circulated and noted. It was suggested that such statements could be part of the Annual Report.

10. **Any other matter with the permission of the Chair**

i. **Merger of Centre for Micro-Planning & Regional Studies (CEMPRES)**

In view of the decision to terminate plan funds for CEMPRES beyond Feb. 98, it was felt that the Society may absorb the Centre particularly in view of the increasing relevance of decentralised planning. The distribution of assets and liabilities of CEMPRES between the Academy and the Society may be decided by the Academy. It was decided that further agenda of activities relating to CEMPRES may be prepared and sent to concerned Ministries / Departments.

ii. **Issue of uniform to staff**


Proposal for issue of all admissible items of liveries to watchmen, drivers, mess staff and other class III and IV also was approved. It was suggested that appropriate designing of uniforms may be made.


iii. **Constitution of programme committee**

It was decided that a programme committee of the faculty of the Society may be constituted which can meet periodically for technical recommendations relating to activities of the Society. This may also include one or two experts from outside the Society.

  
(Dr. A.P. Singh)  
Associate Professor

  
(Dr. B.S. Bisht)  
Associate Professor

  
(Dr. Yashu Sharma)  
Finance Officer

  
(Dr. Gazala Hasan)  
Assistant Professor



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### Preparation of memorandum of understanding


In the light of the suggestions made in the meeting held in the Department of Personnel & Training (DoPT) on various Centres and Societies of the Academy, it was decided that memorandum of understanding between the Society and Academy may be prepared.

(Dr. H. Ramachandran)  
Member Secretary  
NSDART

**All members of the Governing Body**  
Copy to Registrar Societies Chits and Firms for information

  
(Dr. A.P. Singh)  
Associate Professor

  
(Dr. B.S. Bisht)  
Associate Professor

  
(Dr. Yashu Sharma)  
Finance Officer

  
(Dr. Gazala Hasan)  
Assistant Professor

**Minutes of the Seventh meeting of the Governing Body  
National Society for Promotion of Development Administration, Research &  
Training held on 15 July 1998 at the Committee Room, LBSNAA at 3 PM**

August 10, 1998

The under mentioned members attended the meeting:

Shri B. S. Baswan, Chairman  
Shri Binod Kumar, Vice Chairman  
Dr. V. K. Agnihotri, Member  
Prof. A. Santosh Mathew, Member  
Shri B.V.R. Subrahmanyam, Member  
Dr. H. Ramachandran, Member Secretary

The following members regretted their inability to attend:

Shri D. Tikku, Member  
Shri L. N. Gupta, Member  
Shri R. K. Dar, Member  
Prof. R. Radhakrishna

Agenda items were discussed and decisions taken as follows:

**1. Confirmation of the minutes of the last meeting**

The minutes were confirmed.

**2. Action arising out of decisions taken in the last meeting**

(a) Contribution to the Employees' Provident Fund

It was decided that rules for the Contributory Provident Funds be prepared and placed before the next Governing Body meeting.



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Associate Professor



(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
Finance Officer



(Dr. Gazala Hasan)  
Assistant Professor

(b) *Creation of the Corpus of the Society*

Draft rules were considered and approved with a few amendments. The approved rules are available as Annexure 1

(c) Introduction of two signatures on the cheques issued by the Society was noted

(d) *Coordination of the work relating to the study of Panchayati Raj – a project sponsored by the Ministry of Rural Areas and Employment*

Shri B.V.R. Subrahmanyam and Shri Santosh Mathew will obtain the CVs of prospective candidates by the end of July 1998 based on the job requirements to be specified by NSDART for possible appointment by the middle of August 1998. If need be the Society may surrender the advance received from the Funding Agency.

(e) *Modalities for the merger of some centres with NSDART*

Draft modalities were discussed and approved with some amendments. The approved modalities are appended (Annexure 2).

**3. Fixation of pay of Dr. S. Datta**

The representation of Dr. S. Datta was considered and as he had already resigned, it was decided that the salary fixed earlier could not be reconsidered.

**4. Payment of Honorarium to NSDART Faculty**

The report of the committee may be expedited

**5. Contractual appointment of Dr. P. Ranjan as Consultant**

Action taken was noted



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(Dr. Gazala Hasan)  
Assistant Professor

#### 6. Housing problem of the faculty and staff

The Governing Body noted the difficulties faced by the Society in providing residential accommodation to its faculty and staff. It was decided that the Society could lease suitable accommodation for allotment and also continue its efforts for acquisition of flats/houses for the purpose.

#### 7. Appointment of Faculty

The Governing Body decided that 2 to 3 faculty positions for a term of five years may be advertised under the following categories:

1. Senior Consultant / Senior Fellow
2. Consultant / Fellow

The broad areas of specialisation of such positions will be in tune with the projected activities of the Society

The proposal regarding appointment and emoluments payable to Academic Staff was discussed and the proposed emoluments approved as under:

Range of Consolidated Emoluments Payable per Month		
1	Sr. Consultants	- Rs. 18,000 to 22,000
2	Consultants	- Rs. 14,000 to 20,000
3	Jr. Consultants	- Rs. 8,000 to 16,000
4	Research Associates	- Rs. 6,000 to 10,000

It was also decided that besides these above positions, recruitment of Research Assistants and Field investigators as required during the field work of various projects (maximum up to six months) may be made by the project co-ordinators on the basis of the qualifications of the candidates and as per the provisions of the project.

As regards the proposed extension of contractual appointment and payment of emoluments it was decided that at the time of renewal of



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Associate Professor



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Finance Officer



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Assistant Professor



the contract an annual enhancement of emoluments will normally be as noted below against each category

- |    |                     |                                     |
|----|---------------------|-------------------------------------|
| 1. | Sr. Consultant      | - Rs. 1000.00 at a time in one year |
| 2. | Consultants         | - Rs. 700.00 -do-                   |
| 3. | Jr. Consultants and |                                     |
| 4. | Research Associates | - Rs. 500.00 -do-                   |

All such cases as are due for renewal of the contractual appointments may be put up to the Managing Committee for decision.

#### 8. Other Matters

(1) Appointment of Co-ordinators of Centres/Projects of LBSNAA that are proposed to be merged with the Society

The Governing Body approved the appointment of the Co-ordinators as under:

S. No.	Name of the Centre/ Unit	Name of the Co-ordinator
1.	CCRD	Shri S. Chopra
2.	TQM Project	Dr. V. K. Agnihotri
3.	IDS Programme	Sussex Prof. A. Santosh Mathew

It was also decided that Shri M H Khan will be in-charge of winding up of CEMPRES in Academy

(2) Representation of Shri Sunil Kumar, Accountant for enhancement of emoluments

It was suggested that the representation may be put up to the Managing Committee for consideration and a decision.

  
(Dr. A.P. Singh)  
Associate Professor

  
(Dr. B.S. Bisht)  
Associate Professor

  
(Dr. Yashu Sharma)  
Finance Officer

  
(Dr. Gazala Hasan)  
Assistant Professor

(3) *Reliable Internet Access for NSDART*

At the instance of NSDART, VSNL has suggested two options that are reproduced below.

**OPTION – I:** LBSNAA has got a Leased Internet access with 512 Kbps bandwidth. Since it is your umbrella organisation, your institute can share the vast bandwidth of LBSNAA. For this purpose, you need to have a router (CISCO 2509 or 2511 for example) at your premise, interfaced with Modulators like ASM – 20. Two pairs of wires will be connected to this ASM 20 and will be laid underground upto LBSNAA along the existing telephone cable route. At the Academy premise, these wires will be terminated at another similar Modulator to which the main router at the Academy will be connected. The cost involved will be around Rs. 2 lakhs.

**OPTION – II:** Your institute will be connected to VSNL, Lachhiwala through Microwave link. Since there is no line of sight between the two places, the link has to be set up in double hop with Lal Tibba being the repeater station. The tariff involved with this option is as follows:

1	Annual Bandwidth Charge (64 Kbps)	-	Rs. 4 lakhs
2	Registration charge (One time)	-	Rs. 20 thousands
3	Microwave link setup charge (One time)	-	Rs. 3 lakhs
4	Annual rental charge for Microwave link (64 Kbps)	-	Rs. 1.875 lakhs
	<b>Total</b>	-	<b>Rs. 9.075 lakhs</b>

These were discussed in the meeting and it was resolved that **option I** will be economical and convenient and accordingly further action needs to be taken. The cost of Access will be borne by NSDART.



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(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
Finance Officer



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Assistant Professor

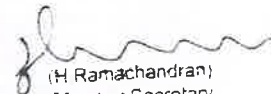
*(4) Lectures of the Academy Faculty in the NSDART programmes*

In the light of the decision recently taken by the DoPT on the payment of consultancy to Academy Faculty, the Chairman suggested that Academy faculty may take part in the programmes of NSDART without accepting any remuneration. The remuneration due to the Academy faculty may be credited in a pooled account. The Academy could decide the modalities for the utilisation of the amount credited into the Account.

*(5) Preparation of Annual Budget of the Society*

The Governing Body noted that hitherto no budgets were prepared but the activities of the Society were entirely based on the sanctioned budgets of various activities by the funding agencies. It was therefore, decided that annual budget should be made for the Society's own resources and a budget can be made for the remaining part of the current financial year by 30th September 1998.

The meeting ended with a vote of thanks to the Chair

  
(H. Ramachandran)  
Member Secretary



(Dr. A.P. Singh)  
Associate Professor



(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
Finance Officer



(Dr. Gazala Hasan)  
Assistant Professor

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### Minutes of the 23<sup>rd</sup> Meeting of the Governing Body

The 23<sup>rd</sup> meeting of the Governing Body was held in the Chamber of Chairman, NIAR, LBSNAA, Mussoorie on February 18, 2008. The following members were present in the meeting:

1. Shri Rudhra Gangadharan, Chairman
2. Shri Padamvir Singh, Vice Chairman
3. Shri Alok Kumar, Member Secretary
4. Shri T.R. Raghunandan, Member
5. Shri Rahul Sarin, Special Invitee
6. Shri Gajendra Singh, Member
7. Shri Sanjeev Chopra, Member
8. Shri Rajesh Arya, Member
9. Shri K.J.R. Burman, Member
10. Shri N.K. Kumaresan Raja, Member [representing Shri Yatendra Kumar, Member]

**Agenda Item No. 1: Confirmation of the Minutes of the last meeting.**

The minutes of the previous Governing Meeting were confirmed.

**Agenda Item No. 2: Action taken report on the decision arising out of the last meeting.**

With regard to point no. (v), it was decided that the Auditor should be appointed for a period of two years and at most the contract should be extended by one year. With regard to point no. (vi), it was decided that the staff car should be disposed off. The other issues in Agenda No. 2 were noted.

**Agenda Item No. 3: Up gradation of NIAR infrastructure with the grants released by Govt**

The members were informed about the action being taken as per detail at Annexure no. 1 and the same were noted by the members.

**Agenda Item No. 4: Award and Implementation of the projects sponsored by different agencies**

The details of the projects was discussed with the members. It was felt that the Corpus Money needs to be invested in Research. It was further suggested that the NIAR should develop an in-house agenda for research after determining the



(Dr. A.P. Singh)  
Associate Professor



(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
Finance Officer



(Dr. Gazala Hasan)  
Assistant Professor





(Dr. A.P. Singh)  
Associate Professor



(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
Finance Officer



(Dr. Gazala Hasan)  
Assistant Professor

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areas of core competence. In this regard it was felt that NIAR should concentrate in the following areas:

- a. Elementary Education
- b. Rural Health and Sanitation
- c. Governance and Public Services Delivery Issues in Development Administration including local self government
- d. Bureaucracy and its Processes, with particular reference to comparative benchmarking.

Subjects including issues in public policies, comparative research, systems of benchmarking and best practices in governance can be considered for developing research projects.

It was decided that the NIAR would formulate a policy with regard to utilization of the corpus funds in the identified core areas of research. Simultaneously, it can continue sponsored research projects in the areas of core competence.

***Agenda Item No.5: Pursuance of agreement signed with Election Commission of India and Ministry of Rural Development***

The members felt that the MoU signed with the organization can be implemented after finalizing the areas of common interest.

***Agenda Item No.6: Restructuring of NIAR***

Executive Director of NIAR briefed the members about the financial position of the Institution and its performance over the last few years. It was presented that the corpus of NIAR has increased from about Rs.2.35 crore in year 2004-05 to about Rs.5.25 crore approximately in year 2007-08. It was also briefed that most of the earnings through savings which have accrued through the capacity building programmes. It was further briefed that most of our activities are increasingly being conducted out station and therefore a flexible approach needs to be adopted in engagement of staff and research personnel. In this regard two categories of employees are required:

- a) Those recruited on contract with a retainership clause so that the core areas of institution can be carried on regular basis.
- b) Recruited on contract basis based on the competence of the person for particular project/sectors for a specified time period without any retainership clause.



(Dr. A.P. Singh)  
Associate Professor



(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
Finance Officer



(Dr. Gazala Hasan)  
Assistant Professor

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The members felt that NIAR should not insist on the research personnel being stationed in Mussoorie. This can be worked out depending on the mutual convenience of the faculty and the institution and the requirements of the assignments being handled by the faculty/consultant. The members further felt whereas outsourcing can be considered it is better to engage professionals on individual basis and have institutional tie ups only if absolutely necessary. The members felt that the highest priority should be given to the competence of the person/researcher being engaged and the terms and conditions can be worked out on case to case basis. In this regard, the model adopted by Ministry of Urban Poverty Alleviation for implementation of JNNURM may also be considered. The GB decided as follows:-

1. To constitute a Committee consisting of the following members:-
  - Prof Gajendra Singh
  - Sri Sanjeev Chopra
  - Sri Alok Kumar
2. The committee will deliberate and formulate a policy in regard to recruitment and institutional partnerships
3. Identify the core areas of research.

**Agenda Item No. 7: Implementation of the recommendation of the committee on the salary structure of NIAR Employees**


Executive Director informed the members that 20% interim relief has been provided to the NIAR Employees on the basis of recommendation of 22<sup>nd</sup> Governing Body meeting. The members however felt that in view of the proposal of restructuring of NIAR being in the anvil, Executive Director may come up with specific suggestions regarding different category of staff rather than revising the pay structure across the board.


In this respect a committee headed by the Vice Chairman/ JD and comprising of DDS(SC) and ED NIAR can examine the rationalization of staff and their emoluments.


**Agenda Item No. 8: Any other matter with the approval of the Chair**

a. Joint Director/Vice Chairman suggested that the nomenclature of the faculty positions be reviewed so that it also indicates the teaching positions. Accordingly, it was decided that the post will be renamed as under.

- |                      |   |
|----------------------|---|
| 1. Junior Consultant | - Junior Consultant/Assistant Professor |
| 2. Consultant        | - Consultant/Associate Professor        |
| 3. Sr. Consultant    | - Sr. Consultant/Professor              |

  
(Dr. A.P. Singh)  
Associate Professor

  
(Dr. B.S. Bisht)  
Associate Professor

  
(Dr. Yashu Sharma)  
Finance Officer

  
(Dr. Gazala Hasan)  
Assistant Professor

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b) *Research Partnership with Landon School of Economics and University of Chicago for study of Effectiveness of IAS Officers.*

Executive Director NIAR informed the members that a proposal has been received for studying the Effectiveness of IAS Officers in collaboration with LSE and University of Chicago. The members felt that while there could be no in-principle opposition to the pursuance of this partnership, the study can be taken up only after studying the concept paper for the study to ensure that there is meaningful partnership among the institutions in implementation of the projects. In this regard, the Chairman requested Prof Gajendra Singh, Member to advise NIAR regarding how to pursue this partnership.

The meeting ended with a vote of thanks to the Chair.

22.50 - 5.4

5/3/05

NIAR



(Dr. A.P. Singh)  
Associate Professor



(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
Finance Officer



(Dr. Gazala Hasan)  
Assistant Professor



**Qualification/ Terms & Conditions of the Service of Employees to be recruited infuture:**

The standard qualifications and Terms and Conditions for further appointments under all categories shall be as follows:-

**Director (Research & Training): (To anchor the activities in the Divisions overseen by him)**

Ph.D degree (preferable) and significant published/ professional work, with 55% marks at Master's level in Social Sciences and/ or respective field from a recognized university or equivalent. (ii) Twelve (12) years experience in teaching/ industry/ research out of which 5 years must be at the level of Associate Professor and/ or equivalent.

OR

Officers from the Central or State Governments or Universities or Autonomous Bodies, Twelve years' experience in teaching or research, Educational Planning or Administration, Training etc. in Central or State Government or University or other Institution of Higher Education or Autonomous.

Such officers holding analogous posts or holding posts one level below with minimum eligible regular service in the posts are eligible for appointment.

**Director (Administration & Finance): (To anchor the activities in the Division overseen by him)**

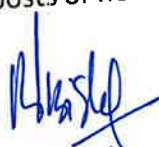
MBA/ M.Com with 55% marks at Master's level from a recognized university or equivalent. (ii) Twelve (12) years experience in related field out of which 5 years must be at the level of Administration and Finance operations.

OR


Officers from the Central or State Governments or Universities or Autonomous Bodies, Twelve years' experience in teaching or research, Educational Planning or Administration, Training etc. in Central or State Government or University or other Institution of Higher Education or Autonomous.

Such officers holding analogous posts or holding posts one level below with minimum eligible

  
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Finance Officer

  
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Assistant Professor

regular service in the posts are eligible for appointment.

**Professor/ Programme Coordinator (To provide oversight to the activities of a Division)**

An eminent scholar with Ph.D. qualification(s) in the concerned/ allied/ relevant discipline and published work of high quality actively engaged in research with evidence of published work with a minimum of 10 publications as books and/ or research/ policy papers.

Or

An outstanding professional, with established reputation in the relevant field, who has significant contributions to the knowledge in the concerned/ allied/ relevant discipline, to be substantiated by credentials.

Associate Professor/ Project Officer (To guide the Research/ Training/ Administrative activity)

- i. Good academic record with a Ph.D. Degree in the concerned/ allied/ relevant disciplines.
- ii. A Master's Degree with at least 55% marks (or an equivalent grade in a point scale wherever grading system is followed).
- iii. A minimum of eight years of experience of teaching and/ or research in an academic/ research position equivalent to that of Assistant Professor in a University, College or Accredited Research Institution/ Industry excluding the period of Ph.D. research with evidence of published work and a minimum of 5 publications as books and/ or research/ policy papers.

**Assistant Professor/ Jr. Consultant (To be closely involved with Research Consultants, Administrative Staff in execution of activities)**

Good academic record as defined by the concerned university with a least 55% marks (or an equivalent grade in a point scale wherever grading system is followed) at the Master's Degree level in a relevant subject from an Indian University, or an equivalent degree from an accredited foreign university.

**Research Associate (To be involved, hands-on, with all activities originating in their Division)**

Post Graduation in Social Sciences with specialization and 2 years working experience in relevant field.

OR

Officers from the Central or State Government or Universities or Autonomous Bodies holding analogous posts on regular basis in the parent cadre or department;



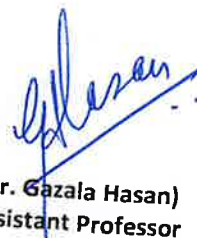
(Dr. A.P. Singh)  
Associate Professor



(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
Finance Officer



(Dr. Gazala Hasan)  
Assistant Professor

**Administrative/ Finance Staff**

**Administrative Officer**

MBA from a recognized Institute/ University or equivalent degree with 5 years experience of working as Office Manager or in a likewise category

OR

Graduate from a recognized University with 8 years experience of working as Office Manager or in alike wise category

**Accountant**

B. Com./ BBA with 2 years experience in Institutional Accountancy.

**Stenographers/ FI/ DEO/ TA/ Clerks/ Grade IV Positions: To be outsourced**



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Associate Professor



(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
Finance Officer



(Dr. Gazala Hasan)  
Assistant Professor

**Delegation of Administrative Powers:**

The General Administrative Duties and Powers of the Directors of Divisions will be as follows:

S. No.	Items	Details	Powers of the Directors
<b>A. Personnel matters</b>			
1	Faculty Establishment	Initial appointment for all personnel  Leave, Tours, etc for all personnel	To scrutinize and submit to the Director General for final approval  Final authority for sanctioning all Leave and Tours  To put up to the Director General with recommendations.
2	Disciplinary Powers	Power to initiate disciplinary action, against Group C & D.	
<b>(c) Research and Academic Activities</b>			
3	Research Projects	Submission of project proposals  Assignment of project works to faculty member/s of the Centre  Appointment of external consultants, if required  Preparation of draft project reports	As per Research Protocol

  
(Dr. A.P. Singh)  
Associate Professor

  
(Dr. B.S. Bisht)  
Associate Professor

  
(Dr. Yashu Sharma)  
Finance Officer

  
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Assistant Professor



4 **Training Projects**

Conduct of short-term training programmes for external clients or conduct of workshops and/ or seminars

Approval of Director General would be obtained for all National Trainings and Workshops and the approval of the Chairperson would be obtained for International Training courses and Workshops.

5 **Publication activities**

- To take up a project for bringing out a publication for the Centre.
- Compilation of Research, etc. for publications, coordinated by respective Faculty as assigned by the Director General

To seek prior approval of the Director General before commencement of work as well as finalization. In the case of any publication involving collaboration with an external agency, approval of the Chairperson would also be obtained.


6

**Annual Action Plan**

Preparation of draft Annual Action Plan

To scrutinize and submit to Director (Admn.) for inclusion in the Annual Action Plan of NCGG.

  
(Dr. A.P. Singh)  
Associate Professor

  
(Dr. B.S. Bisht)  
Associate Professor

  
(Dr. Yashu Sharma)  
Finance Officer

  
(Dr. Gazala Hasan)  
Assistant Professor

The Directors would seek the secretarial assistance of the Administration and/ or Accounts Section NCGG, wherever necessary, in the discharge of their administrative and financial responsibilities.

The Director (Administration & Finance) and the Director (Research & Training), will supervise the general administrative and financial functions and the research related activities of the organization respectively. The Director (Administration) will enjoy powers as given below:

No.	Items	Details	Powers
<b>A. Personnel matters</b>			
1	Faculty Establishment	Power to take disciplinary action, including termination of service	To initiate action against Group A & B equivalent personnel
		Leave & Tours, etc of Common Staff	Final authority for all personnel.
2	Staff Appointment	All appointments/ Contract renewal	Scrutiny of all proposals for appointment for administrative approval of the Director General/ Chairperson (as laid down by the Governing Body).
3	Increment	All common Personnel	Scrutiny of all proposals for appointment for administrative approval of the Director General/ Chairperson (as laid down by the Governing Body).
4	Annual Action Plan for Training Programmes	Preparation of Common Training Annual Action Plan for NCGG	To collate the Draft Annual Training Action Plan received from respective Centres and place it for submission to the Governing Body.



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Associate Professor



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Associate Professor




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<b>B. Estates, Infrastructure &amp; Accounts related matters</b>			
5	Estates & Infrastructure	Civil/ Electrical Works need coordination with CPWD	All coordination activities.
6	ICT Plan	Preparation or upgradation of ICT network	Preparing the plan for the Director General and Chairperson's approval, subject to the limit of expenditure involved
7	Preparation of Budget	Preparation of draft budget of NCGG	To scrutinize and compile the draft budget proposals received from various centre heads and place for the Director General and Chairperson's approval before submission to the Governing Body.
8	Meetings	Preparation of Agenda and Conduct of Management Committee, Governing Body and other Meetings.	Scrutiny of all agenda items received from various Centre Heads and compilation of the same for approval of the Director General and the Chairperson. Preparation of draft minutes and all other attendant issues.
9	Coordination	All coordination activities with local administration and other agencies	Final authority subject to keeping the Director General apprised from time to time.
<b>D. Miscellaneous matters</b>			
10	Welfare Activities	All matters relating to staff welfare, sports & co-curricular activities	Final authority subject to financial powers.

The Faculty I/C (Administration) will assist the Director (Administration) in disposal of all the duties mentioned above.

  
(Dr. A.P. Singh)  
Associate Professor

  
(Dr. B.S. Bisht)  
Associate Professor

  
(Dr. Yashu Sharma)  
Finance Officer

  
(Dr. Gazala Hasan)  
Assistant Professor

2. The Director (Research & Training) will enjoy powers as given below:

S. No.	Items	Details	Powers
<b>A. Action Plans</b>			
1	Annual Research Action Plan	Preparation of Common Research Annual Action Plan for NCGG	To oversee the preparation of Draft Annual Research Action Plan by respective Divisions and seek DG and Chairperson's approval, for submission to the Governing Body.
2	Perspective Plan	Preparation of Perspective Plan for NCGG	To prepare a medium-term Perspective Plan by seeking inputs from various Divisions and seek approval of the DG and Chairperson, for submission to the Governing Body.
<b>B. Networking with other institutions</b>			
3	Coordination with other Centres	On activities related to research	Shall be responsible for general coordination and policy on matters related to research activities within the Divisions of NCGG
4	Coordination with external agencies	On activities related to research	Shall be responsible for general coordination and policy on matters related to research engagements with external agencies, partner institutions and individuals
<b>C. Generic Issues related to Research</b>			
5	Preparing uniform template for conducting research	To impart rigour in the research process through comprehensive questionnaire s, pre-testing, presentation of research projects, etc.	To put up draft proposals for the Director General

  
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Associate Professor

  
(Dr. B.S. Bisht)  
Associate Professor

  
(Dr. Yashu Sharma)  
Finance Officer

  
(Dr. Gazala Hasan)  
Assistant Professor



6	Preparing protocols for feedback	Designing feedback mechanisms that will aid in improvement in course design	To put up draft proposals for the Director General
<b>D. Generic Issues related to knowledge dissemination</b>			
7	Preparation of training modules	Determining timelines, authorship and method of preparation of training modules	To be done in consultation with the Director General
8	Validation of training modules	To prepare assessment procedures for examining training modules	To put up the same for the approval of the Director General

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(Dr. A.P. Singh)  
Associate Professor

  
(Dr. B.S. Bisht)  
Associate Professor

  
(Dr. Yashu Sharma)  
Finance Officer

  
(Dr. Gazala Hasan)  
Assistant Professor

## **Sabbatical programme:**

**Annexure V**

### **(a) Objectives**

The objectives for the scheme for the Sabbatical programme are:

- (i) To provide an opportunity to serving/ retired administrative officers and eminent scholars for research and training activities.
- (ii) To enable scholars under the programme to generate materials such as monographs, papers, documents, books etc. which would enlarge and improve the pool of resources available for training institutions in India.
- (iii) To augment the pool of training personnel available in the Academy on a short term basis.
- (iv) To provide a forum for discussion and dissemination of new ideas and initiatives in matters concerning governance.

### **(b) Engagement of Scholars**

The scholars appointed may be required to perform any or all of the following activities.

- (i) To undertake research in Development Administration, Public Management and Public Policy;
- (ii) To develop Training Modules based on research;
- (iii) To conduct Training Programs;
- (iv) To provide Consultancy Services/ Policy Advice to the Ministries; and
- (v) Any other work as an academic resource for NCGG.
- (vi) The selection will be done only after giving presentation before the DG/ faculty of NCGG.

### **(c) Eligibility**

Serving/retired officers of the Central and State Governments and eminent scholars will be considered for appointment as scholars under the scheme. They will have to ensure that the necessary permission and leave is obtained from the Cadre Controlling Authority for the purpose.

### **(d) Mode of Application**

Prospective scholars will send a short outline of the project they wish to work on. They may also include a C.V. listing their educational background and work and research experience. The applications, accompanied by the clearance from the Cadre Controlling Authority in case of serving officers, shall be sent to:



(Dr. A.P. Singh)  
Associate Professor



(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
Finance Officer



(Dr. Gazala Hasan)  
Assistant Professor

Director General  
NCGG  
4<sup>th</sup> Floor, Old JNU Campus, Block 4  
DoPT, New Delhi-67, INDIA.

Or  
Director General  
NCGG  
Cozy Nook Complex  
Charleville Road  
MUSSOORIE – 248 179

**(e) Mode of Selection**

The screening and evaluation of the received applications shall be internally done by NCGG under the supervision of the Director General. The following shall be considered and evaluated while screening the applications:-

- (i) Duration and Timing.
- (ii) Terms and Conditions.
- (iii) Research Output.
- (iv) Quantum of honorarium, if any.

On the basis of the screening conducted as above, the Director General, NCGG shall make suitable recommendations to the Chairperson whose decision shall be final.

**(f) Schedule and Timing**

The scholars will be appointed for a period of six months extendable by another six months, depending upon the nature of their project.

**(g) Terms and Conditions of Residence**

The following will be the terms and conditions governing the appointment of scholars:-

- (i) NCGG will bear the travel cost actually incurred by the scholar from the place of his stay to Mussoorie and back. The entitlement will be as per the TA/DA rules applicable to the officer concerned. For retired officers, it will be calculated as per their entitlements just prior to retirement.
- (ii) Free furnished, guest house accommodation for the scholar and spouse may be provided, subject to availability.



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(Dr. B.S. Bisht)  
Associate Professor



(Dr. Yashu Sharma)  
Finance Officer



(Dr. Gazala Hasan)  
Assistant Professor

- (iii) Scholars may, if they so desire, make their own arrangements for meals. The NCGG has a small kitchen/ pantry which can be used by the scholars for the purpose. Alternatively, they can join the Officers Mess in the Academy and pay the stipulated charges at the same rate as other members of the mess.

**(h) Emoluments and Honoraria**

Scholars during the sabbatical programme will be entitled to the following compensation:-

- (i) When interacting with trainees, they will be paid honorarium at the rate prevalent for the NCGG;
- (ii) For undertaking and completing some specific project work, lump sum honorarium not exceeding Rs. **25,000/-** (Rupees **twenty five thousand** only) will be paid;
- (iii) In case of project work of special nature, which is done as part of project funded by any Ministry/ Funding Agency, lump sum project honorarium as determined in each case.

**(i) Facilities and Support Services**

The Scholars under the sabbatical programme may be provided with the following facilities subject to availability:-

- (i) Access to Library;
- (ii) Access to Computer facilities; and
- (iii) Access to Games and Sports facilities.

The above facilities will be provided subject to availability.

In addition, they will be entitled to stationery. Efforts will be made to provide stenographic and research assistance, based on the actual need, subject to availability and financial resources.

**(j) Research Output**

Scholars appointed under the programme shall submit their reports, monographs, papers, manuscripts, etc. produced during their stay in NCGG. They will present the same in a Faculty Seminar at least 2 weeks before the date of expiry of their appointment. On the basis of the comments/ suggestions, the materials will be re-drafted and final version submitted before they depart. All such materials shall be the sole property of the NCGG, and publication if any, shall be through NCGG. The copyright will vest jointly with the NCGG/ Academy and the author. The NCGG shall be free to use all or part of the materials for its own use in any manner it deems fit.

  
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Assistant Professor



**Delegation of Financial Powers:**

The revised financial powers of the Directors (Administration & Research), Director General and Chairperson of Management Committee shall be the following:

**A. For day-to-day activities of the Institute**

Faculty I/c Administration	Up to Rs. 50,000/-
Directors (Admn. & Research)	Up to Rs. 2,00,000/-
Director General	Rs. 2,00,000 to Rs. 5,00,000/-
Chairperson of the Management Committee	Rs. 5,00,000 to Rs. 50,00,000/-
Governing Body	More than Rs. 50,00,000/-

**B. For sanctioning of Projects, whether Training/ Research/ Consultancy etc.**

The Project Coordinator will submit a Strategy Paper for the approval of the Directors and Director General outlining the objectives, project deliverables, financial parameters, norms, terms and conditions of the service of the staff to be engaged along with estimated head-wise budget under which expenditure is likely to be incurred for financial approval of the respective competent authorities.

Project cost	Upto than 25 lakhs	Division Director
Project cost	Rs.25 lakhs to 2.5 crores	Director General
Project cost	Rs.2.5 crores to 5 crores	Chairperson
Project cost	Above Rs.5 crores	Governing Body

**C. After sanction of the Project, the powers to incur expenditure on any approved item/s will be as follows:**

1.	Project Coordinator	Upto 10 %of total project cost subject to maximum of Rs.50,000/- (whichever is less)
2	Faculty I/c Research & Training	Up to Rs. 2,00,000 /-
3	Directors	Up to Rs. 10,00,000/-
4	Director General	Up to Rs. 1,00,00,000/-
5	Chairperson of the Management Committee	Up to Rs. 1,00,00,000 to 2,50,00,000/-
6	Governing Body	More than Rs. 2,50,00,000/-

The NCGG would abide by the financial rules and procedures as laid down under the General Financial Rules of the GoI till a Manual of Accounts and Financial Procedures of the Institute is approved by the Governing Body.



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Associate Professor

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