

## YASHADA POLICY CIRCULAR

<b>Policy Circular No.</b>	PPI - PC / 2005 - 9
<b>Dated</b>	April 27, 2005
<b>Empowered Authority</b>	Director General, YASHADA
<b>Subject</b>	Establishment of "Special Cell for DLM Courses on Urban and City Management" at SIUD
<b>Circulated for Information to :</b>	All OICs, YASHADA
<b>Effective from</b>	April 27, 2005

### **BACKGROUND :**

1. The State Institute of Urban Development (SIUD) at YASHADA was set up vide resolution in the meeting of Board of Governors dated 22<sup>nd</sup> January 2004. since then, SIUD has been offering a variety of training courses to meet the ever-increasing demands of this sector. The needs to be fulfilled of this sector are vibrant and dynamic.
2. Urban governance has been witnessing several reform initiatives and each initiative necessarily requires a set of complementing and systematic training interventions, if the changes being envisaged are to be translated into an actuality. This situation calls for a different approach by SIUD. Instead of attracting limited participants from the available large spectrum, for a very short duration and subject specific training courses, it is necessary to scale up the training activity to produce more *sustainable enhancement in capacities of our officers*.
3. Therefore it has been felt that to make SIUD more effective and relevant to the needs of the field machinery, it would be appropriate to give a comprehensive course in urban and city management. The course will not only acquaint the trainees with all the nuances, legal and administrative, but will also aim to widen the horizons by acquainting him / her with the best practices in that sector.
4. With above background, SIUD is envisaging an arrangement of a judicious mix of classroom training and Distance Learning Methods (DLM). SIUD is planning to introduce an integrated long-term course, to be called as Diploma in Urban & City Management (DUCM). SIUD is also coordinating with Mumbai University, World Bank Institute, International City / Country Managers' Association etc so that the course will get academic recognition and in the process SIUD will understand the rigors of managing one year academic DLM course.

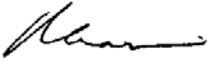
### **POLICY DECISIONS :**

1. *A special cell for long duration courses* is being established under SIUD.
2. The DDG & Director, SIUD is hereby fully empowered to appoint project based contractual positions for the Special Cell for the DLM Courses on Urban and City Management.
3. The mandate for this cell would be as follow :
  - a. To delineate the contents of this one year DLM course after doing detailed TNA of the Municipal Chief Officers / Ward Officers.

- b. To identify and empanel experts in the identified areas.
- c. To design the course contents and course material.
- d. To make core team of experts + field machinery + academicians, who will sit together to make various modules.
- e. To test the relevance of those modules in the field.
- f. To compose one year Diploma course in coordination with other partner institutes, such as, Mumbai University etc.

The Cell is being made operative from immediate effect.

So ordered.

  
( **Ratnakar Gaikwad** )  
Director General

## **YASHADA POLICY CIRCULAR**

<b>Policy Circular No.</b>	PPI - PC / 2005 - 10
<b>Dated</b>	April 27, 2005
<b>Empowered Authority</b>	Director General, YASHADA
<b>Subject</b>	Establishment of "Solid Waste Management (SWM) Training Cell" at SIUD
<b>Circulated for Information to :</b>	All OICs, YASHADA
<b>Effective from</b>	April 27, 2005

### **BACKGROUND :**

5. Under the DoPT supported "Jagruti Project" for conducting training for cutting edge level employees in Satara District; SIUD was involved in training of solid Waste Management (SWM) workers. Outcome of this training are encouraging in two different dimensions. One on hand, there are visible improvements in delivery of services to citizens, as an impact of this training, and on the other, there has been constant demand from various Urban Local Bodies (ULBs) to replicate similar training for their SWM workers. As an indication of this demand, there are around 1,00,000/- SWM workers in ULBs from Maharashtra, who would benefit from similar training. It is crucial for YASHADA to replicate the success, as there is urgent need to improve standards of SWM service delivery by many cities, and thus improve the quality of life in urban areas. IT has thus become, essential to immediately constitute a dedicated "SWM Training Cell" under the aegis of SIUD.

### **MANDATE FOR THE SWM TRAINING CELL :**

Following would be the objectives of this Cell :


4. Finalize the training module, so as it becomes easily replicable at any location, and simultaneously work towards creating Computer Based Training version (CBT version) of the module, so as it can be replicated in any part of the country.
5. Conduct series of Training of Trainers (ToTs) for imparting training in different locations in Maharashtra, as per the final module.
6. To run the module through those trainers, so as to achieve target of improved service delivery at ULB level and resource mobilization at SIUD level.
7. Deal with other administrative, accounting, academic and management aspects of actual conduct of the SWM training, and further scaling up of the activity.
8. SWM Training Cell would operate as a Total Solution Provider (TSP) in SWM area. As such, it is expected to undertake training related other activities, such as documentation and dissemination of best practices, commissioning action research etc. The cell is expected to carry out such activities out of the resources being mobilized through training activity.

9. *This cell would work in close coordination with SWM Cell operative at all India Institute of Local Self Government, Mumbai.*

**STRUCTURE OF SWM TRAINING CELL :**

The DDG & Director, SIUD is hereby fully empowered to appoint project based contractual positions for the SWM Training Cell.

So ordered.

  
( Ratnakar Gaikwad )  
Director General

### YASHADA POLICY CIRCULAR

<b>Policy Circular No.</b>	PPI-PC/2005-11
<b>Dated</b>	26/5/2005
<b>Empowered Authority</b>	Director General, YASHADA
<b>Subject</b>	Establishment of Purchase Committee (formerly named as Purchase and Expenditure Committee)
<b>Circulated to Information to</b>	All Faculty & Staff, YASHADA
<b>Read</b>	<ol style="list-style-type: none"><li>1. Orders regarding for Formation of Computer Purchase Committee No. CIT/ YASHADA DATED 7/2/2003.</li><li>2. Office Order No. 2003-04/PUR-YPC dt. 17/11/2003.</li><li>3. PC/2003-04/PUR/001 dt. 24/11/2003</li><li>4. Decision at Sr. No. 14 of administration &amp; Accounts etc. Departments, review meeting dated 16/1/2004.</li><li>5. YASHADA Policy Circular of even number dated 23/1/2004.</li><li>6. Corrigendum dated 30/06/2004 No. Admin/Pur/2003-04/002 regarding Purchase &amp; Expenditure Committee.</li></ol>

#### **Annexure to the Policy Circular of Purchase Committee:**

The meeting of the Purchase Committee should be held on every Monday at 4.00 p.m. at any cost invariably. In the event of the absence of any one of the following members, they will be represented as per the list below:

Deputy Director General (Administration)	- Deputy Director General (Planning)
Financial Advisor	- Accounts Officer
Registrar	- Assistant Registrar

Deputy Director General (Planning) - Management Representative

Deputy Director General (Administration) and  
Deputy Director General (Planning) - Financial Advisor

All other details remain the same.

  
( **Ratnakar Gaikwad** )  
Director General

### YASHADA POLICY CIRCULAR

<b>Policy Circular No.</b>	PPI-PC/2005-11
<b>Dated</b>	26/05/2005
<b>Empowered Authority</b>	Director General, YASHADA
<b>Subject</b>	Establishment of Purchase Committee (formerly named as Purchase and Expenditure Committee)
<b>Circulated to Information to</b>	All Faculty & Staff, YASHADA
<b>Read</b>	7. Orders regarding for Formation of Computer Purchase Committee No. CIT/ YASHADA DATED 7/2/2003. 8. Office Order No. 2003-04/PUR-YPC dt. 17/11/2003. 9. PC/2003-04/PUR/001 dt. 24/11/2003 10. Decision at Sr. No. 14 of administration & Accounts etc. Departments, review meeting dated 16/1/2004. 11. YASHADA Policy Circular of even number dated 23/1/2004. 12. Corrigendum dated 30/06/2004 No. Admin/Pur/2003-04/002 regarding Purchase & Expenditure Committee.

### **CORRIGENDUM**

1. The academy has previously constituted the 'Purchase & Expenditure Com mittee' for purchase / spending involving expenditure beyond Rs. 5000/- and appointing of Agency, Consultancy, Service Providers, Projects involving expenditure more than Rs. 5000/-.
2. The Purchase and Expenditure Committee is now re-constituted and renamed as follows:

2.1 The Committee will now be known as Purchase Committee and its constitution is as follows:

- |     |  |  |
|-----|--|--|
| 01. | Deputy Director General Administration -   | - Chairman   |
| 02. | Financial Advisor  | - Member   |
| 03. | Registrar  | - Member   |
| 04. | OIC-CIT  | - Invitee (as and when required)   |
| 05. | Head of respective Department/Centre or his/her representative for whom expenditure to be incurred | - Invitee (compulsorily)   |
| 06. | Technical Experts of relevant subject  | - Invitee (if required)  |
| 07. | Deputy Director General, Planning  | - Member Secretary & Convenor  |
| 08. | Sr. Clerk, Purchase Section, Admin Dept.   | - Permanent Invitee and In-charge of Documentation of Meeting Proceedings and Procedures |

3. Frequency of Meeting:

The committee will meet every Monday at 4.pm. in order to finalize purchases based on indents to be received by Senior Clerk, Purchase Section, Administration Department.

4. Procedure for Indent of Purchases:

All OICs/ DDGs would be required to submit indents for purchases to Senior Clerk, Purchase Section, Administration Department by 4.00 pm of every Friday.

5. Procedures:

As outlined in Policy Circular No. Admin/Pur/2003-04/002 dated 23/01/2004 for Purchase and Expenditure Committee.



6. Operation:

The reconstituted and renamed "Purchase Committee" will become operational with immediate effect.



( Ratnakar Gaikwad )  
Director General

**Date : 26 May 2005**

## YASHADA POLICY CIRCULAR

Policy Circular No. & Date	PPI-PC/ 2005-12 - 1 <sup>st</sup> June 2005
Subject	Individual MIS for deciding the performance-linked pay of the contractual staff working under projects, and involved in activities other than training.
Effective From	1 <sup>st</sup> April 2005
Empowered Authority	Director General
Circulated for Information and Action	All DDGs, Registrar, Accounts Officer and the concerned contractual staff.

### Background :

More and more organizations in the private as well as public sector are now moving towards a system of performance-linked pay so as to promote a culture of competitive excellence among their employees. In YASHADA, a move to institute a system of performance-linked pay was initiated through a Circular (प्रशा-१/१००५/नेमणूका-करार) issued on 1<sup>st</sup> April 2005. Subsequently, a format for sending monthly information on the performance of contractual staff by concerned DDGs to the Accounts Section was introduced by another Circular (लेखाशाखा/२००५/वेतन/यशदा) dated 19<sup>th</sup> April 2005.

However, both the Circulars referred to above apply to only those staff-members who are involved in training or related activities. Besides training, now YASHADA is also managing a large number of projects, and a significant number of contractual employees are working full-time on these projects. A majority of projects is being managed by the R & D Centre, but other Centres / Departments have also started taking interest in projects and related activities.

Since the activities involved in projects are quite different from training, a need is felt to devise a separate system for deciding the performance-linked pay of the contractual staff working under projects. This Policy Circular provides such a system, and would be applicable to the R & D Centre's staff in particular and the project-based staff in general.

### Directives :

- 1) Project-based staff would include all those contractual employees who are assigned full-time, project-related work, irrespective of whether they are appointment on a project for the project-period, or on a general faculty / staff position through an 11 months contract.
- 2) In view of variable nature of project activities, DDGs of the concerned wings of YASHADA are hereby fully empowered to determine the nature of activities to be assigned to the project-based staff during any given month.

- 3) However, to rationalize such allocation, a 'Bar Chart' of activities scheduled under each project would be prepared quarterly by each project-based staff, and would be submitted to DG through concerned DDG for approval in advance. A format for Bar Chart is enclosed as Annex-I to this Circular.
- 4) Based on Bar Charts, DDGs would assign a minimum of five activities to each project-based staff during a month in a manner that justifies enough work for the whole month. Each activity would be assigned a weight ranging from 1 to 5 depending on the importance of activity in view of priorities of the project. Thus, the minimum weight of activities assigned to each project-based staff during a month would be 10. The weight could be more than 10 if more activities are assigned or activities carry a higher weight.
- 5) At the end of each month, the concerned DDG would evaluate the performance of each project-based staff and assign an actual score out of the maximum weight for each of the five or more activities.
- 6) Each project-based staff will have to score a minimum of 8 out of 10 to get full pay as per the original contract. If the score works out to be less than 8, the concerned DDG would recommend a proportionate deduction in the pay. Similarly, if the score works out to be 10 or more, the concerned DDG would recommend an incentive subject to the cap already decided for each level of staff.
- 7) The incentive or deduction would be allowed to accumulate over a quarter, which means that if a staff-member gets less score in a particular month, he or she would get a chance to make it over during the remaining months of that quarter.
- 8) Using the method described above, all DDGs would send a report on the performance of each project-based staff to the Accounts Section on or before 30<sup>th</sup> of every month. The format for sending such report is enclosed as Annex-II to this Circular.
- 9) Once a report is send by a DDG to the Accounts Section with clear recommendation of pay to be released to the concerned staff-member, the Accounts Section would act as per the recommendation without further review of the matter.

So ordered.

  
(Director General)

All DDGs  
Registrar  
Accounts Officers  
All Project-Based Staff

### Annexure-I : Format for Preparation of Bar Chart

Centre / Department :

Name of the Staff Member :

Name of the Principal Project :

Pert Chart for the Month of :

Project Name	Major activities under the project during the month	Ist Week	IInd Week	IIIrd Week	IVth Week
Project-I			██████████		
				██████████	
		██████████			
		████████████████████			
Project-II			████████████████████		
		██████████			
		██████			
Remarks : <div style="text-align: right; margin-top: 10px;">(DDG)</div>					

---

**Annexure-II : Format for sending Monthly Information on the Performance of Project-based Staff**

Centre / Department :

Name of the Staff Member :

Report for the Month of :

<b>Sr.</b>	<b>Description of Activities Assigned (Minimum Five)</b>	<b>Max. Score Attainable</b>	<b>Actual Score Obtained</b>	<b>Recommended Remuneration For the Month</b>	<b>Remarks By DDG (R)</b>
1)					
2)					
3)					
5)					
6)					
7)					
8)					
9)					
10)					

**(DDG)**

**Accounts Officer**

---

## YASHADA Policy Circular

Policy Circular No.	PPI-PC/2005-13
Dated	13 June 2005
Empowered Authority	Director General Y ASHADA
Subject	Restructuring of Centre for Information Technology
Circulated for information to	All Faculty and Staff YASHADA
Effective Date	19th May 2005

### Introduction

With the increased use of IT in governance and everyday life, CIT has changed itself to meet various needs from the constituents of Yashada as well as Maharashtra state government.

### 1. Vision

We want CIT to be,

- A) YASHADA's IT department, which facilitates YASHADA's functioning in all areas through right availability and application of IT.
- B) Good IT Trainer for Government of Maharashtra employees and others through building of computing comfort and imparting of knowledge and skills related to ICT.
- C) Consultant for Business Process Reengineering Project Conceptualization, Project Consultancy (Hand Holding), Troubleshooting at various levels for various departments or state government offices.
- D) The field partner of Secretary(IT) and DIT in formulating and implementing ICT policies across the state of Maharashtra.

### 2. Objectives

- ✓ To provide technical support Y ASHADA staff in daily work, classrooms etc. To develop various software which will reduce paper work and also help to work efficiently within Y ASHADA.
- ✓ To help in research work by developing software required by them for Data Collection and Analysis.
- ✓ To provide intranet as only entry point for accessing internet, mails, library software, HMIS, Sevarth, CMIS etc.
- ✓ To propagate best practices site, upload best practices, motivate officers to use the website
- ✓ To provide proper IT training to officers of all levels from various departments and offices
- ✓ To provide IT input in all Y ASHADA courses as well as provide hands-on training to all participants coming to Y ASHADA.

Y ASHADA has about 140 PCs at present and we are planning to add more PCs. So cn has to increase technical support. Y ASHADA has two Internet sites. One is Y ASHADA . site and one is 'Best Practices' site. Its necessary to keel these sites updated and known to all. CIT has taken up Intranet Project (Y ANTRA) as a single access point window, for all activities in Y ASHADA.

CIT has planned to conduct about 55 courses and about 75 training programmes under E-Gain project in

Yashada. CIT is also planning to conduct morning and evening hands-on-training to participants for all non-IT courses in Y ASHADA, which will help bring about IT comfort in all participants. As it is not possible to conduct these courses in a single lab, CIT is arranging total 4 labs - two software labs, 1 hardware lab, 1 system administration lab and 1 GIS lab. This will help to conduct these courses smoothly. As we have to arrange morning and evening batches, it is necessary to keep CIT open from 7.00 a.m. to 10.00 p.m. which will require to run CIT in two shifts.

CIT has developed some software for internal use such as payroll, course information system etc. But now CIT has decided to increase internal software development.

### 3. Actions needed-

The following activities are proposed in order to translate the above objectives into actual

#### 1. Setting up additional labs

As it is not possible to conduct all CIT courses in only one lab, it is necessary to establish additional 1 software lab, 1 hardware lab and 1 system administration lab in old CED.

#### 2. Change in CIT working hours

It is necessary to keep CIT open from 7.00 a.m. to 10.00 p.m. as IT inputs will be given in each Y ASHADA course and to all Y ASHADA courses' participants through "Hands on Training".

#### 3. Purchase of additional hardware and software

It is necessary to purchase additional hardware and software to meet additional requirement for staff and also for additional software lab. This process has already started.

#### 4. Development of software

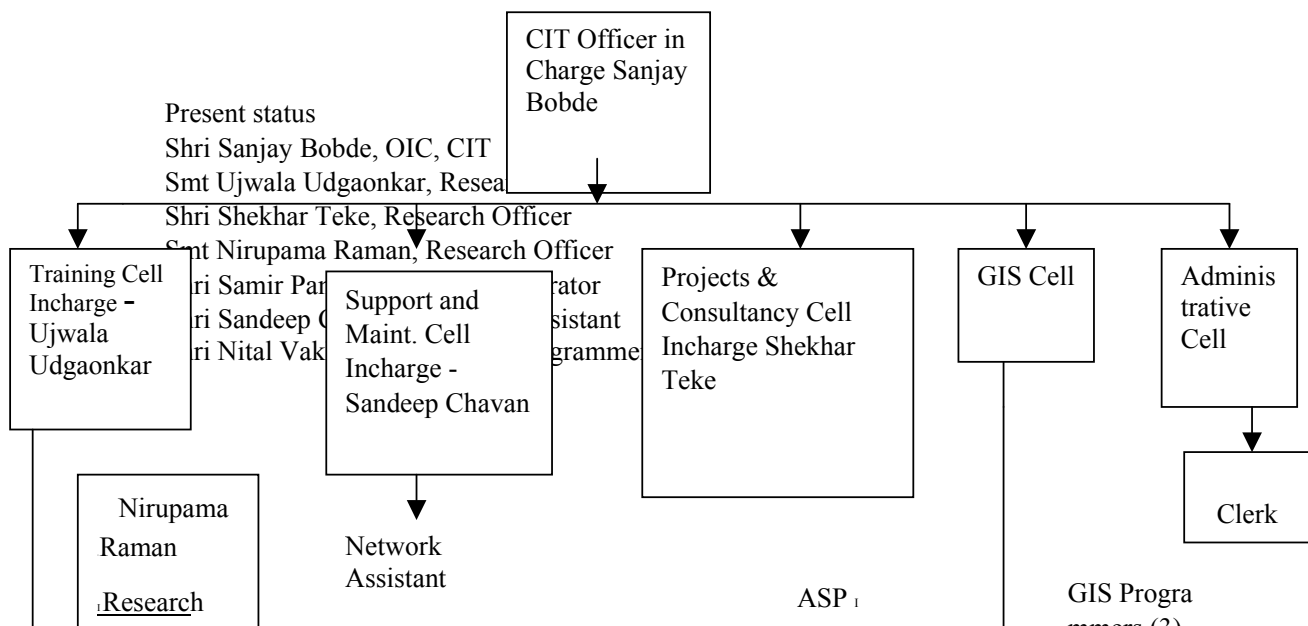
It is necessary to develop various application software for development or internal use. After development, Y ASHADA can be used a role model for other departments.

#### 5. CIT Capacity building to help user departments through consultancy work

### 4. Human resource Requirements

New status **planned**

It is necessary to divide whole CIT into 5 small cells, which will help to organise work smoothly and effectively. CIT will organise work as per cells as under



Multimedia  
Programmer (I)

→ Software  
Support  
Assistant (3)

→ Site Co-  
ordinator

(Ratnakar Gaikwad)  
Director General



## YASHADA POLICY CIRCULAR

Policy Circular No.	PPI – PC / 2005 – 14
Dated:	13 June 2005
Empowered Authority	Director-General, YASHADA
Subject:	Revised Rates for honorarium payable for contributions to YASHADA Journals
Circulated for Information to:	Members, YASHADA Executive Committee All YASHADA Faculty and Staff YASHADA Administration
Circulated for necessary compliance to:	Editors of YASHMANTHAN, ASHWATTHA YASHADA Accounts Section


**Background:** YASHADA brings out two quarterly journals: YASHMANTHAN in Marathi, and ASHWATTHA in English. As the rapidly increasing subscriber base indicates, there is a definite niche for YASHMANTHAN among the regional readership, and for ASHWATTHA at the national level. In order to maintain and enhance these standards and to attract a wider variety of contributions, it was resolved at the last YASHADA Think Tank Meeting to revise the honorarium payable to Writers as follows:

**Revised rates:**

No.	Type of Contribution	Existing Rate	Revised Rate
1.	Article of up to 2 printed pages	Rs 500	Rs 500
2.	Article of 3 or more printed pages	Rs 500	Rs 1000
3.	Book Review/Column/Feature	Rs 150	Rs 250

These rates will come into effect immediately.

So, ordered,

  
(Ratnakar Gaikwad, IAS)  
Director-General

Policy circular on the Center for Cooperative Training and Research (CCTR) for Capacity Building in Cooperative Sector

### YASHADA POLICY CIRCULAR

<b>Policy Circular Number</b>	PPI-PC / 2005 - 15
<b>Dated</b>	July 1, 2005
<b>Empowered Authority</b>	Director General, YASHADA
<b>Subject</b>	Establishment of the Center for Cooperative Training and Research (CCTR)
<b>Reference</b>	Office Order No. DG \ 2005 \ Coop Cell – CCTR dated 8 <sup>th</sup> July 2005
<b>Circulated for information to</b>	All faculty and staff of YASHADA
<b>Effective Date</b>	July 1, 2005

#### 1. Introduction to the Center for Cooperative Training and Research (CCTR)

- a. YASHADA has earned recognition for Capacity Building in Cooperative Societies through training and research intervention at the Academy. Special Cell for Cooperation has been established within the Campus on 07 April 2004.
- b. During the last one and half years the Special Cell for Cooperation has been facilitating training of the personnel in the Cooperative Department as well as important types of institutions in the Cooperative Sector such as, Urban Cooperative banks, Urban Credit Societies and also Agricultural Produce Market Committees.
- c. Training has been focused on the capacity building for meeting the challenges of the fierce competition that the cooperative sector is exposed to due to globalization.
- d. As the successful organization of activities in the cooperative societies has a net positive impact on the government stake in these institutions, it is vital that the policy-makers and the executives in the cooperative societies are imparted modern techniques of management.
- e. The training programmes of the Special cell for Cooperation are aimed at sharpening the managerial skills of the personnel in this sector.

#### 2. Objectives

- a. Identification of training needs of various sectors in co-operation and also of Co-operation Dept. & designing training courses.
- b. Training of non-officials / officials in the co-operative sectors and co-op. department officers in the state of Maharashtra for capacity building.
- c. Training of non-officials / officials in the co-operative sectors and co-op. department officers outside the state of Maharashtra for capacity building.
- d. Undertaking Action Research Projects in co-operative sectors.
- e. Identifying best practices in various co-operative sectors and disseminating them.
- f. Undertaking studies for good governance in co-operative sectors.
- g. Providing consultation to various sectors of co-operation.

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

### **3. Plan of Action**

- a. Sectoral and Departmental Training Needs Analysis (TNA)
  - i. The Center for Cooperative Training and Research (CCTR) will undertake TNA for various types of the cooperative societies and various sections of the Department of Cooperation.
  - ii. The TNA would reveal the priority and focus areas for training and also the magnitude of training needs. This would form the basis for planning an annual training calendar for the CCT.
- b. Training Programmes
  - i. Training of officials / Non-officials of DCCB / Urban Cooperative Banks / Co-operative credit societies / APMC / Dairy Co-operatives / BLVAs / Sugar co-operatives / PACS / Tribal societies in and outside the state of Maharashtra.
  - ii. Organizing induction and foundation training for officers of Co-operative dept.
  - iii. Training of the field staff of administration and audit wings of the cooperative department in and outside the state of Maharashtra.
  - iv. Organizing training for agricultural marketing.
  - v. Exposure training of selected co-operators / social activist from each districts regarding successful running of various types of co-operative societies.
  - vi. Training of trainers identified from Urban Co-operative Banks / Co-operative Credit Societies / APMC of all Districts.
  - vii. Organizing Management development programmes for newly recruited officers in Urban Co-operative Banks.
- c. Networking
  - i. 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.
  - ii. Preparing manual of detailed guidelines for proper functioning for the directors of DCCB / UCB / Urban Credit Societies.
  - iii. Associating District Cooperative Banks' Associations / Federations of co-operative credit societies and planning for training at district level as YASHADA out reach programme.
- d. Research Consultancy and Facilitation Projects
  - i. Identifying problem areas in various sectors of co-operation and undertaking research in those areas to provide solutions.
  - ii. Suggesting reforms in the working of Urban Co-operative Banks / Co-operative Credit Societies.

### **4. Resource requirements**

- a. Human Resources

- i. The Center for Cooperative Training and Research (CCTR) would require a dedicated team of professionals to handle its mission and mandate. Initially the team for CCTR will be made available by redeploying within the Academy. The present team employed for the Special Cell for Cooperation will be redeployed for Center for Cooperative Training and Research (CCTR).
  - ii. Further proposal for deputing separate officers for TNA and training, Networking and Research, consultancy and facilitation projects will also need to be forwarded to various departments and agencies.
- b. Infrastructure Resources
  - i. To begin with YASHADA would accommodate the proposed Center for Cooperative Training and Research (CCTR) within its available physical infrastructure in the premises of the Special Cell for Cooperation.
  - ii. Detailed equipment needs will be finalized later.
- c. Financial Resources
  - i. The Center for Cooperative Training and Research (CCTR) will need financial resources to meet annual recurring financial requirements. Specific proposals will be forwarded to various funding sources and departments to explore the possibility of making available the financial resources to conduct the activities of the CCTR.

**5. Administration**

- a. Center for Cooperative Training and Research (CCTR) will function under the direct supervision of Director (SIRD).
- b. The personnel attached to the Special Cell for Cooperation will henceforth be included in the Center for Cooperative Training and Research (CCTR).

So ordered.

**(Ratnakar Gaikwad, IAS)**  
**Director General**  
**YASHADA**

## **YASHADA Policy Circular**

Policy Circular No.	PPI-PC/2005-16
Dated	8 <sup>th</sup> August 2005
Empowered Authority	Director General YASHADA
Subject	MDC Policy Guidelines
Circulated for Information to	All Faculty and Staff YASHADA
Effective Date	8 <sup>th</sup> August 2005

### **MANAGEMENT DEVELOPMENT CENTRE, YASHADA**

#### **POLICY GUIDELINES**

##### **1. INTRODUCTION**

An Institution/Academy is as good as the people who make it. The collective synchronized performance index is the barometer for the Academy, whereas the potent/visionary creative skills take us to greater heights in our pursuit of excellence. Every individual is a unique source of energy and his/her motivation comes from within. When we work as a team our energy levels are enhanced because of the complementary isotopic patterns inbuilt within us. Just as energy boosters are essential for keeping good health, so do catalysts, which combine the performing energies in geometric proportion and bring in visibility to our efforts. YASHADA in its present shape & form is a perfect example.

It is so timely to have a Management Development Centre of this magnitude with the visionary leadership and the team work displayed by Yashadaites, the responsibilities of the Centre has grown manifold.

So the need to design befitting policy guidelines which would show the way forward to match our collective excellence.

##### **2. OBJECTIVES**

- Necessarily MDC objectives have to be dovetailed with the Mother Academy, Yashada. At the same time, it should generate adequate profits to sustain a long-term perspective and weed off all the hurdles, which are likely to come in our way of progress.
- Achieve financial self-sufficiency and generate wealth for YASHADA & future prosperity.
- Functional excellence in customer services.
- Design Need based Management program to facilitate vibrant and ethical governance in the state of Maharashtra and share our success nationwide.
- Achieve 75% capacity utilization in its first year of operation.

##### **3. KEY RESULT AREAS**

- Sustainable and long-term capacity building of stakeholder group from Maharashtra at the cutting edge of governance like Elected Representatives, Banks, PSUs, parastatals, NGOs, CBOs, which do not normally get adequate coverage.
- Sharing Maharashtra's many successes with other States in industrial and infrastructure development, sugar cooperatives, rural employment, micro-planning, watershed development, e-governance, the tertiarisation of rural economies, credit societies and SHGs.
- Knowledge enhancement through collaborations with like-minded flagship institutions working in

various developmental sectors like the IIMs, IITs, ASCI, AIILSG, NIRD, IRMA, NIUA, TERI to name just a few.

- Hosting joint programmes for the upper echelons of the public and corporate sectors to enhance the quality of discourse, leading the fruitful public-private partnerships and greater civil society engagement in governance.

#### **4. 5-CARAT APPROACH**

A 5- CARAT approach has been identified to help develop the Action Plan.

- CATALYSE – Ensure synergy within organizations by attitudinal development & stress management programmes.
- COGENERATE – Encourage greenfields and individual entrepreneurs/trainers.
- COMPOSITE – Diversity in sectors.
- COLLABORATE – Support agencies and NGOs on equal terms.
- CORPORATE – provide for Public-Private Sector Partnership programmes.

#### **5. ACTION PLAN**

1. Establish contacts with Government departments/corporates/learning centers, academicians, freelancers, and international agencies. Develop a corporate directory for Management Development Centre.
2. Design composite training programmes and facilitate participation from various Government departments/corporates/private sector.
3. Create opportunities for upcoming young entrepreneurs/potential faculty for State –of-the-Art programmes.
4. Collaborate with major training institutions, such as IIMs, ASCI, ISB, Hyderabad & other specialized institutes for quest of excellent facilitators for programme design and delivery.
5. Design programmes for moving people to live by new culture.
6. Spiritual programmes to enhance value systems in individuals.
7. Identify technology and IT driven programmes.

#### **6. RESOURCE REQUIREMENT**

##### **Human Resource**

Management Development Centre would require a dedicated team of professionals who have a flair for excellence, customer service and human interaction skills. The composite contract for catering and housekeeping has been put in place who co-incidentally have got expertise in other relevant services such as transportation, supply of skilled manpower, etc.

- Course Director 01
- Training Coordinator 02
- Manager 01
- Assistant Manager Housekeeping 01

- Conference Stenographer 01
- Clerk-cum-Computer Operator 01
- Security Guards 04

A quarterly review would be made to re-arrange the human resources so that specific needs of MDC are met adequately.

## 7. INFRASTRUCTURE RESOURCES

The present shape and size of Management Development Centre is very futuristic but as we progress, the needs are likely to undergo change. Therefore, there is need to have a quarterly reviews of infrastructure resource as well.

## 8. FINANCIAL RESOURCES

A pre-determined financial outlay to enable operational needs and maintenance costs would need to be made available to the MDC from YASHADA funds on a quarterly basis. The amounts can be matched up to present a quarterly review of income versus expenditure vis-à-vis activities in the MDC upon receipt of income during each quarter.

## 9. REVENUE GENERATION PLAN

A. For programmes where MDC, YASHADA only hosts the participants, and academic inputs are provided by the client organization:

- Fee per participant per day (double-seated) - Rs. 1,000/-.
- Fee per participant per day (single-seated) - Rs. 2,000/-.
- Fifth Floor (single occupancy) - Rs. 2,500/-.

B. For programmes where all academic inputs and training materials are provided by YASHADA:

- Consolidated fee per participant per day (double-seated) - Rs. 1,500/-.
- Consolidated fee per participant per day (single-seated) - Rs. 2,500/-.
- Fifth floor (single occupancy) - Rs. 3,000/-.

C. VIP rooms (total 04) - Rs. 3,000/-

D. Composite conference charges - Rs. 500/-  
per day per person inclusive of all  
services (does not include  
accommodation)

E. Special pack deals for certain cases - To be decided on case to case basis with  
the approval of DG

## 10. ADMINISTRATION

In the first quarter of operation, there could be an element of overlapping patterns. Generally, a composite training module needs 100 days lead time for its optimum operation. It is expected that such modules will start flowing from October, 2005. A training calendar exclusively for MDC could be made operational by that time where the focus would be on the following pattern:-

- (a) Composite programmes – 50 per cent

- (b) Collaboration with other leading training forums 20 per cent.
- (c) Corporate governance programmes 20 percent.
- (d) 10 per cent MDC as Catalysts to encourage entrepreneurs/free lancers.

The above pattern could be achieved over a period of 12 months. The deviations to the pattern, if any, can only be approved by Director General, Yashada. The first 06 months programme pattern would vary substantially because of the initial focus to generate revenues. It is suggested that all possible revenue-generating patterns be accommodated maximum for a period of 03 to 06 months.

The following programmes could be reviewed periodically and approved depending on priorities/need analysis:

-

## **11. COMPOSITE TRAINING PROGRAMMES**

- Competency based interviewing skills
- Training the trainer
- Internal Customer Care
- Effective Negotiation Skills
- Finance for Non-Finance
- Risk Management
- Stress Management
- Business Etiquette
- Leadership Excellence
- Conflict Management Skills
- Corporate Governance
- TIER-I : Management Development Programme For IAS Officers
- TIER-II : Management Development Programme for Secretaries (Senior IAS)
- Counseling for Performance
- Developing Managerial Excellence
- ISO-9001-2000
- ISO-14000
- SIX SIGMA
- Communication Effectiveness
- Life, attitudes, skills and their development
- Self Managing Leadership
- Business Communication & Presentation skills
- Creativity & Innovation
- Management of Change
- Information Technology
- Right to Information
- Moving People to live by New Culture

## **12. DELEGATION OF AUTHORITY**



Any deviation for the sake of operational efficiency and optimum resources utilization may be in the following order:-

- |     |                      |   |                  |
|-----|----------------------|---|------------------|
| (a) | 5% deviation         | - | Director, MDC    |
| (b) | Upto 15% deviation   | - | DDG (Admin)      |
| (c) | Beyond 15% deviation | - | Director General |

The above pattern would provide the requisite flexibility without compromising the inherent values of the programme patterns.

### **13. ADVISORY COMMITTEE**

A committee consisting of DDGs, OICs under the Chairmanship of Director General could review the functioning of MDC on a quarterly basis and provide necessary guidance in framing/amending the above stated policy guidelines. Director, MDC could act as Secretary to Advisory Committee.

### **14. PEER GROUP**

In line with vision outlined by H'ble Director General from time to time.



**(Ratnakar Gaikwad)**  
Director General  
YASHADA

**YASHADA POLICY CIRCULAR**

<b>Policy Circular No.</b>	PPI-PC/2005-17
<b>Dated</b>	19/10/2005
<b>Empowered Authority</b>	Director General, YASHADA
<b>Subject</b>	Establishment of Purchase Committee (formerly named as Purchase and Expenditure Committee)
<b>Circulated to Information to</b>	All Faculty & Staff, YASHADA
<b>Read</b>	13. Orders regarding for Formation of Computer Purchase Committee No. CIT/ YASHADA DATED 7/2/2003. 14. Office Order No. 2003-04/PUR-YPC dt. 17/11/2003. 15. PC/2003-04/PUR/001 dt. 24/11/2003 16. Decision at Sr. No. 14 of administration & Accounts etc. Departments, review meeting dated 16/1/2004. 17. YASHADA Policy Circular of even number dated 23/1/2004. 18. Corrigendum dated 30/06/2004 No. Admin/Pur/2003-04/002 regarding Purchase & Expenditure Committee.

**Amendment**

This is in continuation with earlier Policy Circular *vide* PPI-PC/2005-11 dated 26/05/2005.

The constitution of the Purchase Committee will now be as follows:

- |     |  |                                  |
|-----|--|----------------------------------|
| 09. | Deputy Director General Administration - | - Chairman                       |
| 10. | Financial Advisor                        | - Member                         |
| 11. | Registrar                                | - Member                         |
| 12. | OIC-CIT                                  | - Invitee (as and when required) |

- |     |  |  |
|-----|--|--|
| 13. | Head of respective Department/Centre or his/her representative for whom expenditure to be incurred | - Invitee (compulsorily)   |
| 14. | Technical Experts of relevant subject  | - Invitee (compulsorily)   |
| 15. | Deputy Director General, Planning  | - Member Secretary & Convenor  |
| 16. | OIC-CCTR   | - Member (DG's Representative)   |
| 17. | Sr. Clerk, Purchase Section, Admin Dept.   | - Permanent Invitee and In-charge of Documentation of Meeting Proceedings and Procedures |



**( Ratnakar Gaikwad )**  
Director General

## YASHADA POLICY CIRCULAR

<b>Policy Circular No.</b>	PPI-PC / 2005 -18
<b>Dated</b>	6 <sup>th</sup> July 2005
<b>Empowered Authority</b>	Director General, YASHADA
<b>Subject</b>	Rate Chart for Classrooms at YASHADA
<b>Reference</b>	Minute of the BoG :XXI:12 & BoG :XXXIV:74
<b>Circulated for Information to :</b>	All OICs, YASHADA
<b>Effective from</b>	6 <sup>th</sup> July 2005

### Earlier Approvals :

The earlier approved minute of the 21<sup>st</sup> BoG of YASHADA is presented for easy reference and record as follows :

Agenda Item No. BoG:XXI:12 : Charges for various programmes conducted by /at YASHADA

Charges for various programmes conducted by/at YASHADA.

- 1) Full fee for residential Rs. 1500 per participant per day.  
(minimum group of 25 participants for 5 days)

This will be a flat rate irrespective of the number of participants attending. In case an outside organisation wishes to invite faculty members, YASHADA's liability would be limited to meeting the local transport expenses and honorarium at the rate YASHADA pays to its guest faculty. When no lodging is provided, this rate of Rs.1500/- would be reduced to Rs. 1000/- and in case neither lodging facility nor faculty support is provided by YASHADA, the rate would be further reduced to Rs. 750/- per head per day. Concession in rate can be @ 40% to Government of India departments, local bodies and NGOs (on a selective basis to be decided by DG )

### Approvals of the 34<sup>th</sup> BoG of YASHADA :

DG proposed to the 34<sup>th</sup> BoG that it would be essential for the Director General, YASHADA, to be able to -

- (a) Modify the financial payment rates /schedule for the Sponsored Programmes at the Management Development Centre, on a case-by-case basis, as also,
- (b) Offer a higher financial package, Non-Government and Corporate Sector and Funding Agencies, depending upon the paying capabilities of the concerned organisations.

The approved minute of 34<sup>th</sup> Board of Governors is as follows :

### Minute No. 34BoG: 74

The members noted the plans, their status and operational details of the MDC at YASHADA and approved the proposal to authorize the Director General, YASHADA to be able to -

- (a) Modify the financial payment rates /schedule for the Sponsored Programmes at the Management Development Centre, on a case-by-case basis, as also,
- (b) Offer a higher financial package, Non-Government and Corporate Sector and Funding Agencies, depending upon the paying capabilities of the concerned organisations.

Considering the fact that various rates were approved in the XXI meeting of Board of Governors dated 15 February 1997 and that there has been a steady increase in rates of expenditure and further considering that the infrastructure in the Academy has been suitably increased with the construction of the Management Development Centre. It is now necessary to establish a new schedule of rates for hiring of facilities at the Academy. The following rates will now be applicable :

**A. Class Rooms**

<b>Sr. No.</b>	<b>Class Room</b>	<b>Capacity</b>	<b>Facility</b>	<b>Charges (Rs.)</b>
1.	Lezim	150 - 200	Computer, LCD, OHP, 3 Mike, 2 Speakers, Conference System	15,000/-
2.	Auditorium	80	Computer, LCD, OHP, 3 Mike, 2 Speakers, Conference System	8,000/-
3.	C-1 C-5 C-6	45	Computer, LCD, OHP, 2 Mike, 2 Speakers	4,000/-
4.	C-2 C-3 C-4	25	Computer, LCD, OHP	3,000/-
5.	Syndicate Rooms	20 to 25	Computer, LCD, OHP	1,500/-
6.	Board Room	50	Computer, LCD, OHP, Conference System	7,000/-

**B. Accommodation**

<b>Sr. No.</b>	<b>Particular</b>	<b>Private (Rs.)</b>	<b>On Govt. Duty (Rs.)</b>
1.	Dormitory (Single Bed)	50	20
2.	Single Occupancy (Non-VIP) on sharing basis	125	100
3.	Double Occupancy	100	75
4.	VIP AC Room (Shamme) Double Occupancy	500	150
5.	VVIP AC Room (Shamee) Single Occupancy	750	250

**C. Boarding**

<b>Sr. No.</b>	<b>Particular</b>	<b>Charges (Rs.)</b>
1.	Full meal (Bed Tea, Breakfast, 2 times Tea, Lunch & Dinner)	150
2.	Lunch and 2 times Tea	120
3.	Half Day food (Lunch and 1 time Tea)	100

Note :

1. Concession in the rates of 50% will be offered to institutions with whom YASHADA has entered into MoU.
2. The DG, YASHADA reserves all rights in modifying the above rate:

So ordered,

  
**( Ratnakar Gaikwad )**  
 Director General

## **YASHADA POLICY CIRCULAR**

<b>Policy Circular No.</b>	PPI-PC / 2005 - 19
<b>Dated</b>	19 <sup>th</sup> September, 2005
<b>Empowered Authority</b>	Director General, YASHADA
<b>Subject</b>	Incentive Scheme for YASHADA Faculty and Officers to enable organizing sponsored programmes through external institutions and funding agencies at YASHADA
<b>Reference</b>	BoG XXXIII : 09 - Minute No. 71; BoG :XXXIV:12 - Minute No. 74; EC : XXXXVIII: 08 - Minute No. 39 & EC : XXXXIX : 07 – Minute No. 28 and 29
<b>Circulated for Information to :</b>	All OICs, YASHADA
<b>Effective from</b>	16 <sup>th</sup> August, 2005

### **Incentive based remuneration at YASHADA**

The Academy has previously established the performance linked salary structure vis-à-vis Training Programmes / Workshop work output targets. The incentive scheme was necessitated in order to ensure that the current targets for the Academy of more than 900 training programmes / workshops / seminars during the ATC 2005-2006 are actually achieved. The 48<sup>th</sup> EC and 34<sup>th</sup> BoG have been informed of the incentive scheme and the same has been duly appreciated and approved.

Similarly, the Management Development Center (MDC) at YASHADA has been established on a tariff based approach on account of the 100% financial support from within YASHADA's resources. The 34<sup>th</sup> BoG and 49<sup>th</sup> EC has also approved the proposal that Director General, YASHADA could offer /modify the financial rates and /or offer higher financial packages on a case-by-case basis.

### **Incentive based remuneration for sponsored programmes at YASHADA**

It is now proposed to establish a financial incentive scheme for YASHADA officers and faculty to enable organizing sponsored programmes through financial income received from external institutions and funding agencies at YASHADA, including the Management Development Centre.

The Incentive Scheme will be applicable wherein it can be established through a written specified permission of the Director General, YASHADA, that a member/s of the faculty or an officer/s of the Academy has through singular / collective initiative has been responsible for sourcing, negotiation and actual receipt of financial income to support conduct of training programmes, workshops, meetings or seminars or residential accommodation at YASHADA, including Management Development Centre.

The incentive will be calculated on a 1% basis on absolute terms vis-à-vis actual income received from the financial agency / institution to YASHADA and duly deposited. The said amount of 1% incentive based on total financial income received will be paid on the basis of an indent from the concerned officer / member of faculty, duly approved by Director General, YASHADA, upon direct submission.

Accounts Officer will be required to pay the incentive – linked remuneration directly to the concerned officer /member of faculty, upon approval of DG, YASHADA. This order stands effective from 16 August, 2005.

So ordered,



**( Ratnakar Gaikwad )**  
Director General

## YASHADA POLICY CIRCULAR

<b>Policy Circular No.</b>	PPI-PC /2005 – 20
<b>Dated</b>	23 September 2005
<b>Empowered Authority</b>	Director General, YASHADA
<b>Subject</b>	Competency Development Schedule for YASHADA Officers, Faculty, Employees and Contractual Staff
<b>Reference</b>	ISO Facilitation Process, YASHADA Manuals for ISO 9001:2000
<b>Circulated for information to:</b>	All OICs, Faculty and Employees and through the Notice Board for all Contractual Staff
<b>Effective From:</b>	23 September 2005

### **Background**

The Academy has undertaken various policy reforms in personnel management including financial aspects, internal organizational structure and internal institutional relationships. Previously established Centres have now been enhanced as State-level Institutes and new Departments, Centres and Cells have stabilized during 2004-2005 and 2005-2006.

The Board of Governors and the Executive Committee of the Academy have continually provided the leadership required, as and when requested, in their wisdom and guidance, along with approvals of proposals for infrastructure and academic development.

It has therefore become incumbent upon the Academy to justify the faith imposed upon its Officers, Faculty, Employees and Contractual Staff. This can be achieved through an enabling and sustained programme of internal capacity building of human resources for conduct of training programmes and workshops along with effective utilization of internal infrastructure including office space, computers, classrooms, hostels and vehicles.

The Academy has also begun to increasingly conduct extension and out-of-campus programmes, workshops and seminars through institutionally funded projects, such as the State Action Plan (SAP) for Rural Development, Total Sanitation Campaign, Abolition of Child Labour and the much acclaimed Jagruti Project amongst others. These programmes have necessitated new competencies to be acquired, understood and mastered by Officers, Faculty and Staff of the Academy.

Key Result Areas (KRAs) have been identified, wherein the Academy would be required to strengthen the development administration processes to respond to imperatives and concerns such as self-employment, education, nutrition, special component plan (SCP), tribal development and self-help groups amongst others. It would therefore be necessary for competencies to be continually upgraded and knowledge-gain to be self-motivated.

### **Competency Development Schedule**



The proposed and actually achieved exponential growth in training programmes, workshops and seminars, including out-of-campus programmes, numbers of participants and trainees, emphasise the need for the Academy to prioritise the quality of program output and suitably ensure competency of officers, faculty, staff, employees and contractual staff.

An Annual Competency Development Schedule has been identified on a short-term, medium-term and long-term basis within the requirements of the organizational structure of the Academy. Considering the fact that the Academy is by itself a training institution, some competency development programs are in-house, while others would require inter-institutional support.

The Competency Development Schedule has been prioritized across different cadres and personnel-levels. The comprehensive prioritization and time-schedule has in-built deadlines and does not even exclude the Director General. The framework of Competency Development would need to be implemented effectively and will be monitored through the C-MIS through monthly reporting of status to the Director General.

The schedule and prioritization framework is provided in Annexures I, II and III and will be effective from 23 September 2005.

So ordered.



**(Ratnakar Gaikwad)**  
Director General

## YASHADA POLICY CIRCULAR

<b>Policy Circular No.</b>	PPI-PC / 2005 - 21
<b>Dated</b>	25 <sup>th</sup> September, 2005
<b>Empowered Authority</b>	Director General, YASHADA
<b>Subject</b>	Validation of Training provided by YASHADA through (a) an assessment of effectiveness of training and (b) by obtaining perceptions of nominating institutions / authorities
<b>Reference</b>	BoG XXXII : 01 - Minute No. 8; BoG XXXIII : 01 - Minute No. 21; BoG XXXIV : 03 - Minute No. 44;
<b>Circulated for Information to :</b>	All OICs, YASHADA
<b>Effective from</b>	25 <sup>th</sup> September, 2005

### **Background**

The Academy has achieved more than exponential growth in training programmes, workshops and seminars, including out-of-campus programmes, numbers of participants and trainees during 2003-2004, 2004-2005 and 2005-2006.

There has also been an increase of extension and out-of-campus programmes, workshops and seminars through institutionally funded projects, such as the State Action Plan (SAP) for Rural Development, Total Sanitation Campaign, Abolition of Child Labour and the Jagruti Project amongst others.

The identified Key Result Areas (KRAs) have begun continuous training, research and documentation activities, wherein the Academy will develop its capacity to strengthen the development administration processes to respond to imperatives and concerns such as self-employment, education, nutrition, special component plan (SCP), tribal development and self-help groups amongst others.

Government departments, international, multi-national and national institutions, cooperative bodies, private and semi-government institutions have also been increasing the frequency of sponsored training programmes, workshops and seminars at YASHADA campus and for extension programmes along with multi-task support for research and documentation projects.

Hon. Chief Secretary, Government of Maharashtra, in his capacity as President, Board of Governors, YASHADA, has specifically directed (*vide* Minute No. 8 of the 32<sup>nd</sup> BoG held on 22 January 2004) that the Academy's initiatives for development of training processes would require evaluation parameters and quality management norms to be determined with care to ensure that ongoing processes are improved.

Similarly, the Board of Governors have also advised (*vide* Minute No. 60 of the 33<sup>rd</sup> BoG held on 27 August 2004) that it would be important to ensure accurate training process quality and evaluation methodologies to make sponsored training initiatives a success.

## Validation of Training

It is therefore essential that the Academy is able to assess the effectiveness of implementation of training programmes, workshops and seminars through a post-activity evaluation in diverse time-frames. It is also essential that the Academy is able to position an effective method for obtaining perceptions of sponsoring and nominating authorities as to whether their requirements have been actually achieved.

An ABC matrix has been proposed to evaluate the effectiveness of participants and assess perceptions of sponsoring and nominating authorities. The matrix is as follows :

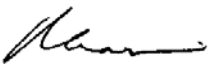
A	B	C
While Participants are present in the Campus	Enquiry from sponsoring departments	Feedback from Stakeholders such as citizens , etc.
Through an objective exam for programmes of duration of 5 days or more or if ToT programmes are of lesser duration	Through an appraisal questionnaire / feedback form after D+15 to D+90 about sponsoring departments appreciation of training as provided.	Through a third person survey and questionnaire of the impact of development administration facilitation wherein training programmes are supposed to have made an impact

The Planning Division at YASHADA will develop the formats and determine the methodology for implementation of the ABC Matrix for validation of YASHADA's training programmes.

The formats and methodology, once determined and approved, will be integrated into the System Manuals for operational implementation by the Management Representative.

Systematic and Quantitative parameters will be identified for integration into the C-MIS by a working group comprising (a) Training Monitoring Coordinator, (b) OIC, CIT, (c) Management Representative (Convenor) and (d) Registrar, YASHADA.

So ordered,

  
( Ratnakar Gaikwad )  
Director General

## YASHADA POLICY CIRCULAR

Policy Circular No.	PPI-PC/2005-22
Dated	3rd October, 2005
Empowered Authority	Director General YASHADA
Subject	Rate Chart for Classroom/Conference Hall at Management Development Centre, Yashada
Reference	MDC Policy Guidelines PPI-PC/16 dt 08 <sup>th</sup> August, 2005
Circulated for Information to	All Faculty and Staff YASHADA
Effective Date	3 <sup>rd</sup> October, 2005

In continuation to Policy Circular No. PPI-PC/2005-16 issued on 8 August 2005.

### **Earlier Approval**

**F.** For programmes where MDC, YASHADA only hosts the participants, and academic inputs are provided by the client organization:

- Fee per participant per day (double-seated) - Rs. 1,000/-.
- Fee per participant per day (single-seated) - Rs. 2,000/-.
- Fifth Floor (single occupancy) - Rs. 2,500/-.

**G.** For programmes where all academic inputs and training materials are provided by YASHADA:

- Consolidated fee per participant per day (double-seated) - Rs. 1,500/-.
- Consolidated fee per participant per day (single-seated) - Rs. 2,500/-.
- Fifth floor (single occupancy) - Rs. 3,000/-.

**H.** VIP rooms (total 04) - Rs. 3,000/-

**I.** Composite conference charges - Rs. 500/-  
per day per person inclusive of all  
services (does not include  
accommodation)


**J.** Special package deals for certain cases - To be decided on case to case basis  
with the approval of DG

It has been decided to incorporate the following rates for better utilization of MDC facilities, keeping in view the variety of requirements.

The conference hall facilities inclusive of LCD projector, OHP, computer facilities, screen, white board and library facilities.

Sr. No.	Details	Full Day	Half Day
1.	Conference Hall No. 1 and 2	Rs. 8,000/-	Rs. 5,000/-
2.	Conference Hall No. 3	Rs. 10,000/-	Rs. 7,000/-
3.	Banquet Hall	Rs. 10,000/-	Rs. 7,000/-
4.	Business Discussion Room	Rs. 3,000/-	
5.	Food Charges such as morning tea/coffee, biscuits, lunch in dining hall and evening tea, snacks per person per day	Rs 225/-	Rs 225/-

Concessions in the rates would be with prior approval from Director General, Yashada who reserves all rights in modifying the rates.

  
**(Ratnakar Gaikwad)**  
 Director General  
 YASHADA

## YASHADA POLICY CIRCULAR

Policy Circular No.	PPI-PC/2005-23
Dated	31 <sup>st</sup> October, 2005
Empowered Authority	Director General YASHADA
Subject	Rate Chart for Classroom/Conference Hall at Management Development Centre, Yashada
Reference	MDC Policy Guidelines PPI-PC/16 dt 08 <sup>th</sup> August, 2005
Circulated for Information to	All Faculty and Staff YASHADA
Effective Date	1 <sup>st</sup> November, 2005

Amendment to Policy Circular No. PPI-PC/2005-22 issued on 3 October 2005.

**K.** For programmes where MDC, YASHADA only hosts the participants, and academic inputs are provided by the client organization:

- Fee per participant per day (double-seated) - Rs. 1,200/-.
- Fee per participant per day (single-seated) - Rs. 2,000/-.
- Fifth Floor (single occupancy) - Rs. 2,500/-.

**L.** For programmes where all academic inputs and training materials are provided by YASHADA:

- Consolidated fee per participant per day (double-seated) - Rs. 1,500/-.
- Consolidated fee per participant per day (single-seated) - Rs. 2,500/-.
- Fifth floor (single occupancy) - Rs. 3,000/-.

**M.** VIP rooms (total 04) - Rs. 3,000/-

**N.** Composite conference charges per day per person inclusive of all services (does not include accommodation) - Rs. 500/-

**O.** Special package deals for certain cases - To be decided on case to case basis with the approval of DG

It has been decided to incorporate the following rates for better utilization of MDC facilities, keeping in view the variety of requirements.

The conference hall facilities inclusive of LCD projector, OHP, computer facilities, screen, white board and library facilities.

Sr. No.	Details	Full Day	Half Day
1.	Conference Hall No. 1 and 2	Rs. 8,000/-	Rs. 5,000/-
2.	Conference Hall No. 3	Rs. 10,000/-	Rs. 7,000/-
3.	Banquet Hall	Rs. 10,000/-	Rs. 7,000/-

4.	Business Discussion Room	Rs. 3,000/-	
5.	Food Charges such as morning tea/coffee, biscuits, lunch in dining hall and evening tea, snacks per person per day	Rs 225/-	Rs 225/-

Concessions in the rates would be with prior approval from Director General, Yashada who reserves all rights in modifying the rates.

**(Ratnakar Gaikwad)**  
Director General  
YASHADA

## YASHADA POLICY CIRCULAR

<b>Policy Circular No.</b>	PPI-PC / 2005 - 24
<b>Dated</b>	28 <sup>th</sup> October, 2005
<b>Empowered Authority</b>	Director General, YASHADA
<b>Subject</b>	Provision of Special Leave for taking care of Adopted Child
<b>Reference</b>	Vide Government Resolution of Finance Department No. अरजा-२४९५/२६/सेवा-९, Mantralaya, Mumbai dated 26 <sup>th</sup> October, 1998
<b>Circulated for Information to :</b>	All OICs, YASHADA
<b>Effective from</b>	28 <sup>th</sup> October, 2005


This Policy Circular is further to Government Resolution of Finance Department No. अरजा-२४९५/२६/सेवा-९, Mantralaya, Mumbai dated 26<sup>th</sup> October, 1998 wherein a provision of “Special Leave” has been made for taking care of adopted child for Government women employees. The main characteristics of this “Special Leave” are as follows:

- ★ Wherein an orphan child less than 3 years of age has been adopted from Government recognised Institute/Orphanage.
- ★ Legal papers of adoption should have been submitted by the concerned employee.
- ★ Special Leave can be sanctioned for 90 days from the date of adoption or the date on which the child completes 3 years of age, whichever is earlier.
- ★ The “Special Leave” for taking care of adopted child can be availed of only once in one’s whole service.
- ★ This leave cannot be made applicable for women employees if they have their own biological child.

It is therefore proposed through this Policy Circular that availment of “Special Leave” will be made applicable to YASHADA women employees for a period of 90 days only on any one occasion.

This Policy Circular is being issued along with granting recognition to the previous approval given to a YASHADA lady employee availing “Special Leave” to take care of an adopted child.

So ordered,

  
( **Ratnakar Gaikwad** )  
Director General



## YASHADA POLICY CIRCULAR

Policy Circular No.	PPI-PC/2006-01
Dated	25 <sup>th</sup> January, 2006
Empowered Authority	Director General YASHADA
Subject	MDC Policy Guidelines
Circulated for Information to	All Faculties of YASHADA
Effective Date	01 <sup>st</sup> January, 2006

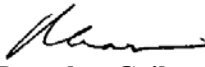
**Addition to Policy Circular No PPI-PC/2005-16 issued on 8<sup>th</sup> August 2005 and Policy Circular No PPI-PC/2005-22 issued on 03<sup>rd</sup> October, 2005**

9. F. For reservation of rooms by private agencies to accommodate guests/individuals on full payment basis:

Further to rates as earlier approved vide policy circulars noted above:

- (a) Incentive of 10% for business volume of Rs 5 lakhs per month.
- (b) Additional incentive to be determined by DG, YASHADA for business volume of more than Rs 5 lakhs per month.

**Note:** Not more than 22 rooms on the first floor of the MDC to be reserved for utilization by private sector, without prior permission of DG.

  
(Ratnakar Gaikwad)  
Director General  
YASHADA

## YASHADA POLICY CIRCULAR

Policy Circular No.	PPI-PC/2006-02
Dated	31.01.2006
Empower Authority	Director General YASHADA
Subject	Computer / computer hardware distribution
Reference	Circular No. CIT/computer/distribution/cir/distribution-norms dt. 10.12.2003
Circulated for Information to	All HODs, Faculty & Staff of YASHADA
Effective Date	1 <sup>st</sup> February 2006

### परिपत्रक

विषय - संगणक व उपसाधनांचा पुरवठा व वाटप  
संदर्भ - संगणक विभागाचे परिपत्रक क्र. CIT/computer/distribution/cir/distribution-norms  
दि. १०.१२.२००३

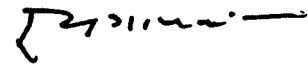
- १) ज्या अधिकारी / कर्मचा-यांना संगणकाच्या किमान सुविधा त्यांचे कार्यालयीन व वैयक्तिक रित्या द्यावयाच्या आहेत त्यांचे निकष पुढील प्रमाणे आहेत.
- २) सर्व सहयोगी प्राध्यापक व त्यांवरील श्रेणीच्या अधिका-यासाठी संगणक, प्रिंटर, युपीएस, कनेक्शन देणेत येईल. याशिवाय Registrar, Accounts Officer, Stenographers, Training Manager, Senior Librarian, Hostel Manager, Publications Officer यांना कायम स्वतंत्र रित्या संगणक पुरविण्यात यावा.
- ३) जे अन्य कर्मचारी विशिष्ट सॉफ्टवेअर (dedicated software) यशदाच्या कार्यालयीन automation साठी (उदा. Tally, टपाल प्रणाली व्यवस्थापन सॉफ्टवेअर, अभिलेख प्रणाली सॉफ्टवेअर, प्रवास भत्ता सॉफ्टवेअर, वेतन देयक सॉफ्टवेअर) अशा स्वरूपाची सॉफ्टवेअर वापरत असतील त्यांना स्वतंत्र संगणक व सॉफ्टवेअर आवश्यकते नुसार प्रिंटर देण्यात येईल.
- ४) अन्य सर्व टेबलवर काम करणा-या कर्मचा-यांना Thin Client व तो उपलब्ध नसल्यास वैयक्तिक संगणक पुरविण्यात येईल.
- ५) सोबत जोडलेल्या निकषाशिवाय जादा प्रिंटर आवश्यक असल्यास सहाय्यक प्राध्यापक व त्यापेक्षा दुय्यम स्तरावरील अधिकारी कर्मचा-यांना Dot Matrix Printer पुरविण्यात येईल.  
प्रत्येक संस्थेस SIRD, SIUD, Planning यांना स्वतंत्र फ्रॅक्स यंत्र अनुज्ञेय असेल. इतर केंद्रे पथके (Center, Cell) यांना संगणकावर फ्रॅक्समोडेम कार्ड बसवून देण्यात येईल.

६) नेटवर्क प्रिंटरची सुविधा विभाग / केंद्रे / पथक यांना सामायिक रित्या उपलब्ध करून देताना ती विभाग निहाय अशी करून देतानाच अधिकारी कर्मचारी यांची बेटक व्यवस्था याची नजिकता लक्षात घेऊन करण्यात येईल. त्यामुळे ती नेहेमीच विभाग / केंद्रे / पथक नुसार स्वतंत्र असणार नाही.

७) उपरोक्त वाटपाशिवाय जी सामायिक (sharing basis) संगणक सामग्री बसवायची आहे त्याचा प्रस्ताव सोबत जोडला आहे. त्याप्रमाणे खरेदी, sharing facility याबाबत कार्यवाही करण्यात येईल. तसा अनुरूप खरेदी प्रस्ताव सादर करण्यात येईल व अंदाज पत्रकीय तरतूदीनुसार ही खरेदी करण्यात येईल.

८) या सर्व गोष्टींचा विचार करून समर्पक प्रस्ताव सोबत जोडला आहे. मात्र हे वाटप करताना सध्या ज्यांचे कडे संगणक आहेत ते त्या विभागातून काढून घेतले जाणार नाहीत. त्याचे आवश्यकतेनुसार विभागांतर्गत फेरवाटप करण्याचे अधिकार विभाग प्रमुखांना राहतील. परंतु यापुढे त्यांना मात्र बदली उपसाधने स्वतंत्ररीत्या न देता sharing तत्वावर वापरण्यास उपलब्ध करून देण्यात येतील. त्यासाठी संबंधित विभाग अशी संगणक व साधने कोणत्या ठिकाणी प्रतिष्ठापत करावयाची हे त्यांचे सहमतीने ठरविण्यात येईल.

९) या निकषाशिवाय विशेष प्रकारची संगणक साधन सामग्री उदा. लॅपटॉप, डिजीटल कॅमेरा, पामटॉप इ. ज्यांना हवी असतील त्यांना त्यांच्या प्रकल्प खर्चात प्रकल्प पुरस्कर्त्यांनी मंजूर केला असल्यास प्रकल्पाचे तरतूदीतून खरेदी करता येईल अन्यथा प्रकल्प खर्च वजा जाता शिल्लक अतिरिक्त तरतूदीतून प्रोत्साहनात्मक बाब म्हणून कार्यालयासाठी मंजूर करता येईल.



(रत्नाकर गायकवाड)

महासंचालक

यशदा

## YASHADA POLICY CIRCULAR

Policy Circular Number:	PPI-PC/2006-03
Dated:	March 1, 2006
Empowered Authority:	Director General, YASHADA
Subject:	Establishment of CED Cell for Wildlife and Biodiversity Conservation
Reference	1. Minute No. 93 vide Agenda Item No. BoGXXXII:01(30) and Annexure No. 15-Point No.32 (01): 30 and Table No. 3 on page 162 of Agenda Notes
Circulated for information to:	All Faculty and staff of YASHADA
Effective Date:	March 1, 2006

### 1. Introduction to the Centre for Environment and Development

YASHADA has positioned environment and development as a strategic training and research intervention at the Academy. The Centre for Environment and Development, aptly named PARIVESH, was established within the campus on 29 June 1996. During the previous nine years, the Centre has been facilitating training, research and administrative interventions at the district, municipal and state level within the Government of Maharashtra.

The training and applications programmes have focused on environmental concerns with perspectives on planning in rural, urban and infrastructure sectors for officials, non-officials, university academics and non-government organisations.

Interventions and collaboration are meant to encourage and support the State Government's departments to develop programmes for environmental protection and nature conservation, while ensuing sustainable economic development.

### 2. Objectives

The objectives of the Centre affirm the need for the State and National governments to enable training processes on environment management and development administration. Importantly, the Centre's objectives are central to the goals of the Academy. Essential goals of the Centre are (a) to strengthen YASHADA's training commitments, and the annual calendar of events, and (b) to provide on-the-field information and databases to integrate current case studies in future courses and workshops.

The CED Cell for Wildlife and Biodiversity Conservation would strive through a series of integrated initiatives, the following:

- a. To develop training programmes and evolve modules on wildlife and biodiversity conservation issues with emphasis on GIS, environmental and development planning, sustainable development, sustainable livelihood, pollution management, environmental protection, nature conservation and development administration, with emphasis on the rural and urban sector including Training Need Analysis (TNA) for various stakeholders within the sectors.

- b. To train, on a continuous basis, successive groups of government officials, elected representatives, non-governmental organisations and university academics on issues concerning environment and development with emphasis on wildlife and biodiversity conservation.
- c. To develop research facilities, policy advocacy, provide fellowships and resident scholarships to cadre officers and non-governmental organisations on issues concerning environment and development with emphasis on wildlife and biodiversity conservation.
- d. To provide a forum for interaction for organisations and individuals including stakeholders to discuss and develop action plans for implementation of recommendations on environment and development with emphasis on wildlife and biodiversity conservation.
- e. To develop at YASHADA, an electronic dial-in computer-based network and a geographic information database for government officials and non-officials, non-government agencies and universities, for information on environment and development administration with emphasis on wildlife and biodiversity conservation and to ensure monitoring and evaluation.
- f. To organise workshops and seminars to focus on specific environment and development aspects with emphasis on wildlife and biodiversity conservation, document best practices and recommend interventions and /or changes in related policy issues to the Government of Maharashtra and /or local, state and national agencies.

### **3. A Plan of Action**

The following activities are proposed in order to translate the objectives into actual practice:

#### **a. Sectoral and Departmental TNA**

The CED Cell for Wildlife and Biodiversity Conservation would undertake Training Need Analyses for various departments of the Government of Maharashtra along with the Maharashtra State Forest Department's Wildlife Wing and other stakeholders. The TNA would reveal the priority and focus areas for training and also the magnitude of training needs. This would form the basis for planning an annual training calendar for the Cell.

#### **b. Training Programmes**

The Cell will conduct 20 training programmes, workshops and seminars in an academic year. The training programmes will be designed and conducted using the systematic methodology prescribed by the Planning Division, YASHADA.

#### **c. Networking**

Capacity building of the governmental, semi-governmental and non-governmental organizations and sharing of their experiences and best practices will be an activity of the Cell. The cell will also provide the platform to these bodies by organizing convergence and problem solving workshops.

#### **d. Research and facilitation projects**

The TNA generally indicates 'environmental' (systemic) problems besides behavioral and performance problems. The environmental or systemic problems cannot be corrected through

training alone and will need inputs of various kinds. It is thus proposed that along with training activity, the CED Cell for Wildlife and Biodiversity Conservation would undertake research, consultancy and facilitation activities to address the issues as emerged through completed TNA documentation.

**4. Resource Requirements**

**a. Human Resource**

The Cell would require a dedicated team of professionals to handle its mission and mandate. Initially, the team for the Cell will be made available by redeploying within the Academy. Further, a proposal will also need to be forwarded to the departments and agencies for deputing two officers to the Cell. The officers and personnel will report to the OIC, Centre for Environment and Development.

**b. Infrastructure Resources**

To begin with, YASHADA would accommodate the proposed Cell within its available physical infrastructure in the premises of the Centre for Environment and Development. Detailed equipment needs will be finalized later.

**c. Financial Resources**

The Cell will need financial resources to meet annual recurring financial requirements. Specific proposals will be forwarded to various funding sources and departments to explore the possibility of making available the financial resources to conduct activities of the Cell.

**d. Administration**

The CED Cell for Wildlife and Biodiversity Conservation will function within the aegis of Centre for Environment and Development, YASHADA. The Advisory Committee of the Center for Environment and Development will initially function as the Advisory Committee for the Cell but a separate Advisory Committee for the CED Cell for Wildlife and Biodiversity Conservation will be constituted in due course.

So ordered.



(Ratnakar Gaikwad, IAS)  
Director General  
YASHADA