

**REPORT ON  
RESTRUCTURING  
OF THE  
THE PLANNING COMMISSION**

**Volume - II**



*Facilitators & Consultants*



**ACORD**

**Asian Centre for Organisation Research and Development**

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## *Annexure – I*

The Following pages of Annexure – I provide an insight into the “perceptions” of the Planning Commission, as felt by a cross section of personnel representing several Divisions and Levels. Annexure – I is organised as follows:

- Perceptions from the ½ day Senior Team Workshop
  - What works well in the Planning Commission
  - What does not work well in Planning Commission
- Perceptions from the ½ day Top Team Workshop
  - Perception of Strengths of Planning Commission
  - Perception of Weaknesses of Planning Commission
  - Perception of Threats for India
  - Perception of Weaknesses for India
  - Concerns and Anxieties about Planning Commission
  - Hopes for Planning Commission
- Perceptions from the 2½ day Large Group Interactive Workshop
  - Hopes for Planning Commission
  - Main Strengths of Planning Commission
  - Excitement about the Change Process in Planning Commission
  - Anxiety about the Change Process in Planning Commission
  - Main Weaknesses of Planning Commission

*Annexure – I***15<sup>th</sup> February' 2001 - 21 people participated in the half day workshop****What works well in the Planning Commission**

1. Multi – disciplinary organisation; good image.
2. Opportunity to acquire knowledge/ expertise in the commissions.
3. Hard work pays dividend, but not upto desirable extent.
4. Accounts section looking after tax and pay.
5. Thought process for planning works well, knowledge base is excellent, good interaction.
6. Politeness in dealing with officials.
7. Lifts and cooperative store on the ground floor.
8. Planning Commission's view on development aspects are highly valued by other ministries / departments and non-government bodies.
9. Planning of programs of division are done well in Planning Commission.
10. Taking work from GCS without any Training / Promotion to them.
11. Letting cadre officers work without any stake to the planning process, & career development.
12. Not utilizing the talent available in GCS officers, who are the best.
13. The contact and influence of employees in the Commission.
14. IAS supremacy, flattery of IAS, PAMD, and autocratic rules.
15. Central dispatch, telephones, and internet work well.
16. As good as any Advisory Body without Constitutional mandate.
17. Attracts knowledgeable people / repository of wisdom.
18. There is clear demarcation line
19. Cadre & ex-cadre personnel have cordial relations irrespective of different career.
18. Contribution to the development process of nation.
19. Less hierarchy and openness
20. Multi disciplinary repository
21. Consultative process.
22. There is a bit of academic learning competency at middle level.

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23. Some command structures in a few service sectors.
  24. Parliament section, phone, PABX. Tea board works well.
  25. Plan coordination Section.
  26. Planning Commission does strengthen the planning process of country.
  27. Planning Commission Coordinates well.
  28. Many programs are improving due to PC.
  29. Cordial relations between employees and employer.
  30. Free accessibility to Sr. officers. good team spirit, feeling of welfare, sense of belonging.
  31. Timely promotions, congenial atmosphere, no disparity between IAS & IEC officers because quick promotion.
  32. Well framed recruitment rules (though at present faulty).
  33. Lot of variation in work due to inadequate staff.
  34. Best talent in country attracted to PC.
  35. Timely output of Plans and Resource Allocation.
  36. Freedom of thought and speech without fear of hierarchy, less Babudom.
  37. Generally Friendly atmosphere
  38. One-to-one discussions + occasional group discussion also works well.
  39. Reasonably good library (could be improved).
  40. Discussion – brainstorming session. in depth analysis, computer culture, e-governance.
  41. All routine works like annual plan, FYP goes well.
  42. Routine work, approach for promotions push & pulls, DH views and his political affiliation, Admin, protocol and consultants.
  43. Partnership between admin and technical staff.
  44. Un productive work, duplication, parliament questions, late coming, work without accountability, studies related to specialized areas, working GRP report, criticism / self criticism, tabulation of data.
  45. Paralysis by analysis.

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## Planning Commission

15<sup>th</sup> February' 2001 - 21 people participated in the workshop

### What does not work well

1. Interaction among the Divisions.
2. No "teeth" on implementation.
3. Uneven distribution of work.
4. Departmental promotion.
5. Human Resource Management process.
6. Planning and Promotions policy.
7. Information Retrieval.
8. Encouragement of GCS workers for Career development & promotion - there is lot of stagnation.
9. Existing organizational structure not conducive for changed role of PC.
10. Very slow process of Change for Reorienting and Restructuring PC.
11. Analysis based on Research work is very superficial.
12. Multidisciplinary work.
13. Interference from PMO, Finance Secretary & Cabinet Secretary.
14. Too many IAS at top have diluted the thinking process particularly in specialist areas.
15. Recruitment of GCS workers.
16. Interaction with Member, Secretary, and Deputy Chairman.
17. Appreciation / Rewards of quality of work of an individual.
18. Familiarly with the working of the other divisions.
19. No punishment for 'Shirkers'.
20. New role for Planning Commission.
21. Red Tapeism.
22. Modernisation of office equipment does not wok well.
23. Aims and Objectives identified by Planning Commission.
24. Planning process itself.

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25. Attitude to change according to changing world.
  26. Imbalance / uneven workload.
  27. Job-Person mismatch at times.
  28. Selection by Composite method.
  29. Cadre differentiation between GCS & IES/ISS.
  30. Insensitive attitude of cadre officers to officers below them.
  31. Indiscipline in peons.
  32. The understanding of technical matters is less at higher levels.
  33. Equal treatment in matters of common welfare does not work at times.
  34. File management system.
  35. Public dealing in general branch I & II.
  36. Punctuality.
  37. Full dedication to a project / assignment in a given time frame.
  38. Sincerity and accountability of subordinates.
  39. Late submission of CR's – sometimes 2-3 years.
  40. No chances / opportunities for training and further studies.
  41. Optimum use of computers / internet for official work.
  42. Think Tank
  43. Resource allocation.
  44. Persuasion of personal matters.
  45. Top is very heavy with bureaucracy.
  46. Too frequent changes of bosses.
  47. Appointment of cadre officers to subject division.
  48. Payment of TA bills to lower officers.

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**Planning Commission  
Top Team Workshop – Day 2 (16<sup>th</sup> February 2001)**

**Perceptions of “Strengths”**

- National acceptability of the Planning Commission
- Advisory role of the Commission
- Somewhat equidistant from Centre & States, & therefore States see the Commission as representing their interest to the Central Government.
- Planning Commission can analyze, monitor & evaluate
- It has the capacity to take overview as well as detailed view
- An esteemed organisation.
- It has a number of senior & experienced Civil Servants
- Strategically placed to play coordination role & look at larger picture.
- Is accorded a high status in Govt scheme of things.
- Repository of information related to Govt. schemes/ Plans.
- Independent review of govt. activities in economic, social sphere etc.
- Large data base
- Multidisciplinary to some extent.
- A good source of data base.
- Opportunity to have a holistic view.
- Members & officials have excellent administrative experiences & expertise to confidentially advice the Govt.
- States & Centre - PM , CM & Ministers are part of NDC-the role of Planning Commission is supported by all parties.
- Planning Commission has Name, Recognition - venerable quality.
- Apolitical, professional,
- Decision based on national interest
- Knowledge based on all sectors
- Backward & Forward linkages
- Planning Commission maintains objectivity.

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- **Financial control**
  - **Need-based policy - agency to translate commitment of Gov.**
  - **Expertise**
  - **Large number of highly qualified people.**
  - **Free exchange of ideas**
  - **Good data base & studies.**
  - **Different sectors of economic study & holistic view; Planning Commission is the only agency to harmonize the relations between Centre & State.**
  - **Ground rules well laid in Planning Commission**
  - **Close rapport & understanding with States.**
  - **Excellent working conditions.**
  - **Organisation with Experts.**
  - **Advising role, and hence not interested in implementation.**
  - **Monitoring and Evaluation**
  - **Total Annual Plan allocation relating to central government and state government.**
  - **Benefit of Experienced Civil service strategically placed to play a co-ordinating role and look at the larger picture**
  - **Scope for independent review of government schemes for various sectors**
  - **A good source of Database and multidisciplinary approach.**
  - **Academic experience to advise the government, and holistic view of any development is reflected.**
  - **Name, Recognition,**
  - **“A – political”, professional, decision based on knowledge.**
  - **Objectivity and “memory” of what happened earlier.**
  - **An agency to translate the commitment of the government.**
  - **The only organisation which can release the tension between centre and state.**
  - **PC has more knowledgeable manpower.**
  - **Has a wide range of expertise in all the sectors of the economy.**

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## **Perceptions of “Weaknesses” of the Planning Commission**

- **Poor career progression and therefore demotivation.**
- **Unable to discharge its original functions.**
- **Bogged down by routine work – therefore no time for original work / no thinking**
- **The work of an Expert is being done by a Generalist.**
- **Govt posts people at Planning Commission, but for senior people it is more of a punishment.**
- **No “renewals” in terms of knowledge/ skills/ training.**
- **Planning Commission unable to take any action even if States /Ministries reportedly & provenly have violated the rules / norms in letter and spirit.**
- **Institutionalized expert network is required to service each division.**
- **Lack of policy interpretation**
- **Lack of institutional monitoring to provide feedback.**
- **PC has degenerated in to an organisation that does incremental allocation of resources to Ministries & States. Its main input should be professional, but professional views are not respected.**
- **Inadequate & unskilled staff**
- **People without expertise.**
- **Political influence in decision making with regards to plans, policies and allocation of resources.**
- **Poor capacity of thinking & understanding.**
- **Too top heavy.**
- **Diffused in focus**
- **Activities not related to ground realities**
- **Too much of bureaucratic control**
- **Discrimination between Experts & Generalists.**
- **Large & unwieldy.**
- **Less emphasis on Monitoring & Evaluation**

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- **Centralised Planning process**
  - **Failed to live up to its image.**
  - **Sidetracked from main task because of Ministries.**
  - **Not allowed a free hand in approval of scheme.**
  - **Low morale**
  - **Should shed off the patronage.**
  - **Too groovy (in the old grooves)/ “silos”.**
  - **Tentative planning & schedule even after 50 years independence.**
  - **Either plan size unrealistic, or schemes not properly planned.**
  - **No role evaluation being done.**
  - **Officers are left with little time to do original work.**
  - **Evolved over the years as a bureaucratic organization.**
  - **Fast turnover of senior officer.**
  - **Non-appointment of Divisional heads.**
  - **Does not have statutory authority.**
  - **Low career progress and low motivation.**
  - **Many posts for experts being manned by generalists.**
  - **Majority of staff having no “renewal” in terms of training.**
  - **Planning Commission unable to discharge its organisational role.**
  - **Lack of policy direction.**
  - **Lack of clarity of objectives.**
  - **A lot of routine work (too much).**
  - **It has degenerated into an organisation that does incremental allocation of resources to Ministers and states.**
  - **Professional advice not accepted by Ministers and States.**
  - **People without expertise.**
  - **Political influence in decision making with regards to plans and allocation to ministries and states.**
  - **Too much of bureaucratic control.**

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- **Discrimination between subject specialists and generalists.**
  - **Has failed to live up to its objectives and is side tracked by government and ministers.**
  - **Plan size unrealistic.**
  - **Officers have little time to do development work.**
  - **It has become a bureaucratic organisation over the years.**
  - **Finance Commission Functions overlap the Planning Commission's Function.**
  - **Frustrated staff, low moral.**
  - **Role is not as meaningful as it should be.**

### **Perceptions of "Threats" for India**

- **Fiscal deficit growing – subsidy is increasing.**
- **Diversion / misutilisation of resources.**
- **A trade regime propagation under WTO may not be beneficial.**
- **An organisation which does not cater to average people of the country.**
- **Economic reforms dislocate human security of vulnerable groups.**
- **Some parts of the country are disturbed – there is a lot of uncertainty.**
- **Setback to development through nuclear war threat perceptions.**
- **Ruling Elite – (external bureaucracy, captains of industry, vested interests).**
- **Poor delivery mechanism.**
- **Increasing cynicism in the IAS.**
- **Huge debt burden.**
- **Increasing Administrative Costs.**
- **Population explosion**
- **Inability to meet basic needs of people**
- **Increasing corruptions.**
- **Moral degradation**
- **Water Shortages.**
- **External egression**

- Mass poverty
- Communal violence
- Debt-burden of states
- Threat of globalization to Small scale sector
- Unemployment
- Political instability in the planning process
- Levers of power are in the hands of shortsighted politicians.
- Fiscal deficit
- Imports threaten agriculture sector
- Regional & economic divide
- Conservatism
- Mal practices
- Lack of will to deal with threats (by bureaucracy & ministries).
- Accountability lacking.
- Increasing gaps of “have’s” & “have-nots”.
- Heavy hand of govt.
- Fundamentalism
- Regional Security environment
- Natural calamity & hazards which cannot be monitored & control.
- Economic dangers.

### **Perceptions of “Opportunities” for India**

- With liberalization, India can become engine for fast growth rate
- A growing indigenous market
- Knowledge market.
- Regional cooperation for mutual harnessing of strengths.
- Free-market opportunity to improve performance.
- With liberalization & opening up, India is getting an opportunity to tune with other countries.

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- Opportunities for India to prove its worth.
  - Use of demographic strength.
  - India has a new found confidence with IT
  - Openness to global economic & technical changes
  - Large pool of knowledge
  - Scope for improvement
  - Public awareness has increased.
  - Literacy is increasing , especially for women
  - Due to competition, there is a lot of transparency.
  - Opportunity to integrate with the world.
  - Right policy – Increasing competitiveness in agriculture & industry.
  - Population can be an asset with good planning.
  - IT professionals in demand globally & internally.
  - Traditional medicine & bio-tech are also in demand.
  - Peace-loving & tolerant culture.
  - Large industrial base, good international relations.
  - There is a consensus on Economic reforms
  - Increasing growth of economic rate.
  - People, & their aspirations to progress.
  - Leadership in knowledge-based India.
  - Indian can become number-1 Economic power
  - Still not an aging society – considerable manpower.
  - Increased opportunity for economic growth.
  - A growing indigenous market.
  - International markets to be tapped.
  - Knowledge to be tapped.
  - Lot of opportunity due to liberalization.
  - With globalization and liberalization Indian can lead among the developing countries of the world.

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- **Software sector success and openness to Global economy.**
  - **Large pool of workers**
  - **Computerisation should provide more transparency**
  - **Stable and growing economy, which can be developed further.**
  - **Stress on education and health can make the huge population an Asset rather than a burden.**
  - **Vast human resource, large industrial base, large scientific resource.**
  - **Consensus in economic reform**
  - **People and their aspiration to progress.**
  - **Still not an agency society and can provide manpower for development.**
  - **Increase opportunities for economic growth.**
  - **Low efficiency, bad governance.**
  - **Inability of government to make change.**

### **“Concerns” & “Hopes”, about Planning Commission**

#### **Concerns & Anxieties**

- **Planning Commission has become a moribund organisation.**
- **No relevant role.**
- **Personnel policies not in tune with P.C.’s role.**
- **Wrong people at the top.**
- **Half-hearted work**
- **Reduced GBS**
- **Fast turnover at senior level**
- **P.C. not made realistic assumptions.**
- **Organisational challenge does not exist.**
- **Professional competence is declining due to no promotional avenue**
- **Marginalised organisation.**

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- Ineffective
  - Change will be little
  - PC will soon become irrelevant
  - Slow process of change in Planning Commission.
  - Fears further being marginalised, because plans do not suit present day reality.
  - P.C. should not become another stumbling block in development
  - P.C. at top represents a refuge for failed Ministers & IAS – good leadership much needed.
  - Increased routine work.
  - Lot of simmering, unrest (w.r.t. benefits, unequal distribution of work, irregularities).
  - Redundant organisation,
  - Plan based on unreal assumptions.
  - Short tenure, wrong people on the top.
  - Political appointees not interested.
  - Reduced GBS, fast turnover at senior level.
  - PC has not made itself aware of its role in the new scenario.
  - Personnel management bad, no promotions.
  - PC might have to be closed.
  - Expertise not able to be retained.
  - PC is the refugee of unwanted people and politicians.
  - Lack of professional capabilities.
  - Lot of frustration within the staff and officers, with respect to unequal distribution of the work and favouritism and nepotism.

#### **“Hopes” for the Planning Commission**

- Radical change for better is possible.
- Better interaction with Academicians will give better information
- Vibrant, Relevant organisation.

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- **Planning Commission is a meaningful place.**
  - **Globalization: Planning Commission continues to play a role in Strategic Planning, Ecology, Inter-Sectoral reforms**
  - **Continues influential due to knowledge.**
  - **Introspection is good – will have good effect.**
  - **Allocative, monitoring role still played by PC**
  - **Planning Commission can play a pro-active role**
  - **Openness & attempt to bring change – will not be a fruitless experience**
  - **Coordinating role**
  - **Removing regional imbalances.**
  - **Planning Commission will come to occupy prominent position if it changes.**
  - **Would become a non-political body merged with Finance Commission.**
  - **It emerges as an organisation with unbiased view.**
  - **PC will play a new role in the new economy once it is restructured and reoriented.**
  - **Can strengthen its intellectual capability.**
  - **PC should play more proactive than a reactive role.**
  - **Co-ordinating role between sectors, between states, and a think-tank.**
  - **A strong body of Professionals.**
  - **PC is still relevant and will remain so.**
  - **PC would become an independent autonomous body: merge it with Finance Commission and Pay Commission.**

**PLANNING COMMISSION**

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**HOPE**

- **Planning Commission will regain its past glory.**
- **Planning Commission will regain its image.**
- **Planning Commission can make a difference.**
- **The reform and restructuring of the Commission will take place**
- **ACORD may throw some light for improvement.**
- **Restructuring process will improve career prospects of staff/officers.**
- **The authorities are determined to implement change.**
- **Becoming aware of problems will lead to solutions and some improvement.**
- **Planning Commission ke Ache Din Ane Wale Hain**
- **Reorganised Planning Commission will improve the country.**
- **Working environment in the Planning Commission may actually improve.**
- **Hope that the role of Planning Commission does not diminish further after the exercise.**
- **Planning Commission stops becoming dumping yard and professionalism is rewarded.**
- **The services provided by experts in respective subjects will be recognized (Espl. GCS Officers).**
- **The country will gain from the restructuring of the Planning Commission and will be more glorious.**
- **I am hopeful that the Planning Commission will play a more pro-active role in bringing about the development which will improve the living standard of the people.**
- **It will cut barriers and resistance to change and empower Planning Commission with suitable tool and techniques.**
- **Planning Commission will be able to achieve its lost glory.**
- **Future of Planning Commission will be excellent and India will develop.**
- **Planning Commission will be able to re-vitalize itself to be effective and relevant in the socio-economic development of the country in the changed circumstances.**
- **Steps would be taken to improve the career prospectus of its employees.**
- **Restructured Planning Commission will make the planning process more effective.**

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- After this exercise, there may be a proper slot for me in the Commission.**
- **‘The report, if implemented will provide better career prospects.**
  - **Recommendations are not against the individuals and get implemented.**
  - **Planning Commission is going to have a new role according to the changing circumstances.**
  - **Hope for better career prospects of officers.**
  - **With right leadership, the commission would prove to be the unchallenged body in plan and policy formulation.**
  - **India will become a well-developed country.**
  - **Exercise may lead to enhanced career prospects of existing staff – G.C.S. in particular.**
  - **Planning Commission will be able to achieve its goal of bettering the lot of the poor.’**
  - **It is hoped that Planning Commission would plan in a better way for the whole country as well as for its own personnel in its restructured shape.**
  - **Some outsiders and many insiders do feel that planning and Planning Commission is no longer relevant. But the reality is that it will be there.**
  - **Technical staff of PEO will have better future.**
  - **Planning Commission may succeed in its mission.**
  - **Let truth/wisdom come to us from all corners of the universe.**
  - **Planning Commission will bring the country among the list of developed countries.**
  - **There is scope to re-define/re-structure Planning Commission to meet present day requirements.**
  - **All of us would work with devotion to keep up the credibility and dignity at the heights of glory.**
  - **The ongoing restructuring process shall take care of the doubts and apprehensions about the relevance of Planning Commission.**
  - **The restructuring of Planning Commission will take economy from developing to developed.**
  - **Planning Commission will play a leading role in bringing about qualitative improvement of life.**
  - **Planning Commission will be an effective instrument of change.**
  - **Officers of Planning Commission may get timely promotions.**
  - **Planning Commission will get back its former glory.**
  - **All these efforts will have a meaningful conclusion.**

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- **May be**
  - **Participatory exercise may yield results.**
  - **Things will change for the better.**
  - **Some results will come.**
  - **Revival of role of Planning Commission as a sound National Institution.**
  - **Planning Commission will develop its professional standing**
  - **We will succeed**
  - **In future Planning Commission may have greater say and power.**
  - **To achieve a happy, healthy and wealthy nation.**
  - **As an apex National body, Planning Commission would not discriminate in the career progression of its employees.**
  - **Report of 'ACORD' would bring positive results.**
  - **Planning Commission will perform its assigned roles effectively in future.**
  - **Qualitative change in the nature of the work.**
  - **Planning Commission acquires more teeth.**
  - **Would be able to adapt itself to the new environment very soon and take the nation to the new heights and earn a world recognition.**
  - **See a better future for Planning Commission.**
  - **Adjust quickly to fast changing global scenario and continue to play effective role in planned development of the country.**
  - **It should develop as a strong apex planning body.**
  - **Better opportunities for expertization.**
  - **Planning Commission assumes a new and leading role in the 21<sup>st</sup> century.**
  - **To make professionals out of all of us, who can compete with the best in the world.**

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**PLANNING COMMISSION**      [LGIE / 10.4.2001]  
**MAIN STRENGTHS**

- Authentic Data base for all sectors.
- Perspective medium/long term planning – at National level
- Development through planned efforts for nation - building.
- Looked upon as an apex body for plan and policy formulation.
- Impartial and objective fund allocation.
- Presence of good technical expertise.
- Planning Commission is resource allocating Agency & Developmental Policy maker.
- The Planning Commission is full of Experts in every discipline.
- Impartial and objective evaluation and appraisal of Plans/Programmes.
- Allocation of funds to State Govts. And Central Ministries.
- National & Integrated perspectives.
- Subject matter experts for balanced regional development are available.
- Good infrastructural support.
- Adequate mechanism for Plan Resource Allocation.
- Multidisciplinary body of experts.
- National perspective which looks beyond the narrow departmental/regional agenda.
- Expert body of Plan formulation and strategy for implementation.
- Holistic, Impartial and National level approach to Planning.
- Allocation of financial resources for Plan schemes/projects.
- Ability to look at problems and find solutions in a broader perspective.
- Planning Commission has a long-term perspective of various socio-economic issues facing the country;
- Planning Commission is in a position to take a balanced-view of inter-sectoral and inter-regional requirements;
- Impartial appraisal and evaluation
- Repository of data
- Acts as a “Think Tank”
- Apex “Development policy - making body”

- 
- **Non-controversial body taking care of need for development in a balanced manner**
  - **Approach is integrated and far reaching**
  - **The expertise available across all sectors of economy**
  - **The participative approach adopted by Planning Commission for working out the plan programmes**
  - **As an apex body which can take a holistic view of the entire country, and can play a moderating role, balancing inter-sectoral and regional development**
  - **Coordinative role**
  - **Efficient and equitable allocation of resources for balanced development**
  - **Reservoir of data and knowledge.**
  - **Possesses a good in-house expertise and InfoTech facilities, which help in discharging its unique role in allocating resources/funds**
  - **A large networking with NGOs**
  - **Repository of information**
  - **Apex planning authority**
  - **P.C. is a think-tank on various facets of development**
  - **Comprehensiveness**
  - **Engaged in various disciplines relating to developmental activities under one roof.**
  - **Effective role in the development process.**
  - **Culture of research and data - based work.**
  - **Harmonizes and plans balanced and sustainable development and growth, of different sectors of the economy.**
  - **Repository of knowledge and ability to offer expert advise/suggestions, on development of various sectors of the economy.**
  - **Acts as a bridge between center and the states, and harmonizes center's plans with those of states to achieve the desired goals and objectives.**
  - **Planning Commission is a body, repository of multi-disciplinary professionals.**
  - **"Single – roof" access to information regarding all aspects of development sector wise and state-wise.**
  - **Technical and multi-disciplinary competence as "think tank".**
  - **It has historic experience in allocation of funds.**
  - **It plays the role of stimulator for dynamic planning process.**
  - **Policy coordination for a shared, economy – wide, development vision, and sectoral perspectives.**

- Effective institutional arrangement for bringing about balanced regional development, including thorough focus on special category/backward states.
- A potential repository of 'expert knowledge'.
- Ability to have a vision cutting across the sectors and states, with a broader national permission.
- Guides the States/Ministries/Depts. in the plan formulation, and acts as a link among them.
- Ability to collect data and process them for planning process.

## PLANNING COMMISSION

LGIE 10.4.2004

### EXCITEMENT

- At last Planning Commission has taken up restructuring process/introspection.
- Early implementation about changed role and functions of Planning Commission and promotional avenues of technical officers.
- Will bring improvement in socio-economic conditions of grassroot level people.
- Professionals will be honoured.
- We are making a visible move towards reforming our organization, and ourselves perhaps.
- Its interaction with the States, Centre and expert bodies.
- In comparison to many other government agencies. Planning Commission is a better organization.
- May get better promotion prospects after all this.
- Costly play way method.
- ACORD comes out with career progression of Ex-cadre officers.
- At last something is being done for the sufferers.
- No excitement: it may or may not be properly implemented.
- It is exciting that an attempt is being made to involve officers at all levels to participate in this process of meeting these challenges.
- Ownership and equal partnership for change.
- Results of the present exercise of re-orientation of Planning and re-structuring of Planning Commission.
- Role of Planning Commission will be appreciated by all.
- Excited with the hope that restructuring of Planning Commission will take place for better future.
- Evaluation division will be strengthened.
- As a common man when I view Indian policy formulation and implementation I do recollect the last words of Jesus Christ: "oh! God forgive them for they know not what they are doing". The world would be a different one if they know it.
- India will become a developed country.
- The expected re-structuring will result in the all round development of the country.
- Achievement in IT – model for other sectors.

- 
- The exercise will provide opportunities to serve country more effectively.
  - ACORD will facilitate tremendously in strengthening the multi- disciplinary professionals and improving the service conditions/promotions avenues for the existing staff.
  - It will open promotion avenues.
  - Planning Commission not only can adapt to meet the requirements of present day India. It can also take new challenges of social economic development.
  - Whether ACORD is going to assess the fate of officers of Planning Commission.
  - After restructuring, the Planning Commission will be able to eradicate poverty and reach the people at the grass root level.
  - Planning Commission will be the “leading”, planning organization of the world.
  - Whether ACORD’s report would be accepted to reorient Planning Commission and help Planning Commission officers to get timely promotions.
  - No excitement.
  - No excited at all.
  - How long we need to wait.
  - Let us try.
  - Positive movement for change.
  - May yield beneficial results.
  - Let us break for today.
  - Planning Commission will be a real store house of talents.
  - Being in touch with various sectoral developments of the economy.
  - Positive action would be taken by the government for the career prospects of the Planning Commission’s officers.
  - Planning Commission is the “think-tank” as well as the “store-house” of knowledge based on historical background of successes and failures.
  - Global developments will give a new vision to the Planning Commission.
  - Having a wider perspective of the sector I am working.
  - I am being involved in this exercise.
  - A right platform has been created to bring a positive change.
  - Awaiting the recommendations of ACORD report.
  - I am excited about participating in the restructuring process of Planning Commission.
  - I am excited about the opportunity I will have to silence the critics of Planning Commission.
  - I feel excited to see the country a world leader through innovative reforms initiated by the Planning Commission.
  - The enthusiasm of many of the participants of LGIE.
  - The emergence of India as a super power in information technology.
  - Better career prospects.
  - Restoration of the lost glory of Planning Commission.

**PLANNING COMMISSION****LGIE 10.4.2001****ANXIETY**

- Will anything change?
- Whether any fruitful decisions for change will come up?
- Will Planning Commission achieve its past glory?
- Feeling of uncertainty.
- To see / know what the ACORD report contains.
- Career planning of the individuals.
- When will we be free of this exercise?
- Lack of seriousness in the planning process.
- Diminishing / diluted role of Planning Commission in some sectors.
- Demotivation among technical officers.
- Lowering down status of Planning Commission due to privatization.
- Current situation of our country.
- Apprehension of bureaucratic / political pressure.
- Planning Commission is not taking it seriously, but sensitive and competent leadership can show the way!
- The Commission has been marginalized.
- The Commission will lose its importance.
- The career prospects will further get blocked.
- Unequal opportunity for career progression for different category of people working for the Commission.
- Anxiety about the outcome of this exercise.
- Wastage of financial resources
- A large section of personnel are feeling dissatisfied about their career prospects.
- ACORD exercise may become an exercise in futility.
- Anxious to see the final outcome of the exercise and whether the money spent on this is justified.
- My career may be doomed in the restructuring process.
- Will Planning Commission be able to play the role of "think tank" as well as that of evaluation to ensure that sustainable development takes place?

- 
- Whether, really, change will occur and how long it will take to see the results of change?
  - What dimensions, the so called change will take?
  - Will the change lead to betterment of those in Planning Commission or of the countrymen?
  - What will be the future shape of Planning Commission?
  - What will be my future (three participants)?
  - The Planning Commission is becoming a formal entity and heading for non-effective functioning.
  - Planning Commission may not be able to face the challenge.
  - Evaluation Division will not be downsized; Planning Commission would continue to be a confused / confusing body as long as electioneering process continues in the country.
  - It is feared that all the negative recommendations regarding restructuring of the Planning Commission will be immediately implemented, while positive recommendations will be kept in abeyance.
  - Increasing liberalization and the monkeying with western planning, without any idea of background where we are, and thinking 'Leap Frog' in data management would lead which 'H' – Heaven or Hell?
  - It is becoming a dumping ground of senior officers coupled with gradual politicalisation.
  - Uncertain career progression of officers of Planning Commission.
  - Imbalanced growth.
  - Planning Commission would further degenerate to a mere 'Rubber Stamp' role.
  - This exercise is not going to change the Planning Commission much as generally happens.
  - The existing set up and functions should not be dismantled altogether, rather these should be improved.
  - Promotion and career prospects of the staff may be jeopardized.
  - Planning Commission as a body is fast getting outdated in the present world.
  - In the age of privatization and decentralization, questions are being raised about the very existence and relevance of Planning Commission.
  - Will the Planning Commission after restructuring be able to have a high global image?
  - To know the future of Planning Commission.
  - No anxiety at all.
  - Timely promotion of Planning Commission officers.

- 
- **Whether Planning Commission would be a respectable body to be associated with?**
  - **Planning Commission may be shut down.**
  - **Planning Commission will be too slow to respond.**
  - **Changes involve external actors other than Planning Commission.**
  - **Loss of identity of Planning Commission as an Apex National Level Institution.**
  - **Gloomy career prospects.**
  - **If the present state of Planning is allowed to continue – the purpose of planned development would get defeated.**
  - **Planning Commission may lose its identity as an apex planning body in the light of present political development.**
  - **Future of Planning Commission.**
  - **Present liberalization and globalisation would reduce the role of Planning Commission.**
  - **Planning Commission has been reduced to rubber stamp.**
  - **We are anxious about the extent to which all the suggestions put forward can and will be implemented.**
  - **If an earthquake strikes down Yojana Bhawan, there will be no effort to resurrect it.**
  - **What will be the outcome of this exercise?**
  - **How will the recommendations be implemented?**
  - **Will the report of ACORD be discussed with stakeholders?**
  - **It becomes a defunct organization.**
  - **Will this exercise yield the expected results?**
  - **Will the ACORD report be implemented quickly?**

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**PLANNING COMMISSION**  
**MAIN WEAKNESSES**

**[LGIE/10.4.2001]**

- **Plans are not pragmatic.**
- **Toothless body**
- **Dumping ground for parking unwanted Senior Officers**
- **Limited knowledge of field-level reality/ problems**
- **Inadequate emphasis on implementation strategy**
- **Too much centralization**
- **It does not have 'TEETH' for resolving conflicting issues**
- **Lack of expertise in "emerging areas" / new areas.**
- **Insufficient data base, hindering effective plan formulation**
- **Lack of authority to enforce proper implementation of plan programmes**
- **At times it ignores practical aspects of implementation**
- **Planning Commission goes into unnecessary details of schemes while examining them**
- **Formulation and approval of five-year, and annual plans, are very much delayed**
- **Bureaucratization of advisory functions in Planning Commission**
- **Inadequate interaction with States**
- **No mechanism to ensure 'accountability' for utilization of plan funds**
- **Utopian Think Tank**
- **Irrelevant**
- **Lengthy process**
- **Inability to undertake decentralized, area-specific planning & to achieve reduction in regional disparities**
- **Project evaluation is not followed by effective implementation of corrective measures suggested**
- **Inadequate funds**
- **Planning commission has not been able to ensure effective allocation/ utilization of resources, or timely completion of projects, or avoiding duplication of schemes cutting across states/ sectors, etc.**
- **Lack of adequate infrastructure for effective evaluation of social sector investments**

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- **Pressing need to build up technical expertise in few selected areas, both due to faulty recruitment rules, and lack of proper feed back due to lack of evaluation studies**
  - **Lacking administrative and legal perspective in designing and formulating development programmes/ policies**
  - **Procedural weakness in the process of programme / project formulation and decisions**
  - **Somewhat removed from grass-root realities.**
  - **Lack of expertise**
  - **Role is only advisory – no teeth**
  - **Absence of authentic/ reliable data**
  - **Dilution of policy-making role over time**
  - **Lack of adequate expertise at senior managerial level**
  - **Increased political intervention**
  - **Slow processing**
  - **Undesirable and unwanted hurdles**
  - **The Planning commission plans for the nation but has no planning for the betterment of its own employees**
  - **Inadequate authority to physically/ financially evaluate the schemes/ projects**
  - **Perceived merely in the role of a rubber stamp**
  - **Long / inordinate delays in approval of schemes**
  - **Lost touch with ground realities**
  - **Lack of cooperation**
  - **Lack of new initiatives: Economic/Policy**
  - **Increasing entry of non-specialists at Advisory levels has diluted the planning process.**
  - **Non-availability of technical expertise and experience on many subjects.**
  - **Lack of authority in plan implementation.**
  - **Lack of decentralization in planning process.**
  - **Has become bureaucratic just like any other ministry/department.**
  - **Inadequate monitoring (Both financial and physical) of plan schemes/programmes.**
  - **Inadequate appreciation of difficulties in implementation/ground realities.**
  - **Focus more on target setting rather than results & achievements**
  - **The body takes decision sitting in Yojana Bhawan far away from reality.**

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- **Ministries/state's perception that planning commission is a stumbling block for their policies.**
  - **Structural deficiency in ensuring qualitative monitoring of resource allocations.**
  - **Inability to create favourable investment climate to leverage strength of private sector.**
  - **Slow in adopting or responding to external changes.**
  - **Absence of proper monitoring mechanism for utilization of available resources/ achievement of targets.**
  - **Full potentials of existing multi-disciplinary professionals are not exploited. And it deserves to be strengthened.**
  - **Absence of interaction with international as well as national experts outside the commission. It is not a mandatory body.**
  - **Lack of proper data-base.**
  - **Even in the changed economic scenario, planning commission is engrossed with investment – growth plan model, rather than on human development as the core objective of planning.**
  - **Lack of “enforcing capacity” of planning commission, to see that the implementation of plans are in accordance with broad parameters of policy guidelines**

## ***Annexure - II***

The following pages of Annexure – II provide the report of the seven Action Teams formed at the end of the 2½ day Large Group Interactive Workshop. Annexure – II is organised as follows:

Reports of the seven Action Teams:

1. • **Vision & Mission;**
  - **Lead Role of the Planning Commission;**
  - **Roles & Functions of the Planning commission.**
2. • **Organisation Structure/Restructure;**
  - **Staffing : Competencies & Skill-Mix;**
  - **Career Progression Planning.**
3. • **Networking with National & Global Institutes of Expertise;**
  - **Think-Tank Role of Planning Commission;**
  - **Knowledge Management.**
4. • **Planning Commission's Relationships with, and Impact on Its External Stakeholders**
5. • **Improving Productivity and Quality of Work in the Planning Commission.**
6. • **Performance Monitoring and Performance Improvement (by central ministries and state governments).**
7. • **How to Ensure Implementation of Change in the Planning Commission.**

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## **Report of the Action Team on Vision, Mission, Lead Role and Functions of the Planning Commission**

### **Vision Statement**

- To plan for a prosperous, just and efficient knowledge society free from poverty and hunger.

### **Mission Statement**

- Evolving a shared vision of national development goals and strategies for their attainment.

### **Lead Role**

- To prepare a road-map of national programmes and policy initiatives, for a sustainable, equitable and enriching growth in opportunities for all individuals and the nation as a whole;

### **Role and Functions**

- To facilitate through structured consultation a continuous exchange of ideas and flow of information between government, experts and public at large with a view to get lateral inputs into the planning process, sensitise the civil society to impending policy changes and concerting the partners in the development process - the state, the market and the voluntary sector - towards attaining the national goal;
- Assessment and mobilisation of the totality of resources - material, capital and human - to formulate a plan for the most effective, environmentally sustainable and regionally balanced development of the country as also augmentation of such of these resources as are found deficient in relation to the nation's requirements;
- To strengthen and sustain a multi-sectoral approach to policy planning, with a view to become a repository of expert knowledge - a Think Tank for national development;
- To strengthen the capacity to anticipate issues, both global as well as domestic, that have a bearing on the formulation and conduct of our development policy and gearing up appropriate systemic response to address them;
- Building an information base of relevant data and research findings of retrospective and anticipatory nature to form a convincing basis for policy analysis and public programmes formulation;

- 
- To evolve consistency and coordination in medium-term framework of sectoral objectives and policies against the backdrop of long-term national perspective. Also, to ensure harmonisation of development policy between various tiers of Government and between regions in the country.
  - To undertake Impact and Evaluation Studies, as also joint monitoring of plan implementation with the concerned agencies with a view to assess the effectiveness of plan spending in meeting the stated objectives of the programmes/schemes and provide feedback for improving the design, operation and information base of ongoing schemes.

**PLANNING COMMISSION**

**Action Team for "Organisation Structure, Staffing  
(Competencies and Skill Mix) and Career Progression"**

**— REPORT**

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## PLANNING COMMISSION

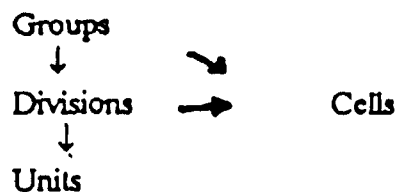
### Action Team for "Organisation Structure, Staffing (Competencies and Skill Mix) and Career Progression"

The Action Team deliberated on the following issues:

- (i) Structure - particularly details of divisions
- (ii) Staffing and Skill Mix
- (iii) Reporting Mechanism and Designations
- (iv) Career Progression

#### Structure of Planning Commission

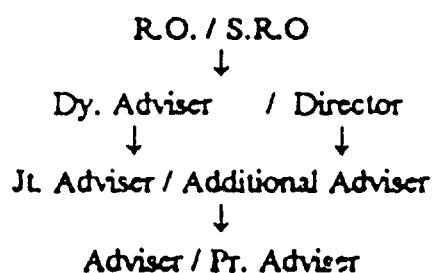
The following organization chart was agreed upon:



Planning Commission would thus be constituted of seven groups each with its own cluster of divisions and units within these divisions. Each division would be headed by an Adviser / Principal Adviser who would also be Head of the Division (HOD). The cells would, however be mobile, their number dependent on workload and they could be attached as far as possible to different divisions / HODs. The proposed list of groups / divisions / cells may please be seen from Annexure-I.

### Designations and Reporting Channels

The group was of the opinion that there should normally not be more than three channels for efficient and effective functioning of the system. However, the actual number of reporting channels could be left to the discretion of the concerned Advisers. Some members expressed the opinion that as far as technical advice was concerned, it was better that the technical experts in a division at various levels vet the proposals / policies so that expert opinion emerges. The following reporting channels were agreed upon :



Additional Adviser is a new level proposed by the Group in the pay scale of Rs. 16,400-450-20,000. There should be a common designation i.e. 'Adviser' for officers both at the level of Additional Secretary or Joint Secretary.

It was generally agreed upon that the introduction of the NFSG Scale for IES/ISS and consequently, the designation of Director, had caused problems of reporting in the Commission. It was felt that this problem could be solved to a large extent if the Deputy Advisers in the Commission are also given time bound / performance based promotions and a new designation of Additional Adviser is introduced in the pay scale Rs.16,400 - 450 - 20,000.

It was generally agreed upon that cells should provide flexibility at the head level and could be headed by Joint Advisers / Addl. Advisers or even Advisers depending upon the work load and their importance. Secretary level officers posted to Planning Commission as State Plan Advisers would continue to be designated as Principal Advisers. All subject divisions should be headed by Advisers / Principal Advisers to be selected through the due process of selection as per the Recruitment Rules for the concerned post. All other designations should continue.

### Staffing of the Divisions / Cells

The required staffing pattern is suggested keeping in view the following factors:

- 1) The primary role of Planning Commission as a think tank.
- 2) Skill Mix of various services namely IES/ISS and GCS as required by the assigned work of the Divisions. ACORD
- 3) The introduction of cells to give emphasis on certain subjects and their staffing requirements.
- 4) The need to have leaner and more effective Divisions.
- 5) Sanctioned posts at various levels.

The Staffing of the divisions as worked out by the Action Team may kindly be seen at Annexure - II. The broad details of the Staff at various levels are as follows:

Post	Existing	Proposed
Adviser	27	33 *
Additional Adviser	-	04 @
Joint Adviser	19	22
Deputy Adviser		
IES	49	49
ISS	05	05
GCS	39	46
Total	93	100
Deputy Secretary / Director (CSS)	02	02
Senior Research Officer		
IES	37	37
ISS	09	09
GCS	45	50
Total	91	96
Research Officer		
IES	32	19 \$
ISS	07	07
GCS	25	30
Total	64	56
Sr. Research Assistant		
Economics	19	10
Statistics	02	02
GCS	10	05
Research Assistant		
Economics	10	05
Statistics	03	02
GCS	03	00
Computer Grade I		
Economics	05	05
Computer Grade II	05	00
Total	57	29 #
GRAND TOTAL	353	341

\* includes 6 new posts at the Joint Secretary level - 3 for IES and 3 for GCS.

@ This will be a new level in the proposed pay-scale of Rs.16,400 - 450- 20,000.

# The posts will be phased out only after the present incumbents (numbering 57 and as listed in Annexure - III) are promoted / retired and the exercise is dependent upon a cadre review which would provide adequate promotional opportunities to the existing personnel at these levels. The exact no. of posts will also depend on the no. of SRAs from the cadre services opting for Planning Commission's cadre as the IES posts will have to be correspondingly rationalized.

\$ IES posts at this level have not been filled up for nearly 7-8 years.

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## Career Progression of GCS Officers

The Planning Commission is manned by officers from various services as well as its own technical officers namely, the General Central Service Officers. For the GCS officers, the current system lays down tight compartmentalized sets of recruitment rules for each post and the officer has to be "promoted" through an interview conducted by UPSC in which he / she competes along with all the other outsiders who have applied for the post. As a result of the subject specific recruitment rules and the lack of a chain of posts in some of the divisions, officers have been stagnating at various levels (At the Joint Adviser level there are 19 sets of recruitment rules one for each post, at the Deputy Adviser level, 29 sets, 24 sets at the SRO level and 16 sets of rules for Research Officers). The GCS officers are the ones who are tailor made for the work culture of the Planning Commission but unfortunately, the existing promotion prospects for them are almost namesake. Promotional opportunities have declined and are not comparable to most other services in the Government especially considering the qualifications, experience and specialization of the GCS officers. Hence, there is a need for a career progression scheme for them so as to keep the honour of the Institution high.

In order to mitigate the problem of stagnation, ad-hoc promotions have been given at various levels. However, this short term arrangement does not address the problem completely as ad-hoc service is not counted for the next promotion. As a result of stagnation there has been a degree of demotivation and demoralization of the technical officers which is compounded by the fact that officers in the other services are being promoted on a regular basis and GCS officers find that officers much junior to them have become their seniors only owing to the fact that they belong to an organised cadre. Some examples of stagnation are given below:

- ♦ Some Deputy Advisers in the I & M division have spent as many as 17 years in their substantive posts – one Deputy Adviser has been on the same post for 17 years and another for 13 years. These officers are Engineers and specialists in their fields.
- ♦ Joint Adviser in the E&F Division joined as SRO in 1974. In 26 years he has got just two promotions. He is an Engineer from IIT, Delhi and has an MBA degree from IIM, Ahmedabad.
- ♦ SRO in the MLP Division has been on the same substantive post for over 10 years. She has a Doctoral degree from JNU.
- ♦ Stagnation at the RO level is even more acute. RO in Backward Classes Division has been in his substantive post for 17 years since 1984; RO in S&T division has been in his substantive post for 16 years since 1985 ; one RO in the Project Appraisal & Management Division has been in his post for 13 years and another RO for 12 years.

Another stumbling block is the promotion from SRA to RO. Owing to the age ceiling, many of the SRAs cannot apply for the DR posts and the existing rules do not provide adequate promotion quota for their consideration. ~~Though as many as 7 SRAs have been promoted as ad-hoc ROs, one of them has been ad-hoc since 1990 and another since 1996.~~ PC

In the changed scenario when a more effective Planning Commission is envisaged, it is essential that it has qualified and competent officers. In order to attract the best talent and retain it, a career progression policy for the GCS officers is the need of the day.

*Hence the Group unanimously agreed that the entry level for the GCS posts would be at the Research Officer Grade through UPSC. At this level, specialization would be vital and the existing recruitment rules could continue with a few modifications to suit the changed requirements. All other posts would be outside the purview of the UPSC and their selection directly under the control of Planning Commission.*

. However, owing to the fact that the GCS officers are drawn from various technical fields, the lack of promotional channels in the existing set up and the limited number of posts, the drawing up of a promotion policy which is totally satisfactory is very difficult. This is primarily because if promotion channels have to be created within the given number of posts, broad banding is essential and this to a certain extent could dilute the "specialist" nature of their work.

Given any set of rules or policy, some difficulties may arise in implementing them. But, the Planning Commission would need to realize and take care of its own expertise and would have to consider these proposals with objectivity.

Hence, alternatives are being described below along with their advantages and disadvantages:

#### Alternative I

Time bound promotion is introduced upto the level of Joint Adviser, notwithstanding the number of posts at each level. The criteria would be years of service + fitness. The Additional Adviser level is being suggested primarily to prevent stagnation at the Joint Adviser level and the senior-most Joint Advisers would be promoted to this level. For Advisers, the method should be Promotion /Deputation, failing which direct recruitment.

#### Advantages

1. The system will help to attract and retain talent in the Planning Commission.
2. The system would provide equality of opportunity to all officers for career progression upto Joint Adviser level, thus mitigating stagnation. In most technical organizations, a system of promotion is followed even upto the Joint Secretary level e.g. flexible / complementing in scientific departments.

3. It would also place the GCS officers at par with the IES officers as they ~~enjoy the current pay grade of Joint Advisers as NFSG Directors.~~
4. The financial implications would be minimum as most of the officers are already ad-hoc in the next higher grade.
5. An element of merit in selection would be retained at the level of Addl. Adviser and above to ensure adequate guidance and expertise.

#### Disadvantages

1. There could be a bunching of officers at the Dy. Adviser level, leaving gaps at the SRO / RO level. However, with changes in technology and extended computer usage, it would be feasible for Dy. Advisers to function effectively without extended support from the RO / SRO level ( a skeletal support staff would however, have to be maintained).

#### Alternative II

DPC based promotion system upto Jt. Adviser/ Additional Adviser level through broad banding into two groups followed by selection procedure through promotion / deputation failing which direct recruitment at the Adviser level. The number of posts would be fixed but the officers would be able to move within each band, irrespective of their specialization.

#### Broad Banding of Qualifications of GCS Posts

Depending on the alternative adopted, the posts could be broad banded into two categories namely, the Scientific and Technological Group and the General Planning and Development Group. After going into the details of each Division, the following groups emerged:

Post	Scientific and Technological Group	General Planning and Development Group
Joint Adviser	09	13
Deputy Adviser	18	26
SRO	24	26
RO	11	19

In order to maintain the specialized character of some of the Divisions, certain isolated specialized posts would continue namely Deputy Adviser in the Health Division which could, henceforth, be manned by an officer from the CHS on deputation and one post of Deputy Adviser level combined for Animal Husbandry and Fisheries.

The following divisions would fall in the two bands:

#### Scientific and Technological Group:

1. Power & Energy
2. Water Resources
3. Industry & Minerals
4. Science & Technology

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### General Planning and Development Group:

All the remaining divisions / cells will be in this group except in the case of Project Appraisal and Management Division which would draw officers from both the groups, in view of their nature of work as they have to screen proposals of both types.

### The System

Till the Joint Adviser level, the seniority-cum-fitness method may be adopted to give equal opportunities to all officers. For determining fitness, the candidate should not have earned any adverse entry in his/her ACRs. DPC would be comprised of Secretary, Planning Commission as Chairman and Adviser (Administration), Adviser (Technology) or Adviser (General) as Members.

Promotion to Additional Adviser level would be given to the senior most Joint Advisers. For Advisers, the method should be promotion / deputation, failing which direct recruitment.

### Advantages

1. The financial implications would be marginal.
2. The number of posts and the existing structure would be maintained.

### Disadvantages

1. There could be stagnation as the number of posts would not change.
2. The specialized character would be diluted at the middle hierarchy levels.

### Required length of service (Adhoc service to be considered as regular service) to be considered for all alternatives

RO to SRO	-	4 years
SRO to DA	-	5 years
DA to JA	-	5 years
JA to AA *	-	3 years
AA to Adviser	-	3 years

\* This level is not essential for all GCS officers and is only to prevent stagnation. Senior Joint Advisers with requisite experience would be able to apply for Adviser's posts directly.

The Group was of the opinion that Alternative-I is more appropriate as it would help in maintaining the specialized character of staffing in the Commission and at the same time provide opportunities for career progression for Planning Commission's own officers.

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Group D and lower Services

At present, the following posts are being operated in Planning Commission at these levels namely, Computer Grade-II, Computer Grade-I, RAs and SRAs. There is a considerable stagnation at each of these levels. Some examples are given below:

- One candidate has been recently promoted from RA to regular SRA after about 27 years and another candidate after 24 years.
- There are 9 SRAs who are working on ad-hoc basis for the last 9 years.

The data on these posts is presented in Annexure-III.

There are three categories for these posts at RA and SRA level namely, Economics Cadre, Statistics Cadre and GCS cadre. The persons at all these levels have been recruited by the Planning Commission itself through SSC, UPSC etc. However, while the Economics Cadre at SRA level forms the feeder for the Indian Economics Service and the Statistics Cadre form the feeder for the Indian Statistical Service, this is not the case with the GCS Cadre.

The extent of stagnation calls for an immediate cadre review at this level. A rational promotion structure be introduced for them and all existing incumbents be granted promotions as per this policy. A one stroke attempt may be made to end the long years of stagnation suffered by most of the present incumbents. The posts of Computer Grade-II may be abolished and all the present incumbents promoted to Computer Grade-I. Subsequently, however, the level of Computer Grade-I may also be abolished after the existing personnel (on cadre review) get promoted or vacate the posts otherwise. The basic idea would be that no further appointment at Computer Grade-II, Grade-I or RA be henceforth made from the open market. After the structure is in shape as per the rationalized cadre review, the exact requirement of posts in these categories could be determined and those unwanted could be dispensed with. Slowly however the posts may be abolished from the lower levels i.e. first the Computer Grade-II, then Computer Grade-I and so on. In the changed role of Planning Commission, staff at this level will not be required as per the existing sanctioned posts. However, if we cut the posts of SRAs at this stage, it may lead to further narrowing of the promotion avenues as only a percentage of the total strength can be granted promotion. We may request for a one-time relaxation to convert Computer Grade-II to Computer Grade-I and their promotion (including those of RAs to SRAs) on a regular basis. The financial implications will be marginal as most of the incumbents are already serving on the posts on an ad-hoc basis. The upward mobility may be ensured through 100% promotion quota till the SRA level. Alternatively, the post of RA could be upgraded to SRA.

For the ad-hoc ROs (substantive post - SRA) who have been stagnating for a long period, the DPC based promotion system may be put into place. If the Recruitment Rules are not favourable, they may be changed accordingly. The promotion quota should be raised to 50%. If there are no eligible promotee officers, direct recruitment can be resorted to.

Notwithstanding any of the alternatives adopted, in-situ promotion may be considered on a case to case basis in case an officer faces stagnation at any stage of his/ her career.

Cadre Review

A cadre review must be carried out every three-five years keeping in view the interests of the officers and the changing work requirements of Planning Commission.

Review of Recruitment Rules

The Recruitment Rules will have to be reviewed keeping in view the changed role of Planning Commission and the alternate promotion policy



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REORGANISATION OF DIVISIONS

**I. Macro Policy and Perspective Planning Group**

- ❖ Perspective Planning Division
- ❖ Central Finances and Fiscal Policy Division
- ❖ State Finances Division
- ❖ International Economics Division
- ❖ Development Policy Division (including regional distributional aspects of growth, creation of an enabling environment, suggesting alternative strategies, State level reforms)

**II. Social Development Group**

- ❖ Education Division
- ❖ Health & Family Welfare Division
- ❖ Gender & Child Development
- ❖ Social Justice Division
- ❖ Labour Employment and Manpower Division
- ❖ Environment and Forest Division

**III. Infrastructure Group**

- ❖ Energy Division
- ❖ Transport Division
- ❖ Communication and IT Division
- ❖ Urban Development Division

**IV. Agriculture and Rural Development Group**

- ❖ Agriculture Division
- ❖ Water Resources Division (including Drinking Water & Sanitation)
- ❖ Rural Development Division (including Land Resources & Rural Housing)

**V. Industrial Development and Technology Group**

- ❖ Industry and Minerals Division (including Privatisation, PSUs and Foreign Direct Investment)
- ❖ Science and Technology Division

**VI. State Plans Group**

- ❖ State Plans Division
- ❖ Special Areas Development Division

**VII. Services Group**

- ❖ Plan Coordination Division
- ❖ ~~Project Appraisal Division~~
- ❖ Project Evaluation Organisation
- ❖ Socio Economic Research Unit

- ❖ Administrative Divisions
- ❖ Human Resource Management Unit ( Planning Commission Cadre Management Unit)

IX. Cells

- ❖ Monetary Policy and Financial Institutions Cell
- ❖ Data Bank Cell
- ❖ Nutrition Cell
- ❖ Slum Development and EWS Housing Cell
- ❖ Vocational Education Cell
- ❖ Cell for the differently abled
- ❖ Tourism Cell
- ❖ Decentralised Planning Cell
- ❖ North East Cell
- ❖ Voluntary Action Cell

NOTE : 1. It was felt that better coordination and support is required at the time of formulation of the Five Year Plans and Mid-Term Appraisal which would require suitable strengthening of PP/PC Divisions.

2. Planning Commission should be able to induct the right people as Consultants for giving definite policy indications at various stages in the planning process.

3. Cells would be separate entities which could be attached to different divisions depending upon the expertise available

4. There should be separate Advisory Group on alternate strategies.

EXISTING AND PROPOSED POSTS & OFFICERS IN PLANNING COMMISSION (AS ON 01.05.2001)

GROUPS / DIVISIONS	Adminstr		Asst Advt		Jt Advt		Deputy Adminstr						Senior Asst. High Officer						Reserve Officer						
							IES		ISS		GCS		IES		ISS		GCS		IES		ISS	GCS			
	E	P	E	P	E	P	E	P	E	P	E	P	E	P	E	P	E	P	E	P	E	P	E	P	
Macro Policy & Plans Pkg. Grd																									
1	Prospective Pkg. Division	2	1	0	0	2	1	5	4	1	1	1	1	3	3	3	2	4	2	6	4	4	2	1	1
2	Central Fin & Fiscal Policy	1	1	0	0	0	0	2	2	0	0	0	0	2	2	0	0	0	0	1	1	0	0	0	0
3	Stores Finance	1	1	0	0	1	0	4	4	0	0	0	0	2	2	0	0	0	0	2	2	0	0	0	0
4	International Economics	0	1	0	0	0	0	3	2	0	0	0	0	1	1	0	0	0	0	1	1	0	0	0	0
5	Government Policy	1	1	0	0	0	0	3	2	1	0	0	0	3	2	0	0	0	0	3	2	0	0	0	0
Social Dev. Group - II																									
6	Education	1	1	0	0	1	1	0	0	0	0	2	2	0	0	0	0	4	4	0	0	0	0	3	3
7	Health and Family Welfare	1	1	0	0	0	0	0	0	0	1	2	1	1	0	2	2	0	0	0	0	1	2	1	0
8	Gender & Child Development	0	1	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0
9	Social Justice Div	1	1	0	0	0	1	0	1	0	0	3	2	0	0	0	0	3	2	0	0	0	0	5	3
10	LEM Div	1	1	0	0	1	1	1	0	2	1	0	2	1	0	3	2	0	1	1	0	1	1	0	0
11	Environment & Forest Div	0	1	0	0	1	1	0	0	0	0	1	2	0	0	0	0	0	2	0	0	0	0	1	2
Infrastructure Group - III																									
12	Energy Division	1	2	0	1	3	4	1	0	0	0	6	6	0	0	0	0	11	10	0	0	0	0	0	1
13	Transport Division	2	1	0	0	0	0	5	4	0	0	0	1	5	4	0	0	0	1	1	0	0	0	2	1
14	Communication & I.T. Div	0	1	0	0	0	0	1	0	0	0	0	1	1	0	0	0	0	1	0	0	0	0	1	1
15	Urban Development Div	1	1	0	0	0	1	1	0	0	0	0	1	0	0	0	0	1	1	0	0	0	0	0	0
Agr. & Rural Dev. Group - IV																									
16	Agriculture Division	1	1	0	0	2	1	3	3	0	0	3	3	2	2	0	0	2	1	1	1	0	0	1	1
17	Water Resources Division	1	1	0	0	1	1	1	0	0	0	3	3	0	0	0	0	2	3	1	0	0	0	3	3
18	Rural Development Div	1	1	0	0	0	1	1	1	0	0	0	2	2	2	0	0	0	1	1	0	0	0	0	0
Indl Dev & Techn. Group - V																									
19	Indstry & Minerals Division	2	1	0	0	4	2	6	2	0	0	8	4	5	2	0	0	4	2	2	0	0	0	1	1
20	S & T Division	0	1	0	0	1	1	0	0	0	0	2	2	0	0	0	0	4	4	1	0	0	0	1	1
State Plans Group - VI																									
21	State Plan Division	5	4	0	0	0	0	8	12	0	0	0	0	4	7	0	0	0	0	6	6	0	0	0	0
22	Special Area Dev. Division	0	1	0	0	0	1	0	0	0	0	1	1	1	0	0	0	1	1	1	0	1	0	0	0
Services Group - VII																									
23	P.C. Division	2	1	0	0	0	1	2	2	0	0	0	1	2	3	0	0	0	1	3	0	0	0	0	1
24	Project Appraisal Division	1	1	0	0	1	1	2	1	1	0	4	4	2	0	1	1	8	7	1	0	0	0	4	4
25	Project Evaluation Division	1	1	0	0	1	1	0	0	0	0	1	1	0	0	0	0	1	1	0	0	0	0	1	1
26	Socio Economic Res. Unit	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0
	Sub Total	27	29	0	2	19	21	49	40	5	3	37	42	37	30	9	7	45	47	32	17	7	3	25	25
Cells Group - VIII																									
1	Man Policy Fin. Instr. Cell	0	1	0	0	0	0	0	2	0	0	0	0	0	2	0	0	0	0	0	1	0	0	0	0
2	Slum Dev. & EWS Housing	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1
3	Decentralized Planning	0	1	0	0	0	0	0	1	0	1	0	0	0	1	0	0	0	0	0	0	0	1	0	0
4	North East Cell	0	1	0	0	0	0	0	2	0	0	0	0	0	2	0	0	0	0	0	1	0	0	0	0
5	Oasis Bank Cell	0	1	0	0	0	0	0	1	0	1	1	1	0	1	0	1	0	1	0	0	0	1	0	0
6	Nutrition Cell	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
7	Vocational Education Cell	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
8	Disabled Cell	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
9	Tourism Cell	0	0	0	1	0	0	0	1	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	1
10	Voluntary Action Cell	0	0	0	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1
	Sub Total	0	4	0	2	0	1	0	9	0	2	2	4	6	7	0	2	0	3	0	2	0	2	0	5
	Grand Total	27	33	0	4	19	22	49	49	5	5	39	46	37	37	9	9	45	50	32	19	7	7	25	30

E = Existing P = Proposed

In R.D. Div. there are two additional posts of DS/Director to be filled through Central Staffing Pattern.

GROUP B OFFICERS  
PRESENT POSITION

ANNEXURE III

<u>Regular S.R.A. (Eco.)</u> (6500-200-10500)	<u>Year of</u> <u>Appointment</u> <u>as S.R.A.</u>	<u>Present Post</u>	<u>Current Basic</u> <u>Pay</u>
1. Dr. Sharad Pant	1984	RO (Adhoc) since 1992	Rs. 8825/-
2. Shri B.B. Sharma	1986	RO (Adhoc) since 1992	Rs. 8825/-
3. Shri Narain Singh	1987	RO (Adhoc) since 1992	Rs. 8825/-
4. Shri Sanyasi Pradhan	1989	SRA	Rs. 8100/-
5. Shri Y.N. Khare	1989	SRA	Rs. 8100/-
6. Shri Prem Singh	1989	SRA	Rs. 8100/-
7. Smt. S.D. Padmanabhan	2000	SRA	Rs. 8300/-
(after 27 years of service as RA and SRA(adhoc))			
8. Smt. Renu Chopra	2001	SRA	Rs.8300/-
(after 24 years of service as RA and SRA(adhoc))			

<u>Regular R.A. (Eco.)</u> (5000-150-8000).	<u>Year of</u> <u>Appointment</u> <u>as R.A.</u>	<u>Present Post</u>	<u>Current Basic</u> <u>Pay</u>
1. Smt. Kiran Garg	1984	SRA (Adhoc) since 1990	Rs. 7500/-
2. Shri Naresh Kumar	1986	SRA (Adhoc) since 1992	Rs. 7700/-
3. Shri V.K. Jain	1987	SRA (Adhoc) since 1992	Rs. 7700/-
4. Shri Mahender Singh	1987	SRA (Adhoc) since 2000	Rs. 6700/-
5. Shri Tarun Kumar Arora	1989	SRA (Adhoc) since 1994	Rs. 7500/-
6. Shri J.K. Goswami	1989	SRA (Adhoc) since 1994	Rs. 7500/-
7. Shri P. Narayanan	1990	SRA (Adhoc) since 1997	Rs. 7100/-

<u>Regular Computer Gr.I</u> (4000-100-6000)	<u>Year of</u> <u>Appointment as</u> <u>Computer Gr.I</u>	<u>Present Post</u>	<u>Current Basic</u> <u>Pay</u>
1. Shri N.P. Singh	1988	RA (Adhoc) since 1991	Rs. 5600/-
2. Smt. Laxmi Gupta	1988	RA (Adhoc) since 1992	Rs. 5900/-
3. Shri A.K. Sinha	1988	RA (Adhoc) since 1995	Rs. 5750/-

<u>Regular Computer Gr.II</u> (3050-75-4550)	<u>Year of</u> <u>Appointment as</u> <u>Computer Gr.II</u>	<u>Present Post</u>	<u>Current Basic</u> <u>Pay</u>
1. Smt. Sunita Goel	1986	Computer Gr. I (Ad-hoc) 95	Rs. 4400/-
2. Shri Sanjay Gupta	1989	Computer Gr. I (Ad-hoc) 97	Rs. 4400/-
3. Shri Darpan Sahni	1989	Computer Gr. II	Rs. 3725/-
4. Shri Mohan Singh	1990	Computer Gr. II	Rs. 3650/-
5. Smt. Shyamla	1994	Computer Gr. II	Rs. 3425/-

<u>Regular S.R.A. (Stat.)</u> (6500-200-10500)	<u>Year of Appointment</u> <u>as S.R.A.</u>	<u>Present Post</u>	<u>Current Basic Pay</u>
1. Shri B.S. Rathore	1989	SRA	Rs. 8300/-
2. Shri Kailash Chanc	1989	SRA	Rs. 8100/-

<u>Regular R.A. (Stat.)</u> (5000-150-8000)	<u>Year of Appointment</u> <u>as R.A.</u>	<u>Present Post</u>	<u>Current Basic Pay</u>
1. Shri Baidar Swain	1995	RA	Rs. 5750/-
2. Shri Rajesh Kumar Bhateja	1995	RA	Rs. 5750/-
3. Shri Rajender Singh	1995	RA	Rs. 5750/-

<u>Regular S.R.A. (Ex-cadre)</u> (6500-200-10500)	<u>Year of Appointment</u> <u>as S.R.A.</u>	<u>Present Post</u>	<u>Current Basic Pay</u>
1. Shri K.K. Makwana	1990	RO (Adhoc) since 1996	Rs. 9375/-
2. Shri Joseph M. Raj	1994	RO (Adhoc) since 1999	Rs. 8550/-
3. Shri R.V. P. Singh	1994	RO (Adhoc) since 2000	Rs. 8275/-
4. Shri Babu Lal	1993	RO (Adhoc) since 1999	Rs. 9100/-
5. Shri Chotte Lal	1993	RO (Adhoc)	Rs. 9100/-
6. Shri N. Venkateswarlu	1987	RO (Adhoc) since 1990	Rs. 9650/-
7. Shri Shyam Singh	1989	RO (Adhoc) since 1999	Rs. 8275/-
8. Shri S.P. Shanibag		SRA	

<u>Regular R.A. (Ex-cadre)</u> (5000-150-8000)	<u>Year of Appointment</u> <u>as R.A.</u>	<u>Present Post</u>	<u>Current Basic Pay</u>
1. Shri B. Ganesh Ram	1987	SRA (Adhoc) since 1991	Rs. 7700/-
2. Shri K.L. Kathuna	1988	SRA (Adhoc) since 1992	Rs. 8100/-

## Summary

<u>Economics Cadre</u>	<u>No. of Posts</u>	<u>Regular</u>	<u>Adhoc</u>
SRA	19	8	7
RA	10	7	3
Computer Grade I	5	3	2
Computer Grade II	5	3	-

<u>Statistics Cadre</u>	<u>No. of Posts</u>	<u>Regular</u>	<u>Adhoc</u>
SRA	2	2	-
RA	2	3	-

<u>GCS Cadre</u>	<u>No. of Posts</u>	<u>Regular</u>	<u>Adhoc</u>
SRA	10	8	2
RA	4	2	-

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# REPORT OF ACTION TEAM\*

Subject: Action Team for "Networking with National and Global Institutes of Expertise; Think Tank Role of Planning Commission; and Knowledge Management"

## 1. Think Tank\*\*

The Draft Approach Paper for the 10<sup>th</sup> Five Year Plan concludes with the following paragraph:-

*"In many respects, development policy in future must make a break from the past. The government had over the years taken on itself too many responsibilities with the result that it not only marginalized individual initiative but also succeeded in imposing severe strains on its financial and administrative capabilities. More importantly, in the face of momentous changes in the domestic economic policy in the last decade, and an equally fast paced integration of our economy with the emerging global order, investment planning is no more the only, or the only pre-dominant, or even the most effective instrument of pursuing development. Planning has to necessarily go beyond undertaking mere budgetary allocations between competing sectors and regions. It has to address with greater vigour, the need to release latent energies and stimulate private initiative in various facets of our development process. Ultimately, we have to plan for an environment that provides ample opportunities for all to actualize their potential individually as also collectively for the nation as a whole."*

If development policy in future is to make a break from the past, considerable amount of thinking would have to guide future directions. At present, no forum or platform exists in the country for engaging in deep and open dialogue on cross-sectoral, inter-regional and center-State issues. Planning Commission is uniquely equipped to perform this function. The

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Members of the Action Team: T.R.Meena, D.N Prasad, Anil Bisen, Arvinder S. Sachdeva, S.V. Ramana Murthy, Smt. Prabha Krishnana, R.Y. Kadeer, M.D. Nazmuddin, V.K. Bhatia, R.C. Jhamtani

Two meetings were held

This Report does not deal comprehensively with the issue of the areas/sectors/themes on which Planning Commission as an apex think tank should work. Some illustrations are nevertheless given in the Report. This agenda must be determined by emerging internal & external environment from which should follow the Vision, Mission, Lead Role & Functions. A separate Action Team is working on these aspects.

process would only bolster efficiency and effectiveness of resource' use. In these times of shrinking resources, ideas are more important than financial resources.

### 1.1 Definition of think tank role:

The 'think tank' role could mean the following:

- (1) As an agency that conducts and co-ordinates research in economic and social subjects of *national* importance. These should be the areas that are in the nature of '*public good*';
- (2) As adviser to the Central Government on key economic and social issues, resource generation and efficient utilization;
- (3) As adviser to the State Governments on socio-economic policy issues;
- (4) As an institution that develops early warning indicators for financial and other contingencies and also suggest measures for contingency planning;
- (5) Evaluation of key policies;

### 1.2 Knowledge base and expertise:

The think tank role pre-supposes knowledge base and expertise in Planning Commission. The options for specialisation are:

- (i) specialisation in all areas;
- (ii) focus on a few *leading edge* areas to begin with and expand the scope of think tank activity in stages;

The second appears a preferred alternative, as *intensive* specialisation in subject areas is needed to establish Planning Commission as a *resource centre*.

Capacity building and networking would be need-based and follow from above.

### 1.3 Organizational structure for the think tank role:

The think tank role would involve time and effort. The role would not only mean the task of undertaking and coordinating the research but also

networking with national and international institutions, etc. Such work cannot be carried out along with existing duties, which normally uses up most of the time of officers. Therefore, a think tank manned by a few dedicated persons, on full time basis, would be necessary. The Unit could then work on subjects and also develop think tank activities in each subject Divisions.

#### 1.4 Early Start:

Networking and developing expertise takes time. A suggestion of the Group is also to make a *modest* beginning of the think tank activity *immediately* without waiting for restructuring process to be completed. Such beginning should be possible within the resources of the Planning Commission. It could also be done on the basis of volunteers, who could, *for the time being*, participate in think tank activities in addition to their existing responsibilities.

The task would involve identifying a few subject areas and beginning immediately the process of developing expertise, undertaking research projects and networking. This would set the *momentum* so that taking up of think tank activity on a bigger scale would be easier in the restructured Planning Commission.

## 2. Networking:

The Planning Commission need not "re-invent the wheel". It is impossible for any single institution to take upon itself the entire task of organizing the national thought process for evolving a shared perception of national goals and to plan for their realization.

### 2.1 Directory of Think Tanks

A number of thinkers and think-groups already exist within the country and outside. An illustrative list is at Annexure-I. A more comprehensive list can be downloaded from the website of NIRA (National Institute of Research Advancement) World Directory of Think Tanks i.e. <http://www.nira.go.jp>.

The competence of some of these think tanks is well established. The high quality of their work, knowledge and database is attributable to talented work force, excellent work culture and organizational capabilities. Full potential of these think tanks does not get tapped as their area of activity is by and large not as broad as it is required to be for national policy

formulation. Besides the constraints which operate in real-life situation do not apply to them. As a result their work remains unlinked to policy/programme formulation.

Integration of inputs made available by these think tanks, individual thinkers as well as those available from in-house work could make the Planning Commission a repository of knowledge and wisdom. Advice based on this worked arrangement is likely to be more effective and acceptable. Networking with existing institutions/think tanks, libraries and data/information sources could contribute substantially to efficiency and cost effectiveness apart from making the process of thinking more transparent and participative.

## 2.2 Scope of networking

The scope of networking could cover one or more of the following:-

- Strategic alliance for research,
- Expert panels for brain storming
- Exchange of personnel
- e-conferencing
- Information sharing
- Data base sharing

An across-the-board recommendation on specific scope of collaboration cannot be made as it would be driven by a number of factors. These need to be gone into greater detail in consultation with sector/State Plan Advisors.

21 Network is a "system" concept where it refers to a whole made up of related parts in such a way that the whole represents much more than the mere sum of individual constituents. Networking in the present context also refers to heterogeneous character of players: academics, enlightened citizens, entrepreneurs and government as well as non-government organizations. A number of issues require to be addressed in multi disciplinary mode. The conventional tightly compartmentalized organisational structure does not permit such an approach. It may come as a surprise to most readers to know that within the Planning Commission today Environment, Energy and Health Divisions have never interacted with each other formally. The same is valid for other inter-related divisions. This is precisely the reason that we have become mirror image. We do not make a whole. Holistic approach

*requires integration of work, working as an orchestra in Symphony. Team spirit is also missing. The system does not inculcate esprit de corps. It is suggested that in order to formalize the arrangement that encourage different points of view and cross sectoral issues, multi-disciplinary teams or think tanks may be set up. Such an arrangement was in existence a long time ago in the form of "Investment Planning Committee" which used to serve as a formal clearing house of appraisal notes prepared by Project Appraisal Division. This committee comprised of Secretary, Advisors, special invitees and famous trio of consultants who had left their jobs as Chairman of Hindustan Levers/Union Carbide/Mahindra. The discussions were quite professional and useful. This resulted in enhancing the prestige of Project Appraisal Division whose advice was sought by Railways and Atomic Energy Departments although they did not fall within the jurisdiction of the Public Investment Board.*

Cross-fertilization of ideas can be introduced by forming formal inter-disciplinary teams. These can also be called 'think tank'. To illustrate:-

- ❖ Team on Energy, Environment & Health;
- ❖ Team on Governmental Risk Management;
- ❖ Team on International Capital Market and Financial System Issues;
- ❖ Team on Early Warning and Rapid Response System;
- ❖ Team on WTO related issues;
- ❖ Team on Rural Development and Panchayati Raj;

Some of the details of the above are in Annex. Teams should have permanent members comprising concerned Advisors with provision for special invitees from within the Planning Commission as well as from other departments including the public and private sector as well as other research institutions, depending on nature of issues/agenda. In case of subjects, which are new, it would become necessary to draw upon outside expertise.

The periodicity at which these teams should be required to meet should also be prescribed. The Teams could be Chaired by Secretary, Planning Commission or by senior-most Pr. Advisers.

Each Team should be asked to prepare a discussion paper followed by a presentation/ brain storming session. Thereafter, a panel of experts, institutions, sources of information need to be prepared. Consent of experts

to serve on the panel should be obtained. Their commitment to participate in activities should be obtained. Interaction should ensure professionalism in approach. Complete contact details should be available on updated basis. Regular field visits should be an integral part of the exercise.

### 3. Knowledge Management:

Following stages of the knowledge management cycle appear to be relevant:-

- In-house generation of knowledge.
- Acquisition of knowledge from outside
- Assimilation of knowledge by Planning Commission Officers
- Application of knowledge in our work
- Dissemination and diffusion of knowledge

3.1 In-house generation of knowledge: The foremost requirement for this purpose is to provide enabling environment within the Commission with bold new incentive to work in a focused manner on cutting edge issues. Some of the specific suggestions in this regard are as follows:-

A bulletin board for the Planning Commission should be created on its website for electronic conferencing.

Matrix Structure of organisation with multiple reporting by identified members of the think tank should be considered.

Task Teams should be formed and disbanded once their assignment is over.

Minutes of meetings taken by Deputy Chairman and Secretary with senior officers should be circulated to each officer.

In order to encourage cross-sectoral consultations, the possibility of introducing flexible working hours could be considered. The total number of work hours could be prescribed with essential core hours and the remaining time being left to the convenient discretion of concerned officers.

Monthly meetings of Advisers/Joint Advisers/Deputy Advisers should be held. These may be called mini-think tanks.

A suggestion box should be kept in a prominent location.

An in-house magazine should be floated

Internet access to selected officers *at home* should be provided regardless of seniority.

- Reimbursement of cost of books and journals, say Rs. 10,000, purchased at individual discretion. These books and journals could be purchased in the name of Planning Commission Library and deposited later with the Library.
- Creation of a comprehensive data bank on the pattern of 'DEVINFO' developed by UNICEF
- Documentation of success stories
- Strengthening of the library to network with other libraries and provide service to officers on the pattern of INSDOC.
- STD/FAX/Staff Cor/Photocopier facility to selected officers regardless of rank.
- Each officer to be trained in browsing.

3.2 Acquisition of knowledge from outside: Several simultaneous initiatives are required to be launched for this purpose. These relate to MOUs, periodic training, purchase of data base, acquisition of memberships, periodic participation in workshops/seminars, reciprocity and exchange of officers with outside institutions, motivation and reward systems, success stories and networking for research with outside national/international agencies. Formation of panels, conferencing, strategic, research alliances, exchange of staff.

3.3 Assimilation of knowledge by Planning Commission Officers: The mechanism of annual action plans for each Division needs to be strengthened and commitments to work plan need to be made with a great deal of participation and responsibility. A prelude to this work should be a consultation with a panel of experts in order to facilitate completion of meaningful studies. These studies should be planned as projects with specific deadlines, budgets and manpower resources. Multi-disciplinarity should be encouraged. Reward and punishment system must be installed. In addition, each senior officer in the Division should compile at least one success story or make at least one specific suggestion for quantum improvement in his work area. Contribution of at least one policy paper at national and international journals should be prescribed as a responsibility.

3.4 Dissemination and diffusion of knowledge: Each Division should be required to make a presentation in the Planning Commission to which other related Divisions within the Planning Commission as well as outside experts/institutions should also be invited. Institutions generating data/information should be assisted by the Planning Commission to host their output on related websites with hyper-link

provisions. A separate 100% CSS could be considered provided sustainability up-to-date Operation & Maintenance is assured. Planning Commission's entire database as well as library should be accessible through the internet (as Virtual Library).

NAME OF NETWORK INSTITUTIONS

INDIAN

Indian Institute of Management (IIMs)  
National Institute of Rural Development (Hyderabad)  
National Council of Applied Economic Research (N.C.A.E.R)  
Institute of Economic Growth  
IITs  
Indian Institute of Science, Bangalore  
Lal Bahadur Shastri National Academy for Administration  
Reserve Bank of India  
Indira Gandhi Institute of Development Research, Mumbai  
Centre for Monitoring India Economy (CMIE)  
National Sample Survey Organisation (NSSO)  
National Informatics Centre  
National Institute of Public Finance & Policy  
Administrative Staff College of India (A.S.C.I), Hyderabad  
Nutrition Foundation of India  
Indian Council of Medical Research  
ICRIER  
Centre for Development Studies, Trivandrum  
Indian Institute of Population Sciences  
Institute for Human Development  
Indian Council of Agricultural Research  
Indian Council for Social Sciences Research  
National Labour Institute

**National Institute of Financial Management**

**Population Foundation of India**

**Tata Energy Research Institute**

**Madras Institute of Development Studies**

**Gokhale Institute of Economics and Politics**

**Delhi School of Economics**

**GLOBAL**

**World Bank**

**Asian Development Bank**

**MIT**

**LSE**

**Harvard School of Management**

**IBRD**

**IMF**

**All UN Organisations**

**Centre of International Development, Harvard University, USA**

**Central Plan Bureau, Hague, Netherland**

**Overseas Development Institute, London**

**Institute of Development Studies, Sussex.**

**World Watch Institute, USA.**

**International Business Machines (I.B.M ), USA**

**London School of Economics**

**United Nations University**

**Centre for Economic Development UCIA**

**Department for International Development (DFID), London**

**Institute for International Economics**

**Institute of international Education (IIE)**

**Institute on Developing Economies**

**International Institute for Environment and Development**

**Overseas Development Institute**

**British Library for Development Studies (BLDS)**

**Development and Project Planning Centre (DPPC) Library at Bradford University**

**Global Health Network**

**Habitat in Developing Countries**

**Virtual Library on International Development**

**International Development Research Centre (IRDC), Canada**

**Japan International Cooperation Agency (JICA)**

**International Centre for Economic growth (ICEG)**

**Organization for Economic Co-operation and Development (OECD)**

**Development Centre**

**World Resources Institute (WRI)**

**Asian Development Bank Institute**

**The Brookings Institution, United states**

**Cato Institute. United States**

**Center for Economic Policy Studies, Princeton University**

**Center for Trade Policy Studies**

**Center for International Economic Studies, Australia**

**East-West Center. University of Hawaii**

**Economic Growth Center. Yale University**

**Korea Development Institute**

**Overseas Development Council**

**Overseas Development Institute**

**Stanford Institute for Economic Policy Research**

**United Nations Research Institute for Social Development, Switzerland**

**World Trade Organization Economic Research and Analysis Division, Switzerland**

Category of Think Tanks  
National Institute of Economic and Social Research  
(NIESR)

2 Dean Trench Street, London, SW1P 3HE, United Kingdom  
tel:44-171-226-7665 fax:44-171-654-1900  
e-mail:[mweale@niesr.ac.uk](mailto:mweale@niesr.ac.uk)  
URL:<http://www.niesr.ac.uk>

**Organizational Status:** Independent institute, founded in 1938.

**Background/Scope:** NIESR aims to provide an independent capacity for research into economics, and in particular those issues affecting the economic performance of the UK.

**Areas of Research:** Economic issues, education, social issues.

**Geographic Focus:** Domestic, global/international.

**Funding Sources:** Government and foundations (62%), sales of publications (22%), corporate donations (8%), investments (8%). Does not accept contract research. Budget: 1.8 million pounds Assets: 3 million pounds.

**Staff:** 39, including 29 research and 10 administrative. Others: 8 visiting.

**Executive Officers:** Mr. Weale, Martin, President; Dr. Kirkland, John, Secretary.

**Chief Researchers:** Prof. Barrell, Ray, Senior Research Fellow (international economics); Mr. Arrowsmith, John, Senior Research Fellow (European monetary union); Prof. Oulton, Nicholas, Senior Research Fellow (productivity); Prof. Prais, Sig, Senior Research Fellow (education); Mr. Weale, Martin, Senior Research Fellow (macroeconomics); Dr. Young, Gary, Senior Research Fellow (UK macroeconomy); Mr. Pain, Nigel, Senior Research Fellow (international economics).

**Research Findings:** All accessible: available free, by exchange, by subscription, by individual sale. Types of publications are journals, research reports, working/discussion papers, monographs. Some recent titles include: Bierhoff, H. / Prais, S. J. From School to Productive Work: Britain and Switzerland Compared, Geroski, P. A. / Gregg, P. Coping with Recession UK Company Performance in Adversity, Anderton, R. Policy Regimes and the Persistence of Wage Inflation and Unemployment.

**Periodicals:** National Institute Economic Review (English, qrt., sub).

**Related Activities:** Conferences (domestic, international), symposia, seminars.

**Annex III**

**Possible Areas for expertise / think tank activities in Planning Commission**

- (I) **Risk Management: this could include the following:**
- (i) **Application of financial derivatives for hedging against price risks in petroleum sector, agriculture, electricity, commodities etc.**
  - (ii) **Comparative usefulness of alternative price protection mechanism in agriculture: comparison between Government funding, Insurance and hedging approach using commodity derivatives. International experience in the field.**
  - (iii) **Reasons why commodity futures exchanges are not very successful in India.**
  - (iv) **In foreign exchange market, forward contracts are the main instrument for exchange risk protection in India. Long term Rupee - Dollar swap market does not exist. Reasons for absence of long-term hedging instruments and ways for developing the market.**
  - (v) **Dealing with the subject of contingent liability (liability which devolves when a guarantee is triggered). Such liabilities have direct implication for Government fiscal position.**
  - (vi) **Use of contingent liability as an instrument for promoting infrastructure growth. Experience of other emerging economies.**

## (II) International Capital Markets

i) Raising money in International Capital Market. Capital market indicators: Yield curves, their interpretation.

(ii) Sovereign bond issue. Choice between high cost domestic funding and low cost international funding. Accessing long-term funds available with *institutional investors*. Risk of capital loss in foreign currency borrowing. Need to establish sovereign *benchmarks*.

(iii) Importance of sovereign credit rating. Certain institutional investors do not invest in instruments below a minimum rating level. *Basle II capital Adequacy Norm* (of BIS) are also recognizing the significance of credit rating in determining capital adequacy levels for banks. Indian experience.

(iv) Contagion: How global markets are related. How does global meltdown affects emerging economies? The interrelationship also partially explains stock market *volatility* in emerging economies.

(v) India was not affected by global contagion because of relatively closed economy and capital control particularly on short-term borrowing. Ensuring that India remains insulated from such global crises in future despite globalisation. Putting an *early warning system* in place.

(vi) Reforming global financial architecture for preventing global crisis. Mechanism for avoiding Moral Hazard: Ways to bail-in private sector.

## Planning Commission

### Report of the Action Team "Planning Commission's Relationships with, and Impact on its Multiple Stakeholders (External)"

Action team was constituted vide No.A-12013/1/2001 – Admn.I Dated, the 28<sup>th</sup> April, 2001 regarding Exercise on Restructuring of the Planning Commission, facilitated by ACORD. Large Group Interactive Event (LGIE ) in connection with the above mentioned subject has concluded on 12<sup>th</sup> April, 2001. On the second day of LGIE i.e. on 11.4.2001, the process of setting up 7 Action Teams to develop and suggest specific / concrete recommendations was initiated. Action Team for "Planning Commission's Relationships with, and Impact on its Multiple Stakeholders (External)" was set up comprising of the volunteers mentioned below:

1. Dr. Rajan S. Katoch, Joint Secretary – Chairman

#### Volunteers

1. Dr. Ratnakar Gedam, Deputy Adviser - Convener
2. Shri T.R. Meena, Deputy Secretary
3. Shri P.L. Thanga, NEC, Shillong
4. Shri R.N. Tewari, Senior Research Officer
5. Smt. Indu Patnalk, Deputy Adviser
6. Shri V.P. Garg, Senior Research Officer.

Two meetings were held under the Chairmanship of Dr. Rajan Katoch and the issues concerning the "Planning Commission's Relationships with, and Impact on its Multiple Stakeholders (External)" were discussed. The salient features of the recommendations are as follows:

#### Important External Stakeholders

Action Team considered the following categories as important stakeholders keeping in view the interactions needed and where relationship needs to be improved / established / rebuilt.

- Central Ministries/Departments
- State/Union Territory Governments
- National Organisations/Academic and Research Institutions like NIPFP, IEG. IIPA, Confederation of Indian Industries, Trade, Agriculture and Labour.

- Nodal Agencies responsible for primary data like RBI, CSO, CAO, ROI, Labour Bureau, CWC, Central Electricity Authority (CEA), ISI, Central Electricity Regulatory Commission, State Electricity Regulatory Commission, Central Finance Commission, State Finance Commission, National Informatics Centre etc. / Multilateral/ Foreign Funding Agencies, International Organisations / Institutions e.g., U.N., UNICEF, UNESCO, WHO, World Bank, IMF, ILO, EU, ADB etc.
- NGOs, Municipalities, Panchayats, District Planning Committees.
- External Stakeholders related to Human Resource Management

The impact of multiple stakeholders is obvious on the plan formulation, schemes to be taken up and level of resources required as well as category of schemes such as centrally sponsored or Central Schemes.

- Planning Commission as the 'Think Tank' needs access to right kind of information leading to quality decisions concerning improvement in all facets of the national economy. This requires interaction with various agencies to keep abreast with the latest development in the field, identify the problematic areas, assess its the magnitude and prepare estimates for required resources to solve emerging problems.;
- Ensure the timely availability of right quality of Subject Experts of sufficient numbers to facilitate joint evaluation and impact studies in strategic areas. This means ensure acquisition and fostering of in house talent of scientific, social scientist, managerial, administrative and other disciplines officers.
- Dissemination of authentic and latest information on various subjects to the external stakeholders through, Internet, publication and reports and also meetings and conferences etc.

- Use of latest information for periodical review and policy correction, if necessary.
- Planning Commission as the 'Light House' of the knowledge management.
- Seek continuous feedback on the impact on external stakeholders on the success or failure of the ongoing programmes as well as corrections needed in the aberrations noticed.
- The frequency of interaction with above stakeholders needs to be increased with a view that they become the partners in the nation building as well as provide the crucial inputs for policy and programme formulation as well as achieve successfully the objectives.

#### Database Research & Analysis Wing (DRAW)

A primary requirement to enhancing the credibility of the Commission and strengthening its relationship with external stakeholders is a structured database unit of a high order, proposed to be called DRAW.

Planning Commission should initiate process to build a comprehensive data base on the economy that permits an analytical basis for policy simulation, perspective building, as also for filling up crucial informational gap that would enable decision-making by the various economic agents in a low uncertainty environment. For creating, improving, and maintaining the comprehensive database on the economy, a separate wing, i.e., Database, Research and Analysis Wing (DRAW), with suitable manning should be set up in the Commission.

The details of the proposed structure of DRAW are given in the Annexure.

## I. CENTRAL MINISTRIES/ DEPARTMENTS

At present relationship with Central Ministries is based on the assumption of resources allocation as a sole role of Planning Commission. Formulation of Annual Plan and exercise related to it are confined to estimates of BE, RE and Actual expenditure and new proposals for outlays. In fact, Central Ministries need to apprise the resources allocator the economy, efficiency, effectiveness and details about targets fulfillment by suitable presentation before justifying the need for new outlays. There is need for introducing the system of need for Quarterly Performance Review and Performance Contract with Ministries. The meeting for review the progress in performance, progress in performance indicators, level of target fulfillment or utilization of funds allocated is obvious. Also Central Ministries are poorly equipped with database. The quality of decision depends on quality and reliability of data. Quality of policy decisions affects equally to all the Central Ministries and in turn entire nation as well as its image abroad. Therefore, all the Central Ministries should be motivated to build up data warehouse in the Planning Commission. Specific actions called for are:

- (i) There should be a more focused and a wider process of consultation and consensus building with Central Ministries/Departments with a view to improve feedback and lend credibility to the process of Plan formulation. A strict scheduling of the planning process should be worked out in this regard to ensure interaction between the Planning Commission and the Central Ministries/Departments not only at the time of Annual Plan formulation but throughout the year.
- (ii) Planning Commission should institutionalize the practice of prefacing Plan discussions with the Central Ministries/Departments with a brief presentation on results of impact studies conducted/commissioned, on selected Plan schemes of the concerned Sector. This could be an important input in any attempt at rationalizing the Plan allocations.
- (iii) In order to improve the technocratic input in the process of Plan formulation, the Plan Model should be reviewed periodically. A Committee of Experts should be constituted to take a comprehensive look at the structure of Plan Model, identify and provide directions to make the modeling input of the planning process contextually more relevant and useful. Simultaneously, steps should be taken to build and strengthen capacity to undertake sectoral quantitative analysis in each of the Divisions of the Planning Commission.
- (iv) To ensure maintenance of assets, created through plan programmes/schemes, with a view to garner the stated benefit flows and enhance their life spans, while formulating and approving the Plan, Planning Commission should ensure that there is adequate assessment and provisioning of funds to fully meet the requirement of O&M expenditure. It is necessary that information on maintenance of assets already created is also available on a Management Information System in the Planning Commission.

## II. STATES AND UNION TERRITORIES

Centralised planning process relied "balance growth" model. It also ensured removal of regional imbalance in terms of infrastructure development, socioeconomic development, assets creations, magnitude of investment, dispersal of investment and employment creation opportunities. Liberalization era has set in process of inter-state and intrastate competition for inducing inflow of investment as well as projecting the State's image for investment destination. States' policies need to be in tune with Central Government as well as avoid competition among the nations. The fiscal and other concessions and subsidies need to be not only phased out from the State policies but also should be in tune with national thinking.

In the changing economic scenario, development policy and planning in the States will have to be such that they can function effectively within the framework of the new market based and global forces that are emerging. Creating a favourable macro environment for decentralized development is a challenge for the state planning process. The elements of this environment would be macro-economic policies, trade policies, private capital flows, food security, technology in the context of globalization, and their impact on the States. To meet these challenges, the Planning Commission has to seek to help the states develop appropriate policy responses through more focused research, analysis and dissemination efforts.

Situations of conflict between public and private interests, disparities and competitive populism between States, will also require selective intervention and resolution. Planning Commission will have to play a role in working for consensus among the States on evolving a framework of cooperative federalism, e.g., in matters such as harmonization of tax structure, subsidies, facilitation of inter-State trade, better governance etc. In the new context, Planning Commission will also have to act as a repository of best practices and models of successful development, and propagate such models for implementation in different parts of the country.

In order to operationalise the proposed relationship of Planning Commission with the States and Union Territories, the following actions will be necessary:-

- (i) The role of Planning Commission should be seen as a primary consultant to the States at the national level, providing expertise on demand, and assisting the States in resolving cross cutting issues with other organs of the Central Government;
- (ii) Sponsoring Policy Research, Workshops, Seminars and study visits for stakeholders in the States on subjects of common importance for the States;
- (iii) Focusing the proposed Database Unit on State and District level data. This would also give the Unit a comparative advantage over other databases;
- (iv) Building up a capability to independently conduct impact studies on the implementation of Plan programmes. In view of the limited supervisory staff with the state plan units, and the desirability of minimizing staff expansion, this would be done primarily with the assistance of outside agencies and consultants;

(v) In order to facilitate and motivate the conducting of Impact Studies, Policy Research, Workshops, Seminars etc. outlined above, State Plans Division and each State Plan Unit be entrusted with earmarked Plan budget for this purpose;

(vi) Closer interaction with States and strengthening of linkages with below-State planning entities, in particular District Planning Committees, with a view to encourage decentralized planning process;

(vii) Increasing interaction of sectoral departments of State Governments with Sectoral Advisers as well as concerned Ministries involved in the State Plan by holding sectoral Working Group Meetings to be hosted by Planning Commission once a year, these would focus on review of major schemes, prioritization of activities and programmes and zero based budgeting;

(viii) Increasing field interaction of State Plan Advisers and other officers of the Planning Commission, by periodic visits to states and districts for review and monitoring of the Plan, as well as the first-hand directing of impact studies commissioned, encouraging linkages with State Planning Boards wherever they exist, and strengthening upstream involvement in state plans by having State Plan Advisers as ex-officio members/permanent special invitees to meetings of the State Planning Boards.

### III. Nodal Agencies responsible for Primary Data/Academic & Research Institutions/National and International Organisations

(i) Bilateral exchange and networking of information with various Nodal Agencies responsible for Primary Data/Reports such as RBI, CSO, CAG, RGI, Labour Bureau, CWC, Central Electricity Authority (CEA), ISI, Central Electricity Regulatory Commission, State Electricity Regulatory Commissions, Central Finance Commission, State Finance Commissions, National Informatics Centre etc., should be encouraged.

(ii) There should be effective use of Satellite Communication System, existing infrastructure of NIC for flow of updated information from various Agencies in the country.

(iii) Planning Commission should hold/help organising conferences/seminars/workshops/lectures on subjects of common interest and important specific areas to facilitate linkages with academic and research institutions specially with regard to improving methodology, technique and applications.

(iv) The possibilities for having Members/Officers from Planning Commission on RBI Board, Finance Commission etc. should be explored. Nodal Officer(s) should be nominated for interaction with various agencies mentioned above.

(v) Working Papers/Occasional Papers on various important subjects such as Power, WTO etc., should be brought out by the concerned Divisions in the Planning Commission, if necessary with the assistance of the various Academic/Research institutions.

- (vi) Interaction with the various Academic/Research agencies with respect to mutual exchange of experts, training programmes, flow of information on various sectors of the economy should be encouraged.
- (vi) Planning Commissions should bring out simpler, transparent and easily enforceable guidelines governing interaction with various Academic/Research agencies.
- (vii) Other mechanisms for improving relationships and networking could be mutual access to primary data/information and regular interaction with various national and international organisations.
- (vii) Exchange of Subject Experts between Planning Commission and Global/National Institutes of Repute and mutual staff exchange and training programme.
- (viii) Organising lectures/workshops/seminars on vital data related issues.
- (ix) Memorandum of Understandings (MOUs) on joint studies with reputed National and International Institutes/Agencies on subject of common interest and important specific areas.
- (x) Sharing of information through exchange of publication and through Internet/other corresponding means.
- (xi) Attending international/national conferences by subject experts and holding national level conferences on various subjects to facilitate linkages with academic and research institutions specially with regard to improving methodology, techniques and applications.
- (xii) Effective use of satellite communication system, existing infrastructure of NIC for flow of updated information from different levels in the country as also monitoring and link up with major national and international organisations.
- (xiii) Bilateral exchange and networking of information with Central Ministries/Departments, State/UT Governments and other important external stakeholders on various sectors of economy.

#### IV. LOCAL AND VOLUNTARY SECTOR

##### 1. NGOs :

Though Planning Commission do already have a working relationship with NGOs., Some of them are part of our Working Groups constituted to formulate the five year plans over the years. However, to strengthen the interface in a more meaningful and effective manner the first and foremost requirement for the Planning Commission to deal with NGOs is to make an inventory of credible, NGOs having a proven track record. Planning Commission may encourage giving financial assistance to them, for doing research, studies, evaluation studies. Priority to be given to those working in rural areas in general and social sector in particular. The Voluntary Action Cell (VAC) in the Planning Commission can be strengthened, equipped and upgraded for the above purpose and placed under the overall charge of an officer having field experience of dealing with NGOs.

Jointly sponsored workshops, seminars & discussions can be organized regularly and share the experiences and views on various subjects.

## 2. Municipalities :

After the 74<sup>th</sup> Constitutional Amendment Act, Municipalities have been assigned a great deal of responsibilities. Planning Commission should establish link with them, through mutual exchange of delegations, interactions, workshops and seminars on subjects related with civic amenities. Planning Commission should encourage them by extending financial assistance in their 'capacity building' so that they can carry out the constitutional mandate conferred upon them in an effective and efficient manner. Planning Commission can help them financial restructuring etc.

## 3. Panchayats :

Following the 73<sup>rd</sup> Constitutional Amendment Act the states are having three tier system of local self Government. At the grass root level the Gram Panchayat, at the middle level the block panchayat and at the District level the district panchayat/ Zila parishad. States particularly the states of MP, Rajasthan, Kerala, etc have taken initiatives to encourage these bodies to formulate local level development plans.

1. There are 2580261 Gram Panchayats, 128581 Block panchayat panchayat samitis and 13484 Zila parishads/ District panchayats in the whole country.
2. In order to know the pulse of the people at the grass root level and the perceptions about development planning it is relevant that the Planning Commission takes immediate initiatives to have a close and constant link with these bodies.
3. Encouraging and supporting local initiatives and innovative programmes for local development by panchayati raj bodies, a separate Division in Planning Commission can be set up to deal with them. We may organize seminars, workshops and symposiums inviting participation from these bodies and encourage them to present papers. Planning Commission can extend financial help (grants) to them for capacity building. We may think of giving awards to some of the Panchayats for outstanding works in micro-planning.
4. These initiatives will help Planning Commission gaining a proper image and enhance its credibility among the grass root level functionaries.
5. Having direct interface with panchayats shall help Planning Commission in getting first hand feedback about the implementation of various Centrally and State sponsored rural development programmes. These inputs may help Planning Commission in its mid term appraisal, evaluation, monitoring and reviews of various programmes from time to time.
6. Apart from that the Planning Commission can think of either setting up independent training institute for imparting training to the elected and non-elected

functionaries of LSGs or tie up with regional training institutes viz - *NIRD, KILA (Kerala), YASUDA (Pune), RIGPI (Rajasthan)* or our PEO Units for the above purpose.

7. Planning Commission officials should be sent for mandatory evaluation studies or attachment with PRIs & rural areas from time to time.

## V. HUMAN RESOURCES MANAGEMENT RELATED STAKEHOLDERS

At present there are nearly different 90 sets of recruitment rules for the personnel employed in the Planning Commission at various levels (RA to Joint Adviser). In fact, Planning Commission has become a quagmire in so far the recruitment rules are concerned. In fact our Hon'ble Secretary, Planning Commission Dr. N.C. Saxena very frankly and candidly did admit in his introductory remarks at the time of LGIE that recruitment rules are the villains in so far the career progression of the GCS officers are concerned. From recruitment to the promotion after every higher post the GCS officers have to appear again and again before UPSC; the experience shows that it's a time consuming (2 to 3 years) and painful process. Not only the GCS officials but the Planning Commission is extremely concerned about their career prospects. These being isolated posts not belonging to any cadre, the promotion chances are limited, which is causing frustration among these officials. Therefore, it is suggested that the existing recruitment rules have to be drastically overhauled and broad banded in tune with the number of divisions, and need to be simplified. A broad consensus is that UPSC route have to be curtailed and the Planning Commission should have full freedom in recruitment of GCS officers. A Recruitment Board or a Standing Selection Committee on the lines of the one existing for selection of advisers, with a representative of UPSC & DoPT can be constituted. In this regard UPSC and DoPT should agree for the necessary amendments in the RR rules, DPC based promotion and implementation of ACP scheme for isolated posts in the Planning Commission are the other areas where Planning Commission should have freedom to implement.

In brief the Planning Commission have got the relationship with the five major external stakeholders as given below and the areas where they are involved:-

1.	<b>Union Public Service Commission</b>
	Framing/amendment of Recruitment Rules Direct Recruitment Promotion/Deputations Advice/Consultation in Disciplinary proceedings
2.	<b>Department of Personnel &amp; Training</b>
	Framing/amendment of Recruitment Rules Ad-hoc appointments (extension) Interpretation/relaxation of service rules Advice in Court Cases ACC proposals
3.	<b>Ministry of Finance</b>
	Creation/Upgradation of posts Relaxation of Rules (Financial angle) Budget

Screening Committee Proposals	
Postings of IES Officers	
4.	Ministry of External Affairs
1.	Political clearance
2.	Visa notes
5.	Department of Statistics & Programme Implementation
Posting & transfers of ISS officials	
Nomination of ISS Officers for various	
Training Courses within the country and abroad	

## **ANNEXURE**

### **Primary Need : Database Research & Analysis Wing (DRAW)**

At present Planning Commission lacks accessibility to reliable and latest data on monthly, quarterly, half yearly, annual, time-series, etc. Existing organisations such as CSO and NSSO provide support but such data have too much time lag and hardly could be used to meet the demand for decision-making. The quality of research and decision-making heavily relies on accessibility of data. Reliance on wrong data would lead to wrong conclusion and decision leading to not only criticism but also avoidable mistake. Structural changes in factors of production, total factor productivity, direction of trade, social problems, improvement or deterioration in indicators and norms etc. requires the availability of data and planning process is sensitive to data and determinants of economic growth and distribution. Therefore, the Action Team recommends the establishment of a Structured Database unit.

- ~~DRAW~~ should be under direct control of the Secretary, Planning Commission.
- An Officer of the level of Adviser/Joint Secretary should be directly responsible for DRAW. This would include the entire process of ensuring collection of latest data (i.e. monthly, quarterly, half-yearly, yearly, time series etc.). Compilation and timely reporting of data keeping in view the indicators of performance, growth and development, factor and labour productivity, direction of trade, capital inflow and outflow, investment in different sectors of economy, project implementation status, labour statistics, educational statistics, health statistics, industrial statistics, patent statistics, etc. It will also ensure the presentation of India's position in international stratification in terms of international goals, indicators, targets, etc.
- DRAW would be responsible for the latest data, its management and accessibility to the Deputy Chairman, Members and subject Advisers, Planning Commission and other officers/Divisions in the Planning Commission. It should also seek to disseminate relevant data to the public, as required.
- DRAW would have staff proficient in the field of data management, data mining, structured data based programming, engineering, management, research, statistics and economics.
- The Wing should have the latest technology on collection, up-dation and dispersal of the information to save on time and scarce resources, and should also have storage aids, which help in quick retrieval of the stored information and its

maintenance. The expenditure on the Wing should be treated as a Plan activity, in view of its Central support role for effective planning.

### Envisaged functions of the DRAW

Through the process of information collection and its subsequent dispersal, the planning mechanism has to ensure that the individual decision-makers - both public and private agents - operate in a low uncertain environment thereby improving decision-making and in the process strengthening the allocative efficiency of the market mechanism.

- DRAW would, therefore, build a comprehensive and reliable database on various sectors of the Indian economy and ensure its continuous up-dation.
- It would develop a system capacity, which anticipates and provides an early warning on issues, both global as well as domestic, that have a bearing on the formulation and the conduct of our development policy.

It would need to support the professional capability for perspective planning, projecting visions and developed strategies to translate them into reality.

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## **Recommendations of the sub-Group on "Improving Productivity and Quality of Work"**

Subsequent to the Large Group Interactive Event, facilitated by ACORD and organised by Planning Commission, several action points were listed for implementation in order to usher in desirable changes in Planning Commission. One such action point listed was titled as "Improving Productivity and Quality of Work". A sub-group in this connection was constituted under the Chairmanship of Shri R.P. Sinha, Principal Adviser, Planning Commission. The group was mandated to provide detailed recommendations on implementing the said action point based on inputs, which emerged from the Large Group Interactive Event and other preceding meetings.

2. In its deliberations, the sub-group sought to define 'productivity' and settled for the following definition. The productivity of an individual may be defined as the output produced by him per unit of time. The productivity of the organisation, therefore is defined as the sum of productivities of all individuals employed in the organisation. It was also opined that the yardstick chosen for measuring productivity is shaped by the objectives and goals of the organisation. However, as the goals still awaited firming up in the light of overall change contemplated for the Planning Commission, the choice of an appropriate yardstick proved to be elusive. As a result, the group decided to focus on the present nature of work in the Commission and seek ways in which its delivery per unit of time could be raised, effectively packaged for the purpose of making quantitative and/or qualitative assessment and eventually enhancing its quality.
  
3. Since in the given span of time it was not possible to examine the output of each division, a few broad generalisations were used as a starting point. It was agreed that each division in the Commission is constantly involved in recommending various decisions on files. These decisions are based on events, which are also analysed on files. Since it is absolutely essential that files are quickly processed and disposed of, the group was of the opinion that no file marked to any officer should be in his/her custody for more than one day. Under this general guideline, officers who handle more work than their contemporaries take a larger share of the work pressure. However, the onus is on the divisional head to ensure that work is as evenly distributed as possible. If the division is itself heavily loaded, then additional officers could be posted in the said division.

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4. There are other divisions, whose nature of work is not routine and therefore not predominantly file based. These divisions have their work cut out mostly in terms of generating reports, papers etc. For such divisions, while the file disposal condition shall still apply, their curriculum with regard to generation of reports/papers should also be pre-determined on a quarterly basis and made as much detailed as possible, individually for each officer. The detailing, which will lay down the road map from the initial assignment of a study to its final completion would enable the divisional head to undertake effective monitoring, review and timely decisions.
5. One biggest distraction, which the group was unanimous about are the various meetings convened in the Planning Commission. Any single meeting becomes so imposing, that in effect it literally uproots all concerned officers from the tasks at hand. There are offices, which declare a particular day in a week as 'no meeting' day so that on that day, normal work could progress uninterrupted. However, this group was of the opinion to instead fix one particular day in a week as the 'meeting day' such that on the remaining four days, normal work could continue. In fact, it is most desirable if the meetings could be so scheduled so as to always fall on a Saturday, so that the officers get the entire week for their normal work. While this could be made possible within Planning Commission, for meetings convened and hosted by agencies outside Planning Commission where Planning Commission officers are invited, the 'meeting day' may not be common. The group was however of the opinion, that Planning Commission may arrive at a suitable day in consultation with other important ministries.
6. While the aforesaid addresses the output level of the officers, the output of the support staff, who are below the R.O level come next under scrutiny. In particular, a further categorisation of the support staff into one, which provide services of intra-divisional nature against those whose services encompass all divisions could be made. The former essentially provide services like taking dictation, typing, arranging for photostat, transporting and arranging files and doing all work relating to physical mobility. It is generally agreed that output level of supporting staff, on average is not satisfactory. Lately, however a trend has emerged, whereby officers voluntarily undertake the work of the support staff to ensure against delays. The group is of the opinion that this trend should

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be encouraged by providing facilities like photostat machines, direct telephone with STD facility and fax, laser/inkjet printers and related stationary at the divisional level in adequate quantity with well specified guidelines against misuse. While the support staff will increasingly become redundant, the redundancy issue should be separately addressed in the context of re-deployment and not allowed to impede efficiency. Since some minimum staff will have to be retained for work relating to physical mobility, the latter category, whose services encompass all divisions could be made use of.

7. The aforesaid description of the approach to divisional tasks should in all probability increase the output level per unit of time. However, to gauge the quality of output as also of the entire Commission, the events of each division, whether file-based or otherwise must emerge into full view. The group is therefore of the opinion that each divisional head must ensure that on a monthly basis, it brings out a compendium summarising the events as addressed in the files as also the progress and outcome of various studies undertaken. This monthly compendium can also substitute calling for any file references and would be available on the LAN under a classification system common to all the divisions. At the end of the year, all such compendiums could be compressed into one annual report of the Planning Commission.
8. These compendiums would naturally stand accessed by all ministries, State Governments and private bodies and discussed to cull out policy inputs. Most importantly, the discussion on these compendiums by DCH and Members, Planning Commission would also list grey areas, which require in depth study. Hitherto, various studies have been undertaken but been mainly in nature of sporadic initiatives. Published compendiums would provide an organised basis for selecting initiatives, which will comprehensively cover issues spanning across the entire spectrum of economic and development policies.
9. As already mentioned, such studies would form the normal work schedule of the relevant decisions with the studies assigned to individual officers. However, to improve the quality of the studies, motivation in terms of recognition is the first pre-requisite. Therefore, the officers who have been assigned studies must be made to feel motivated through a mechanism, which enables them to identify with their respective outputs. In this

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**connection, arrangements may be made to get their studies published in an all exclusive Planning Commission journal. The studies, when completed shall be submitted for final approval to an editorial team constituted from within the Planning Commission. Editorial team after incorporating modifications if any would publish the study in the journal under the name of the concerned officer. The journal could be quarterly and its successful marketability will surely enhance the credentials of Planning Commission. For an individual officer, the publication of his study in the journal would truly be a rewarding experience. For not only he will be able to hone his skills, the published study would provide a basis for performance evaluation in the ACRs not to speak of employment prospects in outside agencies.**

10. Motivation alone cannot upgrade the quality of output unless it is backed with necessary skills. For officers, who lack skills of the 'State of the Art' level with regard to research and analysis techniques, appropriate training is a pre-requisite. Such training must be continually imparted in reputed institutions, both domestic and abroad so that the quality of the output is never a suspect. However, officers, who are recipients of such benefits must have achieved a certain threshold level of basic aptitude in order to ensure that investment in training generates adequate returns. Such 'threshold level' officers could increasingly constitute the staff of Planning Commission if the same are recruited on deputation. Thus, the group is of the opinion to increase the share of deputational posts in Planning Commission, which in addition to ensuring a minimal level of staff quality would also offer monetary rewards in terms of deputational allowance or a higher scale. Deputational posting will also instill stability in the Commission's working, as an officer shall not be allowed to revert to his cadre before the end of his deputational term.

11. The group also feels that the motivational contribution of the physical attributes of the workplace is quite significant. To start with, internal air-conditioning of the entire building is a must if officers/staff are not made to brave inclement weather, especially during the summer and winter months. In fact this is one way in which, junior level officers could be found at their desk and not forced to seek refuge in the library and other places, which offer protection against inclement weather. Further to add character and instill a

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**sense of pride in the workplace, the interiors of the Yojana Bhavan including the rooms must be aesthetically decorated along with appropriate furniture and fittings and organised, transparent cubicles for junior level officers. Excellent canteen facilities including free coffee/tea vending machines must also be provided.**

12. The sustenance of a high level of motivation is significantly influenced by the comfort of commuting from residence to office and back. In this regard, transport arrangements is an important facility, which could be offered by Planning Commission. This is the basic hardship, which is faced by junior level officers/ Staff as they have to depend on public transport to commute to office and back. The group therefore recommends that bus arrangements, at the instance of Planning Commission could be made and officers/Staff picked up at specified time and pick-up points. In fact this arrangement could also help in enabling punctuality. The bus charges could be adjusted against the transport allowance and to the extent the charges exceed the allowance, the deficit will be borne by Planning Commission.

13 Accommodation problems are another set of difficulties faced by junior level officers/Staff. In fact, the concern for proper and convenient accommodation is so paramount that in the event of its unavailability, the output of the officers is adversely impacted. Given the acute shortage of Government housing, the group strongly recommends that Planning Commission could negotiate lease arrangement with private housing on behalf of its employees. In fact the search process could be initiated by the Commission, a collection of flats located, rents could be bargained and possession taken. Thereafter, Commission employees could move in with the rent of the flats deductible against their salary, even if these exceed their HRA. This scheme could become successful if the quality of accommodation and its convenient location is available at affordable rent.

14. Finally, the directional clarity of the officers and their accessibility to minimal facilities just requires a spark to set in motion the deliverance of quality output. In the context of Planning Commission's mode of operations, this spark could be generated and most importantly sustained through organisation of seminars, presentations, workshops etc based on the contribution of officers in the Planning Commission's journal. This

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indeed will be a confidence boosting measure for all concerned and lead to convergence of views on numerous policy issues. The convergence itself will carry the weight of the Commission's new found or rather retrieved glory of the yesteryears.

Planning Commission  
(State Plans Division)

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Subject: The report of Action Team for "Performance Monitoring & Performance Improvement (of States & Ministries).

The Action team met thrice to look into the problem areas concerning performance & monitoring of a few CS Schemes being executed by the Ministries as well as State Plan schemes for which Central Assistance is provided to the States. Major observations are as under:

A. Problem Areas:

The Schemes have been formulated without proper specifications of

Objectives

Scope of work

Targeted benefits at state/district/block levels, and the well defined time frame by phasing the targets to be achieved on quarterly/annual basis.

Mile stones for monitoring the physical achievement vis-à-vis targets.

Operational problems likely to be encountered by the executing agencies.

Flexibility for mid course modifications in view of local problems/ interest of beneficiaries.

Institutional mechanism for monitoring and performance evaluation of the schemes has not been satisfactory.

Planning Commission has been concurring to the schemes without insisting upon adequate monitoring and feed back mechanism, at the stage of formulation of schemes.

Central Ministries/Departments/State Governments have also not taken requisite care to create the conducive institutional, administrative, technical and overall financial backings to the implementing agencies for ensuring objective achievement of targets.

**B Suggested corrective measure:**

1. Plan schemes/projects whether to be executed by the Ministries/State Government should be limited in number for timely and proper implementation, which will also ensure that adequate funds are provided for the approved schemes.
2. At the stage of formulation of schemes/projects, following details must be made available:
  - (i) Objective
  - (ii) Precise scope of work with break up of details and how the same have been arrived at.
  - (iii) Time frame for execution of work with quarterly identified physical targets and fund requirement for achieving these targets.
  - (iv) Identified benefits.
3. Planning Commission should have suitable interaction with the Ministries/Departments, at the stage of appraisal of the schemes, as a part of process of appraisal within the stipulated time.
4. Projects/schemes so formulated/cleared for execution must be monitored on a regular basis. Even though concerned Ministry/State Government would be directly responsible to monitor the schemes, the representative of Planning Commission should also be associated in the monitoring of the major schemes.

5. Planning Commission also needs to play an active role in project monitoring and performance evaluation. On selective basis, Planning Commission, along with the Ministries and the State Governments should take up at least few schemes annually to monitor the overall performance of the schemes at national level followed by State level studies (selected) and supplemented by area specific (selected at random) studies for performance review of the Scheme. This would involve, field visits to ascertain not only the ground realities but also the feedback reports from the beneficiaries. Thus for such schemes, the detailed monitoring reports would be available annually to provide a deep insight into the execution/operational performance of the same.
6. On selective basis even outside, well reputed Institutes, agencies may be engaged for monitoring and evaluation of the projects/schemes.
7. Such monitoring reports should have an impact on allocation of funds in the next year.
8. With the advancement in IT as well as the available extension of NIC, it needs to be made obligatory to keep updated records of the details of the schemes/projects under execution and the expenditure incurred/physical milestones achieved by the executing agencies.
9. Wide publicity/official certification for excellent performance of the project/scheme by executing agencies at the field level (on the basis of findings of the JMT) would have boosting as well as demonstration effects.
10. Cash award schemes also needs to be introduced for honouring those who successfully execute the projects. For this the agencies associated with the execution of such of the projects which get completed/implemented ahead of schedule, and within the initially approved cost will be considered for such awards.

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## **Action Team for "How to ensure implementation of change in/by the Planning Commission"- Report regarding.**

Action Team has deliberated upon the various issues relating to implementation of change at length and it has been unanimously agreed that implementation of recommendations/suggestions with regard to proposed re-structuring of Planning Commission (pertaining to changes in structure, role, functions, staffing, career promotions etc) should be given top priority enabling to effectuate the changes in a shortest possible timeframe say 3 months from the date of approval of the Report/ recommendations. Action Team recommends the following line of actions for implementing the change:

1. Formation of Implementation Committee with representatives of all levels within a week's time after approval of the Report for timely implementation and periodic monitoring of the progress.
2. Implementation of Recruitment Rules/Creation of Planning Cadre:
  - ♦ Review of R.R. & Vetting by DOPT/UPSC - 1 month
  - ♦ Approval by D.CH/PMO/Cabinet - 1 month
  - ♦ Implementation of revised R.R. - 1 month
3. Re-grouping/creation of Divisions & Revising structure of P.C. including Creation of Human Resource Management Cell - 2 weeks
4. Designing of Networking System with Internal and External Agencies - 1 month
5. Devising performance appraisal, productivity improvement & monitoring systems - 1 month
6. Devising Training programmes within & outside the country as appropriate to the required skill improvement. - 1 month
7. A Bar Chart indicating timeframe for accomplishment of various activities/milestones may be prepared to effectively monitor the progress of each action point.

### *Annexure - III*

The following pages of Annexure – III gives the questionnaire designed for the Principal Advisers, Advisers & Joint Advisers On the basis of filled in questionnaires, the Job Descriptions were designed both at the Generic and Subject Specific Level.

**PLANNING COMMISSION**

**JOB AND ROLE DESCRIPTION QUESTIONNAIRE**  
**(PRINCIPAL ADVISERS, ADVISERS & JOINT ADVISERS)**

**A. IDENTIFICATION INFORMATION**

1. JOB TITLE \_\_\_\_\_ Date: \_\_\_\_\_

2. YOUR NAME: \_\_\_\_\_

3. DIVISION: \_\_\_\_\_

4. DEPARTMENT/ SECTOR: \_\_\_\_\_

**B. YOUR MAJOR ROLE**

Please summarize your major role in the Planning Commission in a couple of sentences  
Please highlight only the 3 or 4 Key End Results of your job and how they contribute to the  
overall end results of the Planning Commission-

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

**C. SECTORS COVERED**

Please mention the sectors covered in YOUR JOB \_\_\_\_\_

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

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**D. STATES COVERED**

In case your job involves dealing with State Plans, please indicate whether your job covers ALL STATES & UNION TERRITORIES or only SOME STATES/ UNION TERRITORIES. (Please mention the names of those STATES/ UNION TERRITORIES)

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**E. PLAN ALLOCATION**

Please indicate the TOTAL PLAN ALLOCATION FOR THE SECTORS/ STATES covered by YOUR JOB under the following headings

NINTH FYP (Total allocation) : Rs \_\_\_\_\_ Crores  
Annual Plan 2000-2001 : Rs \_\_\_\_\_ Crores  
Annual Plan 2001-2002 : Rs \_\_\_\_\_ Crores

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**F. YOUR MAJOR ACTIVITIES**

Please indicate what you DO on a day-to-day basis. For Example:

- 1. Collecting information from some specific ministries;
- 2. Tabulating Data (indicating specific types of data)
- 3. Preparing status reports of some specific projects, etc.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

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**G. YOUR KEY RESULT AREARS (KRA's)**

Please indicate what are the KEY-END RESULTS OF YOUR WORK. Example:

- Recommending allocation figures for some specific sectors for the Tenth FYP.
- Produce a plan for .....

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

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**H. CRITICAL PROBLEMS/ CHALLENGES**

Please indicate some specific critical problems and challenges. which make your job more difficult than normal:

- Example: 1. Abnormal delays in receipt of essential data from some specific ministry.
- 2. State Chief Ministers applying pressure to increase their plan allocation.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

**I. AUTHORITY LIMITS:**

Please indicate the limits of your official authority. (Example: 1. Releasing up to Rs. 15 crores for any specific project in any state. etc.)

- 1.
- 2.
- 3.
- 4.

**J. WORKING RELATIONSHIPS:**

Please indicate the JOB TITLES of personnel with whom you FREQUENTLY INTERACT ALMOST ON A DAY-TO-DAY BASIS within PC as well as in specific ministries/ specific states.

**(a) WITHIN PLANNING COMMISSION**

	<u>JOB TITLE</u>	<u>DIVISION</u>
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

**(b) WITH CERTAIN MINISTRIES**

	<u>JOB TITLE</u>	<u>MINISTRY</u>
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

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**(c) WITH STATES**

	<u>JOB TITLE</u>	<u>STATE/UT*</u>
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

\* If you deal with all states /UTs, Please write "ALL"

**(d) WITH ANY OTHER ORGANISATION**

	<u>JOB TITLE</u>	<u>ORGANISATION</u>
1.		
2.		
3.		
4.		
5.		
6.		
7.		

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**K. PRESENT ORGANISATION STRUCTURE**

Please list the job titles & names of your subordinates at present in your division along with their specific portfolios, if any:

<u>JOB TITLE</u>	<u>NAME</u>	<u>Portfolios Handled (if any)</u>
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		



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**N. YOUR OWN JOB GRADE (Only for GCS Officers)**

1. Grade \_\_\_\_\_ 2. Cadre (if any) \_\_\_\_\_  
3. Regular /Ad-hoc/INSITU \_\_\_\_\_ 4. No of years in this grade \_\_\_\_\_
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**O. WHAT are the MINIMUM SKILLS & COMPETENCIES Required to do your Job Efficiently?**

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**P. What are the MAJOR Training Programmes attended by you so far & what sort of programmes would be useful to you in the future?**

(i) Attended so far

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(ii) Will be useful in the future

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**Q. Do you have any opinion on what should be the major roles of the PC in future (other than what has already been decided) & how the organisation should be restructured/redivisionalised ?**

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**R. YOUR CAREER PROGRESSION (for GCS Officers only):**

Please list your career progression during your tenure(s) in the Planning Commission.

	<u>FROM (YEAR)</u>	<u>TO (YEAR)</u>	<u>JOB TITLE</u>	<u>DIVISION</u>
1.				
2.				
3.				
4.				
5.				
6.				

**S. ANY OTHER RELEVANT INFORMATION / SUGGESTIONS:**

If you like to add any more relevant information/suggestion about your job or your division/department working, please feel free to give your views below. We assure your views would be kept completely confidential by ACORD.

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PLEASE GIVE THE ABOVE INFORMATION BY E-MAIL TO MS. KIRON WADHERA at the following e-mail address:

**acord@del2.vsnl.net.in**

In case, you do not have e-mail facility, please send a hard copy in a "Confidential" cover to the following address:

**Asian Centre for Organisation Research & Development (ACORD)  
(Attn: MS. KIRON WADHERA, President)  
C-126, Greater Kailash-I, New Delhi-110 048.**

### *Annexure - IV*

The following pages of Annexure – IV give a comprehensive list of the Institutes, both in India and abroad, with whom the Planning Commission of India can collaborate for meeting the training needs of its personnel.

**List of Institutes for collaborating and co-ordination for Training*****Indian***

1. Administrative Staff College of India (A.S.C.I.). Hyderabad
2. Administrative Training Institute, Mysore
3. Asian Centre for Organisation Research & Development (ACORD), New Delhi
4. Centre for Development Studies, Trivandrum
5. Centre for Environment Education
6. Centre for Monitoring India Economy (CMIE)
7. Centre for Science & Environment
8. Delhi School of Economics
9. Gokhale Institute of Economics and Politics
10. ICRIER
11. Indian Council for Social Sciences Research
12. Indian Council of Agricultural Research
13. Indian Council of Medical Research
14. Indian Institute of Management (IIMs)
15. Indian Institute of Population Sciences
16. Indian Institute of Science, Bangalore
17. Indian Institutes of Technology (IITs)
18. Indira Gandhi Institute of Development Research, Mumbai
19. Institute for Human Development
20. Institute of Economic Growth
21. Institute of Public Enterprises, Hyderabad
22. Lal Bhadur Shastri National Academy for Administration
23. M.P. Academy of Administration
24. Madras Institute of Development Studies
25. Management Development Institute, Gurgaon
26. National Council of Applied Economic Research (N.C.A.E.R.)
27. National Informatics Centre (NIC)
28. National Institute of Financial Management
29. National Institute of Industrial Engineering. (NITIE)Mumbai
30. National Institute of Public Finance & Policy
31. National Institute of Rural Development, Hyderabad
32. National Labour Institute
33. National Sample Survey Organization (NSSO)
34. Nutrition Foundation of India
35. Population Foundation of India
36. Sardar Patel Institute of Public Administration, Ahmedabad
37. Tata Energy Research Institute
38. UTI Institute of Capital Markets
39. XIM, Bhubaneshwar
40. XLRI, Jamshedpur

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**Global**

1. Asian Development Bank
2. Asian Development Bank Institute
3. British Library for Development Studies (BLDS)
4. Cato Institute, United States
5. Central Plan Bureau, The Hague, Netherlands
6. Centre for Economic Development UCLA
7. Centre for Economic Policy Studies, Princeton University
8. Centre for International Development, Harvard University, USA
9. Centre for International Economic Studies, Australia
10. Centre for Trade Policy Studies
11. Department for International Development (DFID), London
12. Development and Project Planning Centre (DPPC) at Bradford University
13. Development Centre
14. East West Centre, University of Hawaii
15. Economic Growth Centre, Yale University
16. Global Health Network
17. Habitat in Developing Countries
18. Harvard Business School, Harvard University
19. IBRD
20. IMF
21. Institute for International Economics
22. Institute for International Education
23. Institute of Developing Economics
24. Institute of Development Studies, Sussex
25. International Business Machines (IBM), USA
26. International Centre for Economic Growth (ICEG)
27. International Development Research Centre (IRDC), Canada
28. International Institute for Environment and Development
29. Japan International Co-operation Agency
30. Korea Development Institute
31. London School of Economics
32. MIT
33. Organization for Economic Co-operation and Development (OECD)
34. Overseas Development Institute
35. School of Oriental & African Studies (SOAS)
36. Stanford Institute for Economic Policy Research
37. The Brookings Institute, United States
38. The Hudson Institute
39. The World Watch Institute
40. UN Organization
41. United Nations Research Institute for Social Development, Switzerland
42. United Nations University
43. Virtual Library on International Development
44. World Bank
45. World Resources Institute (WRI)
46. World Trade Organization Economic Research and Analysis Division, Switzerland

## *Annexure – V*

Following pages of Annexure – V provide a sample of management development programmes offered by various premier institutes of India. Annexure V is organised as follows:

Programmes on offer by India Gandhi National Open University, New Delhi.

Management Development Programme for the period April 2001 to February 2002 by XLRI, Jamshedpur.

List of Management Development Programmes offered by IIM, Ahmedabad.

List of Management Development Programmes offered by IIFT, New Delhi.

## Programmes On Offer

S.No.	Name of the Programme	Eligibility	Min. age as on 1st Jan. of the Academic Year	Duration in years		Programme Fee*	Medium of Instructions
				min needed	max permitted		
1.	Master of Arts in Distance Education*	Diploma in Distance Education (DDE) or Post Graduate Diploma in Distance Education (PGDDE) from IGNOU	No bar	1	4	Rs.1200/-	English
2.	Master of Business Administration	Bachelor's Degree + 3 years Supervisory-Managerial/Professional Experience OR Professional Degree in Engineering/Technology/Medicine/Architecture/Law OR Professional qualifications in Accountancy, Cost & Works, Accountancy, Company Secretaryship OR Master's degree in any subject	No bar	3	No time bar	Rs.500/- per course (Total 21 courses)	English
3.	Master of Business Administration (Banking & Finance)	The candidate should be a member of the Indian Institute of Bankers and should satisfy the following conditions :  He/she should have passed the CAIB examinations of the Indian Institute of Bankers, Mumbai and awarded the requisite qualification/credentials thereof by the Institute, or, He/she should have been working in the banking or financial services sector for a period of at least two years, or, He/she should be a graduate of a recognized university.	No bar	3	No time bar	Rs.500/- per course (Total 21 courses)	English
4	Master in Computer Applications	1. Bachelor degree in Computer Science/ Application from a recognised/deemed university 2. Non-computer B.Tech/M Sc. are required to pursue CIC concurrently with MCA 1 <sup>st</sup> year. 3. Other Graduates after completion of IGNOU's CIC or DCD or CNOC with required score 4. PGDCA from a recognised/deemed university and a Bachelor's Degree	No bar	3	7	Rs. 4600/- per semester	English

S. No.	Name of the Programme	Eligibility	Min. age as on 1st Jan. of the Academic Year	Duration in years		Programme Fee*	Medium of Instructions
				min needed	max permitted		
5.	Master in Library and Information Science	i) BLIS Degree from any recognised University or its equivalent ii) Weightage will be given to the candidates having working experience <sup>1</sup> in Libraries, information centres and other related organisations.	No bar			Rs.4600/-	English
6.	Master in Tourism Management	Category 1 : BTS/ BA(Tourism); and those students who have done their graduation in any field along with a Diploma in Tourism, which is recognised in the University system or by AICTE. Category 2 : Diploma in Hotel Management (from the institute recognised by the NCHMCT or AICTE) or a Bachelor's Degree in any field	No bar	2 years	4 years	Category 1 Rs. 2500/- Category 2 Rs. 3600/-	English
7.	Master's Degree Programme in English	Bachelor's Degree	No bar	2 years	6 years	Rs.4000/-	English
8.	Bachelor Preparatory Programme	No formal qualification	18 years	6 months	2	Rs.400/-	English & Hindi
9.	Bachelor of Arts	10+2 or its equivalent	No bar	3	8	Rs.1000/- per annum	English & Hindi
10.	Bachelor of Commerce	10+2 or its equivalent	No bar	3	8	Rs.1000/- per annum	English & Hindi
11.	Bachelor of Science	10+2 with science subjects or its equivalent qualification	No bar	3	8	Rs.1600/- per annum	English & Hindi
12.	Bachelor in Computer Applications	1. 10+2 or its equivalent with Maths as a distinct subject. 2. 10+2 or equivalent without Maths after completion of IGNOU's CIC (The student of this category will have to do PFC along with first year course)	No bar	3	6	Rs. 2600/- per semester	English
13.	Bachelor of Education	Working teachers with a graduate degree with 2 years of experience as a teacher in any recognised school	No bar	2	4	Rs. 10,000/-	English

	Name of the Programme	Eligibility	Min. age as on 1st Jaa. of the Academic Year	Duration in years		Programme Fee*	Medium of Instructions
				min needed	max permitted		
14	Bachelor in Information Technology	10+2	No bar	3	6	Rs. 7,500/- per trimester	English
15	Bachelor in Library and Information Science	i) Second Class Bachelor's Degree with 50% marks, or, ii) Bachelor's Degree with Diploma in Library Science, or iii) Bachelor's Degree with two years of working experience <sup>a</sup> in a Library and Information Centre, or iv) Bachelor's Degree in a Professional area such as Engineering, Pharmacy, Law etc	No bar	1	4	Rs.2600/-	English
16	Bachelor of Science in Nursing	i) 10+2 with three years Diploma in GNM (General Nursing and Midwifery) with a minimum of two years experience $\beta$ in the profession. Male nurses and nurses who have not done Midwifery in the GNM programme must submit a Certificate of completion of a course of 6 to 9 months duration approved by INC in lieu of midwifery, or ii) 10 <sup>th</sup> Class (Matriculation) or its equivalent with 3-years Dip. In GNM (Genl.Nursing & Midwifery) with a min. of five years experience $\beta$ in the profession Male nurses and nurses who have not done Midwifery in the GNM Programme must submit a Certificate of a course of 6 to 9 months duration approved by INC in lieu of midwifery. • Inservice nurses, working in hospital and/or community • RNRM (Regd. Nurse & Regd Midwife)	No bar	3	5	Rs.5,100/- per annum	English
17	Bachelor of Technology in Civil (Construction Management)	3 years' Polytechnic Diploma in Civil Engineering and employed	No bar	4	10	Rs.220/- per credit for Theory and Rs 825/- per credit for Lab  1-year: Rs.7140/-	English

	Name of the Programme	Eligibility	Min. age as on 1st Jan. of the Academic Year	Duration in years		Programme Fee*	Medium of Instructions
				min need ed	max per mitt ed		
18.	Bachelor of Technology in Civil (Water Resource Engineering)	3 years' Polytechnic Diploma in Civil or Agricultural Engineering and employed	No bar	4	10	Rs 220/- per credit for Theory & Rs 825/- per credit for Lab 1-year: Rs 7500/-	English
19.	Bachelor in Tourism Studies	BPP from IGNOU or 10+2 or its equivalent	No bar	3	8	1-year Rs.1100/- 2-year Rs.1400/- 3-year Rs 1400/-	English & Hindi
20	Advance Diploma in Information Technology	Graduate	No bar	1	2	Rs 10,000/- per trimester	English
21	Advance Diploma in Tourism Studies	DTS from IGNOU	No bar	1	3	Rs 1700/-	English & Hindi
22	PG Certificate in Radio Writing	Graduate in any discipline	No bar	6 months	2	Rs.1400/-	Hindi
23	Postgraduate Diploma in Financial Management	Same as prescribed for MBA	No bar	1	2-1/2	Rs.2500/-	English
24	Postgraduate Diploma in Human Resource Management	Same as prescribed for MBA	No bar	1	2-1/2	Rs.2500/-	English
25	Postgraduate Diploma in Management	Same as prescribed for MBA	No bar	1	2-1/2	Rs 2500/-	English
26	Postgraduate Diploma in Marketing Management	Same as prescribed for MBA	No bar	1	2-1/2	Rs.2500/-	English
27	Post Graduate Diploma in Operations Management	Same as prescribed for MBA	No bar	1	2-1/2	Rs 2500/-	English
28	Post Graduate Diploma in Distance Education	Bachelor's degree in any subject or a professional degree	No bar	1	4	Rs 900/-	English

	Name of the Programme	Eligibility	Min. age as on 1st Jan. of the Academic Year	Duration in years		Programme Fee*	Medium of Instructions
				min needed	max permitted		
29.	Post Graduate Diploma in Higher Education	Teachers in an Institution of Higher learning or Post Graduate Degree holders in any subject with 50% marks or professional degree holders with 50% marks	No bar	1	4	Rs.1200/-	English
30.	Post Graduate Diploma in Maternal and Child Health	MBBS with 3 years' experience	No bar	1	3	Rs.10,100/- ⊕ ↓	English
31.	Post Graduate Diploma in Rural Development	Bachelor's Degree	No bar	1	4	Rs.1100/-	English & Hindi
32.	Post Graduate Diploma in Hospital & Health Management	Graduate from Medical Dental, Nursing, pharmacy & related health areas with 2-5 years experience	No bar	1	3	Rs.10000+ Rs. 3000	English
33.	Post Graduate Diploma in Translation	Bachelor's Degree ⊕	No bar	1	4	Rs.1400/-	Hindi
34.	Post Graduate Diploma in Journalism and Mass Communication	Bachelor's Degree with 2 years' experience β in a media/communication organisation	No bar	1	4	Rs.1800/-	English
35.	Post Graduate Diploma in International Business Operations	Graduate in any discipline	No bar	1	3	Rs.3,000/-	English
36.	Diploma in Creative Writing in English	10+2 or anyone without 10+2 but age 20-years and above as on 1.1.2000	20 years	1	4	Rs.1400/-	English
37.	Diploma in Creative Writing in Hindi	10+2 or anyone without 10+2 but age 20-years and above as on 1.1.2000	20 years	1	4	Rs.1400/-	Hindi
38.	Diploma in Early Childhood Care and Education	10+2 or its equivalent	No bar	1	4	Rs.1100/-	English & Hindi
39.	Diploma in Management	Bachelor's Degree + 3 years' Supervisory-Managerial/Professional experience OR Non-graduate with 6 years' Supervisory-Managerial/Professional experience	No bar	1	2-1/2	Rs.2500/-	English
40	Diploma in Nutrition and Health Education	10+2 or its equivalent	No bar	1	4	Rs.1100/-	English, Hindi & Tamil

	Name of the Programme	Eligibility	Min. age as on 1st Jan. of the Academic Year	Duration in years		Programme Fee*	Medium of Instructions
				min need ed	max per mitt ed		
41	Diploma in Tourism Studies	BPP from IGNOU or 10+2 or its equivalent	No bar	1	4	Rs.1700/-	English & Hindi
42	Diploma in Primary Education (Module I)	In service regular Primary/Elementary School Teacher in recognised School with Matric/HSC/+2 with 2 years experience**	No bar	6 months	18 months	Rs.1000/-	English
43.	Certificate in Disaster Management	10+2 or its equivalent	No bar	6 months	2	Rs.1000/-	English & Hindi
44.	Certificate in Environmental Studies	BPP from IGNOU or 10+2 or its equivalent	No bar	6 months	2	Rs.1000/-	English & Hindi
45	Certificate in Food & Nutrition	No formal qualification	18 years	6 months	2	Rs.500/-	English & Hindi
46	Certificate in Human Rights	10+2 or its equivalent	No bar	6 months	2	Rs. 900/-	English/Hindi
47.	Certificate in Computing	10+2 or its equivalent	No bar	6 months	2	Rs. 2300/-	English
48.	Certificate in Guidance	Teachers of recognised institutions OR Pass in matriculation/SSC	18 years	6 months	2	Rs.500/-	English & Hindi
49	Certificate in Labour in Development	10+2 or its equivalent OR 10 <sup>th</sup> pass + 2 years working experience in Labour related field at any level OR BPP from IGNOU	No bar	6 months	2	Rs. 500/-	English/Hindi
50	Certificate in Nutrition and Child Care	10+2 or its equivalent	No bar	6 months	2	Rs.600/-	English & Hindi
51	Certificate in Participatory Forest Management	10+2 or its equivalent or Non 10+2 with 2 years of experience in Natural Resources Management	No bar	6 months	2	Rs 1000/-	English & Hindi
52	Certificate in Consumer Protection	10+2 or its equivalent or BPP from IGNOU	No bar	6 months	2	Rs. 800/-	English/Hindi
53	Certificate in Rural Development	Bachelor's Degree	No bar	6 months	2	Rs.600/-	English & Hindi
54.	Certificate in the Teaching of English	Graduate, or 3 years of B EL ED or 2 years PTT, ETT or 10+2 with 2 years teaching experience	No bar	6 months	2	Rs.1000/-	English
55:	Certificate in Teaching of Primary School Mathematics	10 <sup>th</sup> class (matriculation)	No bar	6 months	2	Rs 600/-	English & Hindi

	Name of the Programme	Eligibility	Min. age as on 1st Jan. of the Academic Year	Duration in years		Programme Fee*	Medium of Instructions
				min needed	max permitted		
56.	Certificate in Tourism Studies	BPP from IGNOU or 10+2 or its equivalent	No bar	6 months	2	Rs. 800/-	English & Hindi
57.	Certificate in Empowering Women self Help Groups	8 <sup>th</sup> standard	18 years	6 months	2	Rs. 1100/-	English & Hindi
58.	Certificate in Women's Empowerment and Development	10+2 or its equivalent OR Non 10 + 2 with three years of working experience as development activists at any level	No bar	6 months	2	Rs. 1000/-	English & Hindi
59.	Certificate in Participatory Project Planning	No formal qualification and six months work experience in development related organisation	18 years	6 months	2	Rs. 1000/-	Hindi
60.	Preparatory Programme in Computing	10+2 or its equivalent***	No bar	6 months	2	Rs. 500/-	English
61.	Computer literacy	School Dropouts between classes 6-10	14 years	1	2	Rs.100/- per month for boys and Rs.50/- per month for Girls	Hindi
62.	Vocational programme in Mushroom Cultivation	Ability to read and write	Above 18 year	3 months	6 months	Rs.400/-	English & Hindi
63.	Participatory Management of Displacement, Resettlement and Rehabilitation	B.A.	Above 18 years	6 Months	2 years	Rs.1500/-	English

#### EXPLANATIONS :

- \* Programme fee includes Registration fee of Rs.100/-. For Programmes where admission is through an Entrance Test viz MP, B.Ed, BIT, ADIT, no Registration fee is charged.
- \*\* Offered in North-Eastern States and Sikkim.
- \*\*\* Students who have not studied Maths at 10+2 will be required to successfully complete the PPC Programme of the University concurrently with the MCA Programme (1<sup>st</sup> /2<sup>nd</sup> semester) or in BCA 1<sup>st</sup> year.
- α Learners are not attached to any Study Centre. Support service is handled directly from Staff Training & Research Institute of Distance Education, Indira Gandhi National Open University, Headquarters, New Delhi. Learners need not indicate Study Centre Code in Application Form
- β Voluntary or Honorary service should not be treated as working experience/ employment.
- β Experience means work experience of a person during or after acquiring the qualifications as specified above.
- β Professional means a person holding a degree in Engineering, Law, Medicine, and nursing etc. For PGJMC experience may be as Scribe, Reporter, Editor, Photographer, Technical Assistant, PRO etc

**This programme leads to BA/BCom**

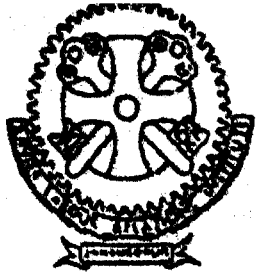
**For PGDMCH, the experience does not necessary mean work experience in Government services. It will be counted as period between the date of completion of internship and December 31, 1999 irrespective of place of work. PGDMCH is being offered through Programme Study Centres (Medical Colleges) and Skill Development Centres (District Hospitals) which would be allocated by the Regional Centre after finalization of the admission**

**The candidates of BSc(N) & PGDMCH should deposit only the Registration Fee of Rs.100/- with the application form. Their selection will be determined by way of a merit list and they will be duly informed. Only selected candidates will be required to pay the Programme Fee within a stipulated date. Applicants for B Sc(N) should also fill in the Form-A attached to the Application Form.**

**PGDT is a Programme of Translation from English-to-Hindi and vice-versa. It is advisable for students seeking admission in it to have proficiency in both languages.**

**This programme is also offered in Assamese, Gujarati, Kannada, Malayalam, Marathi, Punjabi, Tamil, Bengali and O**

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# Management Development Programme

April 2001 - February 2002

XLRI  
Jamshedpur

No.	Title of the Programme	Duration	Programme Director(s)
June - July 2001			
2	<u>Constructive Trade Union Leadership to Meet Contemporary Challenges</u>	Jun 25-29,2001	E M Rao
3	<u>Presentation Skills</u>	Jun 25-29	A C Jesurajan, S J
4	<u>Disciplinary Action, Domestic Enquiry, Discharge and Dismissal: Legal &amp; IR Implications</u>	Jul 2-6	E M Rao
5	<u>E-Marketing: Planning and Implementation</u>	Jul 9-12	Mathai B Fenn & Ashis K Pani
6	<u>Basic Leadership Skills</u>	Jul 9-13	P D Thomas, S J
7	<u>Reading Balance Sheet</u>	Jul 16-19	Sabyasachi Sengupta
8	<u>Industrial Relations and IR Laws</u>	Jul 16-20	Pranabesh Ray
9	<u>Marketing Channel Management</u>	Jul 16-20	Venugopal Pingali
10	<u>Corporate Foreign Exchange Management</u>	Jul 23-26	H K Pradhan
11	<u>Customer Service Skills</u>	Jul 23-27	Mohan Agrawal
12	<u>Electronic Libraries on the Information Superhighway</u>	Jul 23-27	Sangayya S Sirurmah
13	<u>Operations Research / Management Science for Practising Managers and Consultants</u>	July 30-Aug 3	T A S Vijayaraghavan
August 2001			
14	<u>Effective Public Relations</u>	Aug 6-10	A C Jesurajan, S J
15	<u>Financial Management</u>	Aug 6-10	James Santhanam, S J
16	<u>Strategic Marketing and Planning</u>	Aug 6-10	Sharad Sarin
17	<u>Achieving Customer Delight</u>	Aug 13-17	Mohan Agrawal
18	<u>Finance for Non-Finance Executives</u>	Aug 13-17	Sabyasachi Sengupta
19	<u>Managing Diversity in Organizations</u>	Aug 20-22	Ernesto Noronha
20	<u>Assessment Centre Approach to Competency Mapping</u>	Aug 20-23	R K Premarajan

21	<u>Managing Marketing Communications – Emerging Challenges</u>	Aug 20-24	Mathai B Fenn
22	<u>Production Management</u>	Aug 20-24	P K De
23	<u>Effective Influencing Skills and Strategies</u>	Aug 27-30	Venkat R Krishnan
24	<u>Personal Growth and Effectiveness Lab</u>	Aug 27-31	P T Joseph, B J
25	<u>Social Manners for Global Managers</u>	Aug 27-31	A C Jesurajan, S J
1	<u>Effective Marketing</u>	Aug 27-31	Venugopal Pingali

September 2001

26	<u>Workshop on Customer Relationship Management</u>	Sep 3-5	Sharad Sarin
27	<u>Transformational Leadership</u>	Sep 3-5	Venkat R Krishnan
28	<u>Fixed Income Securities Markets &amp; Portfolio Management</u>	Sep 3-6	H K Pradhan
29	<u>Human Resources Issues in the Knowledge Era</u>	Sep 3-7	Mathai B Fenn
30	<u>Total Quality Management</u>	Sep 3-7	M V Madan
31	<u>E-Commerce</u>	Sep 10-13	Ashis K Pani
32	<u>Performance Appraisal and Counselling</u>	Sep 10-13	Pranabesh Ray
33	<u>Customer-Centric Culture in Business</u>	Sep 10-14	Mohan Agrawal
34	<u>Effective Business Writing</u>	Sep 17-21	A C Jesurajan, S J
35	<u>Emotional Intelligence for Managers</u>	Sep 17-21	P T Joseph, S J
36	<u>Strategic Brand Management</u>	Sep 17-21	Sanjay Patro
37	<u>Essence of Labour Law for Personnel/HR Managers</u>	Sep 24-28	E M Rao
38	<u>Marketing For The New Economy</u>	Sep 24-28	Mathai B Fenn

October 2001

40	<u>Customer-Oriented Marketing of Services</u>	Oct 1-5	Mohan Agrawal
41	<u>Workshop on Retail Management</u>	Oct 6-7	Venugopal Pingali
42	<u>Economic Environment for Effective Decision Making</u>	Oct 8-12	Veena Pailwar
43	<u>Strategic Management</u>	Oct 15-19	M V Madan
44	<u>Reinventing Customer Orientation in the Reformed Sector</u>	Oct 15-19	Mohan Agrawal

November 2001

	<u>Corporate Foreign Exchange Management</u>	Nov 5-8	H K Pradhan
45	<u>Basic Leadership Skills</u>	Nov 5-9	P D Thomas, S J
47	<u>Personal Growth and Effectiveness Lab</u>	Nov 19-23	P T Joseph, S J
48	<u>Logistics Management</u>	Nov 19-23	T A S Vijayaraghavan
49	<u>Workshop on Customer Relationship Management</u>	Nov 26-28	Sharad Sarin

50	<u>Communication and Interpersonal Relations for Effective Management</u>	Nov 26-30	T A Mathias, S J & E S Srinivas
51	<u>Computerization of School and College Libraries</u>	Nov 26-30	Sangayya S Sirumath
52	<u>Product Strategy and New Product Management</u>	Nov 26-30	Sanjay Patro

December 2001

53	<u>Competency Based Human Resource Management</u>	Dec 3-5	R K Prcmarajan
54	<u>Indian Philosophy for Transformational Leaders</u>	Dec 3-5	Venkat R Krishnan
55	<u>Creativity, Problem Solving and Decision Making</u>	Dec 4-8	T Gangopadhyay
56	<u>Disciplinary Action, Domestic Enquiry, Discharge and Dismissal: Legal &amp; IR Implications</u>	Dec 4-8	E M Rao
57	<u>Strategic Management of Technology and Innovation</u>	Dec 4-8	Gita Surie
58	<u>HR as a Strategic Business Partner</u>	Dec 10-13	E S Srinivas & Arup Varma
59	<u>Managing Corporate Social Responsibility</u>	Dec 10-13	Reshmi Mitra
60	<u>Project Appraisal, Risk Analysis and Project Management</u>	Dec 10-14	P K De
61	<u>Professional Sales Management</u>	Dec 10-14	Venugopal Pingali
62	<u>IT for Non-IT Executives</u>	Dec 17-19	Ashis K Pani
63	<u>Understanding Indian Consumer Behaviour</u>	Dec 17-21	Mohan Agrawal

January 2002

64	<u>Financial Derivatives, Forwards, Options, Futures, Swaps</u>	Jan 14-16, 2002	H K Pradhan
65	<u>Human Resource Development</u>	Jan 14-17	I S F Irudayaraj
66	<u>Strategies for World Class Marketing</u>	Jan 14-17	Mohan Agrawal
67	<u>Value Creation through Efficient Working Capital Management</u>	Jan 21-23	James Santhanam, S J
68	<u>Planning for Enterprise Growth in Small and Medium Firms</u>	Jan 21-24	Reshmi Mitra
69	<u>Logistics Management</u>	Jan 21-25	T A S Vijayaraghavan
70	<u>Neuro Linguistic Programming</u>	Jan 21-25	P T Joseph, SJ & R P McHugh, SJ
71	<u>Leadership and Spirituality, Transforming Self and Others</u>	Jan 28-30	E S Srinivas
72	<u>Rural Marketing</u>	Jan 28-31	Sanjay Patro
73	<u>Effective Supervision</u>	Jan 28-Feb 1	E M Rao
74	<u>Resource Mobilisation from External Capital Markets</u>	Jan 28-Feb 1	Veena Pailwar

February 2002

75	<u>Transactional Analysis for Managerial Effectiveness</u>	Feb 4-7	I S F Irudayaraj
76	<u>Management Skills for Women Entrepreneurs</u>	Feb 4-8	Reshmi Mitra
77	<u>Strategies for Globalizing Organizations</u>	Feb 4-8	Gita Surie
78	<u>Supply Chain Management For Customer Satisfaction</u>	Feb 11-14	Mohan Agrawal

79	<u>Basic Leadership Skills</u>	Feb 11-15	P D Thomas, S J
80	<u>Strategic Brand Management</u>	Feb 11-15	Sanjay Patro
81	<u>Business to Business Marketing Strategies</u>	Feb 18-22	Sharad Sarin
82	<u>Essence of Labour Law for Personnel/HR Managers</u>	Feb 18-22	E M Rao
83	<u>Mathematical Models for Practising Logistics Managers</u>	Feb 25-28	T A S Vijayaraghavan
84	<u>Systems Analysis and Design</u>	Feb 25-28	T Gangopadhyay
39	<u>Team Building and Conflict Management</u>	Feb 25-Mar 1	I S F Irudayaraj

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For Further Details, Please Contact :	
MD Officer	Phone : 91 - 657 - 225518 (Direct ), Mobile: 98351 15262
XLRI	91 - 657 - 225506 (Extn : 600 or 5400)
Circuit House Area (East)	Fax : 91 - 657 - 227814
Jamshedpur - 831 001	E-mail : <a href="mailto:mdp@xlri.ac.in">mdp@xlri.ac.in</a> Website : <a href="http://www.xlri.ac.in">http://www.xlri.ac.in</a>

### Area-wise Listing

The list of MDPs offered by IIM, Ahmedabad is grouped under the functional areas. For more information click on the respective functional area of interest.

- General Management Programmes
- Business Policy
- Computers & Information Systems
- Marketing
- Organizational Behaviour
- Personnel & Industrial Relations
- Production & Quantitative Methods
- Agriculture
- Public Systems
- Education

## Management Development Programmes

June 2001 - May 2002

<i>Programme</i>	<i>Dates</i>	<i>Coordinator</i>	<i>Fee</i>
<b>General Management Programmes</b>			
Middle Management Programme	July 8-August 4	Sunil Maheshwari	65,000
Senior Management Programme	August 5-25	Rekha Jain	70,000
Management Education Programme	November 18-March 9	Ramesh Bhat	2,00,000
Top Management Programme on Business Environment and Strategy	October 29-November 3	RH Dholakia	50,000
Middle Management Programme (Repeat)	January 20-February 16	Sunil Maheshwari	65,000
Small and Medium Enterprises Programme	April 7-20	Neharika Vohra	38,000
<b>Functional Management Programmes</b>			
<b>Business Policy</b>			
Competing through IT: A Programme for Chief Executives	October 4-6	N Ravichandran	21,000
Knowledge Management	October 29-November 3	M R Dixit	30,000
Corporation and Its Customer: An Integrated Perspective	December 10-15	M R Dixit	30,000
Core Competence, Capability & Corporate Strategy	January 3-5	N Ravichandran	21,000
Organizational Leadership for the 21st Century	February 25-27	S Manikutty	20,000
<b>Computers and Information Systems</b>			
ERP Systems: Technology Planning and Implementation	July 5-7	V Venkata Rao	20,000

<b>IT and E-Governance for IAS Officers</b>	September 3-7	K V Ramani	
<b>Computer Networks</b>	September 10-15	B H Jajoo	30,000
<b>Software Development Methodologies and CASE Tools</b>	December 16-23	V Venkata Rao	32,000
<b>E-Business</b>	January 7-11	Rekha Jain	30,000
<b>Emerging Trends in IT</b>	February 18-23	B H Jajoo	30,000
<b>Marketing</b>			
<b>Advanced Data Analysis for Marketing Decisions</b>	September 24-29	A K Jain	30,000
<b>Marketing Strategy for the Competitive World</b>	March 11-16	Arindam Banerjee Bibek Banerjee	35,000
<b>Global Marketing Strategy</b>	April 22-24	Sunil Venaik	20,000
<b>Organizational Behaviour</b>			
<b>Management of Excellence by Chief Executives</b>	August 31-September 2	P N Khandwalla	39,000
<b>Transformation of Organizations</b>	September 17-21	Indira J Parikh	27,000
<b>Competing through Creative Corporate Management</b>	October 19-21	P N Khandwalla	30,000
<b>Women and Leadership Roles</b>	November 5-8	Indira J Parikh	24,000
<b>Effective Corporate Restructuring</b>	December 21-23	P N Khandwalla	30,000
<b>Interpersonal Effectiveness and Team Building</b>	January 14-17	Parvinder Gupta	24,000
<b>Personnel and Industrial Relations</b>			
<b>Performance Management for Competitive Advantage</b>	July 2-4, 2001	Biju Varkkey	20,000
<b>Organizational Decline and Turnaround Management</b>	September 24-28	Sunil Maheshwari	27,000

Managerial Effectiveness Enhancing Strategies	October 8-13	Sunil Maheshwari	30,000
Strategic Human Resources Information Management	November 26-30	Manjari Singh	24,000
Innovations in Human Resource Management Practices	December 3-15	Biju Varkkey Manjari Singh	38,000
Industrial Relations for Plant Managers	January 7-10	Biju Varkkey	24,000
<b>Production &amp; Quantitative Methods</b>			
Logistics Management	September 3-8	N Ravichandran	30,000
Competing through Manufacturing	November 26 - December 1	Devanath Tirupati	30,000
Manufacturing Strategy	December 6-8	N Ravichandran	21,000
Project Management	February 18-23	Gautam Dutta	30,000
<b>Sectoral Management Programmes</b>			
<b>Agriculture</b>			
WTO and Agriculture	December 17-19	Gopal Naik Samar K Datta	20,000
Agricultural Input Marketing	January 12-18	Gurdev Singh	30,000
Rural Microfinance Management Programme	March 11-15	MS Sriram	27,000
Harnessing Intellectual Property for Strategic Competitive Advantage	April 8-10	Anil K Gupta	20,000
<b>Public Systems</b>			
Hospital Management	September 10-14	K V Ramani	27,000
Middle Level Programme for IAS Officers	October 8-19	D V Mavalankar	
Infrastructure Development and Financing	November 19-24	Rekha Jain	32,000
<b>Education</b>			

<b>Programme for Principals of CBSE Schools</b>	<b>October 1-6, 2001</b>	<b>Rajeev Sharma</b>	<b>20,000</b>
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**For additional information and inquiry contact**

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**Website: <http://www.iimamdp.org>**

## MANAGEMENT DEVELOPMENT PROGRAMME

Combining a unique blend of research and consultancy, IIFT has been a pacesetter in addressing the needs of business executives by continuously aligning the focus of its Management Development Programmes with the changing realities. Our intensive short duration programmes have received the most enthusiastic response. The Institute has so far organised 1,070 MDPs and trained 35,076 executives.

IIFT's Management Development Programmes are:

### Regular Programmes

Of varying duration, Management Development Programmes cater to the needs of corporate sector and entrepreneurs, trade facilitation agencies, Ministries and Departments and Export Promotion Organisations.

### Functional Management Development Programmes

- Export Procedures and Documentation
- Global Procurement for Business Development
- Developing Skills for International Negotiations
- Management of International Contracts
- Business Logistics and Shipping
- Project Exports
- Technology Intensive Services Exports
- Researching Overseas Markets

### Product-Specific Management Development Programmes

- Export Marketing of Leather & Leather Products
- Export Marketing of Agro Products
- Export Marketing of Drugs & Pharmaceuticals
- Export Marketing of Handicrafts
- Export Marketing of Floriculture

### Country-Specific Management Development Programmes

- **Doing Business with CIS**
- **Doing Business with Brazil**
- **Doing Business with Africa**
- **Sponsored Management Development Programmes**

#### **↳ Sponsored In-company Programmes**

#### **↳ Part-time Management Development Programmes**

- **Certificate Course in Export Marketing**
- **Certificate Course in International Trade Logistics**
- **International Business Languages**

IIFT also conducts need-based integrated and specialised Management Development Programmes. These "tailor-made" programmes have been conducted for a large number of corporates and organisations from all over India and abroad. Focussed Programmes are offered to in-service Government officials belonging to all-India Services like the Indian Administrative Service, Indian Foreign Service, Indian Economic Service and Directorate General of Foreign Trade.

The Institute offers training facilities to other developing countries in Asia, Africa and Latin America. Special programmes have been organised at the instance of International Trade Centre and Commonwealth Secretariat. The Institute has organised special training programmes at the request of Governments of Mongolia and Vietnam. Faculty Interaction Programme has also been organised for faculty members of the Sierra Leone Trade & Investment School, Free Town.

The Institute has developed collaborative programmes with National Institute of Bank Management, Pune. Supported by the Small Industries Development Bank of India, programmes with focus on the need and requirements of the small-scale sector are held in different parts of the country.

#### **Part-time Management Development Programmes**

Programmes regularly organised are:

##### **● Certificate Course in Export Marketing**

While providing specific information on different aspects of international marketing, the Certificate Course in Export Marketing helps the participants in acquiring skills for improving their managerial operations.

### ○Certificate Course in International Trade Logistics

The Certificate Course in International Trade Logistics is the only one of its kind in the country that focuses on all aspects of trade logistics covering different modes of carriage of goods.

### ○International Business Languages Programme

The Institute has taken the lead by setting up the Centre of International Business Languages to provide the need based foreign language courses and assist the Indian business community effectively and constructively in its efforts to excel in international business. With a view to enhancing international business executives' managerial competence and operational efficiency in their international transactions, business oriented specialised foreign language courses have been offered by the Institute in six foreign languages: Arabic, French, German, Japanese, Russian and Spanish. The Institute is planning to introduce Chinese language from the current year. The Institute has taken the lead by setting up the Centre of International Business Languages to provide the need based foreign language courses and assist the Indian business community effectively and constructively in its efforts to excel in international business. With a view to enhancing international business executives' managerial competence and operational efficiency in their international transactions, business oriented specialised foreign language courses have been offered by the Institute in six foreign languages: Arabic, French, German, Japanese, Russian and Spanish. The Institute is planning to introduce Chinese language from the current year.

These programmes have duration of four months each and classes are held in the evening.

### Management Development Programmes Calendar

<u>Programme</u>	<u>Dates</u>	<u>Venue</u>
<u>Foreign Exchange Risk Management</u>	November 6-7, 2000	IIFT Campus, New Delhi
<u>Import Management and Procedures</u>	November 6-9, 2000	Bangalore
<u>Managing Risks in Commodity Trading</u>	November 20-21, 2000	IIFT Campus, New Delhi
<u>Export Procedures &amp; Documentation</u>	November 27-29, 2000	IIFT Campus, New Delhi
<u>Strategic Internet Marketing: Opportunity for Global Business</u>	December 15-16, 2000	New Delhi

Programme Director Dr. Ravi Shanker

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## *Annexure – VI*

The following pages of Annexure – VI provide an insight into the perceptions of cross-section of people from within the Planning Commission, based on one-on-one meetings/ discussions. These perceptions are being shared on a confidential basis, without revealing “Who said What”. The items have been shuffled and randomised in order & sequence.

Annexure – VI has a total of 106 verbatim statements.

## “PERCEPTIONS OF PLANNING COMMISSION FROM WITHIN”

Based on one-on-one meetings/ discussions with a cross-section of people from within the Planning Commission, these perceptions are being shared on a confidential basis, without revealing “Who said What”. The items have been shuffled and randomised in order & sequence.

1. “PLANNING COMMISSION is the only institution in the country which takes an overall integrated view of all regions, sectors & socio-economic levels”.
2. “As the size & role of the “market-economy” increases, the following sectors become very critical: Infrastructure, Social Development/Human Development, Poverty Removal, Environment, Natural Resources, Good Governance, Rural Development, & Employment”.
3. “PLANNING COMMISSION is now an ‘extension’ of all Ministries; it is almost shadow-Ministries”.
4. “Because PLANNING COMMISSION reflects all Ministries, too much of its work is administrative, routine, nitty-gritty, no time for thinking & planning.
5. “PLANNING COMMISSION has not fulfilled 3 out of its 7 functions as defined in the 1950 resolution i.e.-
  - a) PLANNING COMMISSION has not made a full assessment of the human, material, & natural resources of the country;
  - b) Securing the successful implementation of each stage of the plan in all its aspects, by determining the nature of machinery necessary for doing so;
  - c) Indicate factors retarding economic development, and determine conditions which should be established for successful execution of the program”.
6. “Monitoring means taking corrective actions – in light of this, monitoring is a weak or non-existent function”.
7. “We don’t get much time to think – we are only a tank”.
8. “Of all the activities, planned & listed for the whole year (2000-2001), 70-80% has not been done till February, 2001”.
9. “PLANNING COMMISSION is not supposed to be a ‘Ministry’. To fulfill its “planning & performance” role well, it needs the following on an essential basis:
  - ~ definite continuity (at least a 3 year stint for all officers).
  - ~ expertise in “strategic planning”, irrespective of the sector concerned,
  - ~ use of tools & techniques including computerized data-base analysis, ‘knowledge-management’ & ‘expert-systems’ management”.

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10. "PLANNING COMMISSION is characterized over the years by 'deteriorating quality of work standards' in terms of –
    - (a) inputs
    - (b) processes
    - (c) outputs".
  11. "Some very critical areas in PLANNING COMMISSION have no specialist or expert – e.g. IT & Telecom, Public Health/ Epidemiology etc."
  12. "PLANNING COMMISSION is perceived as representing the States in a fair & balanced manner".
  13. "PLANNING COMMISSION was meant to promote "lateral thinking" & lateral interaction – instead we have become vertical 'silos' in the way we function".
  14. "Viewed from the outside, PLANNING COMMISSION does not enjoy the stature & importance it once had in earlier times".
  15. "PLANNING COMMISSION handles only allocation of 'Plan expenditure' which is only 25-30% of total available financial resources".
  16. "PLANNING COMMISSION is a vital bridge & a buffer between States & Central Ministries".
  17. "Internally there is a large amount of demoralization at many levels; many of us honestly want to be in Delhi, but do not want to be here".
  18. "PLANNING COMMISSION needs to quickly build up 'institutional-memory structures' with powerful computerized data-bases, data-mining, data-warehousing, 'knowledge management', and should become a 'learning organisation'".
  19. "The permanent cadre of the PLANNING COMMISSION has no career plan-some ad hoc decisions are taken now & then".
  20. "Now that licensing functions are going down fast, 'development policy functions' and related expertise have to be strengthened quickly".
  21. "We need to quickly create a Development Policy Division".
  22. "PLANNING COMMISSION needs more 'teeth' to ensure that performance takes place in line with plans".
  23. "The quality of external consultants being brought in is average to poor".
  24. "Above JS level, all positions should be 'contractual' (3-5 years)".
  25. "PLANNING COMMISSION is the only institution which can take a medium & a long-term view of the country's development".

26. "PLANNING COMMISSION has only been allocating 'residual resources', and there is no real monitoring".
27. "PLANNING COMMISSION has not done much about the 'retarding factors' especially about :-
  - (a) poorly designed, projects & schemes
  - (b) 'transaction costs'
  - (c) 'rent - seeking behaviour'"
28. "Recognition for good work should be introduced, both in non-financial & financial terms".
29. "Each Advisor should have 1-2 bright young post-doctoral students as special assistants for 2-3 years".
30. "Even 20% of the PLANNING COMMISSION's original mandate has not been done till date".
31. "Inter-sectoral convergence should be at the level of 'Member' & not 'Principal Adviser/Adviser'".
32. "All Adviser positions should be 'contractual' (3 years)"
33. "States & Ministries make plans & proposals - PLANNING COMMISSION has never made a plan".
34. "We should create a separate small cell to handle Parliament questions and other administrative matters; otherwise too much time is taken in nitty-gritty".
35. a) "the Block Grant System should be replaced by a 'Specific Grant System' - b) the Gadgil formula needs some modification to reward better performing states and create strong 'engines of growth'".
36. "We have become a govt. department - we 'react' to things coming from Ministries & States".
37. "'Good Governance' is now a central factor in promoting economic development & social/human development - PLANNING COMMISSION should now heavily focus on 'good governance', to establish 'fair competition' & a 'level playing field'", and attract private sector investment & more FDI".
38. "Restructuring of plan/programmes should be undertaken on a Zero-based foundation - 'non starters' or wasteful schemes should be abolished".
39. "In 5-6 very critical sectors, we must adopt the 'Mission-Mode' with full funding & time bound results, as we have successfully done in space, satellite communication, atomic energy, nuclear science".

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40. "Bad-debt' system needs to be cleaned up".
  41. "PLANNING COMMISSION should not be mainly an agency to distribute money"
  42. "Finance Commission covers non-plan expenditure – we need to explore combining Planning Commission with Finance Commission & Pay Commission".
  43. "Morale is very low – therefore there is slow response time, low output, & average to poor quality of work, with some exceptions".
  44. "We need to attract excellent planners & strategic thinkers by setting up an 'Indian Planning Service'".
  45. "80% of resources go to non-plan expenditure; 20% is plan expenditure; how do you create interest in planning?"
  46. "Most states are not producing wealth – therefore we are distributing & allocating poverty – sick banks, sick mills & sick organisations".
  47. "We should have an MoU system of "agreement on performance" with each state & all Ministries".
  48. "Planning Commission must devise strategies to 'plug the leaks' – e.g. heavy 'transmission & distribution' losses in electricity, the state transport systems etc., etc.".
  49. "Many 'Expert' positions are filled by many "Generalists", characterized by short stay, lack of expertise, & loss of 'institution memory'".
  50. "Nothing should be done on verbal (unwritten) orders".
  51. "Gadgil – Mukherjee 'formula' and 'weightages' need to be re-looked at, in the new scenario".
  52. "Global opportunities & threats need to be focussed on more strongly".
  53. "Planning Commission needs to look more at:
    - 'efficiency' of expenditure
    - 'quality' of expenditure
    - 'impact' of expenditure
  54. "No transfers should take place more than once in three years".
  55. "Planning Commission must give a 'Performance & Progress Report' to all ministries & states every year – which must be placed before Parliament".
  56. "Departments have some 'expertise', but in vertical silos".
  57. "There is a lot of internal organisational dissatisfaction, frustration, and demoralization, with some exceptions – how can a demoralized organisation create morale, confidence, and optimism for the Country?".

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58. "Planning Commission is 'goodish' in planning & 'bad' in implementation & monitoring".
  59. "We are mostly inward looking -- awareness of international forces & sectors is weak".
  60. "People who have been in 'operational' roles for long cannot easily make the shift to thinking, planning & strategising roles".
  61. "The general quality of reports is not good – either we are 'afraid' of being critical/independent, or we don't know the subject too well; we have just made a beginning with the MTA of IX Plan".
  62. "People who are really interested in planning should apply & compete for selection– i.e. a 'Genuine Selection Process' should be there for all cadres & posts, and not just by transfers".
  63. "The need for change in Planning Commission is wide & deep & urgent".
  64. "We have done very few evaluation & monitoring studies – we do not focus on output/results – we are 'input-oriented'".
  65. "Is Planning Commission an institution which is really equipped for "Planning for Performance" today?"
  66. "Expertise on critical emerging areas like patents, TRIPS, WTO, Global Regulatory Mechanisms etc. need to be quickly strengthened, and strong networking quickly established with other organisations (like IIFT, IIMs, IITs) both inside & outside the country".
  67. "India experiences many disasters – but there is no disaster management cell".
  68. "Most of the govt. is 'broke' – thus we are trying to do planning taking the resource crunch as a 'given', instead of thinking creatively of how to unleash India's huge human & natural resources, as well as the financial resources especially in the parallel economy".
  69. "Most of the IT boom growth came with minimum planning & minimum intervention – does this point a lesson for future areas like biotech?"
  70. "Planning Commission which began as a 'professional body' has got converted into an administrative & departmental body".
  71. "Allocating funds & overseeing disbursement is not leading to much; visible achievement 'on the ground' has to be captured; 'success-stories' must be documented, publicized, and shared for spurring fast development".
  72. "There is no Management division in Planning Commission".
  73. "Structurally we may need a separate division which is a creative 'Think Tank' division".
  74. "There is a visible 'mis-match' between the Planning Commission's changing role-requirement and 'old structures & attitudes' – we are probably coming in the way of the country's rapid growth and development"

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75. "Out-sourcing was badly handled and turned out to be a fiasco – however good out-sourcing of expertise can provide professional strength, if professionally handled".
  76. "In the case of the states, the PLANNING COMMISSION assesses resources and plan-size annually ; in the case of the Centre , the Finance Ministry, Railway Ministry and Defense Ministry finalize the resources"
  77. "Empowerment of the Planning Commission is sorely needed, before the Planning Commission can revitalize & empower the country".
  78. "The role of PLANNING COMMISSION in the economic development of the country is very 'diluted', especially by the functions of Finance Commission CEA, Finance Ministry, RBI, Pay Commission etc."
  79. "We need more Research Associates and Research Officers – instead we have become 'top – heavy'".
  80. "The 'core' functions of 'thinking', 'reading', & 'strategic analysis' have been largely displaced by 'non – core' functions and activities which are administrative and routine".
  81. "There should be a minimum fixed tenure of 5 years for all Advisers/Pr. Advisers, coinciding with the plan period, along with fixation of responsibility & accountability with continuity".
  82. "Either we must function as a professional body or as a govt. department; a 'hybrid' of both does not work".
  83. "Changes in procedures are badly needed: even a small 100 crore scheme goes through around 30 steps or stages, which take a long time; today global competition is time-based and speed-based."
  84. "Expertise is needed in 'integration of planning' vis.-a-vis district planning, departmental planning in states, MP's local-area funds, direct money to DC's etc; especially with regard to 'milestones' and development impact".
  85. "Some sectors now need intensive and detailed planning – social sectors, poverty, backward states, human development indicators, women's development etc."
  86. "PLANNING COMMISSION is a 'microcosm' of the govt. – parallel arms to all ministries."
  87. "There is a serious need for lateral thinking – it is a new century, a new global situation and a new socio – economic platform after liberalization"
  88. "Many states have now several kinds of 'expertise' themselves".

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89. "PLANNING COMMISSION has one major lacuna – no requisite machinery to monitor the states – this is done mostly by ministries and mostly on 'disbursement' basis; also we generally go by NSS data which is 3-4 years old; there is a need for fast yearly data, which can be professionally outsourced."
  90. "PLANNING COMMISSION needs to produce 6-8 major 'Strategy Review Papers' every year in areas which the PM thinks are critical for the country".
  91. "One of the major gaps is the weakness on the evaluation of 'program effectiveness' – e.g. on rural roads, health, education etc."
  92. "PLANNING COMMISSION faces new challenges in the free economy."
  93. "PLANNING COMMISSION is seen as a 'creature of GOI' – to balance this perception the NDC could elect 4 – 5 CM's to be part of the PLANNING COMMISSION, perhaps as Members".
  94. "We need skills of 'project appraisal' and 'development impact appraisal' – not just IRR; now the required skills are more 'multidisciplinary'".
  95. "PLANNING COMMISSION had been the architect of India's development."
  96. "The main issues now are: quality of thinking (depth, breadth, and lateral); quality of vision; quality of expertise, and quality of creative processes – (to get out of self-imposed mental blocks & assumptions about what is not possible)"
  97. "The PLANNING COMMISSION as a whole has nearly 2500 employees – do we need either these many, or of this skill mix?"
  98. "Except perhaps RBI, no other institution has such a comprehensive data-base as the PLANNING COMMISSION."
  99. "We are transiting to a technocratic society – there are about 100 important disciplines in Science & Technology which affect economic and social development; at least 1 major expert in each discipline should be there in PLANNING COMMISSION to look at the resources and options for the country, and utilize/ evaluate external experts well"
  100. "In the new scenario PLANNING COMMISSION could work as a 'development bank' and allocate resources to, say, IDBI and NABARD for onward allocation on the basis of performance – and 'mile-stone compliance'".
  101. "Working in the PLANNING COMMISSION, one has access to a lot of information & data about the country".
  102. "Training & updating professional skills has not received much attention in the PLANNING COMMISSION".

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103. "All plans should have deliverables".
  104. "Development planning is no more confined to Investment planning".
  105. "People from ministries & states do not perceive PLANNING COMMISSION to be a helpful organisation".
  106. "PLANNING COMMISSION should set up a 'HIGH LEVEL TASK FORCE' on poverty reduction".

## ***Annexure - VII***

The following pages of Annexure – VII provide an insight into the perceptions of the Planning Commission, as felt by a cross section of personnel representing several Divisions and Levels. Annexure – VII is organised as follows.

- Perceptions from the ½ day Senior Team Workshop
  - What works well in the Planning Commission
  - What does not work well in the Planning Commission
- Perceptions from the ½ day Top Team Workshop
  - Perception of Strengths of the Planning Commission
  - Perception of Weaknesses of the Planning Commission
  - Perception of Threats for India
  - Perception of Weaknesses for India
  - Concerns and Anxieties about the Planning Commission
  - Hopes for the Planning Commission

**Planning Commission**  
**Top Team Workshop – Day 2 (16<sup>th</sup> February 2001)**

**Perceptions of “Strengths”**

- National acceptability of the Planning Commission
- Advisory role of the Commission
- Somewhat equidistant from Centre & States, & therefore States see the Commission as representing their interest to the Central Government.
- Planning Commission can analyze, monitor & evaluate
- It has the capacity to take overview as well as detailed view
- An esteemed organisation.
- It has a number of senior & experienced Civil Servants
- Strategically placed to play coordination role & look at larger picture.
- Is accorded a high status in Govt. scheme of things.
- Repository of information related to Govt. schemes/ Plans.
- Independent review of govt. activities in economic, social sphere etc.
- Large data base
- Multidisciplinary to some extent.
- A good source of data base.
- Opportunity to have a holistic view.
- Members & officials have excellent administrative experiences & expertise to confidentially advice the Govt.
- States & Centre - PM , CM & Ministers are part of NDC-the role of Planning Commission is supported by all parties.
- Planning Commission has Name, Recognition - venerable quality.
- Apolitical, professional,
- Decision based on national interest
- Knowledge based on all sectors
- Backward & Forward linkages
- Planning Commission maintains objectivity.

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- Financial control
  - Need-based policy - agency to translate commitment of Gov.
  - Expertise
  - Large number of highly qualified people .
  - Free exchange of ideas
  - Good data base & studies.
  - Different sectors of economic study & holistic view; Planning Commission is the only agency to harmonize the relations between Centre & State.
  - Ground rules well laid in Planning Commission
  - Close rapport & understanding with States.
  - Excellent working conditions.
  - Organisation with Experts.
  - Advising role, and hence not interested in implementation.
  - Monitoring and Evaluation
  - Total Annual Plan allocation relating to central government and state government.
  - Benefit of Experienced Civil service strategically placed to play a co-ordinating role and look at the larger picture
  - Scope for independent review of government schemes for various sectors.
  - A good source of Database and multidisciplinary approach
  - Academic experience to advise the government, and holistic view of any development is reflected.
  - Name, Recognition,
  - "A – political", professional, decision based on knowledge.
  - Objectivity and "memory" of what happened earlier.
  - An agency to translate the commitment of the government.
  - The only organisation which can release the tension between centre and state.
  - PC has more knowledgeable manpower.
  - Has a wide range of expertise an all the sector of the economy.

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### **Perceptions of “Weaknesses” of the Planning Commission**

- **Poor career progression and therefore demotivation.**
- **Unable to discharge its original functions.**
- **Bogged down by routine work – therefore no time for original work / no thinking**
- **The work of an Expert is being done by a Generalist.**
- **Govt posts people at Planning Commission, but for senior people it is more of a punishment.**
- **No “renewals” in terms of knowledge/ skills/ training.**
- **Planning Commission unable to take any action even if States /Ministries reportedly & provenly have violated the rules / norms in letter and spirit.**
- **Institutionalized expert network is required to service each division.**
- **Lack of policy interpretation**
- **Lack of institutional monitoring to provide feedback.**
- **PC has degenerated in to an organisation that does incremental allocation of resources to Ministries & States. Its main input should be professional, but professional views are not respected.**
- **Inadequate & unskilled staff**
- **People without expertise.**
- **Political influence in decision making with regards to plans ,policies and allocation of resources.**
- **Poor capacity of thinking & understanding.**
- **Too top heavy.**
- **Diffused in focus**
- **Activities not related to ground realities**
- **Too much of bureaucratic control**
- **Discrimination between Experts & Generalists.**
- **Large & unwieldy.**
- **Less emphasis on Monitoring & Evaluation**

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- **Centralised Planning process**
  - **Failed to live up to its image.**
  - **Sidetracked from main task because of Ministries.**
  - **Not allowed a free hand in approval of scheme.**
  - **Low morale**
  - **Should shed off the patronage.**
  - **Too groovy (in the old grooves)/ "silos".**
  - **Tentative planning & schedule even after 50 years independence.**
  - **Either plan size unrealistic, or schemes not properly planned.**
  - **No role evaluation being done.**
  - **Officers are left with little time to do original work.**
  - **Evolved over the years as a bureaucratic organization.**
  - **Fast turnover of senior officer.**
  - **Non-appointment of Divisional heads.**
  - **Does not have statutory authority.**
  - **Low career progress and low motivation**
  - **Many posts for experts being manned by generalists.**
  - **Majority of staff having no "renewal" in terms of training.**
  - **Planning Commission unable to discharge its organisational role.**
  - **Lack of policy direction.**
  - **Lack of clarity of objectives.**
  - **A lot of routine work (too much).**
  - **It has degenerated into an organisation that does incremental allocation of resources to Ministers and states.**
  - **Professional advice not accepted by Ministers and States.**
  - **People without expertise.**
  - **Political influence in decision making with regards to plans and allocation to ministries and states.**
  - **Too much of bureaucratic control.**

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- **Discrimination between subject specialists and generalists.**
  - **Has failed to live up to its objectives and is side tracked by government and ministers.**
  - **Plan size unrealistic.**
  - **Officers have little time to do development work.**
  - **It has become a bureaucratic organisation over the years.**
  - **Finance Commission Functions overlap the Planning Commission's Function.**
  - **Frustrated staff, low morale.**
  - **Role is not as meaningful as it should be.**

### **Perceptions of "Threats" for India**

- **Fiscal deficit growing – subsidy is increasing.**
- **Diversion / misutilisation of resources.**
- **A trade regime propagation under WTO may not be beneficial.**
- **An organisation which does not cater to average people of the country.**
- **Economic reforms dislocate human security of vulnerable groups.**
- **Some parts of the country are disturbed – there is a lot of uncertainty.**
- **Setback to development through nuclear war threat perceptions.**
- **Ruling Elite – (external bureaucracy, captains of industry, vested interests).**
- **Poor delivery mechanism.**
- **Increasing cynicism in the IAS.**
- **Huge debt burden.**
- **Increasing Administrative Costs.**
- **Population explosion**
- **Inability to meet basic needs of people**
- **Increasing corruptions.**
- **Moral degradation**
- **Water Shortages.**
- **External aggression**

- Mass poverty
- Communal violence
- Debt-burden of states
- Threat of globalization to Small scale sector
- Unemployment
- Political instability in the planning process
- Levers of power are in the hands of short-sighted politicians.
- Fiscal deficit
- Imports threaten agriculture sector
- Regional & economic divide
- Conservatism
- Mal practices
- Lack of will to deal with threats (by bureaucracy & ministries)
- Accountability lacking.
- Increasing gaps of “have’s” & “have-nots”.
- Heavy hand of govt.
- Fundamentalism
- Regional Security environment
- Natural calamity & hazards which cannot be monitored & control.
- Economic dangers.

### **Perceptions of “Opportunities” for India**

- With liberalization, India can become engine for fast growth rate
- A growing indigenous market
- Knowledge market.
- Regional cooperation for mutual harnessing of strengths.
- Free-market opportunity to improve performance
- With liberalization & opening up, India is getting an opportunity to tune with other countries.

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- **Opportunities for India to prove its worth.**
  - **Use of demographic strength.**
  - **India has a new found confidence with IT**
  - **Openness to global economic & technical changes**
  - **Large pool of knowledge**
  - **Scope for improvement**
  - **Public awareness has increased.**
  - **Literacy is increasing , especially for women**
  - **Due to competition, there is a lot of transparency.**
  - **Opportunity to integrate with the world.**
  - **Right policy – Increasing competitiveness in agriculture & industry.**
  - **Population can be an asset with good planning.**
  - **IT professionals in demand globally & internally.**
  - **Traditional medicine & bio-tech are also in demand.**
  - **Peace-loving & tolerant culture.**
  - **Large industrial base, good international relations.**
  - **There is a consensus on Economic reforms**
  - **Increasing growth of economic rate.**
  - **People, & their aspirations to progress.**
  - **Leadership in knowledge-based India**
  - **Indian can become number-1 Economic power**
  - **Still not an aging society – considerable manpower.**
  - **Increased opportunity for economic growth.**
  - **A growing indigenous market.**
  - **International markets to be tapped.**
  - **Knowledge to be tapped.**
  - **Lot of opportunity due to liberalization.**
  - **With globalization and liberalization Indian can lead among the developing countries of the world.**

- Software sector success and openness to Global economy.
- Large pool of workers
- Computerisation should provide more transparency
- Stable and growing economy, which can be developed further.
- Stress on education and health can make the huge population an Asset rather than a burden.
- Vast human resource, large industrial base, large scientific resource.
- Consensus in economic reform
- People and their aspiration to progress.
- Still not an agency society and can provide manpower for development.
- Increase opportunities for economic growth.
- Low efficiency, bad governance.
- Inability of government to make change.

## “Concerns” & “Hopes”, about Planning Commission

### Concerns & Anxieties

- Planning Commission has become a moribund organisation.
- No relevant role.
- Personnel policies not in tune with P C 's role
- Wrong people at the top.
- Half-hearted work
- Reduced GBS
- Fast turnover at senior level
- P.C. not made realistic assumptions
- Organisational challenge does not exist.
- Professional competence is declining due to no promotional avenue
- Marginalised organisation.

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- Ineffective
  - Change will be little
  - PC will soon become irrelevant
  - Slow process of change in Planning Commission.
  - Fears further being marginalised, because plans do not suit present day reality.
  - P.C. should not become another stumbling block in development
  - P.C. at top represents a refuge for failed Ministers & IAS – good leadership much needed.
  - Increased routine work.
  - Lot of simmering, unrest (w.r.t. benefits, unequal distribution of work, irregularities).
  - Redundant organisation,
  - Plan based on unreal assumptions
  - Short tenure, wrong people on the top
  - Political appointees not interested
  - Reduced GPS, fast turnover at senior level
  - PC has not made itself aware of its role in the new scenario.
  - Personnel management bad, no promotions
  - PC might have to be closed.
  - Expertise not able to be retained.
  - PC is the refugee of unwanted people and politicians
  - Lack of professional capabilities
  - Lot of frustration within the staff and officers, with respect to unequal distribution of the work and favouritism and nepotism.

#### **“Hopes” for the Planning Commission**

- Radical change for better is possible.
- Better interaction with Academicians will give better information
- Vibrant, Relevant organisation.

- **Planning Commission is a meaningful place.**
- **Globalization: Planning Commission continues to play a role in Strategic Planning, Ecology, Inter-Sectoral reforms**
- **Continues influential due to knowledge.**
- **Introspection is good – will have good effect.**
- **Allocative, monitoring role still played by PC**
- **Planning Commission can play a pro-active role**
- **Openness & attempt to bring change – will not be a fruitless experience**
- **Coordinating role**
- **Removing regional imbalances.**
- **Planning Commission will come to occupy prominent position if it changes.**
- **Would become a non-political body merged with Finance Commission.**
- **It emerges as an organisation with unbiased view.**
- **PC will play a new role in the new economy once it is restructured and re-oriented..**
- **Can strengthen its intellectual capability.**
- **PC should play more proactive than a reactive role.**
- **Co-ordinating role between sectors, between states, and a think-tank.**
- **A strong body of Professionals.**
- **PC is still relevant and will remain so.**
- **PC would become a independent autonomous body: merge it with Finance Commission and Pay Commission**

## **Planning Commission**

**15<sup>th</sup> February' 2001 - 21 people participated in the workshop**

### **What works well in the Planning Commission**

1. Multi – disciplinary organisation; good image.
2. Opportunity to acquire knowledge/ expertise in the commissions.
3. Hard work pays dividend, but not upto desirable extent.
4. Accounts section looking after tax and pay.
5. Thought process for planning works well, knowledge base is excellent, good interaction.
6. Politeness in dealing with officials.
7. Lifts and cooperative store on the ground floor.
8. Planning Commission's view on development aspects are highly valued by other ministries / departments and non-government bodies.
9. Planning of programs of division are done well in Planning Commission.
10. Taking work from GCS without any Training / Promotion to them.
11. Letting cadre officers work without any stake to the planning process, & career development.
12. Not utilizing the talent available in GCS officers, who are the best.
13. The contact and influence of employees in the Commission.
14. IAS supremacy, flattery of IAS, PAMD, and autocratic rules.
15. Central dispatch, telephones, and internet work well.
16. As good as any Advisory Body without Constitutional mandate.
17. Attracts knowledgeable people / repository of wisdom.
18. There is clear demarcation line
19. Cadre & ex-cadre personnel have cordial relations irrespective of different careers.
18. Contribution to the development process of nation.
19. Less hierarchy and openness
20. Multi disciplinary repository
21. Consultative process.

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22. There is a bit of academic learning competency at middle level.
  23. Some command structures in a few service sectors.
  24. Parliament section, phone, PABX. Tea board works well.
  25. Plan coordination Section.
  26. Planning Commission does strengthen the planning process of country.
  27. Planning Commission Coordinates well.
  28. Many programs are improving due to PC.
  29. Cordial relations between employees and employer.
  30. Free accessibility to Sr. officers, good team spirit, feeling of welfare, sense of belonging.
  31. Timely promotions, congenial atmosphere, no disparity between IAS & IEC officers because quick promotion.
  32. Well framed recruitment rules (though at present faulty).
  33. Lot of variation in work due to inadequate staff.
  34. Best talent in country attracted to PC
  35. Timely output of Plans and Resource Allocation.
  36. Freedom of thought and speech without fear of hierarchy, less Babudom.
  37. Generally Friendly atmosphere.
  38. One-to-one discussions + occasional group discussion also works well.
  39. Reasonably good library (could be improved).
  40. Discussion – brainstorming session, in depth analysis, computer culture, e-governance.
  41. All routine works like annual plan, FYP goes well.
  42. Routine work, approach for promotions push & pulls, DH views and his political affiliation, Admin, protocol and consultants.
  43. Partnership between admin and technical staff.
  44. Un productive work, duplication, parliament questions, late coming, work without accountability, studies related to specialized areas, working GRP report, criticism / self criticism, tabulation of data.
  45. Paralysis or / by analysis.

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## **Planning Commission**

**15<sup>th</sup> February' 2001 - 21 people participated in the workshop**

### **What does not work well**

1. Interaction among the division.
2. Role on Planning and formulation – no teeth on implementation.
3. Uneven distribution of work.
4. Departmental promotion.
5. Human Resource Management process.
6. Planning and Promotions policy.
7. Information Retrieval.
8. Encouragement of GCS workers for Career development & promotion as there is lot of stagnation.
9. Existing organizational structure not conducive for changed role of PC.
10. Very slow process of Change for Reorienting and Restructuring PC.
11. Analysis based on Research work is very superficial.
12. Multidisciplinary work.
13. Interference from PMO, Finance Secretary & Cabinet Secretary.
14. Too many IAS at top have diluted the thinking process particularly in special educational areas.
15. Recruitment of GCS workers.
16. Interaction with member Secretary and Deputy Chairman.
17. Appreciation / Rewards of quality of work of an individual.
18. Familiarly with the working of the other divisions.
19. No punishment for 'Shirkers'.
20. New role for Planning Commission.
21. Red Tapeism.
22. Modernisation of office equipment does not wok well.
23. Aims and Objectives identified by Planning Commission.
24. Planning process itself.

25. Attitude to change according to changing world.
26. Imbalance / uneven workload.
27. Job-Person mismatch at times.
28. Selection by Composite method.
29. Cadre differentiation between GCS & ICES.
30. Insensitive attitude of cadre officers to officers below them.
31. Indiscipline in peon.
32. The understanding of technical matters is less at higher levels.
33. Equal treatment in matters of common welfare does not work at times.
34. File management system.
35. Public dealing in general branch I & II.
36. Punctuality.
37. Full dedication to a project / assignment in a given time frame.
38. Sincerity and accountability of subordinates.
39. Late submission of CR's – sometimes 2-3 years.
40. No chances / opportunities for training and further studies.
41. Optimum use of computers / internet for official work.
42. Think Tank
43. Resource allocation.
44. Persuasion of personal matters.
45. Top is very heavy with bureaucracy
46. Too frequent changes of bosses.
47. Appointment of cadre officers to subject division.
48. Payment of TA bills to lower officers.

## ***Annexure - VIII***

**The following pages of Annexure – VIII provide a list of participants in the two ½ day workshops held on 15<sup>th</sup> February and 16<sup>th</sup> February 2001.**

*Annexure - VIII*

**Following were present in the Senior Team Workshop held on  
15th February, 2001.**

<b>S.No.</b>	<b>Name of the Participant</b>	<b>Designation</b>
1.	Sh. R.C.Jhamtani	Joint Adviser
2.	Sh. V.K.Bhatia	Joint Adviser
3.	Sh. L.P.Sonkar	Joint Adviser
4.	Dr. OP Sharma	Director
5.	Sh. A.S.Sachdeva	Director
6.	Sh. G. Sivasubramanian	Director
7.	Smt. Purnima M. Gupta	Director
8.	Dr. R.M.Gedam	Deputy Adviser
9.	Sh. Shatrughan Lal	Deputy Adviser
10.	Sh. K.N.Pathak	Deputy Adviser
11.	Sh. S.K.Saha	Deputy Adviser
12.	Dr. Lalit Kumar	Deputy Adviser
13.	Sh. Rajeev Malhotra	Deputy Adviser
14.	Dr. ( Mrs ) Indu Patnaik	Deputy Adviser
15.	Sh. Shri T.R.Meena	Deputy Adviser
16.	Ms. Roohi Siddiqui	SRO
17.	Sh. V.P.Garg	SRO
18.	Dr. RVP Singh	R.O.
19.	Ms. Vandana Sharma	R.O.
20.	Sh. BB Sharma	R.O.
21.	Sh. P.Narayanan	SRA
22.	Sh. K.K.Chhabra	Under Secretary.

**Following were present in the Top Team Workshop held on  
16th February, 2001.**

<b>S.No.</b>	<b>Name of the Participant</b>	<b>Designation</b>
1.	Dr. N.C.Saxena	Secretary
2.	R.P.Sinha	Principal Adviser
3.	Smt. Jyotsna Khanna	Principal Adviser
4.	M.D.Asthana	Principal Adviser
5.	Smt. Kiran Aggarwal	Principal Adviser
6.	B.D.Jethra	Adviser
7.	Dr. Ahmad Masood	Adviser
8.	B.N.Navalawala	Adviser
9.	Dr. N.J.Kurian	Adviser
10.	Ms. Somi Tandon	Adviser
11.	Dr .S.P.Pal	Adviser
12.	Smt. TK Sarojini	Adviser
13.	Shailendra Sharma	Adviser
14.	PSS Thomas	Adviser
15.	Dr. Rajan S. Katoch	Joint Secretary
16.	Shri R.S.Prasad	Joint Secretary and F.A.
17.	P.M. Rangaswami	Adviser
18.	P.N.Shali	Adviser

## *Annexure – IX*

The following pages of Annexure – IX give number of participants of the two and half day Future Search Workshop.

## Annexure - IX

Sl.No.	Name	Designation
1.	Dr. N. C. Saxena	Secretary
2.	Shri R. P. Sinha	Principal Adviser
3.	Smt. Kiran Aggarwal	Principal Adviser
4.	Smt. Firoza Mehrotra	Adviser
5.	Shri P. M. Rangasami	Adviser
6.	Shri P. N. Shali	Adviser
7.	Dr. Prema Ramachandran	Adviser (Health)
8.	Shri P. S. S. Thomas	Adviser (HUD)
9.	Ms. Somi Tandon	Adviser (IE, SP)
10.	Shri B. D. Jethra	Adviser (Industry)
11.	Dr. S. P. Pal	Adviser (PEO)
12.	Smt. T. K. Sarojini	Adviser (SW)
13.	Dr. Rajan Katoch	Joint Secretary
14.	Shri S. G. Raoot	Joint Adviser
15.	Shri B. K. Tiwari	Joint Adviser
16.	Dr. S. C. Lahiry	Joint Adviser
17.	Shri R. C. Mahajan	Joint Adviser
18.	Shri B. C. Satpati	Addl. Economic Adviser
19.	Dr. Sharat Kumar	Director -
20.	Shri T. S. Krishnan	Director
21.	Shri R. S. Kanade	Director
22.	Dr. O. P. Sharma	Director
23.	Shri K. S. Prasada Rao	Director (ISS)
24.	Shri R. N. Sarangi	Deputy Adviser
25.	Shri D. N. Prasad	Deputy Adviser
26.	Shri Rajeev Malhotra	Deputy Adviser
27.	Dr. (Mrs.) Indu Patnaik	Deputy Adviser
28.	Shri K. N. Pathak	Deputy Adviser

<b>Sl.No.</b>	<b>Name</b>	<b>Designation</b>
29.	Shri Albel Kachhap	Deputy Adviser
30.	Shri Sugan Singh	Deputy Adviser
31.	Shri R. K. Gupta	Deputy Adviser
32.	Shri R. M. Gedam	Deputy Adviser
33.	Shri S. K. Saha	Deputy Adviser
34.	Shri T. R. Meena	Deputy Adviser
35.	Shri S. K. Tiwari	Deputy Economic Adviser
36.	Shri K. K. Chhabra	Under Secretary
37.	Shri Rajeev Mishra	Senior Research Officer
38.	Shri Shashikant	Senior Research Officer
39.	Shri Amitabh Ray	Senior Research Officer
40.	Shri K. K. Lamba	Senior Research Officer
41.	Shri V.P. Garg	Senior Research Officer
42.	Shri R. N. Tiwary	Senior Research Officer
43.	Shri N. K. Unni	Research Officer
44.	Shri K.P. Singh	Research Officer
45.	Shri R. C. Meena	Research Officer
46.	Dr. R. V. P. Singh	Research Officer
47.	Shri Shyam Singh	Senior Research Assistant
48.	Shri P. Narayanan	Senior Research Assistant
49.	Shri S. S. Meenakshisundaram	Additional Secretary, <b>Department of Space</b>
50.	Ms. B. Nageshwari	Department of Agriculture
51.	Ms. Bharati Sihag	Department of Rural Development

## *Annexure - X*

The following pages of Annexure – X provides an insight into the Convergent Perceptions of around 50 officials who participated in the Future Search Workshop. Annexure – X is organised as follows:

- Convergent : 2004
- Proposed Structure – Planning Commission
- Goals : 2004
- Barriers to overcome Convergent 2004
- How do we overcome the Barriers 2004
- Action Plans of Groups – A
- Action Plans of Groups – B
- Action Plans of Groups – C
- Action Plans of Groups – D
- Results of Trend Mapping exercise

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## CONVERGENT : 2004

### ROLE OF PLANNING COMMISSION:-

#### (A) THINK TANK

- a) Perspective Planning & Development Visions, with special reference to regional Imbalances.
- b) Development Policies – Evolving.
- c) Creation and Maintenance of Reliable Data Bank.
- d) Anticipatory Role

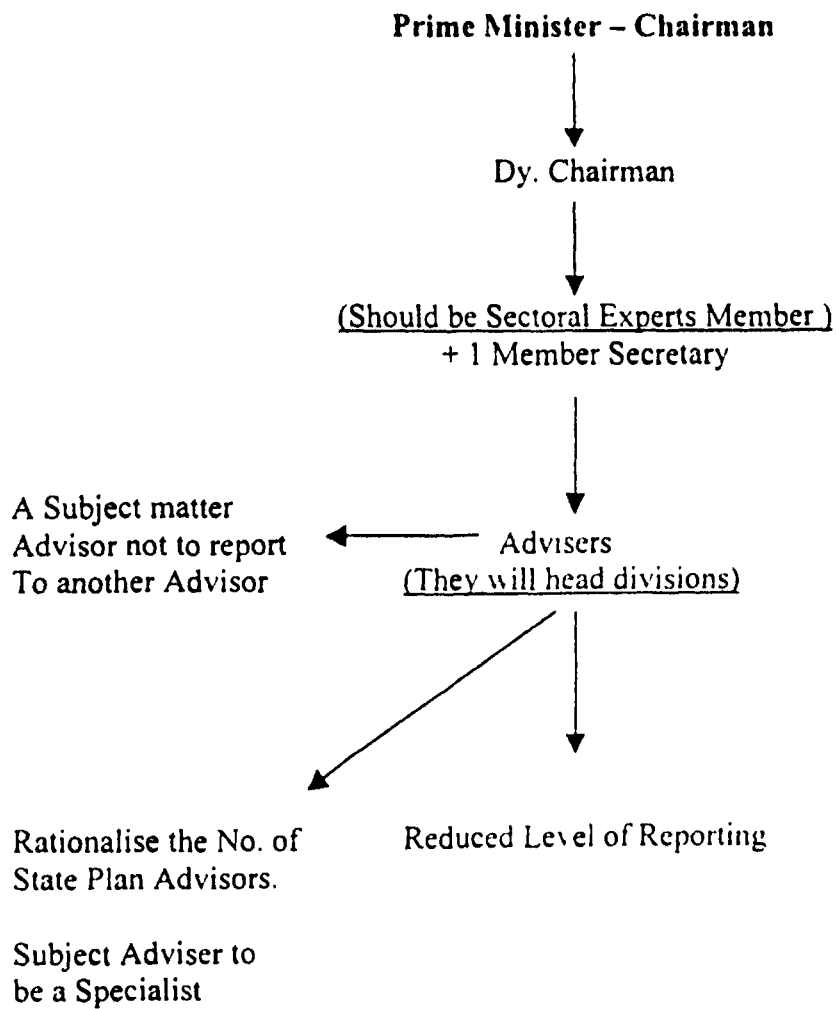
#### (B) ALLOCATIVE ROLE

##### Based on

- i. Resource Mobilisation by States;
- ii. Incremental Performance Indicators;
- iii. Sectoral Priorities;
- iv. Regional Imbalances; and
- v. Decentralisation.

#### (C) EVALUATION

- i. Impact Studies

**PROPOSED STRUCTURE – PLANNING COMMISSION**

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## GOALS

### CONVERGENT POINTS

- **Revision of Recruitment Rules-making them Broad Bases.**
- **Promotions for GCS within the Planning Commission.**
- **Improvement in its Image.**
- **Motivation & Professionalisation of Staff or qualitative Output. Befitting comp. Development.**
- **Equal opportunity for Career Progression.**
- **Establishment of Comprehensive database and its easy accessibility.**
- **Linkages/ Networking with Outside Institutions**
- **Reduction in the number of Centrally Sponsored Schemes.**
- **More Research Feeding back into Policy.**
- **Guidelines for Central/ CSS Schemes Revised + Consolidated.**
- **Plan outlays of ministries used for Policy + Private Investments flow into critical infrastructure and Social Structure.**
- **Planning Commission today is a talented + Energetic Think Tank.**
- **All CSS Schemes projectised.**
- **Facilitating Flow of Pvt. Funds to States.**
- **Adequate and Periodic Training at Entry and In-Service.**
- **Fiscal discipline Improved.**

## BARRIERS TO BE OVERCOME

- Mindset
- Lack of Political Will
- Political Resistance.
- Adequate Experience, Skills and Training Lacking.
- Problems in Amending Recruitment Rules.
- Fiscal Constraints.
- Inadequate Database

---

## **HOW DO WE OVERCOME THE BARRIERS?**

- **Recognition by Political Leadership of Need for Change through Dialogue – Consultation, Sensitisation & Motivation.**
- **Involvement in Restructuring and Safe-Guarding Interest in Staff.**
- **Skill Upgradation and Contracting from Market where gaps exists.**
- **Administrative Determination.**
- **Assigning Sufficiently High Priority, Making Provisions and Taking Help from External Professional Database Managers.**
- **Effective implementation of Fiscal Discipline through Mutual Consultation with Staff.**

### **Nature of Relations with Stakeholders**

- **Initial Differences overcome through Consultations.**
- **Lateral movement of officers at Middle & Senior level narrowed perceptions within the Planning Commission and other ministries.**

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## GROUP – A ACTION PLANS

### ➤ **ROLE AS A THINK TANK**

- Initiating action for setting up of a think tank group (S.R)
- Adequate man power/Infrastructure to be put in place for Data Bank (S.R.)
- Adequate National/International exposure to develop competency/expertise of Think Tank Member's. (M.R.)

### ❖ **ALLOCATIVE ROLE**

- Intense deliberation by the Think Tank on the allocative criteria and submission of concrete recommendation to N.D.C. (S.R.)
- Immediate convening of NDC to consider above (S R )
- Evolving and reshaping allocation criteria (M.R.)

### ❖ **IMPACT STUDIES - ROLE**

- Working out appropriate methodology and nature of studies to be taken up (S.R.)
- Expanding the above process based on feedback (M R )

## **GOALS**

- Revision of RR/Promotion policies and regulation of adhoc-appointees. (S.R.)
- Restoring the image through output. (M.R.)
- Motivation and professionalism follows from the above two.(M R )
- For reduction of CSS, proposed action expedited. (S.R.)
- Immediate policy formulation for funding research studies and its dissemination. (S.R.)
- Evolving detailed guidelines for public – private participation for private investment in critical infra-structure. (M.R.)
- Interaction with chambers to facilitate private investment. (S.R.)
- Evolving appropriate training policy ITS implementation. (S.R.)

**BARRIERS TO OVERCOME****Short Term**

(a) Short term training on motivation and sensitization, to mobilise administrative determination:

- Admn. Staff
- UPSC
- DOPT etc.

(b) Identifying professional experts for various sectors.

**Long Term**

(a) Skill upgradation through training and field visits at national & international level.

(b) Through persuasion and interaction.

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## GROUP B

### ACTION PLANS

**Short – Term (1-6 months)**

1. Approach paper 'X' Plan, Vision 2020 NHDR 2001. To be released.
2. Operationalising Data Bank → Staff/ Equipment.
3. Guidelines for Central/ CSS to be released.
4. Commissioning of papers from Eminent Specialists on 3-4 major issues impacting our development prospects in the next 5-10 years.
5. Brainstorming strategic sessions with external & internal stake holders on identified issues/ subjects.
6. Schedules for presentation of divisions' work in in-house meetings of the Commission.
7. Mandatory Intra-Divisional meetings under HOD on a fortnightly basis for better coordination and communication.
8. Use of I.T. facility for all circulars and other information of general nature.
9. Draft papers on revision of allocative criteria for consideration of NDC.
10. Action plan for Impact studies of all major plan schemes and sectoral policies.
11. Drawing up a programme for State/ Field visits at all 3 levels.
12. Completion of all working groups of Tenth Plan.
13. Rationalisation of Reporting Channels – Reporting Tiers Reduced to Three –
  - Adviser/ PR. Adviser Level
  - J.A./Director/ DA Level
  - SRO/ RO Level
14. Restriction of Advisers in S.P. to the currently sanctioned number
15. All selected subject advisers appointed.

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**Medium – Term (6-24 months)**

1. S.D.Rs. for all states to be completed.
2. Tenth Plan prepared as schedule using inputs from W.Gs., S.D.Rs., N.I.D.R., Vision – 2020, Impact studies reflecting the current thinking of the Commission.
3. Convergence/ Weeding out/ Transfer of Central/ CSS Completed
4. All subject division Advisers put in position.
5. Completion of Review of Recruitment Rules.
6. Implementation of Career Progression Plan.
7. Action Plan for Training at National and International Institutes in place.

## GROUP – C

### ACTION PLANS

#### ROLE OF PLANNING COMMISSION:-

##### (A) THINK TANK ROLE

- ST**
- a) Initiate the process for data collection, compilation, analysis, etc.;
  - b) Expedite W.G. reports under preparation;
  - c) Visit of officers to States /organisations;
  - d) Prepare outline of development plan for sectors etc.;
  - e) Outlining policy required/change needed.

- MT**
- (a) Completion of data base of sectors, dissemination etc.;
  - (b) Appraisal reports of W.Group recommendation & translate into programmes/policies;
  - (c) Visit by officers to State/Distt./PRI etc. to prepare HDR reports etc.;
  - (d) Reassess priorities of programmes/policies for corrections if any.

##### B) ALLOCATIVE ROLE

- ST**
- (a) Assessment of performance of States/Sectors w.r.t targets/performance indicators;
  - (b) Prioritization of development goal.
  - (c) Assess the need for provision of resources.
  - (d) Identify of areas for decentralization
- MT**
- (a) Assessment of resource need for States/Central/PSUs etc .
  - (b) Assess the capacity of States for ARM;
  - (c) Implementation of schemes /programmes within time frame and cost approved;
  - (d) PRIs – Planning formulation and machinery ;
  - (e) Feedback to State Ministries/Deptts. for gaps, failure, etc.

##### (C) EVALUATION

- ST**
- (a) Identify the performance indicators/norms for evaluating programmes under implementation;
  - (b) Studies of value for money eg. economy, efficiency, effectiveness;

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(c) Studies to highlight provision of subsidies etc., whether serve purpose or not.

**MT** (a) Dissemination of findings through seminar/media, etc.

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## GOALS

### **(I) *Revisions of Recruitment Rules***

- ST** (a) Consultation with DOPT  
(b) Consultation with UPSC  
(c) Consultation with any other undertaking DPCs.
- MT** Finalization of RRS and undertaking DPCs.

### **(II) *Improvement in Image Building***

- ST** Image building exercise through media.
- MT** Publication of reports, findings, reviews etc.

### **(III) *Motivation and Professionalisation***

- ST** (a) Identification of training areas and corresponding institutions.  
(b) Understanding exercise for awards and incentive schemes.
- MT** (a) Deployment of functionaries for training in various institutions.  
(b) Holding workshops, seminars on topical issues with involvement of experts and functionaries.

### **(IV) *Career Progression***

Covered in S.No. I above.

### **(V) *Comprehensive Database***

- ST** (a) Internal meetings and discussions on type of data to be collected.  
(b) Identification of manpower.  
(c) Organising data formats.  
(d) Procurement of computers.
- MT** Discussions/Meetings with other concerned organisations and formal references to them for data.

**(VI) Number of CSS**

**ST** Comprehensive discussions with concerned Ministries/Departments.

**MT** Right siding of number of CSS by way of merger, convergence, deletion, weeding out etc.

**(VII) More Research Feeding back into Policy**

**ST** NIL

**MT** (a) Entrusting research to Experts, institutions on areas of concern.

(b) Dissemination of findings and building into policies.

**(VIII) Guidelines for CSS Schemes**

Covered in S.No. VI

**(IX) Plan outlays and investment in critical areas/infrastructure.**

**ST** (a) Identification of critical infrastructure and social sector.

(b) Assessment of addl. Investment needs.

(c) Appraisal and evaluation of investment decision.

**MT** Consultation with concerned Ministries and finalization of investment decisions.

**(X) PC as THINK TANK**

Covered at S.No. II

**(XI) Projectisation of CSS**

Covered under S.No. VI

**(XII) Flow of funds to States**

**ST** Comprehensive discussions/debates with states and other concerned.

**MT** Evaluation of funding patterns based on effective performance.

**(XIII) Training**

Covered under S.No. III

**(XIV) Fiscal Discipline**

Covered under S.No. VI & XII

## **OVERCOMING THE BARRIERS**

### **✧ MIND SET**

- Short Term**
- Organisation of Seminars/workshops.
  - Pursuation & discussion with stake holder.
  - Organisation of Meditation and Yoga.

**Medium Term** Creation of good working environment & Inter Personal Relationship.

### **✧ LACK OF POLITICAL WILL & POLITICAL RESISTANCE**

**Short to Long Term** The group feels that this is such a herculean task for the officers to achieve on a short term basis therefore, we leave it to the best of wisdom of the Hon'ble DCH & CHAIRMAN who belong to that tribe.

### **✧ ADEQUATE EXPERIENCE SKILLS & TRAINING LACKING**

It is a continuous exercise & all officers will be compulsorily asked to upgrade their skills every 2-3 years, for which appropriate training facilities & opportunities would be provided both within & outside the country.

### **✧ AMENDMENT OF RECRUITMENT RULES (R/R)**

**Medium Term** Immediate steps would be initiated to amend R/Rs & from now onwards direct recruitment would be only at the RO level and promotion would be broad based keeping merit in mind outside the purview of UPSC.

### **✧ FISCAL CONSTRAINTS**

Constant monitoring of the plan scheme bringing in convergence & weeding out of unnecessary schemes and also bringing in fiscal discipline & accountability within the States & the Centre would help overcome fiscal constraint in the long term.

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## OVERCOMING THE BARRIERS

### ♦ INADEQUATE DATA BASE

Process of creation of data base will begin immediately & the data currently available with the Division would be consolidated within six months & this would then be analysed for shortcomings and suitable corrective measures taken thereafter in consultation with concerned Ministries/States.

**Short Term** (a) Initiate process for consultation with political leaders.  
(b) Disseminate idea to consultative committee of Parliament/State Assemblies.

**Medium Term** (a) Regular interaction with political leadership.  
(b) Involve state planning machinery through visits/discussion etc.  
(c) Disseminate findings of views/suggestion of different parliament committees etc.

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## **GROUP D**

### **ACTION PLANS**

#### **(A) THINK TANK ROLE**

1. To evolve strategy to perform role of Think Tank. Secy. Convenes meeting of Advisors (1 month) and sets up small group of officers to report within 2 months. Experts to be associated. Follow-up Action by Divisions (Medium Term).
2. Setting up Data Base Cell (1 month)
3. To change mindset, several group meetings to be convened in Planning Commission involving all levels (1-6 months)

#### **(B) ALLOCATIVE ROLE**

1. Prepare Draft Cabinet Paper and Consult Ministries (3 months)
2. Approval of NDC (6 months)

#### **(C) EVALUATION & IMPACT STUDIES**

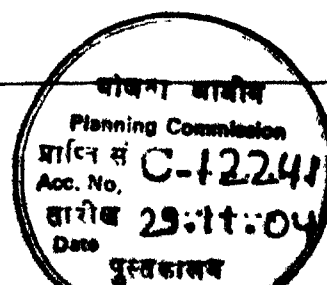
1. Collect existing impact studies from Ministries, Institutions and States (1-6 months).
2. Carry out more Impact Studies (1 month – ongoing).
3. Use the results of Impact Studies in Policy Changes and Allocations (Medium Term)

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## **STRUCTURE – PLANNING COMMISSION**

1. **Broad based Recruitment Rules to be drafted (3 months).**
2. **Consultation with DOP&T, DEA & UPSC (3 –9 months).**
3. **Notification & Implementation (12 months).**
4. **Review & Reduce Level of Reporting, wherever possible (Review in 3 months).**
5. **Subject Advisers to be Specialists and number of State Plan Advisers to be reviewed & taken up with Cabinet Secretariat, PMO & DOP&T (3 months).**
6. **Planning Commission to look for Experts, both within Planning Commission & outside (After action on 5).**

18. Labour laws & Exit Policy and labour standards	-	11
19. Regulate safeguards available/National to be alert and have lobbies/Need to develop expertise for quick policy inputs	-	11
20. Social & Familial pressures	-	8
21. Fight against hunger/poverty/Scarcity	-	7
22. Regional Imbalances	-	7
23. Negative role of Media	-	5
24. Development of Sea Trade	-	5
25. Political stability	-	4
26. Problems of aged	-	4
27. Would Terrorism/ World politics/Militancy issues with neighbours	-	4
28. Energy crisis	-	3
29. Meditation as alternative to medicine	-	3
30. Adhocism	-	3
31. Aids Impact	-	3
32. Politics of MNCs	-	3
33. Value for Money Studies	-	2
34. Exchange of new ideas & innovation in field of Science & Technology, Literature, Art etc.	-	2
35. Consumerism	-	2
36. Erosion of nations' "Social K"	-	1
37. Costlier administration & governance/ High cost / painful reforms	-	1
38. Depletion of natural resources	-	1
39. National Calamities	-	1
40. More use of nuclear energy	-	1
41. Breakdown of information barriers	-	1
42. Crime	-	0



**REPORT ON  
RESTRUCTURING  
OF THE  
THE PLANNING COMMISSION**

**ADDENDA POINTS**

*Submitted by*



**ACORD**

**Asian Centre for Organisation Research and Development**  
*(Facilitators & Consultants)*

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## ADDENDA NOTE

The consultancy services of Asian Centre for Organisation Research and Development (ACORD) were utilised by the Planning Commission for the project: "Reorienting the Planning Process and Functions & Restructuring the Planning Commission", in the light of the changing external environment and the new challenges that it faces. This exercise was completed from January 2001 to September 2001, and a formal presentation was made to the Deputy Chairman, Members, Secretary and a cross-section of officers from all the levels, on 22<sup>nd</sup> October 2001. Based upon the queries, suggestions and discussions during/after presentation, the following points are recommended by ACORD for addition in Chapter -12. "Summary of Recommendations" in the report :-

- 1) On the list macro-issues suggested for the "Think-Tank", some of the issues may be recast as follows -
  - a) Wherever the term "divide" occurs, it can be replaced with "Bridging the \_\_\_\_\_ Divide"
  - b) For some of the above critical macro-issues, after the Planning Commission discusses the recommendations of the Think Tank, and frames a policy and strategy thrust, the Planning Commission may choose to adopt a "Mission Mode" for 4-5 such Macro issues, to ensure effective deployment and achievement of measurable results (through the implementation by the Ministries/ Departments / States) Some of the macro-issues suggested for (subsequent) adoption of the "Mission Mode" are the following -

- 
- b) Before promotions to the next level, each potential promotee should be provided training for handling the next higher level of responsibilities. (Please see Training chart suggested in the main report, for training inputs at the next higher level).
- c) Subjects like WTO (including changes in the patent/copy right/intellectual property) are expected to have a wide and deep impact on economic performance and "competitive advantage" between nations. Hence, it was recommended that some officers (not all), carefully chosen from all levels, need to be exposed to the details of these emerging subjects which will heavily impact the country, in foreseeable and unforeseeable ways.

Similarly, some other new emerging areas, where rapid changes are occurring and wide impact is expected, may also be included for detailed training for "some officers at all levels", e.g. :

- i) "e-Governance and e-Business"
- ii) "Legal Reforms for stimulating socio-economic development"
- iii) "External threats (present and potential) to the development of the nation"
- iv) "New Tools and Techniques of planning, analysis, monitoring, evaluation, assessment of impact on the ground, social audit, etc."

These are some of the suggested areas for training a cross section of officers at all levels, and the Planning Commission may add a few more based on its internal experience.

- d) On "Officer Tenure", it is recommended that officers who have less than 3 years before retirement should not be transferred to the Planning Commission from other Ministries Departments/States.

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With regard to the suggestion to introduce the post / level of Additional Adviser, the following points may be considered -

- i) This is a new post/level proposed both by one of the Action Teams (which worked "Structure, Staffing and Cadre Promotion) as well as by ACORD,
- ii) It was seen on past experience that the introduction of the NFSG scale for IES / ISS, and consequently, the introduction of the designation of "Director" had caused "problems of reporting" in the Commission,
- iii) It was felt that this problem could be solved to a large extent if the Deputy Advisers in the Commission are also given time-bound, performance based promotion, and a new designation of Additional Adviser is introduced in the pay scale of Rs 16400-450-20000,
- iv) ACORD also feels that the stagnation would be opened up better by introducing the Additional Adviser post / level, so that Deputy Advisers / Joint Advisers can be considered on merit for career progression
- v) For promotion from DA to AA, it is suggested that DAs should not only compete internally, but also have qualified, merit based candidates from other Ministries/ Departments/States to compete with,
- vi) The financial implication would be minimum as most of the officers who may be considered are already ad-hoc in the next higher grade
- vii) Promotion to Additional Adviser level should normally be considered from amongst senior most Joint Advisers who meet the merit/performance standard,

- 
- vii) This system would provide equality of opportunity to all officers for career progression up to Joint Adviser level, with the Additional Adviser level being opened up purely on merit. In most technical Government organisations, a similar system of career progression is followed even up to the equivalent of the Joint Secretary level (e.g. "FCS System" in Scientific Departments),
  - ix) Merit in selection / promotion would be retained at the level of Additional Adviser
  - x) The same Action Team had proposed induction of 4 posts of Additional Advisers - the specific Divisions in which they could be utilised would depend on the relative stagnation and the merit performance track record of the officers to be considered.

We request these Addenda points may kindly be added to the Chapter XII (ACORD's "Summary of Recommendations") of our report

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