



दक्षिण मध्य रेलवे South Central Railway



मेरा लक्ष्य - भ्रष्टाचार मुक्त भारत
My Vision - Corruption Free India

दक्षिण मध्य रेलवे
SOUTH CENTRAL RAILWAY

सतर्कता बुलेटिन
VIGILANCE BULLETIN - 2017

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अध्यक्ष, रेलवे बोर्ड
एवं
पदेन प्रमुख सचिव, भारत सरकार
रेल मंत्रालय
नई दिल्ली-110 001
CHAIRMAN, RAILWAY BOARD
&
EX-OFFICIO PRINCIPAL SECRETARY,
GOVERNMENT OF INDIA
MINISTRY OF RAILWAYS
NEW DELHI-110001



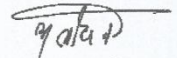
संदेश

मुझे यह जानकारी प्रसन्नता हो रही है कि रेल मंत्रालय 30 अक्टूबर से 04 नवम्बर, 2017 तक सतर्कता जागरुकता सप्ताह का आयोजन करने जा रहा है। इसका उद्देश्य रेलवे की कार्यप्रणाली में पारदर्शिता लाना एवं इसे भ्रष्टाचार मुक्त रखने की दिशा में एक प्रयास करना है।

भ्रष्टाचार के विरुद्ध संघर्ष की सफलता समस्त रेलकर्मियों द्वारा इसके प्रति कठोर प्रतिबद्धता एवं लगन के बिना संभव नहीं है। इस संघर्ष में हर रेलकर्मियों की सहभागिता अपेक्षित है। केन्द्रीय सतर्कता आयोग द्वारा इस वर्ष के सतर्कता जागरुकता सप्ताह का विषय 'मेरा लक्ष्य- भ्रष्टाचार मुक्त भारत' रखा गया है। इस महान राष्ट्र को भ्रष्टाचार मुक्त बनाने के लिए आवश्यक है कि इसके समस्त सरकारी विभागों एवं संगठनों में पारदर्शिता लाकर भ्रष्टाचार मुक्त बनाया जाए। रेल मंत्रालय द्वारा सतर्कता जागरुकता सप्ताह का आयोजन इसी दिशा में एक सार्थक कदम है।

इसी भावना से प्रेरित होकर सभी क्षेत्रीय रेलों, उत्पादन इकाइयों, सार्वजनिक क्षेत्र की इकाइयों, मंडल रेल इकाइयों, प्रशिक्षण संस्थानों आदि में भी सतर्कता जागरुकता सप्ताह मनाया जा रहा है। इस अभियान के द्वारा हम देश के हर जिम्मेदार नागरिक तक यह संदेश ले जाते हैं कि एक स्वस्थ सकारात्मक एवं सैद्धांतिक दृष्टिकोण, सुशासन एवं सामाजिक स्वास्थ्य के लिए अति आवश्यक है।

मुझे दृढ़ विश्वास है कि सभी रेल कर्मियों में यह जागरुकता भ्रष्टाचार समाप्त करने में अहम भूमिका अदा करेगी और कदाचार को पनपने से रोकेगी। मैं भ्रष्टाचार के खिलाफ सतर्कता निदेशालय के प्रयासों की सफलता की कामना करता हूँ।


(अश्वनी लोहानी)



विनोद कुमार यादव
Vinod Kumar Yadav



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Message

As per guidelines given by CVC and Railway Board, Vigilance Awareness Week is being observed from 30th October, 2017 to 04th November, 2017 in all Railways with the theme "My Vision-Corruption Free India".

I congratulate the Vigilance Department of South Central Railway for bringing out the 50th Edition of Vigilance Bulletin with Case Studies and Articles relevant to this theme. This will be helpful in generating awareness amongst Railway employees regarding various irregularities which are being committed and this will guide them in devising strategies to avoid such incidents.

There is generally a misconception that eliminating corruption is the job of only CVC/CBI/Vigilance Department. There is need for all Executives to join hands with the Vigilance Department in order to weed out corruption. This will help us to increase our revenue, reduce our expenditure and also improve our quality of service to the rail-users.

In order to increase transparency, South Central Railway has been at the forefront in Digitalization of Transactions, introducing Real Time monitoring of sensitive activities by live footage on CCTV and Simplification of Rules & Procedures to minimize the scope of discretion. All Executive Departments need to intensify efforts in matters of e-Governance.

I wish all success for the observance of the Vigilance Awareness Week.

Secunderabad
20.10.2017


(Vinod Kumar Yadav)
General Manager

सुनील माथुर
प्रमुख कार्यकारी निदेशक/सतर्कता
Sunil Mathur
Principal Executive Director (Vig.)



भारत सरकार
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प्रस्तावना

केन्द्रीय सतर्कता आयोग ने इस वर्ष सतर्कता जागरूकता सप्ताह को 30 अक्टूबर से 04 नवम्बर, 2017 तक मनाने का निर्णय लिया है। विगत वर्षों में विभिन्न विषयों पर सतर्कता जागरूकता सप्ताह का आयोजन होता रहा है। इस वर्ष इसका विषय 'मेरा लक्ष्य—भ्रष्टाचार मुक्त भारत' रखा गया है। इस सप्ताह को आम जनता को भ्रष्टाचार की बुराईयों के बारे में जागरूक करने एवं इसे समूल नष्ट करने के हमारे संकल्प को दोहराने के उपलक्ष्य में मनाया जाता है।

भ्रष्टाचार के विरुद्ध युद्ध केवल सतर्कता विभाग का उत्तरदायित्व नहीं हो सकता और इस संघर्ष की सफलता के लिए समस्त रेलकर्मियों के द्वारा इसके प्रति कठोर प्रतिबद्धता एवं लगन की आवश्यकता है। अतः यह महत्वपूर्ण है कि भ्रष्टाचार के विरुद्ध हम सभी मिलकर लड़ाई लड़ें।

इसी परिप्रेक्ष्य में रेल मंत्रालय द्वारा इस वर्ष भी 'चेतना आह्वान' पत्रिका का प्रकाशन किया जा रहा है। इसके साथ-साथ सभी क्षेत्रीय रेलों, उत्पादन इकाईयों, सार्वजनिक क्षेत्र की इकाईयों एवं रेल मंत्रालय के अधीन आने वाले अन्य संस्थानों एवं कार्यालयों में भी सतर्कता जागरूकता सप्ताह का आयोजन किया जा रहा है, जो रेलकर्मियों के मन में सतर्कता के प्रति जागरूकता पैदा करने में सहायक होगा।

मैं, माननीय रेलमंत्री श्री पीयूष गोयल, रेल राज्यमंत्री श्री मनोज सिन्हा एवं श्री राजेन गोह्राई का आभार प्रकट करता हूँ, जिनके मार्गदर्शन में इस पत्रिका का प्रकाशन संबंधी कार्य परिपूर्ण हुआ है। इसके साथ ही मैं, केन्द्रीय सतर्कता आयुक्त श्री के. वी. चौधरी, सतर्कता आयुक्त श्री राजीव एवं श्री तेजेन्द्र मोहन भसीन, के प्रति भी आभार व्यक्त करता हूँ, जिनके कुशल निर्देशन एवं प्रोत्साहन से हमारी कार्यप्रणाली को सहायनी दिशा मिली है।

अन्ततः इस पत्रिका का सम्पादक मंडल एवं लेखकगण भी धन्यवाद के पात्र हैं, जिनके अथक परिश्रम एवं लगन से इस पत्रिका का प्रकाशन सम्भव हो पाया है।

हार्दिक शुभकामनाओं सहित।


(सुनील माथुर)

जॉन थॉमस आईआरएसईई
अपर महाप्रबंधक
JOHN THOMAS IRSEE
Additional General Manager



दक्षिण मध्य रेलवे
South Central Railway
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Secunderabad - 500 025. (T.S.)

Secunderabad,
23-10-2017.

MESSAGE

I am glad to know that South Central Railway Vigilance Organization is publishing 50th Issue of Vigilance Bulletin for spreading Vigilance Awareness amongst the Officials.

Corruption in any Public Organization not only leads to leakage of revenue but also severely dents its image as a Service Provider. It can be minimized by a transparent administration and easily accessible information system.

The Public Complaint Redressal and Staff Grievance Redressal System has been working well in South Central Railway and all efforts are being made for quickest possible redressal of these grievances. This system has also been very helpful in giving us feedback from the field which is helping us to improve our service levels.

I am sure that the Articles and Case Studies presented in this Bulletin will help the Officials to eliminate irregularities in their day to day working.


(JOHN THOMAS)

अशेष अग्रवाल

वरिष्ठ उप महाप्रबंधक एवं
मुख्य सतर्कता अधिकारी

ASHESH AGRAWAL

Senior Deputy General Manager &
Chief Vigilance Officer



दक्षिण मध्य रेलवे

SOUTH CENTRAL RAILWAY

महाप्रबंधक का कार्यालय

General Manager's Office

सिकंदराबाद (टी.एस.)

Secunderabad - 500 071. (T.S.)

दिनांक Date : 23.10.2017

FOREWORD

Vigilance Awareness Week is observed every year to involve all the Stakeholders in the fight against Corruption and also to raise Public Awareness against the threats posed by Corruption. The Vigilance Awareness Week-2017 is focussing primarily on "My Vision-Corruption Free India".

Corruption reduces revenues, increases expenditure and is a major obstacle in improving the quality of services offered. It creates a negative impression in the mind of common people against the Public Service Provider. Vigilance Department is like a CCTV which maintains close surveillance on sensitive activities of the organization. In this direction, the Vigilance Department of South Central Railway in 2016-17 has investigated over 600 Complaints and made over 1300 Preventive Checks at various activity centres of the Indian Railways.

Based on its investigations, the Vigilance Department of South Central Railway is recommending various System Improvements to the Executives for increasing transparency and reducing the possibilities of malpractices. Some of the recent System Improvements suggested by Vigilance include CCTV surveillance of selections and Parcel Offices, timeline for finalizing Compassionate Ground appointments, streamlining of local purchase of medicines etc.

I look forward to valuable and constructive suggestions from the readers of this Vigilance Bulletin.

Ashesh Agrawal

(ASHESH AGRAWAL)

Sr. Deputy General Manager

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टिप्पणी

इस बुलेटिन का प्रयोजन पूर्ण रूप से दिशा-निर्देश देना है और यह केवल सरकारी उपयोग के लिए है तथा इसे किसी भी सरकारी संदर्भ में प्राधिकारी के रूप में उद्धृत न किया जाए और न ही किसी अदालत में प्रस्तुत किया जाए. जब कभी आवश्यक हो इस विषय पर मूल आदेशों को देखा जाए

NOTE

This Bulletin is purely for the purpose of providing guidelines and is intended for official use only and should not be quoted as authority in any official reference or produced in a court.

A reference, whenever necessary, should always be made to the original orders on the subject.

1.0 ARTICLES ON VIGILANCE MANAGEMENT

1.1 My Vision – Corruption Free India

Ashesh Agrawal, SDGM & CVO

Vigilance Awareness Week-2017 is being observed from 30.10.17 to 4.11.17 to raise public awareness regarding corruption with the theme “My Vision – Corruption Free India”. Corruption undermines economic development, the environment, Public health and Safety and much more. Intensive efforts are required from all stakeholders for its eradication.

The simplest definition of corruption is “Misuse of a public office for private gain.” Corruption in one form or other has always existed. Kautilya in his Arthashastra has referred to 40 types of bribery prevalent in those times.

Corruption exists in all countries at varying levels. Transparency International in 2016 has rated India as the 79th least corruption Nation amongst 176 countries as shown below:

Rank	Country	Score
1	Denmark/New Zealand	90
79	India/China/Brazil	40
176	North Korea	8

Note: Our score and ranking have slightly improved from 36 (94th rank) in 2012.

It is indeed surprising that India, the land of spirituality which gave birth to giant examples of integrity like Mahatma Gandhi and Swami Vivekananda stands so low in this ranking. This requires introspection by all Executives on the following points for moving towards a Corruption Free India.

1. “Character is doing the right thing when nobody’s looking. There are too many people who think that the only thing that’s right is to get by; and the only thing that’s wrong is to get caught.”

There is no scientific estimate of the earnings lost and expenditure inflated on account of corruption. Unfortunately Corruption is rarely discussed in meetings and open forums. Most executives feel that elimination of corruption is the job of only CVC/CBI/Vigilance. This attitude requires change. Every Executive needs to get involved in eliminating corruption.

Preventive checks by Vigilance have identified lots of areas of leakage of revenue which are being advised to the Executives (few case studies are given in this booklet). Replication of these checks by Executives can lead to a substantial improvement in Earnings. Similarly, replication of checks in areas of collusive corruption (where there is understanding between giver and taker) will reduce expenditure in contracts besides improving quality of work done.

2. “Your true character is most accurately measured by how you treat those who can do ‘Nothing’ for you”
Mother Teresa

The maximum complaints received by the Vigilance branch of South Central Railway are on account of HR issues relating to appointments, promotions, payments etc. There can be no realistic estimate of the loss of Productivity on account of demoralisation of staff on this account. The Grievance

Redressal mechanism including periodic visits by Personnel officers & Welfare Inspectors needs to be streamlined by all Executives.

**3. “Every railway servant shall at all times – (i) maintain absolute integrity (vi) maintain high ethical standards and honesty (xv) not misuse his position as railway servant and not take decisions in order to derive financial or material benefits for himself, his family or his friends”
The Railway Services (Conduct) Rules, 1966**

Some Executives have an attitude that as long as they themselves follow the above Conduct Rules meticulously, they are prepared to overlook cases of their subordinates flouting the Conduct Rules “in interest of smooth working” and in order “not to rock the boat”. The job of “Watch, Catch, and Punish” is left to the Vigilance Department. Executives also need to treat Vigilance as an important part of their job.

**4. “Corruption is authority plus monopoly plus discretion minus transparency”.
Un-known**

E-ticketing in Railways is often quoted as the best example of use of technology which has drastically reduced corruption in ticketing. On the basis of its investigations Vigilance is regularly suggesting Systems improvements to make corrupt practices difficult for example use of CCTV in parcel offices, during examinations and suggesting timelines for Compassionate Ground Appointments etc. There is need for Executives to keep looking at their sensitive processes in order to make them transparent wherever possible.

5. "If a country is to be corruption free and become a nation of beautiful minds, I strongly feel there are three key societal members who can make the difference. They are the father, the mother and the teacher."

Dr.A.P.J.AbdulKalam.

The Executive needs to make his subordinates realise that being dishonest is just not worth it. Persons caught in CBI/Vigilance complaints/cases suffer incalculable shame besides a long DAR process which affect their promotions. No parent wants his son to be perceived as dishonest and vice versa. It is the duty of all parents to leave the world as a better place for their children and grandchildren. This needs to be stressed during interactions with subordinates and during training courses.

In our society teachers are not given the recognition which they deserve. The status and emoluments of teachers requires upgradation in order to attract more talent. There is also a need that parents and teachers to give a dose of moral education to children.

6. "As a citizen of the country, I, therefore, pledge – To neither take, nor offer bribe; To report any incident of corruption to the appropriate agency"

Citizens Integrity Pledge

Integrity is the first step to true greatness. Most of the Great people have been simple persons. Executives need to lead by example.

It is high time that stake holders like customers refuse to pay any bribe for performance of public service. There is a

need to have more whistle-blowers for eradication of corruption.

7. It is one of the Fundamental duty of every citizen of India “to strive towards excellence in all spheres of individual and collective activity so that the nation constantly rises to higher levels of endeavour and achievement part”.

Article 51a (j) of the Indian Constitution,

The philosophy of “Continuous Improvement” or “Kaizen” needs to be adopted for Vigilance activities by all stakeholders/Citizens as per the above Fundamental Duty to help realise our Vision of a Corruption Free India in the future.

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1.2 FIGHT AGAINST CORRUPTION

Srinivas Malladi, Dy CVO/Engg

Corruption is a form of moral and integrity perversion that stems from dishonest and putrefactive decomposition of intellect. It is reflection of sickness of an individual and crawls into the soul of anyone who engages it. **Surprisingly, the brazenness in corruption is accepted conveniently by most people.** A new value orientation is being undergone and we are at the threshold of crossroads of values. There is no ambiguity that this ill effect in especially Public domain is phenomenally catastrophic. In this context, around 31 lakhs of Central Govt employees are serving 120 crores of Indian people and 45.2% of the lion's share is contributed by Indian Railways handling twenty three millions of passengers connecting 7172 stations daily. Therefore, the importance of issue of combating corruption in the public interface domains of all departments especially Indian Railways deserve continued attention by equal participation of all stake holders.

Day in and day out, the expectations of citizens regarding transparency and accountability in receiving their due services from Government is ever increasing in the era of informed democracy. The **public servants are expected to act as trustee of the public property.** The actions of public servants are required to be non arbitrary and justified on the **touch stone of Article 14 of the Constitution.** They are required to maintain and exhibit highest standard of conduct as codified and notified in documents duly setting an example for the larger society to emulate him.

Any criminal misconduct as defined in section 13 of Prevention of Corruption Act, 1988 by public servant deserves stricter punishment for larger good of society. An offence is not merely committed in relation to the person who suffers harm, but is an offense against society. The society for its orderly and peaceful development is interested in the punishment of offender. In this context, the Central Vigilance Commission (CVC), is an apex statutory body that supervises corruption cases in Govt departments through CBI, CVOs and ACBs. However, **it is just not possible by CVC to combat corruption fully without participation by every citizen of this country as man to man policing is impracticable.** In such scenario, **combating of corruption is not an activity that is to be outsourced to vigilance department only. All sided approach by the Public in promoting integrity and eradicating corruption is imperative to tackle this monster.**

The fact that corruption survived and thrived through ages proves its endurance and inevitability. So long there are **persons capable of corrupting and willing to get corrupted, the menace is to exist in the society. It appears there is no dearth of such unscrupulous elements.** The genesis of corruption can be traced to the gap in demand and supply of services.

All the corrupt prosper and flourish due to the victims of corruption. With determination and sacrifice by the victims, even the most corrupt collapse.

The problem needs to be addressed first at the source and then at the effect. It is therefore for the sovereign people

of this country including public servants, organisations, Courts, politicians, parents, teachers, businessmen, students, professionals in every walk of life etc., to instil values of ethics and morals in every individual as a durable and long lasting solution. During the birth anniversaries of greatest souls of this country such as Mahatma Gandhi, Ambedkar, Lal Bahadur Sastry, Sardar Vallabhai Patel, Jaya Prakash Narayan, Mother Teresa etc., sincere attempts to inculcate and imbibing their values shall be tried. Further, this country is very fortunate to have secularism as a basic feature where in the rich philosophical values as enunciated in The Gita, The Bible, The Quran etc., shall be taught time after time by preachers for efficient follow up. More and more **integrity pacts** shall be formulated by the corporate companies to adhere to highest standards. **It is to be realised that today's youngsters are tomorrow's public servants.**

It is a matter of common perception that in any organisation, there are three categories of work force. Firstly, **around 10% of public servants are honest to the core and they are determined to work with greatest dignity and integrity. They perform their duty without fear or favour and not succumb to the pressure of unscrupulous elements.**

Such non negotiable souls are rare and valuable assets of this country. To say unequivocal no to valuable things and pecuniary advantages, flawless commitment is required. They deserve crystal clear respect by officials at all levels of organisation so that the others get motivation. Not withstanding, one can conceive of cases where an honest

officer or strict government official may be falsely implicated by a vindictive person to whose demand, for showing favours, or for according a special treatment by giving a go by to the rules, the official refuses to yield. Such innocent public servants shall be safeguarded by Superior officers and Vigilance Department from vexatious and frivolous prosecution.

Secondly, 80% of the work force are on the fences and take sides as per the pulse of the bosses, situations, circumstances and tenacity of public. They try to maintain professional honesty by risking personal honesty. Here, the role of senior officers of department is very important to closely monitor, counsel, caution and warn them from time to time. If **senior and top officers expect and ensure integrity, junior officers and employees would definitely abandon the demand as it is widely accepted that corruption flows from the top.** Therefore right sense of priorities in treating employees first as human beings and then as human resources leads to enlightened management where values rank above profits.

Thirdly, 10% of the hard core corrupt public servants are with moral turpitude and they indulge in nefarious practices unabashedly both professionally and personally. They perform their duties with undue haste by indirect methods without any rule or principle. They are very tactful, cunning and maintain cordial relationship with one and all to escape from clutches of law. If we consider the material life as the ocean, they are like whales (Top officials) living comfortably by swallowing many fishes (sub ordinates). These third category public servants try

to enlarge their size by inducing corrupt or illegal means the officials from second category and demoralize the honest officials of first category. They are cancerous lymph nodes eating the vital veins of social fabric of society. They shall not be shielded by superior officers. Such unscrupulous functionaries shall be brought to justice by decoy checks and laying proper traps with zero tolerance. In this connection, the **patriot and honest whistle blowers shall reveal crucial aspects unravelling serious irregularities using RTI in a closed envelope with superscription "Complaint under Public Interest Disclosure"**.

It is a settled law that conviction of an accused cannot be founded on the basis of inference and the burden of proof lies on the prosecution to prove the case beyond doubt. To establish the offence, two aspects i.e demand and acceptance of illegal gratification by the accused shall be exposed by the victims. Hence **the complaint shall be specific and verifiable. No one is above law and exemplary punishments without exorbitant delays have to be given to prevent the recurrence by others.**

It is to be remembered that **Justice shall not only be done but shall manifestly be seen to be done.**

Furthermore, **online registration of complaints to CVC on website www.cvc.nic.in where in feedback on action taken can be ascertained through complain number by logging in the portal.** Publicity posters in activity centres shall be displayed to raise awareness amongst public.

In addition to above, the human interface shall be maintained to the barest minimum by leveraging of information technology. In this connection, Indian Railways has been in the fore front in initiating IT based services such as PRS, on line booking services, displaying services on web site such as licences, permissions, Bill payments status, rake allotments, stacking permissions, refunds, demurrage and wharfage waivers, NOCs, way leave proposals, recruitment status, CG appointments, FOIS, CMS, TMS, IRPSM, E-Tendering, usage of TWITTER etc., The real time monitoring of various activities by live footages, on line capturing of services being rendered to passengers in reservation office through live cameras on split screens, installation of PF monitoring kiosks in field offices etc., has brought appreciable improvements in the system due to participation of interested public.

Parallely, management shall focus on preventive vigilance strategies by constantly reviewing rules, regulations and procedures that afford scope for corruption. Furthermore, execution by **indirect methods are resorted to by several public servants due to unskippable red tapism, rigid rules, complicated policies, round about procedures and pressure by higher ups to achieve unrealistic targets.** System improvements shall be suggested by issuing specific, simple, clear directions. **The intention of any policy shall be clearly conveyed with statement of object and reasons.** In every remedy as discussed above, the participation of stakeholders is imperative in promoting integrity and eradicating corruption.

To sum up, worshipping integrity, simplifying procedures, ensuring e-governance, reducing interfaces and discretion, encouraging whistle blowers, ensuring timely & exemplary punishments to the corrupt and most importantly, performing one's mandated duty honestly are the possible solutions to fight against the Corruption. Lastly, subsequent to the seventh pay commission, the perks such as pay, facilities have been so reasonably placed that it facilitates decent standard of living and it may be appreciated that lakhs of candidates aspire to join this prestigious organisation, Indian Railways. The needs of employees are well taken care by this organisation and as far as greed is concerned, sky is the limit. It is contentment that matters. It is the collective responsibility of all patriot and honest people to fight against corruption and strive to create a society free of corruption and organise the deserving services to the needy.

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1.3 Transparency and Technology Useful Tools for Good Governance

B.Vishwanath, Dy.CVO/Stores

Kautilya in his treatise Arthashastra propounded the qualities of Governance by the ruling King as, “ It is the bounding duty of the Government to act in a manner that realizes the material, mental, moral and cultural well being of the people”. The concept of Good Governance has gained prominence around the World in recent times. Good Governance plays an important role in the development process of a Nation and “requires the highest standards of Integrity, Openness and Transparency”. The UN use the Good Governance as participatory, transparent and accountable. It encompasses State Institutions/their operations and includes private sector and Civil Society Organizations. Good Governance is significant in Governmental organization to conduct/manage public affairs, resources to guarantee the human rights, with due regard for the rule of the law. Good Governance has 8 important characteristics. It is participatory, consensus orientated, accountable, transparent, responsive, effective, equitable/inclusive, citizen centric and follows the rule of the law. It caters to the needs of our future generations also.

Transparency is vital for Good Governance. In law, transparency mainly refers to freedom of information. In many countries freedom of information is guaranteed by law and may even be part of the Constitution. Transparency in the organization is the clear indication of elimination of corruption and a matter of credibility to the Organization. If the information such as performance data/results are publicized, the Organization becomes more directly accountable to the citizens. It increases the performance of the Organization. Transparency is an efficient tool in the society, when the

citizen participation is wide. The culture of Social Audit needs to be imbibed into every welfare scheme. This ensures greater participation of the citizens and can result into bottom up approach.

Use of technology for Governance has ushered in era of Digital Governance or e-Governance which made the Governance Participatory, Responsive and Accountable. Technology is an efficient tool for improving the Governance. It has opened up new opportunities for Government to manage things differently and in more efficient manner by utilizing the information effectively and re engineering the processes. Right to Information Act - 2005 is a prime example in this regard. Technology has facilitated a conscious attempt to place the citizen at the centre of a Governance Network. Citizens are treated as Customers/clients rather than beneficiaries. An important dimension is the possibility of the providing public services anytime, anywhere. Physical infrastructure was the most effective way to deliver public services directly to citizens. Technology now allows the Governments to experiment successfully with new ways of organizing themselves; cost effective delivery services is now possible without service providers and clients being physically close to each other. Large scale implementation of e-Governance initiatives can lead to demystification of complicated Government process and empowerment of citizens. With the help of technology the Governments are able to deliver wide range of services such as Ration cards, Aadhar, pass ports in a manner that is timely, efficient and transparent.

Digital Governance goes far beyond mere computerization of standalone back office operations. It is a menace to fundamentally change the operations and implies new set of responsibility for the machinery of the Government. Some of the initiatives in this respect are as follows:-

1. Some of the State Governments has used the technology based module to reform, to improve its Public Distribution System (PDS), which ensures a transparent and accountable delivery mechanism. Operations at every level of the scheme i.e., from procurement of produce, to storage and transportation to Warehouses and Fair Priced Shops have been computerized. There is continuous monitoring of operations at all levels on real time basis, which has lead to enhanced accountability of operations.
2. Digitalization of Land Records:- The online services were provided to citizens and other stake holders on all aspects of Land Records. The Record of Rights (ROR) is now made available at the door steps of farmers. The process has now been extended to Village as a Unit from the erstwhile Sub-Taluka level Unit.
3. The Central Government has recently started JAM (Jandhan Yojana, Aadhar & Mobile Services) Trinity for delivery of services. The core of JAM is technology which enables Real Time Delivery of Services ensuring Transparent Governance.
4. The use of ICT (Information Communication Technology) has great potential to create Transparent Governance. Railways, as a whole has taken a greater initiative in this direction. Materials Management Department in particular has introduced e-commerce in a great way. The procurement activities such as Bid document submission, EMD/SD payments, the TC Minutes, Release of POs/Amendments are taking place on IREPS platform. The web-based platform is used for the Sales Activities and Warehousing Activities also.

With the introduction of ICT, the Data Retrievals, Elimination of Human Interface, Response to the Firms are

the obvious advantages of the Embedded Modules in the System.

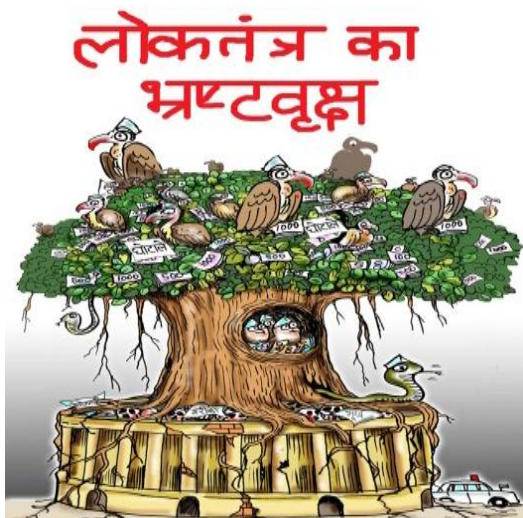
5. Vigilance Management related to Stores Activities:-

- a) As per CVC guidelines, the updating of the Database/display of the information is mandatory and it is a measure to improve the Transparency in the System. The PO data & e-Auction data are continuously monitored for regular updation and regular advices are given to PCMM office on this aspect.
- b) The monitoring of the Procurement/Sales Activities has become simple & effortless. Vigilance can have better Bird's Eye View on exceptions and Preventive/Punitive Actions can be initiated / recommended easily.
- c) The Vigilance Information is maintained on IRVINS platform and all the aspects of Vigilance are monitored based on the Reports generated on this platform.

Public procurement satisfying the Canons Financial Propriety is an essential element of Good Governance. Recently Transparency International has supported the concept of Integrity Pact to ensure Preventive Vigilance in public procurement. As a part of its Endeavour to promote the transparency CVC has also issued instructions on Integrity Pact. Transparent systems encourage fair competition in Procurement/Sale Process. Web based tracking of Receipt of materials/Bill payment status reduces the human interface, induces the transparency and increases the efficiency of the Supply Chain Management.

The present Hon'ble Prime Minister has laid greater emphasis on e-Governance as a tool for Good Governance. Attitudinal changes are required for both the Organizations and Citizens for Good Governance. Sensitivity training is required for the officials to imbibe the value system such as empathy, gender sensitization and to be flexible, dynamic and responsive rather than status quoists and rigid. The community participation in Governance is a key to Good Governance, as a citizenry owes a sense of ownership and responsibility in the governance rather than a passive beneficiary. Mahatma Gandhi said "We must become the change we want to see". This is the message for all those who wish to achieve good governance. Information Technology is a powerful tool that this generation of policy makers and executers are blessed with for transparent governance.

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1.4 भ्रष्टाचार के कारण और समाधान

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भ्रष्टाचार के विरोध में बहुत कुछ लिखा जाता रहा है। समाचार पत्रों के सम्पादकीय और कॉलम भ्रष्टाचार विरोधी मंतव्यों से पटे रहते हैं। सभाओं एवं गोष्ठियों में भी निरंतर भ्रष्टाचार की निंदा की जाती है। भ्रष्टाचार उन्मूलन के प्रयास होते हैं परन्तु अंततः सभी प्रयास कागजी शेर ही साबित होते हैं और भ्रष्टाचार का दानव फलता - फूलता रहता है। संभवतः इसलिए, क्योंकि जो व्यवस्थागत खामियां हमें स्वतंत्रता के समय अँग्रेजों से विरासत में मिलीं, उन्हें दूर करने के प्रयास कालांतर में बहुत कम हुए। नतीजतन, भ्रष्टाचार धीरे - धीरे बढ़ता गया और वर्तमान में यह हमारे समाज में सर्वत्र व्यापी हो गया है। आचार्य विनोबा भावे के शब्दों में "भ्रष्टाचार तो शिष्टाचार हो गया है"।

यह बात बिल्कुल ठीक है। सामानों की जमाखोरी, अनुचित मुनाफाखोरी, सामानों में मिलावट, नकली सामान का विक्रय, कर चोरी, कर्तव्य पालन में कोताही, सरकारी साधनों का दुरुपयोग, रिश्वत, जातिवाद, सम्प्रदायवाद आदि रूपों में भ्रष्टाचार ने हमारी राजनैतिक, प्रशासनिक, न्यायिक, सामाजिक, आर्थिक और शैक्षणिक व्यवस्थाओं को बुरी तरह प्रभावित किया है। भ्रष्टाचार के कई प्रत्यक्ष कारण हैं जैसे कि - नाना प्रकार के टैक्स और टैक्स की ऊंची दरें, जटिल कानून, लचर न्यायपालिका, सरकारी कार्यों में अनावश्यक देरी, सरकारी कामकाज में अपारदर्शिता, बिचौलियों की

अपरिहार्यता, चुनावी व्यवस्था आदि - आदि। ये सभी कारण अपनी - अपनी जगह सही हैं। परन्तु, मुझे लगता है कि भ्रष्टाचार का मुख्य कारण हमारी भौतिकतावादी संस्कृति में कहीं छुपा है। इस भौतिकतावादी संस्कृति से प्रभावित व्यक्ति येन केन प्रकारेण धन अर्जन में जुट जाता है ताकि उसकी तरह - तरह की वस्तुओं को प्राप्त करने की लालसा पूरी हो सके और इस प्रयास में वह मानवीय मूल्यों और आदर्शों की तिलांजलि दे देता है। पिछले कुछ दशकों में हमने ऐसा सामाजिक बदलाव देखा है। समाज में उसी व्यक्ति को सफल माना जा रहा है जो आर्थिक दृष्टि से संपन्न है। समाज को इस बात से कोई मतलब नहीं है कि उसकी सम्पन्नता किन तरीकों को अपनाने से आयी है। यदि व्यक्ति धनी है, उसके पास विलासिता के साधन हैं; तो उस व्यक्ति की प्रतिष्ठा है। ऐसे में कौन संतोष, परिश्रम, कर्तव्य, निष्ठा और ईमानदारी का अनुपालन करना चाहेगा? इसलिए, यहाँ बदलाव जरूरी है। सर्वप्रथम पारिवारिक स्तर पर मानवीय मूल्यों का संवर्धन सुनिश्चित करना होगा तत्पश्चात् भ्रष्ट जीवन शैली को त्यागना होगा। हमें अपने बच्चों का सही मार्गदर्शन करना होगा ताकि वे बड़े होकर संयमित जीवन शैली को स्वयं में आत्मसात कर पाएं। श्री ए पी जे अब्दुल कलाम जी ने कहा था, "किसी देश को भ्रष्टाचार - मुक्त और सुन्दर विचारों वाले नागरिकों का देश केवल तीन ही व्यक्ति बना सकते हैं - पिता, माता और शिक्षक"। हमें अपना योगदान देना चाहिए साथ ही भ्रष्टाचारियों का महिमामंडन करने की बजाय उनका सामाजिक तिरस्कार या बहिष्कार करना चाहिए जिससे भ्रष्टाचार मुक्त समाज का निर्माण हो सके।

किन्तु सामाजिक बदलाव आसान नहीं है। यह सर्वविदित है कि समाज के अगुआ लोग जैसा आचरण करते हैं, उसका अनुकरण दूसरे लोग करते हैं। अतः समाज के अग्रणी नेता, राज्याधिकारी, धर्म गुरुओं को अच्छे चरित्र का उदाहरण जन-साधारण के समक्ष रखना चाहिए। सामाजिक, राजनैतिक तथा धार्मिक कार्यकर्ता और नेता जब अपने प्रत्यक्ष आचरण और उदाहरण के द्वारा जनता को चरित्र-निर्माण का मार्ग दिखायेंगे तो उसका असर अवश्य ही दिखाई पड़ेगा। राष्ट्रपिता महात्मा गाँधी जी ने ऐसा ही उदाहरण प्रस्तुत किया था। साथ ही, हमें अपनी उस सोच में भी बदलाव लाना होगा, जिससे प्रेरित होकर हम अपने प्रतिनिधियों को चुनते हैं। इसी ओर इशारा करते हुए वर्षों पहले श्री राम मनोहर लोहिया जी ने कहा था, "भारत में कौन शासन करेगा यह तीन चीजों से तय होता है - जाति, धन और ज्ञान। जिसके पास इन तीन चीजों में से कोई भी दो हैं वह यहाँ शासन कर सकता है"। श्री लोहिया जी का यह कथन आज भी उतना ही प्रासंगिक है। यदि हम चुनाव की प्रक्रिया में जाति, धर्म, प्रांतीयता और भाषा से ऊपर उठकर भाग लें, जिससे कि सर्वाधिक उपयुक्त प्रत्याशी को जन - प्रतिनिधि चुना जा सके; तो यह सामाजिक बदलाव की दिशा में हमारा एक महत्वपूर्ण कदम होगा। यदि हम भ्रष्टाचार से मुक्ति चाहते हैं तो हमें योग्य जन - प्रतिनिधियों को चुनना होगा तथा इस हेतु अपनी सोच में बदलाव लाने की जिम्मेदारी को स्वीकार करना होगा।

भ्रष्टाचार का दूसरा प्रमुख कारण कालेधन का बहुतायत में प्रचलन में होना है। मेरे विचार से काले धन की पैदावार में सबसे बड़ी भूमिका टैक्स सिस्टम की है और इसे छिपाने में बैंकिंग व वित्तीय सिस्टम की है। टैक्स की वसूली व्यापार केंद्रित है। हम उत्पादन तथा

उपभोग पर सबसे अधिक टैक्स लगाने वाले देशों में हैं। हमारे टैक्स के नियम बहुत जटिल हैं। यह टैक्स चुकाने वाले को हतोत्साहित करते हैं तथा इन नियमों के पालन की लागत यानी कंप्लायंस कॉस्ट बहुत ज्यादा है और फिर आयकर की दरें भी ऊंची हैं। अतः टैक्स की चोरी बहुत आम बात है और इसी पैसे का कालेधन में बहुत बड़ा योगदान है। सभी अध्ययन और काले धन पर 2012 का सरकारी श्वेत पत्र मानते हैं कि काले धन का मूल कारण हमारा टैक्स सिस्टम है। ज्यादातर टैक्स खपत पर लगते हैं जो व्यापार पर आधारित है इसलिए व्यापार काले धन का निर्माता है, धारक है और शिकार भी है। हमारे यहाँ व्यापार का बहुत बड़ा हिस्सा नकदी पर आधारित है, इसलिए अधिकांश अनअकाउंटेड नकदी व्यापार में है। बैंक और वित्तीय सेवाएं भी अपारदर्शी तथा खामियों से परिपूर्ण हैं। बैंक आम लोगों की जमा पूंजी को बड़े कॉर्पोरेट कर्जों में डुबा रहे हैं। पिछले दो वर्षों में कालेधन पर बहुत चर्चा हुई है। सरकार ने कड़े कदम भी उठाये हैं - नोटबंदी और कैशलेस डिजिटल पेमेंट के माध्यम से। निस्संदेह बड़े नोट बंद करने से काला धन घटेगा। वस्तु एवं सेवा कर (जीएसटी) एक महत्वपूर्ण अप्रत्यक्ष टैक्स सिस्टम है, जिसे हाल ही में लागू किया गया है; जिससे कालेधन पर अंकुश लगाने में मदद मिलेगी। साथ ही, यदि बैंकिंग सिस्टम की सफाई की जाए तथा टैक्स की दरों में कटौती की जाए तो बहुत हद तक कालेधन को कम किया जा सकेगा।

भ्रष्टाचार का तीसरा प्रमुख कारण सेवाओं एवं सुविधाओं की अपर्याप्तता है। आर्थिक उदारीकरण के बाद सेवाओं एवं सुविधाओं की मांग में बेतहाशा वृद्धि हुई है, परन्तु आपूर्ति में आवश्यकता के अनुरूप

वृद्धि नहीं हुई है। रेलवे रिजर्वेशन से लेकर स्कूल दाखिले एवं मकान बनाने तक हर जगह सेवाओं की मांग व आपूर्ति में भारी अंतर है। जहाँ - जहाँ यह अंतर घटा है, जैसे कि टेलीफोन, गैस, कारें आदि; वहाँ - वहाँ से भ्रष्टाचार लगभग समाप्त हो गया है। बाकी सेवाओं में, जहाँ वास्तविक किल्लत है या कृत्रिम किल्लत बना रखी गयी है; भ्रष्टाचार अभी भी विद्यमान है। भ्रष्टाचार पर कई सर्वे बताते हैं कि काम समय पर कराने और व्यापार में नुकसान से बचने के लिए रिश्वत दी जाती है। कारोबारी-हानि बचाने और प्रतिस्पर्धा में बढ़त लेने की सबसे ज्यादा आवश्यकता उद्योग और व्यापार क्षेत्र को है। यही वजह है कि उद्योग और व्यापार क्षेत्र उन्हें रिश्वत देता है, जो अवसर बांटने के अधिकारों से लैस हैं। यहाँ पर प्रशासनिक सुधारों की आवश्यकता है, जिससे व्यापार करना और सरल हो सके। 'ईज़ आफ डूइंग बिजनेस रैंकिंग' में 190 देशों के बीच भारत की हालिया रैंकिंग 130वीं है, टैक्स जमा करने में 187वीं, कॉन्ट्रैक्ट के अनुपालन में 172वीं और संपत्ति के पंजीयन में 138वीं है। यही कठिनाइयाँ रिश्वतों का आधार बनती हैं। इस दिशा में बहुत कुछ किया जाना बाकी है।

भ्रष्टाचार की समस्या एक बड़ी समस्या है। इसके कारण हमारी समुचित प्रगति नहीं हो पा रही है, हमारी योजनायें पूर्णतः सफल नहीं हो पा रही हैं। अतः भ्रष्टाचार को दूर करना आवश्यक है। वस्तुतः भ्रष्टाचार करने वाले हम ही हैं। हम कभी छोटी - छोटी असुविधाओं से बचने के लिए और कभी गैर-कानूनी कार्य करवाने के लिए रिश्वत देते हैं। यह सोचने की बात है कि क्या उनके काम नहीं होते जो रिश्वत नहीं देते हैं? काम उनके भी होते हैं, पर कुछ देरी से होते हैं। हमें सामूहिक रूप से इस बुराई का त्याग करना होगा और

उत्कृष्ट आचरण का उदाहरण पेश करना होगा। यदि हमारे किसी भी कार्य-व्यवहार से दूसरों को हानि उठानी पड़े, उनका शोषण हो, सामाजिक संपत्ति नष्ट हो तो ऐसे कार्य हमें नहीं करने चाहिए। हमें व्यक्तिगत स्वार्थ से परे हटकर समाज के हित-चिन्तन की प्रवृत्ति को जागृत करना होगा ताकि हमारे कार्यों में भ्रष्टाचार न आ सके। सार्वजनिक कार्यों को यदि हम ईमानदारी के साथ पूरा करेंगे तो निस्संदेह हमारी योजनायें सफल होंगी। मुझे पूरा विश्वास है कि समाज के नैतिक एवं चारित्रिक पुनरुत्थान से तथा प्रशासकीय व्यवस्थागत खामियों को दूर करने से भ्रष्टाचार रूपी दानव का संहार करना संभव होगा। क्या हम सहमत हो सकते हैं कि :-

मानवता हो पंगु जब, करे कौन आचार,

नैतिकता हो सुप्त जब, जागे भ्रष्टाचार ।

अपने समाज देश का, करो व्याधि पहचान,

जनक व्याधि के आप ही, आपहिं वैद्य महान ।

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1.5 Fight Against Corruption - How far We are Successful?

Sri S.Ramesh Babu, Dy.CVO/Traffic.

Corruption is not a new phenomenon. It's an age old problem. Two thousand years ago Koutilya, the prime minister of Chandra Gupta Maurya mentioned about corruption in Artha Shastra. In the recent years it is gaining more attention around the world. Some people say that corruption has been increasing over the years. Others say we are paying more attention to this problem now than we did before that's why it appears to be increasing. Whatever may be the reason it is a serious problem that needs to be addressed.

There are many definitions to the word corruption. As per Joseph Nye definition which explains corruption as the behaviour which deviates from the normal duties of public role because of private-regarding (family, close private clique), pecuniary status gain or violates rules against the exercise of private-regarding influence. This includes such behaviour as bribery, nepotism and misappropriation.

The reasons for the corruption are Low income, low literacy, Lack of strict and fast punishments, high regulatory mechanism, lack of transparency, decline in the moral values and ethics in the society, accepting corruption as a way of life, Greed that leads to desire for Money/Power etc.

To tackle corruption, successive Governments have taken various steps like bringing Tax reforms, transparency in the system, creating vigilance awareness among public, Liberalizing the economy, Promoting Literacy, strengthening anti corruption institutions etc.

But, by taking all these measures have we achieved the desired results? Are these measures sufficient to achieve the goal of corruption free country?

Let's have a look at the Rank of India in the corruption index given by Transparency International over the last 20 years. In 1996 India's Rank was 46, in 2000 it was 69, jumped to 88 in 2005 maintained almost same with 87 in 2010, improved the Rank with 76 in 2015, and in the latest Rankings given in 2016 slightly fallen to 79.

In the last 20 years we have taken many initiatives to tackle corruption mentioned earlier. But in spite of this our rank in the corruption index has fallen from 46 in the 90's to around 80 in the last few years. Why? Because we are concentrating only on taking the measures that reduce the chance of doing corruption. But taking these measures only may not give the desired results as:

1. A person will only commit fraud when there is a perceived opportunity to commit in secret. They don't anticipate getting caught, so the threat of punishment doesn't really carry any weight i.e. they don't expect to face them.
2. A corrupt person rationalizes their conduct by citing inadequate salary to have a decent living in the present times or taking example of people who have become successful by indulging in corruption. For them it is justified. Thus, they don't see their actions as something that should be punished.
3. A Corrupt person see corruption as a common thing that is normal and accepted in the society. It shows that there is a need to change the mindset of the people. Unless we try to bring moral values in the society as a way of life, it is very difficult to achieve corruption free society. So there should be a comprehensive strategy to deal with corruption. Apart from the measures that we have taken so far, we should focus on changing the culture of accepting corruption as a way of life to that of treating it as a cancer that affects the entire society. This can be achieved by bringing moral values in the children and youth.

To achieve moral development of the child, schools, Teachers and Parents have to play a major role. Some experts say even Religious institutions have to play a major part in it.

Role of schools

Today Education system has become a business where it is treated like any other profession. Morals are not being emphasized in the schools. The aim of education is perceived as to get good job or earn money. This kind of environment that is deviating the child away from taking the right path.

Moral education has always been a perennial aim of education. Moral education is whatever schools do to influence how students think, feel, and act regarding issues of right and wrong. The function of school, it was believed, was not only to make people smart but also to make them good.

For this to be possible, schools should act on the understanding of the various factors that influence the development of children. They must focus on working with all social action groups (including parents and community groups) with viable programmes which cater to children. School rules and regulations, teaching and other staff relationships must be infused with democratic principles. The quality of the physical environment must be shaped to provide opportunities that support and reinforce the adoption of positive values within the school, the family and the nation. The role of school is also to provide an environment, which challenges the moral reasoning of children, and force them to see contradictions in their reasoning.

Role of Parents

Parents are the first role models of a child. They provide the most constant and visible models of behaviours associated with character development. They also help by identifying other models of the character traits they want their children to

develop and by raising appropriate character-related issues in discussions of daily events. The approach used by parents has the greatest impact on how the child and parents yields a more productive environment to receive information pertaining to the moral issues. By explaining the reasons for rules and responding appropriately to moral violation, parents can facilitate moral development by stimulating children to think reflectively about their actions.

Role of Teachers

Apart from parents who have been referred to as the moral teachers, school teachers are also very influential and significant adults in the lives of children starting from the pre-school years. Teachers help children to understand character traits and values. They also model desirable character traits in the students both within the school setting and in the larger society. Young children often idealize their teachers, watch them closely and also try to emulate their behaviour.

In other words, teachers are models to the students. Young people may view their teachers as authorities on subjects and seek their advice on many issues related to character and values. Teachers can help by maintaining long-term relationship with students and using children's literature in the classrooms that emphasizes positive values and heroic action. Teachers also refer the moral lessons that the children must have been taught at home.

Role of Religion

- The part of the **Bible** shared by Christians, Jews and Muslims, in the Book of Exodus, after dictating the commandments, God decrees: "Thou shall not take offerings, which make the clear-eyed blind and the words of the just, corked".

- **Quran** says - “Do not cause corruption on earth, after it has been set in order. But call on him with fear and hope. Surely the Mercy of Allah is always near for those who do good.”
- **Rig-Veda** refers to corruption as misappropriation of public funds, taking bribe for money belonging to the state and trusts. It mentions bribe takers are thieves.

Historically, moral teachings have been central to all religions. Religion is a major force in the lives of most of the people. Because religion is above all, a meaning system, it naturally speaks to its adherents about right and wrong, good and bad. For most of people the first and foremost moral guide is their own religion. While the theological doctrines of religions differ substantially, there is a great deal of overlap in moral theologies, particularly in their everyday applications.

Finally

It is unlikely that corruption can be substantially reduced without changing the mindset of the people by way of inculcating moral values and ethics with the support of parents, teachers, religious institutions. Add to this active participation by youth who can be courageous to stand for truth, raise their voice against corruption will definitely bring the change in the society. This may take time, but it's worth investing the time. This may be difficult but definitely not impossible. We should aim for that.

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1.6 P-WAY SAFETY vs SCRAP DISPOSAL

R.V.R. Murthy, Dy.CVO(A)

The assets of Indian Railways require regular repairs, maintenance, upgradation, improvements and renewals. All these activities take place as per the schedule prescribed in Manuals and Codes. These activities also generate heavy unserviceable scrap material for which a well laid down procedure exists to monitor arisings and disposal.

For instance, the renewals of track and P-Way fittings generate heavy scrap in form of Rails, Sleepers and Fittings. The P-Way scrap constitutes nearly 50-60 % of total scrap sales. Needless to say, the pressure on the SSE/ P-Way is very high for identification and disposal of scrap and the process requires lot of attention from the in charge SSE/ P-Way.

There are absolutely no two opinions on the importance of Track Maintenance and with the density of traffic increasing constantly, the time available for maintenance is shrinking. **In such a scenario, it is felt that a new thinking has to come in and the scrap disposal burden on the SSE/P-Way has to be reduced to a great extent so that he could concentrate solely on track maintenance which is his primary duty.**

In the present scenario, the scrap disposal targets for a Zonal Railway are fixed by the Board, internal targets are fixed by GM/AGM and periodical meetings are conducted to review the progress.

Stores branch being the facilitator for Scrap Sales, they pursue with the ADRMs /Divisional Engineers and there is

enormous **pressure** on the SSE/ P-Way to identify, stack, survey and submit the survey sheets for approval. All this process involves lot of attention, monitoring and personal presence of the SSE/ P-Way to meet the required targets. There are instances where the SSE, out of sheer pressure from Higher-ups is notifying availability of scrap without completing proper stacking etc. The ASVs are then pressurized to complete the survey and each unit has to be revisited to complete piece-meal work.

Is this process of scrap delivery diverting his attention from track maintenance? Regular maintenance of track, which is of utmost importance for Safe running of trains, needs full attention of the SSE/P.Way. In view of the recent accidents, focus on Rail Safety has increased multifold. There is need to give a rethink on the procedures so that the SSE/P-Way can concentrate on track maintenance.

No other SSE of other department has such a huge additional responsibility of scrap disposal. Even in the workshops, where scrap is generated on a daily basis, there are set of people handling the scrap disposal.

Some alternatives: There have been many instances where the lots formed are of very small in quantity i.e. below 10MTs, whereas the minimum size prescribed in JPO No. 1/2013 is 10MTs. It is not out of place to mention that the work involved is almost same whether the quantity is 1MT or 100MT.

- a) Lot formation by SSE/ P-Way with his staff.
- b) Preparation of draft survey sheets.
- c) Joint survey by SSE and ASV.

- d) Processing of survey sheets for approval of CTE.
- e) Handing over to Stores branch.
- f) Joint inspection by DMS and SSE and allotment of lot number.
- g) Super check by Vigilance/Dept. officers.
- h) Inclusion in auction
- i) Sale followed by preparation of DO.
- j) Checking of DO by Sr.ISA.
- k) Delivery being witnessed by SSE, SIPF and ASV.

All this process has to be gone through for each lot irrespective of the quantity and it involves lot of time of SSE. In the present scenario, it is not economical also as the *per day cost of the employee* (salary, allowance, TA etc.) has gone up and in some cases the sale value is less than the cost incurred by the Dept.

Instead, if the lot size can be revised to a minimum of 20 - 25MT (for on line lots), which will be a reasonable quantity for purchaser as well as for the administration. With smaller lots, the sale price is also reduced and smaller size lots at same location are purchased by the same buyer resulting in no competition at all.

Details of the lots sold on some divisions with the size are as follows:

Month & Year	Total Lots Sold	Size of the lots sold	
		<10 MT	10-20MTs
JAN 2017	110	28	27
FEB 2017	145	45	39
MAR 2017	81	33	15

APR 2017	29	15	1
MAY 2017	23	4	6
JUN 2017	33	8	5
JUL 2017	52	5	5
AUG 2017	55	14	18
SEP 2017	92	21	12
TOTAL	620	173	128
	%age	28 %	21%

It is evident from the foregoing table that, if the Minimum Size of the Lot to be sold is fixed at 20-25MT as a standard, the number of lots will be reduced by nearly 50%. This would result in saving lot of time which can be spent on primary duties of track maintenance by the SSE. The reduction in the number of lots would simultaneously reduce that much paper work, dealing with the purchasers, deployment of staff for Surveys, Inspection and Deliveries and easier maintenance of records.

Each SSE should be given Survey schedule once in two months only and all scrap arising/available with him should be readied for survey once in two months. This will save lot of effort and time for all department officials connected with scrap disposal.

Further, to reduce the burden of scrap related activity for the SSE, numbered items like CST 9 plates (full) or ST sleeper (full) and rails, which are sold on Running Metre basis should only be sold on line. All other miscellaneous MS scrap, sold on weighment basis should be sent to nearest scrap depot. Generally, P-Way units have recoupment of stores

every quarter and at that time the material can be sent to Scrap Depot or through any other arrangement. This aspect can be further discussed and fine tuned.

The jurisdictional restriction being followed should also be reversed. For instance, SSE/P Way/Madhira is sending material to Scrap Depot/LGD. With the uniform GST in vogue and inter state tax a thing of the past, the material can also be sent to Scrap Depot/RYPs which is much nearer. Similarly, arrangement can be made for inter railway movement also. SSE/P Way Akot and Khandwa can send material to nearest Scrap depot on Central Railway.

New thinking on Policy of Scrap Disposal has to be adopted to ease the burden on the SSE/P Way so that he can concentrate on track maintenance and safety aspects.

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1.7 Is Negligence less Hazardous than Corruption ?

Md Karamathullah Khan, Dy CVO/P

While many factors can hinder the growth of an organization, two internal factors i.e. 'Corruption' and 'Revenue loss' can easily be singled out to be affecting the Railways the most. Although the two factors are perceived to be interrelated, the same may not always be true as experienced from the acts of the employees of Personnel department involved in the two evils. Experience shows that every act of corruption need not result in revenue loss and similarly each act that causes revenue loss to the organization need not have a corrupt motive behind it.

An analysis of trap cases either by Railway Vigilance or CBI involving an employee of Personnel department disclose that the employee with the ill intentions chooses posting, transfer, promotion, CG appointment etc., as the possible areas to deceive the target employees or their family members with the false promises of managing the respective process. Surprisingly, all these elements of HR chosen by the dishonest employees to cheat the employees or their family members are genuine privileges admissible to the latter by virtue of specific rules, regulations and procedures prescribed for each one of them. However, the corrupt employee exploits the desperation or ignorance of the employee or the family member to make easy money.

An employee caught in a CBI or Vigilance trap will start experiencing the impact immediately. Besides the prosecution or disciplinary proceedings that often culminate into conviction by the courts or severe penalty by the department, the

employee faces an immediate official and social boycott with a permanent stigma. While the unpardonable misconduct of the corrupt employee is condemnable as it involves deceiving a co-employee or the hapless family member at the cost of bringing disrepute to the organization, one solace that can be taken in the act is that no revenue loss is generally caused to the organization since the trapped employee, even when not caught, would have only involved in extending a benefit admissible to the employee or the family member. Thus, every act of corruption need not necessarily translate into revenue loss. On the contrary, every act of negligence or lethargy on the part of employees, intentional or unintentional, and which are never viewed as serious misconducts are capable of causing revenue loss to the organization.

The preventive checks conducted by Vigilance on establishment units of the Railway detect an average revenue leakage of One crore rupees per annum. The revenue leakage which would have gone unnoticed but for the exposure by Vigilance reveals the avoidable overpayments were largely on account of irregular drawl of salary in favour of staff who are absent from duty, irregular debiting of availed leaves, wrong fixations of pay, irregular drawl of certain allowances like Transport/Ration money against specific instructions and non-implementation of penalties imposed in DAR cases etc.,

All the aspects that are found to be causing revenue loss are the basics or fundamentals connected to the drawl of salaries. Experiencing revenue loss in these areas will only exhibit lack of commitment on the part of dealing staff in not following fundamentals connected to drawl of Pay and

allowances or not caring to follow the specific instructions on allowing allowances to employees. Though certain fraudulent acts of producing fake or forged records by some employees to avail monetary benefits like reimbursement of Tuition or Hostel Subsidy etc., have also come to light, the same constitute a marginal fraction which shows that negligence is the root cause for the revenue loss being identified in Personnel department. With the Vigilance checks expected to cover hardly 1% of an area due to the limited resources of the department, actual revenue loss that might have been caused to the organization is beyond imagination. The avoidable revenue loss of such a magnitude, that too, for reasons of negligence, exposes an immediate need to review the reasons for the pitfall and taking measures to arrest the same.

Although it is difficult to comprehend that sheer negligent attitude of the staff causes avoidable revenue loss of such magnitude, possible reasons felt to be behind the phenomenon together with remedial measures to rectify the same are enumerated below:

Effectiveness of Staff: An organization's strength is its human resources. The organization will be able to achieve its goals only when each employee realizes his/her role in enabling the organization meet its goals.

No organization will probably have as complex employee structure as the Railways have. Employees belonging to multiple departments are involved in varied jobs to achieve the common goal of train running. While the employees of all other departments are entrusted with department specific and distinct jobs to perform, the Personnel

department is assigned the responsibility of achieving the fundamental concept of HR i.e. 'A satisfied employee is the best asset to an organization'. In order to fulfil the responsibility bestowed on it, the department takes care of all career related aspects of the large workforce, from 'Recruitment' to 'Retirement' which include the basic objectives of meeting the man power requirements of various departments, arranging Salaries, extending career progressions etc., to complex issues related to fixing the hours of work/periodic rest, implementation of various labour laws applicable to each category and ultimately extending retirement or death benefits to the employees or the family members. Thus, it can be said that the ineffectiveness/inefficiency of the staff of Personnel department will have direct impact on the morale of the entire workforce of the organization and the de-motivation or demoralization resulting from dissatisfaction of the staff will not be in the best of the interests of the organization.

In view that a relatively large number of areas to be covered by them, the staff of Personnel department are expected to have good grasping capabilities which an individual can only possess with a good academic record. With increasing number of areas being regularly identified for computerization like Salary preparation, payment of settlement dues, issue of Passes etc., the staff of Personnel department are also required to possess reasonable knowledge on working with Computers. Thus, the existing qualifications of SSC/Matric and Graduation, prescribed for the entry level posts of Jr Clerks and Sr Clerks respectively need to be upgraded to include additional qualifications in the form

of specialization in HR and Computer Applications to meet the job requirements. When the need of the hour is to induct qualified staff from open market to meet the increasing demands of the department, unfortunately, there has been no fresh induction of ministerial staff in Personnel department close to a decade now. The department is therefore left with the option of exhausting the internal resources to meet its manpower needs by way of absorbing the medically de-categorized staff and those identified as surplus due to shrinkage of certain cadres. With the policy guidelines requiring counting the earlier service of the staff for determining the alternative post in the new department, these staff are directly joining the posts of OS and Chief OS without practical exposure to the basic working of the department.

Practical situation existing in a large division with a staff strength of more than 20,000 shows that the Ministerial staff of Personnel department contains 30% RRB recruits. This percentage in the three categories of working posts viz., Jr Clerk, Sr Clerk and OS is still lesser with 23% RRB recruits from these categories. Rest of the staff are those who joined on promotion from Group 'D' and those given alternative postings in the department on their having been found medically de-categorised or surplus in their parent post/department.

The staff in the categories of Jr Clerk, Sr Clerk and OS are treated as nerves of the Office since they work in non-supervisory posts and are involved in the performance of all the HR functions like Salary preparation, Cadre management, Welfare, Settlement etc., It is therefore not incorrect to say that

the efficiency of Personnel department depends a lot on these three categories. Having 23% of RRB recruits in these three categories has a visible impact on the performance of the department since majority of the discrepancies resulting in overpayments mentioned in Para 4 above were found to have been committed by non-RRB recruits. While the intention is not to undermine the capabilities of these staff, the practical experience shows that these staff find it difficult to adapt to the departmental working or show little interest to learn things at relatively advanced age although it is a fact that the mode of recruitment of most of them was through RRB to their original posts.

In order to avoid the substantial amount of revenue leakage being continuously detected, it is felt necessary that the recruitment of Clerical staff in Personnel department be restored with emphasis on candidates possessing specialized qualifications in HR and Computer applications. The academic qualifications prescribed for Direct Recruitment shall also be made compulsory for the staff joining Personnel department by means of induction from Group D, Medical de-categorization and on surplus account with reasonable age restriction. Further, these staff can be considered for induction in the department after testing their aptitude for working in the department. It is also necessary to review their performance periodically by making it clear to them that their continuity in the department depends on their performance. These steps may boost the efficiency levels of the Personnel department and will definitely bring down revenue loss.

Need for Training: As already elaborated, the functions of Personnel department to be performed by the Clerical staff are varied, distinct from one area to the other. The HR policy regularly undergoes changes due to various reasons. In order to ensure that an employee is trained in all related aspects of the department, it is essential that the staff are imparted with regular training on the lines of initial/refresher courses organized in favour of staff belonging to Safety categories. A regular training module covering all the areas to be dealt with by the staff can be developed and the staff are deputed for training at regular intervals, preferably at the Centralized Training Institute of the Railway so that no constraints of accommodation and other infrastructural facilities are experienced. This initiative will go a long way in enhancing the abilities of the staff in dealing with different matters and would definitely put a check on avoidable revenue loss.

Utilization of Technology: The present system of reckoning employees' attendance through attendance register is found to be the major source of corruption and consequent cause of revenue loss. The attendance register which is the basis for drawl of Salary and debiting of leave accounts of employees is not tamper-free. The employees often manage their Supervisors and succeed in manipulating the periods of their absence/leave as duty. Similarly, the system of punching of card by the workers in Workshops as token of their presence for duty is prone for manipulations because of the lacunae in the system. The manipulations are not confined to field or supervisor level but even extend to Personnel Office where the integrity of the Bills Clerk decides the amount of salary of the employee, for there is a minimal or no check on details of

attendance fed by the Bills Clerk. The discrepancies can be averted only with the replacement of present system of attendance register/card punching by a fool proof Bio-metric system by linking it to the present salary Module of IPAS with minimum manual interference and auto-updating of all sub modules like salary, leave, settlement etc., to ensure a check on many corrupt practices and consequent revenue losses being experienced in the area.

Strengthening of Auditing: Although the procedures prescribe for periodical Audit and Accounts inspections to check for the irregularities in drawl of Salaries, the practical experience shows that the system is not fool proof and therefore it is desirable that an internal Audit department is introduced by drawing experienced Officers/Staff of Personnel and Accounts departments. Many irregularities appear to be happening with misinterpretations, it is desirable that the Auditing department functions centrally under SPO/Regulations so that misinterpretations in implementation of various policy directives are put to a check and revenue leakage averted. The department shall be entrusted with the target of covering the pay and allowances of all the employees and to achieve this shall be given accessibility to the present salary module of IPAS and various statements generated by the module to check for the irregularities.

Accountability among staff: The psychological advantage of being in the government service which provides for security of service coupled with lenient attitude of the Controlling Officers in ignoring the negligent working of the employees without realizing the damage being caused to the organization, appear

to be the reason behind the callous attitude of the employees in attending to their assignments. To send a strong message that no act that works against the interests of the administration will be tolerated, the Controlling Officers shall be made to realize that there is no place for misplaced sympathy while dealing with acts of complacency.

As observed, negligence of staff of Personnel department is equally, if not more, dangerous than corruption and unless remedial measures are taken on a long term basis, the organization is bound to experience avoidable revenue losses. The suggestions are felt to bring improvement in the working of the Personnel department and prevent revenue loss.

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"WE'RE ALL ABOUT INTEGRITY HERE. BY THE WAY, IF MY WIFE CALLS,
TELL HER I'M NOT IN."

1.8 TRANSPARENCY IN VIGILANCE ORGANISATION

Dontula Durga Rao, OS/Traffic/SDGM/O/SC

Integrity, honesty, high moral values and accountability are the cardinal principles in Indian culture which play a vital role and initially start from the home of every Indian Child. Indian Parents try to imbibe good habits and inculcate good qualities in the minds of their children for the well being of a child which in turn would mould them as good citizens and acts like foundation for every organization in the country. These principles drive the Indian child, Indian Citizen, Indian Organisations both Private as well as government as role models to the world. Thus transparency in the system is the result of an amalgamation of all these principles.

Transparency has been defined simply as "the perceived quality of intentionally shared information from a sender". It is used in science, engineering, business, humanities and in other social contexts. It implies openness, communication, and accountability. It is about sharing of all the information the receiver wants or needs, and putting all facts on the table, even though it hurts some people. Thus it is nothing but openness which comes out of honesty, ethics and accountability. When a child is sent to market with money to purchase/procure some items/things, we expect him to give an account of the transaction performed by him. If the child is transparent and fair in his transaction, we believe and appreciate him. If it is not so, we guide him and counsel him not to repeat such things as it retards his career. In this way Transparency begins from the level of parents and teachers. Afterwards the same is practiced in companies, organizations, administrations, and communities at large.

Vigilance Organisation is also one of the organisations which is based on transparency, integrity, honesty, high moral values and accountability and which consist of employees and executives like any other organization. Transparency possesses five characteristics viz communication, honesty, regular feedback, respect and admitting to any wrong doing. A mutual trust is necessary in the Vigilance Organization among the staff and officers with regard to decisions and policies on the disclosure of information to its employees and the public, or simply the intended recipient of the information in order to flourish the organization like a family depends on mutual trust. The fabric of any organization is tattered due to the absence of transparency and lack of trust.

At present in the Vigilance Organisation of South Central Railway the data with regard to information on Preventive Checks of SCR, other Railways , Railway Board, Public Complaints, DAR Cases arising out of Vigilance Branch Checks and CBI Checks is being shared, discussed, and monitored on weekly basis in a transparent way, thereby creating a feeling of a team work among the staff and Officers of Vigilance Organization, resulting in achieving the productivity of providing solutions in a quicker and accurate way which in turn spreads the desired message of the Vigilance Organisation to all the staff , Officers ,Contractors and Public at large.

Lack of trust is the result of absence of transparency in any organization. Transparent leadership and workmanship is the key to fostering a culture of trust between leaders and their employees. Lack of Transparency leads to sub-optimization, duplicate work, bad Decision Making, which hampers the organisation's ability to compete and survive in the long run.

On the other hand transparency though seemingly abstract aspect which shares information and provides access

to all the staff, irrespective of their status in an open and honest way in the Vigilance Organisation creates mutual understanding, removes barriers, solves problems in a faster and accurate manner brings better team work , creates healthy working relationships, trust etc., resulting in improved performance. This culture in our organisation is adopted from the ideal Indian family, where all the above attributes make the family flourish.

Thus transparency is an essential element for keeping a tab on violation of policies necessitating remedial action.

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2.0 CASE STUDIES

2.1 CASE STUDY (TRAFFIC)

1) UTS FRAUD :

During the preventive check at a station, it was noticed that the booking clerk was in possession of 4 UTS generated tickets for journey from X to Y, 2 blank tickets and some UTS ticket size carbon papers were also found on the table.

On suspicion, investigated the ticket particulars from the data base reports. It was found that tickets which were in possession from X to Y were actually accounted in the system for Z station. A detailed investigation done as under:

The booking clerk has generated a ticket in the UTS system from X to Z station as a short distance for the fare of Rs.10/- but he saved the UTS ticket stationery. Later he generated a long distance ticket to Y with fare of Rs.75/- per adult, in the system and while getting the printing on the UTS ticket he used the saved stationery with **carbon paper to get the print of long distance journey details on face of the ticket and issued to the passengers.** The difference of amount between short distance and long distance is pocketed.

2) Mis-use of senior citizen Concession:

On source information, preventive checks were conducted on 12 & 13-9-2017 by Train No: 12785 express EX. Kachiguda to SBC. During the course of check it was observed that 96 passengers (48 passengers on 12th & 48 passengers on 13th) booked PRS counter tickets under Senior Citizen concession in one coach i.e., S-11. All the passengers had confirmed accommodation. During the check on both days it was found that all the passenger's names and ages were not tallied as printed in the charts.

The passengers booked the tickets on senior citizen concession but actually they were not entitled to. As per extant rules, all the passengers were treated as travelling without ticket and penalised Rs.63840/-.

3) FTR:

On source information a preventive check was conducted in a third AC coach attached by Tr. 16359 Ernakulum to Patna exp. During the course of check it was noticed that the coach was booked for 64 berths in favour of Railway employees and families in which 10 unauthorised passengers were travelling in 3 AC tourist Special coach. an amount of Rs. 72,960/- raised and realised from the tour organiser and DAR action was taken against the concerned employees.

4) Mis-use of Railway Pass:

During random check of privilege Passes, one employee found misused of his privilege pass by the way of performing 13 reservation on 2 invalid Privilege passes such as 5 times on one pass and 8 times another pass. 5 ECRCs were failed to endorse on face of the Pass. Therefore, Employee and 5 ECRCs were taken up for DAR action and apart from realizing the amount from the employee.

5) Fraud in PRS working:

During the investigation, it was noticed that 2 employees were made numerous fake reservations on strength of Freedom fighter Pass. On scrutiny of ticket stock, it is revealed that stock used for generating second class reservation against the freedom fighter concession is utilized after almost a year for the reservation made under Tatkal at these locations including X station, where the incident occurred.

Since there was no monetary transaction involved, the booking clerk has noted down the freedom fighters pass numbers while making reservations for the freedom fighters. On a later date he has generated reserved tickets for short distance in class of 2nd sitting without the knowledge of pass holders & without the Pass.

The tickets were generated under saved stationary mode. Generated PNRs in 2S class on the strength of freedom fighter passes for short distance journeys under saved stationery mode and the blank tickets were handed over to the agents for pecuniary gains. He had generated **685** PRS tickets on strength of freedom fighters pass during two months period of JUNE 2014 & JULY 2014. Out of **685** transactions, **536** transactions were made in class of 2S.

6) एसएलआर जांच :

एक पार्सल कार्यालय में निवारक जांच आयोजित की गई और आने वाली गाड़ी के एसएलआर का पुनः तौलन किया गया. जिसमें उसका वजन अनुमत 5 टन से 1917 किलोग्राम अधिक पाया गया.पट्टाधारी को अति लदान के लिए 1,16,799/- रु का जुर्माना लगाया गया.

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2.2 CASE STUDY (ENGINEERING)

1) In one of the complaint investigations pertaining to execution of track works, it was observed that inflated and fictitious measurements of approximately 1.2cr were recorded by field officials with old dates. It was verified and established in the site inspections that the work was not executed at site. It was also corroborated by GEQD experts that the age of recorded handwritings are of recent past with old date of recorded measurements. Investigations revealed that measurement books were misused and were issued unauthorized to field officials. Vigilance cases were registered against the officials involved in the case. Further, vigilance suggested collecting MBs no longer in use from the field units to divisions. Around 10,618nos of measurement books that are no longer in use were collected from various field units to Divisions.

2) In one of the preventive checks in finalization of tender, it was observed that tender was awarded to ineligible tenderer and TC members have considered the offer of tenderer whose experience certificate towards similar nature of work of subject tender is not as per the prescribed tender conditions. It was observed that the TC members failed to confirm the methodology adopted in execution of work in the experience certificate by the lowest tenderer and tender was awarded. Vigilance case was registered against the concerned officials. Instructions are issued that proper interpretation and conformation of credentials shall be ensured before awarding the work.

2.3 CASE STUDY (PERSONNEL)

1) Irregular appointment to the post of ALP

The post of Assistant Loco Pilot, being in the forefront of Safety involving Train running and Passing duties with the Medical classification A-1, persons suffering from certain diseases like epilepsy/fits are not considered for appointment to this post. To ensure that the candidates are not suffering from these diseases, an undertaking in Annexure-VII is obtained at the time of initial medical examination.

Based on source information, Vigilance investigated into an alleged irregular appointment of a candidate in the year 2007 to the safety post of Assistant Loco Pilot. Investigation revealed that the candidate submitted the required declaration to the effect that he had no fits or Epilepsy attacks of giddiness, vertigo or mental abnormality and that he was not taking any drugs/treatment at the time of his medical examination. On completion of 18 months training, the employee was put on the working post in the year 2008. However, records show that his working on trains was irregular citing causes of illness. After six months, he reported Sick in a Railway Health Unit with complaints of epileptic attacks. He made the Railway Doctors believe that he started getting the attacks after joining service. After a long sickness, the employee could ultimately succeed in getting himself medically de-categorised for the post of ALP in the year 2009 and joined as a Junior Clerk on alternative appointment.

The employee's avoiding to discharge the duties of ALP after joining service and his illness on account of epilepsy

within 6 months giving raise to suspicion, Vigilance checked the records produced by him during the course of medical de-categorisation. It was found that the employee underwent treatment for Epilepsy during the year 2004. As per the discharge summary dt.04.10.2004 issued by Neurology department of the Hospital, the employee was admitted to their hospital with complains of GTC seizures with frothing from mouth. The medical history submitted by him to the Railway Medical Authorities at the time of considering his case for medical de-categorisation also reveal that he had history of generalised tonic chronic convulsions with loss of consciousness lasting for 10 to 15 minutes and was on treatment with private neurology consultant during the course of training. All these establish that the employee had intentionally suppressed his illness to gain entry into Railway service with a false declaration. However, the Railway Medical authorities did not verify the medical history of the employee which would have brought to light of suppression of facts by him and would have avoided continuing him in service in the alternative post.

The employee's cheating the administration to gain wrongful employment having been established, he has been taken up under Major penalty proceedings for entering into service with false declaration. The medical department has been asked to keep a check on medical de-categorisation of employees as the Board's directives restrict alternative appointment in case an employee becomes medically unfit for the initial medical classification within five years of joining service.

2) Availing of Housing Loans by cheating the Banks: In a case of blatant fraud, three employees of a division were found to have cheated four National Banks and availed housing loans simultaneously from the Banks by producing fabricated documents. These employees were found to have cheated the Banks by producing fake salary slips showing high amounts of 'take home pays' so that a higher amount of Housing loan could be availed. For instance, an employee fabricated his Gross and Net Pays to be Rs.92,000/- and Rs.81,000/- as against the actuals of Rs.56,000/- and Rs.33,000/-. Relying on the fake salary certificates and the status of being Government employees, the Banks have liberally sanctioned the Housing Loans and disbursed the amounts to the Builders. While two employees availed Housing loans worth Rs.1.01 crores from 4 Banks, the other employee availed Rs.77 lakhs Housing loan from 3 Banks. In all the cases, the three employees produced fabricated Form – 16s and Income tax deduction statements from employer coinciding with the fake salary slips. They also obtained multiple Pan Cards, Aadhar Cards from the respective Government departments/Agencies with the sole purpose of cheating the Banks. It is observed that even the Home Loan applications to the Banks contained Bogus Photographs of Spouses as co-borrowers.

The criminal conspiracy of the three employees with the connivance of the Builders is well planned, leaving no room for the Banks to suspect the intentions of the employees. It came to light that the Flats/Houses on which the Banks have sanctioned loans and disbursed the amounts to the Builders were either not fully completed or the construction is yet to commence, indicating the enormity of the fraud. Not even a

single EMI has been paid by the employees to the Banks on the availed Housing loans to the extent of Rs.2.79 crores which shows the magnitude of the cheating of the employees on the Banks. While the negligence of the Banks in not ensuring to resort to a complete check on the documents submitted by the employees is quite glaring, the act of the employees amounts to bringing disrepute to the organisation.

All the employees have been taken up under Major penalty proceedings.

3) Irregular drawl of Salary and Travelling Allowance

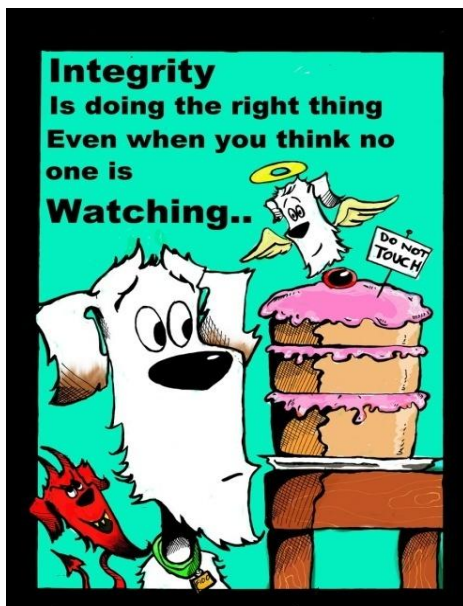
Most of the overpayments detected in Establishment Units by Vigilance during the Preventive checks are attributed to the negligence of dealing Staff.

During a routine check of Salary Bills in a Division, it was observed that a Commercial Inspector was transferred to Headquarters Office on 04.09.2014. The dealing OS of Bills section issued LPC in favour of the employee mentioning that Pay and Allowances were allowed till 31.08.2014 asking APO/Bills, Hqrs to draw salary for the month of September, 2014. Accordingly, pay and allowances amounting to Rs.49,312/- were drawn by APO/Bills, CPO's office. However, the dealing OS/Bills of the Division also drew the salary in favour of the employee for the month of September, 2014, resulting in double payment. Enquiries revealed that the dealing OS was informed by the employee, of the discrepancy. But the Bills OS did not take any action to recover the overpayment. At the insistence of Vigilance, the employee remitted back the salary drawn excessively by him on

27.02.2016 i.e. after a gap of 17 months. On further verification of the Bills dealt with by the Bills OS, it was observed that a Controller was paid Rs.36,210/- towards Travelling Allowance in the month of January, 2016. Perusal of records revealed that the employee claimed TA for 7 days but the Bills OS allowed 70 days TA negligently and did not bother to check the final print of the salary bill which would have allowed the discrepancy being rectified. In these two cases alone, the negligent working of the dealing Bills OS would have caused irrecoverable revenue loss of more than Rs.85,000/- but for the Vigilance intervention.

The dealing Bills OS has been taken up under major penalty proceedings.

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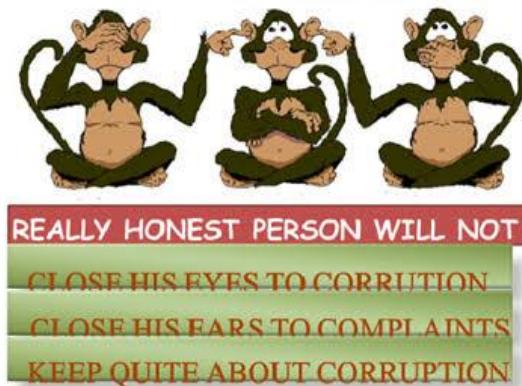


2.4 CASE STUDIES (MECHANICAL)

1. **OBHS Issues:** In one of the OBHS checks at base depot, cleaning material for Commode Pan and Wall protector were observed out of stock for 11 days against requirement of 15 days of buffer stock. Specified Tool kits were not available. Hand book for OBHS activities was unsigned. After the check, a penalty of Rs.18,000/- was imposed on contractor and concerned SSE/C&W was warned and shifted to other activity.
2. **Linen Washing Issues:** In one of the checks at a coaching depot, it was observed that soiled Linen were wrapped up in Railway bed sheets and transported to washing plant instead of using Canvas Bags, thereby 820 Nos. of bed sheets became unusable prematurely. Moreover, washing of woolen blankets was not done as per schedule. As a result, total 3326 Nos. of blankets due for washing were continued in trains. Minimum stock of washed Linen was not maintained by the contractor at depot. A penalty of Rs.1,74,847/- imposed on contractor on advice from the Vigilance.
3. **RCD Issues:** In few checks of RCDs, it was noticed that (i) The variation between book balance and ground balance exceeded allowed limit of $\pm 1\%$. (ii) Flow meter, dip tapes and dip rods are not calibrated within due date. (iii) Correct tank numbers not entered in F-12 vouchers. (iv) Blending of bio diesel not done in the specified ratio. (v) Painting and cleaning of Storage Tanks not done as per schedule and date of cleaning & painting not painted on storage tanks. RCD in-charges have been counselled during the checks.

4. **Clean Train Station Issues:** In one of the checks of CTS, the deployment of cleaning teams at work stations was found less than the contractual stipulation. Only 12 Nos. of High pressure Jet Cleaning Machines and 14 Nos. of Wet and Dry Vacuum Cleaners were deployed against requirement of 18 Machines each. Also, 7 Nos. of staff were working without ID cards and Shoes.

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2.5 CASE STUDIES (S&T)

1. Issues in the Accountal of Materials: In a check of Construction Stores, it was noticed that released materials (Relays-1958 Nos, Transformers-10 Nos, TFBCs-94 Nos, Batteries-123 Nos, Block Instruments-04 Nos, Fiber TLJBs-210 Nos & LEDs -48 Nos) were not disposed off. After Vigilance advice, unserviceable items worth of Rs.10,40,089/- were disposed off.

In another check at one of the Divisional Signalling stores, it was noticed that released materials (6kVA DG sets-7 Nos, Solar Panels-25 Nos, Track Feed Battery Chargers-40 Nos & Relays-200 Nos) were not taken into account. After Vigilance advice, these materials worth of Rs.1,84,715/- were taken into account and condemnation done.

2. एएमसी कार्य में अनियमितताएं: ईआई उपकरणों की एएमसी में जांच में यह पाया गया कि ठेकेदार ने वसेइंजी/सिगनल को अतिरिक्त कार्ड उपलब्ध नहीं करवाए. जिसका उल्लेख ठेके में किया गया था. खराबियां रिकार्ड करने के लिए लॉग पुस्तक का रख-रखाव ठेके में दिए गए प्रोफार्मा के अनुसार नहीं किया गया. सतर्कता जांच के बाद, ठेकेदार द्वारा इन कमियों को पूरा किया गया और वसेइंजी/सिगनल को चेतावनी दी गई.

यात्री सुख-सुविधाओं की एएमसी की एक और जांच में यह देखा गया कि वसेइंजी/टेली. ने गाड़ी संकेत बोर्ड और कोच संकेत बोर्ड की खराबियों की विलंबित बहाली के लिए जुर्माना प्रस्तावित नहीं किया. सतर्कता जांच के बाद 36,800/- रु. का जुर्माना ठेकेदार को देय बिलों में से वसूल किए जाने का प्रस्ताव है.

एक और जांच में एक स्टेशन पर यात्री सुख-सुविधाओं (जीपीएस क्लॉक, सीआईबी, टीआईबी, टच स्क्रीन डिसप्ले) की लंबे समय से खराबी पाई गई

और वसेइंजी/टेली. ने इन खराबियों की सूचना मंडल मुख्यालय/ परीक्षण कक्ष को नहीं दी. प्रणाली में सुधार के लिए यह सुझाव दिया गया कि यात्री सुख-सुविधाओं की मदों की खराबियों की सूचना संबंधित टेलीकॉम कर्मचारी के साथ-साथ वाणिज्य नियंत्रण / परीक्षण कक्ष को दैनिक आधार पर दी जाए.

3. Irregularities in Cable Cut Cases: During a preventive check on Cable Cuts in a Division, it was noticed that the penalty on erring contractors was not imposed in 9 cable cuts cases, which warranted imposition of penalty as per JPO. The Civil works were carried out in the vicinity of S&T cables using JCBs, without arranging diversion of cables and without information to the department for protection of cables.

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2.6 CASE STUDIES (ELECTRICAL)

1. Issues in Crew Lobby:- In one of the checks conducted in a Lobby, it was observed that Chief Crew Controller was utilizing Loco Pilots as Crew Controllers to meet the shortfall of selected CCs without following norms i.e. Seniority or screening. After the check, a system Improvement was implemented vide CEE's letter No.E.150/TR/8/XXVII, Dt.23.03.2017. The instructions are reproduced below:

"In case of delay in screening and posting of Chief Crew Controller / Crew Controller, Sr.DEE should issue a suitable Office Order for temporary posting of staff against vacancies of CCC/CC till regular posting is done".

2. सामग्री के लेखा-जोखा के मामले: लोको शेड में आयोजित एक जांच में यह देखा गया है कि वर्ष 2004 से न तो मशीनरी व संयंत्र रजिस्टर का रख-रखाव किया गया और न ही स्टॉक सत्यापन किया गया. काफी निमुक्त सामग्री और मशीनरी व संयंत्र बिना लेखा-जोखा के पाए गए. जांच के बाद मशीनरी व संयंत्र रजिस्टर खोला गया. सामग्री, जिनकी मरम्मत नहीं की जा सकती, के लिए 12,11,543/- रु. की सामग्री को लेखे में लिया गया और रद्द करने की प्रक्रिया आरंभ की गई.

सामान्य सेवा की एक और जांच में, एलटीयूजी केबल, सीलिंग फैन, गीज़र और एफएल फीटिंग आदि जैसी कई निमुक्त सामग्री बिना लेखा-जोखा के पाई गई. जांच के बाद 2,99,142/- रु. के मूल्य की सामग्री को लेखे में लिया गया और सामग्री, जिनकी मरम्मत नहीं की जा सकती, के लिए रद्दकरण प्रक्रिया आरंभ की गई.

3. Issues in Manning of TSS & OHE Depots:- In few checks conducted at TSS & OHE depots, it was observed that Concerned SSEs did not maintain shift-wise attendance of outsourced staff. Moreover, staff were observed attending

duties without Uniform, ID cards and competency certificates. Joint inspection for the materials available at TSS and OHE depots was also not done by SSE & Contractor. After these checks, corrective actions were taken.

4. Issues in Estimation of Sanctioned Loads:- In one of the checks conducted in the Electrical Maintenance Depot, it was observed that the Estimate of S.D., for releasing Power supply to a contractor was prepared basing on load calculation submitted by contractor and then sanctioned. In the check, it was found that the load of machines deployed by contractor was much more than the estimated and sanctioned load. After the check, SD amount was revised basing on connected load and instructions issued by Sr.DEE that in future, estimation to be done by SSE/Drg after obtaining load particulars from SSE/M.

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2.7 CASE STUDY (STORES)

- 1) In one of the Units, one item was procured i.e., 'Dynamo meter' for testing of DHMU Engines. This item was received on 30.03.13 and was not installed for a long time. As per PO clause 80% advance payment was made to the firm. The Equipment was not installed by the firm and 20% of payment was not effected to the firm. The unit has also not chased the firm for proper installation and Commissioning of the Machine. At the instance of Vigilance the necessary action was initiated.



- 2) The RP Registers were regularly scrutinized and so far six checks were conducted at various Units. The manual RP Register has to be maintained apart from the fixation of the RP and uploading of the RP data on IREPS website. The major inadequacies noticed were as follows:-
 - Fixing of RP without any justification. Inconsistent fixing of RP in the same vicinity almost at the same time. The sold rates of the adjoining Units were not mentioned in some of the RP Registers.
 - Lots are withdrawn without assigning any reasons.
 - The manual RP Register was also not maintained in one of the Units.

The Auction Conducting Officers are advised to keep the above issues into consideration while fixing/maintaining the Reserve Price Registers.

3) पीसी में, यह देखा गया है कि अलौह सामग्री के मामले में वास्तविक शेष बही शेष से मेल नहीं खा रहा है. अक्सर संबंधित पदाधिकारी तौलन मशीनों के सही नहीं होने की शिकायत करते हैं. तौलन उपकरणों के एएमसी के अंशांकन/ कार्यचालन/ स्थाई होने को सदैव सुनिश्चित किया जाए. सामग्री प्राप्त करते समय संबंधित पदाधिकारी सामग्री की मात्रा का वास्तविक रूप से तौलन और वॉउचर (डीएस 8एस) से इसकी तुलना करें. अधिकतर, यह देखा गया है कि सामग्री में घट-बढ़, महत्वपूर्ण प्रावधानों का अनुपालन न करने का परिणाम है. सामग्री का प्रेषण /पावती प्रति प्राप्त करते समय, संबंधित वसेइंजी प्रेषण/पावती की मात्रा की वास्तविक जांच करें. यह सुझाव भी दिया जाता है कि संबंधित प्रभारी ऐसी घट-बढ़ को कम करने के लिए अक्सर विभागीय सत्यापन आयोजित करें.

4) **Warranty Claims:-**In general, all the warranties have financial implications. The stringent specns. stipulates longer warranty periods. In order to sensitize the officials the checks are conducted regularly on warranty claims/preferring on OEMs. So far, 8 warranty checks are conducted at various field Units for high value A category items. It is noticed that

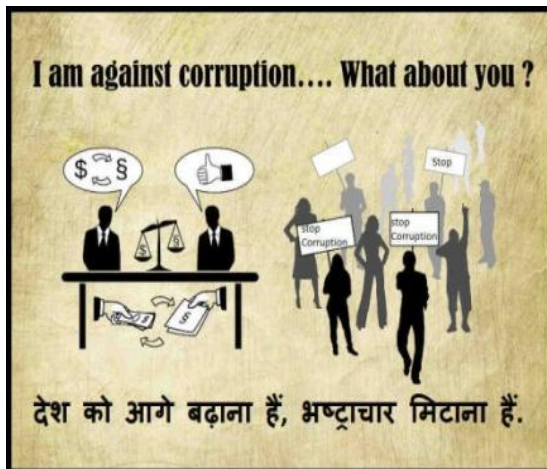
- a. Regular correspondence is made by the Consignees with OEMs and the premature failure of these components is reported to the HQrs
- b. Further, it is also noticed that this data is uploaded regularly in the RDSO web portal "Failure Reporting and Vendor Performance Monitoring System" (<http://10.100.2.19>).

It is noticed that the pace of the replacement for some OEMs is slow and purchase officers are advised to discuss the warranty issues in their TC meetings

- 5) **Quality of the Supplies:-**The essential principles of purchasing function are Right Quantity, Right Quality and Right Source of Supply with Right Price at Right Time.

The procurement of quality spare ensures longevity of assets, better maintenance practices and reduction in the life cycling cost. Keeping these things in view, 24 checks were conducted on quality aspects at various Units. 5 Checks were also conducted on Quality of Uniforms/Linen and the samples are tested in Independent laboratory (National Textile Committee Lab, Hyderabad). The samples which were not meeting the parameters of requisite standards/specifications were advised to the Executive for rejection and take necessary action for logical conclusions. Executive has also been advised to send the samples on their own to the Independent Laboratories for Testing the supplies received. Depots are sending both cloth and paper items for ensuring quality to independent NABL approved Labs.

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2.8 CASE STUDY (ACCOUNTS)

As per the instructions of Railway Board communicated vide letter No.2017/V-1/RET/4/1 dated 31.8.2017, Preventive Checks were conducted at Bills Recoverable sections of Accounts Department on “Realisation of outstanding dues towards Licence Fee from Postal Department”. During the check the following are observed:

1. Annual billing of Licence Fee was not promptly done by the Divisions for the Railway accommodation provided to Postal Department for RMS/Post Office.
2. On Four divisions revision of Licence Fee was not done concurrently for 15-20 years and bills were raised at a time during the current year 2017 for total amount.
3. Bills were raised and collected for the surrendered locations also by one of the divisions.
4. It was observed that for Six locations (on Two divisions), no billing was done till 2016-17.
5. Billing for the current year is yet to be done on some divisions pending revision of the rates based on Market Value by the Engg. Dept.
6. On one of the Divisions, bills were raised with revised rates for the advance period also i.e. 2018-19 and 2019-2020 without revising for the period prior to 2015-16.
7. There is no uniformity in the method of billing by the Divisions for arriving at the Revised Licence Fee.
8. The concerned DRMs have been addressed on this issue highlighting the significance of Non-Fare revenue and advised to take immediate action for early realization of the outstanding dues.

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2.9 चिकित्सा विभाग के मामले का अध्ययन

एक रेलवे अस्पताल में थोक में स्थानीय खरीद द्वारा दवाइयों की अधिप्राप्ति पर निवारक जांच आयोजित करने पर निम्नलिखित अनियमितताएं पाई गई –

1. एक मंडल अस्पताल में मुख्य चिकित्सा अधीक्षक की शक्तियों के अंतर्गत दवाइयों की अधिप्राप्ति करते समय वार्षिक दवाइयों की मांग, औसत मासिक उपयोग, स्टॉक प्राप्ति, एलपीआर/पीपीआर की खपत व विवरण संबंधी पूर्ण सूचना मुख्य चिकित्सा अधीक्षक के अनुमोदन की टिप्पणी में शामिल नहीं की गई है.
2. बड़ी मात्रा में मदों के लिए कोटेशन मंगवाने के लिए व्यक्तिगत दवाइयों के पीपीआर/ एलपीआर का उल्लेख मुख्य चिकित्सा अधीक्षक के अनुमोदन के लिए प्रस्तुत की गई टिप्पणी में नहीं किया गया था. एलपीआर के बारे में विस्तृत जानकारी नहीं होने के कारण प्रत्येक मद के प्राक्कलित मूल्य पर पहुँचना संभव नहीं है.
3. जेनरिक में दवाइयों का विवरण और यूनिट का स्पष्ट व सही उल्लेख टिप्पणी के साथ-साथ कोटेशन में भी नहीं किया गया. उदाहरण के लिए, एंटासिड सिरप का उल्लेख अपेक्षित कॉम्पोज़िशन (जैसे मेगलड्रेट/ एल्यूमिनियम हैड्राक्साइड जेल सहित सिमेथिकोन/डाईमिथेकोन आदि) और पैकिंग विवरण (170 मि.ली/150 मि.ली.) दिए बिना ही किया गया था, जिससे प्रस्तावों की तुलना नहीं की जा सकी.आगे, लेखा अधिकारियों द्वारा कोटेशनों को न तो खोला गया था और न ही देखा गया, जो महत्वपूर्ण प्रावधानों का उल्लंघन है.

4. यह भी देखा गया था कि कोटेशन सामान्यतः उन्हीं तीन सप्लायकर्ता से प्राप्त किए गए. जब कि सरकार द्वारा अनुमोदित दरों पर अधिकतर जेनरिक दवाइयों के जन औषधी रीटेल ऑउटलेट (पीएमबीजेपी के अंतर्गत केंद्रीय सरकारी परियोजना) सहित 30 से भी अधिक सप्लायकर्ता भी वहां उपलब्ध हैं.
5. जब ज़ोन के अन्य मंडलों की स्थानीय खरीद दरों की तुलना एलपीआर/पीपीआर के साथ की गई, तो यह पाया गया कि सभी मामलों में, अधिप्राप्ति अत्यधिक दर पर की गई. चिकित्सा विभाग के पदाधिकारियों के इस कार्य से दवाइयों को बहुत उच्च दरों पर मंगवाया गया. जिससे वित्तीय स्वामित्व के सिद्धांत का पालन न करने पर राजस्व की हानि हुई.
6. यह देखा गया है कि स्थानीय खरीद से संबंधित पदाधिकारी पिछले दस वर्षों से संवेदनशील पदों पर बने हुए हैं, जो संवेदनशील पदों से संबंधित कर्मचारियों की फेरबदल से संबंधित वर्तमान दिशा-निर्देशों के विरुद्ध है.

आरंभिक तौर पर, स्थानीय खरीद की प्रक्रिया को कारगर बनाने के लिए प्रणाली सुधार के रूप में चिकित्सा अत्यावश्यकता के मामले में व्यक्तिगत रोगी और थोक में दवाइयों/ सर्जिकल मदों की अधिप्राप्ति के लिए एमओयू में जन औषधी ऑउटलेट को शामिल करने का सुझाव दिया गया. ज़ोन पर प्रमुख मुख्य चिकित्सा निदेशक ने सतर्कता की सलाह स्वीकार करते हुए संवेदनशील पदों पर कार्यरत पदाधिकारियों को गैर संवेदनशील पदों पर स्थानांतरित करने के साथ-साथ संपूर्ण ज़ोन पर दवाइयों/ सर्जिकल मदों की स्थानीय खरीद के लिए एमओयू में जन औषधी ऑउटलेटों को शामिल करने के अनुदेश जारी किए.

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**The main purpose of life
is to live rightly,
Think rightly,
Act rightly.**

