

V

Organisation and Management

NABARD attaches great importance to the capacity building of its employees and the upgradation of their skills and technical expertise. To this end, the Bank continued to refine its existing training modules, introduced new programmes and enhanced the

exposure of its staff through visits to various institutions within the country and abroad. This Chapter captures the developments during the year *vis-à-vis* the management, administration and human resources of the Bank.

General

A. Board of Directors

5.2 The Board of Directors met five times during the year. The Executive Committee, the Sanctioning Committee for loans under RIDF and the Audit Committee of Board met six, seven and four times, respectively. The Risk Management Committee of Board met thrice during the year.

5.3 The following changes took place in the composition of the Board during the year under review:

- a. Dr. Y.S.P. Thorat and Dr. K.G. Karmakar were appointed as Chairman and Managing Director with effect from 7 April 2006 and 5 May 2006, respectively.
- b. Dr. Ram S. Tarneja, former Chairman, UNI and Dr. Anup Kumar Sinha, Professor of Economics, Indian Institute of Management, Kolkata were nominated as Directors with effect from 29 May 2006.
- c. Shri Lakshmi Chand and Smt. Shashi Rekha Rajagopalan were nominated as Directors with effect from 16 October 2006. Shri Lakshmi Chand was also nominated as member of the Sanctioning Committee for loans under RIDF and Smt. Shashi Rekha Rajagopalan was nominated as member of the Audit Committee and the Risk Management Committee.
- d. Consequent on their appointment as Secretary, Ministry of Rural Development, and Secretary, Ministry of Agriculture, GoI, Dr. Subas Pani and Shri P. K. Mishra were appointed as Directors with effect from 30 November 2006 and 1 December 2006 *vice* Dr. Renuka Vishwanathan

and Smt. Radha Singh, respectively. They were also nominated as members of the Sanctioning Committee for loans under RIDF.

- e. Shri D.K. Panwar, Agriculture Production Commissioner-cum-Principal Secretary, Government of Andhra Pradesh and Smt. Rajbala Verma, Secretary, Agriculture, Government of Jharkhand were appointed as Directors with effect from 13 December 2006 *vice* Shri J.K. Dadoo and Shri Pankaj Dwivedi, officials from States of Goa and Chhattisgarh, respectively, whose tenure expired on 20 February 2006. Subsequently, Shri A.K. Sarkar, Principal Secretary, Agriculture and Sugarcane Development, Government of Jharkhand was appointed as a Director with effect from 12 January 2007 *vice* Smt. Rajbala Verma.

B. Inspection of NABARD

5.4 Reserve Bank of India conducted the ninth round of financial inspection of NABARD from 20 November 2006 to 17 January 2007, with reference to the financial position as on 31 March 2006.

C. Regional/DDM Offices

5.5 Besides the corporate office at Mumbai, NABARD has 28 ROs, a sub-office at Port Blair, a cell at Srinagar and training establishments at Bolpur, Hyderabad, Lucknow and Mangalore. District Development Manager (DDM) offices have been functioning in 391 of the 597 districts in the country, of which 15 DDM offices were opened during the year. In addition, 88 districts are tagged to these DDM offices.

Human Resource Development

A. Training and Skill Upgradation

a. Officers and Executives

5.6 During 2006-07, National Bank Staff College (NBSC), Lucknow conducted 90 programmes on RIDF, watershed development, GOPP, PLI Trainers' Training, RNFS with rural housing, behavioural science, etc., covering 1,523 officers. Exposure visits to watershed, wadi and SHGs/NGOs exclusively for senior officers were also introduced. Further, 56 officers were deputed for tailor-made programmes on technical aspects of animal husbandry, plantation and horticulture, interactive session programmes on livelihoods and livestock, rural infrastructure, etc., conducted through various reputed organisations, *viz.*, CFTRI, Mysore; IRMA, Anand; IIT, Roorkee, etc. Also 192 officers were deputed for 104 workshops, seminars and conferences organised by organisations like ASCI and NIRD in Hyderabad; NIBM and CAB in Pune; XLRI in Jamshedpur; MDI in Gurgaon; BTC and CII in Mumbai; FICCI in New Delhi; NISIET and Jawaharlal Nehru Institute for Development Banking in Hyderabad, etc. Some of the areas covered in these programmes were Strategic HRM, information systems audit, risk management, treasury management, Right to Information Act, women empowerment, bio-fuels, etc.

Overseas Training / Exposure Visits

5.7 During the year, 45 officers were deputed for various overseas training programmes, exposure visits and seminars. Among these were 12 faculty members from various training establishments of the Bank who were deputed for a Faculty Development Programme at the Centre for International Development and Training, Wolverhampton University, UK. Other institutions associated with the visits/programmes were International Institute of Rural Reconstruction (IIRR), Philippines; APRACA-CENTRAB, CICTAB, GTZ-KfW, Germany and Weitz Centre for Development Studies, Israel. Officers from Nabcons visited Kenya for undertaking consultancy assignments.

b. Other Employees

5.8 Training is imparted to employees (Group 'B' and 'C') at National Bank Training Centre (NBTC), Lucknow and Zonal Training Centre (ZTC), Hyderabad. During 2006-07, 71 training programmes were conducted at these centres covering 966 participants. Further, 59 Caretakers were deputed for a Disaster Management Programme conducted by the Disaster Management Institute, Bhopal. During the year, ZTC, Hyderabad was awarded ISO (9001:2000) Certification by M/s. RINA, an Italy based international ISO certifying agency.

c. Summer Placement Scheme in NABARD

5.9 NABARD has in place a 'Summer Placement Scheme' which affords an opportunity to students with good academic background, from reputed educational institutions, to study areas of interest to the Bank. During the year, the Scheme was modified and enlarged to cover students/sponsorship from Management Institutes involved in agriculture, agri research and rural development activities, in addition to Agriculture Universities. The scheme has been extended to all ROs for implementation with an annual allotment of 60 seats and is being implemented on an on-going basis. Details of the scheme are also available on NABARD's website under the head 'Career with NABARD'.

d. Study Leave

5.10 During the year, leave was sanctioned to three officers for pursuing higher studies in specialised areas, *viz.*, Biotechnology, Management Programme and Information Technology from institutes of repute.

B. Recruitment, Promotions and Staff Strength

a. Promotions

5.11 Three, eight and nine promotions from Grades 'E' to 'F', 'D' to 'E' and 'C' to 'D', respectively, were effected during the year. The details of other promotions effected upto Grade 'C' during the year are given in

Table 5.1. During the year, two persons (1 SC) were recruited in Group 'C'.

b. Upgradation

5.12 Consequent upon the Bipartite Agreement on wage settlement between the Bank and All India NABARD Employees' Association, existing categories in Group 'C' were merged, and designations of employees in Group 'B' and 'C' were revised. The policy of promotions within Group 'B' and 'C' has been dispensed with, and a time bound upgradation has been introduced for employees in these Groups after completion of 25/28 years and 15/20/27 years of service, respectively, subject to the employees being found suitable for such upgradation in the designation, pay and allowances. As part of the Agreement, a scheme was

formulated under which all sweepers were switched over in the category of Farash staff.

Table 5.1: Promotions Effected during the Year			
Particulars	Total	Of which	
		SC	ST
Officers in Grade 'B' to 'C'	32	1	1
Officers in Grade 'A' to 'B'	61	4	2
Group 'B' to Officer Cadre	71	4	6
Total	164	9	9

c. Staff Strength

5.13 The total staff strength of the Bank stood at 5,045 as on 31 March 2007, of which 1,290 belong to SC (17.4%) and ST (8.2%) categories. The staff strength of ex-servicemen and physically handicapped employees stood at 107 and 104 constituting 2.1 and 2 per cent, respectively, of the total staff strength.

Administrative and Other Matters

A. Industrial Relations

5.14 Harmonious industrial relations were restored with the signing of a settlement on wage revision and service conditions of the employees between the Bank and All India NABARD Employees' Association on 11 August 2006. The Memorandum of Settlement, effective from 1 November 2002 for a period of five years was arrived at on the basis of well established principles of negotiation, mutual trust and respect, resulting in effective and efficient manpower utilisation by the Bank. The pay and allowances and service conditions of officers of the Bank were also revised after arriving at an understanding with the National Bank Officers' Association.

5.15 The Central Complaints Committee at HO and the 22 Regional Complaints Committees at ROs are functioning for prevention of sexual harassment of women at the work place.

B. Welfare Measures for SC/ST Employees

5.16 The Bank adhered to instructions issued by Gol from time to time regarding reservations for SCs/STs through direct recruitment as also through promotions

in all grades upto which the Bank has accepted to provide reservations. Quarterly meetings by Senior Executives and the Chief Liaison Officer with representatives of the Welfare Association of SC/ST were held regularly at HO and ROs. Other benefits extended to these employees included, (i) conduct of pre-promotional training programmes for 80 officers and 37 employees in Group 'B' and (ii) disbursement of an amount of Rs.2.37 lakh awarded to 77 wards of SC/ST employees under the scholarship and book grant schemes.

C. Other Staff Benefits

5.17 Housing loans aggregating Rs.2,368.26 lakh were sanctioned to 380 employees during the year. The disbursements against sanctions, including loans sanctioned in previous years, amounted to Rs.2,058.77 lakh.

D. Library

5.18 The Bank maintains a Central Library at HO, Mumbai, besides its units at ROs. The Library Committee supervises the functioning of the Central Library at HO and its counterparts at ROs. The Central Library houses 30,000 books in English and Hindi, and subscribes to 149 journals and magazines besides working papers,

reports, etc., on agriculture and allied activities, banking, rural development, information technology, etc. The Library subscribes to institutional membership of the British Library and the NIRD, Hyderabad and has also networked with major libraries located in Mumbai. Online access to information has also been provided. To provide a wider choice to the staff and broad base the selection of books, three exhibitions were arranged in the Bank's premises during the year.

E. Data Management

5.19 The erstwhile Department of Information Systems and Computer Services (DISCS) was restructured and christened as the Central Statistical Information Department (CSID). The mandate of CSID was enlarged to include collection and processing of data from various sources and dissemination of information related to agriculture and rural sector to various agencies, provide technical guidance related to data management and data warehousing within the Bank and publish statistical reports and handbooks periodically. During 2006-07, CSID prepared a Statistical Profile of NABARD that includes business related information since inception of the Bank, a district level database covering parameters, viz., physical-geographical features, workers profile, land holding, agri-infrastructure, etc. and reviewed the existing system of data collection in major HO departments so as to rationalise the returns.

F. Information Technology

5.20 During the year, NABARD introduced corporate e-mail solution in the Bank. The 'NABARD mail' has been made operational at HO, 19 ROs and all district level offices and has been found to be very effective and user friendly. The remaining ROs will be brought into the fold of corporate e-mail solutions shortly. LAN was established in 26 ROs and mini-LAN in remaining ROs/TEs. The Bank has upgraded its website (www.nabard.org) with new features which was launched on 12 January 2007. Small modules of software packages were developed in-house to meet MIS requirements of DPD-NFS, MCID, GAD and HRMD. Steps have been initiated to equip all offices with the latest technology and provide computers to all staff members.

G. Office Premises/Residential Quarters

5.21 During the year, construction of 20 residential quarters for top executives in Mumbai and office premises of ROs at Lucknow and Guwahati was completed. The workstation system with structured cabling for data and voice and other interior work was installed in Uttar Pradesh RO, Lucknow. The construction of National Resource Management Centre at Kolkata, office premises at Bangalore, Jammu, Itanagar ROs and Andaman & Nicobar Islands Sub-Office is in progress.

H. Vigilance

5.22 NABARD continued to lay emphasis on vigilance surveillance and conducted five Preventive Vigilance Inspections of ROs/TEs. In addition, one Chief Technical Examiner type inspection of electrical structures in Assam RO at Guwahati was carried out. NABARD also observed 'Vigilance Awareness Week' from 6 November 2006.

I. Inspection

5.23 During the year, inspections of 18 ROs, 2 TEs and 13 HO Departments were undertaken. These were conducted in accordance with the Inspection Manual approved by the Audit Committee of Board (ACB). Major findings of inspections were placed before the ACB for deliberation and guidance. The Inspection Department has also prepared the Information System Audit Policy, which was approved by the ACB.

5.24 In order to improve the efficiency and effectiveness of the staff posted in Concurrent Audit Cells (CACs) at ROs and TEs, an exclusive workshop was organised in December 2006 at NBSC, Lucknow. The concurrent audit of all ROs and TEs was undertaken by these cells and that of RMD, GAD, Premises Department and Co-financing Cell of ICD in HO was undertaken by M/s. R. Devendra Kumar & Associates, Chartered Accountants. Off-site monitoring of CACs established in ROs and TEs was also undertaken through monthly audit returns. Another firm of Chartered Accountants has been engaged from 1 January 2007 to undertake the special audit of Treasury Operations and Resource Mobilisation of the Bank on a quarterly basis.

J. Public Relations

5.25 NABARD has taken various initiatives to disseminate its schemes, programmes, expectations, innovations and achievements with various agencies as well as to the general public. Among the important events organised during the year were exhibitions of products at Ahmedabad, Chandigarh, Meghalaya, Mumbai (Saras Handicrafts Mela) and Sunderban. A phone-in question and answer radio programme on various issues of agriculture and rural development was introduced for the general public in Jharkhand and in the States of NER. Besides, the Bank continued to publish its quarterly and monthly publications - NABARD Parivar and NABARD Newsletter, respectively. A campaign was also launched to promote the Rural Innovation Fund (RIF) through print media and for the Zero Coupon Bonds called 'Bhavishya Nirman Bonds' launched with effect from 1 February 2007 to attract small savings from the general public to pool them into a fund to be utilised for various activities connected with agriculture and rural development.

K. Visit of Parliamentary Committees

5.26 Eleven Parliamentary Committees held discussions with NABARD on various aspects concerning rural credit delivery, rural development, women empowerment, DFI status of NABARD, etc. These were, (i) Committee on Examination of Demands for Grants (2006-07) on Agriculture-Evidence of representatives of DAC, (ii) Department related Committee on Personnel, Public Grievances, Law and Justice, (iii) Committee on Finance in connection with the examination of Funding of SHGs, (iv) Department related Committee on Industry, (v) Sub-Committee on Drafting and Evidence of Parliament on Official Language Implementation, (vi) Study Tour of Standing Committee on Finance, (vii) On the spot study visit by the Committee on Agriculture, (viii) Committee on Food, Consumer Affairs and Public Distribution, (ix) Study Tour by the Committee on Petitions, (x) Study Tour by the Committee on Empowerment of Women and (xi) Committee on Government Assurances.

L. Promotion of Hindi

5.27 The Bank continued its efforts to popularise and promote the use of Hindi in its day-to-day functioning.

To this end, it organised a Hindi week, conducted Hindi workshops to improve the drafting ability of staff in Hindi, trained stenographers in Hindi stenography and provided necessary training under the Hindi teaching scheme of GoI. Competitions were also held to encourage the use of Hindi by staff members. The Official Language Implementation Committees at HO, ROs and TEs continuously reviewed the progress *vis-à-vis* GoI policy regarding use of Hindi. Inspections of six ROs were undertaken with a view to accelerating the use of Hindi in those offices and to assess compliance to the official language policy of GoI. The Drafting and Evidence Sub-Committee of the Committee of Parliament on Official Language that reviewed the use of Hindi in Tamil Nadu RO, Chennai in September 2006 appreciated the efforts of the RO in promoting the use of Hindi.

5.28 A translation training programme for 17 Rajbhasha officers with a view to familiarising them with new terminologies and banking concepts and the Business Meet of Rajbhasha officers was organised at NICM, Gandhinagar to discuss various problems encountered by them and to make the implementation of the GoI policy more effective. A workshop for senior officers was also organised at NBSC, Lucknow.

5.29 The scheme for writing original books in Hindi on issues related to 'Agriculture and Rural Development' continued for existing and retired staff of the Bank and one proposal was sanctioned under this scheme during the year. The Bank's in-house journal in Hindi, 'Rashtriya Bank Srujana' bagged four National level prizes, awarded by the Association of Business Communicators of India (Indian Languages Publication Award), 'Aashirvad' (Shrestha Griha Patrika Award) and Mayaram Surjan Foundation, Raipur (Overall Best Content Award) and Reserve Bank of India.

5.30 For best all round performance in the progressive use of Hindi, Rashtriya Bank Rajbhasha Shield for the first and second positions were awarded to ROs in Madhya Pradesh and Rajasthan, Gujarat and Maharashtra and Jammu & Kashmir and Andhra Pradesh in Regions 'A', 'B' and 'C' respectively. Merit Certificates for third positions were awarded to New Delhi (Region 'A'), Punjab and Haryana (Region 'B') and Karnataka (Region 'C') ROs.