

Given the rapidly changing environment in the spheres of rural economy and business organizations, continuous upgradation of skills and technical expertise and a high degree of professionalism among employees assume greater significance. Keeping this in view, NABARD lays emphasis on capacity building of its employees by refining its existing training modules, introducing new programmes and enhancing their exposure through visits to various institutions within the country and overseas. The Bank has tried to attract the best talent in various fields and areas of its interest through improved strategies in recruitment, placement, career development and performance management in an effort to enable the organization fulfill its mission by reinforcing its corporate vision and building a culture that fosters learning, creativity and adaptability.

### General

#### A. Board of Directors

5.2 The Board of Directors met seven times during the year. Besides, the Executive Committee and Sanctioning Committee for loans under RIDF met six times each and the Audit Committee five times. The Sanctioning Committee for loans under RIDF was renamed as the Sanctioning Committee for loans to State Governments for rural infrastructure projects under the Agriculture Infrastructure Credit Fund (AICF) which met once in March 2004.

5.3 Shri Y.C.Nanda, Chairman, relinquished the charge of office on expiry of his term on 30 June 2003. Shri Vepa Kamesam, the then Deputy Governor, RBI and Member of the Board, was appointed by Ministry of Finance (MoF), GoI, to coordinate the affairs of the Bank till the appointment of a regular Chairman/Managing Director. Smt. Ranjana Kumar was appointed as Chairperson with effect from 21 November 2003. Shri Y.S.P.Thorat took charge as Managing Director with effect from 17 March 2004.

5.4 Smt. Vineeta Rai, IAS, Secretary (Banking and Insurance), GoI, MoF and Company Affairs, Department of Economic Affairs (Banking Division) was renominated as a Director with effect from 10 July 2003. She also continued as a member of the Executive Committee, Sanctioning Committee for loans under RIDF and Audit Committee of the Board of the Bank. Shri N.S. Sisodia, IAS, Secretary (Financial Sector), MoF, GoI, Department of Economic Affairs, was nominated as a Director with effect from 26 December 2003 vice Smt. Vineeta Rai. He was also appointed as a member of the Executive Committee and the Sanctioning Committee of the Bank for loans under RIDF. Smt. Radha Singh, IAS, Secretary, Ministry of Agriculture, Department of Agriculture and Co-operation, GoI was appointed as Director vice Shri R.C.A. Jain, IAS with effect from 29 February 2004. She was also appointed as a member of the Sanctioning Committee for loans to State Governments for rural infrastructure projects under AICF.

5.5 Shri Shankarrao Narayanrao Joshi, Trustee, Krishi Vigyan Kendra, Pravara Institute of Research and Education in Natural and Social Sciences and a member of the Board of Directors passed away on 16 November 2003.

5.6 Dr. P. Raghavan, IAS, Principal Secretary and Agricultural Production Commissioner (APC), Government of Chhattisgarh, was nominated as a Director with effect from 26 December 2003 vice Shri R. P. Bagai, IAS. Dr. R. Kannan, IAS, APC and Secretary, Government of Tamil Nadu was nominated as a Director with effect from 1 January 2004 vice Shri T.S. Sridhar, IAS. Shri C. Babu Rajeev, IAS, Additional Chief Secretary and APC, Government of Assam was nominated as a Director vice Shri S.C. Das, IAS with effect from 1 January 2004.

5.7 Smt. K.J. Udeshi, Deputy Governor, RBI was appointed as a Director of the Board on 27 December 2003 vice Shri Vepa Kamesam, who demitted office on

23 December 2003. She was also appointed as a member of the Executive Committee, Project Sanctioning Committee for loans under RIDF and Audit Committee of the Board of the Bank.

5.8 As on 31 March 2004, two vacancies under Section 6(1)(b) of the NABARD Act, 1981 existed on the Board of Directors.

## **B. Executives**

5.9 S/Shri S. Subramanian, M. G. Marwaha and G. K. Agrawal, Executive Directors retired from the Bank's service on 31 May, 31 July and 30 September 2003, respectively. Consequently, S/Shri S. S. Acharya, R. Balakrishnan and Amaresh Kumar, Chief General Managers, were promoted as Executive Directors. Also, Shri J. M. Mathew, Executive Director, NABARD, appointed as Director, BIRD, Lucknow, retired on 31 October 2003.

## **C. Inspection of NABARD**

5.10 The Reserve Bank of India conducted the sixth round of financial inspection of NABARD from October to December 2003 with reference to the financial position as on 31 March 2003. The findings were discussed with the RBI and also by the Audit Committee and the Board.

## **D. Regional/DDM Offices**

5.11 Eight new DDM offices were opened during the year. Consequently, the number of such offices stood at 338 as on 31 March 2004. Besides the corporate office at Mumbai, NABARD has 28 Regional Offices located at State Capitals, a sub-office at Port Blair and a cell at Srinagar.

# **Human Resources Development**

## **A. Training and Skill Enhancement**

5.12 The National Bank Staff College (NBSC), Lucknow conducted 88 training programmes related to functional, behavioural and technical subjects wherein 1,637 NABARD officers participated. New programmes on Agri-business and Agro-processing, Rural Housing and Computer-based Project Appraisal and Risk Analysis were introduced.

5.13 In all, 653 officers of the Bank were deputed for 216 tailor made and off-the-shelf training programmes, exposure visits, workshops, seminars and conferences organised by outside agencies. Some of the subjects covered in these programme were Stress Management, Management of Commodity and Derivative Exchange, Gender Issues (for trainers), Ecological Perspectives in Watershed Development, Role of Nominee Directors of RRBs and Outdoor Management Programme. Two exposure visits were organized on watershed and 'wadi' projects in Ahmednagar (Maharashtra) and Valsad (Gujarat) districts. Officers were also deputed to Seminars and Conferences, organized among others, by CII, Mumbai and Chennai, Business Asia, Mumbai, NICM, Gandhinagar, Orissa University of Agriculture and Technology, Bhubaneswar and Jawaharlal Institute for Development Banking, Hyderabad. Thus, during the year, 2,290 officers were deputed for various training programmes conducted by NBSC and other institutions.

### **a. Overseas Training**

5.14 NABARD deputed 129 officers including 15 officials from partner institutions to attend various overseas training programmes, exposure visits, seminars, conference, etc., to Asian Institute of Management, APRACA CENTRAB; IIRR, Philippines; APRACA, Thailand; Went, Germany; London Business School, UK; Cornell University, USA; South African Reserve Bank (SARB), South Africa; KULT programmes of World Bank Institute; WASME; National Institute of Co-operative Development, Sri Lanka; Bank Rakyat Indonesia (BRI), Indonesia and other institutes located at Manila, Tel Aviv, Beijing, Bali, Bangkok, Geneva and Khartoum.

5.15 A team of 21 officers attended a programme on Bank Supervision at SARB, South Africa, to equip themselves with latest developments in regard to principles, approaches and methods underlying regulation and supervision, responsibilities of key players in the regulation, supervision and risk management of banks. A team of 12 officers visited BRI, Indonesia to familiarize themselves with various credit innovations, resource mobilization mechanisms

and best practices being followed by the BRI in dispensation of rural credit.

5.16 The former Chairman, NABARD along with senior officers attended the Round Table Discussion at APRACA, Thailand, on establishment of a Regional Rural Micro Finance Bank. The Chairperson along with nine officials from NABARD, NGOs and other banks participated in the Asia Pacific Regional Micro Credit Summit held at Dhaka in February 2004.

### **b. Training in Computer Technology**

5.17 Training programmes on basic computer usage, Auto-CAD and Visual Basic for 40 staff members were conducted. Two training programmes on the Bank's revised software package for financial accounting were also conducted for 38 officers from ROs at NBSC. With a view to accelerate the usage of PCs effectively by officers/staff, services of two external mentors were provided to HO departments. A training programme on document preparation, sharing resources under LAN system and mail messaging was also conducted at HO for 251 staff members.

### **c. Training of Other Employees**

5.18 Training is imparted to employees (Group B and C staff) at National Bank Training Centre (NBTC), Lucknow and Zonal Training Centre (ZTC), Hyderabad, which, during the year, conducted 76 training programmes wherein 1,348 staff members, representing 58 per cent of their total staff strength participated.

5.19 Four new programmes were introduced at these centres, viz., a Programme on the Operational and Supervisory Functions of NABARD, Basic Accounting and General Banking, Thrust Area Familiarization and Self Awareness. Further, three one-day workshops on Stress and Health Management covering 60 participants were also conducted with the help of outside agencies. In order to equip women employees to manage their roles at home and the work place effectively, workshops in soft skills and behavioural areas were conducted wherein 66 women employees from HO participated.

## **B. Overseas Visitors**

5.20 A team of 13 participants from nine countries attending an international programme on Banking and Development at the NIBM, Pune, visited NABARD, HO in February 2004 and were briefed about the functions and activities of the Bank. A high level delegation from Development Research Centre of the State Council of China led by Dr. Sun Xiaoyu, Vice-President (Vice Minister), had discussions with the top management of NABARD in March 2004 as part of its mission to establish institutional contacts for policy dialogue and co-operation in India.

## **C. Recruitment, Promotion and Staff Strength**

### **a. Direct Recruitment**

5.21 During the year a total of 121 persons were recruited in the officers' cadre, of which three each were for Legal Services, Rajbhasha and Protocol and Security Services, and 112 from various disciplines under Rural Development and Banking Services (RDBS). There were 74 persons specialized in Agricultural Engineering, Biotechnology, Food Processing, Irrigation, Computer Sciences, Electrical/Civil Engineering, Finance, Economics and HRD. Of the officers appointed, 28, 11 and 32 belonged to SC, ST and OBC, respectively and 11 were physically handicapped. Two persons (one from SC) and 17 persons (3 from SC, 4 from ST and 3 from OBC) were recruited in Groups 'B' and 'C', respectively.

### **b. Promotions**

5.22 The details of promotions effected during the year are given in Table 5.1. Further, eight (2 SC) employees were promoted within the sub-staff cadre and 29, 19 and 5 officers were promoted from Grade 'C' to 'D', 'D' to 'E' and 'E' to 'F', respectively.

**Table 5.1: Promotions Effected during the Year**

Particulars	Total	Of which	
		SC	ST
Officers in Grade A to B	83	10	8
Officers in Grade B to C	65	9	4
Clerical to Officer Cadre	55	16	6

### c. Staff Strength

5.23 The total staff strength of the Bank stood at 5,298 as on 31 March 2004 of which 1,309 belonged to SCs/ STs (Table 5.2).

<b>Table 5.2: Total Staff Strength</b>			
<b>Cadre</b>	<b>Total Strength</b>	<b>Category-wise Strength</b>	
		<b>SC</b>	<b>ST</b>
Group 'A'	2,963	409 (13.80)	190 (6.41)
Group 'B'	1,350	152 (11.26)	118 (8.74)
Group 'C'	985	325 (32.99)	115 (11.68)
<b>Total</b>	<b>5,298</b>	<b>886 (16.72)</b>	<b>423 (7.98)</b>

*Figures in parentheses indicate percentages to total.*

5.24 The staff strength of ex-servicemen and physically handicapped employees in the Bank stood at 128 and 82, constituting 2.4 and 1.6 per cent of the total staff strength, respectively.

## **Administrative and Other Matters**

### **A. Industrial Relations**

5.25 Industrial relations in the Bank continued to be cordial. Periodical discussions were held with the All India NABARD Officers' Association, the All India NABARD Employees' Association and the All India NABARD Progressive Employees Welfare Association (AINPEWA). Quarterly meetings of the senior executives and chief liaison officer at HO were held regularly with AINPEWA.

5.26 As directed by the Supreme Court, a Central Complaints Committee in HO and 18 Regional Complaints Committees (RCCs) have been set up for prevention of sexual harassment of women at the work place. During the year, one more RCC at Uttaranchal RO was constituted, taking the total number of RCCs to 19. Further, a new rule was incorporated in the NABARD (Staff) Rules, 1982, expressly providing for prevention of sexual harassment of women at the work place.

### **B. Welfare Measures for SC/ST Employees**

5.27. The Parliamentary Committee on Welfare of SCs/ STs visited Tamil Nadu RO and discussed matters relating to reservations and other welfare measures for SCs/STs with senior executives of the Bank and representatives of AINPEWA.

5.28 The various benefits extended to these employees are as under:

- Strict observance of reservation in favour of SCs/ STs in vacancies filled by direct recruitment as also in vacancies filled by promotions in all grades to which the Bank has accepted to provide for reservation in consonance with instructions from the GoI.
- Conduct of three pre-promotional training programmes each for the benefit of 105 and 62 SC/ ST officers and clerical staff, respectively.
- A workshop on the implementation of the reservation policy and practices for SCs/STs/OBCs was conducted at NBSC for officers dealing with matters relating to reservation policy, Liaison Officers and representatives of the Welfare Association.
- During the year, an amount of Rs.2.26 lakh was disbursed to the wards of SC/ST employees under the scholarship/book grant scheme. Book grants were also extended to seven units of the B.R. Ambedkar Library along with newspapers, telephones and PCs.

### **C. Other Staff Benefits**

5.29 Housing loans aggregating Rs.11.93 crore were sanctioned to 302 employees. The disbursements made against the sanctions, including loans sanctioned during the previous years amounted to Rs.12.45 crore.

5.30 The All India National Bank Sports Meet (NABOTSAV-X) was held at Kolkata in December 2003 to encourage sports activities and foster brotherhood among the staff.

## **D. Information Technology**

5.31 A software project for developing an on-line financial accounting system was completed and all Accounting Units were imparted training in its usage at NBSC. Presently, computers are used in Business Processes in varying degrees and in isolation. With a view to integrate them, the process of developing software for the business departments has been activated. This is expected to improve monitoring and customer services besides making available exhaustive database for both policy planning and decision-making.

## **E. Vigilance**

5.32 NABARD continued to lay considerable emphasis on vigilance surveillance and conducted Preventive Vigilance Inspection of 15 ROs/TEs. To sensitize employees a 'Vigilance Awareness Week' was observed by the Bank from 3 to 8 November 2003.

## **F. Office Premises/Residential Quarters**

5.33 The Head Office at Mumbai, 14 Regional Offices and three training establishments, viz., NBSC, BIRD and NBTC at Lucknow are located at premises owned by the Bank. During the year, construction of office building for the RO at Thiruvananthapuram was completed. Construction of office buildings for ROs at Guwahati and Lucknow is in progress. Plots have been acquired for office premises at Jammu, Itanagar, Port Blair and Srinagar and construction proposals are on the drawing board.

5.34 NABARD has constructed/acquired its own residential quarters for officers at 17 centres. So far, residential quarters have been constructed/acquired at 15 centres for Group 'B' staff and at 13 centres for Group 'C' staff. Construction of staff quarters at Guwahati is in progress.

## **G. Inspection**

5.35 Inspection of 14 ROs was undertaken by HO and 3 ROs in the NER by the Zonal Audit Cell at Kolkata.

Inspection of 15 HO departments, including partial inspection of one department was undertaken during the year. Off-site surveillance of Concurrent Audit Cells (CACs) working in ROs was also undertaken through monthly audit returns. Quarterly reviews of intermediary accounts (Sundry Advances and Sundry Creditors) were completed during the year.

5.36 The prescribed quarterly reports covering the Bank's investment portfolio transactions were regularly sent to the RBI. The Concurrent Audit of five ROs, viz., Andhra Pradesh, Gujarat, Orissa, Rajasthan and West Bengal and three departments of HO, was outsourced to M/s Haribhakti & Co.

## **H. Public Relations**

5.37 NABARD participated in various agricultural and trade exhibitions in different parts of the country. The Indian Express Group devoted a fortnightly page on agriculture in two of their publications, viz., Indian Express and Loksatta. In order to initiate a debate on the role of media in rural development, a seminar on 'Thought to Action' was organized by the Bank in association with the Times of India Group of Publications, wherein eminent journalists, bankers and agricultural scientists shared their experiences and expertise.

5.38 The Bank's in-house publication 'NABARD Parivar' won the 'Magazine of the Year' award instituted by the Association of Business Communicators of India (ABCI). On 12 July 2003, NABARD released a corporate film on its role as a development partner. Also, one million Meghdoot post cards bearing the KCC message were introduced by the Bank.

## **I. Corporate Relations Cell**

5.39 Public Sector Enterprises (PSEs) work on a number of projects in health, education and other social sectors besides the agriculture sector under their Corporate Social Responsibility (CSR) portfolio in rural areas. Since the core competencies of these organisations are not agriculture and rural development, NABARD has set up a Corporate

Relations Cell to collaborate with these PSEs in order to improve and fine-tune their activities, with emphasis on watershed development, SHG promotion, income generating activities for the rural populace and promotion of micro enterprises apart from traditional activities. The Cell, which has been in operation since February 2004, has been given the mandate of networking with PSEs, gaining relevant experiences from their CSR portfolios and exploring business opportunities for NABARD in an effort to extend the Bank's proactive influence in the agriculture and rural development sector. The Cell is in the final stage of entering into MoUs with two PSEs, viz., Bharat Petroleum Corporation Ltd. and Hindustan Petroleum Corporation Ltd. Besides this, the Cell has also entered into negotiations with ONGC, IOC, NTPC, RCFL, GAIL and NHAI.

## **K. Promotion of Hindi**

5.40 NABARD continued its efforts to promote the use of Hindi in its day-to-day working. The Official Language Implementation Committees continuously reviewed the progress *vis-a-vis* Government policy regarding progressive use of Hindi and effective steps taken to implement the same.

5.41 Thirteen staff members were imparted necessary training under the Hindi Teaching Scheme of the GoI. Nine stenographers were deputed for Hindi stenography training on an ongoing basis and 845 staff members were imparted training to work in Hindi on personal computers. Fifty-seven staff members passed the examination held under the Distance Education Scheme of the Bank.

5.42 For all round performance in progressive use of Hindi in the ROs, Rashtriya Bank Rajbhasha Shield 2002-03 was awarded to Madhya Pradesh (Region 'A'), Gujarat (Region 'B') and Andhra Pradesh (Region 'C'). Merit certificates for second and third places were awarded to Rajasthan and Uttar Pradesh (Region 'A'), Maharashtra, Punjab and Haryana (Region 'B') and Karnataka and Tamil Nadu (Region 'C').

5.43 The Bank's in-house journal in Hindi "Rashtriya Bank Srijana" bagged six prizes awarded by various organizations this year, among which were the RBI, Mayaram Surjan Foundation, Raipur and Association of Business Communicators of India.

5.44 A scheme for writing original books in Hindi on 'Agriculture and Rural Development' was launched for the existing and retired staff of the Bank. Competitions were also organized for staff members and their families to encourage the use of Hindi.

5.45 The Parliamentary Committee on Official Language visited/inspected Gujarat RO. The Deputy Director, Regional Implementation Office of the Official Language Department (Ministry of Home Affairs), GoI, also visited HO. The Committee and the Deputy Director appreciated the efforts being made by the Bank to augment the use of Hindi. Further, HO reviewed the use of Hindi in six ROs.

5.46 The Bank's website was designed in Hindi and its English version carries the Annual Report and a profile of the Bank in bilingual format.