

X SECRETARIAT ECONOMIC SERVICES

This Sector deals with the planning process formulation, implementation, monitoring, evaluation and resource mobilization for financing of the planning process for the projects and programmes being implemented by the Government of National Capital Territory of Delhi. The Planning Department is the nodal department for all plan matters and thus entrusted with the responsibilities of formulating long term, medium term and operative plans for this Territory and to oversee the implementation of plan programmes, monitor the progress of plan implementation, evaluation the major plan projects and plan schemes as decided by Government of National Capital Territory of Delhi both at implementation stage and post-implementation stages, estimate the resources of Government of National Capital Territory of Delhi for financing the five year and Annual Plans.

The plan schemes included under this sector are meant for the strengthening of planning machinery at State Head Quarter level and planning units in other Departments/Local Bodies. The success of a plan lies in the effectiveness of projects/programmes implementation in a targetted manner to achieve the objectives and goals. The approach being adopted in the 10th Five Year Plan to strengthen and improve the planning system in Delhi has been highlighted under this sector.

Agency/Department/Scheme wise outlay expenditure for 9th Plan (1997-02), outlay for 10th Plan 2002-07 and Annual Plan 2002-03 and Annual Plan 2003-04 are given as under :-

(Rs. In Lakhs)

S.No	Name of the Sector/Scheme	9 th Five Year Plan 1997-2002		10 th Five Year Plan 2002-07 App. Outlay	Annual Plan 2002-03 App. Outlay	R.E. 2002- 03	Annual Plan 2003-04 App. Outlay
		App. Outlay	Expr.				
	Sectt. Eco. Services Strengthening of Planning Machinery						
1.	Planning Department a) Stg. of Plg. Department.	178.00	279.76	200.00	50.00	50.00	50.00
	b) Modernisation and Capacity Building in Government for	----		400.00	100.00	----	50.00

	accelerating Reforms (New Scheme)						
2.	Manpower & Employment Unit	40.00	35.13	60.00	15.00	7.10	10.00
3.	Urban Development Dept.,	100.00	177.73	500.00	100.00	100.00	100.00
4.	NCR Coordination & Planning Cell in L&B Department	25.00	26.50	50.00	10.00	10.00	10.00
5.	Strengthening of Planning & Monitoring Unit (MCD)	10.00	050	----	----	----	5.00
6.	Strengthening of Planning Cell (NDMC) HQrs.	10.00	1.13	----	----	----	---
7.	Stg. Planning, Survey & Monitoring Division in Slum Department. of MCD	10.00	1.00	----	----	----	----
8.	<u>A.R.Department</u> A. Strengthening of A.R.Deptt. B. E.Governance	15.00 ----	16.76 ----	20.00 -----	4.00 ----	4.00 ----	4.00 500.00
9.	Strengthening of Dte. of Audit	100.00	8.38	50.00	10.00	18.00	18.00
10.	Monitoring and Evaluation Cell in Urban Development Department.(GAD)	100.00	61.62	----	-----	----	----
	Total (Sectt. Eco. Services)	588.00	608.25	1280.00	289.00	189.10	747.00

1. **PLANNING DEPARTMENT**

1. **Strengthening of Planning Department of Delhi Government (Rs.50.00 lakh)**

i) **Plan Formulation**

At National level, the Planning Commission prepare broad guide-lines and approach for the formulation Of Five Year and Annual Plans and circulate them to all States & Uts. Planning Department also prepare its guidelines and approach keeping in view the priorities of Delhi and circulate to all plan implementing Department and Agencies to formulate plan proposals.

The plan proposals formulated by the Departments/Agencies are scrutinized and finalized by the Planning Department. After obtaining the approval of State Planning Board and the council of Ministers and Lt. Governor, Five Year Plan/Annual Plan documents are submitted to Planning Commission. For formulation of the Annual Plan 2003-04 of Delhi, a number of Working Groups were constituted to formulate the strategy and approach to be adopted in important areas like Transport, Water & Sewerage, Health,

Education, Urban Development etc. Working Groups recommendations have been taken into account in formulation of the Annual Plan 2003-04 of Delhi besides the recommendations of DUEIIP-21.

ii) **Plan Implementation**

The implementation of the plan schemes starts from the first day of the Annual Plan and Five Year Plan. For the successful implementation of all plan programmes, a number of preliminary steps are required to be taken in the planning process. It requires advance action by the implementation departments in close consultation with other linked departments/agencies. In the absence of advance action, the implementation schedule of the plan programme/projects gets delayed. Planning Department, with its proposed expansion would be in a better position to play its effective role of nodal agency.

It will organize review meetings on regular basis to remove bottle-necks and inter-departmental problems and issues so as to ensure the execution of the plan programmes as per implementation schedule. To make the role of the Planning Department more purposeful and analytical, it is necessary to strengthen a Project Appraisal Unit. This unit will suggest the preliminary steps to be taken by the concerned Deptts. after the study of the projects.

The Planning Commission has also stressed the need for streamlining the clearance procedure. A two stage approval procedure is envisaged for all plan projects so that timely clearance may enable the implementing deptts./agencies to take prompt and quick action for land acquisition and preparation of the Project Feasibility Report. On completion of these preliminary steps the preparation and finalisation of the project reports will be possible within a reasonable period and funds may be provided accordingly for these projects. All plan programmes and projects need approval of the Finance and Planning Department before their implementation starts. With the strengthening of the Planning Department its advisory role would be more effective and purposeful.

iii) **Data Bank**

With the increasing responsibilities of the Planning Department, particularly in the new set up for the National Capital Territory, a Data Bank is essential for the Planning Department to make a critical appraisal of the projects before their inclusion in the plan, and to give approval for the programmes/schemes before implementation. A Survey & Statistics unit is needed in the Planning Department to manage the Data Bank for the Department.

iv) **Allocation of funds for Sectors and Schemes**

After finalisation of plan size by the Planning Commission, the outlay for each sector and scheme is decided by the Planning Department in consultation with the plan implementing agencies within a very short period. This procedure can be made more scientific and useful only when Planning Department may prepare the plan priorities within a short period. This need details of implementation stages of all on-going plan schemes/projects, major objectives of all new schemes and formalities required before their execution etc. Planning Commission has suggested that the cost over-runs due to fluctuation in foreign exchange rates, changes in custom duties or price rise may be considered to be beyond the control of project implementing authorities. As such, the cost over-run due to these factors will have to be separated and project implementing authorities may not be required to go to the approval authority for revised approval. Thus, Planning Deptt. will have to analyse the cost over-runs for all major projects both in terms of the factors beyond the control of the project authorities as well as factor like delay in implementation, changes in scope and quantity of work, initial under – estimation of the cost, etc. so that the issues of revised approval to the projects may be decided in proper perspective.

During the course of Mid-year review of the plans, a total reassessment is done by Planning Department to take care of the actual fund requirement of each Department in view of implementation stage of their schemes. The proposed Monitoring and Review Unit will take care of all such aspects and on the basis of information emerged from Monitoring process, revised allocation of funds will be possible in a more pragmatic way.

(v) **Evaluation**

Planning Commission suggested that evaluation studies of some selected projects which have been completed without delay and with in cost as well as some projects which have suffered from time and cost over-runs may be undertaken by the Evaluation Organisations of the state Government. The, plan formulation and implementation process can be up-dated with the finding of Evaluation Studies. Planning Department will undertake evaluation studies on these lines as well as for the project decided by the Government of National Capital Territory of Delhi to assess the utility of the programmes in terms of their continuation and scope. Adequate staff will have to be deputed for timely completion of evaluation studies of the major projects. Evaluation Advisory Committee may play its meaningful role with the selection of suitable projects/schemes and advice completion of studies in time. It is also proposed to engage the outside institutions/agencies having expertise in the field of evaluation for some of the major projects/schemes.

v) **Monitoring**

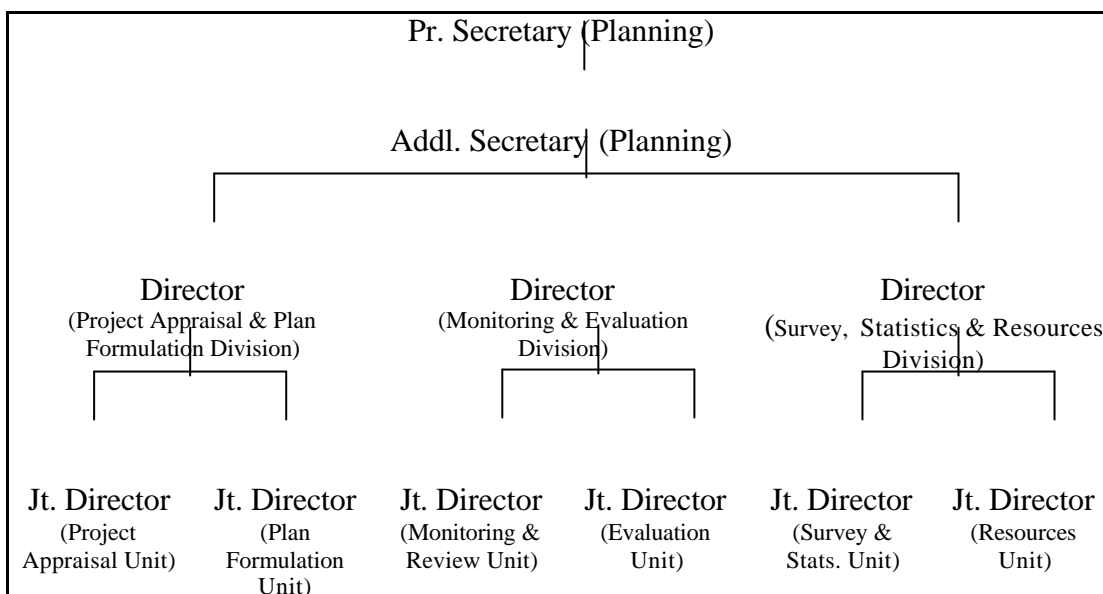
During the 10th Five Year Plan & Annual Plan 2003-04, efforts will be made to evolve a system of regular flow of relevant information to make plan monitoring an effective tool for implementation of plan schemes. Thus, a separate Monitoring Unit is the primary requirement for the Planning Department. This unit will make available relevant information to Plan Formulation unit, Project Appraisal unit, Data Bank and other units of the Department.

vi) **Additional Resource Mobilization**

Planning Commission undertakes an exercise to estimate the resources position of the Govt. Of National Capital Territory of Delhi for financing Five Year Plans and Annual Plan. On the basis of this exercise, the plan size of Delhi is decided. Adequate staff is required for this work as exercise for the estimation of resources will continue throughout the Year.

In view of the above mentioned aspects of the planning process proposed to be adopted in Government of National Capital Territory of Delhi, the re-organisation

structure of the Planning Department. of Government of National Capital Territory of Delhi will be as under during 10th Five Year Plan & Annual Plan 2003-04:-



Statement indicating sanctioned posts upto 2002-2003 proposed strength of staff in 10th Plan (2002-07) and 2003-04 of the Planning Department, Delhi Government is given below :-

S.No.	Name of the Post	Total No. of posts sanctioned upto 2002-03	Total No. of Posts proposed up to Annual Plan 2003-04
1.	2.	3.	4.
<u>I Project Appraisal & Plan Formulation</u>			
	Joint Secretary (Plg.)/Addl.Secretary(Plg.)	1	1
1.	<u>Director</u>	----	1
2.	A. Project Appraisal Unit		
3.	Joint Director		1
4.	Dy. Director		1
5.	Assistant Director		2
6.	Stat. Officer		2
7.	Research Officer	1	2
8.	Sr. Stenographer		1
9.	Jr. Stenographer	1	5

10.	Driver	1	1
11.	Peon	2	2
12.	Stat. Assistant	2	2
13.	Data Entry Operator	-	2
	Total I (A)	<hr/> 7	<hr/> 21

B. Plan Formulation

1.	Joint Director	1	1
2.	Dy. Director	3	3
3.	Assistant Director	4	5
4.	Stat. Officer	2	2
5.	Research Officer	7	7
6.	Stat. Assistant	8	8
7.	Stat. Investigator	3	3
8.	Jr. Stenographer	9	9
9.	L.D.C.	9	9
10.	Librarian	1	1
11.	Dispatch Rider	2	2
12.	Machine Operator	1	1
13.	Driver	2	2
14.	Daftary	1	1
15.	Peon	8	9
16.	Gastener Operator	1	1
	Sub Total I (B)	<hr/> 62	<hr/> 64
	G.Total I.(A&B)	<hr/> 69	<hr/> 85

II. Survey & Stat. Division

1	Director	---	1
2	Survey & Stats. Unit		

3	Joint Director		1
4	Dy. Director		1
5	Stat. Officer		3
6	Jr. Stenographer		2
7	Sub-Total II-A	<hr/>	7
	<u>B ARM Unit</u>	<hr/>	
1	Joint Director	-----	1
2	Dy. Director	1	1
3	Assistant Director	1	1
4	Research Officer	1	1
5	Stat. Assistant	1	1
6	Jr. Stenographer	1	1
7	L.D.C	1	1
8	Peon	1	2
	Total II B	<hr/>	9
	Total II (A &B)	<hr/>	16
	<u>III Monitoring & Evaluation Unit</u>	<hr/>	
	<u>A Monitoring & Review Unit</u>	<hr/>	
1	Joint Director	1	1
	Dy. Director		1
	Assistant Director	1	2
	Stat. Officer	2	2
	Research Officer	1	1
	Jr. Stenographer	1	2
	L.D.C.	2	2
	Driver	1	1

Peon	2	3
Data Entry Operator Gr. B	3	3
Total III A.	<hr/> 14	<hr/> 18
<hr/> <u>B. Evaluation Unit</u>		
Joint Director	---	1
Dy. Director	2	2
Assistant Director	2	2
Research Officer	2	2
Stat. Assistant	6	6
Stat. Investigator	1	1
Jr. Stenographer	4	4
L.D.C.	2	3
Driver	1	1
Peon	3	3
Sub-Total III-B	<hr/> 23	<hr/> 25
Total III (A&B)	<hr/> 37	<hr/> 43
<hr/> <u>IV Administration Branch</u>		
A.A.O.	1	1
Sr. Personal Assistant	1	1
Head Clerk	3	3
U.D.C.	2	2
L.D.C.	4	4
Chowkidar	—	—
Driver	1	1
Total IV	<hr/> 12	<hr/> 12
Grand Total	<hr/> 126	<hr/> 159

A World Bank funded study on “Delhi Urban Environment and Infrastructure Improvement Project- 21 (DUEIIP – 21) was initiated in Feb.,2000. GHK International, U.K. was appointed consultant for this study. The consultants submitted the reports in February, 2001 as per details given below:-

1. Delhi-2021.
2. Status Report for Delhi 2021.
3. Supplementary papers for Delhi2021.
4. Feasibility Report for :-
 - a) Water conservation- Waste Water Recycling,
 - b) Industrial Areas Upgradation – 3 Areas,
 - c) Development of Sanitary land fill site at Bhatti Mines.
 - d) Integrated Transport and Traffic Management
5. Slum Area Up gradation – Policy Framework + Bhalswa project
6. Outline Technical Assistance

A Committee of Secretaries under the Chairmanship of Chief Secretary, has been constituted for follow up action. Two meetings of the committee have been held so far and action on the points are being taken by concerned various departments.

An outlay of Rs.50.00 lakh is approved for the Annual Plan 2003-04 for the salary expenditure, printing charges, training, seminars, study costs, purchase of Library Books, Vehicles, telephone furniture and other office expenses.

(ii) **MODERNISATION AND CAPACITY BUILDING IN GOVERNMENT FOR ACCELERATING REFORMS.**
(Rs. 50.00 Lakh)

Starting in the 1980s and culminating in the early 1990s, there was a radical overhaul of the traditional development paradigm as dirigisme gave way to market oriented policies. The paradigm shift spawned a major reform initiative that covered macro-economic policies, sectoral policies, privatization, and the very way in which Government transacted business. This trend swept most of the developing world in the

last decade of the last millennium. A stage has come that today it is unthinkable to conceive of improving governance without undertaking major reforms, be they policy, financial, managerial or administrative.

2. Board macro-economic policies – monetary policy, fiscal policy, exchange rate management – are largely the preserve of the Government of India. Nevertheless, macro-economic management of a State's finances are very much part of the State Government's agenda. What is more, over and above this, there is a very large agenda of reform before the State Government. At the State Government level, a major focus of reforms is on sectoral policies, restructuring of public sector undertakings, improving management of restructured public utilities, and pricing of public services including setting appropriate user charges. Another crucial dimension of the reforms is improving public service delivery of essential social services such as education, health and social protection, through safety nets. In many economic sectors, as well as in respect of activities that have a core commercial content, the entire policy framework may have to be redesigned to encourage private sector participation. In other sectors, policy reforms may be necessary for building/ public private partnerships. Finally, administrative reform embraces a range of initiatives that include measures to improve efficiency of public dealing and service, steps to increase transparency and stakeholder participation and doing away without outmoded and dysfunctional operating practices.

3. The Government of National Capital Territory of Delhi has embarked on a programme of governance reforms. Specifically, the reform programme needs to be widened in scope. Coverage must not be confined to public enterprises and utilities but must be extended to include administrative, managerial and financial reforms. In particular, there is need to harness new technology to give a quantum jump to efficiency in government working.

4. There is much to be learnt about reforms, both the process and substantive content, from institutions that are repositories of knowledge and information as well as from the experience of others. Sources of information and knowledge include universities, and other such institutions, consulting companies, development banks etc. Such knowledge can usefully be gained both within India as well as abroad. One of the

simplest methods of nurturing reform is emulating others' successful efforts. This means adopting best practice initiatives that have worked elsewhere, suitably tailoring them to local conditions. Often, the best source is indigenous experience namely, how other States in the country have coped. However, sometimes, domestic experience may just not be available or, if it is, may not be worthy of emulation. In such situations, it is useful to learn from the experiences of others who have experimented successfully with change and reforms within Asia and beyond.

5. Second, a crucial ingredient for successful reform is human resource development within the Government and its various agencies. Technological advances in communication technology have transformed the workplace all over the world. New, faster and more efficient ways of transacting business have emerged sweeping away old, outmoded and inefficient practices. Technological progress has also had a great impact on the design and execution of projects. The engineering content has changed and faster means of executing construction works have evolved. Project design itself has now to take into account various dimensions such as environmental impact, rehabilitation of displaced persons, and a host of other considerations that were hitherto accorded low priority. There have also been major advances in knowledge that affect project preparation and design, skills for appraising and evaluating projects, and assessing development impact. The upgradation of skills is best achieved by training inputs, short-duration as well as long-duration. This too can be within and outside India. For instance, if we wish to strengthen capacity for environmental impact assessment and familiarize departments with the latest knowledge and practices in vogue internationally, it may be useful to send officers for such training to specialized institutions within India as well as outside India. International institutions such as the World Bank, the Asian Development Bank and UNDP are actively engaged in training and support programmes at various institutions e.g. at the Asian Institute of Technology, Bangkok, the Asian Institute of Management, Manila, the ADB Institute, Tokyo etc. The support for such programmes comes under the rubric of capacity building, both institutional and for personnel.

6. The essential point is that exposure to and familiarity with experiences in India as well as abroad can have a direct bearing on the pace and effectiveness of reform within the Government Enhanced awareness, both in terms of knowledge and practical

experience, can vastly increase our work skills, our policy-making capability, and strengthen our institutions by learning from such experiences as well as from more formally structured training courses. The key point is that exposure to the world at large is of distinct advantage.

7. The scheme would be administered by the Planning Department. The object is to provide resources for initiatives that lead to improvements in governance in general and specifically for financial, administrative, and managerial and policy reform. Funds under the scheme can be utilized for any or all of the following purposes.

- a) Training of personnel domestically as well as abroad;
- b) Engaging consultants to undertake studies of practices and policies;
- c) Engaging consultants to provide training in specific skills in Delhi; and,
- d) Enabling departments undertaking major reforms to send key officers to other places where similar reforms have been undertaken, in India and Asia and, where specifically warranted, outside Asia.
- e) Recruitment and Training policies.

8. Proposals mooted by an administrative department would be examined and screened in the Planning Department. The normal drill for clearance would be followed as is applicable to all other Plan schemes for obtaining administrative approval and expenditure sanction. All cases involving travel abroad will first be scrutinized at the level of the Planning Department and then by a special Committee chaired by Chief Secretary, with representatives from Finance, Planning and one department other than the administrative department proposing the travel abroad.

An outlay of Rs.50.00 lakh is approved for Annual Plan 2003-04.

2. STRENGTHENING OF MANPOWER & EMPLOYMENT OFFICE (Rs.10.00 lakh)

Manpower & Employment Office is entrusted with the responsibility of making detailed estimates of available manpower and projection of employment

generation/opportunities in the Govt. of NCT of Delhi as the detailed information on human resources is essential for planning process and policy formulation. To fulfil this need, this office every year prepares an Annual Plan Document on Manpower & Employment which provides a variety of statistics and information on various characteristics of Delhi's manpower/self-employment on the basis of details of outlay/expenditure on different projects/schemes proposed by various departments/autonomous and local bodies under the Govt. of NCT of Delhi. The information, in the document, is presented to show how much potential of available manpower/self-employment is generated in the different sectors and transformed into manpower. Similarly, studies/projects, evaluation of various issues, related to the field of manpower ,are also carried out by this office.

10th FIVE YEAR PLAN 2002-2007 AND ANNUAL PLAN 2003-2004

During the 10th Plan period, under the scheme of Strengthening of Manpower & Employment Office, it is proposed to strengthen the administrative, planning and survey units.. Administrative unit, which deals with establishment matters, budget and care taking functions, is required to be strengthened. Manpower & Employment Office brings out reports/publication on the basis of studies and surveys conducted by the field staff of its Survey Unit which are highly useful for policy formulation of the Govt. of NCT of Delhi. All relevant/requisite data are collected by this unit through questionnaires, field visits and discussions at various levels with the authorities of Govt. departments, autonomous bodies, private organisations and individuals. Therefore, the survey unit of this office performs very important functions and requires adequate attention. Similarly, Planning Unit which is responsible for taking care of all the work pertaining to formulation and review of five years plans and annual plans relating to the manpower, employment generation and its projections needs to be strengthened.

In view of the above and to achieve the objectives of the Manpower & Employment Office, it is proposed to strengthen this office by creating the following posts during the 10th Plan 2002-07 and Annual Plan 2003-04.

Sr. No	Name of the post	Pay Scale (Rs.)	No. of posts sanctioned	No. of Posts proposed to be created	
				10 th Plan (2002-2007)	Annual Plan (2003-2004)
1	2	3	4	5	6
1	Joint Director	12000-16500	-	1	-
2	Deputy Director	10000-15200	1	-	-
3	Asstt. Director	8000-13500	2	-	-
4.	Stat. Officer	6500-10500	2	-	-
5.	Res. Officer	5500-9000	2	-	-
6.	Jr. Accounts Officer	5500-9000	-	1	1
7.	Stat. Assistant	5000-8000	3	4	1
8.	Stat. Investigator	4000-6000	3	4	1
9.	U.D.C.	4000-6000	1	-	-
10.	Steno	4000-6000	4	-	-
11.	Data Entry Operator	3050-4590	-	4	1
12.	L.D.C.	3050-4590	3	1	1
13.	Driver	3050-4590	2	-	-
14.	Peon/ Messenger	2550-3200	2	1	1
15.	Sweeper *	2500-3200	1	1	1
16.	Farash-Cum-Chowkidar	2500-3200	1	-	-
	TOTAL		27	17	7

* A part time sweeper is already working in this office.

An outlay of Rs. 60 lakh is approved for the 10th Five Year Plan 2002-07. **During Tenth Five Year Plan period, the following studies/surveys/document are proposed to be taken up :**

1. Preparation of Document for Tenth Five Year Plan 2002-07 & Annual Plan 2002 - 03 and Annual Plan documents for each subsequent years.
2. Manpower Profile - Delhi 2002.
3. An annual status report on Creation of New Posts in the Govt. Departments of Delhi Government
4. An annual publication on Technical Training Facilities available in Delhi.
5. An evaluation study of Swarn Jayanti Shahri Rojgar Yojana.
6. An evaluation study on Tool Room and Training centre, Industries Deptt.

7. An evaluation study of Prime Minister Rojgar Yojana.
8. Evaluation of other employment oriented schemes will also be taken up time to time.

Annual Plan 2003-04

During the Annual Plan 2003-04, following reports/studies are proposed to be taken up:

1. Annual Plan 2003-04 document on Manpower & Employment.
2. Manpower Profile - Delhi 2002.
3. Annual status report on Creation of New Posts in Govt. Departments of Delhi Government during 2001-02.
4. An Evaluation Study of Swarn Jayanti Shahri Rojgar Yojana.
5. An Evaluation Study of Financial Assistance to Widows for self-employment.
6. An Evaluation Study of Prime Minister's Rojgar Yojna (PMRY).
7. Updation of the booklet on Technical Training Facilities Available in Delhi(4th Edition)

An outlay of Rs.10.00 lakh is approved for the Annual Plan 2003-04 for creation of proposed new posts, purchase of vehicle, printing of various publications and other office expenses like payment of rent for office accommodation and payment of electricity charges etc.

3. URBAN DEVELOPMENT DEPARTMENT

STRENGTHENING OF URBAN DEVELOPMENT DEPARTMENT **(Rs.100.00 Lakh)**

I. Strengthening of Planning & Monitoring Cell in Urban Development Department.

The Urban Development Department was previously a part of Land & Building Department. It started functioning independently as a separate department w.e.f. .01.10.90 the scheme of Strengthening of Planning & Monitoring Cell in Urban Development Deptt. is being implemented w.e.f. 01.10.92 when 31 posts were sanctioned

for this Cell. This Department is entrusted with the job of coordination of various plan schemes of MCD, NDMC, DVB & Delhi Jal Board & these involves granting administrative approval, release of funds at regular intervals, ensuring proper utilization of funds released, monitoring of plan progress and co-ordination are earmarked for the local bodies. The Plg. & Monitoring Cell in U.D.Deptt. is responsible for administrative approval, financial release and monitoring of fund, utilization and achievement of the target specified.

1 TRANS YAMUNA AREA DEVELOPMENT CELL

Trans Yamuna Area Development Board was set up in the year 1994-95 for providing extra pace to the infrastructural dev. Of the Trans Yamuna Area. This Board consists of 36 members and a Chairman. People of Trans Yamuna Area have less infrastructural facilities as compared to the other area of Delhi because of hap-hazardous growth and unplanned building activity of the area. The objective of the Trans Yamuna Area Development Board is to suggest remedial measures/schemes for minimizing the gap between the increasing demand of Civics Amenities and the actual provision as compared to the other area of Delhi. Moreover, the topography of Tans Yamuna Area causes large areas to be water logged following even the slightest rainfall, and natural drainage, because of absence of gradient, it is a serious problem and which requires special and urgent measures as compared to the other areas of Delhi. The Board will go into the issues connected with the infrastructural development for securing the planned growth of the Trans Yamuna area as to reduce the disparity in development in the Trans Yamuna area as compared to other areas of Delhi.

The Board parameters in so far as the Board's functioning is concerned are be as under :-

- i) To study drawback in the existing infrastructure and to formulate a unified and coordinated Area plan keeping in mind specifically the functioning of the Municipal Corporation of Delhi, Delhi Development Authority, DVB, Delhi Jal Board, Public Works Deptt. Irrigation & Flood Control and slum wing, MCD in this area.

- ii) To recommended the priorities of the projects and schemes included in the Area Plan and the stages in which the Area plan may be implemented.
- iii) To examine the nature and the extent of overlapping of functions, if any, so as to secure an improvement in the provision of services and for quicker redressal of public grievances.
- iv) To review, from time to time, the implementation of the projects and the schemes included in the Area plan and recommended measures for effective coordination amongst the organization and Department of Govt. in the matter of implementation of such projects and schemes.
- v) To review, the progress of the implementation of the schemes and to recommend to the govt. of Delhi that quantum of financial assistant required for the execution of implementation of any project or scheme in the Area Plan, or to be included, for the subsequent financial year.
- vi) It is also proposed that with a view to ensuring that the Board starts functioning immediately the secretarial staff in the Board may be found by diverting some of the existing staff from the Secretariat and the department of Govt. of NCT as considered necessary. If in due course the need is felt for creation of posts a formal proposal will be moved at that stage.

The proposal for formation of the Trans Yamuna Area Development Board was also discussed with the Planning Commission on 4th Feb., 1994. During the discussion it was made clear that the Govt. of NCT is not forming a Statutory Board. A board has since been formed through issue of a Govt. order.

The Board, after examining the detailed existing plans for the area, will consider additional schemes and programmes for implementation so as to achieve the goals for which the Board has been set up.

The exact modalities for these strategies will be drawn up by the Board in its meetings. The Board will have separate identity for carrying out the additional schemes through the local bodies and other department in the Trans Yamuna Area. For this as and when a specific item of work is found to be suitable by the Board then the Board shall ask the concerned local body/deptt. after receipt of such allocation of work shall approach the administrative deptt. for release of funds as is done by them for any other plan schemes in Delhi. However, the funds so received for carrying out the additional specific works in this area will be merged/consolidated with other regular ongoing schemes in the Trans Yamuna Area. The purpose of this is to keep track of the additional schemes to be implemented in the area and to assess the impact of the schemes with reference to the objective for which the Board has been set.

Works under Trans Areas schemes will be implemented by the following agencies.

1. General Wing, MCD
2. Delhi Jal Board
3. DISCOMS
4. DDA
5. Irrigation and Flood Control Deptt.
6. PWD
7. U.D.Deptt.

The need of Secretarial staff for planning & Monitoring of plan funds the scheme was raised, since the inception of the Trans Yamuna area Development Board. The Board is entrusted with the jobs of various plan schemes formulated separately for Trans Yamuna area by the different agencies namely, MCD, DJB, I&F, DDA, PWD, DVB and these involve convening meetings of the Board after regular intervals ensuring proper utilization of funds released to the implementing agencies, monitoring of the plan progress, co-ordination work etc.

Apart from TYADB the Govt. has also constituted Development Board for unauthorized regularized colonies, Development Board for the development of urbanized villages and the U.D.Deptt; is also implementing some poverty alleviation scheme and other scheme of different board, UBS & SJSRY scheme. The following post are proposed to be created during the year 2003-04.

1.	Joint Director(Plg.)	12000 – 17500	1
2.	Steno.	4000 - 6000	1

Besides salary expenditure on the creation of new posts expenditure will also be incurred on the purchase of vehicles, photocopier machine, computers, stationary, furniture etc.

2. **Unauthorised regularised colonies Development Cell**

Delhi is a rapidly growing metropolitan city. The rate of growth of its urbanization has been tremendous and beyond the expectation of the city planers. The existing provision and infrastructure facilities in the urban area of Delhi could not cop up with the increase in population in new copies. Since DDA could not developed adequate colonies and provide adequate no. of plots to meet the growing needs of the people. Unauthorised Colonies had cope up with the jurisdiction of Delhi where poor and middle class people have invested their hard earned saving for purchase of plots and construction of houses. The total demolition of these Unauthorized colonies will remain a gross national waste. Keeping in view this fact the Govt. has sent a proposal for regularization of 1071 unauthorised colonies to Govt. of India.

The existing provision and infrastructure facilities in the urban area of Delhi are under great pressure due to the rapid increase in the population of Delhi. Since it has not been possible to develop adequate housing to keep pace with the needs, unauthorised colonies have come up with in the jurisdiction of Delhi. It is important to provide adequate infrastructural facilities in these colonies once regularised and to regular and control their further development.

The existing provision and infrastructure facilities in the urban areas of Delhi are under great pressure due to the rapid increase in the population of Delhi. Since it has not been possible to develop adequate housing to keep pace with the needs, unauthorized colonies have come up within the jurisdiction of Delhi. It is important to provide adequate infrastructural facilities in these colonies once regularised and to regulate and control their further development.

The Govt. of Delhi on 10.01.97 appointed an advisory board for the Dev. Of unauthorised regularised colonies under the chairmanship of CM Delhi, to recommend the priorities of the projects and schemes of area plan, examine and extent of overlapping functions, To study the drawbacks in the existing infrastructure and to formulate and unified an coordinated area plan for the provision of basic civic amenities in these colonies and review the progress of the implementation of the schemes. The following posts were created in this cell.

S.NO.	Name of the post	No.	Pay Scale (in Rs.) Pre revised
1.	Special Secy.-cum-Project Director (Unauthorised colonies)	1	5900 – 6700
2.	Dy. Secy.-cum-Jt. Director	1	3700-5000 + 300 spl. pay
3.	Town Planner	1	3000-4500
4.	Asstt. Town Planner	1	2000-3500
5.	Town Planning Asstt.	1	1400-2300
6.	Dy. Controller of Accts	1	3000-4500
7.	Asstt. Director(Plg.)	1	2200-4000
8.	Under Secretary	2	2000-3500
9.	Steno-typist (Computer Literate)	7	1200-2040
10.	Field Assistant	27	1200-2040
11.	Driver	3	950-1500

The above posts created for this cell will remain continue during Tenth five year plan (2002-2007) and Annual Plan 2003-2004. Since the regularisation of unauthorised colonies involves lots of integrated plans and regular monitoring at different levels and intervals. Therefore, it is proposed to create following posts during Tenth Five Year Plan.

- (i) Joint Director(Plg.) - 12000 – 16500/-
- (ii) Dy. Director(Plg.) - 10000 – 15200/-

3. Parliamentary Cell

Approximately 1/3 of the questions of Delhi Legislative Assembly Pertains to this Deptt.. Besides this Parliament question are dealt in the Deptt. on the prescribed day in

the Vidhan Sabha for water and Urban Development Sector near about 100 questions replied on each occasion.

Therefore, there is an urgent need for creating of Parliamentary Cell with following posts

1.	Asstt. Director(Plg.)	1	8000-13500
2.	Steno	1	4000-6000

4. Legal Cell

Urban Development Department deals with the matter relating to Urban Development through the local bodies i.e. MCD, NDMC, DVB, DJB. This Deptt. is also engaged in dealing with court cases. The cases keep on rising day by day, therefore there is an urgent need for creating of legal Cell in the Department to deal with the cases efficiently & effectively. The following posts are proposed.

S.No.	Name of post	No of post	Pay Scale
1.	Legal Advisor	1	10000 – 15000
2.	Asstt. Legal Advisor	1	6500-10500
3.	Legal Asstt.	1	5000-8000
4.	Data Entry Operator	1	4000-6000

5. Delhi Finance Commission Cell

In pursuance of article 243-Y, read with article 243-28 of the Constitution of India, The legislative Assembly of NCT of Delhi passed the Delhi Finance Commission Act which came into force on 23.04.94 u/s 10(3) of the Act. The first DFC was constituted vide order No. 11.12.92/UD/PT-II/3725 dated 03.04.95 which was concerned only with the financial position of municipalities. The commission made an in-depth study of the functioning and requirement of the local bodies bank and submitted it interim recommendation 23.09.96. The commission made certain recommendation on the over all devolution of funds for the local bodies for the years 1995-96 and 1996-97.

DFC, in the final report, has mentioned that the commission was handicapped in its functioning due to the absence of a Finance Commission Cell/Division in the Govt. of Delhi. As the finance commission has now been required to be constituted once in every

five years, therefore, a permanent Finance Commission Cell / Division should be set up by Govt. of Delhi to service, and also act as memory/Data Bank for the subsequent DFCs. The final report of DFC was submitted in Dec'97. In this Ist report, DFC has given various recommendations. These recommendations have to be implemented before the next Finance Commission is set up. Therefore, in view of the recommendations of the DFC mentioned in its first report and requirement of its constitution once in 5-years to provide memory/date bank, there is a trust need of setting of a permanent Finance Commission Cell in the UD. Deptt. with the following object :

1. To take up follow-up action on the Finance Commission report including its processing for Government's decision and laying this same in the Assembly and monitoring the implementation of the Commission's various recommendations.
2. To do spade work/advance action for setting up of the new Finance Commission when due in terms of article 243 of the Constitution and
3. To service the Finance Commission when in position, including meeting their requirements for background data/information and preparation of Government's memorandum and forecast of its revenue and requirements for submission to the Commission.

For this proposes it is proposed to create the following posts for Delhi Finance Commission Cell in Urban Development Department.

- | | | | |
|----|----------------|---|-------------|
| 1. | Joint Director | 1 | 12000-16500 |
| 2. | Steno | 2 | 4000-6000 |
| 3. | Driver | 1 | 3050-4590 |

6. Computerisation of Urban Development Deptt.

The Urban Development Department is the Administrative Deptt. of Local Bodies like MCD, NDMC, DVB, DJB & S & J.J., Election Commission of Delhi, TYADB etc. the department has also to play co-ordinating role of Govt. of NCT of Delhi as well as Govt. of India M/O Urban Affairs & Employment, M/O Power, M/O Home Affairs, M/O

Water Resources etc. in addition to above functions, the Urban Development Department has carry out the following functions.

Planning & monitoring of progress of plan schemes and to keep a close watch on physical & financial achievements.

1. Keep upto date information of budget estimates, release of funds and other account statements.
2. Co-ordination work.
3. VIP references.
4. Large number of meetings
5. Work related to Court cases.
6. Parliament and Assembly Questions.
7. Planning & Monitoring of TYADB.
8. Execution of work advised by unauthorised colonies development board.

Keeping in view the workload of the Deptt. and to make its systematic and meaning full, it is proposed to computerised the deptt. this cell should be with the facility of computer so that on intensive Data bank will be established under this cell for keeping the records of various activities of the Deptt. the Computer terminals will be placed with following officers.

1. Pr. Secretary
2. Addl. Secretary
3. Dy. Director(Plg)
4. Dy. Secretary-I
5. Dy. Secretary-II
6. Dy. Controller of Accounts
7. Asstt. Director-I
8. Asstt. Director-II
9. Asstt. Director-III

10. Under Secretary

Therefore it is proposed to place PC-3000 (6x6) Pentium Pro-150 MHZ (PC-1/ISA terminals, networking accessories documents for management system, EPSON-LQ printers, two inkjet printers, one kV and 3 kV UPS and associated software.

In order to ensure proper functioning of the computers the following posts are proposed to be created during the Annual plan 2003-2004.

S.No.	Name of the post	No. of post	Pay Scale
1.	Programmer	1	8000-13500
2.	Date Processing supervisor	2	5500-9000
3.	Data Entry Operator	4	4000-6000

An outlay of Rs.100.00 Lakhs is approved for Annual Plan 2003-04.

4. LAND AND BUILDING DEPARTMENT

NCR COORDINATION, PLANNING & MONITORING CELL IN LAND & BUILDING DEPTT. (Rs.10.00 Lakhs)

Since 1992, day to day work of NCR Planning & monitoring Cell was functioning from Land & Building Deptt. with internal arrangement. Creation of NCR Planning & Monitoring Cell in land & Building Deptt. Was actually started from October 1997 with following posts under plan scheme. However, the total expenditure made by this cell is reimbursed by the NCR planning Board.

Following posts were created in Land & Building Deptt, Govt. of NCT of Delhi.

1.	Joint Secretary	1 Post
2.	Associate Town & Country Planner	1 Post
3.	Stenographer Gr. II	1 Post
4.	Stenographer Gr. III	1 Post
5.	Peon	1 Post

Due to tremendous workload there is a need for strengthening of this Cell with more technical staff.

The above posts sanctioned earlier are continuing under plan scheme which is functioning from last four years hence there is proposal for converting these posts under non-plan. To strengthen this cell and to initiate spade work i.e. data collection & compilation, arrangement of Master Plans Zonal Plan and Layout Plan and to integrate them with the policy guidelines of NCR Regional plan vis-à-vis Delhi's requirement in the preparation of Sub-Regional Plan for Delhi, The Department may require following posts in addition to the post of Joint Secretary and Associate Town & Country Planner during 10th Five year Plan 2002-2007.

	Number of Post	Basic Pay
Town Planner	1 Post	Rs. 12,000
Associate Town & Country Planner	1 Post	Rs. 10,000
Assistant Town Planner	2 Posts	Rs. 8,000
Statistical Assistant	2 Posts	Rs. 5,000
Field Investigator	2 Posts	Rs. 4,000
Stenographer	2 Posts	Rs. 4,000
UDC	2 Posts	Rs. 4,000
IDC	2 Posts	Rs. 3,050
Peon	2 Posts	Rs. 2,550
Driver	2 Posts	Rs. 3,050

The main task of this cell in Land & Building Deptt. with regard to Planning & Monitoring during Annual Plan 2003-04 would be in the following sector:-

1. INTER DEPARTMENTAL COORDINATION OF: -
 - a) National Capital Territory of Delhi
 - b) Central Ministries

2. MONITORING THE PROGRESS OF PROJECTS/ACTIVITIES UNDERTAKEN BY IMPLEMENTING AGENCIES:-

- a) Land acquisition and development and to study various change of Land. Use proposals and participating states.
 - b) To participate in the Project Monitoring and Sanctioning Group I & II and to initiate follow up action.
 - c) Co-ordination and Monitoring of projects under Western Eastern & Kundli-Gaziabad Expressway and Commuters Rail Project.
3. MONITORING AND INTEGRATION OF SUB-REGIONAL PLAN MASTER PLAN FOR DELHI 2021
4. PREPARATION OF SUB-REGIONAL PLAN DELHI

Initially with the above posts spade work of Sub-Regional Plan shall start, however for final work a policy decision has to be made whether to engage a consultant to prepare the Plan or prepare the Plan in house, accordingly the max power and expenditure shall be made.

To carry out day to day office work it is proposed to purchase following items :-

- a) One Computer, with suitable GIS, MIS software.
- b) AO size colour plotter
- c) AO size digitization table
- d) Two Drawing Boards
- e) One Tracing Table
- f) One LCD Projector
- g) One Fax machine
- h) One Photocopier machine
- i) Two vehicles.

Although the expenses on above scheme is to be made under Plan Scheme, however, since the expense incurred on the above scheme is to be reimbursed by NCR Planning Board, a separate proposal is being sent to NCR Planning Board regarding approval of financial as well as strengthening of this Cell in Govt., of NCT of Delhi.

An amount of Rs.10.00 lakhs is approved for Annual Plan 2003-04.

5. ADMN. REFORMS DEPARTMENT

A. Stg. Of A.R. Department (Rs.4.00 lakh)

The Govt. of India in its draft paper for Xth Five Year Plan has stressed the need for improving effectiveness of governance programs. It suggests for several reforms to improve effectiveness of design of programs as well as its delivery system. It also calls for governance reforms in many sectors. Most of the reforms have to be carried forward by A. R. Department, which needs to be geared up to take up the stupendous and challenging task ahead.

The A. R. Department has to assist the Govt. of Delhi on a regular basis in the areas like work-study, method study, implementation of Right to information, incentive scheme, attending the public grievances complaints, simplifications and work situation in both new and old areas have to be attended to. This calls for the continuance of the scheme during the X five-year Plan also. With the setting up of "Standing Committee on Administrative Reforms" its role and responsibilities have further gone up. The Right to Information Act has further added to its activities and citizen's expectations are high. In view of the responsibilities assigned to this department, it is proposed to strengthen this department as under:

1. SETTING UP OF DIRECTORATE OF A. R. & PUBLIC GRIEVANCES

The present grievances Redressal Machinery needs to be geared up as it has not yet been able to achieve the desired results. The present system of pursuing the complaints needs to be revised so as to get feed back to assess the problem areas in the non redressal of the complaints. This needs the service of a whole time Senior Officer who may take up the cases at the appropriate level. He should be able to issue directions to dispose off cases and solve public grievances. Directorate of AR & PG should be headed by a senior officer of the rank of Secretary in Govt. of Delhi. Accordingly, the department proposed to create one post of Secretary cum Director (Public Grievances & A. R.) in the Govt. of NCT of Delhi and set up a Directorate on the lines of Govt. of India. The Directorate would need some new posts for this work. To begin with one

Director (Public Grievances & A. R.) is proposed to be created to head it, as a separate department. The post would be created in the super time scale. He would be needing the services of one Sr. P.A., one Driver and one Peon.

3. INCENTIVE SCHEMES

In order to boost the moral of the staff a number of incentive schemes are proposed to be introduced. The broad areas proposed to be covered are grant of award of employees for good suggestions under suggestion scheme, quiz contests, identify best department in redressal of Public Grievances, innovate techniques and implementation of Right to Information Act and plan proposals achieving the prescribed targets, award for O&M activities, annual competition in cleanliness etc. These awards would boost the moral of the employees. A test on the procedures laid down in the Manual of Office Procedure is conducted annually to impart training in processes and procedures through 'Self Learning Process'. Similar tests are proposed to be conducted for service matters etc.

4. O&M ACTIVITIES AND ON THE SPOT TRAINING TO STAFF.

At present no systematic procedure is being followed for proper maintenance and upkeep of records and files. This adversely affects efficiency, adds to administrative costs and leads to public complaints. Accordingly, there is need for re-vitalisation of this neglected area. The present filing system shows that the staff needs to be given periodical training. As such, it is proposed to constitute a team of officers who would carry out on the spot inspections and provide necessary on the spot training to the staff in this area.

For conducting O&M inspection two posts of AD (AR) would be needed. To begin with, two departments are proposed to be covered during the X Plan in a phased manner. Therefore, two new teams comprising of one Assistant Director (AR) and one Research Assistant per team. One Jt. Director (AR) is needed for overall supervise and control of work and for proper interaction with the various departments at sufficiently senior level.

5. CONSULTANCY SERVICES.

It has been decided to utilise outside consultancy services for undertaking studies on various topics for improving the working of organisations. These would help in having expertise in improving work culture, simplification of process & procedures, review of organisational structure etc.

6. SEMINARS/WORKSHOPS

The department will be holding some workshops and seminars on various subjects such as Right to Information, Transparency in Government working etc. to highlight their importance and have close inter-action at various levels.

7. MODERNISATION/EQUIPMENTS/VEHICLES

The department also proposes to install computers for monitoring public grievances and complaint viz-a-viz performance of repetitive work. One vehicle may also be needed for the department. It needs atleast 4 motorcycles to make its staff more mobile, which will be driven by the staff and no driver would be needed. It would also prove to be economical. In order to make the field staff mobile it is proposed to purchase five motorcycles during the Xth five-year plan. Audio-visual aids like TV, VCR, digital projector etc. would be needed to give effective results.

8. Department Manual

Most of the departments do not have manuals or do not update their existing manuals. These need to be followed up and suitable guidance and assistance provided for which one team of O&M officer and Research Asstt. would be needed.

9. Right to Information Act

The Govt. of Delhi has enacted Delhi Right to Information Act, 2001. A. R. being the nodal agency to ensure its implementation in the right earnest, has to do a lot of work for enlightening the public and staff. The calls for supporting staff to interact with all departments and give support to the standing committee headed by Chief Minister.

10. Secretariat Committee on A.R.

A Standing Committee on Administrative Reforms headed by Chief Secretary has been set up to pursue reforms. It meets on Wednesday fortnightly. The committee is to be provided secretariat assistance and follow up implementation of decision taken that in which calls for the services of whole time officer with supporting staff.

11. NEED FOR ADDITIONAL STAFF

For effective monitoring of activities mentioned above and the department would need creation of some posts in the financial year 2003-04, which are detailed below: -

S. No.	Name of posts	Pay scale in Rs.	Number of posts
1.	Jt. Director (AR)	12000-16500	1
2.	Research Assistant	5500-9000	2
3.	Jr. Stenographer	4000-6000	1
4.	Peon	2550-3200	1
	Total		5

12. PHYSICAL TARGETS

The physical targets proposed to be achieved are as under: -

S. No.	Item of work	Unit	10 th Year 2002-2007	Five Plan 2003-2004
1.	Conduct Method/procedural studies	No. of studies	30	6
2.	Punctuality drives	Number	1000	200
3.	O&M Inspections	Number	120	24
4.	Organise O&M competition and grant of awards	Annual	5	1

An outlay of Rs. 4.00 lakh is approved for Annual Plan 2003-04.

E-Governance –Scheme (Rs. 500.00 Las)

Govt. of India has prepared a scheme for Central Assistance for Accelerated e-governance with the following aims at transcending the digital divide by narrowing the digital gap through incrementally:

- i. Putting in place the necessary national information infrastructure;
- ii. Developing and nurturing the necessary human resource to design, develop and operate the national information infrastructure, e-Enabled Services and associated change management.
- iii. Enhance participation of Citizens, Stakeholders as also private sector through appropriate business models, collaborative networking and mobilize adequate financial resources to implement projects which are sustainable and bring about the desired outcomes for enhancing accelerated growth and development through empowerment.

The purposed of the scheme are :-

- Setting up of a common minimum infrastructure to facilitate networking and connectivity between Government departments.
- Creation of data centers and repository of data with necessary computerization/data entry may be envisaged.
- For implementation of process architecture to ensure high availability, scalability, interoperability and efficiency.
- Leveraging technology adapted to reaching of remote areas.
- Conceptualizing, Designing and implementing technology solutions for electronic delivery of information and services to the Citizens/Clients.
- Creation of comprehensive and complete digital contents to support back end processes in Government Departments.
- Undertaking Business Process Reengineering in accordance with Citizens/Client Charters.
- Establishing collaborative processes and networking activities to ensure greater participation of Citizens/Clients and Stakeholders.
- Rapid prototyping and rolling out of e governance applications.
- Conceptualizing and setting up a delivery chain of Community based Services Centres.
- Taking up projects as under :-

O Telemedicine, distance learning, computer literacy

O Training for Change Management

- Realizing a data architecture, implementing standards and security procedures
- Replicating Best Practices and Projects.

Under the Scheme Govt. of India proposes to fund the scheme in the following components:

Core Projects

Integrated Services projects

Core Policies

Core Infrastructure

Technical Assistance to States/Ministries

Human Resource Development/Training

Organization Structure

R &D

Support Infrastructure

Awareness and Assessment

Key Focus Areas and Interse Priorities

The following areas have been identified for key focus and interse priorities during a seminar organized by Govt. of India.

Citizens Services

Revenue Generation

Internal Stakeholders involvement-employees

Monitoring

State Govt. Priorities

The following areas have been identified for State Government Priorities during a seminar organized by Govt. of India.

Municipal bodies, Land Records, Collectorate, RTO, Sales Tax and others, Electricity, Education and Employment.

60% will be funded by Government of India. While 40% will be mobilized by State Govt.

The thrust of the proposal should be to generate self sustaining projects and utilizing outsourcing facilities.

Entire emphasis should shift to a Mission mode/project based approach. Funding would be against specific projects to be completed in a specified time frame, which measurable outcomes.

State should achieve minimum agenda and should propose projects as per gaps accordingly.

Area suggested for 100% funding

The following areas have been identified for 100% funding during a seminar organized by Government of India.

E-governance strategies IT Action Plan.

E-governance Technology Architecture, Framework & guidelines.

Technical Assistance for preparing detailed Projects.

State Wide Area Net Work

Data & Internet connectivity for all government offices

State Data Centre, District Data Centre

Creation of Citizen Data Base

Area under sharing Basis

The following areas have been identified for Sharing Basis during a seminar organized by Government of India.

Transport Services, Municipal Services

Services in the District Collectorates

Payment Services, Licenses and approval services

Court services

Copies and Certificates Services

All the departments of Delhi Govt. have been requested to give their estimates about the funds required for the scheme so that the same can be intimated to Government of India.

An outlay of Rs. 500.00 lakh is approved for Annual Plan 2003-04.

6. DIRECTORATE OF AUDIT

STG. OF DTE. OF AUDIT (Rs.18.00 LAKHS)

The responsibility for the implementation and enforcement of accountability rests primarily with Directorate of Audit in respect of all revenue receipts and expenditure on the implementation of various plans and non plans schemes under Government of NCT of Delhi. The primary function of the audit is to verify the accuracy and completeness of the accounts ensure that all revenue and receipts collected to be brought to account under proper head, that all the expenditure and disbursement are duly authorized, vouched and correctly classified and that the final accounts represents a complete and true statement of financial transaction it purports to exhibit.

Chapter 12 of Civil Accounts Manual issued by Govt. of India, Ministry of Finance provides for setting up of an efficient internal audit organization to ensure both accuracy in accounts and efficiency in the operation of accounts set up. The scope and function of internal audit organization will depend on the nature of work and number of subordinate offices, the strength of establishment, nature and quantum of expenditure etc. The organization shall check the initial accounts maintained in executive offices with a view to ascertain as to how far they are following the rules and financial matters. The internal audit should inter alia cover checking of all accounts records including those relating to fund accounts, loan and advances and records of physical verification of store equipments, tools and plants etc.

FREQUENCY OF AUDIT

Chapter 12: 10:1 of CAM provides that all out efforts should be made to see that inspection of all the offices within the jurisdiction of an internal audit organisation is done at least once a year.

INTRODUCTION

The internal audit organization was set up in Union Territory of Delhi w.e.f. 01.07.1977 and it continued to work as one of the branch of Principal Accounts Organisation till 31.5.81. It assumed independent entity w.e.f. 01.06.81 in the name of Directorate of Audit. The Directorate of Audit is headed by Addl. Secretary (Fin.) and is assisted by Dy. Secretary Finance (A/cs). The Dy. Secretary Finance (A/cs) is controlling authority in respect of Directorate of Audit.

The Directorate of Audit consists of the following three wings :-

1. Internal Audit
2. Examiner Local Fund Accounts
3. Finance Accounts

The total sanctioned strength of above three units is as under :-

<u>S. No.</u>	<u>Name of the post</u>	<u>Sanctioned post</u>
1.	Director (Budget)	01
2.	Dy. Secretary Finance)A/cs)	01
3.	Dy. Secretary (Audit)	01
4.	Sr. Accounts Officer/ Accounts Officer	24
5.	AAOs/ JAOs	45
6.	Superintendent	01
7.	Asstt. Programmer	01
8.	Head Clerk	27
9.	UDC	33
10.	Stenographer	07
11.	DEO	02
12.	LDC	17
13.	Peons	12
14.	Driver	01

Total:		173

The main function of Dte. Of Audit in respect of its two units namely internal audit and ELFA is to check the initial accounts of various Govt./Aided/ Institutions, various departments , Grant-in-Aid institutions, Companies under liquidation, Gram Panchayats and autonomous organizations under the Govt. of NCT of Delhi. The Directorate of Audit is also responsible for conducting of special audit as and when asked for by the higher authorities. The Finance Accounts Branch which is headed by DSF (A/cs) is housed at Players Building, Delhi Secretariat providing all sorts of advices to various departments of Govt. of NCT of Delhi on several aspects and controlling the accounts cadre is also from Directorate of Audit. The officers/officials working in Finance A/cs Branch are on the strength of Directorate of Audit.

The Directorate of Audit is facing acute shortage of the staff for the last many years. Due to tremendous planned growth during last 20 years the large number of schools/aided schools / colleges/hospitals/dispensaries/offices/ institutions have either been opened for upgraded. The budget provisions of Plan & Non Plan have also increased. The expenditure from Consolidated Fund has enhanced. The budget allotment of Rs. 211.06 crores in 1977 has also increased to Rs. 8106 crores in 2001. The increase of various units and BE/RE under Plan and Non-Plan have also increased the work load of audit machinery. The auditable units presently are 2200 which are likely to increase. In addition to above, large number of special audits are undertaken by the Directorate of Audit as and when asked by Chief Secretary, Pr. Secretary (Finance) or by any higher authority. The audit machinery which was formed during the year 1977 for the quantum of work at that time is quite inadequate to undertake the present existing work. As a result, large pendency/backlog of audit years is being created every year. The existing staff is unable to complete the audit of all DDOs/ Units functioning in various offices of Govt. of NCT of Delhi. The backlog /pendency of audit years is causing a great concern at this juncture and the position will worsen in coming years and it will be difficult to for Directorate of Audit to bring it up to date even if the additional staff is provided later on. It is also feared that due to non conduct of audits for many years in respect of DDOs a large number of irregularities/shortcomings /defects/recoveries will remain unattended and persons responsible will retire from service which may adversely commented upon. The existing strength of the staff is not enough to cope up that much load of work.

In the present scenario, a large number of irregularities/frauds are being unearthed in different department of Govt. perhaps due to non-effective Internal checks and pending audits. The need is being felt that to have efficient check on functioning of major department viz. Industries, Social Welfare, Development, DC, Urban Development, Health, Education, Excise, Sales Tax & Home Guards there has to be a Concurrent Audit Party in each of these departments which will point out irregularity there and then. This goal can be achieved only if Dte. of Audit is fully equipped with trained manpower. It is proposed to have a concurrent audit parties each consisting of one Sr. A.O./A.O. coupled with two AAOs/ JAOs and two UDCs/LDCs posted in such major Department which will function under ASF , the work of 4 to 5 CAPs will be supervised by one DCA (Audit).

For the 10th Five year plan (2002-2007), it is proposed to introduce performance audit with a view to ensure that all Plan/ Non –Plan schemes introduced by Govt. of NCT of Delhi for the welfare of society are being properly implemented in true spirit for which they were framed. Any shortfalls, in these schemes will be brought to the notice of concerned authorities for taking remedial measures. To achieve this target, it is proposed to have 10 audit parties consisting of IAO/SR.AO & two JAOs and these will be supervised by two DCAs, Audit.

To achieve the above mentioned targets, the following additional posts will be required during the implementation of 10th Five year Plan (2002-2007) and Annual Plan 2003-2004.

<u>Sl No.</u>	<u>Name of Post</u>	<u>No.of Posts</u>	<u>Pay Scale (Rs.)</u>
1.	Dy. Controller of Accounts/ Dy. Director	09	10000-15200
2.	Accounts Officer	30	7500-12000
3.	Research Officer	01	6500-9000
4.	J.A.O.	80	5500-9000
5.	Stenographer	10	4000-6000
6.	U.D.C.	25	4000-6000
7.	L.D.C.	20	3050-4590
8.	Statistical Assistant	04	5000-8000
9.	Driver	02	3050-4590
10.	Messenger	01	3050-4590
11.	Peon	10	2550-3200

An amount of Rs. 18.00 lakh is approved for the Annual Plan 2003-2004. The Provisions also includes office expenses, expenditure on a/c of telephone, typewriter, furniture, purchase of Vehicle and contingency etc.

7. MCD

Strengthening of Planning and Monitoring Department (Rs.5.00 lakh)

The Municipal Corporation of Delhi spread over a area of 1397.29 Sq. Km. Which is approximately 94% of the total area of GNCTD i.e. 1483 Sq. Km. The primary responsibility of the Corporation is to provide basic amenities to their citizens and also enhance infrastructure facilities as per requirement of the area. The total area of Corporation comprises mainly of 9 Diary Colonies, 135 Urban Villages, 191 Rural Villages, 44 JJR colonies, 567 unauthorised/regularized colonies, 13000 parks and approximately more than 1000 unauthorised colonies and Jhuggi Jhopri Clusters respectively. In the aforesaid area various plan schemes are being implemented for development of the Infrastructure facilities as per requirement/necessity of the local public. As we know systematic planning/Integrated planning is one of the important instrument for uniform and speedy development of an area.

The success of plan scheme/work lies in the effectiveness of its implementation and also targeted properly to achieve the goals. The implementation of the plan scheme starts from the very first day of its Annual Plan. A number of preliminary steps are required to be taken in the Planning process for the successful implementation of all plan programme. It requires advance action by the implementation departments in consultation with concerned executing departments/agencies etc.

The MCD has constituted a Planning & Monitoring Department with the assistance of following officials:-

S.No.	Post	No. of posts	Pay Scale
1	Director	1	Rs. 14300-400-18300
2	Dy. Director	1	Rs. 10000-325-15200
3	DCA	1	Rs. 10000-325-15200

4	Asstt. Chief Acctt.	1	Rs. 7450-225-11500
5	Asstt. Director	2	Rs. 6500-200-11500
6	Plan Analyst	2	Rs. 5500-175-9000
7	Sr. Stenographer	1	Rs. 5500-175-9000
8	Asstt. Plan Analyst	2	Rs.5000-150-8000
9	Jr. Stenographer	2	Rs. 5000-150-8000
10	UDC	3	Rs. 4000-100-6000
11	Steno Typist	1	Rs. 4000-100-6000
12	LDC/Typist	4	Rs. 3050-75-3950-80-4590
13	Peon	4	Rs. 2550-55-2660-60-3200

The P&M department deals with the complete Planning process i.e. plan formulation, Budgeting, implementation, Monitoring, evaluation etc. of those schemes which are approved by the Planning department Government of Delhi, and also functions as a Nodal department for all plan matters and thus entrusted with the responsibility for formulating operative plans for MCD and oversee the implementation of various plan schemes and monitor the financial and physical process. The role of Planning & Monitoring department initiates with the preliminary preparation of draft write-up of the plan scheme, preparation of Budget, release of fund, compilation of physical report and in monitoring. The plan proposals formulated by the different implementing departments of MCD are scrutinized and finalised by the Planning and Monitoring department (MCD). After finalisation of plan by the Planning Commission, Planning department, GNCTD, the further Plan processes for each sector and scheme is carried out by the P&M department in consultation with works implementing departments and other departments. Assessment of financial requirement of each sector/scheme is also required to be done by this department to assess actual requirement of each department on one hand and full fill the financial deficit on the other hand. This procedure can be made more scientific and useful only when plan priorities are decided in advance.

With the increasing responsibility of Planning department particularly in the context of decentralized planning data bank is quite essential for this department to make critical appraisal of the projects before their inclusion in the plan, approval and allocation of budget before actual execution. The role of Planning Department is to contribute in the

plan formulation, scrutiny of plan proposals, and release of fund to various departments and also its monitoring from time to time. Efforts are being made to evolve a system of regular flow of relevant information to make plan monitoring an effective tool for implementation of all the plan schemes of MCD.

Now the corporation has adopted and accepted in principle the concept of decentralized planning or Micro-level Planning or Ward-wise Planning for speedy, efficient and qualitative execution of micro-level works. Now all the plan works upto the level of Rs. 6.00 lacs shall be sanctioned by respective Dy. Commissioners of the Zones and all plan works above Rs. 6.00 lacs shall be sanctioned at H.Q. level in consultation with Planning & Monitoring and Finance Department of MCD. There are some departments of MCD sharing the maximum plan fund i.e., Engg. Department , Education Department , CSE, Medical department etc. In spite of above there is no Plan Cell constituted in the aforesaid departments and Zones therefore planning officers are also not posted in their departments for carrying outworks relating with plan. In order to improve the quality of planning work and also for efficient monitoring a plan cell in each zone and in Engg., CSE, Education and Medical departments is indispensable. The corporation has 12 zones which consists of 134 wards. The preparation of Ward-wise Action Plan , Budget allocation, concurrence of proposals, implementation shall required the services of well trained and experienced Officers of Planning. This plan scheme is mainly meant for strengthening of Planning & Monitoring Department of MCD at HQ level and Zonal level. Therefore following posts are proposed to be created during the year 2003-04. These posts shall be filled either on deputation basis or appointment on contract basis.

S.No.	NAME OF POST	NO.OF POSTS	PAY SCALE
1	Plan Analyst	16	5500-175-9000
2	Asstt. Plan Analyst	16	5000-8000
3	Data Entry Operator	4	4000-6000
	Driver	1	3050-4590

An Outlay of Rs.5.00 Lacs is approved for the salary, expenditure (for the new posts to be created), printing charges, training charges, seminars, study costs, purchase of books, vehicle, telephone, computer, 02 Lap top computers, furniture and other office expenses for the Annual Plan 2003-04.