

## YASHADA POLICY CIRCULAR

Policy Circular Number	PPI-PC/2006-04
Dated	19 <sup>th</sup> April 2006
Empowered Authority	Director General, YASHADA
Subject	Appointment and Honorarium to be paid to external CD and Guest Faculty at Marathwada Prashaskiya wa Vikas Prashikshan Prabodhini, Paithan
Reference	DG's meeting regarding Paithan Prabodhini 18 <sup>th</sup> February 2006
Circulated for Information to	All Faculty and staff
Effective Date	22/03/2006

### **PREAMBLE**

The Annual Training Calendar of YASHADA is finalized and yet there are continuous requests for additional programmes. Also the faculty and staff at YASHADA are fully occupied. As such conducting more and more outreach programmes, especially at regional Training Institutes and Paithan Academy in particular which is in full swing is a way of coping with new programmes. It is not always possible for YASHADA Personnel to visit Paithan and conduct programmes there as course directors /Assistants, as simultaneously there may be programmes at YASHADA. Various programmes are being conducted at Paithan as outreach programmes of YASHADA or programmes required to be conducted for Aurangabad region. The ATC for Paithan Prabodhini is also circulated. The need is therefore felt to decide the norms of appointment of external course directors/ facilitators on programme basis for Paithan and the Honorarium to be paid to them.

The tasks for working as CD can be classified as:-

- (a) CD to be present at the location throughout the duration of the programme and conduct the introduction and valedictory sessions including any other sessions required, will be entitled for honorarium of Rs. 1,000/- per day of the Programme.
- (b) The follow up with the Departments, obtaining nominations and follow up with participants, conducting the course, submitting the course report and completing the financial matters should be undertaken by the CD. This also includes the sessions taken during the stay at the Paithan Prabodhini.

**'Honorarium for Guest Faculty'** from Pune/ elsewhere or invited locally from Aurangabad.

- (1) The Guest Faculty will be paid Rs. 500/- for a session of 90 min. (1½hr.). The Guest Faculty may be invited for 2 sessions at a time and will be paid Rs. 1,000/-In case the Guest Faculty is invited to deliver more than 2 sessions on a day, Honorarium for each additional session (over and above 2 sessions) will be Rs. 250/- per session.

Also assistance at Paithan is difficult to obtain. Any external facilitator appointed at Paithan on Programme basis be paid Rs. 750/- per day of the course. CD and facilitator are entitled to traveling expenses and local conveyance on actual basis.



**(Ratnakar Gaikwad)**

Director General, YASHADA

## YASHADA POLICY CIRCULAR

Policy Circular Number:	PPI-PC/2006-05
Dated:	May 12, 2006
Empowered Authority:	Director General, YASHADA
Subject:	Minimum requirements for conduct of training programmes and workshops and seminars at YASHADA
Reference	Agenda Item No. BoG:XXXV:04
Circulated for information to:	(a) All Faculty and staff of YASHADA (b) Administration and Accounts
Effective Date:	May 12, 2006

It is to be noted by all concerned that a training programme or workshop or seminar as proposed in the Academy's Annual Training Calendar should be necessarily conducted as follows:

- a) There should be minimum 20 attendee participants for any training programme or workshop or seminar to be conducted in YASHADA Campus or in out-of-campus programmes on Day-1 of the programme.
- b) The number of sessions to be conducted by external resource persons would need to be in the ratio of 60:40 wherein 40% of the sessions would compulsorily be conducted by internal resource persons only. This would not apply to Foundation Training Programme for IAS/ IFS probationers.
- c) The training programme or workshop or seminar would need to be cancelled in the event that the number of attendee participants is less than 10 persons by 1300 hrs on Day-1.
- d) Please note that if there are less than 10 participants and the attendees have traveled over long distances such as from outside Pune Revenue Division, the Course Director should coordinate with other Course Directors during the same slot period and attempt to adjust the participants in other training programmes depending upon willingness among the participants themselves.
- e) It is to be also noted that number of participants / attendees should necessarily be 90% of proposed nominees. This would therefore require all faculty to plan programmes realistically and avoid blocking accommodation and other facilities.

So ordered.



(Ratnakar Gaikwad, IAS)  
Director General,  
YASHADA

## YASHADA POLICY CIRCULAR

Policy Circular Number:	PPI-PC/2006-06
Dated:	May 17, 2006
Empowered Authority:	Director General, YASHADA
Subject:	Establishment of CED Cell for Biodiversity Conservation and Wetland Ecosystems
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:	May 17, 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 Biodiversity Conservation and Wetland Ecosystems would strive through a series of integrated initiatives, the following:

- a. To develop training programmes and evolve modules on Biodiversity Conservation and Wetland Ecosystems 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 and Wetland ecosystems.

- 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 and wetland ecosystems.
- 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 and wetland ecosystems.
- 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 Biodiversity Conservation and Wetland Ecosystems 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 Biodiversity Conservation and Wetland Ecosystems 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 Biodiversity Conservation and Wetland Ecosystems 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 Biodiversity Conservation and Wetland Ecosystems 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 Biodiversity Conservation and Wetland Ecosystems will be constituted in due course.

So ordered.



(Ratnakar Gaikwad, IAS)  
Director General  
YASHADA

## YASHADA POLICY CIRCULAR

Policy Circular Number:	PPI-PC/2006-07
Dated:	May 30, 2006
Empowered Authority:	Director General, YASHADA
Subject:	To establish a Core Group to provide support and guidance to the Policy and Plan Implementation Cell
Reference	1. Minute No. 01 (b) of the Review Meeting No. 4 (February 16, 2005) of PPI Cell. 2. Minute No. 06 (a) of the Review Meeting No. 4 (February 16, 2005) of PPI Cell.
Circulated for information to:	All Faculty and Staff of YASHADA
Effective Date:	May 30, 2006

A Core Group is to be established to provide support and guidance to the Policy and Plan Implementation Cell in terms of enabling implementation of decisions undertaken in the meetings of the (a) Board of Governors (b) Executive Committee, (c) Local Committee, (d) Construction Supervision Committee, and (e) Any other meetings.

The Core Group Meeting should be held on every first Saturday post noon in the Office of Additional Director General and submit a status report thereupon to Director General.

The members of the Core Group will include the following :

- (1) Additional Director General (in the Chair)
- (2) Professor & Financial Advisor
- (3) DDG (Planning)
- (4) Registrar
- (5) Accounts Officer
- (6) Estate Manager.
- (7) Meeting Secretary (Convenor)

The Core Group will be chaired by DDG (Planning) in the absence of Additional Director General.

So ordered.



(Ratnakar Gaikwad, IAS)  
Director General  
YASHADA

## YASHADA POLICY CIRCULAR

Policy Circular Number:	PPI-PC/2006-08
Dated:	June 14, 2006
Empowered Authority:	Director General, YASHADA
Subject:	Regarding nomenclature of programmes in the Annual Training Calendar
Reference	1. Discussion held in the Executive Committee Meeting held on 2 <sup>nd</sup> March 2006. 2. Approval by Hon. DG, YASHADA dated 9 June 2006.
Circulated for information to:	All Faculty of YASHADA
Effective Date:	June 14, 2006

Apropos to the discussion in the Executive Committee meeting held on 2<sup>nd</sup> March 2006 regarding appropriate nomenclature of sponsored and non-sponsored programmes the perspectives to be considered are as follows:

01. Sponsored and Non-sponsored programmes at YASHADA are labeled as SP and YP.
02. Sponsored programmes are usually estimated for approval at the rate of Rs.1500/- per day per person.
03. In the event that certain sponsored programmes are agreed to at a lesser amount (i.e. at a rate less than Rs. 1500/- per day per person), the Academy stands to lose the difference in the rate. Being labeled as sponsored programmes for such a slot, may not however lead to being recognised as a slot to be reimbursed by GAD, Government of Maharashtra within the total Course Fee Amount for any academic year.
04. The nomenclature should be converted to -
  - a. YP: Yashada programmes wherein the entire course fee amount would need to be reimbursed by GAD, Government of Maharashtra.
  - b. SP: Sponsored programmes wherein the funding agency / department is paying Rs.1500/- per day per participant and
  - c. CP: Commissioned programmes wherein the funding agency / department is paying an amount less than Rs.1500/- per day per participant and wherein the Academy may list these programmes for reimbursement by GAD, Government of Maharashtra at a flat rate of Rs.500/- per day per participant.
05. All Course Directors would need to reclassify the course nomenclature accordingly for 2006-2007 with effect from 1<sup>st</sup> April 2006.

So ordered.



(Ratnakar Gaikwad, IAS)  
Director General  
YASHADA

**YASHADA POLICY CIRCULAR- Amendment to Policy Circular No. PPI-PC / 2005 -18**

<b>Policy Circular No.</b>	PPI-PC/2006-09
<b>Dated</b>	26 September 2006
<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>	26 September 2006

**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>	<b>Charges for Evening Classes (Rs.) during 5.30 pm to 9.30 pm</b>
1.	Lezim	150 - 200	Computer, LCD, OHP, 3 Mike, 2 Speakers, Conference System	15,000/-	7,500/-
2.	Auditorium	80	Computer, LCD, OHP, 3 Mike, 2 Speakers, Conference System	8,000/-	4,000/-
3.	C-1 C-5 C-6	45	Computer, LCD, OHP, 2 Mike, 2 Speakers	4,000/-	2,000/-
4.	C-2 C-3 C-4	25	Computer, LCD, OHP	3,000/-	1,500/-
5.	Syndicate Rooms	20 to 25	Computer, LCD, OHP	1,500/-	800
6.	Board Room	50	Computer, LCD, OHP, Conference System	7,000/-	4,000/-

**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

<b>Sr. No.</b>	<b>Particular</b>	<b>Charges (Rs.)</b>
2.	Lunch and 2 times Tea	120
3.	Half Day food (Lunch or Dinner at 9.00 pm to 10.00 pm and 1 time Tea)	80

Note :

1. Boarding Charges will be applicable as above for the evening classes.
2. Concession in the rates of 50% will be offered to institutions with whom YASHADA has entered into MoU.
3. The DG, YASHADA reserves all rights in modifying the above rates.

So ordered,

  
( Ratnakar Gaikwad )  
Director General

## YASHADA POLICY CIRCULAR

Policy Circular Number:	PPI-PC/2006-10
Dated:	September 26, 2006
Empowered Authority:	Director General, YASHADA
Subject:	Establishment of International Coordination Center at YASHADA
Reference	Agenda Item No. BoG: XXXV: 15
Circulated for information to:	All Faculty and staff of YASHADA
Effective Date:	September 26, 2006

Recently, the delegation of Okayama International Affairs Division, Okayama, Japan visited YASHADA and expressed its desire to establish a MoU with YASHADA for exchange of trainees and joint research activity. Initially, Mr. Mukund Rathi, Assistant Professor, YASHADA has undergone training in Urban Management at Okayama during 8<sup>th</sup> November 2005 to 22<sup>nd</sup> December 2005 under technical training programme, sponsored by Okayama Prefecture International Exchange Foundation, Okayama, Japan.


*Vide* Minute No. 35BoG: 107 the proposal of setting up of International Coordination Center at YASHADA for the objectives mentioned above was approved and *Vide* Minute No. 35BoG: 108, the Director General, YASHADA was authorized to establish necessary MoUs between YASHADA and appropriate organizations in different countries for exchange of trainees and joint research activities subject to the necessary approvals of State Government and Government of India.

On the backdrop of above, to expand the horizon of YASHADA to international level, it is to be noted that a dedicated International Coordination Center is being established at YASHADA to enable international coordination. The objectives of the Center as approved, are as follows:

1. To facilitate international exposure in specific governance areas to the officers and members of faculty of YASHADA through technical training programmes organized by various countries.
2. To develop relations with reputed International organizations/ Institutes to exchange information on good governance and good practices.
3. To undertake joint research activity and exchange of trainees through proper MOU between YASHADA and appropriate organizations in foreign countries.

Dr. Bharat Bhushan , RDDG, will also officiate as Director, International Coordination Center.

So ordered.

  
(Ratnakar Gaikwad)  
Director General,  
YASHADA

## YASHADA POLICY CIRCULAR


Policy Circular Number:	PPI-PC/2006-11
Dated:	September 26, 2006
Empowered Authority:	Director General, YASHADA
Subject:	Residential facilities at YASHADA Hostels along with MDC and infrastructure + Transport facilities to YASHADA Guests
Reference	Confidential Circular issued by Additional Director General, YASHADA
Circulated for information to:	All Faculty and staff of YASHADA
Effective Date:	September 26, 2006

Residential facilities at YASHADA Hostels along with MDC and infrastructure + Transport facilities will be made available to YASHADA Guests under the following categories:

Category	Facilities and support to be offered	Requisition Approved by	Responsibility
<b>YASHADA Guest (F)</b>	<ul style="list-style-type: none"> <li>• Transport including local transport and pick-up + drop at Railway station/ Airport etc.</li> <li>• Residential and boarding facilities at YASHADA Hostels, including MDC, as per approval.</li> <li>• All lodging, boarding &amp; transport expenditure to be borne by YASHADA</li> </ul>	<ul style="list-style-type: none"> <li>• Director General</li> <li>• Additional DG</li> <li>• Advisor, RTI</li> </ul>	<ul style="list-style-type: none"> <li>• Hostel Manager, MDC</li> <li>• Hostel Manager, other YASHADA Hostels</li> </ul>
<b>YASHADA Guest (P)</b>	<ul style="list-style-type: none"> <li>• Residential facilities only</li> <li>• Expenditure costs, except lodging as applicable, to be recovered from Guest or from concerned Project, as applicable and as per approval</li> </ul>	<ul style="list-style-type: none"> <li>• Director General</li> <li>• Professor, if directly concerned</li> </ul>	<ul style="list-style-type: none"> <li>• Hostel Manager, MDC</li> <li>• Hostel Manager, other YASHADA Hostels</li> </ul>

The above facilities are provided with effect of date of issue of this Policy Circular as per instructions issued by Hon. Director General, YASHADA.

So ordered.

  
**(Ratnakar Gaiwad)**  
 Director General,  
 YASHADA

## YASHADA POLICY CIRCULAR


Policy Circular Number:	PPI-PC/2006-12
Dated:	October 31, 2006
Empowered Authority:	Director General, YASHADA
Subject:	Amendment to the Delegation of Financial Powers within the Academy
Circulated for information to:	All Faculty and staff of YASHADA
<i>Vide</i> Approval of	Approved Minutes of the (1) 52 <sup>nd</sup> Meeting of the Executive Committee, YASHADA (14 July 2006)
Effective Date:	October 31, 2006

It was proposed during the 52<sup>nd</sup> meeting of the Executive Committee of YASHADA held on 14 July 2006 *vide* Agenda Item No. Agenda Item No. EC:LIInd (52nd): 13(1) : Amendment to the Delegation of Financial Powers within the Academy, to amend and suitably enhance the Delegation of Financial Powers with respect to the current requirements of additional activities, new projects, infrastructure development and creation of new institutes, centres and cells within the Academy. All existing rules of financial propriety, administration and accountability would continue to apply and be amended from time to time as and when deemed appropriate or necessary.

*Vide* Approved Minute No. 52EC: 73 the proposal for amendment to the Delegation of Financial Powers within the Academy was approved. The amendment to the Delegation of Financial Powers within the Academy is as follows:

Authority	Item of Expenditures (In Lakhs)		
	Capital	Non Recurring	Recurring
Executive Committee	15.00	12.00	08.00
Director General	10.00	10.00	08.00
Additional Director General	06.00	06.00	06.00
Deputy Director Generals	04.00	04.00	04.00
Secretary, YASHADA	03.00	03.00	03.00
Registrar	--	--	02.00 + Salary Bills independently

So ordered.

  
(Ratnakar Gaikwad)  
Director General,  
YASHADA


## YASHADA POLICY CIRCULAR

Policy Circular Number:	PPI-PC/2006-13
Dated:	October 31, 2006
Empowered Authority:	Director General, YASHADA
Subject:	Amendment to the Service Rules Clause No. 26.10 of the Academy
Circulated for information to:	All Faculty and staff of YASHADA
<i>Vide</i> Approval of	Approved Minutes of the (1) 52 <sup>nd</sup> Meeting of the Executive Committee, YASHADA (14 July 2006)
Effective Date:	October 31, 2006

It was proposed during the 52<sup>nd</sup> meeting of the Executive Committee of YASHADA held on 14 July 2006 *vide* Agenda Item No. EC:LIInd (52nd): 13(2) : Amendment to the Service Rules Clause No. 26.10 of the Academy, to amend the Service Rules Clause No. 26.10 of the Academy. *Vide* Approved Minute No. 52EC: 74 the proposal for amendment to the Service Rules Clause No. 26.10 of the Academy was approved. The amendment to the Service Rules Clause No. 26.10 of the Academy is as follows:

26.10	The Director General may at his /her discretion, sanction an ex-gratia grant of not more than Rs. 20,000/= to any employee or his family member in special circumstances /death of an employee, as the case may be. In the event that circumstances so require, Additional Director General may at his /her discretion, sanction an ex-gratia grant of not more than Rs. 15,000/= or a Deputy Director General /Secretary, YASHADA /Registrar may at his /her /their discretion, sanction an ex-gratia grant of not more than Rs. 10,000/= to any employee or his family member in special circumstances /death of an employee, as the case may be.
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So ordered.

  
(Ratnakar Gaikwad)  
Director General,  
YASHADA



## YASHADA POLICY CIRCULAR

Policy Circular Number:	PPI-PC/2006-16
Dated:	November 27, 2006
Empowered Authority:	Director General, YASHADA
Subject:	Establishment of a VISION COMMITTEE at YASHADA
Circulated for information to:	All Faculty and staff of YASHADA
<i>Vide</i> Approval of	<i>Vide</i> Approved Minute No. 35BoG:3 (21 January 2006)
Effective Date:	November 27, 2006

*Vide* Minute No. 35BoG: 3, Hon. CS, GoM in his capacity as President, Board of Governors, YASHADA, recommended that an internal initiative of the Academy should bring people together towards “*preparing a VISION STATEMENT*” to examine goals, mandate and to go beyond in terms of establishing various Centre(s) for Excellence at the National and International Levels and develop a document that provides for planning for the next 30-40-50 years with requirements for basic infrastructure, hard infrastructure in terms for land and other facilities, and human resources including soft infrastructure.

In continuation with the various activities being developed at YASHADA as part of the organization’s MISSION and VISION perspectives, the YASHADA MASTER PLAN Phase 1 and Phase 2 are being implemented.

Considering the fact that some projects of the 14-Clusters Activity for the 1<sup>st</sup> phase of the YASHADA Master Plan has been initiated and considering the further need for Academy to develop comprehensive infrastructure support in regard to the increased number of training programmes, research projects and extension activities, the second phase of the YASHADA Master Plan has been approved. The major activities for the second phase would include the following:

1. SHG Market Laboratory (carried over project from the first phase)
2. E-Governance Tower (carried over project from the first phase)
3. Installation of wireless wide area (WAN) and Local Area (LAN) infrastructure for utilization by all buildings and locations in both the YASHADA Campuses.
4. Distance Learning Infrastructure including Radio Frequency Towers, Transmitters, Receivers, Computer Server Farm Units and Computer Infrastructure along with software aided editing laboratories and CD/ DVD/ VCD duplication facilities, now renamed as “Project Management Building”.
5. Shamee Hostel Demolition and Reconstruction (carried over project from the first phase)
6. Installation of the 22-KV step-up Transformer from the current 11-KV unit.

The 35<sup>th</sup> Meeting of the Board of Governors has approved the second phase of the YASHADA Master Plan 2006-2008 along with the itemisation of various infrastructure, Training Aids and



office equipment for the three financial years of the Plan, i.e., 2006-2007, 2007-2008 and 2008-2009.

A VISION COMMITTEE is being now established *vide* this Policy Circular under the chairmanship of Additional Director General with effect from the date of this communication. All Divisions, Centres, Cells and other Units would be expected to participate in this crucial institution-building activity. Along with the concerned DDGs and HoDs/ OICs, the Committee will comprise the following composition.

**Group One**

- (a) ATI - DDG/ Director concerned + 1 Representative
- (b) SIRD - DDG/ Director concerned + 1 Representative
- (c) SIUD - DDG/ Director concerned + 1 Representative
- (d) RDC - DDG/ Director concerned + 1 Representative
- (e) Planning Division - DDG/ Director concerned + 1 Representative
- (f) RTI - DDG/ Director concerned + 1 Representative
- (g) MDC - Director

**Group Two**

- (h) Administration - Registrar + 1 Representative
- (i) Accounts - Financial Advisor + 1 Representative
- (j) Estate - Estate Manager


**Group Three**

- (j) All Centres/ Cells/ Units - 1 Representative each

The Committee will meet once in a fortnight on 2<sup>nd</sup> and 4<sup>th</sup> Thursday at 11.00 am.

Meeting Secretary, Policy and Plan Implementation Cell, YASHADA will be the convenor of the meeting.

So ordered.

  
(Ratnakar Gaikwad)  
Director General,  
YASHADA

## YASHADA POLICY CIRCULAR

Policy Circular Number:	PPI-PC/2007-1
Dated:	January 5, 2007
Empowered Authority:	Director General, YASHADA
Subject:	Revised Work Norms and Performance Rating System for YASHADA Faculty with reference to Training Management and conduct of training sessions
Circulated for information to:	All Faculty and staff of YASHADA
Effective Date:	January 5, 2007

This Policy Circular is a part amendment of the earlier circulars as follows:

- (1) Policy Circular No. PC/2003-04/W-FA/001 dated 18 October 2003 on Work Norms and Performance Rating System for YASHADA Faculty
- (2) Policy Circular No. PPI-PC/2005-12 dated 1<sup>st</sup> June 2005 on Individual MIS for deciding the performance-linked pay of the contractual staff working under projects, and involved in activities other than training.

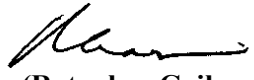
Further to open discussion with all members of faculty during the monthly meetings, it has been decided to recognize the following four categories and the applicable work norms as specified in their respective annexures.

- Group A: DG, ADG and DDGs at YASHADA in Academic Capacity- Annexure I  
Group B: All Regular Academic Faculty at YASHADA- Annexure II  
Group C: All Research Personnel for academic activities at YASHADA- Annexure III  
Group D: All Project Personnel for academic activities at YASHADA- Annexure IV

It is essential that all members of faculty, seniority not withstanding, ensure entry of their activity-record in the electronic MIS database maintained on YASHADA intranet by the last working day of each month or by the first two working days of the subsequent month.

It is to be noted that the Training-MIS database would be locked by the 5<sup>th</sup> working day of each month to enable timely compilation of the MIS Scores so as to permit analysis and further action as appropriate.

So ordered.

  
(Ratnakar Gaikwad)  
Director General,  
YASHADA

## YASHADA POLICY CIRCULAR

Policy Circular No.	PPI-PC/2007-1A
Dated	10.01.2007
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	10 <sup>th</sup> January 2007

### **Amendment in the Policy Circular dated 10/12/03**

Sub: Distribution of Computers and Peripherals

Ref: Policy Circular CIT/Computer/distribution/cir/distribution -norms dated 10/12/03

Taking in to consideration the requests from various faculty and staff it has been decided to revise the norms of allotment of computer, peripherals and accessories to YASHADA employees. The revised norms are shown in the enclosed statement. This form is also available on YASHADA intranet under the link of forms ( [http://data-server/kbs/opt\\_yash\\_admin/myadm-for.htm](http://data-server/kbs/opt_yash_admin/myadm-for.htm)). All faculty and employees are requested to send the indent only in prescribed form 10 to CIT. How to fill up this form is shown in enclosed form for guidance. It is not necessary to attach the chart of admissibility along with Indent form no.10 All columns in the forms must be completed else Indent will be returned to the concerned.

  
Director General  
YASHADA

Sr. No.	Designation	PC	Laser Printer	Inkjet Printer	Network Printer	Dot Matrix	Thin Client	UPS	Scanner	Laptop	Fax	Pen Drive
		A	B	C	D	E	F	G	H	I	J	K
01.	Hon. Director General	√	√					√	√	√	√	√
02.	Add/Dy. Director General	√	√					√	√	√	√	√
03.	Director/ Addl. Director	√	√					√	√	√	√	√
04.	P.A.	√	√					√				√
05.	Officers In Charge	√	√					√	√	√	√	√
06.	Accounts Officer	√	√		√			√				√
07.	Registrar	√	√		√			√				√
08.	Assistant Registrar	√	√		√			√				√
09.	Accountant	√				√		√				√
10.	PRO	√			√			√				√
11.	Librarian	√			√			√				√
12.	Manager	√			√			√				√
13.	Professor	√	√		√			√	√	√		√
14.	Associate Professor	√	√		√			√	√	√		√
15.	Assistant Professor	√			√			√				√
16.	Research Officer	√			√			√				√
17.	Research Assistant				√		√					√
18.	Course Associate				√		√					
19.	Course Assistant				√		√					
20.	Clerk				√		√					



**Form No. 10**

CIT facilities requisition form

1. Name of Indenting Officer – \_\_\_\_\_
2. Designation – \_\_\_\_\_
3. Department – \_\_\_\_\_

REQUIREMENT

Sr. No.	Person for whom required or Name of Custodian	Designation	Work Seat No.	Hardware / Software requirement	Whether similar equipment issued earlier to that person. If yes necessity of new equipment	expenditure to be debited to which Project or to YASHADA A/c ?	Serial no. of policy circular for admissibility.

Signature DDG / ADG

Signature of OIC



## YASHADA POLICY CIRCULAR

Policy Circular Number:	PPI-PC/2007-2
Dated:	January 5, 2007
Empowered Authority:	Director General, YASHADA
Subject:	Work Norms for DG and ADG for achievement of monthly mandays
Circulated for information to:	All Faculty and staff of YASHADA
Effective Date:	January 5, 2007

It has been specifically discussed and recognized by the 35<sup>th</sup> (21 January 2006) and 36<sup>th</sup> (11 November 2006) meetings of the Board of Governors of YASHADA that the exponential growth of training programmes during 2005-2006 and 2006-2007 has led to the establishment of the target requirement of 5000 mandays per month (excluding the utilization of the facilities of the recently constructed Management Development Center).

### **Minute No. 35BoG: 59**

The members of the 35<sup>th</sup> BoG noted with appreciation the average monthly performance target would be at par with the target of 5000 mandays per month for the ATC 2006-2007.

### **Minute No. 36BoG: 43**

The members of the 36<sup>th</sup> BoG noted with appreciation the average monthly performance to be at par with the target of 5000 mandays per month, i.e., 60,000 mandays for the year April 2005 to March 2006, being the total possible residential capacity of the Academy, along with the perspective that the ratio of the attendee participants is continually increasing along with the numbers of sponsored programmes from non-DoPT and non-government sources in comparison with previous years.

It is to be further noted that the proposed Annual Training Calendar for 2007-2008 would require a monthly performance as follows:

- (a) Target of 5000 mandays per month excluding MDC facilities
- (b) 3000 mandays per month exclusively for MDC facilities

It is therefore to be established that a collective achievement of the required number of mandays is also to be recognized as a monthly target for the incumbent Director General and Additional Director General, YASHADA.

Achievement of the required number of mandays would therefore be recognized as a measure of team effort at YASHADA and would provide work norm points for DG and ADG in the monthly MIS as follows:

- (a) 5000 mandays per month on non-MDC facilities = 10 points
- (b) 3000 mandays per month on MDC facilities = 10 points
- (c) Incentive proportional point for additional proportional performance would be @ 1 point for 100 additional mandays achieved in MDC and non-MDC facilities i.e. 5000 + 200 mandays in non-MDC facilities = 12 points

So ordered.



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



## YASHADA POLICY CIRCULAR

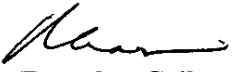
Policy Circular Number:	PPI-PC/2007-3
Dated:	January 23, 2007
Empowered Authority:	Director General, YASHADA
Subject:	Allotment of Suite No. 500 in Management Development Centre
Circulated for information to:	All Faculty and staff of YASHADA
Reference:	Discussion with Hon. Director General, YASHADA in monthly administrative meeting.
Effective Date:	January 23, 2007

The Suite No. 500 in Management Development Centre will only be allotted to the following category of officials:

1. Hon. Chief Secretary, Government of Maharashtra and Ex-Officio President, Board of Governors, YASHADA
2. All Ex-Chief Secretaries, Government of Maharashtra
3. All Ex-Director Generals, YASHADA
4. All Secretaries, Government of India

Apart from the above it may only be allotted to any other person upon direct instructions from Director General, YASHADA to Director, MDC.

So ordered.

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

## YASHADA POLICY CIRCULAR

Policy Circular Number:	PPI-PC/2007-4
Dated:	January 23, 2007
Empowered Authority:	Director General, YASHADA
Subject:	Establishment of Centre for Power Sector Development (CPSD)
Circulated for information to:	All Faculty and staff of YASHADA
Effective Date:	January 23, 2007

### **1. Introduction to the Centre for Power Sector Development (CPSD)**

Fast development of infrastructure has been recognized as the key ingredient for the projected high economic growth of the country. Deficiencies in infrastructure viz. Roads, Electricity, Drinking Water Supply, Communication and Ports are proving to be major hindrances for achieving the economic development of the country. Out of all these infrastructures, power could be considered as the most essential infrastructure.

Maharashtra State has been suffering from major power shortages in the last few years. There is a dire risk that Maharashtra's industrial and economic growth may slow down if these power shortages are not removed and if reliable and sufficient power is not made available. Thus for Maharashtra's development, power sector development has become a critical component.

There is also a tremendous unrest building up in the public especially the rural public because of more than 12 hours of load shedding, Morchas, gheraos and agitations against the State power utilities is becoming almost a daily occurrence.

In last few years, Maharashtra State has taken a number of steps towards reform of the power sector viz- setting up of the independent Electricity Regulator (MERC), Restructuring of MSEB into MahaGENCO, MahaTransco and Mahavitran and Removing of Free Power etc. The earlier MSEB was a monolithic and monopolistic structure, which has now been restructured into independent companies.

Restructuring without proper capacity building and attitudinal change of the employees cannot deliver the desired results. It is therefore felt that YASHADA, which is responsible for capacity building for development of Maharashtra needs to enter into the critical field of capacity building for infrastructure development.

YASHADA has positioned power sector development as a strategic training and research intervention at the Academy through the establishment of the Centre for Power Sector Development, within the campus to facilitate training, research and policy interventions at the State and National levels with Government, PSUs, Corporations, private sector and stakeholders.

The training and applications programmes will focus on power sector concerns with perspectives on planning in rural, urban and infrastructure sectors for officials, non-officials, university academics, PSU representatives and non-government organisations.

Interventions and collaboration are meant to encourage and support the State and Central Government's departments to develop capacity building programmes for power sector, while ensuring sustainable economic development.

## **2. Functional Areas**

The CPSD will position the following functions:

1. Capacity Building and Training Programmes for State Power Utilities especially for speeding up Power Sector Reforms.
2. Establishment of an up-to-date Data Centre and Data Base on Power Sector Reforms.
3. Dissemination of knowledge on Power Sector Reforms to all stakeholders for building up a consensus for Power Sector Reforms by holding workshops, conferences.
4. To take up consultancies on Power Sector especially focused on power Sector Reforms and Capacity Building.
5. To establish a specific focus area on Energy Savings and Sustainable Development
6. To conduct capacity building and training programmes on Rural Electrification and Distribution issues.

## **3. Objectives**

The objectives of the Centre affirm the need for the State and National governments to enable training processes on power sector management and reforms including energy savings and rural electrification. 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 Centre for Power Sector Development would strive through a series of integrated initiatives, the following:

- a. To develop training programmes and evolve modules on power sector issues with emphasis on power sector development, reforms and rural electrification including project management, information dissemination, consultative projects, energy savings, human resources management 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 power sector management, power sector development, reforms and rural electrification including project management, information dissemination, consultative projects, energy savings, human resources management.
- c. To develop research facilities, policy advocacy, provide fellowships and resident scholarships to cadre officers and non-governmental organisations on issues concerning the power sector development, reforms and rural electrification including project management, information dissemination, consultative projects, energy savings, human resources management.
- d. To provide a forum for interaction for organisations and individuals including stakeholders to discuss and develop action plans for implementation of recommendations on the power sector development, reforms and rural electrification including project management, information dissemination, consultative projects, energy savings, human resources management.
- 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 power sector and development administration.

- f. To organise workshops and seminars with emphasis on the power sector development, reforms and rural electrification including project management, information dissemination, consultative projects, energy savings, human resources management, 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.

#### **4. Plan of Action**

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

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

The Centre for Power Sector Development would undertake Training Need Analyses for various departments of the State and Central Governments, PSUs along with 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 CPSD.

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

The CPSD will conduct several 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. The training courses will be designed in consultation with MahaGENCO, MahaTransco and MahaVitran, MEDA or Department of Energy in Government of Maharashtra and/ or Ministry of Power (GoI) as the case may be.

##### **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 CPSD. The CPSD 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 Centre for Power Sector Development would undertake research, consultancy and facilitation activities to address the issues as emerged through completed TNA documentation.

#### **5. Resource Requirements**

##### **a. Human Resource**

The CPSD would require a dedicated team of professionals to handle its mission and mandate. The officers and personnel will report to the OIC, CPSD.

##### **b. Infrastructure Resources**

To begin with, YASHADA would accommodate the proposed CPSD within its available physical infrastructure in the premises of the Academy. Detailed equipment needs will be finalized later. . It is planned to have the following organization structure for CPSD on contract basis:

- 1. Director - Of the Rank of Professor in YASHADA

- |  |   |   |
|--|---|---|
| 2. Assistant Director                    | - | Of the Rank of Assistant Professor in YASHADA |
| 3. Research Officer/ Technical Assistant | - | Of the Rank of Research Officer in YASHADA    |
| 4. Stenographer                          | - | Of the Rank of Steno in YASHADA               |
| 5. Peon                                  | - | Of the Rank of Peon in YASHADA                |

It is planned to take all these officers/ employees on an eleven-month's contract. Director and Assistant Director will preferably be from the Power Sector.

**c. Financial Resources**

The CPSD 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 CPSD. It is planned to conduct these courses on sponsorship basis and the fee structure will be decided by the DG based on the intellectual inputs required for conducting the course.

**d. Administration**

The Centre for Power Sector Development will function within the aegis of YASHADA. A separate Advisory Committee for the CPSD will be constituted in due course. As and when the training courses are started, separate Course Director, Associate Course Director and Course Assistant will be appointed for designing and conducting each training course. Depending upon the type of course, these officers will be taken preferably from Power Sector and on contract for the conduct of their courses. Separate necessary staff will be taken on contract as per the requirement for the other three functions.

So ordered.

*Sd/-*  
(Sanjay Bhatia, IAS)  
I/c Director General  
YASHADA

## YASHADA POLICY CIRCULAR

Policy Circular Number:	PPI-PC/2007-5
Dated:	February 6, 2007
Empowered Authority:	Director General, YASHADA
Subject:	Renaming the Course Cell as 'Course Planning and Management Cell (CPMC)'
Circulated for information to:	All Faculty and staff of YASHADA
Effective Date:	February 6, 2007

There has been an exponential growth in the number of training programmes conducted by YASHADA during the last three years. The Course Cell provides support to the following:

- ☞ Drafting and publishing the Annual Training Calendar (ATC) and Training Course Profile (TCP) handbook.
- ☞ Facilitating and monitoring the implementation of ATC.
- ☞ Preparing Half-yearly and Annual Training Monitoring Reports
- ☞ Coordinating inter-departmental internal training efforts at the Academy
- ☞ Ensuring collaboration amongst between YASHADA departments, Centre and State Governments and sponsoring agencies

In lieu with the above functions, the Course Cell shall henceforth be recognized as "Course Planning and Management Cell (CPMC)".

So ordered.

*Sd/-*  
**(Sanjay Bhatia)**  
I/c Director General,  
YASHADA

## Policy Circular on Norms for payment of Royalty for the books published by YASHADA

<b>Policy Circular No</b>	PPI-PC/2007-6
<b>Dated</b>	29 <sup>th</sup> March 2007
<b>Empowered Authority</b>	Director General, YASHADA
<b>Subject</b>	Norms for Royalty for books published by the Academy
<b>Reference</b>	Proceedings of Faculty and Think Tank Meeting on 22/03/07
<b>Circulated for Information</b>	All Faculty and Staff of YASHADA
<b>Effective Date</b>	01/04/2007

Since, its inception in 1996, the Publications Cell of the Academy, has been publishing books on various topics mainly related to Public / Development Administration. The author/s and editors of these books include mainly faculty members of the Academy or retired or in -services government officers. Also, the materials / documents produced by some team members working under the Academy's various sponsored projects were published in the form of books. It was observed that hitherto / till the month of December 2006, the royalty to the author / editors of the books published by the Academy was paid in the form of some number of copies supplied to them as gratis copies.

It was felt that in certain cases the Academy may be required to pay cash amount and or some number of gratis copies.

Also, it was felt that the faculty members of the Academy need to be provided incentives for authoring / editing the books of their areas of interest and getting them published by the Academy.

Hence, it is decided to pay the one-time royalty to author(s) / editor(s) of the books as per the norms and or rules as described below :

### **Royalty for the Outside Contributors (Author(s) / Editor/s)**

<b>Size of the book</b>	<b>Royalty</b>
> 100 Pages of A4 Size	Rs. 50,000/- + 25 Copies
< 100 Pages of A4 Size	Rs. 30,000/- + 25 Copies
> 100 Pages of A5 Size	Rs. 30,000/- + 25 Copies
< 100 Pages of A5 Size	Rs. 20,000/- + 25 Copies

Note : The size more than A5 size will be treated as par with A4 Size.

### **Royalty for the Academy's Contributors (Faculty / Officers / Staff)**

<b>Size of the book</b>	<b>Royalty</b>
> 100 Pages of A4 Size	Rs. 30,000/- + 25 Copies
< 100 Pages of A4 Size	Rs. 20,000/- + 25 Copies
> 100 Pages of A5 Size	Rs. 20,000/- + 25 Copies
< 100 pages of A5 Size	Rs. 15,000/- + 25 Copies

Note : The size more than A5 will be treated as par with A4 Size.

In both cases i.e. in the case of employees / outside contributors, the copyright of the book(s) has to be compulsorily allotted to the Academy.

In case of multiple authors, the amount of royalty and number of gratis copies may be shared by the authors.

The royalty provided would be lump-sum and one-time payment (i.e. it would be irrespective of number of copies sold). In case of reprints the Academy would not be liable to make any further payments.

In case of author/s requiring more number of copies, than granted as gratis, he/she/they can purchase it from the Academy at the 25% discount rate.

In case of edited books the editor/s may be required to share the royalty with the co-editor/s and contributors of papers / articles.

The book of the size of less than 70 pages would not be treated as book.

The multiple copies of the reports or other documents mandatory to be produced by the staff of the sponsored research and other projects may not be considered for payment of such royalty.

A committee comprised of the Director General / Addl. Director General, DDG & SIRD and Head, YMRC / Publications Cell and Assistant Professor and Officer In charge, Publications Cell would decide the matters related to commissioning of book writing to authors / editors outlining the contents of the book and fixation & revision of copy right and royalty. The layout, designing and printing & publishing of the books routed and regulated only through the committee would be granted the royalty.

So ordered,



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



## YASHADA POLICY CIRCULAR

Policy Circular Number	PPI-PC/2007 -7
Dated	March 30, 2007
Empowered Authority	Director General, YASHADA
Subject	Restructuring of Centre For Equity and Social Justice
Circulated for Information to	All Faculty and Staff of Yashada
Effective Date	March 30, 2007

### **Background**

1. Yashada has positioned Centre for Equity and Social Justice (CESJ) as a strategic training, research and advocacy intervention at the Academy. The Centre for Equity and Social Justice was established on 16, April, 2004. Since its inception, CESJ @ YASHADA has contributed its share for the capacity development of its stakeholders.
2. Centre for Equity & Social Justice (CESJ) is established with the aim of achieving social justice through upgradation of the capabilities of historically deprived and weaker sections of society. Issues of Social Justice and Equity are witnessing several challenges through Global and Local social dynamics. Approaches of reform and restructuring are on test to satisfy the apprehensions of the society. For us therefore , strengthening of Democracy is the only solution available. For democracy to prevail, the issues of Social Development, Human Rights, Social Justice, Social Harmony and Women empowerment need to be tackled with careful attention.
3. Therefore, it has been felt that to make CESJ more responsive, effective and relevant to the needs of the stakeholders, it would be appropriate to restructure the Objectives, Work Areas, and required Human Resources. This will not only strengthen the capability of the centre to cater to the needs of the field machinery, it will also help widen the horizons of YASHADA.
4. With this background, CESJ is envisaging an arrangement of judicial mix of vision, plans and activities. It proposes to introduce guidelines on focused work approaches for effective contributions in Key Result Areas. It proposes to streamline the desired output of the centre with the associated responsibilities of faculty. It also proposes a separate organogram to justify the need of attention to be given to the issues of Equity and Social Justice.

### **Aims:**

Centre for Equity & Social Justice (CESJ) is established with the aim of achieving social justice through upgradation of the capabilities of weaker sections. This will be achieved by capacity building of **change agents** (officials, non-officials, NGOs, academics and social activists) and conduct of research in the areas of social justice including human rights. It aims at providing expert consultancy services to similar institutes & organizations. It also aims at establishing a network of experts, institutes and organizations working on the issues of social justice. Centre for Equity & Social Justice, being a nodal centre to work on the issues of social justice, in YASHADA, intends to provide policy support services to the Government on various critical issues related to social justice.

### **Objectives :**

The CESJ has worked out following specific objectives to fulfill the aims indicated above.

1. To **propagate** the ideals enshrined in the **Constitution of India**

2. To evolve as a **Resource Hub** for facilitating the empowerment of weaker sections of society
3. To develop **Resource Centres** for Social Justice, Human Rights, Social Development , Women Empowerment and Social Harmony
4. To develop **Subject Experts and Expert Trainers** on various issues of Equity and Social Justice
5. To build up **Knowledge Resource Base** (data base of various materials related to issues of Equity and Social Justice)
6. To develop, execute and implement various **Capacity Building Projects and Training programmes** for capacity building of stakeholders on the issues of Equity and Social Justice.
7. To develop, execute and conduct various **Research Projects and Researches** on the issues of Equity and Social Justice.
8. To prepare **Human Development Reports and Social Justice Reports**
9. To come out with various **publications** for developing capabilities of the stakeholders
10. To develop **digital web portal (dedicated WEB SITE)** of Centre for Equity and Social Justice
11. To develop **Diploma, other short term courses, Correspondence Courses, Distance Learning Modules** in the areas of Social Justice, Human Rights and Social Development.
12. To provide **consultancy and counseling services** to various stakeholders on various aspects of Equity and Social Justice
13. To **advocate for policies** of empowerment of weaker sections of society
14. To **disseminate** various materials (print/ A-V and other formats) on various aspects of Equity and Social Justice.
15. To **establish a forum** for coordinated working with institutes and organisation working in the areas of Equity and Social Justice

### **Work Areas**

To fulfill the aims and objectives indicated above the CESJ will focus its activities (training, research, consultancy, advocacy and education programmes etc.) in the following work areas.

1. **Social Justice**
2. **Social Development**
3. **Human Rights**
4. **Women's Empowerment &**
5. **Social Harmony**

### **Stakeholders**

CESJ has identified its stakeholders who come across various aspects of equity and social justice. **Officials** from development administration, dealing with the issues of development and empowerment of socially and educationally backward sections of society, especially from Department of Social Justice, Department of Tribal Welfare, Department of VJNT, Department of Women & Child, Department of Physically Handicapped, Department of Home, Judiciary and Health, Revenue Department, Corporations of Backward Classes, Commissions for Minorities & Backward Classes etc. are the agents of change. **Non Officials** who hold responsible positions and who have stakes in the decision making process form another set of stakeholders. They may be from Parliament, State Legislature, Urban Local Bodies and Panchayat Raj Institutions. Both of these officials and non-officials form a group of stakeholders representing Government. **Academic Institutions** provide research and other academic inputs for imparting education and developing understanding of the subject. Therefore, Educational and Training Institutes, Universities, Training and Research Institutes

form another set of stakeholders. Institutions and organisations which work in the area of policy advocacy and social mobilisation like Social & Educational Organisations; **Non – Governmental Organisations, Civil Society Organisations, Social Workers**, Social Activists constitute into another group of stakeholders of the CESJ. There are organisations of sections of people who fight against the injustice meted out to their members. Associations like **Trade Unions, Labour Unions** and other issue based unions or associations form another different set of stakeholders. The CESJ shall update the list of stakeholders as and when it is necessary to do so.

### Advisory Committee

CESJ shall constitute its Advisory Committee of eminent personalities and experts who are working in the above referred work areas of the CESJ.

### Key Result Areas (KRAs)

For the purpose of contributing effectively towards positive development, tangible output needs to be seen. Yashada concept of Key Result Areas is considered for this purpose. CESJ will workout out a priority based plan for working (in focused manner) on specific thrust areas and come out with results (like research studies, policy intervention etc.). It should conduct training and workshops for stakeholders and conduct visit to strengthen the output. Several Key Result Areas from the CESJ Work Areas are identified as mentioned below. However advisory committee meeting will be called frequently to identify the KRAs, assess and review the works under these key result areas.

Work Areas	Key Result Areas
Social Justice	Reservation Policy/ Reservation in Services/ Promotion
	Reservation for Women
	Implementation of Constitutional Provisions
	Enforcement of Legal Provisions for weaker sections of society
	Movements of Social Justice
Social Development	Scheduled Caste Sub Plan (SCP) / Tribal Sub Plan /Development of Backward Class (OBC)/ Development of VJNT/ Development of Religious Minorities/
	Development Boards (for weaker sections)
	Poverty Alleviation Programmes like EGS
	Livelihood / Employment / Minimum Wage
	National Rehabilitation Schemes for People with Disability
Human Rights	Dalit Rights / Tribal Rights/ Rights of VJNT/ DT people
	Rights of OBC people/ Rights of Religious minorities
	SC/ST (PoA) Act; Civil Rights Act
	Rights of Calamity affected people/ Rights of Project Affected Persons
	Rights of People with Disability / Rights of Old aged people / Rights of Children
	Trafficking and Sex workers Human Rights
	History & Movements of Human Rights
Women's Empowerment	Rights of Women / Women Reservation
	Violence – Domestic & Communal / Harassment at work place / in society
	Empowerment process through SHGs
Social Harmony	Social (National) Integration Campaigns
	Constitutional and Social Responsibility of citizens
	Campaigns for People's Participation

### **Current Problem Areas:**

Problems and Issues which invite timely intervention need to be handled with right academic and research inputs for effecting into policy decisions. Often several problems are reported in the work areas of CESJ. CESJ, therefore will conduct researches in such problem issues with a view to updating the capacity building programmes. For this the Advisory Committee will meet once in the beginning of every year to identify current problem areas. For the year 2007 – 08 onwards, CESJ, will work on the following current problems.

1. Atrocities on SC/ST
2. Land Tenure Rights
3. Reservation in Private Sector
4. Settlement of VJNT
5. Woman empowerment through SHGs
6. Caste and Communal Violence & National Integration

### **Activities of CESJ**

- Capacity Building (Training and Education) of stakeholders
- Coordination and Conduct of Research & Evaluation studies
- Preparation of Reference, Reading and Training Materials
- Preparation of Database
- Publications of materials for various stakeholders
- Providing Consultancy Services
- Coordination and Networking with experts/ institutes etc.

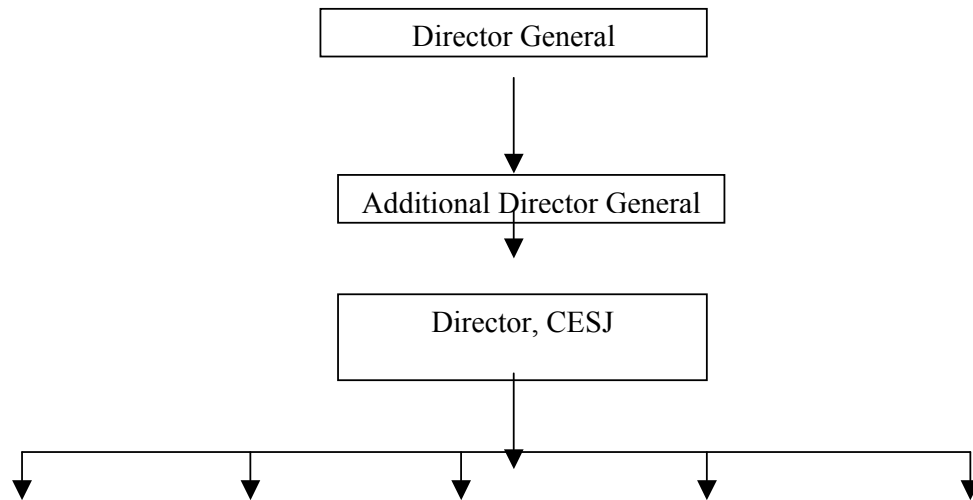
### **Outputs of CESJ**

- Human Development Report & Social Justice Reports
- Training Modules
- Reading and Reference materials
- Research Reports (and Case studies/Research papers etc.)
- Concepts Papers / Facts Sheets/ Thematic Papers/ Research Papers
- Data Base (Prints / A-V/Electronic / Digital etc) Documentation
- Manuals (Prints / A-V/Electronic / Digital etc)
- Publications (Journal, Newsletter, Books, Booklets, Leaflets, Calendars etc.)
- Films (Documentary/ Feature/ Clippings/ Technical film and other forms)
- Plays / Drama and other art forms for propagation
- Directory of Experts, Institutes, Organisations / NGOs
- Trained Human Resources
- Subject Experts

### **Administration**

The Centre for Equity and Social Justice will work under the administrative control of Additional Director General. The organogram and the requirements of the Human Resources for the CESJ is indicated as under.

## Organogram



<b>Social Development</b>	<b>Social Justice</b>	<b>Human Rights</b>	<b>Women's Empowerment</b>	<b>Social Harmony</b>
Associate Professor (Director)	Assistant Professor (Additional Director)	Research Officer (Assistant Director)	Research Officer (Assistant Director)	Assistant Professor (Additional Director)
Research Associate	Research Associate	Research Assistant	Research Assistant	Research Associate
Course Assistant	Course Assistant	Course Associate	Course Associate	Course Assistant
		Women Field Officer (Women's Rights)		Field Officer
Legal Advisor				
Documentation Officer (Equity and Social Justice)				
Research Associate (Equity and Social Justice)				

## Human Resources Requirements

To start with, in the month of April 2004, four posts namely, Associate Professor (1), Research officer (2) and Research Assistant (1) were allocated for the Centre for Equity and Social Justice. However, later on the CESJ has employed some staff (course assistants etc.) on contract and another Assistant Professor from SIRD was directed to work with the CESJ. CESJ also adopted YASHADA norms for employing faculties and staff on contract basis for accomplishing various tasks under sponsored project.

In the light of restructuring of the Centre for Equity and Social, the above mentioned **organogram** and the staffing pattern is approved for the CESJ. However it is desired that the CESJ may fill (on contract basis and / or on deputation) the additional required posts etc. or appoint required personnel (on contract basis and / or on deputation) from various Project Funds by applying the laid norms and procedures of the Academy. It is expected that the honorarium etc. for the additional faculty/ staff may be debited from the project funds.

## **Infrastructure Requirements**

YASHADA would accommodate the faculties and staff in its available infrastructure. It would provide a separate space and associated facilities required for the conduct of activities of CESJ. Infrastructure for staff under sponsored project will have to be separately provided by YASHADA, for which appropriate part of the project funds will be utilized.

## **Financial Resources**

YASHADA would provide basic financial resources for the running of the activities of the CESJ. However, It is desired that CESJ would float a proposal for grants from Department of Social Justice of State as well as Central Government. Funds can also be provided from Sponsored Projects.

## **Approach for conduct of activities**

- Available faculties and staff will be divided to work in the five work areas of the CESJ (Social Justice, Human Rights, Social Development, Women Empowerment and Social Harmony) for easy facilitation, coordinated and focused work and for quality and timely output like material development and faculty development.
- The concerned faculty will be responsible for preparation of plan of action (Time line Vs. Output) for accomplishing the tasks and coming out with the output. He will be monitored and evaluated based on the approved action plan.
- Faculty / staff has to work as per YASHADA Guidelines. All norms of ISO etc are to be followed. Any work other than the “Job Chart” need to be done using extra time & extra energy. Appropriate Yashada Circulars are to be followed for payment of incentives for extra work.
- Each of the faculty will be working on specific KRA (in the specific work area of the CESJ) and will conduct training programmes, researches and other associated activities.
- The annual work output expected from a faculty is mentioned as under. To achieve this, the concerned faculty may have to visit the places/ institute, to conduct meetings/ workshops, to make correspondences etc. and to follow all necessary administrative procedures.

### **1. Training**

- Conduct of Trainings (12)
- Conduct of Sessions (80)
- Preparation of Theme papers (3)
- Preparation of Training modules (3)
- Preparation of Reading Materials (3)
- Collection of Reference Materials (200)
- Preparation of Articles (4)

### **2. Research**

- Preparation of Research Papers (2)
- Conduct of Research (1)
- Coordinating Conduct of Research by Subject Expert (1)

### **3. Coordination**

- Coordination with Institutions/ Experts and Civil Society Organizations for consultancy and networking

### **4. KRA work**

- Preparation of ISR/ research study/ case study/ manual etc. (1)

### **Further Actions Needed**

Considering the scope and further expansion of the works of the CESJ, in due course of time, CESJ will make separate proposals for establishment of dedicated cells for concentrating works in the identified work areas (focus areas) of the CESJ. These cells will work under the CESJ. The cells shall be developed as mentioned below.

1. Social Development Cell
2. Social Justice Cell
3. Human Rights Cell
4. Women Empowerment Cell
5. Social Harmony Cell
6. Documentation Cell for CESJ

So Ordered.



(Ratnakar Gaikwad, IAS)  
Director General,  
YASHADA