YASHADA POLICY CIRCULAR

Policy Circular No:	PC/2003-04/W-FAC/001
Dated:	18 October 2003
Empowered Authority:	Director-General, YASHADA
Subject:	Work Norms and Performance Rating System for YASHADA Faculty
Circulated for Information to:	Members, YASHADA Board of Governors Members, YASHADA Executive Committee Members, YASHADA Recruitment Committee YASHADA Desk, GAD, Govt Of Maharashtra
Circulated for necessary compliance to:	All YASHADA Faculty and Staff

Background: The appended work norms have evolved from a decade-long exercise of quantification of YASHADA faculty's performance, and are based on the recommendations, *inter alia*, of the High-powered Evaluation Committee (1991) under the chairmanship of then ACS (Home), as well as an Internal Work Norms Committee (1994) set up under then DDGs. While the Evaluation Committee made fact-finding visits to 4 reputed institutes viz IIM Ahmedabad, NIRD Hyderabad, HPMDI Pune, and NIBM Pune; the Internal Committee took into account the practices in other training institutes like RIPA Jaipur, and MPAPA Bhopal. At that time, YASHADA was also instrumental in finalising the recommendations on Faculty Work Norms at STIs formulated by ASTI.

Objectives: The current exercise has two clear objectives:

- To make optimal utilisation of the human resources and physical infrastructure available at YASHADA, to achieve its mandatory goals of training and research;
- To provide YASHADA faculty and management with clear benchmarks for a fair and transparent appraisal of individual performance.

Methodology: The enclosed work norms and performance rating criteria have been arrived at by systematic consultations with the faculty, and have been finalised as per the consensus arrived at, in a special faculty meeting convened by the Director-General on 15 October 2003.

Implementation: The Work Norms will come into effect retrospectively from 1 September 2003, with proportional modifications where necessary.

Monitoring: Adherence to Work Norms will be monitored through a suitably designed MIS, monitored in monthly MIS Meetings, under the Director-General's chairmanship.

So ordered.

Ratnakar Gaikwad, IAS
Director-General, YASHADA

Enclosures:

1. Work Norms Table
2. Performance Rating Criteria
3. Monitoring Component of MIS
4. Format for Annual Confidential Report

Activity	Wt	Professor	Associate Professor	Assistant Professor	Research Officer
Training in course weeks[1]	30	10	10	10	10
Teaching in 90 minute sessions[2]	30	80	80	80	50
Research	20	1 Original report/proposal/ monograph OR 1 Team Project[3] (Direction & Supervision)	1 Original report/proposal/ monograph OR 1 Team Project (Direction & Supervision)	1 Original report/proposal/ monograph	4 Compilations OR Editing and publishing of 4 Journals
		2 original publications	2 original publications	2 original case-studies	Data collation, analysis and presentation, for Team Research projects

Note 1:

- 1 Course-week to be given for a single course/workshop of 3-5 days.
- A course/workshop of 1-2 days will count as 0.5 Course-weeks.
- In case of longer courses, each subsequent week =0.5 Course-week. E.g. A 3-week course = 2 Course-weeks, 6 weeks = 3.5 Course-weeks etc

Note 2:

- At least one third lectures to be taken in programmes conducted by another faculty member

Note 3:

- Direction/Supervision of Team Research Project will mean: Initiation of Project, Preparation of Proposal for Funding, Research Design, and Report Writing.

The main aim of this exercise is to provide objective criteria for writing the Annual Confidential Report (ACR) of individual Faculty members:

The Performance Rating Criteria have been set as follows:

Activity	Maximum Possible Score (out of 100)
Training	30 points
Teaching	30 points
Research	20 points

Thus, a faculty member may score a maximum of 80 points out of 100, for satisfactory compliance with the Work Norms given in Enclosure 1.

Failure to achieve specified norms would result in proportionate deduction in scores.

The balance 20 points will assess the faculty member's contribution in qualitative terms, and assess:

- His/her character, behaviour, interactions within the organization and outside
- Any self-development activities undertaken
- Any contribution to institution building and organization development etc.
- Any achievements in socio-cultural activities, sports etc
- Any awards and citations received etc.

In exceptional cases where contribution to institution-building would result in earning more than 100%, a Peer Review Group would decide on an Incentive Scheme consisting of additional increments, cash awards etc, on a case-by-case basis.

Based on the composite score out of 100 points, the ACR ratings will be as follows:

Score	Remarks in ACR
90 points and above	Outstanding
80-89 points	Very Good
70-79 points	Positively Good
60-69 points	Good
50-59 points	Average
Below 50 points	Below Average

Individual Reporting Format for Faculty			
Name & Designation			
Activities Completed in the Month under Report			
			Points Scored
	Course-weeks		
Courses	xxx		xxx
	Own Programme	Others' Programme	
Teaching Sessions	xxx	xxx	xxx
Research activity completed during month under report			xxx
Institution-building activity			
Personal Development			
Awards or Citations			

A.   General:

Name:	
Designation:	
Date of Birth:	
Date of Joining:	
Period under review:	
Reporting Officer:	
Reviewing Officer:	

B.   Scores out of 80, based on Work Norms:

Activity	Score
Training:	
Teaching:	
Research:	
Sub-total I	

C.   Scores out of 20, based on Reporting Officer's Assessment:

Description	Score
Moral Character and personal behaviour	
Self development	
Interpersonal skills	
Extramural Achievements/ Awards, Citations	
Sub-total II	

D.   Score obtained in peer review of institution-building activity:

Sub-total III	

GRAND TOTAL	

PERFORMANCE RATING	

E.   Remarks & Recommendations of Reporting Officer:

Date: Signature:

F.   Remarks & Recommendations by Reviewing Officer:

Date: Signature:

Revised Policy Circular

The circular No. Accts/T.F./2003-2004, dated NIL being ambiguous in nature is hereby cancelled and revised circular is being issued as follows.

As per YASHADA Service Rules if any staff/faculty member travels out of station for official purpose, he/she is entitled for DA in order to meet his/her expenses on account of accommodation, food etc. However, in many places it is not possible to bear the cost of accommodation in private institute or hotel as well as the food charges within the limited DA. The YASHADA staff/faculty is put to lot of inconvenience because of this.

In fact YASHADA service rules (Rule 16.05 (f)) very clearly states that *"whenever lodging and boarding is provided free while on tour, the employee shall be entitled to 1/4th of the DA admissible to the employee"*

In view of the above provision, it is hereby ordered that YASHADA staff/faculty while on tour would be entitled to stay in a hotel and their expenses on account of hotel charges and food charges would be borne by YASHADA and in such an event, the employee shall be entitled to 1/4th DA admissible, provided the rates are reasonable and got approved from DG.

(Ratnakar Gaikwad)
Director General

All faculty & staff

YASHADA POLICY CIRCULAR

Policy Circular No:	PC/2003-04/PUR/001
Dated:	24 November 2003
Empowered Authority:	Director-General, YASHADA
Subject:	Setting up of an Internal Purchase Committee
Circulated for Information to:	Members, YASHADA Board of Governors Members, YASHADA Executive Committee YASHADA Desk, GAD, Govt Of Maharashtra
Circulated for necessary compliance to:	All YASHADA Faculty, Officers and Staff

Background: In the internal meeting of HODs and departmental coordinators, held on the 14th of November, 2003, a view was expressed that acquisition of vital equipment like computers, and audio-visual aids etc, as well as routine purchases like stationery and consumables, was often delayed because of the lack of an effective purchase system and mechanism. Therefore a joint decision was taken, to set up an internal YASHADA Purchase Committee, with representatives from all sections of YASHADA faculty and administration.

Objective: The objectives behind setting up a YASHADA Purchase Committee are:

- To standardize practices and procedures such as processing indents received, finalising contracts with suppliers, calling for quotations and issuing tenders;
- To encourage a consensual approach, so that purchases (especially of infrastructure facilities like furniture etc) are in consonance with YASHADA's ambience and Master Plan
- To streamline the process of administrative and financial sanctions, so that a 'zero audit objection' state is achieved in YASHADA, and the suppliers too are paid promptly for goods and services provided.

Constitution of the Purchase Committee: The internal YASHADA Purchase Committee (YPC) will consist of the following:

1. Registrar
2. Accounts Officer
3. Representative of Faculty
4. Representative of Campus Committee
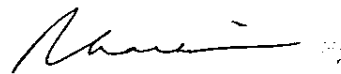5. Representative of Staff (Purchase desk)

Powers of the YASHADA Purchase Committee: This Committee will meet once a week in the Registrar's chamber to review all indents received, and proceedings will be minuted and maintained by Purchase Desk. Purchases will be first routed through available rate contracts/ contracted suppliers. Where this is not possible, the following rules will apply:

9

Rules to be followed in making purchases:

- Purchases up to Rs 5,000 will be permitted without calling for quotations. (This rule is also applicable to all HODs, while making purchases from the imprest amounts given to them.)

- For purchases beyond Rs 5,000 but less than 50,000, the Committee may ask for at least 3 quotations, and depute at least one of its members to personally verify the options. In certain cases where certain equipment etc. is to be procured directly from manufacturers, or the reasonableness of price is ascertained by Committee members, there would be no need to get 3 quotations.

- The Committee is not bound to accept the lowest quotation (for reasons of quality etc.) However, the reasons for any deviation from this norm must be clearly recorded on file and countersigned by all members.

- Once the Committee makes its recommendation, and the due procedure has been followed, the powers of administrative sanction before making a purchase will be with Registrar up to Rs 1 lakh, and the Director-General beyond Rs 1 lakh. (The Director-General may in turn, delegate these powers to HODs etc at his/her discretion.)

- The person indenting for a particular purchase will be kept informed of the progress of the purchase, periodically.

- If the Committee turns down a request, the person requesting a purchase shall be notified the reasons in writing within 2 days, as a courtesy.

These provisions will come into effect immediately from the date of issue of this circular.

So ordered.

Ratnakar Gaikwad, IAS
Director-General, YASHADA

Enclosures:

1. Indent form (only to be used in case indented item is not on YASHADA stock list)
2. Nominees to Purchase Committee, effective immediately and until 31.03.2005

OFFICE ORDER

ORDER/2003-04/PUR-YPC
17/11/2003

To be read in conjunction with Policy Circular No: PC/2003-04/PUR/001
Dated 24/11/03

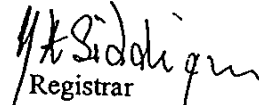The Director-General is pleased to nominate the following persons to the internal YASHADA Purchase Committee:

1.	Smt Nasrin Siddiqui	Registrar
2.	Smt Anjali Deshmane	Accounts Officer
3.	Shri M N Lothe, IES	Representative of Faculty
4.	Dr Bharat Bhushan	Representative of Campus Committee
5.	Shri Kalu Mangalwedhekar (Committee Secretary)	Representative of Staff (Purchase desk)

Shri Lothe will also provide guidance in the drafting, issuance and award of all tenders.

It is further stated that:

1. The Committee is required to meet at least once a week, to review indents and make recommendations for purchase, or reject requests;
2. The Committee may (by invitation) induct a technical expert or adviser if and indent so requires;
3. The Committee Secretary will be responsible for minuting the proceedings of Committee Meetings, and implementing its decisions; and
4. Changes in the nominees may be made at D-G's discretion at any time, without notice.

The above nominations come into effect immediately and will remain in effect until 31 March 2005.

Siddiqui
Registrar

11

For Office Use Only

1.	Indent received From: On:		
2.	Item Indented		
3.	Quantity required		
4.	Estimated Cost		
5.	Recommended by YPC for purchase on:		
6.	Mode of purchase: (attach proof of process separately)	Rate Contract	Rs.
		Quotations	Rs Rs Rs
		Tenders:	Lowest: Rs:
7.	Administrative Sanction		
8.	Item Received on (date)		
9.	Item taken on Stock Register:	By: Reg No: Date:	Name and Signature:
10.	Copy of this form sent to Accounts on:		

Signature of Purchase Clerk:

Enclosure II

12

INDENT FORM FOR PURCHASES
Please use separate form for each item

1.	Indented by:	
2.	Item Indented with detailed description (including technical specifications, configuration for hard ware etc)	
3.	Quantity required	
4.	Required by (date)	
5.	Reasons (in brief)	
6.	Under which Accounting Head?	

Date: Signature:

Committee's decision: Recommended/Rejected

Registrar

13

YASHADA POLICY CIRCULAR

Policy Circular No.:	PC/2003-04/RDC/001
Dated:	24 November 2003
Empowered Authority:	Director-General
Subject:	Setting of YASHADA R&D Cell and First Meeting of R&D Cell
Circulated for information to:	All HoDs, YASHADA All Faculty Members, YASHADA
Circulated for necessary compliance to:	Prof. K.S. Nair, Shri. Arvindrao Surve and Dr. Rajan Gengaje

Background:

Following discussions in the First Think Tank Meeting and further to the presentation made by Prof. Rajan Gengaje on the R&D Cell in the Second Think Tank meeting, it has been decided that a YASHADA Research & Development Cell (R&D Cell) be set up in YASHADA. The details related to R&D Cell's membership, structure and composition, role and functions etc. will be as laid out in the attached note on the Cell.

Objectives:

Taking up research that is useful to the Government as well as society at large is mandatory for YASHADA. In view of this, the R&D Cell is set up:

- To take up research for enhancing general as well as specific knowledge,
- To understand and explain development processes,
- To solve specific problems and
- To address and facilitate options for policy formulation

Monitoring of R&D Cell:

Every month a day will be fixed for a meeting to monitor the functioning of the R&D Cell.

So ordered.

Ratnakar Gaikwad, IAS
Director-General, YASHADA

Enclosure:
Note on YASHADA R&D Cell

Functions

- Continually keep informed of latest developments in respective fields by referring to subject-matter journals and websites, interaction with field personnel and active professionals in the area
- Routinely examine/study the changing development issues and challenges and formulate research ideas
- Prepare a list of current development issues and challenges, the knowledge gaps etc. by thematic areas addressed by each Centre
- Prepare and present to all YASHADA staff a summary of latest developments and concerns – once in three months
- Liaise with HoDs for documenting current issues/challenges in respective subject areas
- Formulate research questions, research projects along with budgets
- Take up and complete research for concerned subject areas
- Ensure that research results are publicized widely
- Ensure that research findings are appropriately incorporated into training
- Ensure that the research work completed has a end-user
- Following specific research findings, facilitate and guide formulation of government policies as required by changing times
- Explore external funding support for research to be taken up

3.0   Specific Role of R&DC Members

- Regularly attend and participate in R&DC meetings called
- Inform R&DC about latest developments in respective fields within and outside Maharashtra
- Prepare research proposals
- Participate in conducting research
- Take up data analysis, synthesis and report writing
- Provide input to YASHADA Journals (ASHWATTHA and YASHMANTHAN)
- Liaise with in-house faculty and external subject-matter experts for identifying potential research areas and come up with specific research needs
- Facilitate preparation and publication of papers, articles, reports, occasional papers, working papers, monographs, white papers
- Evolve standards/norms for conduct of research

4.0   Guidelines for Identification of Research Areas by Centers

In order to identify relevant research areas the Centers need to seek answers to following questions with specific reference to their areas of concern:

- What are the practical questions that need attention?
- What informed decisions need to be made?
- How could certain changes be effected?

Research & Development Cell (R&DC)
YASHADA, Pune

1.0   Setting Up R&DC: Structure & Composition

The Research & Development Cell of YASHADA (R&DC) will be a vibrant, all-time active arm of the institute which will serve as a laboratory for studying practical development issues, analyzing existing information, exploring new avenues to solve problems confronted and present several options for policy decision making.

Each YASHADA Academic Center will nominate one Team Leader (TL). The Team Leader will be at liberty to include as many members as he/she deems appropriate for a particular research project. Thus, including the R&DC Coordinator and Joint Coordinator, there will be nine members in the R&D Cell. An in-house senior faculty member will take up responsibility as Joint Coordinator of the R&DC.

R&DC Structure
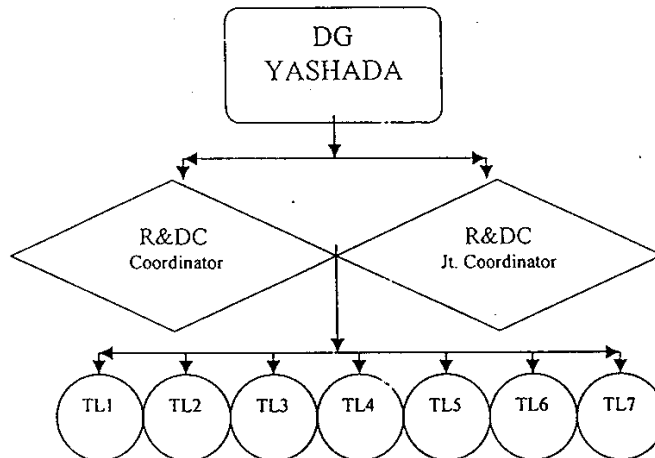
2.0   Mission and Functions of R&DC:

Mission

Embark upon research for enhancing general as well as specific knowledge, understand and explain development processes, solve specific problems and address and facilitate policy formulation as required.

- What new information could be added?
- What difference will the proposed change make?
- What do people think and want?
- How to maintain congruence between people's expectations and that of the change agent's?
- What advanced knowledge about an underlying process could be added?
- How to link various issues/topics/themes under a common general statement?
- How to extend a principle into new areas or issues?
- What information stimulates new explanations?
- What information contradicts prior beliefs about a subject?
- How certain policy changes could be effected?
- What specific information will be required to effect policy changes?

5.0   Ensuring Usefulness of YASHADA Research

In order to ensure the usefulness of research to be taken up the R&DC needs to pin-point (a) who are the end-users of the research findings and (b) what will be the value-added by research findings to users.

6.0   Partnerships with Research Organizations

The R&DC needs to establish such partnerships with organizations that will contribute to (a) the actual conduct of research, (b) publicizing findings, (c) share information and expertise, (d) provide and/or facilitate financial support required. Suggested partnerships could be formed with enterprises from:

- ❖ ATIs
- ❖ National level institutes like IIPA
- ❖ Academia: universities, private educational/training/research institutes
- ❖ NGOs/CBOs
- ❖ Relevant govt. Departments/Ministries
- ❖ Private sector firms
- ❖ Chambers of Commerce
- ❖ Regional institutes
- ❖ International agencies and networks

7.0   Integrating External Researchers

R&DC to make a policy for promoting integration of external (outside YASHADA) researchers so that their association assists our R&DC activities. Caution to be exercised: such association should not impose any financial burden on R&DC.

8.0   Identification of Research Needs

R&DC to develop and evolve a mechanism for routine identification of research needs by respective members and Centers.

9.0   R&DC Coordinator

The R&DC Coordinator acts as a link between the Director General, YASHADA and R&DC members on one hand, and as an overall facilitator for the functioning of R&DC activities on the other. His specific tasks include:

- To ensure that R&DC meetings are held as agreed
- Facilitate R&DC members to get required support
- Liaise with partner organizations
- Liaise with external researchers on one-to-one basis as and when necessary
- Assist the conduct of field research
- In consultation with R&DC members prepare research proposals and budgets
- Assist R&DC raise funds for supporting research activities
- In consultation with R&DC members, the R&DC Coordinator and Joint Coordinator will set rules and procedures for monitoring research activities.

10.0   YASHADA Faculty Training for Research & Motivation

Prof. Nair, Professor & Head, CUS, YASHADA, is requested to take up this responsibility. A one-hour class per week for all R&DC members will be mandatory for the purpose. Convenient day and time slot will be worked out. For motivating YASHADA faculty specific mechanisms will be evolved through training classes conducted by Prof. Nair.

11.0   Financial Support for Research Activities

Twelve research proposals will be prepared and submitted by YASHADA to NIRD (2 proposals each by a Center) where funding is assured upon selection of proposal. Secondly, some seed funding would be made available by YASHADA to each center, on a loan basis, to be returned by the Center to YASHADA by recovering costs from submitted research proposals supported by external sources. Seed fund amount will be finalized by R&DC members. A self-supporting budget based on seed-funding is to be prepared by each Center per research proposal.

A common stock of funds will be created for R&DC by allocating a minimum percentage (proportions to be worked out) to "R&DC Pool Funds" from each sanctioned research project. The Pool Funds shall be used equitably in support of R&DC activities only.

12.0   Integrating Research Findings into Training

Following completion of a research project undertaken, the R&DC will evolve a detailed methodology for integrating research findings to appropriate training modules.

YASHADA POLICY CIRCULAR

Policy Circular No:	PC/2003-04/REA/001
Dated:	29 November 2003
Empowered Authority:	Director-General, YASHADA
Subject:	Reallocation of responsibilities in YASHADA
Circulated for Information to:	Members, YASHADA Board of Governors Members, YASHADA Executive Committee YASHADA Desk, GAD, Govt Of Maharashtra
Circulated for necessary compliance to:	All YASHADA Faculty, Officers and Staff
Effective from:	1.12.2003 This policy circular supersedes all orders/circulars on allocation of responsibilities, issued before this date.

Background:

In the light of the recent initiatives launched at YASHADA, and my observations of the contribution to institution building by each and every member of the YASHADA family, I have decided to reallocate responsibilities for different activities to specific posts (ex officio) and nominated individuals, as shown in the tables below. The aim is to even out the workload across all levels of the organisation, fix responsibility, empower, and enable individuals to achieve organisational goals, and make everyone accountable.

As all the functional heads and designated individuals will be <u>directly reporting to the Director-General</u> on the duties assigned to them, it will also enable me to judge individual performance solely on the basis of efficiency and effectiveness.

Modalities:

The functional heads will have direct and overall responsibility for the mandatory and statutory duties of their respective departments — covering the core activities of Training and Research; and support activities like Course Cell, Administration, Accounts, Library, Publications, IT support, Hostel and Mess, A-V, and Estate Management.

All functional heads will have autonomy of decision making, within the framework of the powers granted under various rules, Board Resolutions, EC resolutions etc.

Designated individuals will have to seek empowerment in separate orders from Director-General for each activity on a case to case basis.

19

Implementation:

1. On receipt of this Policy Circular, all functional heads will operationalise the reporting system by issuing necessary internal orders.

2. Designated individuals may initiate action to identify colleagues, and form Core Groups and Task Forces etc to achieve their objectives and assigned goals.

Reallocation of Responsibility – Table I:

The functional heads (operating in areas which are necessary to meet YASHADA's mandate) shall be as follows:

	Department	Designation	Incumbent
1.	Centre for Rural Studies	Professor & HOD	Dr Devendranath, IFS
2.	Centre for Good Governance	Professor & HOD	Smt Meeran Borwankar, IPS
3.	Centre for Urban Studies	Professor & HOD	Dr K S Nair
4.	Centre for Disaster Mgmt	Professor & HOD	Dr Rajan Gengaje
5.	Centre for Environment & D	Associate Professor & HOD	Dr Bharat Bhushan
6.	Centre for Information Technology	Associate Professor & HOD	Shri Sheelanath Jadhav
7.	Course Cell: Management of Training process	HOD	Smt Meeran Borwankar, IPS
8.	Research and Development Unit	HOD	Dr K S Nair
9.	Accounts: Accounting, Budgeting, audit etc	HOD	Smt Meeran Borwankar, IPS
10.	Library	HOD	Smt Meeran Borwankar, IPS
11.	Administration: establishment, purchase, maintenance, transport, services, contracts, statutory meetings etc	Registrar	Smt Nasrin Siddiqui
12.	Centre for AV Production	HOD	Smt Meeran Borwankar, IPS
13.	Estate Management: Civil Works and maintenance, allocation of staff quarters, etc	Estate Manager	(under selection)
14.	Publications: Journals, newsletters, reports, promotional material, books	Professor i/c	Dr Rajan Gengaje
15.	Hostel and Mess	Hostel Warden	Shri P E Gaikwad
16.	IT Support: MIS, LAN, AMC	HOD, CIT	Shri Sheelanath Jadhav

Reallocation of Responsibility – Table II:

In addition, the following individuals are designated as responsible for the respective institution building activities, on which they will report directly to Director-General:

No.	Activity	Designated individual
1.	Coordination of Special Functions	Smt Meeran Borwankar, IPS
2.	Long and short-term Financial Planning	Shri M N Lothe, IES
2.	Think Tank, ISO, TQM	Smt Kishori Gadre
3.	Coordination of weekend courses	Shri Jayant Pathak
4.	Master Plan, Landscaping etc	Dr Bharat Bhushan
5.	STP implementation	Smt Nasrin Siddiqui
6.	SWM through vermiculture	Shri Mukund Rathi
7.	Activating Pune District as 'social lab'	Shri R L Chavan/ Dr Munde
8.	Coordination with MORD	Shri Y S Shitole

It may be noted that all the above individuals will also be the reporting officers for the activities allocated to them, for the purposes of MIS and YASHADA Annual General Report.

So ordered,

Ratnakar Gaikwad, IAS
Director General

Pune:
29 November 2003

21

YASHADA POLICY CIRCULAR

Policy Circular No.	PC/2003-04/V.L./STAFF/01
Dated	7th January 2004
Empowered Authority	Executive Committee, YASHADA
Subject	Provision of commuted leave for faculty & staff of YASHADA for attending Vipassana Courses
Ref.	Approved minutes of the Executive Committee No.EC:XXXXIV:09 dated 17.11.2003
Circulated for Information to :	All YASHADA faculty & staff
Effective from	17.11.2003

Background

Vipassana Research Institute, Dhammagiri, Igatpuri, Dist. Nashik is organising Vipassana camps. Vide Govt Resolution, Finance Department, GoM dated 21.07.1998 & 27.06.2003 a provision of commuted leave is made for Govt. employees to attend vipassana camp which are organised by the said institute.

Since there is no provision of such leave under YASHADA Service Rules, Executive Committee has approved an inclusion by amendment of the YASHADA Service Rules whereby a provision for commuted leave for attending vipassana camp on the lines of similar provision made in the State Government rules.

Provision to be made in the YASHADA Service Rules

- Employees can attend vipassana camp at any Centre in Maharashtra organized by above institution.
- On production of admission letter of said institution, employees are entitled maximum 14 days commuted leave (without the requirement of producing a medical certificate).
- The leave for above purpose will be entitled once in three years and six times in the whole service period of the employee.
- The concerned employees should produce the course completion certificate of the said institution while resuming duty from leave
- This facility cannot be claimed as a matter of right.

So ordered.

Ratnakar Gaikwad. DG
Director General

YASHADA POLICY CIRCULAR

Policy Circular No :	Admin/Pur/2003-04/002
Dated	23/01/2004
Empowered Authority	Director General, YASHADA
Subject :	Purchase and Expenditure Committee
Circulated for Information to :	All Faculty & Staff, YASHADA
Read :	1. Orders regarding for Formation of Computer purchase Committee No. CIT/YASHADA dated 7/2/2003 2. Office Order No. 2003-04/PUR-YPC dt. 17/11/2003 3. PC/2003-04/PUR/001 dt. 24/11/2003 4. Decision at Sr. No. 14 of administration & Accounts etc. Departments, review meeting dated 16/1/2004

During the course of last one year various orders regarding purchase procedures were issued. During the meeting referred at Read 4 above, review of these orders were carried out. Associate Professor Shri. S. E. Jadhav has been asked to perform the duties of financial advisor. Due to these developments it is found necessary to streamline the procedure of purchases & expenditure, incurred from YASHADA fund, YASHADA Corpus & various project accounts.

2. **Scope**

The Purchase & Expenditure Committee will conduct business for following purpose.

2.1 Any purchase/spending involving any expenditure beyond Rs. 5000/-

2.2 Appointment of Agency, Consultancy, Service Providers, Project involving expenditure more than Rs. 5000/-

3. **Constitution of Purchase & Expenditure Committee**

1 Financial Advisor, Chairman
2 Head of respective Department/Centre or his/her representative for whom expenditure is to be incurred. - Member
3 Accounts Officers - Member
4 Technical Experts of relevent subject - Invitee member
5 Registrar – Member Secretary

4.   **Frequency of Meeting**

Once a week .

5.   **Procedures**

Purchases will be carried out from the sources in order of following preferences to the extent it meets requirements, specifications of indenting officer.

5.1   Surplus material from other Departments.

5.2   Supplies from Government Departments.

5.3   Government of Maharashtra Rate Contract.

5.4   D. G. S. & D Govt. of India Rate Contract

5.5   Empanelled suppliers/service Provider/Contractors of YASHADA where expenditure involves more than Rs. 5000/- but less than Rs. One lakh.

5.6   In case of urgency with prior permission for Director General expenditure to the extent Rs. 50,000/- can be incurred where reasonability of rate is ascertained at least by 3 members of Purchase Committee by personally visiting establishment of Manufacturer or National level Distributors in case of imported goods.

5.7   By open tender for expenditure involving more than Rs. One Lakh.

5.8   Work regarding floating of a tender, preparation of tender document etc. will be carried out either by Administration Department or respective Head of Department/Centre, as per the decision taken by Purchase & Expenditure Committee.

5.9   Power to sanction expenditure will prevail as delegated by Executive Committee & Board of Governors time to time

6.   **Operation**

6.1   Committee will start its function w.e.b. 27th January, 2004.

6.2   Review of functioning of this committee will be carried out after 3 month for further clarification and refinements.

(DIRECTOR GENERAL)
YASHADA

24

YASHADA POLICY CIRCULAR

Policy Circular No.	BoG-2004/RR/CESJ/01
Dated	05.02.2004
Empowered Authority	Director General, YASHADA
Subject	Prescribing Recruitment Rules for various posts sanctioned for Centre for Equity & Social Justice.
Reference	Approved minutes of the Board of Governors, meeting held on 22.01.2004. (Agenda Item No. BoG XXXII:06 – (A) & 06- (B)
Circulated for Information to :	All YASHADA faculty & staff
Effective from	22.01.2004

Background

The Board of Governors in its meeting held on 22nd January 2004 has approved the proposal to establish a Centre for Equity and Social Justice. BoG has approved the following posts :

1) Associate Professor -   1
2) Research Officers - 2
3) Research Assistant -   1

BoG has also approved the same vide the minutes No. 66, Agenda Item No. 6 (B) and empowered the DG YASHADA to frame Recruitment Rules for the faculty position if special qualifications are required.

Considering the fact Centre for Equity and Social Justice has a special mandate and we need people having background in social work. It is necessary to prescribe Master's Degree in Social work as well as sufficient experience in research, training and consultancy in the field related to social work in a reputed training institute for various categories of posts.

In view of the above requirement, I prescribe Recruitment Rules for different posts of the Centre for Equity and Social Justice at Annexure I

(Ratnakar Gaikwad)
Director General

Sr. No.	Category of the Post	Special Recruitment Rules for CESJ
1.	**Associate Professor**	NO. OF POST - ONE
	Classification	Class – I
	Scale of Pay	UGC Scale Rs. 12,000–420–18,300
	Age Limit	Maximum 50 yrs.
	Educational Qualifications	First Class or Higher Second Class Master Degree in Social Work i.e. Master of Social Work
	Experience	1. At least 10 years experience in Research, Training and Consultancy in relevant field of Social Work in a reputed training institute. 2. At least five publications on original work in related field of Social Sector
	Other	The post may be filled by direct recruitment or through promotion as required by the Director General, YASHADA
2.	**Research Officer**	NO. OF POSTS - TWO
	Classification	Class – II
	Scale of Pay	UGC Scale Rs. 6,500–200–10,500
	Age Limit	Maximum 50 yrs.
	Educational Qualifications	First Class or Higher Second Class Master Degree in Social Work i.e. Master of Social Work

	Experience	1. At least 5 years of experience in Research and Training related activities in relevant field of Social Work. 2. Original Publication, Research or Assistance in Publication, Research in relevant field of Social Work.
	Other	The post may be filled by direct recruitment or through promotion as required by the Director General, YASHADA.
3.	**Research Assistant**	NO. OF POST - ONE
	Classification	Class – III
	Scale of Pay	UGC Scale Rs. 5,000 -150- 8,000
	Age Limit	Maximum 35 yrs.
	Educational Qualification	1. First Class or Higher Second Class Master Degree in Social Work i.e. Master of Social Work 2. Dissertations or Term Papers on Social Sector issues while completion of Master Degree.
	Experience	Candidates having at least 1year field experience may be preferred.
	Other	The post may be filled by direct recruitment or through promotion as required by Director General, YASHADA.

(Ratnakar Gaikwau)
Director General

27

YASHADA POLICY CIRCULAR

Policy Circular No. :	DG/R & D/Tr.
Dated :	10th February 2004
Empowered Authority :	Director General
Subject :	Role of R & D Centre in the Training and Research at YASHADA
Circulated for Information to :	All HoDs All Faculty
Circulated for Necessary Compliance to :	Prof. K. S. Nair, Prof. Rajan Gengaje

Preamble :

YASHADA is the apex training institute of the Government of Maharashtra. With the establishment of R & D Centre, YASHADA aspires to emerge as the State's apex research institute for governance and development research. This honorable position of our organization brings a very serious responsibility on all of us at YASHADA. We need to establish and maintain highest possible standards of quality in both training and research, and set a benchmark for other organizations engaged in similar activities.

We are all proud that YASHADA is entrusted with the responsibility of monitoring and evaluating various Governmental programmes, plans, activities and even entire Departments. We need to simultaneously monitor and evaluate our own functioning so as to be justified in evaluating others.

Overall Directive

An inbuilt mechanism of monitoring and evaluation is thus an utmost necessity and priority. The Director General (DG), being the head of the organization, is vested with the responsibility of conducting the evaluation. However, the DG needs the assistance and support to conduct this exercise appropriately and effectively. The DG has thus identified R & D Centre as the arm and instrument for executing the crucial responsibility of monitoring and evaluation of training and research at YASHADA. The R & D Centre is expected to represent the DG in this matter, and act rigorously as per his directives and up to his satisfaction. Similarly, all faculty members of YASHADA are expected to treat R & D Centre as a representative of the DG in this matter, and extend the necessary support and cooperation as if extended to the DG.

Specific Directives

A) Training

1. The R & D Centre shall constitute a **Training Monitoring Cell** within itself.
2. All members of YASHADA faculty shall submit their design and material of training to the Training Monitoring Cell
3. The Cell shall in turn scrutinize the designs and materials and approve after necessary improvements.
4. The Training Monitoring Cell shall coordinate with the Course Cell in ensuring that the objectives and priorities of YASHADA are adequately reflected in the annual training calendar, and that all aspects of organization and conduct of training programmes are up to a certain standard of quality.

5. The Training Monitoring Cell shall organize periodical in-house workshops for reviewing the quality of training, and will take·the necessary steps for improving the same.

6. The Cell shall regularly report to the DG on the quality of training.

B) Research

7. The R & D Centre shall also constitute a **Project Cell** within itself.

8. All members of YASHADA faculty shall submit their proposals for action research, documentation of best practices, etc., to the Cell

9. The Cell shall in turn scrutinize the proposals and approve after necessary improvements, keeping in view the crucial need for creating more synergies between SIRD, SIUD, ATI, YCIT, CDM, etc.

10. The Cell will also monitor the implementation of research projects, and hold periodic reviews of the progress of research activities.

11. The Cell shall regularly report to the DG on the quality and progress of research.

C) Publication and Audio-visual Production

12. The R & D Centre shall ensure that the final output of research and training activities is documented and disseminated through high quality publications (books, research papers, compendiums, etc.) as well as documentary videos and films.

13. All faculty members of YASHADA shall submit their proposals of publishing materials / preparing films to the R & D Centre.

14. In turn, the R & D Centre shall ensure that the training and research activities, as well as special achievements of YASHADA are effectively show-cased through publications and films.

Separate Policy Circulars shall be issued regarding the constitution of Training Monitoring Cell and Project Cell.

So ordered.

Ratnakar Gaikwad, IAS
Director General, YASHADA

29

YESHWANTRAO CHAVAN ACADEMY OF DEVELOPMENT ADMINISTRATION

YASHADA POLICY CIRCULAR

Policy Circular Number	XXXIInd BoG /2004 /P&P /Action /01
Date	February 11, 2004
Empowered Authority	Board of Governors, YASHADA
Agenda Item Number	BoG: XXXII: 05
Agenda Item Description	Approval for renaming of various Centres at YASHADA
Minutes Reference	Approved Minutes of the XXXIInd Board of Governors Meeting held on 22 January 2004
Minutes Numbers	XXXII: 62, 63 and 64
Circulated for Information to	1. Office of Hon. Chief Secretary, GoM 2. All collaborating institutions 3. General Administration Department, Government of Maharashtra 4. Members, Executive Committee 5. All YASHADA Faculty and Staff
Effective From	January 22, 2004

Background

The Hon. Chief Secretary to the Government of Maharashtra is the ex-officio President of the Board of Governors at Yeshwantrao Chavan Academy of Development Administration (YASHADA). Policy initiatives and annual workplans are reviewed and approved by the Members of the Board during their meetings. The presence and authority of the Hon. Chief Secretary ensures the support and guidance of the Government of Maharashtra.

The proposal to rename certain Centres at YASHADA and provide them with a State-level Mandate was reviewed and approved along with the redesignation of the Heads of Departments as Director(s) of the various Institutions proposed under the aegis of YASHADA.

The Mandate thus provided by the Board of Governors is presented here. It is to be noted that the Board has considered and approved the renaming of the Centres and the redesignation of the members of Faculty at YASHADA with the perspective that the various Institutions thus recognized would function under the aegis of the Academy.

YASHADA is recognised as one of the premier Administrative Training Institutes (ATi) in India by the Department of Personnel and Training (DoPT), Government of India (GoI). The National Institute of Rural Development (NIRD) considers YASHADA as an excellent example of the composite requirement for training in development administration that is very much essential in the management of Academic Staff College(s). The Ministry of Urban Development (MoUD), GoI and various agencies such as HUDCO have supported the establishment of the Centre for Urban Studies (CUS) at the Academy.

Thematic and institutional separation within the Academy

The thematic sectors for the (a) ATI component are being delivered by the Centre for Good Governance (CGG), (b) Rural concerns are being addressed by the Centre for Rural Studies (CRS), and (c) Urban concerns are enabled by the Centre for Urban Studies (CUS) at YASHADA.

The Academy has also been able to position various Centres of Excellence to enable convergent themes of development administration that are common to Good Governance, Urban and Rural Development. These Centres include the Centre for Disaster Management (CDM), the Centre for Environment and Development (CED), and the Centre for Information Technology (CIT).

Financial support is received from various Ministries in the Government of India, including the Department of Personnel and Training (DoPT), Ministry of Environment and Forests (MoEF) and the Ministry of Urban Development (MoUD) among others. Various projects are being funded by the Government of India and the Government of Maharashtra, as also by institutions such as the UNDP, the World Bank and Ford Foundation among others.

Considerable support is available from Ministries /Organisations for capacity building, implementation of monitoring and evaluation programmes, institution building and extension programmes in strengthening empowerment, decentralisation and gender sensitization.

The change of nomenclature of these Centres at YASHADA was under consideration for quite some time in order to facilitate intra-organisational separation, receive more support and ensure institutional growth.

Therefore, the Board of Governors have *vide* XXXII BoG Minutes Numbers 62, 63 and 64 approved the proposal to rename the Centres and redesignate the Heads of Department /Members of Faculty as Directors of the Institutions thus proposed.

The following decisions are now activated with effect from January 22, 2004.

1. The Centre for Good Governance (CGG), previously the Public Systems and Administration Department (PuSA), is now recognized as the Administrative Training Institute (ATI) and will continue to function entirely under the aegis of the Yeshwantrao Chavan Academy of Development Administration.

2. The Head of Department, CGG, is now redesignated as Director, Administrative Training Institute, and will continue to report directly to the Director General, YASHADA.

3. The Centre for Rural Studies (CRS), also previously the Rural Systems and Administration Department (RuSA), is now recognized as the State Institute of Rural Development (SIRD) and will continue to function entirely under the aegis of the Yeshwantrao Chavan Academy of Development Administration.

4. The Head of Department, CRS, is now redesignated as Director, State Institute of Rural Development, and will continue to report directly to the Director General, YASHADA.

31

5. The Centre for Urban Studies (CUS), is now recognized as the State Institute of Urban Development (SIUD) and will continue to function entirely under the aegis of the Yeshwantrao Chavan Academy of Development Administration.

6. The Head of Department, CUS, is now redesignated as Director, State Institute of Urban Development and will continue to report directly to the Director General, YASHADA.

It is to be recognized that the renaming of the Centres and redesignation of the members of Faculty does not in any way constitute the formation of a separate institution or separation of financial management. All three institutions thus recognized, would be audited within the Academy's accounts, and all the three Directors thus redesignated, would continue to report to the Director General, YASHADA as Members of the Academy's Faculty.

The above decisions are being brought to the notice of all concerned.

(Ratnakar Gaikwad)
Director General
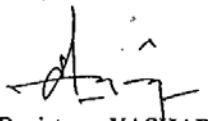
POLICY CIRCULAR DOCKET: BoG XXXII: 05 and Minutes 62, 63 and 64

Policy Circular Number	XXXIInd BoG /2004 /P&P /Action /01
Date	February 11, 2004
Empowered Authority	Board of Governors, YASHADA
Agenda Item Number	BoG: XXXII: 05
Agenda Item Description	Approval for renaming of various Centres at YASHADA
Minutes Reference	Approved Minutes of the XXXIInd Board of Governors Meeting held on 22 January 2004
Minutes Numbers	XXXII: 62, 63 and 64
Circulated for Information to	1. Office of Hon. Chief Secretary, GoM 2. All collaborating institutions 3. General Administration Department, Government of Maharashtra 4. Members, Executive Committee 5. All YASHADA Faculty and Staff
Effective From	January 22, 2004

Action by Registrar, YASHADA

Document Source	Policy and Plan Implementation Cell, YASHADA
Date	February 11, 2004
Action by Registrar	Circulation as per List above
Action coordinated by	Dr. Bharat Bhushan, Head, Policy and Plan Implementation Cell
Action approved by	Hon. Director General, YASHADA

Bharat Bhushan *Feb 11, 2004* Head, Policy and Plan Implementation Cell	Registrar, YASHADA	Director General, YASHADA

Action to be initiated: As approved by Director General, YASHADA

Policy Circular Number	XXXIInd BoG /2004 /P&P /Action /01
Date	February 1, 2004
Empowered Authority	Board of Governors, YASHADA
Agenda Item Number	BoG: XXXII: 05
Agenda Item Description	Approval for renaming of various Centres at YASHADA
Minutes Reference	Approved Minutes of the XXXIInd Board of Governors Meeting held on 22 January 2004
Minutes Numbers	XXXII: 62, 63 and 64

Points of Action

1. Registrar to issue separate letters indicating renaming of Centres to current Heads of Departments of the said Centres along with instructions regarding maintenance of letterheads, rubber-stamps, dispatch registers, file numbers etc. among other administrative procedures.

2. Registrar to issue separate letters to current Heads of Departments of said Centres indicating redesignation as Directors of specific Institutes as per Policy Circular. Specific mention may be made about reporting directly to Director General, YASHADA.

3. Financial Advisor to convene a working group comprising Registrar, Accounts Officer, Directors-designate of the specific Institutes to develop procedures regarding maintenance of separate accounts books, ledgers and maintenance of double-entry systems, if deemed necessary. The recommendations may be finalized and presented to Director General, YASHADA within the next ten working days. All concerned are to cooperate with Financial Advisor on this matter. Please regard this as high priority.

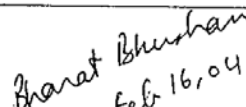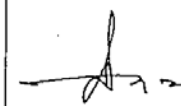(Ratnakar Gaikwad)
Director General

34

YESHWANTRAO CHAVAN ACADEMY OF DEVELOPMENT ADMINISTRATION
POLICY AND PLAN IMPLEMENTATION CELL

POLICY CIRCULAR DOCKET: BoG XXXII: 19(1) and Minutes 87

Policy Circular Number	XXXIInd BoG/2004/P&P/Action/PC/04
Dated	February 16, 2004
Empowered Authority	Board of Governors, YASHADA
Agenda Item Number	BoG:XXXII:19 (1)
Agenda Item Description *Any other matter with the permission of the Chair*	*Any other matter with the permission of the Chair* To approve proposal to recognise the YASHADA Library as a Repository Library for the Government of Maharashtra
Minutes Reference	Approved Minutes of the XXIInd Board of Governors Meeting held on 22 January 2004
Minutes Numbers	XXXII: 87
Circulated for Information to :	1. Office of Hon. Chief Secretary, GoM 2. All collaborating institutions 3. General Administration Department, Government of Maharashtra 4. Members, Executive committee 5. All YASHADA Faculty and Staff
Effective from	January 22, 2004

Action by Registrar, YASHADA

Document Source	Policy and Plan Implementation Cell, YASHADA
Date	February 16, 2004
Action by Registrar	Circulation as per List above
Action coordinated by	Dr. Bharat Bhushan, Head, Policy and Plan Implementation Cell
Action approved by	Hon. Director General, YASHADA

Bharat Bhushan Feb 16, 04 Head, Policy and Plan Implementation Cell	Registrar, YASHADA	Director General, YASHADA

YASHADA POLICY CIRCULAR

Policy Circular Number	XXXIInd BoG/2004/P&P/Action/PC/04
Dated	February 13, 2004
Empowered Authority	Board of Governors, YASHADA
Agenda Item Number	BoG:XXXII:19 (1)
Agenda Item Description *Any other matter with the permission of the Chair*	*Any other matter with the permission of the Chair* To approve proposal to recognise the YASHADA Library as a Repository Library for the Government of Maharashtra
Minutes Reference	Approved Minutes of the XXIInd Board of Governors' Meeting held on 22 January 2004
Minutes Numbers	XXXII 87
Circulated for Information to :	1. Office of Hon. Chief Secretary, GoM 2. All collaborating institutions 3. General Administration Department, Government of Maharashtra 4. Members, Executive committee 5. All YASHADA Faculty and Staff
Effective from	January 22, 2004

Background

The Hon. Chief Secretary to the Government of Maharashtra is the ex-officio President of the Board of Governors at Yeshwantrao Chavan Academy of Development Administration (YASHADA). Policy initiatives and annual workplans are reviewed and approved by the Members of the Board during their meetings. The presence and authority of the Hon. Chief Secretary ensures the support and guidance of the Government of Maharashtra.

The proposal to recognise the YASHADA Library as a Repository Library for the Government of Maharashtra was reviewed and approved for establishment under the aegis of YASHADA.

The YASHADA Library as a Repository Library for the Government of Maharashtra

The YASHADA Library has a collection of more than 40,000 volumes on several development perspectives such as Public Administration, Urban and Rural Development, Gender and Social Equity Issues, Economics, Environment, Disaster Management; Information Technology, Agriculture and Forestry among numerous other subjects. The Library has a well-appreciated membership along with being able to support the reading requirements of participants of the various training programmes and workshops being held at the Academy.

The Academy has begun work on several research projects that focus on administrative procedures, monitor and evaluate implementation of development programmes and attempts to network among government departments and non-governmental organisations. Certain projects, such as Functional Review of Administrative Reforms, Rehabilitation Concerns of Narmada Sarovar Project and Capacity Building of Health Department among others would require the YASHADA library to be well equipped with current published and unpublished government documents.

36

It has been deemed appropriate for the YASHADA Library to be recognised as a repository library for all such published and unpublished Government Documents. The material thus received will be separated for restricted and/ or unrestricted reading. The mezzanine floor within the Library will be identified as the location for the repository. The facility will electronic storage on large databases that can possibly be accessed through the MahaNET or any other INTRANET/ INTERNET facility.

The location at the mezzanine floor would also enable the Research and Documentation Centre, the Centre for Disaster Management and Centre for Environment and Development to provide programme and project support for the Repository.

The General Administration Department, Government of Maharashtra, has been identified as the nodal Mantralaya-based Department to facilitate the process.

The various government documents that would need to be received at the YASHADA Library would include government resolutions (GRs) and orders (GOs), annual reports of various departments, budget papers, gazette notifications, journals, information brochures and other relevant published and unpublished material.

Therefore, the Board of Governors have *vide* XXXII BoG Minutes Number 87 approved the proposal to recognise the YASHADA Library as a Repository Library for the Government of Maharashtra

The following decisions are now activated with effect from January 22, 2004.

1. YASHADA Library will now function as a Repository Library for the Government of Maharashtra.

2. The Repository will be established on the mezzanine floor of the Library.

The above decisions are being brought to the notice of all concerned.
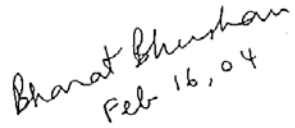
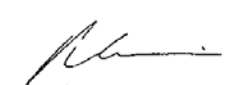(Ratnakar Gaikwad)
Director General

POLICY AND PLAN IMPLEMENTATION CELL

POLICY CIRCULAR DOCKET: BoG XXXII: 07 and Minutes 68 and 69

Policy Circular Number	XXXIInd BoG /2004 /P&P /Action /PC/03
Date	February 16, 2004
Empowered Authority	Board of Governors, YASHADA
Agenda Item Number	BoG: XXXII: 07
Agenda Item Description	To establish an Institute for Productive and Empowered Old Age (IPEOA) at YASHADA
Minutes Reference	Approved Minutes of the XXXIInd Board of Governors Meeting held on 22 January 2004
Minutes Numbers	XXXII: 68 and 69
Circulated for Information to	1. Office of Hon. Chief Secretary, GoM 2. All collaborating institutions 3. General Administration Department, Government of Maharashtra 4. Members, Executive Committee 5. All YASHADA Faculty and Staff
Effective From	January 22, 2004

Action by Registrar, YASHADA

Document Source	Policy and Plan Implementation Cell, YASHADA
Date	February 16, 2004
Action by Registrar	Circulation as per List above
Action coordinated by	Dr. Bharat Bhushan, Head, Policy and Plan Implementation Cell
Action approved by	Hon. Director General, YASHADA

Bharat Bhushan *Feb 16, 04* Head, Policy and Plan Implementation Cell	Registrar, YASHADA	Director General, YASHADA

Date: Feb 20. 04

Action to be initiated: As approved by Director General, YASHADA

Policy Circular Number	XXXIInd BoG /2004 /P&P /Action /PC /03
Date	February 16, 2004
Empowered Authority	Board of Governors, YASHADA
Agenda Item Number	BoG: XXXII: 07
Agenda Item Description	To establish an Institute for Productive and Empowered Old Age (IPEOA) at YASHADA
Minutes Reference	Approved Minutes of the XXXIInd Board of Governors Meeting held on 22 January 2004
Minutes Numbers	XXXII: 68 and 69

Points of Action

1. Registrar to issue separate letters indicating establishment of the Institute for Productive and Empowered Old Age (IPEOA) to the designated HoD along with instructions regarding maintenance of letterheads, rubber-stamps, dispatch registers, file numbers etc. among other administrative procedures.

2. Registrar to issue separate letters to designated Head of Departments of IPEOA with specific mention about reporting to Director General, YASHADA.

3. Follow-up action regarding staffing pattern and filling up of posts at the IPEOA as proposed and approved at the XXXIInd BoG on 22 January 2004 may be initiated by Registrar at the earliest. A status report may be submitted to Director General on a weekly basis.

4. Registrar may coordinate with Director General in framing the recruitment rules for the Faculty Positions at IPEOA if special qualifications are required.

5. The designated HoD for IPEOA may coordinate with Office of Director General to ensure a suitable weekly slot for review of the activities of the newly established Centre.

(Ratnakar Gaikwad)
Director General

To:
1. All HoDs, YASHADA
2. Registrar, 3. Financial Advisor, 4. Accounts Officer

YESHWANTRAO CHAVAN ACADEMY OF DEVELOPMENT ADMINISTRATION

YASHADA POLICY CIRCULAR

Policy Circular Number	XXXIInd BoG/2004/P&P/Action/PC/03
Dated	February 16, 2004
Empowered Authority	Board of Governors, YASHADA
Agenda Item Number	BoG:XXXII: 07
Agenda Item Description	To establish an Institute for Productive and Empowered Old Age (IPEOA) at YASHADA
Minutes Reference	Approved Minutes of the XXIInd Board of Governors Meeting held on 22 January 2004
Minutes Numbers	XXXII: 68 and 69
Circulated for Information to :	1. Office of Hon. Chief Secretary, GoM 2. All collaborating institutions 3. General Administration Department, Government of Maharashtra 4. Members, Executive committee 5. All YASHADA Faculty and Staff
Effective from	January :.., 2004

Background

The Hon. Chief Secretary to the Government of Maharashtra is the ex-officio President of the Board of Governors at Yeshwantrao Chavan Academy of Development Administration (YASHADA). Policy initiatives and annual workplans are reviewed and approved by the Members of the Board during their meetings. The presence and authority of the Hon. Chief Secretary ensures the support and guidance of the Government of Maharashtra.

The proposal to establish an Institute for Productive and Empowered Old Age (IPEOA) at YASHADA was reviewed and approved for establishment under the aegis of YASHADA.

Proposal to establish an Institute for Productive and Empowered Old Age (IPEOA) at YASHADA

The Government of Maharashtra had requested YASHADA to formulate a suitable proposal to set up an "Institute for Productive and Empowered Old Age". Shri Suresh Kumar, IAS, Additional Chief Secretary, Social Justice Department, Mantralaya had indicated that funding arrangements for such Centre could be explored.

"The Dignity Foundation", Mumbai, an NGO working actively in the field of old age research and resettlement has come forward to assist YASHADA in this endeavor. Considering the excellent work done by the Dignity Foundation, in its work for productive and empowered old age, YASHADA has signed a MoU with the Foundation to collaborate in this effort.

The institute would function as a repository of knowledge about ageing in Maharashtra and in India, will recommend policy initiatives to the Government, conduct research about the impact of ageing within the human population in the State and will enable capacity building through training programmes and workshops. Accordingly, YASHADA and the Dignity Foundation have begun working together towards establishing a dedicated institute under the aegis of YASHADA.

Therefore, the Board of Governors have *vide* XXXII BoG Minutes Numbers 68 & 69 approved the proposal to establish an "Institute for Productive and Empowered Old Age (IPEOA)" at YASHADA.

The following decisions are now activated with effect from January 22, 2004.

1. YASHADA and the Dignity Foundation will work together towards establishing a dedicated institute under the aegies of YASHADA, to be named as the " Institute for Productive and Empowered Old Age (IPEOA)".

2. The institute will function as a Recourse Centre and as the repository of knowledge about ageing in Maharashtra and in India, and will assist the Government in policy formulation on old age issues.

3. The institute will recommend policy initiatives to the Government, conduct research about the impact of ageing within the human population in the State and will enable capacity building through training programmes and workshops

4. The staffing pattern for the IPEOA has been approved by the XXXIInd BoG and includes permanent faculty and staff.

5. The Director General, YASHADA, has been empowered to frame the recruitment rules for the faculty positions at IPEOA if special qualifications would be required.

The above decisions are being brought to the notice of all concerned.

(Ratnakar Gaikwad)
Director General

YASHADA POLICY CIRCULAR

Policy Circular No.	XXXIInd BoG/2004/P&P/Action/PC/28
Dated	March 01, 2004
Empowered Authority	Director General, YASHADA
Subject	Regarding establishment of YASHADA Policy and Plan Implementation Cell
Reference	All approved minutes of the Board of Governors, meeting held on 22.01.2004.
Circulated for Information to :	All YASHADA Faculty & staff
Effective from	January 22, 2004

Background

There comes a time in all organizations when regular activity gets catalysed to multi-dimensional and result oriented parallel-activity based exponential growth due to the guidance and support given by its Governing Body. YASHADA has been privileged, since its formation, to receive guidance and direction from its Board of Governors during their regular meetings through providing sanction for all institutional proposals and annual workplans.

The Hon. Chief Secretary to the Government of Maharashtra in his position as ex-officio President of the Board of Governors at the Yeshwantrao Chavan Academy of Development Administration (YASHADA) is crucially responsible for bringing together unanimous support of all the members of the Board of Governors of the Academy. It is also to the benefit of the Academy that the presence and authority of the Hon. Chief Secretary ensures the support and guidance of the Government of Maharashtra.

The XXXIInd meeting of the Board of Governors held on January 22, 2004 was a landmark in the decisions undertaken through unanimity that now enables tremendous exponential growth of the Academy. The Agenda by itself in its very detailed and extensive format circulated in advance to the Members of the Board of Governors was well appreciated and therefore helped in taking accurate decisions by the Members present at the meeting.

The approved minutes of the XXXIInd BoG reflects the unanimous approval by all the Members present on January 22, 2004. Of the ninety-seven recorded minutes, there are sixty or more that need immediate follow-up and specific strategies to operationalize all the major activities, projects and programmes for the Academy.

Decisions of the XXXIInd BoG of January 22, 2004.

The major decisions and approvals of the XXXIInd BoG have helped determine an action process for the next 1-3-5 years for the Academy. The crucial decisions that require follow-are listed in the accompanying table :

Table : List of decisions taken by XXXIInd BoG of the Academy.

1. Research and Documentation Centre
2. Think Tank
3. ISO 9001
4. Annual Meeting of Training Coordinators
5. Monitoring & evaluation of training
6. Management Information Systems (MIS)
7. Filling up of Vacant Posts YASHADA
8. Weekend Courses and Sponsored Courses
9. State Action Plan for training of PRI Functionaries and Elected Representatives
10. Memorandum of Understanding (MoUs) with various sister-institutions
11. Foundation Day Celebrations
12. Foundation Day Lectures
13. Library Book Club
14. Yoga Club
15. Shifting /Realignment of MSEB HT Lines
16. Garden and Landscape Maintenance
17. Construction activities at YASHADA
18. Geographic Information Systems (GIS) Survey of the YASHADA Campus
19. Vermiculture Project for Solid Waste Management at YASHADA Campus
20. Sourcing financial support and collaboration at New Delhi
21. New Project: Relief and Rehabilitation of PAPs in the Narmada Sardar Sarovar Project Area.
22. New Project: Maharashtra Health Systems Project.
23. Project : Functional Review of Administrative Reforms.
24. Purchase of new vehicles.
25. Vipassana Courses
26. Compilation of BoG Policy Decisions
27. Permanent YASHADA Exhibition
28. Electronic Database of Resource Persons
29. Website for best practices of GoM
30. Project : Maharashtra Biodiversity Strategy and Action Plan
31. Consultancy assignments to YASHADA under multilateral funding
32. YASHADA Campus Master Plan
33. Approval for renaming of Centre for Good Governance (CGG) as the Administrative Training Institute (ATI)
34. Approval for renaming of Centre for Rural Studies (CRS) as the State Institute of Rural Development (SIRD)

35. Approval for renaming of Centre for Urban Studies (CUS) as the State Institute of Urban Development (SIUD)
34. Centre for Equity and Social Justice (CESJ) at YASHADA.
35. Institute for Productive and Empowered Old Age (IPEOA) at YASHADA.
36. State-level E-Governance Facilitation Centre (EFC) in collaboration with the STPI at YASHADA.
37. Certificate and Diploma Courses in Disaster Management at YASHADA
38. Payment of "Course Fee Amount" to YASHADA from GAD-GoM
39. Posts created for coordinating and monitoring training activities of 9 GTCs, 11 PRTCs and 1 CTC.
40. Review of Training Activities during April 2003 to December 2003. ,
41. Annual Report for the year 2002-2003.
42. Annual Accounts and Audit Report for the year 2002-2003.
43. Revised budget estimates for YASHADA for the financial (current) year 2003-2004.
44. Budget estimates for YASHADA for the year 2004-2005.
45. YASHADA Library as a Repository Library for the GoM.
46. To designate one of the 2 vacant posts of Professors as Professor and Financial Advisor
47. To approve appointment of Shri U. C. Sarangi, IAS, Commissioner (Co-operation) on the Board of Governors, YASHADA, under Rule 11 of the Memorandum of Association of YASHADA.
48. To approve the merger and takeover of the Meltron Computer Academy by
49. List of proposed training programmes for the year 2004-05.
50. To approve proposal to upgrade the posts in the YASHADA Centre for Information Technology (YCIT).
51. Five-year perspective plan for the Centre for Environment and Development at YASHADA.
52. Faculty Retreat held on January 12-13, 2004
53. Self-Help Groups (SHGs) and Micro-Finance Cell at YASHADA
54. Waterproofing of 8 Hostel Rooms

Significance of the Minutes of the XXXIInd BoG of January 22, 2004.

There is an obvious and urgent need to follow up to all the decisions by the XXXIInd BoG at YASHADA. Follow up of decisions by the BoG cannot be limited to reminders by the Administration upon intimation of a future meeting. All Faculty, Administration, Establishment and Employees would need to ensure that there is active follow-up and the minutes of the XXXIInd BoG is regarded as an empowered Action Plan for the Academy.

The XXXIInd BoG has provided very comprehensive approvals for the YASHADA MASTER PLAN *vide* BoG Agenda Item No. 4 and Minutes Nos. 55 to 61. It is however to be very significantly noted that each approval envisages extremely minute detailing for various items of expenditure that require specific planning, parallel activities and projectisation of tasks in a very systematic manner.

The YASHADA MASTER PLAN is a comprehensive convergence of the (a) YASHADA CAMPUS MASTER PLAN, (b) the SIRD MASTER PALN and (c) various infrastructure requirement plans for the Academy. Several decisions about the Master Plan require follow-up on a multi-level, mutli-departmental and multi-individual basis within the Academy, as also on an inter-institutional level *ex situ* of YASHADA.

The minutes about the YASHADA MASTER PLAN therefore, as approved by the XXXIInd Board of Governors, chaired by Hon. Chief Secretary, Government of Maharashtra, in his capacity as President of the Board of Governors, has placed an enormous responsibility on the Academy and it would have to be met with strategic planning and management.

There are also significant decisions regarding the *in situ* institutional separation of the (a) State Institute of Rural Development, (b) State Institute of Urban Development, and (c) the Administrative Training Institute. There are decisions regarding the formation and recognition of the (a) Research and Documentation Centre, (b) Centre for Social Equity and Justice, (c) Institute for Old Age, (d) Self Help Group and Micro Finance Cell and (e) E-Governance Facilitation Centre.

Within existing perspectives, there are significant decisions regarding the (a) Library Repository for GoM, (b) Five-Year Perspective Plan for the Centre for Environment and Development, and (c) Appointment of a Financial Advisor for the Academy among others.

There is an obvious and urgent need to ensure accurate and timely follow-up to all the decisions about the YASHADA MASTER PLAN at the BoG Meeting held on January 22, 2004. The minutes, as approved by the Hon. Chief Secretary, Government of Maharashtra, in his capacity as President of the Board of Governors, has placed an enormous responsibility on the Academy and it would have to be met with strategic planning and management.

The YASHADA MASTER PLAN is a comprehensive convergence of the (a) YASHADA CAMPUS MASTER PLAN, (b) the SIRD MASTER PLAN and (c) various infrastructure requirement plans for the Academy. Several clear-cut decisions, as enabled by approvals or suggestions, and recorded in the Minutes, require follow-up on a multi-level, multi-departmental and multi-individual basis within the Academy, as also on an inter-institutional level *ex situ* of YASHADA.

It is therefore essential that the various processes are coordinated at the highest level within the Academy by enabling all Faculty, Administration, Establishment and Employees to function

independently within their own time schedules and work norms and ensure that all points of action are completed at the earliest. It is felt necessary that the Office of the Director General, YASHADA, is directly supported by a Policy and Plan Secretariat /Department /Cell to ensure that timely follow-up is ensured.

Establishment of YASHADA Policy and Plan Implementation Cell

The Policy and Plan Secretariat /Department /Cell will function directly under the supervision of the Director General and submit requirements for coordination within the Academy, follow-up points of action, monitor and report on activities undertaken on the basis of the approved minutes and ensure that a monthly meeting is convened to consider any requests for support if required from all concerned.

The Policy and Plan Implementation activities will function at the Cell-level under the aegis of the Office of the Director General. Dr. Bharat Bhushan, HoD, Centre for Environment and Development will coordinate the Cell as its HoD. The Registrar, YASHADA will assist the Policy and Plan Implementation Cell on behalf of the Administration.

The following decisions are now activated with effect from January 22, 2004.

1. The Policy and Plan Implementation Cell is being established with effect from January 22, 2004.

2. The Policy and Plan Implementation Cell will function directly under the supervision of the Director General, YASHADA.

3. Dr. Bharat Bhushan, HoD, CED, will function as the HoD for the Policy and Plan Implementation Cell with immediate effect.

4. Registrar, YASHADA will assist the Policy and Plan Implementation Cell on behalf of the Administration.

5. Ms. Shraddha Kulkarni, Stenographer, is appointed full-time to function within the Policy and Plan Implementation Cell.

6. The following organisational support is envisaged. Later changes can be worked out on a need-by-need basis.

   a. One Office Clerk to be appointed on contractual basis or internal transfer for coordination of the YASHADA MASTER PLAN

   b. One Office Clerk to be appointed on contractual basis or internal transfer for coordination of all the policy decisions of the XXXIInd BoG

   c. One Steno /Typist to be appointed on contractual basis or internal transfer for coordination of the YASHADA MASTER PLAN

d. One Steno /Typist to be appointed on contractual basis or internal transfer for coordination of all the policy decisions of the XXXIInd BoG

e. One Office Peon to be appointed on contractual basis or internal transfer for Office Support

f. One Office Peon /Assistant to be appointed to ensure support for documentation work, including xerox, spiral binding etc.

7. Registrar, YASHADA would be responsible for ensuring office personnel support, appointment of new personnel, providing equipment support and ensuring coordination between all departments, centres and cells at the Academy.

The above decisions are being brought to the notice of all concerned.

(Ratnakar Gaikwad)
Director General

YESHWANTRAO CHAVAN ACADEMY OF DEVELOPMENT ADMINISTRATION
POLICY AND PLAN IMPLEMENTATION CELL

YASHADA INTRA-OFFICE MEMO

Intra Office Memo Number	XXXIInd BoG/2004/P&P/Action/Memo/05
File No.	YBoG/2004/01.045
Dated	March 08, 2004
Empowered Authority	Office of Policy & Plan Implementation Cell, YASHADA.
Agenda Item Number	BoG:XXXII:19 (5)
Agenda Item Description *Any other matter with the permission of the Chair*	*Any other matter with the permission of the Chair* To approve the list of proposed training programmes for the year 2004-05.
Minutes Reference	Approved Minutes of the XXIInd Board of Governors Meeting held on 22 January 2004
Minutes Numbers	XXXII:91
Circulated for Information to :	All Faculty & Staff, YASHADA
Effective from	January 22, 2004

The list of the proposed Training Programmes for the year 2004-05 was reviewed by the Board of Governors in the XXXIInd Meeting held on January 22, 2004. It should be noted by all faculty and staff that the list of the Training Programmes have been approved by the Members of the Board of Governors present during the meeting. It would therefore be necessary on the part of all HoDs and faculty to ensure that the Training Programmes are conducted as proposed and all slots as indicated are fully utilized. Any changes if required, with the permission of the Director General, would need to be submitted through the Course Cell and HoD, Administration.

It would be necessary to ensure that requirements for Round Table Workshops, Seminars or Review Meetings for ongoing Research Projects including the "Functional Review for Administrative Reforms" Project be slotted within the Training Calendar 2004-05 with due information and process through HoD, Course Cell, prior to seeking permission from the Director General.

(Ratnakar Gaikwad)
Director General

47

YESHWANTRAO CHAVAN ACADEMY OF DEVELOPMENT ADMINISTRATION

YASHADA POLICY CIRCULAR

Policy Circular No.	XXXIInd BoG/2004/P&P/Action/PC/29
Dated	March 19, 2004
Empowered Authority	Director General, YASHADA
Subject	Regarding Review Meetings being called by the Office of the Director General, YASHADA.
Reference	All approved minutes of the Board of Governors, meeting held on 22.01.2004.
Circulated for Information to :	All YASHADA Faculty & staff
Effective from	January 22, 2004

Background

It is necessary to build up on the existing team spirit and sense of cooperation among officers, staff and employees in the Academy by specifying periodicity and objectives of formal interaction with the Director General. This would enable everybody to go ahead with their regular functional activity and ensure timely completion of works, research and help accomplish deadlines in a conducive manner.

All concerned have been contributing to the Think Tank meetings on the lines of the policy circular concept that has been established at YASHADA. This process helps generate ideas through unrestricted expression of opinion and suggestions without the fear of ridicule. The consensus at the Think Tank meetings along with the monthly faculty meetings helps develop a listing of administrative and policy decisions under the authority of the Director General.

It is therefore essential that considering the recent renaming of Centres, Institutes and the establishment of the new Centres and merger of certain units between others, the monthly Faculty, Think Tank and Weekly Review meetings should be recognized as important administrative processes at the Academy.

Schedule

The schedule for the Monthly Meetings and Review Meetings are as follows :

1. Monthly Faculty Meeting held on 1st Saturday of each month convened by HoD, Course Cell (to be held at 9.30 A.M.)
2. Monthly Think Tank Meeting held on 3rd Saturday of each month to be convened by Secretary, Think Tank (to be held at 9.30 A.M.)
3. Weekly Review Meetings of all Departments, Centres and Cells as per the weekly slots allotted in the schedule approved by the Director General.

Objectives

It is essential to clearly identify the Objectives and Agenda for the various Review Meetings being called by the Director General, YASHADA.

The objectives of these meetings are as follows :

1. **Monthly Faculty Meeting held on 1ˢᵗ Saturday of each month (to be held at 9.30 A.M.)**
   - To review completion of Training Programmes and of the previous month and discuss the monthly schedule for the next 60 to 90 days.
   - To review inter-departmental, inter-centre and inter-sectoral coordination and collaboration if required for the proper conduct of Training Programmes and Research Projects.
   - To review the status of Action Research Project and other research programmes, publications and infrastructure requirements for ongoing activities.
   - To review status of implementation of recommendations made by Training Monitoring Cell along with Training Needs Assessment by Departmental Coordinators.

2. **Monthly Think Tank Meeting held on 3ʳᵈ Saturday of each month (to be held at 9.30 A.M.)**
   - To invite recommendations, suggestions and ideas by members of Faculty, other officers, employees and staff of the Academy.
   - To review status of action taken based on recommendations and suggestions made at earlier Think Tank Meetings.
   - To consider innovative methods and initiatives in the training, and infrastructure administration of the Academy received from time to time on occasions other than the Think Tank Meetings.
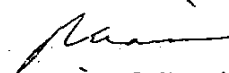
3. **Weekly Review Meetings of all Departments, Centres and Cells as per the weekly slots allotted in the schedule approved by the Director General.**
   - To review Participant's Representatives and Recognized Trainer approaches by Department/ Centre/ Cell and the status of its implementation.
   - To record status of sponsored training programmes, workshops and seminars being sourced from other agencies.
   - To review status of proposals and accomplishment of work on Action Research Projects.
   - To review status of proposals and accomplishment of work on Consultancy Projects
   - To record systems improvement and standards established concerning ISO 9001.
   - To review progress in regard to collaboration with Departmental Coordinators.
   - To receive note on activities undertaken so far and those proposed to be undertaken.

Guidelines

In the event that the Monthly Faculty Meeting or the Monthly Think Tank Meeting overlaps with a Public Holiday or any other important or unforeseen event, the meeting will be preponed to the immediately preceding working day and will be conducted in the same time-slot.

It may be noted by all concerned that subsequent to this Policy Circular there would be no need for any official letter or intimation to invite the concerned officers and staff to attend the meetings.

The above decisions are being brought to the notice of all concerned.

(Ratnakar Gaikwad)
Director General

49

YASHADA POLICY CIRCULAR

Policy Circular No:	PC/2003-04/YMRC/001
Dated:	29 March 2004
Empowered Authority:	Director-General, YASHADA
Subject:	Establishment of the 'YASHADA Media and Resource Centre'
Circulated for Information to:	Members, YASHADA Board of Governors Members, YASHADA Executive Committee Members, YASHADA Recruitment Committee YASHADA Desk, GAD, Govt Of Maharashtra All YASHADA Faculty and Staff
Circulated for necessary compliance to:	YASHADA CAVP and Publications Cell

Background: With YASHADA poised to increase its training and research output six fold over the coming years, it is felt that the current support structures (viz. the Centre for Audio-Visual Production (CAVP) and the Publications Cell) need to be revamped and strengthened, so that they can contribute fully to these training and research processes. They should, ideally, be the creators and initiators of new knowledge resources, and not just the disseminators of an end product, conceived and designed by others.

In addition, there is a need to heighten the YASHADA profile in the mass media, so that larger issues of governance can be brought into the domain of public awareness. YASHADA, as the most credible advocate of the initiatives within State Government, needs to engage in a continuing dialogue with civil society, to make good governance a reality in Maharshtra.

Finally, with the exponential growth in information and the new technologies at its disposal, YASHADA is uniquely placed to develop and disseminate knowledge resources necessary for development and public administration, through training and publication.

In the light of the above, it is therefore resolved to establish a **'YASHADA Media and Resource Centre' (YMRC)** by merging the existing Centre for Audio-Visual Production (CAVP), and the Publications Cell, and suitably strengthening them as outlined below.

Objectives: The objectives of the YMRC will be as follows:

1 To develop and disseminate knowledge resources of direct use in development and public administration;
2. To provide the State Government interface with mass media and in engaging civil society
3. To provide and maintain state-of-the art audio-visual facilities for training and research

Activities:

1.1   Compilation and publication of the annual YASHADA 'State of Maharashtra's Development' Report
1.2   Establishment and maintenance of YASHADA's Digital Library
1.3   Publication of Quarterly Journal in Marathi
1.4   Publication of Quarterly Journal in English
1.5   Publication of fortnightly internal newsletter in English
1.6   Commissioning, publication, marketing of books/modules etc
1.7   Maintenance and updating of YASHADA website
1.8   Production of multimedia training modules
1.9   Video documentation of training sessions, best practices, case-studies etc

2.1   To organise a monthly press conference on issues of contemporary interest
2.2   To coordinate with Doordarshan in the production of programmes on development and governance issues
2.3   To network with the public and private mass media, the DGIPR, etc
2.4   To build up civil society networks on issues relevant to YASHADA activities

3.1   To identify resources to provide YASHADA with state-of-the-art art audio-visual facilities
3.2   To make the necessary purchases, and streamline inventory in these articles
3.3   To build up a DVD and VCD Library for use in training

Implementation:

The 'YASHADA Media and Resource Centre' will be established with effect from 1 April 2004. From that date, both the CAVP and the Publications Cell will

cease to exist as separate entities, and will be merged within the **YMRC**, with the following organisation structure:
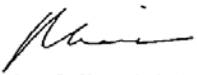
Core staff: will form the full time staff of the YMRC

1 Associate Professor and Head, YMRC
1 Research Officer (Publications)
1 Audio-visual Officer
1 Asst Publications Officer
2 Audio-visual Assistant
1 Publications Assistant

Seconded staff: will continue to function in their present posts, but shall be seconded to YMRC as and when required, for special duties:

1 Senior Librarian for YASHADA Digital Library
1 Research Officer, R&D Centre, for publication of Marathi Journal and organising
   Press conferences
1 Programmer/Research Officer, CIT for website updating etc
1 Research Assistant, SIRD, for field work and support for video documentation

In addition there will be an Advisory Committee, drawn from YASHADA faculty and senior officers, based in Pune.

So ordered.

Ratnakar Gaikwad, IAS
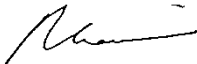Director-General, YASHADA

Enclosures: The necessary orders for filling the above posts

OFFICE ORDER

In pursuance of the Policy Circular no PC/2003-04/YMRC/001, of even date, the Director-General is pleased to announce the establishment of the YASHADA Media and Resource Centre (YMRC) w.e.f. 1 April 2004.

1. The YMRC will be created with the merger of the existing Centre for Audio-Visual Production and the Publications Cell, which will cease to exist as independent entities w.e.f. 1 April 2004.

2. The YMRC will be headed by Smt Nasrin Siddiqui, who will henceforth hold independent charge as Associate Professor and Head, YMRC. Smt Siddiqui will report to Director-General YASHADA.

3. The current heads of CAVP and Publications Cell will hand over their respective charges to Smt Siddiqui, w.e.f. 1st April 2004.

4. Smt Siddiqui will undertake the duties mentioned in the statement at Appendix I.

Ratnakar Gaikwad, IAS
Director-General, YASHADA

For necessary action to:
1. Smt Nasrin Siddiqui, Associate Professor
2. Dr K S Nair, Head, RDC
3. Shri Milind Tanksale, Asst Professor and Head CAVP
4. Registrar, and
5. Accounts Officer

Copy for information to: All faculty and officers

Work allocation in the YASHADA Media and Resource Centre:

CORE STAFF

No.	Name and Title	Duties
1.	Smt Nasrin Siddiqui Associate Professor and Head, YMRC	• Policy formulation and strategic planning to achieve the objectives of YMRC • Overall supervision and direction of YMRC Activity • To conduct at least 5 course weeks of training on 'Development Communication' and Knowledge Management • Compilation and publication of the annual YASHADA 'State of Maharashtra's Development' Report • Establishment and maintenance of YASHADA's Digital Library • Publication of fortnightly internal newsletter in English • Maintenance and updating of YASHADA website • Production of multimedia training modules
2.	Shri Ramesh Vaswani Research Officer, Publications	• Publication of Quarterly Journal in English • Publication of internal documents like Annual Report, Brochures etc • Commissioning publications from internal and external sources • Overseeing the reprographics contracts • Budgeting and reporting - publications
3.	Shri Abhay Kate Audio-Visual Officer	• Video documentation of training sessions, best practices, case-studies etc • To coordinate with Doordarshan in the production of programmes on development and governance issues • To network with the public and private mass media, the DGIPR, etc • Identification of resources to provide YASHADA with state-of-the-art art audio-visual facilities • To make the necessary purchases, and streamline inventory in these articles • Budgeting and reporting – audio-visuals

4.	Shri B P Jogdand Asst Publications Officer	• Marketing and Sales (including records, receipts, follow-up etc) • Liaison with press, issue of fortnightly press releases • Processing of all purchases, printing orders, bills etc • Assisting in the production of Marathi Quarterly Journal and all other commissioned publications • Assisting the R O (Pub) in all communication and follow-up with commissioned authors – both internal and external
5.	S/Shri Satish Visal & Sanjay Kadam Audio-visual Assistant	• Care and maintenance of A-V Equipment • Care and maintenance of AV Classroom/theatre • Assistance in Press Conferences/Events • Establishing and maintaining a video library of entertaining and educational feature films, documentaries • ware, software, peripherals, consumables • Maintenance of files dealing with AV equipment
6.	Shri Vinay Kulkarni Publications Assistant	• Typesetting, design, layout of YASHADA's journals, Annual Report, ATC brochures etc • Compilation of material from external sources, and its design and layout • Maintenance/updating of subscription lists • Maintenance of records, inventory for Computer hardware, software, peripherals, consumables • Maintenance of files dealing with publication

SECONDED STAFF

No.	Name and Title	Duties
1.	Shri Manoj Kulkarni Senior Librarian	YASHADA Digital Library
2.	Shri S G Waidande Research Officer, R&D Centre	Publication of Marathi Journal and organising Press conferences
3.	Smt Ujwala Udgaonkar Programmer/Research Officer, CIT	Website design and updating
4.	Shri Amol Bamishte Research Assistant, SIRD	Field work and support for video documentation

ADVISORY COMMITTEE OF YMRC

1.	Shri Ratnakar Gaikwad, IAS, D G YASHADA & Chairman
2.	Shri U C Sarangi, IAS, Commissioner, Cooperation
3.	Shri Sudhir Goel, Commissioner, Cooperation
4.	Shri Pramod chopade, AIR
5.	Shri Ingale, Reg Director, Doordarshan, Pune
6.	Shri Vijay Kuvalekar (Press)
7.	Dr Usha Bambawale (Academia)
8.	Shri Sanjay Pawar (Freelance journalist)
9.	Dr Rajan Gengaje, YASHADA
10	Shri Anand Pardhy, YASHADA

YASHADA POLICY CIRCULAR

Policy Circular No.	FA-Allocation of expenditure/2004
File No.	P-13 of Financial Advisor
Subject	Principle for allocation of expenditure for YASHADA's financial transactions.
Effective From	01/04/2004
Circulated for Information of	All HoDs, Faculty & Staff of YASHADA

Background

In pursuance of BoG's decisions in XXXIInd meeting, there is sizable increase in YASHADA's activities due to undertaking independent projects and sponsored courses. Those activities are generating revenues for YASHADA, similarly resulting in the expansion of various activities of YASHADA, e.g., hiring of manpower, expanding infrastructure, increase in number of Research Projects, purchases of various material & amenities. Under such circumstances it is desirable to monitor of the Financial Transactions of YASHADA. Closely. The proper accounting procedures will adequately indicate the efficiency, self-sufficiency of various Projects and Sponsored courses, dependability on government grants. Therefore proper Allocation of Expenditure would help YASHADA to ascertain its preparedness for achieving full financial autonomy .

2. Principles

It is therefore decided to lay down the principles for allocation of expenditure in YASHADA's various accounts. These are described below.

2.1 Government Grants

2.1.1 Receipt – All central & state government grants, general and purposive.

2.1.2 Expenditure – Expenditure befitting government norms, regulations, standard conventions, economy measures.

This would include YASHADA's traditional expenditure and expenditure incurred for salary and establishment of post sanctioned and approved by the government of Maharashtra.

2.2 Project & Sponsored courses

2.2.1 Receipt - Project finance, course fees of sponsored courses, project & course fee surplus of current year.

2.2.2 Expenditure – Expenditure eligible for utilizations purpose, expenditure incurred for the training courses under project, expenditure incurred for sponsored courses.

Expenditure for extra amenities, furniture, renovation from project surplus.

Course surplus available during respective financial year.

Head of department, in charge of sponsored course will be eligible to claim such extra amenities from project / course surplus by obtaining approval of Director General/competent authority.

Cash incentives if any as per YASHADA's policy will also be debited to above surplus funds.

2.3. Corpus funds

2.3.1 **Receipts:** Interest on investment of funds, income generated from hiring out YASHADA amenities, course / project surplus etc.

2.3.2 **Expenditure:**

- From YASHADA's Investments – Capital expenditure which can not be incurred or met from YASHADA grants, that would reduce recurring liability considerably or resulting increase in Direct income of YASHADA .

- From Revenue income of YASHADA's Corpus – Revenue expenditure which can not be incurred due to the shortage of government grants, and other expenditure beyond government norms, regulations, standard conventions, economy measures principally consented by Bo G or competent authority.
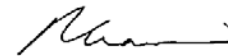
3. Explanation

In consonance with above principles, explanatory chart with illustrative examples is enclosed for ready reference.

3.1. All Heads of departments, Heads of various Centers, Cells , should ensure that while submitting any proposal for expenditure, they should invariably refer enclosed table and indicate the source of receipt from which the proposed expenditures should be incurred.

3.2 Similarly if this expenditure is to be incurred from Project Funds, then payment invoice should be accompanied by **Top Sheet** as prescribed in Clause 2, of Accounts Section Circular dated 10/09/2003 (copy enclosed) .

In absence of specific mention of Fund from which expenditure is to be incurred on proposal / bill Accounts Section will be competent to withheld or decline payment.

These principles of Allocation of Expenditure and the illustrative examples are issued as a general guidelines and as a ready reference for various spending authorities. However, in peculiar circumstances, exigencies of a proposal, Director General will issue specific instructions for allocations of expenditure.

(Ratnakar Gaikwad)
Director General,
YASHADA

Copy to :
Dy. Director General I and Director ATI
Dy. Director General II and Director SIRD
All HoD's of YASHADA /All Heads of Centers/Cells /Projects In-Charge
Registrar

PRINCIPLE for ALLOCATION of EXPENDITURE from YASHADA RECEIPT
FOR YASHADA'S FINANCIAL TRANSACTIONS

GOVERNMENT GRANTS		PROJECT	
RECEIPTS	**EXPENDITURE** Principle: as per Govt norms, standard conventions, economy measures	**RECEIPTS**	**EXPENDITURE** Principle: Expenditure eligible for Utilization Certificate
ALL STATE, CENTRAL GOVT GRANTS GENERAL & PURPOSIVE	Salary of posts sanctioned by Govt	PROJECT GRANTS FROM GOVT & NON GOVT SOURCES, INCOME OUT OF PROJECTS COURSE FEES & COURSE FEES SURPLUS NOT TRANSFERRED TO CORPUS	All Direct Expenditure incurred by YASHADA
	Estt. Expenditure of above posts		Salary of Persons employed by YASHADA Beyond Govt Sanction
	Rent Rates Taxes		Salary of YASHADA Employees working exclusively on project.
	Electricity, generator		Deluxe Training Items
	Exp. For YASHADA courses		Course Charges as Per YASHADA Rates
	Normal TA DA		Inadmissible Air Journey
	Standard Stationery		Project Related entire tour
	Civil and Electricity Maintenance		Premium Course Material Special Meals
	Telephones		Transport & Vehicle Hiring Charges
	Special Repairs		Honorarium and Guest Travel Expenses
	P.O.L.		Course Expenditure as per YASHADA's Standard Schedule
	Vehicle Maintenance		Course Marketing Expenditure
	Training to Emloyees	PROJECT SURPLUS AT THE DISPOSAL OF RELEVENT HOD, PROJECT INCHARGE BEFORE TRANSFERING TO YASHADA CORPUS	Expenditure beyond Govt Norms, Standard Conventions, Economy Measures
	Capital Expenditure		Vehicle,
	Library, Publication, CAVP		Air Conditioners
	All committed expenditure for above Items		Ultra Modern Furniture
			Room Renovations
			Extra Computers & Peripherals
			Direct Telephone
			Incentives as per YASHADA Policy
			Mobile Phone Charges

CORPUS FUND	
RECEIPTS	**EXPENDITURE**
1. Course Surplus 2. project Surplus 3. Administrative Charges or projects 4. Library, 5. Publication 6. Rent 7. Facility Charges 8. Interest On Investment 9. Income From Disposed Property	Capital and Direct Productive Expenditure which can not be incurred or Met from YASHADA Grants can be incurred from YASHADA Investments.
	Revenue Expenditure Beyond Govt norms, Regulation standard conventions, economy measures but PRINCIPLE consented by BOG or Competent Authority and will be incurred only from Revenue Receipts
	State of Art Furniture
	Guest House Renovations
	Manpower Charges to Contractor
	Air Conditioner to Hostel and office Rooms
	Semi Luxury Vehicles

TOP SHEET FOR VOUCHER

YASHWANTRAO CHAVAN ACADEMY OF DEVELOPMENT ADMINISTRATION

Expenditure Serial No. (As given in Expenditure Control Register)

Date:

Pay to _____

Particulars _____

Sanction Reference _____

Details of Expenditure	Project Name	Amount
Rs.		Rs.

Passed for Payment Rs.   By Cheque

In words_____

Cheque No.   Bank   Branch

Course ~~Associate~~ Director   Project-in-charge   Accounts Officer

60

YASHADA POLICY CIRCULAR

Policy Circular No	DGO/Co-op.Cell/2004
Dated	2nd April, 2004
Subject :	**Establishment of the "Special Cell for Co-operation"**

Of late YASHADA has given lot of emphasis and stress on the capacity building of all the stakeholders in the co-operative fold. Considering the fact that Maharashtra has been in the forefront in the co-operative movement, it is very necessary that Maharashtra maintains its premier position in the country in co-operative sector. With a view to ensure this and having regard to the fact that large number of training programmes have been organised for the capacity building of officials and non-officials of Co-operative Banks/Co-operative Credit Societies/APMCs, it is felt necessary to establish **"Special Cell for Co-operation".**

Shri Vijay Suryavanshi, Assistant Professor, will Head this Cell and Shri C. K. Patil, at present working as Training Co-ordinator, will work as Research Officer in the said Cell. Shri Jaisingh Thorat will assist the said Cell as Course Assistant.

The said Cell should start functioning forthwith. The objectives and functions of Cell would be spelt out separately and communicated.

(*Ratnakar Gaikwad*)
Director General

- All faculty members
- Registrar
- Course Cell
- Estate Manager
- Accounts Officer.
- Shri Jaisingh Thorat, Course Assistant

YASHADA POLICY CIRCULAR

Policy Circular No	ISO/PC/2004-05/001
File No.	ISO/2004-05/CIR
Empowering Authority	Director General -YASHADA
Subject	Establishing Tri-letter system for internal and outside communication of the Academy
Dated	5/4/2004
Circulated to	All HoDs, YASHADA

During our daily work every body in the Academy needs to generate various papers and files. For the growing institution like ours it became imperative to know which section generates which papers and files.
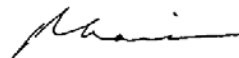
With a view to ensure uniformity in all correspondence between departments and outside the academy, it is necessary to have a uniform tri-letter code to each file/ paper etc. It will not only provide quick cross reference for our documents, but also help in systematic arrangement and quick access to files, papers and documents within the department as well as within the Academy. It will also helps us to mark it distinctly from papers and files of other sections.

The tri-letter system suggested here is agreed upon by every Department / Section Head and should now be strictly observed for the use of all files and papers generated in our Academy by each Centre, and Department as well. Any paper or file should indicate the tri-letter allocated to the department.

eg. CDM/TRG/04-05/YASHADA/001

The tri-letter system will be effective from April 15th, 2004

So ordered.

Ratnakar Gaikwad, IAS
Director General, YASHADA

Enclosed :

A list of Departments and its tri-letter

List of Departments and Centres indicating their Tri-letter Codes for use

No	Centre / Department	Code
1	Accounts Section	.ACS
2	Adm-Conservancy	CON
3	Adm-Establishment I	EST-I
4	Adm-Establishment II	EST-II
5	Administration	ADM
6	Administrative Training Institute	ATI
7	Adm-Maintenance	MEN
8	Centre for Disaster Management	CDM
9	Centre for Environment and Development	CED
10	Centre for Equity and Social Justice	CEJ
11	Co-operation Special Cell	COP
12	Course Cell	COC
13	Director General's Office / Dy. Director General's office	DGO / DDG
14	Estate Manager	EMR
15	Hostel and Mess	HOS
16	Institute of Productive and Empowered Old Age	IOA
17	ISO Cell	ISO
18	Library	LIB
19	Policy and Implementation Cell	PIC
20	Research and Documentation Cell	R & D
21	Self Help Group & Micro Finance	SFC
22	State Institute of Rural Development	SRD
23	State Institute of Urban Studies	SUD
24	Training Monitoring Cell	TMC
25	YASHADA Media Resource Centre	MRC

POLICY CIRCULAR

Policy Circular No	ISO/PC/2004-05 002
File No	ISO/CIR/2004-05
Empowering Authority	Director General - YASHADA
Subject	Customer Grievances Redresal System for YASHADA
Dated	6/4/2004
Circulated for information to :	Members, YASHADA Board of Governance Members, YASHADA Executive Committee All YASHADA Faculty and Staff
Circulated for necessary compliance to :	Registrar, YASHADA Hostel Manager, YASHADA

Background :

Our Academy caters to the training needs of officers from various departments of the State Government. The course participants are our prime customers. Similarly we also avail services of various suppliers for our departments. These suppliers are also our customers. The customers may have some difficulties, suggestions or complaints about our working, treatment of them or services we provide to them. We exist to serve our customer either trainee, guest faculty, or supplier of various services. In order to improve upon our services continuously, we must listen to what our customers want to say about these services. Constant feedback about our training and other infrastructure facilities is very important for continuous quality improvement in our training programmes.

Objectives :

    a) To establish a mechanism to ensure that grievances of customers of the Academy are addressed and responded to.

    b) To formulate a monitoring device which will ensure that similar complaints are not repeated.
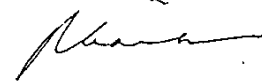
Implementation :

With a view to listen to our participants and visitors interacting at various points in our Academy following procedure should be adapted:

1. A suggestion / complaint book should be made available / kept at places like Hostel, Mess, Reception Counter, Administration Accounts, Library etc. so that anybody who wants to put comments can freely put their comments and suggestions.

2. The officer in-charge of the Department should respond to it within reasonable time (not exceeding 10 working days).

3. Registrar. YASHADA should review the nature of complaints and ensure that the responsible officer takes necessary measures so that similar complaints do not accrue again.
4. Similarly, compliments received should also be displayed and brought to the notice of others to encourage the concern

The System should be implemented from 15th April 2004.

So ordered.

Ratnakar Gaikwad, IAS
Director General, YASHADA

YASHADA POLICY CIRCULAR

Policy Circular No   : DGO/COP/2004
Date   : 13 April 2004

Subject : Objectives and functions of the Special Cell for Co-operation

In pursuance of the order dated 2.4.2004 establishing Special Cell for Co-operation, the objectives and functions of the special cell are laid down as follows :-

OBJECTIVES

1.   Identification of training needs of various sectors in co-operation and also of co-operation Dept. & designing training courses.

2.   Training of non-officials/officials in the co-operative sectors and co-op. department officers for capacity building.

3.   Undertaking Action Research Projects in co-operative sectors.

4.   Identifying best practices in various co-operative sectors and disseminating them.

5.   Undertaking studies for good governance in co-operative sectors.

6.   Providing consultation to various sectors of co-operation.

7.   Studying co-operative movement in the context of liberalization, privatization & globalisation and studying movements in the developed countries for adopting best practices.

FUNCTIONS

1.   Organising training of officials/Non-officials of DCCB/Urban Cooperative Banks/Co-operative credit societies/APMC/Dairy Co-operatives/BLVAC/Sugar co-operatives/PACS/Tribal societies.

2.   Organising training of the field staff of adm and audit wings of the cooperative department.

3.   Organising induction and foundation training for officers of co-operative dept.

4. Identifying problem areas in various sectors of co-operation and undertaking research in those areas to provide solutions.

5. Documenting success stories in various sectors such as PACS, urban banks, urban credit societies, block level village artisans co-operative societies, co-operative credit societies, APMC, consumer co-operative societies, dairy co-operative societies, novel cooperative societies.

6. Organising training for agricultural marketing.

7. Exposure training of selected co-operators/social activist from each districts regarding successful running of various types of co-operative societies.

8. Training of trainers identified from urban co-operative banks/co-operative credit societies/APMC of all districts.

9. Associating district banks association/federations of co-operative credit societies and planning for training at district level as YASHADA out reach programme.

10. Suggesting reforms in the working of Urban co-op. Banks/Urban co-op credit societies.

11. Preparing manual of detailed guidelines for proper functioning for the directors of DCCB/UCB/urban credit societies.

12. Organising Management devt programmes for newly recruited officers in Urban Banks.

The special Cell for Co-operation should strive to achieve the above objectives by associating experts in various fields of Co-operation.

Ratnakar Gaikwad, IAS
Director General

1. PA to DG for record
2. All HoD and faculty members
3. Registrar
4. Course Cell