



सत्यमेव जयते



# Preventive Vigilance Initiatives



# **Integrity: a way of Life**

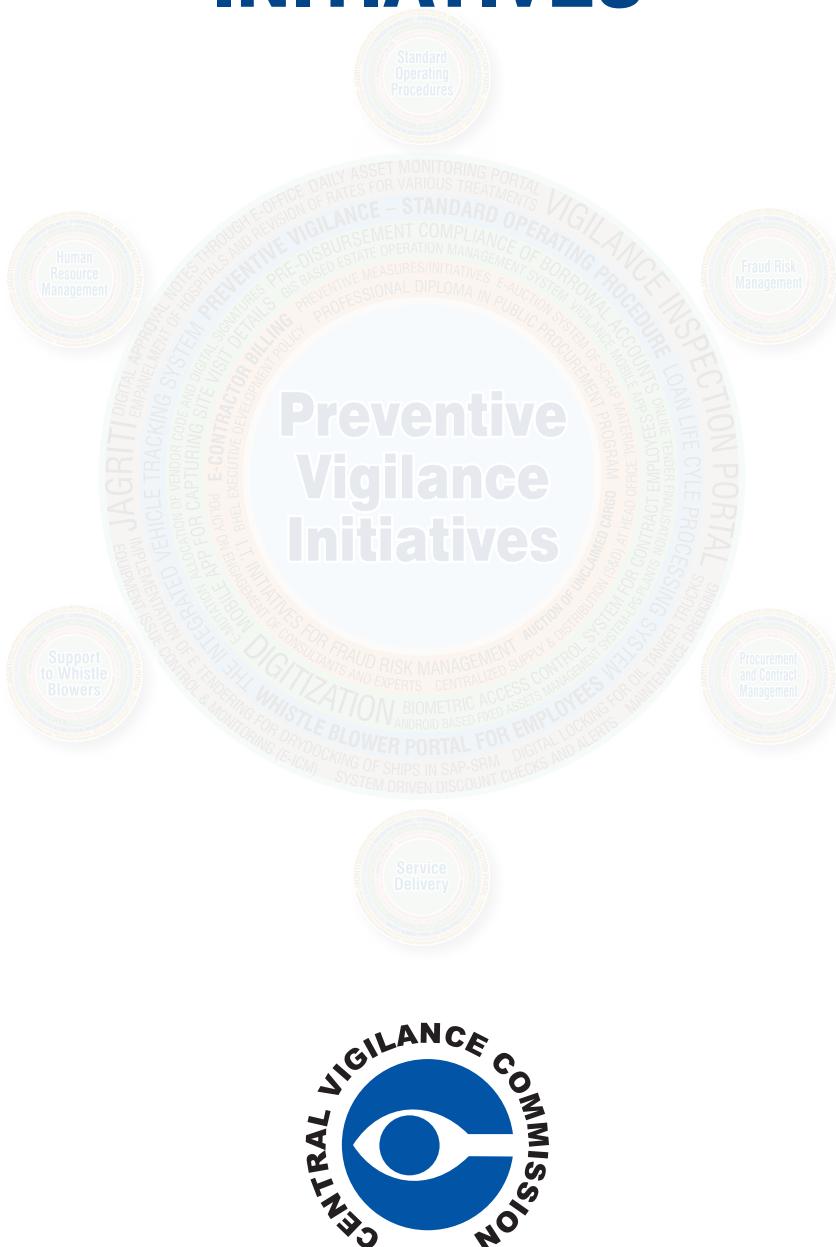
## **Vigilance Awareness Week-2019**

### **Central Vigilance Commission**





# **PREVENTIVE VIGILANCE INITIATIVES**



## **Central Vigilance Commission**





## Foreword

One of the thrust areas in ensuring integrity in public governance is through the tool of Preventive Vigilance. Through Preventive Vigilance measures the Commission seeks to enable higher levels of transparency and efficiency in public governance throughout the country. As part of this endeavour, the Commission has encouraged the organizations to develop a preventive vigilance framework which will be an enabler in the fight towards corruption by assessing the corruption prone areas, taking steps to correct policies, procedures and systems and strengthening of internal controls. While some areas may be unique to each organization, there are some areas of public governance which are common to all.

This thrust on preventive vigilance has led to review and modification of the existing systems and procedures in keeping with the changing times and has also led to new initiatives and innovations. This compilation of preventive vigilance initiatives which is fourth of the series of preventive vigilance booklets, highlight some of the key initiatives taken up by some of the organizations to reduce corruption, improve managerial efficiency and usher transparency in functioning.

The compilation of these preventive vigilance measures seek not only to enlighten but also to serve as pathfinder for other organizations to adapt and replicate similar initiatives in their respective organizations. The Commission therefore strongly felt that such initiatives and innovations which have been shortlisted here need to be shared so that others may also benefit from them.

The Commission complements all the organizations associated with these initiatives.

A handwritten signature in blue ink, appearing to read "Sharad Kumar".

(Sharad Kumar)  
Central Vigilance Commissioner

New Delhi  
24<sup>th</sup> October 2019



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# Fraud Risk Management

## Preventive Vigilance Initiatives







## Canara Bank

# Utilization of Vahan Portal for verification of dealers and hypothecation of bank's charge at the time of lending

## 1.0 Brief Introduction

Guidelines for Utilization of Vahan Portal for verification of dealers and hypothecation of bank's charge at the time of lending and post sanction of loan.

## 1.1 Background

In the recent times, there is huge increase in number of frauds reported to RBI in the matter of fraudulent availment of limits for purchase of vehicle loans by submitting fake invoices and non-registration of bank's lien on RC of the Vehicle etc. On reviewing the existing systems and procedures adopted by the bank in sanction of vehicle loans, it is observed that bank has not implemented the process of verifying the details of vehicle dealers and hypothecation of vehicle to bank in the portal of 'Vahan' made available by GoI.

In view of the above, it has been suggested to ensure the genuineness of the dealers by verifying in the 'Vahan Portal' before sanction of loan and verify the marking of bank's lien on the RC of the Vehicle after post sanction of loan.

Accordingly, Bank has issued circular advising the branches/Regional office/Circle office to make use of 'Vahan' portal in order to curtail happening of such frauds implement the process of verifying the details of dealers of the Vehicles in the Portal maintained by the GoI,

## 1.2 Implementation

Canara Bank has issued guidelines vide circular dated 01.08.2018 to all the branches/ Regional office/Circle office to make use of 'Vahan' portal for checking up dealers and also verification of hypothecation of bank's charge at the time of lending/within a reasonable time after lending (for checking bank's charge).

## 1.3 Impact and Benefits

- Helps in prevention of frauds related to fake Vehicle dealers.
- Hypothecation of bank's charge can be ascertained.



## Allahabad Bank

# Daily Asset Monitoring Portal (DAMP)

## 2.0 Brief Introduction

Bank has developed an online mechanism viz. "Daily Asset Monitoring Portal (DAMP)" with the objective of capturing of information on latest developments in all loan accounts appearing in Special Mention Accounts (SMA) category having outstanding(s) Rs. 25 Lac and above from day on to have an effective supervision of all such accounts falling under that category.

The image displays three screenshots of the Daily Asset Monitoring Portal (DAMP) interface. The top screenshot shows the login screen with fields for User Id, Password, and Branch Code, and a 'CLICK TO LOGIN' button. The middle screenshot shows a search interface with a dropdown menu for 'SELECT FOM', a 'VIEW' button, and sorting options for Customer Name, IRAC Old, IRAC New, Balance, and Cust Outstanding. The bottom screenshot shows a results table with columns for Allahabad, ALLAHABAD, and ALLAHABAD ARMB, a 'VIEW' button, and the same sorting options as the middle screen.

The screenshot shows a search interface for the Allahabad Bank's Preventive Vigilance Initiatives. The search bar contains 'Mumbai', 'MUMBAI', and 'MUMBAI KHAR'. Below the search bar is a 'VIEW' button. To the right of the search bar are three checkboxes for sorting: 'Customer Name' (unchecked), 'IRAC Old' (checked), 'IRAC New' (unchecked), 'Balance' (unchecked), and 'Cast Outstanding' (unchecked). The main table displays account information for 'MUMBAI KHAR' with the following details:

ZO NAME	BR NAME	CIF	ACCOUNT NUMBER	CUSTOMER NAME	FACILITY	LIMIT	DEU AMOUNT	BALANCE	NEW IRAC	MAX REV IRAC	CUSTOMER O/S	LIMIT DATE	IRAC REASON	IRAC CHARGE DATE	MESSAGES	SELECT
MUMBAI	MUMBAI KHAR	9999380272	66363493784	M/s. WEST COAST EXPORTS	MSME TL-Smal Entp Mfg	5000000	136613	2941881	1	1	2941881	14/Sep/2016	Overdue principal/Interest	30/Sep/2019	1	Select

## 2.1 Background

Prior to development of the said portal, field functionaries were collecting developments in all SMA accounts through letters, mails or through phones. The compilation of data collected and analyzing the received information was a very time taking process and due to which there was a possibility of accounts turning into NPA.

## 2.2 Implementation

All the accounts having outstanding (s) of Rs. 25 Lac and above are covered under the module and will be uploaded on daily basis. The remarks against each of such account is to be given by the branch and supervision is to be carried out by the Zonal Offices/CGM office/Head Office and that will provide necessary suggestions. The monitoring of follow up of accounts will be centred around the portal.

## 2.3 Impact and Benefits

With the introduction of this portal, branches have effective supervision of all the borrowing accounts falling under the SMA category and this has mitigated the chances of account turning into NPA. The officers in the Zonal offices/CGM offices can view comments given by the branch on the health of the account and offer their suggestions/directions immediately.

# Vigilance Inspection Portal (VIP)

## 3.0 Brief Introduction

The prevailing system of offline surprise vigilance inspection of its Branches has been replaced with "Online Vigilance Inspection Portal" which has been developed with the objective of making the field functionaries more vigilant while discharging their duties and creating environment of preventive supervisory control to protect the interest of Bank as well as of the employees.

### **3.1 Background**

In the present scenario the offline system of surprise vigilance inspection of Branches by the vigilance officials posted at different Field Inspection Offices and Zonal offices was found to be inadequate. Since the observations made in these inspections were reported manually, it was a cumbersome task to keep records and retrieval of such observations for future references. Hence, the need of development of online portal was felt and the same was introduced in Bank w.e.f. July, 2019.

### **3.2 Implementation**

The Vigilance Inspection Portal developed by the bank is to be logged in by the Vigilance Officers while conducting surprise vigilance inspection and the observations made by them are to be submitted in the online portal. The vigilance inspection through this portal shall cover at least 80 % of the total Branch network of the Bank in a year by Field Vigilance Officers as a proactive measure against the fraud or risk of loss to the Bank.

### **3.3 Impact and Benefits**

The portal helps in creating an environment of strong supervisory control over the day to day functioning of branches and in detection/early rectification of irregularities. Since the observations made by the Vigilance Inspection officers through the portal and uploaded online are required to be complied online by the Branch/Zonal Office, it will work as a very good preventing vigilance tool by keeping the officials as well as controlling officers alert. The irregularities of serious in nature will be directly accessed by Chief Vigilance Officer.



## NTPC Travel Card

### 4.0 Brief Introduction

#### What exactly is this adopted measure/technology/process

In order to simplify the process involved in official travel claims, a travel card system for official travel with pre-defined credit limits has been introduced by NTPC.

NTPC Travel Card has been introduced for the executives with the following objectives –

- To make payment for lodging while on official tour/travel/training
- To encourage digital payments
- To simplify the Travel Claim Process.

NTPC Travel Card is used by executives for payment at Hotels for lodging purposes only while on official travel / tour / training. The Corporate travel card has a pre-set limit and it may not be transferred to, assigned to, or used by anyone other than the designated cardholder. The cardholder is accountable for the activity on the card. It is the cardholder's responsibility to follow-up on any loss/theft, erroneous charges, returns or adjustments to ensure proper credit is given. The card cannot be used for any other purposes other than lodging and all other merchant categories have been disabled in the card to ensure that it is not misused.

#### When was it undertaken and completed?

NTPC Travel Card Scheme has come into force w.e.f 20.12.2018.

#### Scale of Operation – Is it under trial, introduced on pilot basis or introduced on large scale

NTPC Travel Card Scheme has been extended to all executives on the rolls of NTPC Ltd. excluding ETs, employees on secondment / deputation to JVs/ Subsidiaries / Other Organizations / Central Govt., etc.

### 4.1 Background

#### The existing system, which was replaced by this initiative.

An employee on official tour was entitled for lodging at places other than headquarters, as admissible on the grade-wise prescribed rates.

Actual accommodation charges were limited to the amounts prescribed for stay in any hotel, or any guest house, which were reimbursed subject to production of receipts.

An employee proceeding on official tours and other journeys could be granted an advance to meet the expenses as per his entitlement to the tune of 90% of anticipated amount.

### **Problems/Vigilance Risk that was addressed**

Certain cases of false/forged claims had come to notice. In one such case, after obtaining first stage advice from CVC, disciplinary proceedings had been initiated against concerned employees and FIR was also lodged in the concerned Police Station. Such false claims are now not possible under the Travel Card System.

The introduction of the Travel Card has thus been instrumental in promoting transparency in tour claims and has eliminated the possibility of false / inflated tour claims.

## **4.2 Implementation**

### **Required/Used Resources (Technology, Human Resource/Training, Time etc.)**

Subsequent to transaction through the NTPC Travel Card, the travel card transaction is reflected in the tour claim tab of the Employee Self Service (ESS) On-line Portal. The executive is required to submit on line that the payment has been made for official tour / travel / training and has to be approved on line by the Competent Authority as maintained in ESS.

### **Whether sourced from abroad or sourced locally; customized or Off the Shelf; procured or developed in-house**

There is a tie up with M/s SBI Cards which is the service provider under the Travel Card Scheme.

## **4.3 Impact and Benefits**

### **Impact on other functions (like manpower, reduction in operation costs, revenues, customer interaction, any other function).**

The introduction of Travel Card System has resulted in simplification of the travel claim process and has helped in optimization of manpower and time involved in the travel claim approval process.

It has facilitated hassle free official travel for NTPC executives resulting in improved customer service and satisfaction.

It has also eliminated the possibility of false / inflated tour claims.

### **How and to what extent the prevailing Business Processes have been reengineered as a result of the technology/process/measure.**

The entire tour claim procedure in the ESS Portal has been re-engineered to meet the requirement of the Travel Card System.

With the introduction of the Travel Card Policy, the travel advance process in ESS has also been discontinued for the executives.

The Business Process has been modified as follows:

The executive submits the tour claim online on the ESSportal after completion of the tour and payment to Hotel for lodging charges on account of official tour / travel / training. The travel card swipe amount is reflected automatically in the tour claim in the ESS portal as the card swipe details are automatically fetched. No manual entry is required.

Excess of amount paid through travel card if any, over executive's TA entitlement is recovered subsequently. The employee also uploads the self-attested scanned copy of the original invoice and retains the original.

It is the Employee's responsibility to review statements for accuracy as shown on the monthly statement from SBI Cards. Any discrepancy in the statement is to be brought to the notice of the Corporate Card Program Manager (CCPM) within 7 days of receipt of the statement.

#### **How the vigilance risk has been reduced.**

The introduction of Travel Card has been instrumental in promoting transparency in tour claims and has eliminated the possibility of false / inflated tour claims.

#### **Estimated benefits envisaged in long run for the organization.**

In the long run, executive travel and claim process will be smooth, hassle free, automatic and require no human interface. It will do away with the cumbersome process of taking advance and submission of physical invoices, enabling the executive to focus more on productive work.

It has also eliminated the possibility of false/inflated tour claims, thus leading to reduction in operation costs of officials travel in the long run.

### **4.4 Potential for Reliability**

#### **Suggestions about other areas/functions/organizations, where this technology/process/measure may be utilized**

The scheme of Corporate Travel Card can very well be utilized in other PSUs for reaping long-term benefits for the organization.

## South Eastern Coalfields Ltd.



# The Integrated Vehicle Tracking System (IVTS)

## 5.0 Brief Introduction

The Integrated Vehicle Tracking System (IVTS) has been developed and implemented by SECL for ensuring transparency and accountability in road transportation of coal. The system comprising of requisite hardware and customized software was procured, installed and commissioned across all the operating mines of SECL year 2018.

## 5.1 Background

The coal produced in the mines situated mostly in remote/forest areas is evacuated through rail and road mode of transportation. Road transportation of coal is an important process in coal mining and coal from pit-top stock is also transported by road mode to railway sidings which are mostly situated away from mines. This process of road transportation of coal involves various activities like truck authentication, entry, loading, tare/gross weighment, generation of mining pit pass, controlled exit and accounting of the coal despatched. These activities are cumbersome and labor intensive.

Earlier the coal despatch through road was being done with manual verification/authentication of trucks at entry & exit points, standalone weighbridges at both ends and manual accounting of coal. This system had various shortcomings/limitations like higher manpower requirement, absence of in-transit monitoring of coal, duplication of data entry, and difficulty in reconciliation. The prevailing system was hindering the pace of evacuation of coal, efficiency and overall productivity. Further several issues were reported such as: route deviation, delay, diversion of coal, under/ over accounting of coal and other suspicious activities which could not be detected/substantiated and acted upon in time.

For overcoming the above deficiencies and as a measure of preventive vigilance, a customized GPS-GPRS based Vehicle Tracking System integrated with Geo Fencing, RFID based Automatic Boom Barriers for Access Control & Weighbridge System coupled with CCTV surveillance has been developed.

## 5.2 Implementation

The Integrated Vehicle Tracking System (IVTS) has been developed by partnering with an indigenous system integrator M/s Interlliplanner at an approx. cost of Rs.40 Crores and implemented over a period of one year. The system has integrated approximately 180 weighbridges, 126 automatic boom barriers, 1260 GPS/RFID enabled trucks in operation across all mines of SECL.

The existing system of manual security check posts, standalone weighbridges, manual accounting has been replaced by IVTS. The system is further integrated with CCTV surveillance and multi-level monitoring system at mine level as well as HQ level.

### **5.3 Impact and Benefits**

- i) The assets like coal and trucks can now easily be tracked and monitored on real time basis using this IVTS system.
- ii) Reconciliation of the data/trips/quantity at both ends can be generated through IVTS without human intervention thereby reducing time and manpower required.
- iii) Smart-patrolling with CCTV cameras based e-surveillance coupled with IVTS.
- iv) Route deviation reports and other exception reports available on real time basis for timely addressing of issues and taking remedial/deterrent actions.
- v) Integration of activities earlier spread among various departments like production, engineering, sales, coal despatch and security has resulted in better control / coordination of operations for timely detection and rectification of issues.
- vi) Verification of data like truck Registration number, Transporter details, weighment etc. are automatically recorded in server and shared among all users like Weighbridges in mines/ siding, Boom Barriers, control rooms etc.
- vii) Mine boundary violations, route deviations, long travel time by trucks are minimized.
- viii) Patterns of vehicle movement made available for optimization of entire process.
- ix) The risks like theft of coal, under/over accounting of coal, unauthorised entry & exit of trucks, route diversion etc. are effectively addressed by real time monitoring and improved surveillance.
- x) Reduction in overall operating cost, improvement in speed, accuracy, productivity and efficiency in coal despatch through road mode.
- xi) In the long run the system is likely to deliver huge dividends in terms of increase in speed, efficiency and reduction in operating cost, manpower requirement, human discretion and delays.

### **5.4 Potential for Reliability**

The system is highly reliable and extendable to all bulk material handling/transporting companies and has huge potential for enhancement of system efficiency and reduction in costs when implemented with industry specific customizations.

## Gas Authority of India Ltd.



## Preventive Measures/Initiatives

### 6.0 Brief Description & Background

Over the years, Vigilance Department of GAIL, while carrying out the investigation and conducting surprise inspections, has identified business processes which need improvement and areas which need attention to bring more transparency into the system and suggested following systemic improvements to GAIL management:

- Procurement of materials, works and services through Board Purchases for limiting to six months requirements**

Contract procurement manual has provisions for procuring items through board purchase method when the materials, works and services are either required urgently or when indenter is not able to give firm specifications necessitating on the spot decisions or when the procurement cannot be made under normal tendering process.

During investigation in one of the cases, it was observed that procurement of services was done through board purchase method for the requirement of 2 years duration. Vigilance suggested that Board purchase method of procurement should be resorted for urgent requirement and the same should be limited to the requirement of 6 months only. Accordingly, Corporate Contracts Department issued a circular wherein it is stipulated that in case Board purchase has been resorted for procurement of service to mitigate the urgency, in such a case the period of contract shall be limited to a maximum of 6 months only. Further, the procurement of services through normal tendering process should be expedited and all out efforts to be made to finalize the tender before the expiry of contract awarded through board purchase.

- Percentage tendering for civil Annual Rate Contract/ Annual Maintenance Contract**

Percentage tendering method is adopted in case of civil contracts including Annual Rate Contract (ARC)/ Annual Maintenance Contract (AMCs) wherein bidders are required to quote percentage against each item. In case of normal tendering procedure for hiring of services for Civil ARCs/AMCs, issues related to abnormally high and low rated items were encountered.

Vigilance department suggested for adoption of measures wherein bidders are required to quote percentage against each item, which will facilitate ease of preparation of

comparative statement and also eliminate the possibility of abnormal high/low rates for individual items. The key benefits of the procurement procedure amendments are as below :

- Elimination of abnormally high/low rates for individual items.
- Bidders quote only the percentage (+/-) over the total estimated amount.
- Ease in preparation of comparative statement.
- Elimination of possibility for re-tendering.
- Automatic alerts to concerned EIC (Engineer-In-Charge) for delayed bills

Provision has been made in Bill Watch System to generate auto-email alerts after every 15 days to the EIC as well as to the OIC(Officer-In-Charge) in case a Bill is pending for more than 15 days. In case the bill is pending for more than 100 days, email alert is sent to the concerned Director.

- **Three stage certification by the concerned officers for releasing of payment.**

Three stage certification of Running Account (RA) bill has been introduced within the organization to ensure the payment is in commensuration with actual progress of work. The suggestion was made by Vigilance section based on observation made during various CTE type inspections. In case of O&M contracts site Engineer will check 100% of measurements executed work, EIC will check at least 15% of bill value and another officer at least one level above EIC up to E-7 level will check measurements of 5% of bill value. With the implementation of three stage certification system, possibility of excess payment to vendors is avoided.

- **Stock Accounting and Reconciliation for Polymer products at JV organization**

The unit produces polymer of different grades viz. LLDPE / HDPE / PP and automated bagging/palletizing operations are carried out. Automated counting facilities are available in every bagging and palletizing machine. However, inventory reports were prepared based on manual counting of the bags, without taking cognizance to automated counting facilities available. During random checking, mismatch observed in inventory indicated in SAP vis-à-vis material physically available in the product warehouse.

Further, delivery orders were prepared for requisite quantity of material and loading operation was carried out based on manual counting of bags. No system was in place for cross-verification / weighment of the loaded trucks for any excess / shortage of bags loaded into the truck. Further, no record was created in respect of the material spillage during handling.

This has resulted in following system improvements :

- Declare the polymer bagging production based on automatic counters
- Installation of weigh bridges for cross checking of loaded trucks
- Maintain record for plant sweep/ ground sweep polymer materials
- Installation of industrial type CCTV at all strategic locations in bagging & loading area
- Online Vendor profile System

Profile of vendors is centrally available in SAP system, which captures the details of past record of Holiday/Banning including the reasons for same.

After the implementation of this initiative in Jan 2018, centralised database regarding vendors which have been put on Holiday / Banning List, both existing as well as those restored back is available and this information is available to the concerned employees while award or execution which helps them to exercise extra caution in case the bidder has any negative past record.

- **Health Monitoring of contracts**

A system of health monitoring of contracts at fixed intervals has been implemented in GAIL in 2018 to ensure that the contracts are managed and executed with quality, within the timelines, without any cost over-run and with the satisfaction of all the stakeholders. The Health Monitoring reports in prescribed format are submitted on a quarterly basis to Management for review.

- **Open Access Portal**

GAIL's has launched Online Platform- "Open Access Portal" for booking of common carrier capacity in GAIL's various natural gas pipelines for transportation of gas. The online portal can be used by the existing Shippers for booking of capacity and new parties can place their request for pipeline connectivity or if connected can place their request for getting registered.

- **Prohibition of adhoc payment and proper handing/taking over of material**

Milestones to be defined in such a way that %age of payment to be released after completion of milestone should be commensurate with physical progress of work.

## **6.1 Implementation**

Most of the above measures have been implemented in various phases.

## **6.2 Benefits**

- All business processes are carried out as per system & procedure.
- Minimize the scope of malpractices/ misconducts and misuse of funds.
- Enhanced transparency.

## Department of Posts (DoP)



# I.T. Initiatives for Fraud Risk Management

## 7.0 Brief Description

Consequent upon the introduction of internet-based IT solutions in the financial services and other operations handled by the Department of Posts (DoP), it was felt that available infrastructure was not adequate for prevention and detection of serious irregularities and frauds. There has been a paradigm shift in the types of frauds detected in Savings Bank, Money orders and Mail related operations after the implementation of technology. While the technology provides operational solutions, fraudsters easily identify the loopholes and make use of the situation to indulge in fraudulent activities until they are detected and solutions implemented to stop such activities. In the overall context, the DoP out of its experience realized that setting up a separate Unit called **Fraud Risk Management Unit (FRMU)** will go a long way in providing solutions for preventing, detecting and handling fraud related issues. After in-house study on the requirement, the DoP has set up the **FRMU** at Bengaluru. There are primarily two-fold objectives of the FRMU:

- i) to identify vulnerability in day to day operations of different services of the Department and issue alerts on suspicious transactions and thereby help detection of procedural and fraudulent activities, if any and
- ii) to provide technical support in the Departmental Investigation of irregularities/frauds etc. by providing Data Dump of identified users, offices, IP addresses, CCTV footage etc.

## 7.1 Background

As part of IT Projects 2012, the DoP has introduced internet-based IT solutions at large scale in its services in different phases in all the operational areas, i.e. Financial Services (Core Banking and Core Insurance), Digital Advancement of Rural Post Office in New India (DAR PAN) as well as in Core areas (Postal and Remittance services). All the projects are operational in the operative offices of the Department, except on the sites, which are technically not feasible due to non-availability of Internet connectivity.

Traditionally, the frauds committed in the Department were primitive in nature and our preventive vigilance and investigation set up and mechanisms were fully competent to deal with such kinds of frauds. However, with the introduction of internet based technology, it was considered to make vigilance and investigation wing of the Department more pro-active, technologically advanced and empowered by using technological tools for both prevention and detection of frauds and also for providing support for investigation of frauds.

## 7.2 Implementation

With the objective of proactive Vigilance by using technology for detection and investigation of frauds, the then Secretary, DoP accorded in-principle approval for the formation of Fraud Risk Management Unit (FRMU). In the year 2017, after identifying the preliminaries, place of operations, infrastructure, logistics etc, the FRMU was set up at Bengaluru and it started functioning on 19.6.2018.

After studying the modus operandi of frauds detected post introduction of IT in DoP, an in-house application was designed by the Centre for Excellence in Postal Technology, Mysuru (CEPT, Mysuru) for the use at FRMU. This application generates data on the queries pre-configured for the fraud prone transactions (scenarios), which are shared with the field units for verification of the genuineness of the transactions and/or taking up investigation into those meriting so. For the sake of clarity, scenarios are dynamic and can be added/deleted and modified according to the requirements.

After testing the application from April to May, 2018, the Pilot Phase was started in three Postal Circles, namely Andhra Pradesh, Karnataka and Tamil Nadu, w.e.f. 19.06.2018. The pan-India circulation of alerts was initiated from 30th October, 2018. Further, initially, the alerts were being sent to Postal Circles only and they in turn had to send the alerts upto Regional and Divisional levels by sharing in Excel sheets. After updation in the application and mapping of the Postal Divisions, now the alerts are directly being sent to Postal Divisions w.e.f. 31st May, 2019, where the verification of the genuineness of the alerts is got done in Head Post Offices.

The application has also in-built provision to monitor the status of alerts and it is available at all the levels (FRMU, Circle, Region and Division) and regular monitoring of the pending alerts with the Circles is done by the CVO on a monthly basis and by the Secretary (Posts) through Video Conferencing on a quarterly basis.

## 7.3 Impact and Benefits

The Unit in its Pilot phase itself had been successful in detection of a fraud in one of the Post Offices. After delegation of alerts upto Divisional level, 12 cases of frauds (involving Rs. 8.1 Crore) have been detected so far. In addition, the Unit has been able to suggest certain gaps in the operations of Departmental software, which have subsequently been plugged. The FRMU is also providing regular investigation support to the field staff and investigating agencies, by making them available with the data-dump required, depending upon the modus operandi of the frauds.

## 1.4 Potential for Reliability

At present, only the Retail Banking, ATM Channels and Internet Banking within the Post offices are operational. However, with the advancement in IT, other banking channels, viz., Mobile Banking, Internet Banking with inter-operability with banking network would also be introduced. With the introduction of these Channels, the commission of frauds may not only be limited to the employees, but also may extend to outsiders who may use advanced techniques to commit more sophisticated frauds including phishing, skimming, hacking, forgery of cheques, fraudulent net banking/mobile banking transactions, causing loss/theft of data base by using malware, virus, etc with much more complex modus operandi. The DoP is prepared to deal with these challenges and is committed to strengthen the Vigilance structure to suit the need of the day.

## The Oriental Insurance Company Limited



## Preventive Measures/ Initiatives

### 8.0 Brief Description

The role of Preventive Vigilance in creating an atmosphere of ethical environment at work place is well established. Preventive Vigilance is one area which involves deep understanding of the organization, its complexities and areas which are vulnerable / susceptible to corruption, apart from employees holding specific posts who are vulnerable and exposed to such temptations. Public Sector Insurance Companies, like any other financial organization, are handling public money. The basic principle of insurance is to receive consideration (Premium) from many and make good the losses of the few. Insurance Companies today are working in a market which is intensely competitive. Decisions are to be taken fast but keeping with the rules & regulations of the company which sometimes poses constraints in bagging & retaining the business.

### 8.1 Background

- In most of the Vigilance cases in OICL, officials were either **unaware of the rules and regulations of the company**, or deviating from the rules and regulations in the name of competition.
- The most vulnerable area in insurance company today is **brokerage**. In large businesses the amount of payout to intermediaries can be huge so is the temptation to adopt corrupt practices like inclusion of broker for release of brokerage in direct business. Many employees have been charged for the Departmental Action, even by CBI. Sometimes innocent employees become part of this malpracticewith or without knowledge of the fraud.
- Another area of concern is **Ante Dating of the policies to accommodate Motor Own Damage/Third Party claims**. Many Vigilance cases are instituted when Ante Dating of Motor policies after the accident are done with the intention to accommodate the unwarranted liability from the accident.
- Officials do not act in diligent manner to honour the court award within the time frame, resulting in unnecessary additional burden of intereston account of delay in payment of the award.
- Undue delay in settlement of bills/ running bills of contractor/ outsource agencies.
- Fudging the accounting procedures to hide misappropriations/ embezzlement of Company fund particularly in single window offices (Business Centre) is also a regular feature.

- Non availability of documents or not keeping the records in safe custody also poses difficulty in initiating proper and timely action against the erring officials.

## 8.2 Implementation & Benefits

Number of measures in the recent past have been taken to prevent possibility of wrong doings in the vulnerable areas, most important of which are as under:

- **Admin group:** Information Technology has developed an administrative system to circulate latest circulars/ guidelines to individual email ids of all the employees of the Corporation and also upload the same on portal so that information should reach down the line.
- **Check on brokerage:** Specific guidelines have been issued by the marketing department to ensure clean mandate of insured in favour of broker. System check has also been implemented to confirm the same by uploading the mandate while underwriting the proposal. Another check in the system has been implemented for confirmation of placing Govt. business through agent/broker. It is also circulated that specific stamp and signature of agent should be affixed on proposal form to avoid malpractice of placement of business through dummy agency.
- **Issue of E-Cover notes:** In the past there have been many incidences of frauds involving backdating (or antedating) of manual cover notes. By resorting to this malpractice, unscrupulous elements used to bring a vehicle within the purview of insurance after an accident has taken place, resulting in heavy liability on the company in Third Party claims. To curb this malpractice, company has implemented issuance of e-cover notes. Using this technology, issuance of ante dated cover note is completely eliminated.
- **Check on delayed payment of award in court cases:** It was observed that Awards passed by MACTs (Motor Accident Court Tribunals) were not being monitored properly by ROs and HO. There used to be many cases where Awards were neither paid in time nor were any appeal filed against them resulting in payment of huge penalties and Interest there on. Once the details of award are fed into the system, these are available to ROs and HO for proper monitoring. If payment of award is made after expiry of period of limitation for appeal against award, a suitable message alert goes to settling authority for taking necessary action.
- **Check and balance System for payment of bills:** The concerned Departments i.e., Estate, Publicity and IT have been advised to fix the timelines for making payments/ clarifications, if any, in tender/ contract documents. It is also advised to concerned department to bring check and balance system at place to automate alert messages to Competent Authority in case of delay and /or non-settlement of the bills/ running bills.
- **Maintenance of Digital Documents:** The Company has taken another initiative of keeping all documents in digital forms. This has been done to avoid loss of crucial documents required in connection with investigation or producing evidence before the courts.

**Central Coalfields Limited**



## Preventive Vigilance – Standard Operating Procedure (SOP) as a new approach to System Improvement

### 9.0 Brief description of the measure/Initiative

#### Adopted Measure:

Standard Operating Procedures (SOPs) for various critical functions as a new approach to Preventive Vigilance. The SOPs were developed on the following four pillars:

- a. **Simplicity** : Easy to comprehend & comply
- b. **Uniformity** : Standardization of procedures
- c. **Accountability** : Clearly defined role & responsibilities of each individual with time line
- d. **Vigilance Concern** : Integrating Vigilance issues in SOP to make all the processes Vigilance compliant.

#### When was it undertaken & completed:

Initiated by CCL in 2018 and completed by March'19

#### Scale of operation:

Introduced on large scale across CCL in all departments

### 9.1 Background

- (i) It is noticed that most of the organizations were using System Improvement Suggestions (SIS) as the primary tools for Preventive Vigilance. However, complete implementation of all the SIS as suggested by Vigilance remained a challenge. It is corroborated from the fact that in CCL out of 21 SIS made during 2016 and 14 SIS in 2017, most of them could not get implemented on ground or the level of implementation was not upto the mark. When analysis of the reasons for poor implementation was done, it was found that the main reason for poor implementation of SIS lies in the fact that these SIS were prepared at HQ by the Vigilance department and sent to the field for execution with almost no consultation with field officials. Many a times the field executives/ non-executives found that impractical and did not own it. Also these System Improvements were not enforceable and no individual accountability was defined in it.
- (ii) Keeping in view of above facts, it was thought to devise a new system which addresses the concerns mentioned above and which is developed with the active consultation

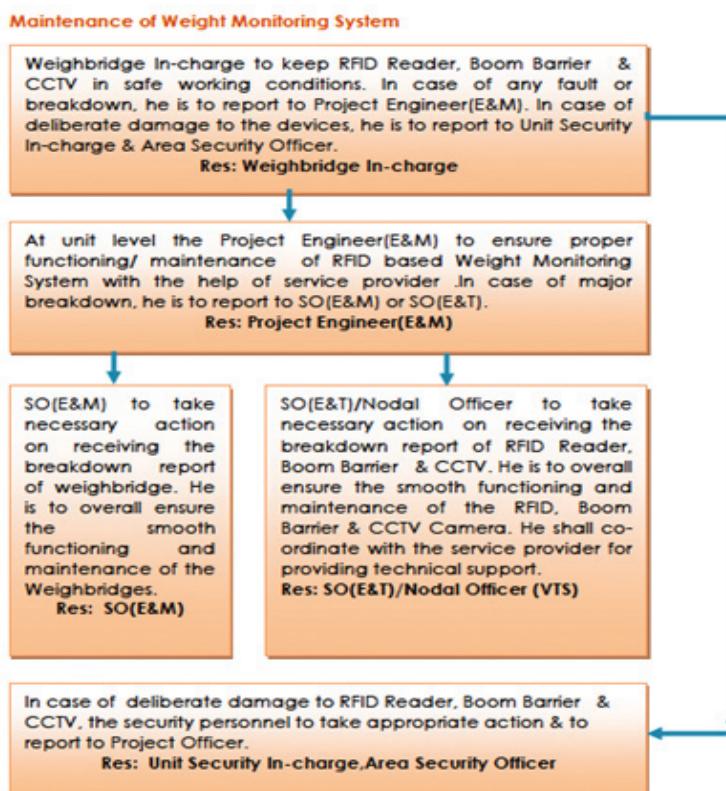
of the officials who are responsible for its implementation. Hence, came the idea of Standard Operating Procedure (SOP) - a new approach where procedures are simplified, standardized and responsibility of all the officials at each stage is clearly defined.

(iii) **Implementation (Process):**

- a. Developing a SOP is not a very difficult task but the challenge lies in its acceptability and practicality. Therefore, following process was adopted for developing the SOPs in critical areas of operations:
  - **Consultation with the concerned GMs/ HoDs on the need for developing SOPs for such subjects which have serious vigilance concerns.**
  - **Communication to the Area/ field units in advance for thorough deliberation on the matter by the field officials with active involvement of CCL Vigilance.**
  - **Threadbare discussion & Brain storming session at Area and CCL (HQ) by the concerned officials from field & HQ led by the respective GMs/ HoDs**
  - **Fine tuning and formulation of final SOP at CCL(HQ) with approval of competent authority**

*Hence the SOPs have been formulated in a participative and consultative manner and officials at lower level of hierarchy have also been involved so that these SOPs remain practical and acceptable.*

- b. In all the SOPs individual responsibility has been clearly defined at each step in such critical functional areas so as to remove any ambiguity about the role and responsibility of officials. An excerpt from an SOP is depicted below:



- c. All the SOPs have been approved by the concerned competent authority. With the approval of these SOPs from the competent authorities, the provisions given in them become enforceable.
  - d. All the SOPs have been circulated to the Areas for implementation. Though many SOPs are in the nascent stage of implementation, the feedback is positive. **In order to monitor its effective implementation, the Nodal officers from Vigilance Deptt. have been appointed to pursue the matter with the Area / Project on specific SOPs.**
- (iv) To overcome the issues found in SIS, the SOPs were developed in a manner described above which is a major departure from the existing System Improvement methodology, as differentiated below:

System Improvement Suggestion (SIS)	Standard Operating Procedures (SOPs)
Prepared by Vigilance department, with almost no participation from field executives	Prepared by the concerned department with full participation of field executives after several level of discussions
Not Practical - As developed by Vigilance Department with no consultation with field officials	Absolutely Practical - As developed by the officials responsible for implementation
No Ownership - Due to non-involvement of Field Officials	Complete Ownership-As the Field Officials themselves have developed this
Not Mandatory	Becomes the rule of the company & can be enforced
No Accountability	Clearly Defined Accountability – At each level
No Follow Up	Follow Ups of implementation is given in SOP itself
No Monitoring	Monitoring done by Vigilance & Management with dedicated Nodal Officers

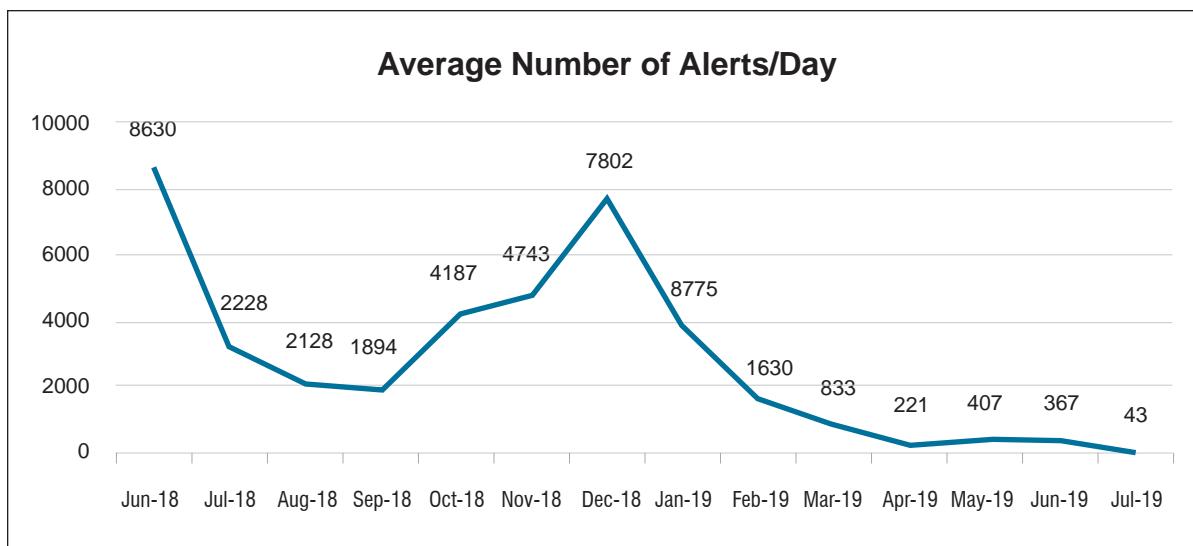
- (v) All the SOPs developed for critical functions are within the broad ambit of relevant manual, departmental circulars, CVC guidelines, etc. Further HoDs & concerned Directors are to ensure that the SOPs are not in conflict with any existing circulars and guidelines. For example, in the SOP for bill payment, CVC circular No 2/04/18 dated 3.05.18 for timely payment of bills has been incorporated. Similarly, SOP for estimate preparation, CVC guidelines as given in Section 9.12(i) of Vigilance Manual 2017 has been incorporated. **Thus, the vigilance concerns are incorporated in the existing process as a result all the working processes have become Vigilance compliant. Hence an individual following the process defined in the SOPs automatically follows the provisions of Vigilance even if he is not aware of all latest provisions.**

## 9.2 Impact and Benefits

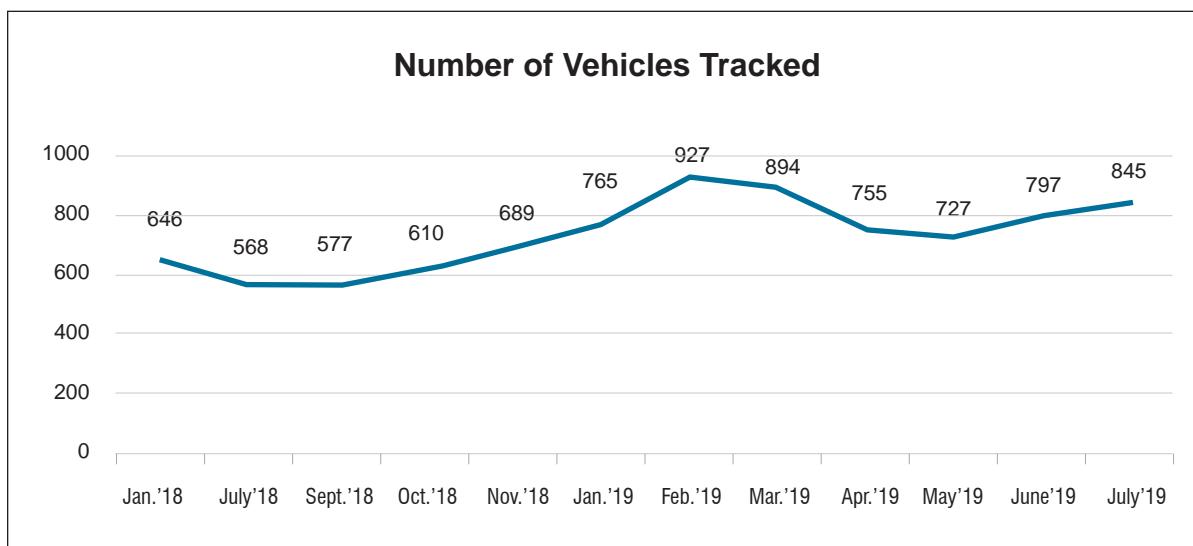
### 1. SOP for IT initiatives:

It was the first SOP which was developed in this manner. The results with respect to improvements in utilization of the instruments used have become significant. Consequent upon the implementation of IT initiatives SOP for surveillance, the results obtained in a period of one year are shown below, the implementation of these items remained a major challenge to all subsidiaries of Coal India:

- Monitoring of Alerts:**



The average number of alerts generated was more than 8000 per day almost unmanageable, this has come down to less than 50 per day & very easy to monitor and take action if required.



Even though the average number of vehicle plying at any time of the day are about 900, only 650 were tracked which makes the whole exercise futile. Now it is in the range of 850-875 where the tampering is done in GPS reflects in tampering alerts and can be followed up.

- Improvement in Weight Monitoring System**

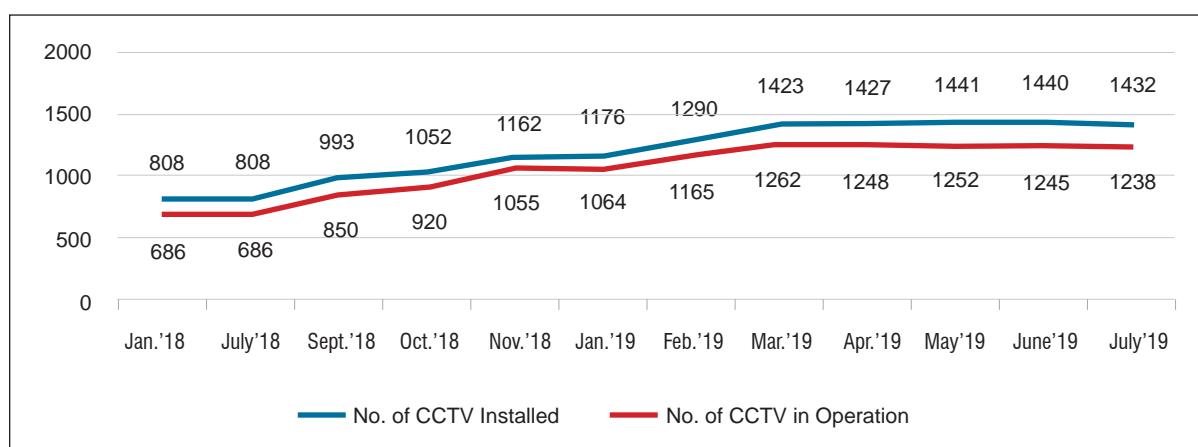


(RFID, Boom Barrier based Weighment)

% Effectiveness

In case of Live streaming of Weighbridge data to CCL, HQ it has come up from 35% to almost 90%.

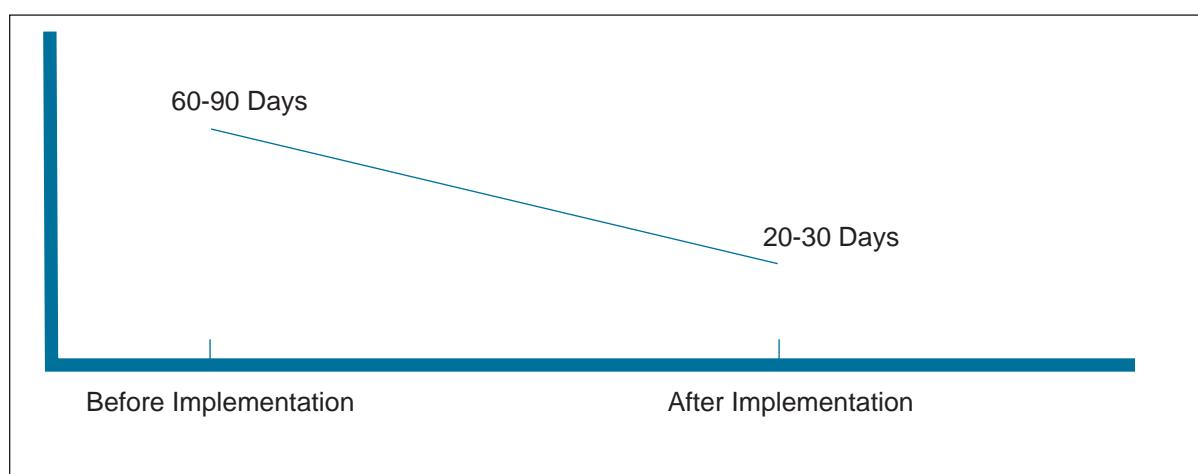
- Improvement in usage of CCTV device for Surveillance**



(Electronic Surveillance System - CCTV)

## 2. SOP for Civil Engineering:

**Average Tendering Time for work below Rs. 2 Lakhs** has come down drastically improving the productivity of the process.



### **9.3 Potential for Replicability :**

With identification of critical areas that need SOPs, its development and implementation will ensure that critical processes of the functioning of the companies/ organization become vigilance compliant - the ultimate goal of Preventive Vigilance. The SOPs have already been introduced in some subsidiaries of Coal India Ltd. The same may be adopted by other companies after necessary modification as per their specific requirement.

## Hindustan Aeronautics Limited



# IFS-ERP Payment related Improvements

## 10.0 Brief Description of the Measure/Initiative

The initiative was to minimize the risks in payment process through implementation of checks & balances and segregation of duties for payment. Checks and balances provide a system level control to prevent erroneous payments either intentionally or unintentionally. Segregation of duties ensures that payment advice and approval has to be done by different agencies to minimize the possibility of fraudulent payment.

## 10.1 Background

Payment process in the IFS-ERP is the critical area, where continuous monitoring is required. Monitoring the Checks & Balances in the system and ensuring adequate segregation of duties for Payment related transactions is an important requirement from the Governance & Risk Compliance (GRC) perspective.

## 10.2 Implementation

To minimize the risk and to avoid fraudulent payment, following steps have been put in place:

1. Identified the **payment areas** where risk is maximum like Vendor creation, Updating of vendor bank details, creation of supplier invoice and creation of mixed payment.
2. Various **checks and balances** introduced in ERP for the above identified areas to control the risk obtained.
3. Introduced periodic **cross divisional audits** in all divisions of HAL to ensure that all controls and guidelines issued are adhered to.
4. Monitoring of compliances through on-line portal.

### List of important checks and balances implemented:

- Trigger for 3 way match between Invoice, Receiving Report (RR) and Purchase Order.
- Payment to be made only through mixed payment screen, where a system control – two level authorization (creator and approver) is available.
- Advance payment to supplier against Purchase Order (PO): A trigger has been incorporated to check that two level authorization is enabled.

- Prevent modification of the PO while receiving incoming material
- Creation of local software (web) for users to create invoice for note-sheet payments (other than PO/Civil/Labour) which will ultimately be pushed in IFS (supplier invoice Screen / Mixed payment for Vendor and employees respectively). This will separate the payment advising authority with paying authority.
- Segregation of duties to avoid RR Creation and material acceptance by same person.
- Prevents changing of bank account of supplier and make unauthorized payments.

### **10.3 Impact and Benefits**

The implementation of the system will have a long term impact in minimizing the occurrence of fraudulent transactions. It also helps in maintaining the Governance & Risk Compliance (GRC) status of the Company at a high level.

### **10.4 Potential for Reliability**

The controls are monitored at various levels through monthly reports. The system is also audited periodically to check for any exceptions. Hence, sustainability & reliability of the system has been ensured.



सत्यमेव जयते



# Standard Operating Procedures and Organization Management







## National Insurance Company Limited (NICL)

# System Driven Discount Checks and Alerts

### 11.0 Brief Introduction

An auto mail system, Tailor-made Group Policies (TGMP) has been put in place with the objective that alerts are received in Health Department of Headquarters in case of any deviation from approved terms or policy underwritten without approval.

Further, system driven discounting pattern has been introduced for Motor policies.

### 11.1 Background

Earlier the discount pattern and underwriting was open in the system for Branches and Divisional Offices without any check and balance.

### 11.2 Implementation

In accordance with new system of TGMP, the details of policy underwritten are required to be forwarded to the Health Department of Head Office for further scrutiny and check.

Higher discount in every Motor Policy is now system oriented and unless or until it is endorsed by appropriate discounting authority at Higher office same cannot be underwritten.

### 11.3 Impact and Benefits

With the implementation of new system, the bad underwriting procedure of discounting risks with higher Incurred Claim Ratio (ICR) has been curtailed which resulted into profitability of the organization.

Further, the employees have become more vigilant and cautious while accepting and underwriting such TGMP as any policy which is underwritten without the approval or any deviation from actual approval is being monitored by the Health Department of Head Office.



## Bank of Maharashtra (BOM)



# Pre-Disbursement Compliance of Borrowal Accounts

## 12.0 Brief Introduction

A portal named “Pre-Disbursement CBS Data Validation” has been developed and Bank has also introduced Standard Operating Procedure (SOP) for Pre-Disbursement Authorization, Data Validation and Post Disbursement follow up with the objective of strengthening compliances in respect of borrowal accounts, quality data entry in CBS and integration of data for sound MIS.

## 12.1 Background

Prior to introduction of the above SOP and development of portal, there was no system to ensure compliance of certain terms and conditions at pre disbursement level. The Branch Head himself or a neighbouring Branch Manager was preparing a general certificate of compliance of terms before disbursement of the loan taking into consideration the size of loan amount. Several times number of non-compliances was observed and sometimes it affected the health of loan account. Hence, to minimize the instances of non compliances particularly at the pre-disbursement level this SOP has been introduced.

## 12.2 Implementation

After completing pre-disbursement formalities, the Branch shall open account in CBS and shall upload all the documents viz. sanction letter, certificate of compliance of terms and conditions, confirmation of entry on CERSAI/ROC/CGTMSE etc. on the “ Pre-Disbursement CBS Data Validation” portal. Zonal Authorities after scrutinizing the documents uploaded by Branch shall authorize the entry on the portal allowing the branch to disburse the loan.

On disbursement of loan, Branch would upload the documents in support of disbursement of loan, proof of payment, post disbursement certificate etc. on the portal which shall be verified by the Zonal Officer.

## 12.3 Impact and Benefits

The newly developed system has not only ensured compliance of terms and conditions at pre-disbursement stage but also data integration of borrowal accounts in CBS. It has also helped in curbing the delay in disbursement of loan and has enhanced recovery prospects in respect of those loan accounts which are slipping as NPA due to non-repayment of loans.

## Mazagaon Dock Shipbuilders Limited (MDL)



# Empanelment of Hospitals and Revision of Rates for Various Treatments

## 13.0 Brief Introduction

A policy for empanelment of hospitals and periodical revision of rates of treatment for employees of the organization has been developed. Delegation of powers for approving various proposals in this regard has also been defined.

## 13.1 Background

Empanelment of Hospitals for the purpose of providing cashless medical facility to the employees from the empanelled hospitals in the Organization was being done by the Committee taking into consideration credentials, proximity etc. of the willing hospitals. The rates were finalized after negotiations and generally these were revised every two years and since there was no policy in vogue as regard to revision of rates, in case of some hospitals same were being revised on yearly basis.

Further, in certain cases, the empanelled hospitals were either not providing cashless treatment or asking for higher rates than the approved one and in such cases employees had to make the payment of difference in amount of rates approved and charged by the hospital. The procedure for de-empanelment of the hospital was also not defined and every time a new Committee was formed as and when empanelment of the hospital was required.

## 13.2 Implementation

A committee was appointed to study all aspects of empanelment of hospital and approval of rates. In view of the recommendation of Committee new medical policy has been framed with the main objective to provide facility of cashless medical treatment to the employees of the organization. A standing Committee has been constituted for empanelment of the hospitals and agreement is signed between the organization and the empanelled hospital which would have legal binding on both the parties.

## 13.3 Impact and Benefits

New medical policy has curbed the arbitrariness and discretion in financial and administrative decisions with reference to empanelment of the hospitals, reimbursement etc. and has ensured transparency.

The agreement signed between MDL and empanelled hospital has a legal entity and in case of deficiency in services on the part of hospital, the hospital can now be de-empanelled as per the procedure laid down in the policy.

## Bharat Electronics Limited (BEL)



# Radio Frequency Identification (RFID) Based Asset Management

### 14.0 Brief Introduction

The Organization is having thousands of capital assets and for its assets tracking, BEL has introduced Radio Frequency Identification based asset management system with effect from December, 2018. It is a non contact, non line of sight type Automatic Identification & Date Capture (AIDC) technology.

### 14.1 Background

Prior to introduction of RIFD system of asset management, identification, categorization and tracking of advanced and sophisticated movable assets were done manually which used to require number of man-days .It was also not possible to keep track of capital items issued to other departments and agencies.

### 14.2 Implementation

This system was initially used at its Chennai unit and is now being implemented by BEL at other units. This new technology uses radio frequency waves to transfer data between a reader and a movable asset or item to identify, categorize and track the movement.

### 14.3 Impact and Benefits

The management of assets through RFID has helped organization in capturing real time information about the assets and in turn has reduced auditing and tracking period significantly. It has also reduced cash outflow as the overall maintenance cost and expenditure on capital purchases has been decreased.

Further, RFID has allowed hands free data capturing that has enabled efficient recording of asset transactions as well as has enhanced efficiencies in the supply chain. This has also eliminated theft and counterfeiting of assets and has streamlined the business, improved the ability to plan and meet demands.



## National Institute of Open Schooing (NIOS)



# Digitization

## 15.0 Brief Introduction

Institute has developed a web portal where learners can register themselves and upload supporting requisite documents for pursuing various courses. Further, learners can pay the registration fee online. The learners can also register online for Examination Centre and Centres are allocated online by the Institute. The Institute has also started providing the course material online for various courses run by it.

## 15.1 Background

Earlier learners used to submit details for the purpose of seeking admissions in various courses through offline as well as online mode of registration. The registration fee was deposited by them through Demand Draft. It was observed several times that learners were being approached by touts or agents for admission in various courses run by Institute. The introduction of web portal has facilitated learners to have an easy access to the information required for admission, registration, correction in their details etc.

## 15.2 Implementation

The web portal introduced by the Institute has been able to meet all the requirements of the learner. The learners can get all types of information online starting from the registration for course to the filling up of examination form. The course material for various courses is also being provided online.

## 15.3 Impact and Benefits

The learners now have an easy access to the information required by them relating to admission, registration, status of documents submitted by them etc. . The online system has benefitted the institute in delivering the services without any delay and also to resolve the queries of learners in short span of time. With the online availability of course material for various courses, the learners can access the material at any point of time as per his/her convenience. The role of unscrupulous elements that earlier used to exploit learners in different ways has also been eradicated as all the relevant information is available on the portal and learners can access the same just by the click of mouse.

## Delhi Development Authority (DDA)



## E-Mutation

### 16.0 Brief Introduction

The Organization has introduced Online Mutation Application System w.e.f. 08.07.19 under the project “IDLI System” for residential properties with the objective that applicant can submit his/her request for mutation online and can monitor the status of request online at any point of time and from anywhere.

### 16.1 Background

Earlier the applicants used to file the application and submit documents for mutation manually/in hard copy and he/she was never made aware of the stages of processing of the application. Most often it was reported that middle men/agents were luring common man to get his/her application processed.

### 16.2 Implementation

The applicant seeking mutation of residential property can apply online and stage wise status of application is sent to the applicant through alerts. The applicant can make payments online through net banking, debit/credit cards, RTGS/NEFT etc.

### 16.3 Impact and Benefits

This has ruled out the involvement of middle men/agents and officials/officers of the organization who used to lure common man to get his/her request of mutation of residential property processed. Applicants now can apply online alongwith the requisite fee and can also have the information about the status of application filed at any point of time and from anywhere.

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# Satellite Imagery and Geo-Tagging of DDA Vacant Plots

## 17.0 Brief Introduction

Organization has undertaken Satellite Imagery and Geo tagging project to locate vacant plots and database of the existing DDA vacant plots is being created.

## 17.1 Background

DDA is having large number of vacant plots across Delhi and in the absence of proper inventory; these plots are always prone to encroachment by Land mafia.

## 17.2 Implementation

The project has been taken up in collaboration with Geographical Survey of India. Survey teams have been constituted for geo referencing of the vacant plots. Till date data relating to 3500 vacant plots has been entered in the Database created for the purpose.

## 17.3 Impact and Benefits

The organization will be able to take timely action in case any of the vacant DDA plots is encroached by the Land Mafia on the basis of geo referencing and data base being created.



## Mobile App for capturing Site Visit Details

### 18.0 Brief Introduction

A mobile application has been developed for field officers to capture the site visit details in Tablet PCs during the visit. The system is designed to integrate tablets to be used by site officers with application software of SIDBI.

### 18.1 Background

Earlier, during site visits officers had to note down the relevant details and prepare a written report after returning to office. Photographs clicked during the visit on cellphones / digital cameras were subsequently transferred to the server of the Bank.

Since the data capture was not real time, details observed during the visits could be missed out while preparing the report at a later date. This system would enable the updating of data directly into the application software of the Bank from the site itself.

### 18.2 Implementation

The tablets are provided to site officers. The tablets are to be integrated with application software of SIDBI, enabling auto population of data (push and pull both) directly into the application software of the Bank from the site itself. The tablets are also to be GPS enabled to capture the location of the visit.

### 18.3 Impact and Benefits

- Details can be captured and uploaded into the application software of the Bank on real time basis.
- Photographs clicked during the visit can also be uploaded directly into the application software from the site itself.
- The GPS tracker in the Tablet PC can be used to verify the location details of the visit.
- The system can be used by all banks, FIs, NBFCs, etc.



## Allocation of Vendor Code and Digital Signatures

### 19.0 Brief Introduction

To avoid creation of fake Vendor account and to streamline the allocation of Vendor Code and Digital Signatures, various measures/ steps have been undertaken:

- Allocation of Vendor Codes only if request is received from authorized email of Vendor.
- Vendor User-ID and Password should be intimated only to Vendor and not to Purchase Officers.
- Changes in the Vendor database only on the vendor request through his authorized email ID or Company Letter head.
- Maintenance of Centralized Database with respect to all of the digital Signatures by Corporate IT team.
- Surrendering of digital signature by Purchase officer on transfer before relieving order.
- No sharing of Digital Signature allotted for approving bids.

### 19.1 Background

Prior to implementation of this system, allocation of vendor code was done by IT Team on receipt of e-mail from any source including the e-mail from Purchase officers. This posed a serious risk of creation of fake Vendor accounts and collusion of Vendors with Purchase Officers. To avoid the same, a study was carried out and some certain measures have been taken and necessary changes have been implemented in SRM portal for e-tendering.

### 19.2 Implementation

Necessary modification in SAP Master Data and SRM portal for e-tendering has been carried out and system has been implemented all across in BEML.

### 19.3 Impact and Benefits

- Transparency & fair play, avoiding fraud in bidding process.
- Maintenance of Vendor Master
- Increased transparency in SRM portal of e-tendering.

## Mumbai Port Trust



# GIS based Estate Operation Management System

## 20.0 Brief Introduction

GIS based system has been developed for site inspection for Estate Inspectors. This gives real time information of site conditions along with site photographs and Geo-Coordinates of the site inspected. Using this app, Estate officers can monitor lease land parcels more efficiently and effectively. GIS data has been integrated live with Estate billing for quick and transparent monitoring of estate revenue.

## 20.1 Background

During first interaction with Port officials in June 2014, Hon. Shipping Minister directed MbPT Chairman to develop own Geoportal of MbPT and carry out detailed DGPS survey of MbPT estate for efficient land management.

Earlier, various breaches happening in MbPT estate were reported in hand written reports. Site visits of the inspectors were not accounted. Breaches identified and action taken was not available readily. This has been addressed with the help of inspection app and electronic data is available on geo portal which cannot be erased.

It's a Geographic Information System (GIS) for Mumbai Port Trust. The Geo Portal has been developed by Maharashtra Remote sensing Application Centre, Nagpur. Employees can view status of each MbPT residential building along with list of tenants on GIS portal. This is real time Application which ensures complete transparency in Quarter allotment. Features like plot area measurements, length etc. are available on GIS.

## 20.2 Implementation

- MbPT procured 5 years Environmental Systems Research Institute (ESRI) license for Geoportal so that the portal can be viewed anywhere in the world.
- GIS analyst and Developer have been hired who are working on updation and apps on daily basis.
- Mbpt draftsmen about 15 nos. have been trained on ESRI software. GEO Portal training has been imparted to select officers of all Departments. Complete Estate Department staff and officers are trained on GIS portal thrice.
- GIS portal is made available for Mumbai Port Trust officers and employees. Following

underground utilities have been mapped on GIS. Underground works can now be planned properly without damaging U/G services.

- Storm water Drain
- Sewer drains
- Water supply network
- MbPT / BEST / TATA electric cables (HT/ LT)
- MbPT Telephone cables

### **20.3 Impact and Benefits**

Estate land parcel related complaints/ issues can be monitored with ease. The geo portal has brought accountability and transparency in the system and has helped to curb corrupt and manipulative practices in reporting the breaches observed during inspection.

## Mangalore Refinery and Petrochemicals Limited



# Biometric Access Control System for Contract Employees

## 21.0 Brief Introduction

To avoid misuse of punch card based access system by contract employees, Biometric punching using finger print has been implemented for contract employees.

## 21.1 Background

For attendance of contract employees MRPL was earlier using Punch card. During entry and exit, contract employees were doing in-punch and out-punch at punch machines placed at strategic locations. The instances of misuse of punch card system were noticed like single person punching card on behalf of absent person and multiple contractor using same person under different contract.

## 21.2 Implementation

Biometric fingerprint punching system was introduced for contract employees in the year 2018 as applicable for regular employees after their verification through Aadhaar card/ Passport. As fingerprint is unique feature for every person, misuse by contract employees is discontinued.

## 21.3 Impact and Benefits

- Elimination of time theft and punching on behalf of other contract employee.
- Accurate picture of contract employees to the payroll department.
- More reliable and accurate attendance record eliminating the cases of dispute.
- Proper PF & ESI subscription.
- Overtime claim more reliable and easier.
- Good database to estimate how much contract employees typically required for particular nature of job especially during turnaround period.
- Easy and safe to use by contract employees.
- Exact information of contract employees number at any point of time in case of any emergency in Refinery can be obtained for emergency evacuation.



## E-Auction System of Scrap Material

### 22.0 Brief Introduction

Lot publishing module for e-auction system of scrap material has been developed and implemented.

### 22.1 Background

Stores Department sells the scrap material of entire Railways by conducting Electronic Auction (E-auction). So far auction catalogues were published for E-auction of scrap material and Lots rejected in an auction were again included in the subsequent catalogues. During preventive vigilance check, it came to notice that few Zonal Railways are not providing sufficient time between uploading the catalogue and auction. Vigilance suggested minimum 7days' time for publishing of catalogue before the auction date to facilitate inspections of lots by the potential bidders.

Due to this provision, number of auctions in a month got restricted, affecting the sale of scrap material. To overcome the above restriction and to enhance the transparency in the system, a new system of lot publishing was developed and rolled out in E-auction module of Indian Railways Electronic Procurement System (IREPS) by CRIS ( Centre for Railway Information System), wherein individual lots are uploaded online and a live lot register, as a single document, is always available online. On any day, lots published prior to 7 days are eligible for E-auction. At the close of E-auction, sold lots are removed and unsold/rejected lots remain in the live lot register. This new module facilitates uploading of new lots on daily basis and conducting E-auctions more frequently while observing the above mentioned seven days restriction.

### 22.2 Implementation

CRIS has developed the lot publishing module in-house, in a short period and implemented the measure by uploading it on IREPS for use in February 2019.

### 22.3 Impact and Benefits

The initiative has resulted into increase in the efficiency, ease of working & flexibility to the Seller & more information to the Purchaser while improving the transparency & elimination of any scope of error/manipulation in auction process as now :-

- Lots are published online instead of catalogue.

- Live lot register remains always available in public domain.
  - Data for a particular auction date can also be seen.
  - For a specific auction, all lots with age >7 days are automatically put into the auction catalogue.
  - There is no need of preparing auction specific catalogue.
  - It has eased the process of lot publicity.
  - Auction Conducting officials have been enabled to conduct e-auctions more frequently.
- 

## Online Tender Finalisation

### 23.0 Brief Introduction

Adoption of the online tender finalization through Indian Railways Electronic Procurement System (IREPS)

### 23.1 Background

Indian Railways had adopted Online Tender System called IREPS (Indian Railways Electronic Procurement System) developed by CRIS few years back covering all processes from NIT to Tabulation/ Comparative Statements. There after downloading these offers and Comparative Statements etc. further tender finalization was done manually by Tender Committee.

On Vigilance Initiative, now tender finalization up to final stage of issuance of LOA has started online since April'2019. IR has now decided to use IREPS to finalize tenders using its newly developed features by enabling the decision making process online. This has been implemented on all Zonal railways permitting exception only with the approval of Competent Authority under special conditions. Till August, 2019, almost 85% of total tenders have been covered so far and is expected to cover 100% by year end, 2019. It covers the Procurement of Goods & Services, AMC, all type of works tenders including single packet /two packet etc. covering bidding units above/below/At par/ single rate/schedule rate etc.

### 23.2 Implementation

Tender finalization module primarily needed technical intervention by affecting necessary software modifications to the existing IREPS modules. Centre for Railway Information Systems (CRIS), an in-house institution of Indian Railways, was entrusted with this job.

Following software modules have been incorporated in existing IREPS application software:

- a) Online Technical Evaluation of Offers
- b) Assisted Creation of Draft Tender Committee Minutes
- c) Sharing & Digital Signing of minutes by Tender Committee members

- d) Adding of comments/suggestions by Tender Committee members
- e) Versioning, Cloning, Modifications of Tender Committee minutes by convener
- f) Submission of Tender Committee recommendations to Accepting Authority
- g) Acceptance of Tender Committee Recommendations by Approving Authority with or without modification instructions, Rejection of Recommendations, Return for Clarifications
- h) Submission of revised Tender Committee recommendations
- i) Automatic generation of letters for Negotiations, Counter Offer, TC Meeting, Letter of Acceptance.

### **23.3 Impact and Benefits**

The following are benefits:

- a) Transparency
  - Real-time online access to system generated Comparative Charts
  - Reason for Rejection of Technical Bids informed to the bidders for two packet tenders
  - No Need to Visit Railway Offices for Paying Tender Document Cost and Getting Tender Documents etc.
  - Online receipt of Digitally Signed Letter of Acceptance, Counter Offer & Negotiation
  - Submit Counter Offer reply and Negotiation Bids online
- b) Efficiency
  - Digitized Item Directories, Cloning of Tenders, Auto inclusion of Conditions/ Docs, Auto Generation of LOAs, Counter Offer and Negotiation Letters, TC Meeting Letters, TC Minutes, Tender Opening Process
  - Reduction in Contracting Time Cycle
  - Automatic Comparative Statements, Briefing notes, Online real-time delivery of files and letters, effective monitoring tools
- c) Monitoring
  - System Generated MIS reports for effective monitoring of progress and exceptions
  - Tender Decision Interface – Overview of all decisions/ actions for the tender
  - Stage wise monitoring of process flow w.r.t. time
  - SMS & E-Mail Alerts for TC Meetings, TC Minutes forwarding etc
  - Online Statistical Reports have been made available to all stake holders which has resulted in faster tender decision, and has eliminated a lot of delays.
- d) Accountability-
  - System keeps track of all file movements.
  - All forwarding remarks are stored permanently

## Shipping Corporation of India



# Implementation of E tendering for Drydocking of Ships in SAP - SRM

## 24.0 Brief description of Measure / Initiative

Running repairs and maintenance is carried out during the ship's normal operations & during voyages but the more elaborate and extensive repairs are carried out periodically during drydocking of a vessel.

A drydock is a gated narrow basin in a shipyard on shore that can be flooded to allow a ship to be floated in, and then drained by closing the gates to allow the ship to come to rest on a dry platform or blocks. The entire hull, "the outer surface of the ship, including the part which remains underwater" from one drydocking to next drydocking usually in a span of 2.5 years to 5 years, is exposed and accessible enabling inspection and repairs. The statutory requirements in India, by regulator of Shipping sector i.e. Director General of shipping, ocean going vessels are required to be drydocked twice in five years with newer vessels permitted to be drydocked once in 5 years for the first 15 years after construction.

As an IT initiative, SAP was implemented as the ERP system in SCI and one of its modules was Supplier Relationship Management (SRM). Quotations for normal procurement processes are sent to bidders and bids were received through the system and the price comparison of the bids is automatically done by the SRM.

During commercial operations, a ship is restricted in its ability to carry out running repairs and afloat repairs. Hence, the items of repairs during a drydock is high often having more than 300 line items. The detailed list of the repairs and maintenance, painting etc. required by a vessel is drawn up and these are included in the tender which is floated to empanelled shipyards. The drydock tenders continued to pose challenges in the migration to SRM as the system required to be modified in order to handle the complexities of the drydock tenders.

The tenders for drydock of all vessels are now being handled through SRM.

## 24.1 Background

The procurement process for spares during drydocking was shifted from physical tender / tenders received through a dedicated e-mail id to e-tendering through SRM. This risk was addressed by shifting the tendering to the SRM platform.

## 24.2 Implementation

The SRM module was modified in-house and was then successfully rolled out to be used for dry docking tenders in SCI.

## 24.3 Impact and Benefits

SRM system has advanced features like system itself calculates the total costs, verifies it with the total cost statement of the vendor and gives out discrepancies if any which can be checked item by item. By this measure, manual intervention has been reduced and the bidders' expectation for a fair and transparent system has been achieved.

As an important procurement process which involves considerable outlay for a shipping company, the switch to SRM platform made the process compliant with applicable CVC guidelines. Soft data from the system can be easily retrieved which helps in better budgeting and price benchmarking.

## 24.4 Potential for Replicability

The experience gained by IT department personnel in adapting the SRM for processing of drydock tenders can be used in designing for other processes in future.



## Hindustan Petroleum Corporation Ltd

# Android Based Fixed Assets Management System - LPG Plants

### 25.0 Brief description of Measure / Initiative

Android Based Fixed Assets Management is QR code based application which facilitates fast and efficient Fixed Asset Management and verification. It involves configuration of assets as per ERP master by associating QR code and picture with assets along with the Geo-tagging.

### 25.1 Background

Fixed Assets verification is an important task which involves identification of all Fixed Assets available at a location and reconcile them with ERP data. Fixed Assets are generally tagged and verification is done by tracing the Fixed Asset Number available on the tag. Fixed Asset Master was created in ERP since inception and details of assets from Legacy were migrated to ERP. Locations like Plant / Terminals underwent several initiatives like capacity augmentation, upgradation of equipments, closure/relocation activities over the period. Many times it has been seen that the assets are not traceable or not identified during the course of audit, resulting in audit observations and considerable delays in tracing. Hence, it was felt to have an android based system for efficient Asset Management System.

### 25.2 Implementation

Assets of a location as available in ERP are first configured in the application. Picture and geo-coordinates of each asset are taken and updated against each asset. A QR code is generated for each asset. Asset tag containing QR code is printed and pasted at each asset. Fixed Asset verification is done through a QR code reader. This system facilitates a faster and accurate Fixed Asset Verification and reconciliation. The pilot was done at Chakan (Pune) in June 2018. Its further implemented at Anantpur Plant in March 2019 and Mahul (Mumai) LPG Plant in April 2019. Application to be deployed at all LPG Plants by December 2019.

### 25.3 Impact and Benefits

Following are the key benefits of the Android Based Fixed Assets Management:

- Integrated Application with ERP Asset Master
- Easy Tracking of Fixed Asset
- Systematic Reports
- Quick identification of Idle / Not Available Asset

### 25.4 Potential for Replicability

It can be replicated across all Organizations.



## Digital Approval notes through e-office

### 26.0 Brief description of Initiative

e-office (e-File) was implemented in BPCL in 2018-19 for Tender approval process.

### 26.1 Background

Most of the business processes in BPCL are performed digitally through many online systems like the SAP, ERP, SCM, and Internal/External Portal etc. However, there was no centralized system to manage the files and approval notes digitally. The approval notes e.g. Internal Departmental Approvals and Tender Evaluation Committee approval notes were being managed in physical form.

BPCL implemented e-Office (e-File) - a digital file management application across the organization. The application enables users to create and seek approvals digitally thereby eliminating the need for paper based approvals. The project has since been rolled out across the organization in a larger scale.

Implementation of e-Office (e-File) makes the movement of files seamless and there is more transparency in the system since each and every action taken on a tile is recorded electronically.

### 26.2 Implementation

e-Office has since been rolled out across the organization covering all the business units and entities. With effect from 01.01.2019, it has become mandatory to create and seek approval for all TEC notes only through e-office (e-File) application across the organization. All approvals in the e-Office system is accorded by individuals using their Digital Signatures certificates (DSC). e-office is designed and developed by National Informatics Centre (NIC), Ministry of Electronics & Information Technology (MEITY). Implementation of e-Office application was led by internal IS team with support from the NIC team. E-office training to end users has been carried out by IS team. Over 100 training sessions were organised for imparting training on e-office to end-users. User Manuals & Videos have been created and shared with users as a mode to impart training. As on date (August 2019) over 19,000 digital approval notes have been created in the e-Office application.

### 26.3 Impact and Benefits

Some key points addressed in e-Office:

- All approval notes are signed digitally by the approving authorities in the system. Once an approval note is digitally signed, no editing can be done to the digital note. All changes are recorded in the original approval note itself and becomes part of the approval note. This takes care of manual corrections/over writing which was possible in the manual approval notes.
- All approval notes are signed digitally and hence signatures cannot be tampered with.
- All digitally signed approval notes have a date time stamp which gets appended in the note. The date time stamp cannot be tampered.
- Audit trails are maintained for each and every action on the e-office file. It is possible to monitor who created the file, when was the file created, to whom the file was sent for signature and with whom the file is lying currently.
- e-Office approval notes are always available in the system, there is no possibility of files missing/misplaced.
- Unproductive, unintended touch points for any file movement are eliminated which was possible in physical file movement.
- The contents of the e-File are only visible to the signatories involved in the approval process. Information getting leaked to unwanted persons is thus eliminated.
- Authenticity of approvals is maintained in the system since the approving authorities grant approvals using their own digital signature certificate (DSC) issued by the company.
- There is transparency in the approval process as it is now possible to locate and retrieve any approval note which is created in e-office application.

## 26.4 Potential for Replicability

With the implementation of e-Office (e-File) across the organization, the approvals are now faster since the files move digitally across various approving authorities and across geographies thus saving considerable time as compared to physical file movements.

There is increased accountability since the system now tracks the file pendency with each approving authority. Has potential to get implemented for entire Tendering process end to end.



## Loan Life Cycle Processing System (LLPS)

### 27.0 Brief description of measures /Initiative

Loan Life Cycle Processing System (LLPS) is a replacement of existing Loan Application Processing System (LAPS), which was hitherto being used in the Bank for processing and sanctioning of loan proposals. LAPS (Old system) had more human interventions with discretions available to deviate from set guidelines and procedure in processing and sanctioning of loans. Though LAPS was also a system driven to process for sanction of loans, yet over a period of time a need was felt to make it fully automated and to reduce deviations and discretions to minimum and be permitted only at the higher levels.

LLPS application provides end to end solution i.e. from Lead generation to opening of loan account. It employs workflow management to control and monitor the various steps in the loan processing. System has capabilities for third party integration and document management. It supports different origination channels (SMS, walk-in, Mobile app, online etc.), provides internal credit checking, credit scoring and compliance check.

### 27.1 Background

During the pilot run of around a year, all the developmental activities had been taken up, technical snags were removed and process are made streamlined. As of now Bank is processing all kind of credit proposals through LLPS i.e. Retail, Agriculture, MSME & Large Corporate Loans.

Roll out of LLPS has reduced human intervention to capturing basic inputs of loan application and only rule-based data entry with in-built fixed parameters can be done for all products and it encompasses field level validations for all inputs given.

System auto links field level validations in regard to CIBIL/Equifax risk rating and NSDL for PAN validation. In built risk matrix ensures auto escalations of deviations and their routing to competent authority for approval.

### 27.2 Implementation

The LLPS is an application based technical platform and sourced locally through a vendor identified by the Bank after a due process. Before final roll out several feasibility tests are made, analyzed, and modified to make it compatible per bank's need. Requisite training is being imparted through Apex academy, Zonal academies and by conducting locational training program. Constant support is being extended to the Branches/Operational units through a special desk at Regions and Zones.

### 27.3 Impact and Benefits

The LLPS has expedited loan processing while complying with all quality parameters. It has resulted in reduced Turnaround Time (TAT). Reduced TAT has been instrumental in building a better brand image and canvassing quality loan proposals. This has also enhanced productivity of processing & sanctioning officers.

Entire loan processing system has been reengineered as per the latest market dynamics in order to create a value based system for the Bank, which is user friendly and fully automated. This system has enabled the Bank to enhance market share with complete quality control on vital parameters.

By virtue of its inbuilt checks & balances and various level validations, scope for deviations and discretions below a certain level are eliminated. Need based auto escalation matrix to the competent authority has further strengthened the process and made the whole process reliable, robust and invulnerable. LLPS shall be definitely averting risks, deterring corrupt practices and proving to be a robust preventive vigilance tool.

Bank shall be definitely reaping the benefits of this investment over a period of long time in terms of booking quality business and increase in revenue by building a robust loan book.

Performance & progress of the system is being closely monitored and processes are being further refined based on experience sharing from operational units and constant efforts are on to make the system more robust and invulnerable.



**Andhra Bank**



## Legal Audit - SOP for Monitoring Eligible Accounts

### 28.0 Brief Description & Background

The object of the legal audit is to verify whether the branch has obtained all loan documents required to secure the repayment in compliance with all terms and conditions of sanction in the form and the manner required in terms of documentation procedure to ensure that the Bank can recover the dues. In case, defects found in the documents obtained are fatal, to advise the Branch whether they should obtain any other or further documents to safeguard the interest of the Bank/for enforcement of security.

Based on the suggestions made by the Fraud Review Council, a Standard Operating Procedure (SOP) for monitoring Legal Audit has been prepared.

### 28.1 Implementation

#### Standard Operating Procedure for monitoring Legal Audit

- Branches shall maintain a register with month wise record of the borrowing accounts that fall under the purview of Legal Audit separately for the following two categories:
  - List of borrowing accounts with aggregate exposure of Rs.25.00 lac and above up to below Rs.1.00 crore &
  - List of borrowing accounts with aggregate exposure of Rs.1.00 crore and above.
 Inspectors of Branches shall verify branch register and make a comment in Inspection Report regarding pendency in conduct of legal audit.
- Delegation of Power
  - *In respect of sanctions below Rs.1.00 crore:* Branches shall ensure completion of legal audit duly complying with the remarks of the legal audit report.
  - *In case of borrowing accounts of Rs.1.00 crore & above:* Branches shall send the list of borrowing accounts to Zonal Office and ensure completion of legal audit duly complying with the remarks of the legal audit before 10th of succeeding month.
- Credit Monitoring and Review Department (CMRD) at Zonal Office has to collect the details of borrowing accounts required to be subjected to Legal Audit on monthly basis, i.e. before 10th of every month, and cross verify the same with all the branches to ensure that

all the eligible accounts are reported by branches. Similarly, Circle Offices have to collect the details from the direct reporting branches.

- On ascertaining the details of eligible accounts, CMRD, Zonal Office/Circle Office has to furnish the same to Legal Department at Zonal Office/Circle Office.
- Legal Department at Zonal Office/Circle Office has to proactively call for the copies of documents from the concerned branches and complete legal audit on time and furnish the details of accounts where Legal Audit was conducted, observations of each account and the accounts where compliance to Legal Audit observations was received, on monthly basis before the end of succeeding month to CMRD, Zonal Office for necessary follow up with branches in case of need. Legal Department, Zonal Office/Circle Office shall maintain a register with total list of accounts eligible for legal audit and the list of accounts for which legal audit completed and should update the same on monthly basis.

During audit of Zonal/Circle Offices, Inspector of Branches shall verify the same. Branches have to enter details of Legal Audit of each eligible account in the Finacle system.

It is the responsibility of Branch Head to comply with all the pre-disbursement conditions, complete documentation, Legal Audit and compliance to Legal Audit observations etc., before release of limits and any laxity will be viewed seriously.

Zonal offices shall also watch for the new advances released on daily basis and shall cross verify with the respective branches. The loan amount shall be released only after completion of the Legal Audit. Branch Manager and Zonal Heads shall be responsible for completion of such audit and maintenance of proper records requiring for conduct of such audit.

## **28.2 Impact and Benefits**

Guidelines were issued to all Branches of the Bank on 30.04.2019 to ensure defects found in the documents obtained are rectified immediately for safeguarding the interest of the Bank/ for enforcement of security held.

## **28.3 Potential for Reliability**

No additional resources are needed and can be implemented within the existing framework.

## Indian Oil Corporation Ltd



# Digital Locking for Oil Tanker Trucks

## 29.0 Brief Description

The e-locking system is a keyless system that does not require any effort in the management of locks and key, it provides flexibility of allocating to any truck as it is fitted with the TT. The locking operations are driven by business rules. The business rules includes location (geo fencing), time, and authentication of the person who can operate the lock. The business rules can be generated dynamically in real-time and can be integrated with the ERP system.

The e-locking system makes the operations secure by providing pilfer-proof single locking design in line with the current system with minimal changes. Technology is advanced but is flexible and easily adapted to the existing processes followed at the terminals at IOC. It is a system that supports multiple modes of communication including GPRS, GSM as well as providing fail-proof operations when there is no network

There are audit trail of all transactions that is stored in the system. The data can be analyzed at any convenient time. It is an easily implementable system that will ensure that there is no necessity for separate lock management. The locking system will be available as part of the truck itself. The system has been designed to operate in harsh conditions and rugged outdoor use. The user interface of the system is pretty simple to understand and operate

The system has been designed as a platform with a long term technology vision and roadmap to accommodate the integration of multiple products that can improve productivity and operational efficiency. The system is ATEX certified and has been approved by PESO.

## 29.1 Background

Traditionally, IOCL have been following a delivered supply model for MS/HSD supplies to Retail outlets & Bulk consumers. However products like FO, SKO have been sold on ex-MI basis traditionally.

Delivered model envisages

- Custody transfer of product from IOCL to its transporter at location
- Custody transfer of product from transport to customer at RO & Consumer end

However IOCL is responsible to maintain Q&Q of the product till it reaches customer tank. There have been a series of developments of secured transportation of petroleum products over the past few decades. The Tank Truck usually has 3/4/5 chambers of various capacities

with manholes on the top and manifold with chamber wise valves at the bottom. The metallic seals are applied on wire which runs through the spindle of bottom valves and through each dome cover with body fittings at the top. However, it was observed that these seals were open to tampering.

To optimize the locking operation and its cost, Oil Industry in the year 2003 moved over to a two-lock system with an integral rod which loop-linked the manhole covers on the top with bottom valve manifold box and rear master valve. IOCL graduated with Single (1) lock system by doing change in its locking system. In spite of that the lock that was attached over the TT was a mechanical one.

The Mechanical locks required maintaining huge inventory of physical Lock and Key Management (Customer specific lock). If the physical keys are lost, then the lock/ set of locks need to be discarded. There was always a chance to duplicate the master key and pilfer the product. This entire gamut of problems have been addressed by introducing the e-locking system. The e-lock is operated only in the designated area where the business rule is set. The system is having the logs of all events from where the e-lock operation can be tracked. In order to avoid such incidents, it was decided to introduce the digital locking system in the Tank Trucks.

## 29.2 Implementation

A keyless system does not require management of a huge inventory of keys and provides the flexibility of allocating any truck that is fitted with the electronic locking system. Lock operations are driven by business rules. The business rules can include location, time or authentication of the person who can operate the lock. The business rules can be generated dynamically in real-time and can be integrated with the ERP system. The system makes the operations secure by providing digital lock in the existing single locking design with minimal changes. The system supports multiple modes of communication including GPRS, GSM as well as providing fail-proof operations when there is no network. There is an audit trail of all transactions that is stored in the system. The data can be analyzed at any convenient time. It is an easily implementable system that ensures that there is no necessity for separate lock management. The locking system is available as part of the truck itself. The system has been designed to operate in harsh conditions and rugged outdoor use. The user interface of the system is pretty simple to understand and operate.

The entire system has been developed by an Indian Start-up Company based on the Corporation's functional requirement.

## 29.3 Impact and Benefits

The e-lock has eliminated the possibility of being operated outside the terminal. The chances of misplacing of master key have been removed. Whenever there is any deviation from the laid down rules, alerts are generated to the registered mobile number and thus possibility of getting arrested for malpractices is always there.

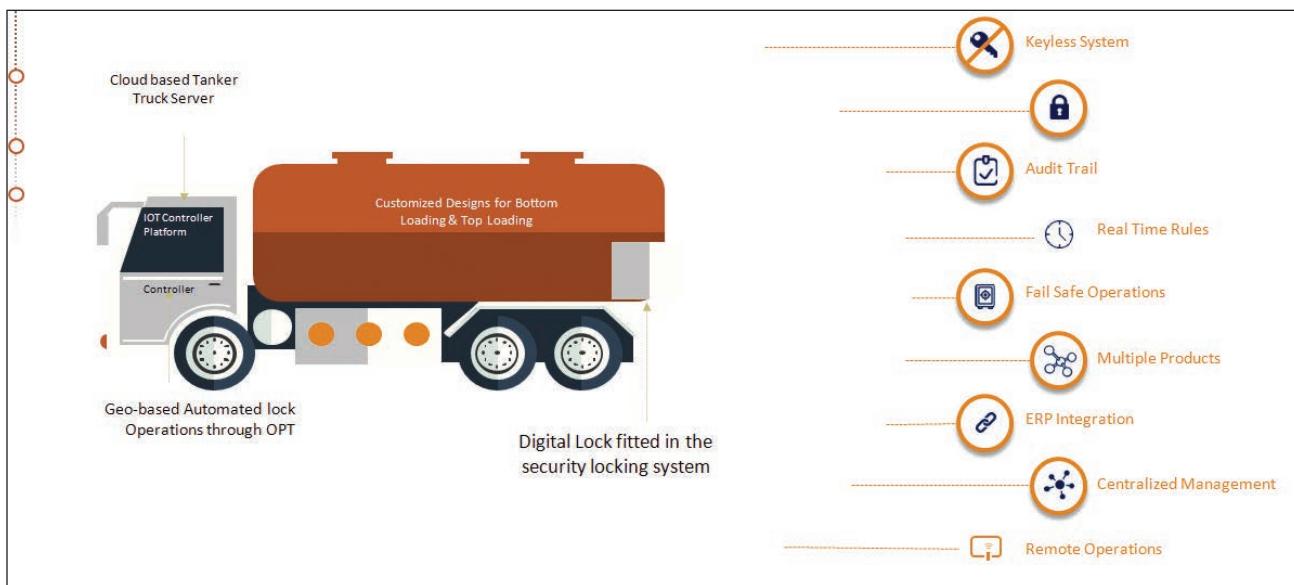
The benefits of the system include:

- Tamper proof locking system
- No effort required for lock and key management
- Automated operations

- Server integrated operations
- Complete tracking of the operations.
- Futuristic product platform
- Reduction in man power

## 29.4 Potential for Reliability

The same process/technology can be utilized in other function like Lubes or other product where liquid fuel transportation is involved.



# Equipment Issue Control & Monitoring (e-ICM)

## 30.0 Brief Introduction

A new module e-ICM (Equipment Issue Control & Monitoring) was developed in SAP which restricts the LPG equipment stocks at sub-contractors end within the Safe Custody Deposit amount submitted by them with IOC.

The system was designed in Jan-Feb 2019 and implemented on All India basis at 100% LPG locations by 30.04.2019. The system has been implemented at all LPG Bottling Plants on Pan India basis.

## 30.1 Background

LPG Plant issues LPG equipment (cylinders and valves) to their equipment sub-contractors (statutory testers and hot repairers) for testing & repair works to keep the cylinders in working

condition. The same is done against a formal contract / work order under which the vendor deposits a Safe Custody Deposit (SCD) towards coverage of maximum value of LPG equipment that can be kept by the vendor for testing/repairs at their premises.

At all times, plant S&D/control room officer needs to ensure that LPG equipment are not issued to any sub-contractor beyond the SCD deposited by them. The same was being monitored manually with the help of a register or an excel sheet maintained at plants. The old system being tedious, there were chances of manual error. This lacuna was also observed by Internal Audit and Vigilance teams.

The concept of SCD is used to protect financial interest of Corporation in the event of vendor going insolvent and/or equipments are damaged/lost by the vendor. In the regime of manual control, there were instances of issuance of equipments beyond the coverage of SCD.

This risk has been eliminated with the implementation of new e-ICM system in SAP.

## 30.2 Implementation

SAP (IOC's ERP system) was used for implementation of the module, as all the LPG equipment issue/receipts are done through SAP only. Officers from HO-LPG Ops and CO-IS were involved in the design, testing and implementation of the system. Training on the module was imparted to all new LICs during the Strategic Location Management program organised by HO-LPG. The system is a complete in-house development.

## 30.3 Impact and Benefits

- The system eased out burden on officers for monitoring of LPG equipment inventory at vendor's end by completely automating the business process.
- The system of maintaining manual records has been completely eliminated with the implementation of new system.
- As of now, at any point of time, the system ensures that the LPG Equipment inventory at any sub-contractor's end is always within the SCD deposited by the vendor. In other words, the equipment issued to vendors are sufficiently covered by SCD to safeguard financial interest of corporation in case of any untoward incident at vendor's premise. Thus, the vigilance risk is totally eliminated.
- Adherence to Corporation guidelines for not issuing inventory beyond SCD (Safe Custody Deposit) to any sub-contractor.

## 30.4 Potential for Reliability

This system can be utilized in any contract involving issuance of equipments/ materials, backed with SCD.



## Engagement of UTI-ITSL for scrutiny and processing of Super Speciality bills

### 31.0 Brief description of the measure/initiative

ESIC is having large number of beneficiaries distributed in all over India and even in far flung areas. For providing Superspeciality treatment/tertiary care and in some places even secondary care to its beneficiaries, ESIC has made tie up arrangements with reputed private Hospitals. For scrutinizing and processing the payment of these bills which involve huge volume, UTI-ITSL has been engaged.

UTI- ITSL module has enabled ESIC to switchover to online referral system from the manual one and this in-turn has facilitated Corporation in monitoring the referral pattern and expenditure on Super- specialty treatment provided to an individual beneficiary. On an average UTI-ITSL is processing **50000-55000 bills amounting to Rs. 124.5 crores in a month.**

### 31.1 Background

Prior to engagement of UTI-ITSL for processing the bills, it was very difficult to keep check on the delay in payment to the empanelled hospitals. Possibly some hospitals which could offer various types of benefits to the corrupt officials/officers could be made payment on priority and bills in respect of other hospitals were kept pending for long time. Thus, this was the major area for corruption in ESIC.

### 31.2 Implementation

ESIC initiates referral over internet module and hands over hard copy of referral letter to the patient. The patient visits tie-up hospital with referral letter and hospital makes the necessary entries in the module. After completion of procedure, hospital uploads the reports and bills in UTI-ITSL module immediately and also sends hard copy of the bill to the referring unit/ESIC office within 30 days of discharge of the patient. The UTI starts processing/scrutinizing the bills immediately after receipt of the same from the tie up hospital taking into consideration the card history of beneficiary, purpose for which beneficiary was referred to tie up hospital and cost of the treatment/package rates applicable, as prescribed by the Corporation. On receipt of the confirmation from referring unit, UTI-ITSL forwards its recommendation to the ESIC for making payment to beneficiary. ESIC also does sample checks of minimum 10% of the bills received from

UTI-ITSL to verify as to whether the bills have been processed by the agency as per the laid down instructions.

### **31.3 Impact and Benefits**

Hiring of external agency viz. UTI-ITSL for processing of bills has helped in curbing corruption on the part of officers/officials dealing with the bills received from various empanelled hospitals. Furthermore, while scrutinizing the bills, UTI-ITSL is also taking into consideration the card history of beneficiaries and bringing the major flaws, if any observed by them during the scrutiny of the bill, to the knowledge of the ESIC before recommending the bill for payment. The engagement of UTI-ITSL agency has helped ESIC to plug in the loopholes and has also developed transparency and uniformity in processing the bills. **The average time span of making payment to the tie up hospital has been reduced from 5-6 months to 108 days.**


**Hindustan Aeronautics Limited**


## Concept of system support for addressing the issue of inordinate delays in making payments to vendor

### **32.0 Brief description of the measure/initiative**

The preventive Vigilance Initiative/ Measure undertaken was pertaining to creation of an Alert mechanism based on ERP system for generating/sending periodic alerts in case there is a lapse of 21 days in making payments to vendors after clearance of Inspection (RR). Once the RR is cleared against any invoice, the IMM official (dealing officer) as well as concerned authorities in Finance department would get a system generated e-mail alert informing the concerned authorities that payment is still pending even after the lapse of 21 days of Receiving Report (RR) finalization.

### **32.1 Background**

While investigating a complaint made by a foreign vendor, it was realized that as per the then existing system, there was no systemic control, which could help in reducing the chances of delay in making payments to vendors. The vendors had to follow-up for their rightfully due payments or the concerned IMM officials have to depend on their memory (as their routine function), while dealing with various cases. It is worthwhile to mention here that in all the Divisions of HAL, the data pertaining to all the stages of procurement starting from MPR stage to Payments released is available in ERP system which could easily help in sensitizing the concerned authorities if payments are getting unduly delayed. Further, any follow up by the vendors should be considered as unhealthy practice especially when the deliveries made by vendors have been accepted.

### **32.2 Implementation**

The software for alert system was developed in-house and it is generated through IFS application (Oracle platform). The periodic alerts are generated once the RR is cleared and payments not made even after a lapse of 21 days.

### **32.3 Impact and Benefits**

- a) Avoids delay in payment, if the dealing officer forgets to raise payment advice after the lapse of 21 days of clearance of Inspection.

- b) Puts in place proper monitoring mechanism for the higher officials on their dash board.
- c) Curbs the practice of unnecessary follow-up by the vendors for their rightfully due payments.
- d) Substantial reduction of complaints by vendors.

### **32.4 Potential for Reliability**

The Initiative can be implemented in all PSUs and Organizations where there is no monitoring mechanism and data is readily available in their ERP system as it helps in making the payment to vendors promptly and customer satisfaction rate is high.



## “DISHA” – A Paperless Office Solution in ONGC

### 33.0 Description of the Project

i) Technology/ Process:

**DISHA** (Digitisation, Integration and Standardisation by Harnessing Automation) is an integrated platform to perform regular business operations without movement of physical paper documents/ files. The system, which involves routing of documents/ files electronically, co-exists along with other corporate systems in use such as SAP (ERP), Lotus Notes based e-mail system, Microsoft Active Directory Services for business processes and activities.

ii) Timeline:

- July 2015: Proposal initiated for suitable ECM (Enterprise Content Management).
- 03.11.2015: M/s KPMG hired as Consultant.
- 29.12.2016: Notification of Award (NOA) for Paperless Office solution was placed on M/s L&T Infotech Ltd., Mumbai.
- 28.06.2018: The enterprise-wide project completed in five phases for region wise implementation.

iii) Scale of Operation:

DISHA has been implemented in all the work centres of ONGC.

### 33.1 Background

i) Existing system:

A Maharatna Company, ONGC is a Multi-Location, Multi-functional organisation with a manpower of more than 33,000 employees. Earlier, conventional system of paper document/ file based approvals/ sanctions was in vogue and files/ documents used to move from desk to desk or to other work centres in physical form. With the implementation of Paperless office solution, that has been replaced by routing of documents electronically through established work flow and central document repository.

ii) Risks/ Problems addressed:

- Since virtually there is no time gap in movement of files from Desk to Desk/ work centre to work centre, DISHA has improved efficiency multifold.

- As the files are stamped by the system with date and time, the accountability is established which was not existing in the physical file movement.
- It can be seen in the system with whom the file is pending. Therefore, it is easier to track files and process them expeditiously.

### **33.2 Implementation**

i) Resources Used:

- M/s L&T Infotech has provided the technology through IBM product consisting of the main components Filenet-ECM, BPM(Business Process Management) and DataCap.
- Highly competent and experienced Human Resource of ONGC was utilised to facilitate, oversee and validate the implementation of project. A Steering Committee was constituted consisting of Director(T&FS), Chief-Infocom Services, four Asset Managers, four Basin Managers, Plant Manager (Hazira), Heads of Institutes, eight Service Chiefs and Head ICE. Nodal officers were appointed to co-ordinate with various groups in their respective areas of operation.
- Relevant trainings were provided to team members involved with the project. End users were also given trainings at their respective work centres on the functionalities of the system and on how to digitise the existing paper data.
- The whole project took about three years from the time of conceptualisation till final roll out (July 2015 to June 2018).

ii) Sourcing:

Available off the shelf, product of IBM was customised by L&T Infotech Ltd to meet functional and technical requirements of ONGC.

### **33.3 Impact and Benefits**

i) Impact on Other Functions:

As the files are now moving electronically through the system, the earlier system of sending physical files through dak has virtually stopped, resulting in decreased costs associated with physical movement of files.

ii) Reengineering:

None of the Business Processes were reengineered for implementing the project. All the existing processes were mapped into the system which has helped in adaptability/ acceptability of DISHA by users across the organisation.

iii) Vigilance Risk Reduction:

- In the earlier system of physical files, there was always a chance of files getting misplaced, stolen or destroyed (intentionally or otherwise), thereby sometimes making it very difficult to get hold of important files, if required for any investigation purpose. However, with the implementation of DISHA, this aspect has been taken

care of completely. Now files can be retrieved at any time and from anywhere in DISHA.

- Documents once created in the system cannot be deleted or altered. If there is a mistake in a document and it needs to be corrected, then a new revised document has to be created in the system. Both old and revised documents remain in the system for viewing. Therefore, possibility of tempering with the documents at a later date or making back dated notes is eliminated as there is time stamp whenever a document is created.
- Information leakage, which was a known vulnerability in the physical file movement system, is controlled to a great extent by routing of documents electronically in DISHA.
- As the files are time stamped by the system, the accountability is established; and no one can hold the file unreasonably to delay it with malafide intentions.

All the above functionalities of DISHA will act as “Invisible Hand” of Vigilance in reducing corruption, as they present a strong deterrent to unscrupulous elements who try to circumvent rules for their personal gains.

iv) Long Term Benefits:

- Improvement in efficiency
- Non repudiation of documents
- Ease of preservation and retrieval of documents
- Faster search of relevant documents
- Increased synergies between various Groups/ Functions/ Activities
- Boosting Brand Image of ONGC in long run
- Improved services for customers/ stake holders
- Less chances of malpractices due to increased transparency and efficiency
- Elimination of file cabinets, less cluttering of office space
- Environment protection and preservation.

### **33.4 Reliability**

It has been more than a year since DISHA was implemented in ONGC. It has established itself as a robust, reliable and efficient system with seamless migration from physical to electronic system of file handling. Such system can be considered for implementation in other organisations also.





# Human Resource Development: Rectt. Training and Awareness

## Preventive Vigilance Initiatives



दिल्ली मेट्रो रेल कॉर्पोरेशन लिमिटेड  
Delhi Metro Rail Corporation Limited





## Delhi Metro Rail Corporation (DMRC)



# Bio-Metrics Verifications & Uploading of Answer Keys on Website

### 34.0 Brief Introduction

To curb the menace of impersonation, system of taking bio-metrics at the initial stage and verification of the same at subsequent stages viz. at the time of Psycho test, interview and medical examination has been introduced.

The Organization has also introduced the process of Video recording of examination centres and these recordings are kept in safe custody for ascertaining the facts in case of any complaint/dispute.

Further, uploading of marks obtained by the candidates, cut-off marks in respect of various categories and answer keys of the papers on website have also been initiated with the objective of providing ample opportunities to the candidates to raise their grievance in case of any mismatch in answer.

### 34.1 Background

In past, many complaints pertaining to impersonation due to non-verification of bio-metrics, non-doing of video recording etc. during the examination were being received. Similarly, information through RTIs was also being requested by the candidates about the marks obtained by them in different papers, cut-off marks of various categories etc. These complaints used to culminate in increase in workload and sometimes created embarrassing situation due to delayed reply of RTI applications.

### 34.2 Implementation

The biometric verification of the candidates is done at all stages of the recruitment process which ensured that the genuine candidates are selected only.

The answer key of the examination given by the candidates, cut off marks of various categories and marks obtained by the candidates are uploaded on the website of DMRC.

The above initiatives have resulted in transparency in the recruitment process and have also reduced the number of RTI applications.

### 34.3 Impact and Benefits

The initiative undertaken as briefed above has left no scope for impersonation. The use of modern technique has enhanced transparency in the recruitment process conducted by DMRC.

## Bharat Electronics Limited (BEL)



# Professional Diploma in Public Procurement Program (PDPP)

## 35.0 Brief Introduction

The annual public procurement in BEL is approximately 65% of its Annual turnover. Taking into consideration such a huge amount of procurement and to minimise the lapses and violation of rules and regulations laid down by Government of India while making procurements, Organization has incorporated Professional Diploma in Public Procurement Program (PDPP) in training curriculum for the newly inducted/recruited officers to the Material Management and Marketing Departments. The PDPP is a 6 months online course designed by World Bank for the procurement professionals and on completion of course, the candidate who scores above 60% marks is awarded with Diploma by the World Bank.

## 35.1 Background

As briefed above that procurement accounts for a major portion of organization's total expenditure and ensuring probity in the procurement is a desirable virtue. It was observed that the most of the lapses and violation of laid down instructions was due to lack of awareness on the procedural aspects involved in the procurement. Thus, with the objective of making the employees of the organization understand the process involved in procurement, to comply with the guidelines laid down by Government for procurement and making the procurement process more transparent, the organization decided to train its employees through PDPP designed by World Bank.

## 35.2 Implementation

The PDPP designed by World Bank can be undertaken by professionals wishing to update their domain knowledge as well as by non-procurement professionals who are involved in the procurement functions.

The organization besides incorporating the programme in its training curriculum for the newly recruited officers in the Material Management is encouraging all of its employees for taking up the certificate program in Public Procurement to get the overview of procurement procedure. Many employees posted in Purchase Deptts., contract Cell, Finance and in other functional areas have undertaken the PDPP for updating their knowledge which can be used by the Organization to yield better result in the procurement system.

### **35.3 Impact and Benefits**

The PDPP has helped employees to understand the processes involved in public procurement and guidelines/instructions laid down by Government of India as regard to procurement. It has increased the confidence level of employees and developed the skilled workforce for the organization. This has also helped in minimizing the chances of corruption in procurement system.



## Jagriti

### 36.0 Brief Introduction

The meaning of Jagriti is awakening staff about the procedures and guidelines. Jagriti is an online process of awareness about the procedures in preventive vigilance through practical situations with ethical answers. Jagriti has been implemented in the Bank since 15.08.2018. Till now 21 situations have been displayed. Once in 15 days, new situation is displayed on the computer screens of all the employees.

### 36.1 Background

Main aim of this concept is to enrich the staff with proper Job Knowledge and to make them understand about the proper procedural guidelines in their day to day practical situations.

### 36.2 Implementation

Jagriti concept is the brain child of vigilance department and is an inhouse development by the Bank with the support of its IT team.

### 36.3 Impact and Benefits

In this concept the staff gets to know as to how to handle the hesitant situations in their day to day general banking operations.

### 36.4 Potential for Reliability

The similar concept can be replicated in all the other organizations.



## Vigilance Mobile App

### 37.0 Brief Introduction

NSPCL (A Joint Venture of NTPC & SAIL) has launched a vigilance mobile-based application with access from android-based mobiles. This is being given wide publicity for employees and vendors of NSPCL. The app is named "Jagruthi". The app has the relevant vigilance circulars, information about CVC, other information pertaining to disciplinary proceedings, CTE Inspections, C&M checkpoints etc along with a facility to lodge a complaint directly to CVO for any lapses / inconsistencies. The app has adopted technology- Flutter, an open-source mobile application development framework created by Google.

### 37.1 Background

There was a felt need for a Mobile App as most of the employees and vendors prefer to access their mobiles for any information.

"JAGRUTI" is a cross platform mobile application, serving as an effective vigilance knowledge portal and a platform to lodge complaints by any employee or vendor.

### 37.2 Implementation

"Jagruti -NSPCL" is an in-house development effort of NSPCL CC. It was developed using Flutter framework and Dart as a programming language, which support cross platform App development. All vigilance circulars, checkpoints for C&M department, disciplinary proceedings, integrity pact, integrity pledge and link for complaints or suggestions kept on the server can be accessible through this app. Besides Employees, this App is accessible to Vendors/Suppliers also.

### 37.3 Impact and Benefits

This Mobile App based platform is useful for creating awareness about Vigilance Functions among NSPCL Employees/Vendors and for increasing transparency. It is a Knowledge Portal where relevant function based information is readily available. This would help the employees/ vendors to follow the norms/guidelines scrupulously and also bring any deviation to the notice of the Competent Authority.

### 37.4 Potential Reliability

Launched on trial basis for awareness of vigilance aspects and preventive vigilance the same is under monitoring of the NSPCL team for any performance issues and improvement. It is proposed to launch a similar App in NTPC during The Vigilance Awareness Week 2019.



BHEL

## Policy on Engagement of Consultants and Experts

### 38.0 Brief description of the Measure/ Initiative

BHEL has notified the "Policy on Engagement of Consultants and Experts" on 06.03.2019 after holistic review of existing policies (Engagement of Consultants, Exigency Engagement, Per-diem exigency engagement for Field Services) relating to engagement of the consultant/advisors on contractual basis.

#### 1.1 Background

The scheme for Exigency Engagement of retired employees on fixed tenure basis was notified by BHEL, Corporate HR Department vide circular no. 042/R/2006 dated 12.07.2006. To expand the coverage and increase the compensation package of such appointees, the scheme was revised vide circular no. 058/R/2007 dated 27.11.2007. The scheme was further revised vide order no. AA:HR:R:FTA(EE) dated 23.11.2011 to include coverage of retired EDs for exigency engagement consideration.

The existing policy was found wanting on transparency both in provision and in practice. The requirements were not shared amongst all the retired employees and single person recommendation was made to the Committee. Further, there was no provision of screening from Vigilance keeping in view that these consultants were put to important duties of Company. Therefore, the Management was advised on 21.05.2018 to revise the existing policy in order to have a policy which is more transparent both in provision and in practice.

#### 38.2 Implementation

The Policy was revised by BHEL in-house based on the inputs of Vigilance Department of BHEL and the policy was notified on 06.03.2019 with immediate effect across BHEL.

#### 38.3 Impact and Benefits

Following provisions have been introduced in the revised policy dated 06.03.2019 so as to increase the transparency in the selection of Consultants & experts and to safeguard the interest of BHEL:

- The selection procedure for engagement of consultant has been notified. The advertisement for engagement of consultant / expert shall be notified on BHEL careers website.

- Performance of an appointee will be monitored and recorded by the respective department against the targets assigned to the appointee on quarterly basis.
- Such appointees will not be posted on sensitive posts.
- Vigilance clearance of shortlisted candidates will be sought before appointment
- The engagement of appointees will be done on full-time basis and they will not be permitted to take up any other assignment during the period of engagement so as to ensure that there is no conflict of interest.

### **38.4 Potential for Reliability**

The policy is applicable for engagement of consultant/ experts in all the functional areas of the Company.

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## **BHEL Executive Development Policy**

### **39.0 Brief description of the Measure/ Initiative**

BHEL has notified on 20.08.2019 the 'Executive Development Policy' which comprises of Job Rotation and Training & Development.

### **39.1 Background**

BHEL has 17 manufacturing Units, 2 repair units, 4 regional offices, 8 service centres, 15 regional marketing centres, 3 oversees offices located across India and more than 150 project sites across India and abroad. BHEL has issued the Sensitive Posts- Rotation Policy on 22nd November, 2013 for making rotation transfers at periodic interval in respect of officials posted in sensitive areas. However, it was observed that there used to be no inter-unit transfers and employees were being rotated within the same Unit/Region and there was too much of familiarity between the employees and Unit Management. Therefore, the purpose / intent of sensitive Post-Rotation Policy was not being achieved. Accordingly, the issue was taken up with Management for a comprehensive policy dealing with the issue so as to minimize the developing of vested interests of employees posted at same location for a very long period, especially at the senior level.

### **39.2 Implementation**

The Policy was revised by BHEL in-house and the policy was notified on 20.08.2019 with immediate effect across BHEL.

### **39.3 Impact and Benefits**

The following provisions have been introduced in the policy dated 20.08.2019 so as to

introduce job rotation and Training & Development to support the Company's future manpower requirement along with the individual's growth and progression :-

- For promotion to ED/ GM position, an executive is required to have worked in 3 locations (2 rotations) with a minimum 2 years duration(excluding long leave) at each location
- For promotion to Addl. GM position, an executive is required to have worked in 2 locations (1 rotation) with a minimum 2 years duration (excluding long leave) at each location.
- Rotation between manufacturing unit/ Power Sector- Region/ Other offices shall involve movement to another location in the allied functions or sub-functions.

#### **39.4 Potential for Reliability**

The policy is applicable for all Executives working in the Company and is likely to make Rotation Policy for sensitive post more effective.

**Central Coalfields Limited**



## Business Process Improvement to develop a Vigilance compliant system with improved productivity

### 40.0 Brief description of the measure/Initiative

#### Adopted Measure:

Business Process Improvement by framing the SOPs for critical functions of all the departments of the company. A total of **40 no of SOPs** developed for **27 departments of CCL, to make all the critical processes of the company vigilance compliant.**

#### When was it undertaken & completed:

Initiated by CCL in 2018 and still continuing

#### Scale of operation:

Introduced on large scale all across CCL HQ and Areas.

### 40.1 Background

- (i) It is noticed that for many critical functions of various departments either the Standard Operating Procedures (SOP) are not existing or they are given in too much details in the form of manuals or guidelines. Due to this there is a lack of clarity of roles and responsibilities of the individuals and ignorance about correct procedures to be followed for executing such critical functions. This was leading to violation of the existing procedure and many times Vigilance guidelines as well.
- (ii) In order to streamline this issue and to bring clarity on roles and responsibilities of each employee, it was proposed to develop SOPs for all the critical functions of each department. These SOPs had main objective of simplification, standardization of critical processes and accountability of each individual about the tasks to be performed by them.
- (iii) These SOPs were developed with clear bottom up approach and initial solutions were taken from the individuals who are responsible for execution of that task to make it practical and acceptable to the field level executives/ non executives. Subsequently they were deliberated upon by senior officials of that department and finalized by the concerned department/ department's HoDs in consultation with concerned Functional Directors.

## 40.2 Implementation (Process)

- a. Developing an SOP is not a very difficult task but the challenge lies in its acceptability and practicality. Therefore, following process was followed for developing the SOPs in such critical areas:
  - **Consultation with the concerned GMs/ HoDs on the need for developing SOPs for such areas**
  - **Communication to the Area/ field units in advance for thorough deliberation on the matter by the field officials**
  - **Threadbare discussion & Brain storming session at Area & CCL (HQ) by the concerned officials from field & HQ led by the respective GMs/ HoDs**
  - **Fine tuning and formulation of final SOP at CCL(HQ)**

*Hence the SOPs have been formulated in a participative and consultative manner and officials at lower level of hierarchy have also been involved so that these SOPs remain practical and acceptable.*
- b. In all the SOPs individual responsibility has been clearly defined at each step in such critical functional areas so as to remove any ambiguity about the role and responsibility of officials.
- c. All the SOPs have been approved by the concerned competent authority. With the approval of these SOPs from the competent authorities, the provisions given in them become enforceable.
- d. All the SOPs have been circulated to the Areas for implementation. Though the SOPs are in the nascent stage of implementation, the feedback is positive. In order to monitor its implementation and effectiveness, the Nodal officers from Vigilance Deptt. have been appointed to pursue the matter with the Area / Project on specific SOP.

**List of SOPs developed for various department & the primary concern addressed are given as under:**

### Phase-I

1. SOP for operation and maintenance of rail and road Weighbridges.
2. SOP for IT Initiatives for surveillance.
3. SOP for Acceptance/ Processing/Passing/ Payments of bills of contractors/ suppliers / service providers.
4. SOP for operation and maintenance of Diesel Dispensing Units.
5. SOP for Civil Engineering activities – To check the issues of splitting of estimates & advance work
6. SOP for transportation of coal by contractual tippers – To prevent the coal theft during transport
7. SOP for Vigilance Investigation and disciplinary action – To adhere to the timeline prescribed by the CVC.

**All these SOPs are approved by the competent authorities and under implementation in field.**

## Phase-II

### Standard Operating Procedure (SOP) for day-to-day working of different Departments.

Sl. No.	Name of Department	Subject of SOP	Status
1	Executive Establishment	i) Payments of Gratuity to retiring executives ii) Payment of Leave encashment to retired executives iii) Training closure of MTs iv) Acceptance of resignation of executives v) Acceptance of VRS of executives vi) Rotation of executives holding sensitive posts for more than 3 years vii) Completion of deptt. enquiry proceeding / process.	Approved by D(P)
2	Project & Planning	Various activities of P&P deptt..	Approved by DT (P&P)
3	Contract Management Cell	Contractual Transportation of coal & OB removal	Approved by DT (O)
4	E&M	Estimate preparation for purchase repair- to remove the ambiguity of OEM/ OPM items	Approved by DT (O)
5	Geology	i) Monitoring of exploration work done by CMPDI, Ranchi ii) Production support & Tube well support in areas	Approved by DT (P&P)
6	Land & Revenue	Legal & Revenue activities	Approved by D (P)
7	Civil	SOP for processing Final Extn. & Revised estimate for Civil works	Approved by DT (P&P)
8	Washery Operation	Procurement of Centralized Spares & P&M items	Approved by DT (P&P)
9	Washery Construction	SOP for Washery Construction	Approved by DT (P&P)
10	Personnel & Industrial Relations	For Compassionate employment to the dependent of employee dying while in service ( Para 9.3.0. of NCWA of Coal India)	Approved by D (P)
11	Materials Management	i) Material Budget(MB)for centralized consumable items & centralized spares ii) MB for de-centralized consumable stores items& decentralized spares of various deptt. iii) Operation of model depot agreement RC iv) Disposal of scrap & unserviceable P&M items	Approved by DT (P&P)

<b>Sl. No.</b>	<b>Name of Department</b>	<b>Subject of SOP</b>	<b>Status</b>
12	Industrial Engineering	SOP for Industrial Engineering Deptt.	Approved by DT (O)
13	Quality Management	SOP for Quality Management Deptt.	Approved by DT (O)
14	Welfare community Development	SOP for welfare deptt.	Approved by D (P)
15	Administration	SOP for Admn. Dept for various activities. SOP for vacation of Qtr. In CCL	Approved by D (P)
16	Security	SOP for dealing with Illegal mining & theft of coal	Approved by D (P)
17	Press	SOP for various activity in CCL Press	Approved by D (P)
18	PR	SOP for Critical process of Public Relation(PR) Deptt.	Approved by D (P)
19	Environment. & Forest	SOP for various activities of Environment & Forest Deptt.	Approved by DT (P&P)
20	Samadhan Cell	SOP for Samadhan Cell.	Approved by D (P)
21	Recruitment (External)	For external & direct recruitment for non executives in CCL	Approved by D (P)
22	Legal	Various activities under Legal dept CCL	Approved by D (P)

### 40.3 Impact and Benefits

- (i) In this process all the critical areas of each department are identified and a SOP is developed by the concerned HOD in consultation with all stakeholders. These SOPs were approved by the concerned functional Directors or FDs making it an approved process of implementation of these functions. This also standardized the process all across the CCL.
- (ii) These SOPs have simplified the procedure for clarity of all the executives/ non-executives and accountability of each individual is brought in it along with timeline wherever needed.
- (iii) The HoDs and FDs ensured that these SOPs are not coming in conflict with any provisions of manuals / circulars or guidelines existing for these processes.
- (iv) However the biggest contribution came for Vigilance department as the Vigilance concerns in these processes are now incorporated in the SOPs itself and any individual following these SOPs is invariably following the Vigilance manual or circulars as directed by the CVC. Therefore the provisions of CVC instructions are integrated in the standard operating procedure followed by the company. In one stroke it ensured that all the critical

processes of the company became Vigilance compliant the ultimate aim of any Preventive Vigilance Mechanisms.

- (v) This process is developed internally and provides flexibility to concerned FD to modify the provisions in case any genuine difficulty is encountered during the process of implementation or if any improvised system is introduced later on. This creates a win-win situation for everyone and has huge positive impact on the productivity of the company while implementing Vigilance guidelines.
- (vi) The response received from all the officials in HQ and Areas is highly encouraging and gives a hope to make a permanent positive impact to the company.

#### **40.4 Potential for Reliability**

- (i) Some of them are already replicated in NCL & CMPDIL.
- (ii) Can be followed by others not only CIL but any sector as it is tool to be used in any specific situation of any organization.
- (iii) It covers almost all the good practices conceived through different means.





# Procurement and Contract Management

## Preventive Vigilance Initiatives





## Madras Fertilizers Limited



# Elimination of flawed system of bids received through email for imports

## 41.0 Brief Introduction

This system improvement suggests adoption of Central Procurement Portal of Government of India for all imports.

## 41.1 Background

MFL was receiving bids through electronic e-mail. There has been no safeguard to protect the fairness and integrity of the tendering process. In some of the tenders, the bids were electronically received by email, minutes after the closing time, giving rise to a real possibility that the bidder in collusion with some of the officials might have known that no bid had been received, thus allowing him the leeway of quoting a price of his choice. These factors, along with non-transparent despatch of tender enquiries, seem to have vitiated the entire tendering process.

Even today, MFL is continuing with email bid system for imports albeit with a mechanism of password protected bids which can be opened only on receipt of password from the bidder after due date and time of submission of tenders.

This system is not a robust and professional system. Firstly, the email itself though the password protected attachment, can be opened any time. There is no formal audit trail of when the email was actually opened. Secondly, there is no electronic vault or repository in which the attachment file is placed, either manually or automatically. This gives scope for a collusive effort to substitute the original attachment with a fresh one even after the tender is opened. If the original email is deleted, there will be no way to establish the connection of the attachment with the said email.

## 41.2 Implementation

On implementation of this system improvement, the prevalent business process will be re-engineered in the last mile for import contracts.

## 41.3 Impact and Benefits

The introduction of this system improvement will benefit the organisation in the long run by ensuring a transparent and competitive import tendering process, thus realising the right rates and the right vendor.

## Dropping of the concept of acceptance of delayed bids

### 42.0 Brief Introduction

This system improvement envisages dropping of clause 10.1.1 of Manual of Contracting & Procurement System (MOCPS) which permits delayed bids to be considered based on the approval of the concerned Group Head (General Manager).

### 42.1 Background

As per the existing Clause 10.1.1 of MOCPS, bids received after the prescribed time for submission but before the prescribed time for opening of tender will be treated as delayed bid. This delayed bid was allowed to be considered after obtaining the approval of the concerned Group Head.

Acceptance of delayed bid was totally subjective with no objective conditions laid down based on which the Group Head of the designated Group could either approve or disapprove. This resulted in arbitrary use of the discretion under similar circumstances in different cases.

### 42.2 Implementation

This system improvement has been implemented in all the areas across the organisation.

### 42.3 Impact and Benefits

Vigilance risk has been reduced by taking away the discretion to accept or reject the delayed bids in a subjective manner. A uniform policy is now being followed for rejecting of delayed bids ensuring transparency and impartiality.

This system improvement has benefited the organisation by increasing the transparency in decision making and indicating a sense of fair play to the participating vendors.

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## Modification of open-ended powers to CMD

### 43.0 Brief Introduction

This system improvement envisages eliminating the open-ended delegation of powers to the CMD by introduction of suitable criteria, checks & balances and conditions.

### 43.1 Background

On perusal of records of the minutes of meeting of one of the Board meeting, it was observed that Board Directors of MFL authorised CMD to initially approve contracts above Rs.10 Crore which will be ratified and approved by the Board in the subsequent Board Meetings.

There are no conditions / circumstances laid down under which such powers can be exercised. Hence, this delegation would not be justified unless this is meant to address an emergent situation such as stoppage of production, danger to life and property etc. Other approvals under normal circumstances do not require such delegation.

Further, there is no specific time limit laid down within which such ratification from Board is to be obtained, rather a vague term “in the subsequent Board meetings” has been used. The absence of such a condition would enable convenient postponement of ratification indefinitely.

Scenarios may well arise where-in the Board in its wisdom may not be inclined to ratify the approval accorded by CMD. In such a case, regularisation of decision cannot take place. Further the concept of ratification itself implies that there is no other alternative. In effect it means that practically unlimited powers have been delegated for approvals which may not be possible to be actually reversed by the Board post facto even if it wishes to.

## **43.2 Implementation**

This is still under consideration of Management.

## **43.3 Impact and Benefits**

On implementation of this system improvement, the following vigilance risks will be reduced:

- Prevention of procurement of quantities / values above certain limit without Board's prior approval.
- Direct oversight of Board of such contracts exceeding the threshold value ensuring fair and transparent procurement.
- Elimination of the risk of an un-ratifiable proposal.

## Mazagaon Dock Shipbuilders Limited (MDL)



## Maintenance Dredging

### 44.0 Brief Introduction

MDL enters into rate contract with the dredging firms for carrying out the maintenance dredging of the channels before movement of the ships which are under construction at MDL. With the objective of mitigating manipulation in dredged quantity and dumping location new clauses viz. Survey of the site to be dredged in the presence of the representatives of Ship Dredging and Docking Department of MDL, use of Barge having Automatic Identifying System (AIS) by the contractor to remove and dump dredged material, Confirmation to be furnished by the contractor as regard to Prior intimation to Vehicle Traffic Control of Mumbai Port Trust for dumping the dredged material, submission of certificate issued by Mumbai Port Trust mentioning that the dredged material has been dumped at the location approved by Trust etc, have been incorporated in the tender document.

### 44.1 Background

Average annual expenditure towards dredging activity in MDL is Rs. 30 Crore. Prior to incorporation of these clauses in the tender document, the contract was being awarded to the third party after conduct of pre dredging survey by the Maharashtra Maritime Board (MMB) in the presence of representative of Technical Service Department of MDL only. Further, after dredging, post dredging survey was being done by MMB to find out actual quantity of dredging carried out. Thus, there was the possibility of manipulation in pre and post dredged survey data.

Further, the complaints were being received regarding dumping of dredged material at the locations nearby to the harbour in violation of MbPT Rules and there were also chances of coming back of dredged material through waves. The barges deployed by the contractors were also not being reported regularly to Vehicle Traffic Control System due to which the record of actual dumping could not be known.

### 44.2 Implementation

The Tender document was modified and it is ensured every time while preparing tender document that all the clauses as formulated for dredging and dumping of material have been incorporated in the tender document. Further, survey of the sites to be dredged is done in the manner prescribed for the purpose.

### 44.3 Impact and Benefits

With the introduction of new clauses in the tender document, manipulation in dredged quantity and dumping location has been eliminated. Furthermore, compliance of coastal rules is ensured.



## Facilitation for Easy Access to Tenders floated exclusively for MSEs

### 45.0 Brief Introduction

Incorporation of an additional slot in OIL's website ([www.oil-india.com](http://www.oil-india.com)) to facilitate easy access to tenders floated exclusively for MSEs and for drawing attention of MSE vendors. Modifications have been made on large scale w.e.f July'2018.

A screenshot of the Oil India Limited website. At the top, there is a navigation bar with links for About Us, Business, Investors, Sustainability, CSR, Newsroom, Flagship Programmes, Careers, For Vendors, and Contact Us. On the left side, there is a vertical menu with a 'For Vendors' option. The main content area is titled 'Micro and Small Enterprises(MSEs)'. Below this title, there is a list of links: 'Attention for Micro and Small Enterprises(MSEs)', 'Vendor Registration For Micro &amp; Small Enterprises (MSEs)', 'Item list of OIL for MSEs', and 'MSE vendors can also participate in all tenders as given under " National Tenders", "Global Tenders" and "Limited Tenders"'. To the right of this list is a red 'Archive' button. Below this section, there is a table with two columns: 'Tenders/Enquiries' and 'Corrigendum'. The 'Tenders/Enquiries' column lists two items: 'KIS0690L19/01 Bolts and Nuts' and 'KIS0581L19/01 BOLTS AND NUTS'. The 'Corrigendum' column lists four items: 'CORRIGENDUM – 2 :: SKI9765P19/01', 'CORRIGENDUM :: SKI9435P19', 'CORRIGENDUM – 1 :: SKI9765P19/01', and 'CORRIGENDUM :: SKI9435P19'.

### 45.1 Background

Based on random scrutiny of tenders meant for procurement exclusively from MSE vendors, it was observed that the Company was finding it hard to attract more MSE vendors to meet the target set by the Government for procurement from MSE vendors. Based on these observations, certain recommendations for Systemic Improvement were put forth by Vigilance.

### 45.2 Implementation

Subsequently, a dedicated slot was created in OIL's website [www.oil-india.com](http://www.oil-india.com) for MSE vendors which contain the following information:

- All the tenders floated for MSE vendors
- List of materials used by OIL with yearly estimated quantity and value which may be manufactured by MSE vendors.
- OIL's Annual plan for procurement of goods and services from MSEs
- Vendor registration /enlistment process for MSE vendors.

In addition to the above modifications in OIL's website, the SAP (ERP) portal has also been re-configured, to give an auto indication in the Purchase Requisition (PR) itself that the item(s) (358 items) are reserved for procurement from MSE vendors only.

SAP re-configuration and the OIL's website modification have been carried out in-house, without any extra financial implication. No additional resource has been used.

### **45.3 Impact and Benefits**

The problem was tackled from two perspectives - for the MSE vendors the tenders meant for them were now clearly visible on the Company's website. From the point of view of the requisitioner, the ERP system now helps to quickly identify and segregate the materials suitable for procurement from MSE vendors.

- The risk of intentionally or inadvertently awarding MSE tenders to ineligible vendors has been greatly reduced with adoption of this system.
- Auto indication facility in the Purchase Requisition (PR) has facilitated report generation through SAP in one click.
- Facilitation for easy access to MSE vendors has increased empanelment of MSE vendors in OIL. Also the value of total orders placed on MSEs has significantly increased from Rs 354.04 crores (in 2017-18) to Rs 595.69 crores (in 2018-19).

### **45.4 Potential for Reliability**

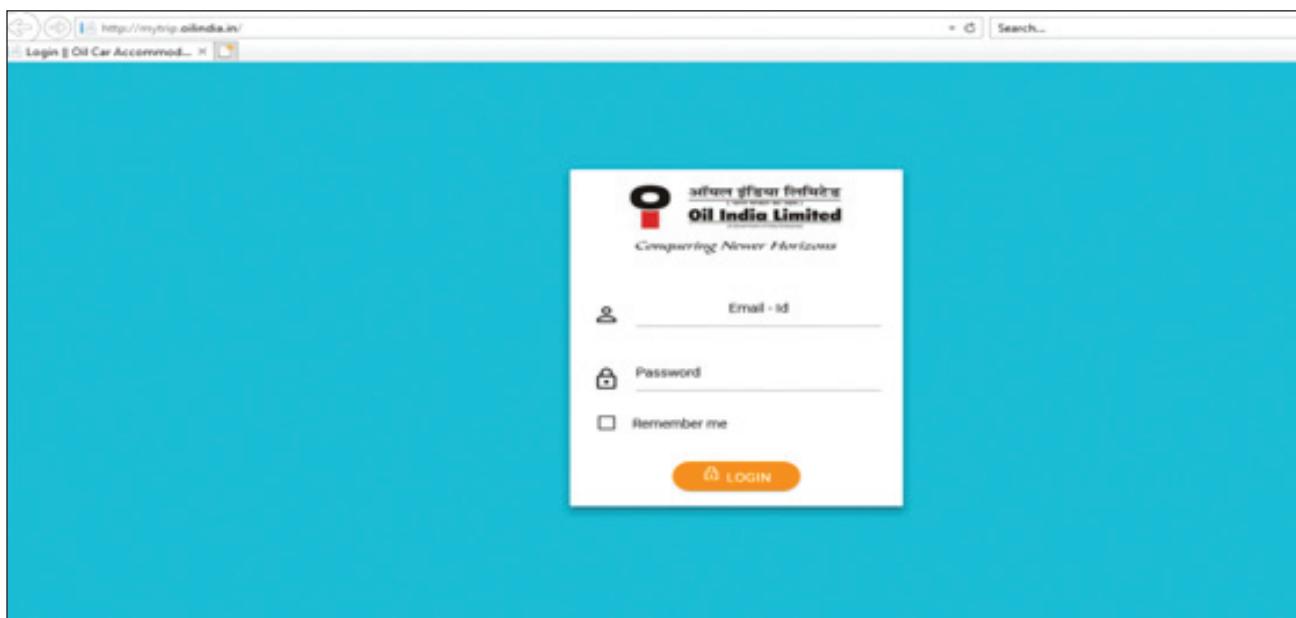
Such modifications have the potential to yield effective results without any extra financial outflow. Hence, it can be utilized by many other Government Organizations/PSUs guided by the Public Procurement Policy for MSEs.

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# Online Support System “Mytrip” for Effective Management of Activities of Passage Section

## 46.0 Brief Introduction

Development of an online support system “MYTRIP” for effective management of activities of passage section of Administration Department at Corporate Office, Noida. The system has been implemented on large scale w.e.f April’2019.



## 46.1 Background

A system study of various activities of Passage section (which include allotment of Guest house/Hotel/Vehicle to officers as per their entitlement) was carried out by Vigilance.

Vigilance risks identified during this study was the lack of proper and sufficient data for accountability and transparency, absence of procedures for allotment of vehicle, processing of bills, etc., which allowed undue discretion on the part of the dealing officers. Vigilance suggested a number of modifications, enlarging the scope of improvements to the allied area of allotment of Guest-Houses/Hotels to officers on tour.

Based on the observations/recommendations put forth by Vigilance, an online support system “MYTRIP” has been developed in-house, implemented and made operational by Administration Department of OIL. The application is live on <http://mytrip.oilandia.in>. Key functionalities of the system include the following:

- The software enables the passage section to maintain the database of all the requests received for guest house/hotel bookings.
- The system also triggers a message to the end user giving the booking position in guest house/hotel in Delhi/NCR.

- The system triggers an automatic message to the empanelled hotels intimating our requirement of rooms for the particular request. The system also triggers a message to the vehicle vendors whenever a vehicle is required to be sent for executives on tour.
- The system has features to generate reports to indicate occupancy status in the guest houses.
- The details of allotment of rooms/cars can be verified online while processing of bills.

## 46.2 Implementation

The software has been developed totally in-house by OIL's IT Department.

## 46.3 Impact and Benefits

- Totally automated system, reducing the need for human intervention and scope for errors and exercise of discretionary powers.
- It is transparent and easily accessible.
- All records could be made available at one click.
- Saves verification time for processing of bills.
- Reduces scope for misuse of official facilities.

## 46.4 Potential for Reliability

In the long run, this software can be integrated into comprehensive, Company-wide software for employee welfare and benefits.

**NLC India Limited**



## New Initiative by NLCIL for Quality Check on Furnace Oil

### 47.0 Brief Description of the Measure/Initiative

- The Furnace Oil (FO) required for operation of the Thermal Power Plants of NLC India Limited at Neyveli are being transported through tankers from Chennai to Neyveli.
- These furnace oil tankers are weighed on Electronic Weight Bridges at the centralised stores and are diverted to the respective Thermal Power Stations (TPS) located at a distance of few kilometers for decanting and subsequent consumption.
- At Fuel Handling System of the respective TPS, the density parameter at both top and bottom of each compartment is manually cross checked with the invoice data and after getting satisfied on all other parameters, the tanker furnace oil is finally decanted.
- As the manual measurement of eight samples/tanker by hydrometer for the density is prone to error and time consuming activity, it was recommended to use Mass Flow Meter and also water funding paste.

### 47.1 Background

- NLCIL procures nearly 25,000 MT/Annum of furnace oil to the tune of more than Rs. 90 Crores to sustain all its Thermal Boiler operations during light up and rainy seasons. The furnace oil is sourced from PSU Oil companies like IOCL, HPCL etc.
- Vigilance Department had received numerous and repeated complaints about large scale irregularities in the supply of Furnace oil. As most of these complaints were anonymous, they were filed as per extant instructions. However, based on certain verifiable source information, Vigilance Department later went ahead with the investigation into these complaints.
- The following recommendations were given as systemic improvements for implementation:
  - A Responsible Officer of Sufficient Rank of NLCIL may be deputed to NTPC to carry out studies regarding the procurement of Furnace Oil and for devising means to implement the lessons learnt in NLCIL.
  - Executives and Non-Executives involved in the measurement of Furnace Oil shall be rotated once in SIX months in view of vulnerable nature of the commodity.
  - Method of measurement shall be suitably modified for automatic recording of the measurements of various parameters so as to make the manipulations impossible.

- The Entire System of Calibration of the Weigh Bridges urgently requires thorough Overhauling so as to Prevent Revenue Leaks.

## 47.2 Implementation

- A team of Executives from field (Fuel Handling System), Stores and Centre for Applied Research and Development (CARD), the in house laboratory of the company submitted the following recommendations based on studies after their visit to Simhadri and Vallur NTPC Power Stations and M/s BPCL and M/s HPCL petroleum refinaries in Tamilnadu.
  - To use water finding paste in each power plant to detect water contamination instantaneously.
  - To erect Online Mass Flow Meter at decanting site for confirming the density, temperature and teh quantity of FO decanted from each truck.
- Based on their recommendation, water finding paste is now being used for each consignment of Furnace Oil.
- After imparting necessary training for usage of the system to Field Executives, the mass flow meter procured at a cost of 33 Lakhs was put in use for decanting at Thermal Power Station II at Neyveli.
- The executives and Non-executives are rotated once in six months at Fuel Handling Section.
- Calibration of all weigh Bridges was duly taken up.

## 47.3 Impact and Benefits

- After few months, follow-up check was taken to verify the quality of the Furnace Oil received.
- No discrepancy is observed in the measured data vis a vis invoice data also, it is inferred that as no more anonymous/pseudonymous complaint on quality of Furnace Oil is received at Vigilance, no organised adulteration of FO is taking place.
- With the system in place, the vigilance risk has greatly been reduced. Normally it will take 2 man power and nearly 20 minutes to measure the parameters of a single tanker. In case where many tankers arrive at the same time, the crew has to work on overtime basis to complete the formalities before decanting them.
- The usage of this system where human intervention is totally eliminated ensures the receipt of quality material with lesser man power and lesser time.

## 47.4 Potential for Reliability

- The use of water finding paste gives instantaneous result thereby quick decisions are made on contamination of received FO consignments.
- With the automated measurement of Furnace Oil parameters, where the data is captured in the system and when human intervention is fully eliminated, the quality of Furnace Oil is ensured.
- The Mass Flow Meter can be used to ensure the quality of the Fluid where density plays a role and Water finding paste to avoid contamination with water.



सत्यमेव जयते



# Preventive Vigilance Initiatives

## Service Delivery

### Grant of Licenses, Permissions, Clearances etc.







**CONCOR**



## Auction of Unclaimed Cargo

### 48.0 Brief Introduction

CONCOR is the custodian of cargo and containers, imported at various Inland Container Depots (ICDs) under Section 45 of Customs Act 1962. Section 48 of the Act provides that import consignments at ICDs/ Container Freight Stations (CFSs) which have not been claimed within 30 days from the date of arrival are liable for auction after giving due notice to the consignee at their known address and subject to a No Objection Certificate (NOC) from Customs.

### 48.1 Background

The extant process was ambiguous as no time limits were fixed and the roles and responsibilities of Customs and Custodian i.e. CONCOR were not clearly defined, due to which there were frequent delays in the auction process.

In many cases conditional NOCs were given by the Customs authorities, leading to delays in delivery of cargo to the successful bidders and thus caused grievances which led to complaints by the bidders. A complaint on one such issue was forwarded by CVC to CONCOR for carrying out a detailed investigation regarding auction of cargo (Polyester Knitted Fabric) at one of the terminals. The complainant had participated in the auction process carried out by CONCOR and was declared as the successful bidder but later refused to take delivery due to delay in handing over of the cargo. The matter was investigated and it was found that:

- The NOC issued by Customs was conditional in nature i.e. delivery of cargo to the successful bidder was subject to the clearance by Textile Committee (TC).
- There was a delay of about 4 months in getting the clearance from Textile Committee which resulted in levy of additional Ground Rent.
- The party refused to take delivery and requested for refund of EMD and the same was not agreed to by CONCOR.

Subsequently, CVC appointed a Committee of CVOs to examine the auction procedure of unclaimed cargo. CVC thereafter directed CONCOR to prepare a Standard Operating Procedure (SOP) for disposal of unclaimed/ uncleared goods in consultation with Customs. The revised guidelines/procedures for disposal of unclaimed/uncleared cargo were finalized after detailed discussions and have been issued by the Central Board of Indirect Taxes and Customs (CBIC) vide Circular No. 49/2018-Customs dated 03.12.2018.

## 48.2 Implementation

The revised guidelines have resulted in improvement in the auction procedure by removing various ambiguities, defining the roles of Customs and Custodians and fixing time lines to complete the process. Salient features of the revised circular issued by CBIC are:

- i) Only cases for which Customs has issued unconditional NOC will be taken for auction/disposal. Time limit for Customs to issue NOC is 15 days from receipt of inventory list from Custodian in case no test report is required. In case a test report is required a time limit of 15 days has been provided to the testing agency for giving its report.
- ii) Customs shall draw and forward the samples to various agencies for testing as required. The testing charges shall be paid by the custodian directly to the agency.
- iii) Auction process is to be completed within 180 days of the commencement of the auction failing which willingness of the bidder will be required to proceed further.
- iv) Time lines have been fixed for each and every activity for both Customs and the custodian.

The revised circular issued by CBIC has been made applicable across all the ICDs/CFSs of CONCOR and auction is being carried out as per the terms and conditions stipulated therein. Further, as per the advice of CONCOR Vigilance division, a software has been developed for auction of uncleared/unclaimed cargo lying in various ICDs/CFSs incorporating the features of the revised circular. The same has been implemented at the largest CONCOR terminal in Tughlakabad, Delhi on 05.02.2019.

## 48.3 Impact and Benefits

This system improvement has led to reduction in complaints besides helping decongest the ICDs/CFSs by expeditious disposal of unclaimed cargo. The early return of the held up containers to the shipping lines has resulted in better utilization and more effective turnaround of the containers.

## 48.4 Potential for Reliability

The above system improvement can be replicated in other cargo handling facilities like airports, post offices etc. for proper and timely disposal of unclaimed cargo in such premises.

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## e-Contractor Billing

## 49.0 Brief Introduction

CVC had issued a Circular dated 3.5.2018 for initiating preventive measures for timely payments to contractors / suppliers/ service providers. CONCOR has implemented a new system for automatic generation and processing of contractor bills with online verification of invoices for the work done by a contractor which is a step ahead of the bill tracking system which only red-flags delays in payment of bills.

## 49.1 Background

Under the earlier system for payments to contactors for outsourced business activities, commercial ERPs only generated a work done statement. The contactor had to submit the invoice alongwith the work done statement and other supporting documents for payment which required frequent physical visits to CONCOR offices to collect / submit the invoices and address any query/observation made by finance etc. These manual processes have now been completely automated wherein the invoice is generated by the system and the contractor has only to verify the same and submit the digitally signed invoice/bill online along with supporting documents for processing the payments.

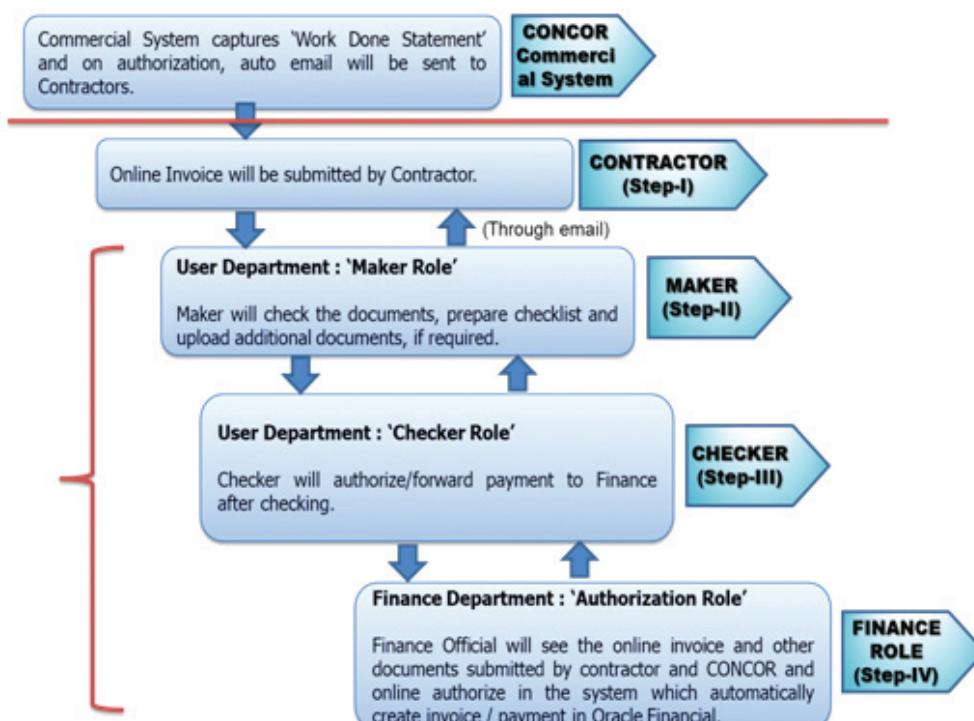
## 49.2 Brief description of the Measures / Initiative

The e-Contractor Billing Portal is a workflow driven based system that replaces the existing manual handling of invoices with a more efficient electronic mode. This system involves following main key stages:

- Online Submission of Digitally Signed Invoices alongwith supporting documents (multiple documents).
- Intimation for deficit documents
- Online verification of all documents by User Deptt. and Finance.
- All the documents submitted by Contractor and CONCOR are permanently stored alongwith the payment voucher in Oracle Financial.

The application has a unique concept of maker and checker where every invoice travels online at different levels of maker and checker to eliminate any discrepancy before authorizing payment.

The work flow of application is detailed below :



### **49.3 Vigilance Risks Addressed**

- (i) An online pre-defined check list for each invoice alongwith remarks is available in system for 'Maker';
- (ii) Auto calculation of payable amount, penalty, deductions and taxes;
- (iii) System suggests the amount to be withheld as per certification of work done statements in commercial applications etc.;
- (iv) Secure login authentication with digital signature and password;
- (v) Online submission & processing of invoice;
- (vi) Eliminates all processing delays;
- (vii) Increases transparency and efficiency in working environment.

### **49.4 Implementation**

The system has been designed in-house by the IT department of CONCOR wherein multiple ERPs have been integrated for electronic movement of data and digitally signed documents.

The software is designed for on-premise centralized deployment supporting a multi location architecture. Further to making the application secure, the security in transit (through SSL) and login and authentication (through single-sign on and digital signature) have also been enabled to prevent any fraudulent transactions.

The e-Contractor billing was introduced in Jan, 2019 and has been successfully implemented at multiple EXIM locations / terminals of CONCOR. Implementation at domestic terminals is under process.

### **49.5 Impact and Benefits**

- (i) Process Automation of Contractor Billing has resulted in removal of physical interface between contractors and subordinate staff;
- (ii) The application has substantially reduced the manpower requirements for checking and verification of bills and supporting documents; and
- (iii) There is increased transparency in the system and the time taken for payments to be released has been substantially reduced.

### **49.6 Potential for Reliability**

Although, the application was designed and developed keeping in view the business requirements of CONCOR, it can be adopted by any organization for bill payments to contractors/ vendors.



Indian Oil Corporation Ltd



## Centralized Supply & Distribution (S&D) at Head Office

### 50.0 Brief Introduction

Centralized S&D at HO through effective implementation of Smart Terminal Parameters using ERP embedded technology and latest initiatives in Automation leading to greater Safety.

The initial pilot was undertaken in two State offices of Northern region and gradually rolled out Pan India Smart Locations. The measure is operational Pan India at all Smart Locations.

### 50.1 Background

Bulk Storage Terminals receive, store and distribute POL products. Receipts are through Pipeline, Tank Wagon, Tank Lorries and Coastal. Deliveries are also affected through the same modes. On an average, a Terminal loads 16000 Tank Trucks ( 192 KL ) per day, 107 TKL of products are pumped on an average through Pipelines / Day, 17 White Oil and 2 Black oil Rakes per day are loaded on an average per day( 57 TKL ). Operations has a fleet of approximately 26000 Tank trucks which are inducted through Public Tender into the system. The supplies cater to 27000+ Retail Outlets, 6500+ Consumers, 3900 SKO agencies and 104 AFSs.

The market demand was met by Tank trucks carrying products from the Terminals to the Customers who can be either be a Retail Outlet or a Consumer. S&D Cell ( later converted to CCC – Customer Care Centre ) in a Terminal used to be the nerve centre of the Terminal which was responsible for daily planning and execution of the market demand working on the principle of “NIL PENDING INDENTS” and “EQUITABLE DISTRIBUTION OF LOADS TO TANK TRUCKS”. In each Terminal one Officer and supporting manpower were engaged in these activities and numerous controls had to be kept in place through manual intervention which was achieved by maintenance of Registers and Control documents.

The processes like Acknowledgement of Previous Loads, Recording of Manual Indents from the Customers and their tracking, Reporting of Tank trucks at Gate through a manually controlled register, Queuing of TT, Scheduling and Allocation of loads, Streamline Documentation like Auto FAN and Auto Invoice Printing, Quantity checking at TLF, Auto printing of Quality Parameters like Flash point/Density etc were manual, it was prone to mistakes and discretion of the manning Officers. This led to dissatisfaction among the stakeholders in some cases and efficiency of the system was also compromised.

## 50.2 Implementation

- The Centralized S&D at HO was a natural fall out of the Smart Terminal implementation and the processes were developed in house in SAP with Automation interface without any additional cost to the Corporation.
- The Centralized S&D is a tailor-made solution prepared through blending of Terminal Automation System (TAS) with SAP. The logic and the hardware are the amalgamation of both the systems which has been developed based on the functional requirements projected by Operations Group

## 50.3 Impact and Benefits

125 S&D Officers at the locations have been replaced with 2 Officers at HO – Approximate Annual Recurring Savings –  $123 * 16$  Lakhs = Rs 20 Crores and other benefits are as below :

- Lean and Mean Supply Chain
- Increased Speed of Operations
- Reduced Cost
- Better Safety
- Enhanced Transparency & Accountability
- Greater Productivity
- Enhanced Customer Satisfaction
- Optimizing Operational Efficiency

The prevailing Business process have been re-engineered as a result of the technology / process/measure as under :

- Acknowledgement of Previous Loads – Manual at Terminal vs Acknowledgement by Dealers/Customers by sending SMS from his Registered Mobile Number / Acknowledgement through Web / Through Mobile App.
- Recording of Manual Indents from the Customers and their tracking – Manual vs Indents by Dealers / Customers through SMS sent from their Registered Mobile Number / Web Indenting / Indenting through Mobile App.
- Reporting of Tank trucks at Gate&Queuing through a manually controlled register – Manual vs Auto queuing through Card Reader/ RFID interface / VTS Geo Fencing.
- Scheduling and Allocation of loads – Manual vs Auto Scheduling through SAP.
- Streamline Documentation like Auto FAN and Auto Invoice Printing – Manual vs Auto Printing through effective TAS – SAP interfacing.
- Quantity checking at TLF – Manual vs Loading through Batch Controllers
- Auto printing of Quality Parameters like Flash point/Density etc – Manual vs Auto Printing through effective TAS – SAP interfacing.

- Stock Accounting – Manual Gauging vs Auto gauging through radar Gauges.

The following risks have been reduced :

- Daily Repetitive Jobs have been automated
- Less of manual intervention
- Less chance of Intervention by Stakeholders
- Error free Operations
- System Audit Trail available with SAP generated figures for monitoring / Reviewing
- Standardization of Processes

#### **50.4 Potential for Reliability**

The same process/technology can be utilized in other functions like LPG, Lubes, etcwith similar business requirements.

## South Delhi Municipal Corporation



# Preventive Vigilance Measures/Initiatives

## 51.0 Brief Description

Several Measures/Initiatives have been taken in the year 2018 & 2019 to reduce the human interface by use of information technology in making the public more aware by introducing more applications online in the public domain.

### 51.1 New Age RFID Project

#### Background:

SDMC is collecting Toll Tax from all the Specified Commercial Vehicles entering Delhi through various borders. Apart from the Toll Tax, SDMC was entrusted with the job of collecting Environment Compensation Charges (ECC) of Delhi Government. Previously, the Commercial Vehicles entering Delhi were required to stop at the borders to pay the Toll Charges along with ECC which is an age old practice and involves intensive human interference resulting in chances of pilferage of Government Revenue including wastage of time, fuel and harassment at Toll Collecting Booths.

#### Implementation and Benefits :

To ensure public convenience and transparency, a new age RFID project has been installed at 13 toll plazas situated at different entry points of Delhi to collect MCD toll tax (though Toll Tax is tender based) and ECC through prepaid tags (RFID Tags). These toll plazas cater to 85% of the commercial vehicles entering Delhi. The collection of Toll and ECC can be monitored at HQ level which can be monitored at one click and further enable it to match the class of vehicle for toll and ECC classification including stoppage of old and non destination-ed vehicles from entering Delhi. This system has been made operational w.e.f. 24.08.2019 and will save human interference, time and harassment of transporters etc. The system has been implemented on large scale and is procured through open bids/tenders.

### 51.2 Implementation of the integration with the Sub-Registrar office with e-Change of name of the tax payer (e-Mutation application)

#### Background:

Previously, the owners of the properties had to visit the SDMC office and apply to the corporation manually along with the documents for getting the properties mutated in their name. This process involved visiting the Property Tax Department on various occasion and involved large human interface resulting in chances of corruption at various levels.

### **Implementation and Benefits :**

To ensure the public convenience and transparency, an E-change of name of Taxpayer portal (South MCD) has been integrated with Sub-Registrar office, Delhi under the Ease of Doing Business of Government of India/ Government of NCT Delhi. The Sub-Registrar offices of Delhi while registering properties are collecting E-change of name fees of Rs. 1000/- on behalf of the Corporation and providing the data of such properties to the Corporation for generation of E-change of name certificate. On the basis of data received from Sub-Registrar offices, Automatic generation of E-change of Name of Tax payer certificate is carried out in property tax records. The system has been implemented on large scale and is procured through open bids/ tenders.

### **51.3 Other Initiatives**

In addition of the above, the following steps have already been taken in the past to reduce the human interface by introduction of information technology and making applications online.

- **Health Trade License :** A simplified new online Health Trade Licensing Policy has been implemented on 05.08.2016. A major breakthrough in implementation of this scheme was that while earlier physical submission of application was required, now all documents are to be uploaded online. The affidavits have now been replaced by self-declarations. While earlier, sixty days were required to issue a license, now the same is done instantly. This led to issuance of a large number of licenses, helped in revenue generation of local body and collection has increased for around 400-500 times. Initially, 33 documents were required to be attached with the form for obtaining the health license. But, after the introduction of online health trade license, only 4 documents are required to be attached with the form. The license fee can also be submitted through credit card while sitting at home.
- **Birth and Death Certificate made online :** With the help of this application, citizen may take printout from anywhere without going to MCD offices/ CSB centres after a nominal fee of Rs. 21/- (Birth) and Rs. 11/- (Death). Corporation provides first copy of both certificates free of cost. This application provides an additional feature of addition of name of born child which was not available in earlier process.
- **Construction Permit -EODB :** Construction Permit made available online. Single online interface as a one stop for all Construction Permit approval including NOC from other departments (i.e., DFS, ASI, DJB, DISCOM, AAI, CIF, DMRC, HCC, DAUC, Environment, NMA, Tree Cutting, DPCC). Paperless Department Process including digitally signed issuance of approved Construction Permit. Only e-Payment Channel mode (i.e., Credit, Debit, Net Banking, NEFT/RTGS) accepted to achieve cashless transaction.
- **Updation of Website of SDMC :** In order to increase transparency in dealing with public/ other stake holders all the grievances related matters, Master plans, building bye-laws, circulars, notification, list of plans, booking of unauthorised construction etc. are being uploaded in the SDMC website. The website also contains all details of various schemes, procedures for application and other terms including relevant forms for the same.

Various other applications like '**Tehbazari Application**' to make the annual renewal of Tehbazari along with fees collection, '**Pet License Application**' to get/renew the pet license and '**Sanction of Building Plan**' whereby building bye-laws have been simplified, can be made online.

## Employees' Provident Fund Organization



## Various Online System Improvements

### 52.0 Brief Description

EPFO is one of the largest social security organisations globally which manages over 22 crore member accounts pertaining to more than 12 lakh establishments. During 2018-19 over 1.65 crore claims were settled towards Provident Fund, Pension and Insurance benefits. It was largely a paper driven organisation with decentralised computerisation. Implementation of robust KYC of members was a major challenge for enabling online services. A strong foundation has now been built with embarkment upon process of centralisation and mandatory validation-based KYC.

### 52.1 Background

The de-centralised and largely paper based setup was devoid of robust KYC mechanism. This involved massive human intervention. The earlier system posed hurdles in extension of online services in absence of identification of actual beneficiaries. This also prevented data driven monitoring of possible vigilance threats on real time basis.

### 52.2 Implementation

Prominent steps taken for reduction of human interface and improved delivery of services in this direction are as detailed below :

- Universal Account Number (UAN) allotted to members has been seeded with Aadhar (with validation), Bank Account and Mobile Number to ensure identification leading to payment of benefits to actual beneficiary.
- Online claim facility, launched in July 2017, has empowered members for direct filing of claims reducing dependence on employers and intermediaries, a major source of harassment and corruption. Presently over 91% claims are received through online mode. SMSs are sent to employers and members on every stage of transactions, reducing communication gap.
- Facility for online generation of PF code to employers has introduced ease and transparency, curtailing role of intermediaries.
- Data driven fraud prevention has been adopted as major strategy to reduce vigilance risk. Internal Audits detected suspected fraudulent payments wherein multiple payments were claimed in single bank accounts. A unique data driven facility has been provided to prevent such suspected payments. At the time of claim settlement, a pop up is provided in each case listing details of all payments effected to the bank account in which payment

is being claimed. Examination of these details is mandatory which creates an alert for all cases of multiple payments in single account.

- Concurrent Audit has been initiated which is a concept ahead of regular audit, which are primarily post-mortems. In concurrent audit, real time claim settlement data is analysed from system for:
  - Identifying fraud risks in the system
  - Assessing the risks
  - Managing and controlling the risks
  - Evaluating and reporting the risks
- EPFO has set up a Central Analysis Intelligence Unit (CAIU) to act as nodal point for facilitating compliance tracking & monitoring by leveraging modern technology.

The hardware and software were procured through NCSI. The application software was developed originally by NIC and is managed by in-house team to fulfil needs of EPFO. The external interface (Unified Portal) is designed, developed and maintained by CDAC, Pune. The changes have been implemented on Pan India basis and have led to substantial reduction in vigilance risks.

### **52.3 Impact and Benefits**

- Reduction of human intervention has not only improved delivery of services, it has drastically reduced discretion and manpower requirement. Reduction in operational cost has resulted into lowering of administration charges from 1.10% of PF wages to mere 0.5% of PF wages. It has also led to reduction in frauds drastically. Till July 2019, preventive action initiated by concurrent audit cell has prevented frauds over Rs. 3.57 crores. Similarly details of multiple payments into same bank account is working as a strong alert to prevent frauds across all offices.
- The business processes have been re-engineered as per following details :
  - The processes are user friendly and customer centric.
  - The services are available over desktop and mobile, both. UMANG, e-services mobile platform of GoI has highest hit (87%) for EPF services.
  - A robust database has created a reliable and efficient service framework.
  - Communication with users has improved phenomenally discouraging intermediaries who take undue advantage of information gap.
  - Scope of frauds is minimized due to robust KYC mechanism.
  - Real time preventive fraud analysis by concurrent audit and reflection of multiple payments alert has reduced frauds drastically.
  - Reduced human intervention has made the system transparent.
- The more the automation the lesser will be the human interaction. It can be easily seen from the above processes, the need for an interaction with EPFO by an Employer or Employee has been reduced considerably.
- The Employer gets an EPF Code online, submits monthly ECR/Contributions online and thus performs his statutory commitments without any interaction with EPFO except for quasi-judicial requirements, if any.
- Similarly, an Employee need not visit an EPFO Office at all throughout his employment once his personal details and KYC are updated and verified. Further proactive steps introduced for preventive fraud analysis has largely reduced the scope of frauds.

**Delhi Police**



## Preventive Vigilance Measures undertaken by Delhi Police

Delhi Police being police force of the capital of the nation is always in focus. Hence, as an organization it endeavors to achieve transparent and efficient systems for citizen service delivery.

In the last one year, many new initiatives in the direction of systematic audits leading to technological as well as systematic upgradation were undertaken. Some of the initiatives are as follows:

### i) Traffic Police

To reduce the scope of illegal gratification by traffic cops, an Online e-payment gateway system was inaugurated by the Commissioner of Police, Delhi on 19th July, 2019. It is integrated with the e-challan machine. Payment can be done through debit/credit card also. Through the website [delhitrafficpolice.nic.in](http://delhitrafficpolice.nic.in) people can deposit their fine amount, with the satisfaction that the same is not going into pocket of any individual.

For Commercial Vehicles, “no entry” permission has also been made Online through the website [nepdtp.in](http://nepdtp.in) whereby such vehicle owner/driver can apply for No Entry Permission. This is expected to reduce numerous complaints wherein policemen are alleged to show favoritism for such permissions.

Traffic Enforcement Officers are provided body worn cameras which record the complete event of stopping vehicles and challan them for the violation. This has helped not only to de-motivate the corrupt police officials but has also dissuaded the mischievous elements of public who make wrongful allegations of misbehavior and corruption.

Red light jumping/speed detection cameras with Automatic Number Plate Recognition (ANPR) have been installed at vantage points to prosecute the defaulting vehicles automatically. It has not only saved Delhi Police manpower, but has also reduced corruption related complaints. It will also supply ready evidence to the defaulters, which will help in making them more responsible drivers.

The serving of notices is now being done through SMS over mobile phone. This is not only fast and efficient but also reduces police-public interface.

## ii) Licensing Unit

The process of application for issue of any kind of license be it for Arms/Explosives/Hotel/Motel/Guest House/Eating House/Cinemas/Public amusement has been made completely Online since 1st February 2019. Further, appointments can also be sought online and communication can be done through emails. Besides this, the feedback as well grievances redressal mechanisms are also available online. Since 2017, the Casual Performance Licenses for smaller events like Ramleela, Circus, Auditorium performance etc. have already been made online.

With the coordination of other important agencies in Delhi like MCD, Delhi Fire Services and Delhi Pollution Control Committee the process of application for restaurant and hotels is in the pipeline to become online, very shortly.

### Challenges of Earlier System

- Inter-dependence for grant of licence/NOC.
- Applications are received and processed by each agency in isolation.
- Multiple submission of documents.
- No formal channel for inter-agency dialogue.
- Decisions of stakeholders are not shared on real time basis thereby leaving gaps in follow-up action.
- Non compliant citizens have a field day. Some simply register and not even apply.
- Start operating without statutory clearances and safety measures in place which may cause huge loss of lives.
- Revenue loss and tax evasion especially GST.
- Actual employment data not captured.
- Compliant citizens have to suffer.
- Applications have to run to multiple offices for various clearances.
- Time Frame: last license on an average issued in 8-9 months.

### Benefits of new Integrated System

- Single Window Application.
- No duplicity of documentation.
- Commonly agreed list of compliances.
- Simultaneous processing by all agencies.
- Inter-agency dialogue.
- Multi agency inspection.
- Processing within mutually agreed timelines.
- Status updates.

## iii) Special Branch Passport Verification

A coordination meeting with Regional Passport Officer was held in November 2018 wherein it was impressed upon all the Enquiry Officers that the focus of enquiry would be on

two factors (i) Nationality and (ii) Criminality. There would not be undue focus on address verification which had been a big source of corruption related complaints.

#### **iv) Registration of FIRs Online**

The facility for registering online FIR has been extended from petty theft cases to MV theft, stolen property cases and lodging of complaints.

#### **v) Other Citizen Services**

Character Verification Report, Police Clearance Certificate, Domestic Help Registration, Tenant Registration, Stolen Vehicle Search etc. can be availed online. This technological upgradation aims at reducing avoidable police interaction and resulting in fair and transparent process.

#### **vi) Helplines**

- a) A vigilance team consisting of a Flying Squad is available round-the-clock through Helpline No. 1064 and Whatsapp No. 9910641064. In the year 2018, 612 such calls were received out of which 47 were related to corruption. All these calls were enquired into detail and action taken.
- b) The public has 24x7 access to send any distress call through Police Control Room No. 100 and various other helplines as mentioned below:-
- c) Women Helpline – (1064)
- d) Senior Citizen Helpline – (1291)  
(It also works as Child Helpline, Students Helpline)
- e) Traffic helpline – (1095)
- f) Special Cell (North-Eastern States) – (1093)  
It also caters to the grievances of the people belonging to J&K.
- g) Anti Stalking Helpline – (1096)
- h) Foreigners Helpline – (8750871111)

In the year 2018 a total of **2,28,86,220** calls were received combining all the above channels and the follow up of all these calls are supervised at a senior level of police management.

#### **vii) Monitoring**

Complaints received from all sources are managed through Complaints Monitoring & Tracking System (CMTS) which is a unique digitized system for registering and monitoring of all complaints received by Delhi Police. The Vigilance Unit functions as the single window for this.



# Support to Whistle-blower



## National Insurance Company Limited (NICL)



# Whistle Blower Portal for Employees

### **54.0 Brief Introduction**

A Whistle Blower Portal has been developed in the Department with the objective of empowering individual employee to act and bring wrong doing in organization to the notice of authorities and to act as deterrent for those having mala-fide intention. The same has been submitted to the Board of the Organization for approval.

### **54.1 Background**

Prior to development of Whistle Blower Portal, only offline mode of lodging a complaint was available under whistle blower policy.

### **54.2 Implementation**

Detailed write up for end user has been prepared and for reaching out to each and every employee, Awareness Campaign will be conducted.

A dedicated server will be used for the portal and administrative credentials will only be available to CVO.

### **54.3 Impact and Benefits**

With the development of portal, the employee shall be empowered to act and bring any wrong doing in the organization to the notice of authorities and his/her identity will only be known to CVO. This shall act as a deterrent for those with mala-fide intention and serve as a preventive measure.







सत्यमेव जयते

केन्द्रीय सतर्कता आयोग  
CENTRAL VIGILANCE COMMISSION

ईमानदारी को प्रोत्साहन देने तथा भ्रष्टाचार उन्मूलन में जन सहभागिता  
PUBLIC PARTICIPATION IN PROMOTING INTEGRITY AND ERADICATING CORRUPTION



सत्यनिष्ठा प्रतिज्ञा  
INTEGRITY PLEDGE

एक नागरिक के रूप में  
AS A CITIZEN

— OR —

एक संगठन के रूप में  
AS AN ORGANIZATION

प्रतिज्ञा तीन आसान चरणों में लें  
TAKE PLEDGE IN THREE EASY STEPS

बुनियादी विवरण दर्ज कीजिये  
ENTER BASIC DETAILS

प्रतिज्ञा की भाषा चुनिये  
SELECT PLEDGE LANGUAGE

पढ़ें और प्रतिज्ञा ले  
READ & TAKE PLEDGE

यदि प्रतिज्ञा पहले ही ले ली है तो वचनबद्धता का प्रमाण-पत्र प्राप्त करें। If already taken Pledge, Get the Certificate of Commitment



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**CENTRAL VIGILANCE COMMISSION**  
Satarkta Bhawan, Block-A  
GPO Complex, INA, New Delhi-110 023  
Website: [www.cvc.nic.in](http://www.cvc.nic.in), [portal.cvc.gov.in](http://portal.cvc.gov.in)