

DAD NEWS MAGAZINE



.... an in-house magazine of the Defence Accounts Department

APRIL ISSUE 2014

also available at <http://cgda.nic.in>



*Inauguration of Office Complex/Guest House and Transit Facility at Ahmedabad by CGDA Ms. Vandana Srivastava
Also seen : Ms Manjula Mathur, PCDA (SC) and Shri R.K Karna, Jt. CGDA (AN)*

Myriad hues of the Department...



Peacock's Radiant Plumes : Rangoli at AAO (SC), Ahmedabad



United Colours of the Republic: Rangoli at RTC, Bengaluru



Nurturing Green at CDA (R&D), Hyderabad



Blood Testing Camp at PCDA (P), Allahabad



Sweet Taste of Success



Enthralling performance by staff of PCDA (WC), Chandigarh on New Year

Printed and Published by the Office of the CGDA, Ulan Batar Road, Delhi Cantt.

Editorial Team : Shri Mohinder Singh, Jt. CGDA (AT-I), Shri A. N. Das, Jt. CGDA (AT-Coord. & Training), Ms. Maushumi Rudra, Jt. CGDA (Internal Audit /Accounts and Budget) and Ms. Ruchita Sahay, Junior Translator

Special Thanks

- **For concept and guidance :** Shri S. L. Singla, Addl. CGDA
- **For contributions :** Shri Rakesh Ranjan, Ms. Rasika Chaube, Shri Rakesh Kumar, Ms. K Inderjeet Kumar, Ms. Nirupama, Shri Suchindra Misra, Shri A Ramaiah, Shri Vijay Kumar, Shri Raja Reddy Yenumala, Shri M C Chakraborty, Shri Amit Prasad, Ms. Richa Misra, Shri Vedveer Arya, Dr (Ms.) Shivalli M Chouhan, Ms. Anjali Ellis Shanker, Dr. (Ms.) Jane Prasad, Ms. Molly Sengupta, Shri Avra Ghosh, Ms. Mini Sri Bisht, Shri M H Khan, Shri S P Singh, Ms. Kavita Sharma, Shri S K Virmani, Shri Rajesh Chhabra, Shri Vijay Bhatnagar, Shri Kamal Khanna

1. EVENTS

- In the Sporting Arena
- Republic Day Celebrations
- CGDA's visit to Varanasi/ Secunderabad
- Medical Camp at PCDA (P), Allahabad
- Talk on Internal Audit
- DFMC for Army Officers
- Accommodation Construction
- PCDA (CC)'s visit to Fatehgarh
- Training for Commissioned Officers
- IFA Conference
- Workshop on e-scroll
- JCM Meeting
- IDAS (P) Valediction
- TAC Meetings
- Outreach Course
- Training of LAOs/IDAS (P)/ IOFS (P)
- Synergy Conference
- Inspection of Controller Offices
- Visits to CDA (R&D), Hyderabad
- Inauguration at Vishakhapatnam
- Lecture Series at Patna
- Magazine Release
- Audit Conference
- CGDA's Visit to Allahabad
- Inauguration at Ahmedabad/ Lansdowne
- Kids' Delight
- Many Facets of DAD Women Work Force
- Infrastructure Augmentation

2. INSIGHTS

- Ms. Somi Tandon
- Shri Vishvajit Sahay
- Ms. Vandana Kumar
- Shri Amit Nigam
- Shri Baranbas Gunaraj
- Shri V. K. Vijay
- Ms. Renu Kumari
- Shri Nihar Ranjan
- Ms. K. Inderjeet Kumar
- Shri Vijay Kumar
- Shri A. K. Verma
- Shri S. S. Pendharkar


3. MISCELLANY

- Senior Appointments/ Superannuation

4. IN NEWS PRINT



CGDA

..... 

Another financial year has come to an end. It is time now to reflect and analyze our achievements and constraints of the year gone by; a time to re-strengthen and reinforce our positive attributes and a time for a critical introspection of our weaknesses. Overall, it is a time to look forward to achieve new goals and set new paradigms with a fresh zeal and greater enthusiasm. It is time to move and act in tandem with the times.

Today's anti-fraud environment requires that proactive prevention and detection is firmly embedded and entrenched into an organization's internal control mechanism. Internal Control Mechanism safeguards against errors and irregularities in operational and financial matters. It examines and evaluates the level of compliance of the departmental rules and procedures. The control is exercised through instructions and orders to the subordinate offices and inspection of offices by senior officers.

Although, the onus of fraud prevention rests with all sections of the organization; it is internal control mechanisms and their review, that serves as a critical line of defence against the threat of fraud, with a sharp focus on risk-monitoring as well as fraud detection and prevention. As greater emphasis is being placed on the need for internal risk assessments there will be an increasing demand on internal control mechanisms to transform and tailor the skill sets accordingly.

In the above background, the Department's traditional methods of internal monitoring mechanisms require substantial re-orientation. It involves updation of existing manuals, codes and procedures to effectively identify potential risk areas and mitigate them through regular monitoring.

In the ensuing financial year let's focus on strengthening the Department's internal control mechanisms and put in place a strong and proactive monitoring system.

I wish all of you a fulfilling and rewarding new financial year.



(Vandana Srivastava)

Date : 01-04-2014

Ushering in a Healthy New Year



Ushering in a Healthy New Year



Ushering in a Healthy New Year



IN THE SPORTING ARENA

DELHI INTER - CONTROLLERS VOLLEYBALL TOURNAMENT

A Delhi Inter- Controllers' Volleyball Tournament was organized by Defence Accounts Sports Control Board (DASCB) at CGDA office from 26th December, 2013 to 1st January, 2014.

Teams from PCDA, New Delhi, PCDA (R&D) New Delhi, PCDA (BR) New Delhi, CDA (AF), New Delhi, Area Accounts Office (WC), Delhi Cantt. and the office of the CGDA participated in the tournament. Eight matches (Best of 3 sets) were played between 26th to 27th December, 2013. After the completion of league matches and semi finals, the team from PCDA, New Delhi and CGDA qualified for the finals.

The final match of the tournament was played on 1st January, 2014. CGDA and Chairperson, DASCB Ms. Vandana Srivastava was the chief guest for the final match. The match began with the hoisting of the DASCB

flag and a cake cutting ceremony. This was followed by a rendition of the song "Baadal Pe Paon Hai" by an in house music group of office of CGDA. The team of CGDA won the exciting final match by 2-1. The live commentary for the match was delivered by Shri Amit Prasad, Senior Dy. CGDA. A friendly volleyball match was also organized between the Women's team and Combined Controllers team of Delhi. Shri Amit Kumar from the office of PCDA, New Delhi was adjudged the "Best Player" for the tournament. Shri Surender Singh, Senior Auditor from PCDA (BR), New Delhi was felicitated with the "Best Veteran Player of the Tournament Award". Shri S. Murali Krishnan, Senior ACGDA(IT) was the Master of Ceremony for the day.

A number of senior officers along with the staff witnessed the final match.

BRINGING LAURELS TO THE DEPARTMENT ALL INDIA CIVIL SERVICES TENNIS TOURNAMENT, CHENNAI

The All India Civil Services Tennis Tournament was held in Chennai from 18th to 23rd January, 2014. This event is sponsored by the DOPT which allocates funds to different Government Departments/Ministries to hold the prestigious tournament.

23 teams representing Regional Sports Board of various state governments participated in the tournament. The tournament had separate schedules for open and veteran players.

The teams were put in two leagues and had to play on a knock-out basis. They were to field two players who would play their opponent teams in a best of three set match. In case the winning team remained undecided, the score went to 1-1 and a doubles match was held to decide the winner.

The New Delhi team which had two players i.e Shri Amit Prasad, Senior Deputy CGDA and Shri Sandeep Kumar,

Auditor from CGDA reached the semi-finals after beating Mizoram and Andhra Pradesh. By winning gold medal in the inter-ministry tournament held in December, 2013 these two players had secured their place in the New

Delhi team. They faced there real test in the semi finals when they met the Jaipur team which has been the numero one team for last 14 years. Shri Sandeep Kumar played a brilliant match defeating the No. 1 player 6-3, 6-3. He displayed speed and accuracy with big serves and shots. He served more than 10 aces during the match. However, the team could not win its other singles match as well as the

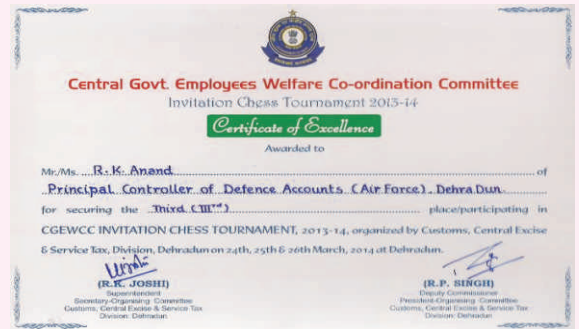
doubles. The team won its match against Chennai to secure a third place and the bronze medal. Shri Sandeep Kumar won gold in the doubles match in the Men's open category and established himself as the number one player in the entire tournament.



New Delhi Team with Sports Minister and Sports Secretary of Tamil Nadu

CGEWCC CHESS TOURNAMENT, DEHRADUN

An Inter-Departmental Chess Tournament was organized by the Central Govt Employees Welfare Coordination Committee, Dehradun from 24th to 26th March, 2014 in which all the Central Government Departments viz Income Tax, Customs, Survey of India, Postal, PCDA etc, located at Dehradun participated. Shri R. K. Anand, PCDA(Air Force) participated in the chess tournament and secured the third position for which he received a trophy and a certificate. He didn't lose any game. All his games were either drawn or won.



Certificate awarded to Shri R.K. Anand, PCDA (AF), Dehradun

INTER-MINISTRY ATHLETIC MEET 2013-14

An Inter-Ministry Athletic Meet was held at Cabinet Secretariat Grounds, Vinay Marg, New Delhi from 11th to 12th February, 2014. DASCB sent 4 athletes namely Ms. N. Kumutha, AAO, LAO 505 ABWs; Ms. Jayanti Thapliyal, Auditor, PCDA, New Delhi; Ms. Mamta Kumara Devandra, Clerk, AAO(O) WC, Delhi Cantt. and Ms. Satyavathi, Auditor, PCDA (R&D),



Ms. Satyavathi



Ms. Mamta Kumara Devandra

New Delhi to this event. Ms. Kumutha won the gold medal for javelin throw and a silver medal for discus throw. Ms. Thapliyal won the gold medal for 100 metres and was awarded the silver medal for 200 and 400 metres. Ms Mamata won silver medals for 800 metres and long jump and a bronze medal for 200 metres. Ms. Satyavathi won a bronze for 800 metres.

DELHI STATE MASTERS ATHLETIC CHAMPIONSHIP 2013-14

The Delhi State Masters Athletic Championship 2013-14 was held at East Vinod Nagar Complex, Delhi on 9th February, 2014. Ms. N Kumutha won the gold medal for javelin throw and silver medals for discus and shotput throw. Ms. Jayanti Thapliyal won the gold medal for 400 as well as 800 metres.

NATIONAL MASTERS ATHLETIC CHAMPIONSHIP

The 35th National Masters Athletic Championship was held at Nehru Stadium, Coimbatore, Tamil Nadu from 24th to 27th February, 2014. Ms. Thapliyal won gold medals for 800 metres, 1500 metres, 5000 metres, Relay 4 X 100 and Relay 4 X 400. Ms. Kumutha won a bronze medal for javelin throw.

SELECTION AT INTERNATIONAL LEVEL

Both Ms Kumutha and Ms. Thapliyal have been selected to represent India in the 28th Malaysian International Open Masters Athletics Championship to be held at Stadium Darul Makmur, Kauntan, Pahang, Malaysia from 31st May to 1st June, 2014.

SPORTS WEEK

Sports Week was organized in PCDA(WC), Chandigarh from 20th to 26th January, 2014 and officers and staff participated in various tournaments like Badminton, Carrom and Table Tennis.



Shri Vinod Kumar, Senior Auditor, PCDA (WC), Chandigarh



Republic Day Celebrations in the Department



PCDA (Western Command), Chandigarh



PCDA (Northern Command), Jammu



PCDA, Bengaluru



PCDA (Air Force), Dehradun



CDA (Pension Disbursement), Meerut



IFA (ANC), Port Blair



CDA (R&D), Secunderabad



CDA (Army), Meerut



PCDA (Central Command), Lucknow



CDA, Patna

CGDA's VISIT TO VARANASI

CGDA Ms. Vandana Srivastava visited PAO (ORs) 39 GTC, Varanasi on 25th March, 2014. A presentation on the status of work of the PAO was made to her. She inspected the office building, DAD Guest House 'Varuna' and the staff residential quarters. It was an unprecedented visit by any CGDA and generated great enthusiasm amongst the staff.



CGDA along with PCsDA and senior officers at PAO (Ors) 39 GTC, Varanasi

CGDA's VISIT TO SECUNDERABAD

CGDA Ms. Vandana Srivastava visited CDA, Secunderabad, IT & SDC and DAD Quarters on 4th March, 2014. She also planted a sapling at ITSDC compound



CGDA along with CDA, Secunderabad and other officers

MEDICAL CAMP AT PCDA(P), ALLAHABAD

A medical camp was organized in the office of PCDA(P), Allahabad from 4th to 7th March, 2014 and 10th to 14th March, 2014.

Tests for Blood Group, Haemoglobin and Random Sugar were held.

TALK ON INTERNAL AUDIT

A talk on "Internal Audit" was delivered by Shri A.K. Ghosh, FA(DS) Retd. on 17th January, 2014 at Srijan Auditorium, CGDA Office. It was attended by IDAS Officers of HQrs Office as well as other officers posted on station.

The talk was very informative and dealt with various aspects of Internal Audit. It was stressed that a properly designed Internal Audit can become the most important feedback mechanism for an organization and help in developing a sound internal control framework to prevent fraud and mismanagement.



Shri N.R. Dash introducing the Speaker for the Day



Shri A.K. Ghosh FA (DS) Retd. delivering the lecture

DEFENCE FINANCIAL MANAGEMENT COURSE

The Office of IFA(EC), Fort William, Kolkata conducted a Defence Financial Management Course (DFMC) for thirty-two(32) Army Officers of HQrs 33 Corps, Sukhna for the first time from 28th January, 2014 to 1st February 2014 at HQrs 111 Sub Area, Bengdubi, West Bengal.

Lt General KJ Singh, AVSM**, GOC 33 Corps graced the inaugural session as Chief Guest. The inaugural function was attended by Shri Rakesh Kumar, CDA Patna, Shri M.C. Chakraborty, IDAS, then-IFA (EC), Ms Richa Mishra, Addl. CDA, PCDA (SC) and other senior officers present in station.

The valedictory address was delivered by Major General PRS Chaudhary, GOC 111 Sub Area.



DFMC for Army Officers of Hqrs 33 Corps, Sukhna at Bengdubi, West Bengal

CONSTRUCTION OF DSC PERSONNEL ACCOMMODATION

The Office of the CGDA started functioning from its premises at Ulan Batar Road, Palam, Delhi Cantt from October, 2009. A total of 27 (1 JCO and 26 ORs) DSC Personnel have been deployed for ensuring security of the office premises. An accommodation for these personnel has been proposed on a single storey

layout on the backside of the main building along the boundary wall with a plinth area of 182.00 square meters. The foundation stone for the construction was laid by Ms Vandana Srivastava, CGDA on 19th March, 2014. CCE (R&D) North, Delhi Cantt. is the executing agency for this work.



CGDA Ms. Vandana Srivastava and Addl. CGDA Shri S. L. Singla during the Foundation Stone Laying Ceremony for DSC Accommodation

PCDA (CC)'S VISIT TO FATEHGARH

Ms Rasika Chaube, PCDA (CC), Lucknow visited Fatehgarh on 19th February, 2014 and had a detailed discussion with Commandants of RRC and SLI. She addressed the Jawans and interacted with officers and PBORs of Sixth Light Infantry and RRC in Jasram auditorium where various issues raised by service personnel were dealt with.



Ms. Rasika Chaube, PCDA (CC), Lucknow at Fatehgarh

IFA CONFERENCE

A conference of IFAs under Central Command, Lucknow was held at RTC during the current quarter. Shri Vijay Kumar, IFA(CC) chaired the conference. The IFAs interacted with senior Army Officers to have a better understanding of their proposals and also informed them of the difficulties being faced by them while according financial concurrence.



IFA Workshop in progress

WORKSHOP ON e-SCROLL

Two workshops to educate the Officers and Staff of CPPCs dealing with e-scroll were organized at PCDA (P), Allahabad from 24th to 26th February, 2014 and from 3rd to 4th March, 2014 with the bank authorities to sort out the problem faced by the banks for correct submission of e-scroll. Fifteen Officers from 11 banks participated in the workshop. After this workshop some more banks have started sending e-scrolls as per format.

JCM MEETING

Ms. Vandana Srivastava, CGDA chaired the 44th Main Meeting of III level JCM Council held on 29th January, 2014 at the HQrs. office. The All India Defence Accounts Association (CB) Pune was represented by Shri S. N. Safai, Shri L. C. Dangi, Shri Arup Chatterjee, Shri M. Prabhu and Shri Bhopal Singh. The All India Defence Accounts Employees Association (HQ) Kolkata was represented by Shri G. P. Dutta, Shri Yatendra Chowdhary and Shri N. C. Shrivastava. Many core issues relating to welfare of the staff of the Department were discussed during the meeting and some landmark decisions were taken on finalization of the transfer policy of staff and officers of DAD.

TRAINING FOR COMMISSIONED OFFICERS

A training programme on Pensionary Entitlements was organised for 32 Commissioned Officers (up to the rank of Brigadier) at DPTI, Allahabad from 6th to 7th February, 2014. During the course presentations were made on topics related to Organizational Set-up of PCDA (P), Grant of Retiring Pension, Gratuity & Commutation and Family & Disability Pension.



Participants of Pensionary Entitlements Course

VALEDICTION FUNCTION OF IDAS PROBATIONERS

The valedictory function of IDAS Probationers of 2012 batch was held on 31st January, 2014 at NADFM, Pune. Senior IDAS officers posted in Pune also graced the occasion.

The function started with the traditional lighting of the lamp by the Chief Guest Ms Vandana Srivastava, CGDA. This was followed by a welcome address and a brief report on the departmental training of the probationers by Director, NADFM. The probationers made presentations on their experiences and learning during the training period.

The CGDA gave away certificates to the probationers. She also presented Gold and Silver Medals to the best two probationers of the 2010 and 2011 training batches, whose achievements were adjudged

on the basis of their performance at the Professional Training Course (PTC) at NIFM, Faridabad and in the Departmental Training at NADFM and more than 80% attendance at both NIFM and NADFM. For 2010, the gold medal was awarded to Ms Richa Gupta whereas Ms Mugdha Kaur Jaggi received the silver medal. The medal for 2011 batch was awarded to Ms Aparna Shukla and the Silver Medal was conferred on Dr. Sunish S.

The CGDA in her valedictory address gave invaluable practical advice to the probationers as they embarked upon their journey of actual working in the Department. She asked the probationers to apply themselves and learn the intricacies of work of the Department. She pointed out that it is easier to destroy a system

than to create one and encouraged the probationers to preserve and strengthen the existing system. She emphasized the need to maintain high standards of personal integrity to earn respect and to have the courage to do the right thing even in the face of opposition. She highlighted the need to implement rules with compassion. She said that a difficult assignment can be a source of great professional satisfaction and should be accepted as a challenge. On the personal front, she advised the probationers to stay healthy and fit and to manage their personal finances wisely.

Thereafter, the probationers presented a memento to the academy and then joined the CGDA in planting saplings in the NADFM garden.



Ms. Richa Gupta 2010 batch Gold Medal



Ms. Aparna Shukla 2011 batch Gold Medal



Ms. Mugdha Kaur Jaggi 2010 batch Silver Medal



Dr. Sunish S 2011 batch Silver medal

TAC MEETINGS

The 2nd meeting of the Training Advisory Committee (TAC) of RTC, Lucknow chaired by Ms Rasika Chaube , PCDA (CC), Lucknow was held on 10th March, 2014. Shri Vijay Kumar, CDA (RTC), Lucknow; Shri S K Choudhary , CDA, Jabalpur and Ms Molly Sengupta , Addl. CDA ,PCDA (P), Allahabad were present during the meeting.

Apart from finalizing the Annual Course Calendar for the year 2014-15, it was decided that certain specific programmes like 5 days'

workshop on e-filing for filling of Income-tax returns like 24 G, 24 Q, 26 Q & 29 Q; interactive sessions with Army Executive Authorities on matters related to PBORs especially on correct publication of DOs-II too would be organized. Director of Audit, too will be



TAC Meeting at RTC, Lucknow

requested to organize a series of lectures on LTAR, Draft Para and Auditing Standards. It was also mooted to hold some sessions through video conferencing.

The TAC of RTC,

Bengaluru chaired by Shri Rakesh Ranjan, PCDA, Bengaluru was held on 20th February, 2014. Ms. K. Inderjeet Kumar, Controller, RTC, Bengaluru, Shri K. Ravi Kumar, CDA (R&D), Bengaluru, Shri Rajesh Sharma, CDA, Chennai and Shri Y Raja Reddy, CDA, Secunderabad participated in the meeting. The training calendar for 2014-15 was discussed and a draft based on the requirements of the Client Controllers of the southern region, within the jurisdiction of the RTC (SR), Bengaluru was prepared.



TAC Meeting at RTC, Bengaluru

OUTREACH COURSE

An Outreach Course on RTI Act was conducted at CDA (R&D), Hyderabad by RTC(SR), Bengaluru, from 3rd to 5th February, 2014.



Shri. A. Ramaiah, CDA (R&D), Hyderabad addressing the participants

TRAINING OF LAOs



Inauguration of Training of LAOs for IMMOLS, EQUOLS and AUDOLS at Air Force, Devali

A five day training programme on "IMMOLS, EQUOLS and AUDOLS" for 32 participants from LAOs of Air Force was conducted at Material Management Institute (MMI), 25 ED,

Devali from 10th to 14th March, 2014.

The faculty for training on IMMOLS and EQUOLS was provided by Air Force. The faculty for AUDOLS was provided by PCDA (AF), Dehradun.

TRAINING FOR IDAS PROBATIONERS

Training for 25 IDAS Probationers was organized at DPTI, Allahabad from 10th to 17th January, 2014.

During the training various topics were covered on pension matters including special projects like ASHRAYA, SUVIGYA and SANGAM.

TRAINING OF IOFS PROBATIONERS

35 Indian Ordnance Factory Services (IOFS) Probationers visited PCA (Fys), Kolkata on 13th February, 2014 to get an overview of the functioning of the PCA (Fys) organization as well as the overall financial set up and accounting in Ordnance Factories. The training was inaugurated by PCA (Fys), Kolkata. During the day they were introduced to the Defence Accounts Department, an overview of the functioning of the Branch Accounts Offices attached with the Factories and the cost accounting in Ordnance Factories.

TRAINING OF IDAS PROBATIONERS ON FACTORY MODULE

25 IDAS Probationers received training for Ordnance Factory Module at PCA(Fys), Kolkata. RTC (ER), Kolkata organized the training course from 29th November to 27th December, 2013. During their attachment the probationers visited Ordnance Factories, OFB Hqrs and PCA(Fys), Kolkata. They called on Shri HS Chowdhury, DGOF & Chairman, OFB. They participated in mock TPCs and were given an exposure to Internal Audit. Ms. Sanhita Kar, Member/ Finance, OFB and Shri M Anjaneyulu, PCA(Fys) graced their valediction.



IDAS Probationers at CFA (Fys), Kolkata

THIRD SYNERGY CONFERENCE

The Third Synergy Conference between Ordnance Factory Board and Defence Accounts Department was held on 4th February, 2014 at Manekshaw Centre, New Delhi. Shri G. C. Pati, Secretary (Defence Production) inaugurated the conference. Around 50 Officers from both sides participated in the conference. The conference was co-chaired by Shri Sartaj Singh, DGOF and Chairman, OFB and Ms Vandana Srivastava, CGDA who initiated the discussions on issues of mutual interest.

The action taken report revealed that earlier Synergy Conferences have yielded far-reaching decisions and resulted in implementation of important policies. Three business sessions were held on Action Plan to improve delivery and quality conformance by OFB and policy formulation for long-term contracts and ancillary development, Strengthening the Management Accounting System by ensuring Cost

discipline and Implementation of Single Data Base.

The presentations on these issues were made by composite teams comprising of GMs and Group Controllers. Presentations on Internal Audit and new system of Budgeting in Ordnance Factories were also made to the delegates.

Shri Arunava Dutt, FA(DS) graced the

valedictory session and shared his thoughts on the modification of the budgeting procedure in Ordnance Factories that would take effect from 2014-15. He was pleased to note the progress achieved by both OFB and DAD in establishing high level of coordination and cooperation which has contributed to the growth of Defence Production.



Third Synergy Conference

INSPECTION OF CONTROLLER OFFICES

The inspection of various Functional and Regional Controllers' offices has been conducted by office of the CGDA during the period January-March, 2014. The HQrs. office inspection team led by Shri AN Das, Jt. CGDA, inspected the offices of PCDA (R&D), New Delhi, PCDA, Bengaluru, CDA (R&D), Bengaluru, CDA, Secunderabad, CDA (R&D), Hyderabad, CDA (IDS), New Delhi and Area Accounts Office, Vishakhapatnam. These inspections have been subsequently reviewed by

Ms. Vandana Srivastava, CGDA. It was noticed that a lot of good audit points taken in Super Reviews, Local Audit have gone un-actioned and un-reported in the past, which calls for focussed involvement of IDAS officers at Group Officers/JCDA level.



Review of CDA (R&D), Hyderabad

VISITS TO CDA (R&D), HYDERABAD

Shri Arunava Dutt, Financial Advisor (Defence Services) visited the office of CDA (R&D), Hyderabad on 12th February, 2014. He reviewed the functioning of CDA (R&D), Hyderabad with specific reference to Budget and compilation of expenditure and generation of MER thereon.



Shri Arunava Dutt, FA (DS) during his visit to CDA (R&D), Hyderabad

Shri N R Dash, Addl. CGDA visited the office of CDA (R & D) , Hyderabad on

20th February, 2014 where he reviewed the internal Audit of the R&D Projects including discussion on significant audit findings and the Action Plan for systematizing project reviews .Key issues on DRDO Resource Generation was also discussed.

Both FA (DS) and Addl. CGDA visited RCI (Research Centre Imarat) and ASL (Advanced System Laboratory) during their respective visits.



Shri N.R. Dash, Addl. CGDA during his visit to CDA (R&D), Hyderabad

INAUGURATION AT VISHAKHAPATNAM

Ms Vandana Srivastava, CGDA inaugurated the new office building of Accounts Office (R&D) Naval Science Technological Laboratory (NSTL), Vishakhapatnam, a Sub-Office of CDA (R&D), Hyderabad on 5th March, 2014. She also visited HQrs Eastern Naval Command, Vishakhapatnam, the Offices of AAO (Army) and AAO (Navy), Vishakhapatnam .



CGDA Ms. Vandana Srivastava inaugurating the office of AO (R&D), NSTL at Vishakhapatnam

Also seen: Director, NSTL ; CDA (R&D), Hyderabad and CDA, Secunderabad

LECTURE SERIES AT PATNA

Shri M K Verma, Regional Director, RBI, Patna delivered a talk on the role of RBI in general and in defence transaction in particular in December, 2013. He spoke about various initiatives taken in the banking system and also replied to queries raised by the staff of the office.

A Three member team led by Shri A K Singh, IRS, Jt. Commissioner of Income Tax, Patna gave an overall idea about various IT provisions, particularly those related to TDS during February, 2014. This was organized to clarify the doubts regarding tax deduction.



Team from Income Tax addressing the gathering at CDA, Patna



Shri M K Verma, Regional Director, RBI, Patna delivering a lecture

रक्षा लेखा प्रधान नियंत्रक (म.क.) लखनऊ की गृह पत्रिका 'लेखा भारती' का विमोचन

रक्षा लेखा प्रधान नियंत्रक (मध्य कमान), लखनऊ की राजभाषा हिंदी को समर्पित गृह पत्रिका 'लेखा भारती' के 11वें अंक का विमोचन रक्षा लेखा प्रधान नियंत्रक सुश्री रसिका चौबे के द्वारा दिनांक 28 मार्च, 2014 को आयोजित राजभाषा कार्यान्वयन समिति की तिमाही बैठक में किया गया। इस पत्रिका में संगठन के अधिकारियों / कर्मचारियों की



गृह पत्रिका का विमोचन करती सुश्री रसिका चौबे, र. ले. प्र. नि. (म.क.), लखनऊ

विभिन्न विषयों से संबंधित रचनाओं को शामिल किया गया है। इस अवसर पर प्रधान नियंत्रक महोदया ने बताया कि पत्रिका के प्रकाशन से विभागीय अधिकारियों / कर्मचारियों के विचारों को अभिव्यक्ति मिलेगी तथा इससे राजभाषा हिंदी के प्रति सहज आकर्षण उत्पन्न होगा जिससे सरकारी काम-काज में हिंदी के व्यापक प्रयोग में मदद मिलेगी।

AUDIT CONFERENCE

An "Audit Conference" to review the pending audit objections in respect of units under Pune Sub Area and to improve the interaction between the units and the Principal Controllers' office on common audit concerns was held at HQ Pune sub-area on 18th February, 2014. The conference was attended by Ms Manjula Mathur, PCDA (SC), Pune, Major General Neeraj Bali, GOC Pune sub-area, Commanding Officers of 121 units/formations and 9 RAOs/LAOs.



Audit Confrence in progress

VISIT OF CGDA TO ALLAHABAD

CGDA Ms. Vandana Srivastava visited the office of PCDA (Pensions), Allahabad from 25th to 27th March, 2014. She reviewed the overall functioning of the office and presentations were made to apprise her of the recent developments in various areas. She was briefed about the ongoing "SANGAM" Project, e-Accounting Project and e-PPO. She was also given a comprehensive presentation –cum- demonstration of the new application tentatively called ' SUVIDHA' which facilitates access of computerised integrated database including image files for dealing with variety of correspondence and grievances of

pensioners. This eliminates reference to physical binders, bringing high efficiency in clearance of grievances and other works.

She also visited some important sections like Sangam Cell, Old Records, PHP Pension Sanctioning Group for PBORs etc. and interacted with the staff and officers.

A plantation ceremony was held at DPTI, Allahabad and Yamuna Vihar



CGDA along with PCDA and other officers and staff at PCDA (Pensions), Allahabad

Staff Colony where both CGDA and PCDA (Pensions) Dr. G D Pungle planted trees. A cultural programme was organised in the evening.

INAUGURATION AT AHMEDABAD

An office complex, guest house and transit facility was inaugurated by CGDA Ms Vandana Srivastava at Ahmedabad on 15th January, 2014. She stated that the new building was a matter of pride as the offices of AAO (SC) and LAOs which were earlier housed in dilapidated Army Barracks will start operating from this splendid complex. She asked the officers and staff to maintain the

magnificent building and its infrastructure and make the best use of it. Ms. Manjula Mathur, PCDA (SC), Pune, Shri Devender Makkar, CCE (R&D), West (Pune) and other senior officers were present on the occasion.



*CGDA inaugurating the office complex at Ahmedabad
Also seen : Ms. Manjula Mathur, PCDA (SC), Pune*

KIDS' DELIGHT

A garden-cum-children park within the DAD Residential Complex, Wanorie Range was inaugurated by Ms Manjula Mathur, PCDA (SC), Pune on 10th January, 2014.

A children park and play area has been developed in open place available in Lekha Nagar, Secunderabad. Various play equipments catering to the needs of children of various age groups have been installed.

INAUGURATION AT LANSDOWNE

CGDA Ms Vandana Srivastava inaugurated the office and a ten- roomed guest house complex of PAO Garhwal Rifles and Regimental Centre at Lansdowne on 20th January, 2014. Constructed by CCE (R&D), the project was completed within a record time of two years.

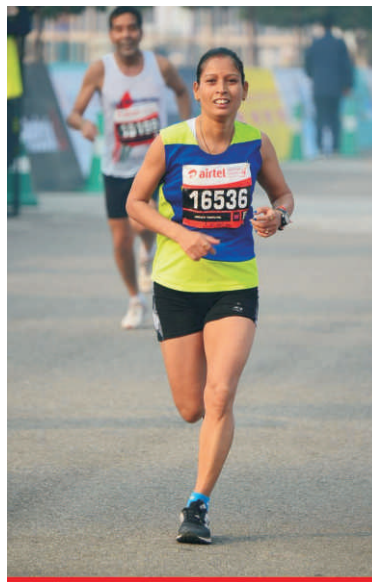


*CGDA at the inaugural ceremony at Lansdowne
Also seen : the then CDA (Army), Meerut and CCE (R&D), North*

Many Facets of DAD Women Work-Force



Many Facets of DAD Women Work-Force



Infrastructure Augmentation



Lotus Pool, PCDA (SC), Pune



Stone Laying of DSC Accommodation, Office of CGDA



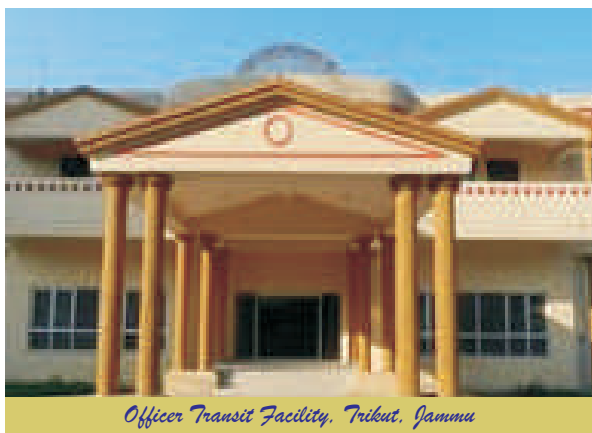
Office of AO (R&D) NSIL, Vishakhapatnam



New Hostel Building of RTC (SR), Bengaluru - "Nivaasak"



Office Complex | Guest House at Ahmedabad



Officer Transit Facility, Trikut, Jammu



DAD Complex and Guest House, Jodhpur



Office and Guest House, Lansdowne



Children Park, Lokha Nagar, Secunderabad



Garden-cum-children park at Residential DAD Complex, Wanorie Range, Pune

WORDS OF WISDOM FROM SRIMAD BHAGWAD GITA

यदा यदा हि धर्मस्य ग्लानिर्भवति भारत
अभ्युत्थानमअधर्मस्य तदात्मानं सृजाम्यहम् ॥ 4/7 ॥

भारत	हे भरतवंशी अर्जुन !	अधर्मस्य	अधर्म की	अहम्	मैं
		अभ्युत्थानम्	वृद्धि	आत्मानम्	अपने-आपको
यदा, यदा	जब-जब	भवति	होती है,	सृजामि	(साकार रूप से)
धर्मस्य	धर्म की	तदा	तब-तब		प्रकट करता
ग्लानिः	हानि (और)	हि	ही		हूँ।

परित्राणाय साधूनां विनाशाय च दुष्कृताम्
धर्मसंस्थापनार्थाय सम्भवामि युगे युगे ॥ 4/8 ॥

साधूनाम्	साधुओं (भक्तों) की	विनाशाय	विनाश करने के लिये		स्थापना करने के लिये (मैं)
परित्राणाय	रक्षा करने के लिये पापकर्म	च	और धर्म की	युगे, युगे	युग-युग में
दुष्कृताम्	करनेवालों का	धर्मसंस्थापनार्थाय	भलीभाँति	सम्भवामि	प्रकट हुआ करता हूँ।

(Selected for this issue from the Srimad Bhagwad Geeta by Shri S.L. Singla, Addl. CGDA)

TRUST YOUR EMPLOYEES



Ms. Somi Tandon, IDAS (Retd.)
Former Secretary (Defence Finance)

A question which repeatedly comes to my mind is 'why is that most of the time we find in government working there is so much of hesitation to trust the employees'. As a result, so much of time and effort gets spent in supervising activities which would get

performed equally well, if not better if efforts are made to create an ambience in which employees will take higher responsibilities, since more and more reliance will be paid on their performance which will be judged on an objective criteria.

In the absence of freedom/motivation to excel, a young officer or a fresh, newly recruited employee who would have joined the service with so much of energy and enthusiasm to do something useful/ innovative, in no time gets lost into the old system and deteriorates faster than he himself might have visualized. Is it that we have

reached a saturation point and we find that no worthwhile improvement can be made to overcome this situation or bring about some meaningful change in the system.

After having experienced thirty eight years' of service in the central government's working, and eight years experience of post retirement work, I for one believe, we have to have faith in ourselves and we need to trust our employees to bring about meaningful change keeping due note of showing the way out to those who are not trustworthy at all.

It is my experience that employees

give their best if only we see that we equip them with the best. The training that needs to be imparted has to be meaningful and relevant, fully focused considering what is expected of employee. The initial supervision to see that the employee has learned what he was taught, is vital since at this stage his deficiencies are required to be corrected more through guidance than punishment. This initial properly guided supervision goes a long way in building confidence in the employee to see his worth in the organization. It has been repeatedly felt that initial lacklustre guidance and supervision remains the main culprit in bringing indifference in the employees.

Having provided that initial knowledge and skill to perform his task, question "how the work is entrusted to him, with what objective he is asked to perform and how often he is given a well documented feedback about his performance. Presently, there is no such mechanism which systematically gives both the sides an analytical feedback as to how has been the performance of the employee as perceived by the next and thereafter the next higher authority and his reaction to that feedback. At present we do feel hesitant in giving opportunity to each of our employees to discuss their performance because we have not built up, at any stage, any mutual trust that the employees will get a fair feedback, with guidance to improve. It is this lack of trust which gets built up over the years and creates wider and wider gaps in our working.

Wherever such a mechanism, whether in formal or informal way has been put in place, experience has shown that there is much more involvement of the employees in showing overall improvement in their functioning. Once they have a realization that their work is being watched and they will get due

recognition for the good work they are doing, they do show improved performance. Even in respect of those employees who have not done well, if laid down mechanisms are build into can bring to their notice the shortcomings and the manner in which it needs to be addressed, they also rise to the occasion and make efforts in bringing improvements in their working. It is our myth that some of these employees, who have worked long in the government set up and have managed to survive without performing optimally, are deadwoods and nothing can be done for such employees. I, based on my experience, have different views. Human beings by nature are good human beings. They need to be appreciated for the good work they do and they need to be told, if they have not done well. However, our problem arises because of our presumptions and assumptions. In such cases, since we already assume that these non performing employees have become deadwoods, we close all our options to make them useful for our working. Once we take initiative to trust them, bring them up, even though slowly, to mainstream and appreciate their small little improvements that they make, it does improve the overall ambience in which they have lived and the manner in which they have managed to work.

In government set up no body can be so indifferent that they would like to loose their job. It is because over the years, the supervision where was needed, was so lacklustre that these employees apparently, found no challenge left which can make them feel motivated. While some of the steps to be taken by supervisors may initially be painful, but these are important steps and will need to be taken to go up to higher steps of ladder which will positively show improved performance.

It has been my experience that age is no limitation to learn and there are no dearth of cases which can be narrated to establish the point that in spite of advanced age of the employees, the organizations which have trusted their capabilities, trained them with patience and due respect, have succeeded in getting better work from them. The pace of learning is bound to be different for different age group of employees, but it will be wrong to assume that all employees of higher age groups will be indifferent to learn. Much will depend upon the manner in which these employees are getting trained. We will need to appreciate their 'will' to learn and their maturity in accepting the 'need' to learn to be able to cope with the new technological changes that are taking place in the organization. Cooperation of all will be forthcoming only if we show our trust in all our employees.

It is a matter of 'belief' that each employee of an organization is an asset provided he/she is groomed to be an asset. It is a continuous process that each employee has to grow in the organization where he/she is working. However, this is not to be an accidental growth but a nurtured growth for which systematic programme needs to be drawn and steps taken to adhere to the same. Relevance of training for the employees' performance is important but more important is making the employee grow as an 'adult' who will take responsibility for his work and will be trusted with higher responsibilities as he/she progresses in the department. No doubt there cannot be blind trust, but checks and balances have to be in favour of employees. Non performance of the employee needs to be objectively documented and appropriately discussed, which will be enough proof to show him the way out, if he/she wants to remain as a nuisance to the organization, following due procedure.

MOMENTS WITH RAJESH KHANNA



Vishvajit Sahay, IDAS, Joint Secretary
Ministry of Heavy Industries and
Public Enterprises, New Delhi

I have always been quite a fan of the old movies of the yesteryear superstar Rajesh Khanna. I emphasize old movies because, quite frankly, his later movies, say in the late 1970s and '80s were almost unwatchable. I would roughly take his good period to have ended around 1974, i.e., just before "Deewar" hit the screens in 1975. Of course, one thing that his movies, including the later ones always had, was superb music. In fact, I would go so far as to say that the quality of music in popular Hindi cinema inexorably declined with the decline of Rajesh Khanna and the ascent of Amitabh Bachhan with "Deewar".

It was with this background that when the famous auteur Hrishikesh Mukherjee was on his deathbed in 2005, we decided to honour him and do a retrospective of his films at the International Film Festival of India in 2005 (IFFI 2005) at Goa. I happened to be the Director dealing with Films and the Film Industry in the Ministry of Information and Broadcasting in the Government of India. The film festival is an annual feature held in Goa every November conducted by the Directorate of Film Festivals (DFF) under the Ministry of Information and Broadcasting.

In film festival retrospectives one usually has to choose the films with great care as this has relation to the film

festival audience tastes, the film personality invited for inauguration of the retrospective and his/her appeal in the present as well as in the context of the retrospective subject, availability of the film print, quality of the film print etc. With a vast range of films made by the middle roader that was Hrishida, such a choice becomes even more difficult.

So, it was important in the Directorate of Film Festivals to decide whom to invite for the inauguration as Hrishida was clearly sick and dying. We mulled over the usual fare of Hrishida favorites like Jaya Bachhan, Sharmila Tagore etc. At this stage, we got the idea to try out the elusive, almost Greta Garboesque first superstar of Hindi cinema, Rajesh Khanna. After stopping work in the Bombay film industry in the late 1980s, Shri Khanna had a brief stint with politics and had met with moderate success. However, after that he was largely away from the public gaze and it indeed, was to our pleasant surprise that Shri Khanna magnanimously accepted our request.

We had slots for three films for this retrospective, so we chose "Anand" (1970) as the inaugural film to be followed by "Bawarchi" (1972) and "Namak Haram" (1973) on the three days.

I told the DFF folks that I would personally like to receive Shri Khanna at the airport in Goa even though this was quite beyond my charter as a Ministry official. However, the DFF was happy that one of their esteemed guests was being received by me directly (also saving manpower for them!) and it was therefore, communicated to Shri Khanna that he was to be accorded a special welcome at the Goa Airport.

On the appointed day I received Shri

Khanna at the Dabolim airport. We greeted each other warmly. He was accompanied by a great fan of his (who I initially mistook for his Secretary), a film producer (and country cousin as I later learnt) by the name Shri Vinay Sinha, who had incidentally produced the rib tickling comedy "Andaz Apna Apna" in 1994. I and Shri Khanna got into the car and as we sped towards the hotel where he was to stay, I told him that I was really excited to receive him and that I was a big fan of his. He appeared to quiz me a little indirectly about his films to form his own impression about how committed a fan of his I was. After I had comfortably passed the test, he asked me where I was before this assignment. I replied that I was earlier in the Ministry of Defence (it would have been too complicated to tell him that I was earlier JCFA (Fys) in OFC, Kanpur!). He then asked me which job was better. My response was that since I have now met him, my present job was better. At this, he laughed aloud and appreciated my repartee. Both of us were comfortable in each other's company and in any case, since I was trying not to be an overbearing fan and was also conscious of my official position, I saw him off at his hotel.

The main inaugural programme was in the afternoon and the inaugural film was "Anand". I received him at the theatre where there was quite a buzz about his presence in the festival. As we sat together in the front row, he showed me the inaugural speech in English that had been prepared for him. One look and I told him that he should speak in Hindustani as his film dialogues were remembered even till this day. He readily agreed and as his turn to speak came, delivered a rousing address in Hindustani, followed by the prepared text in English. The audience simply

loved it and gave him a standing ovation!

The movie “Anand” began and as soon as he made an appearance on the screen, he was greeted with loud cheers. He appeared overwhelmed as this may, perhaps have reminded him of his heyday. About 15-20 minutes into the movie, I saw him wiping his eyes!! I was surprised and wondered what had overcome the superstar. In fact, the movie had only begun on a cheerful note and the emotional part was still far away. He, however, continued being overcome with emotion, could not keep the flood down and kept wiping his tears. I realized that this was probably something that we mundane humans will never understand. I wish I could have told him that “..... I hate tears...” Anyway, I had an engagement and had to leave “Anand” and “Anand Babu” to the care of the others and move elsewhere to another venue!!

In the evening, our Minister had arranged a festival dinner in the lawn

of the same hotel where Shri Khanna was staying. Though I requested him to come, he stated that he does not attend parties anymore. Therefore, after showing my face at the Minister’s dinner in the Hotel lawn, I went back to the Hotel. I found that Shri Khanna had begun his evening in style and his fan and Producer Vinay Sinha was giving him company. He was also constantly being requested to pose for photographs by other visitors and guests in the hotel, which he seemed to be doing with complete ease and with great aplomb. I joined him for the evening with another friend of mine.

Taking advantage of the moment, I asked who was the most beautiful heroine he had ever acted with in his long and distinguished career. After trying to fob me off, he confessed that it was Sharmila Tagore that he had found most beautiful in his acting career, adding for good measure in his inimitable style that she looks so good even today. I told him that she is the

Chairperson of the Central Board for Film Certification and that if he does not mind then I will tell her this since I interact with her on almost a daily basis. He readily agreed (Incidentally, when I told this later to Ms Tagore, she remarked “Oh, Kaka is so sweet”).

I realized that the great superstar had only just begun his evening and after having interacted enough with the glitterati of the tinsel town, I was aware that the evening will carry on to the wee hours of the morning. After my round of photographs with him, I took my bow and made my exit from Shri Khanna’s august presence to attend to my next round of official duties for the evening.

I was tempted to contribute an article in one of the newspapers about my day out with Shri Rajesh Khanna, especially after his demise in August, 2012. However, it is only now that I have been able to find time for this humble tribute in our own departmental news magazine!!



The writer with “Anand”

HEALTH CARE FOR ALL: TIME TO LOOK WITHIN FOR INSPIRATION



Vandana Kumar, IDAS
IFA (R&D), New Delhi

According to World Health Organization, majority of 1.2 billion Indians do not have access to quality health care. Its public expenditure on health is among the lowest in the world at about 1.3 percent of GDP and private expenditure on health among the highest at over 70 percent and is one of the most important causes of driving people particularly in rural areas to poverty¹. Often, a health condition requiring access to health care means selling assets or borrowing money.

In a bid to improve health indicators- reduction of infant mortality, maternal mortality and the fertility rate the past decade has seen a surge in improving access to health care and launch of major initiatives like the National Rural Health Mission which not only aims to improve the health indicators but also aims to make the public health delivery system more functional and accountable to the community².

As the country strives to improve health service delivery some of the health care systems in the private and not for profit sector are producing inspiring results. Prime among these are the Narayana Hrudayalaya³ (NH) headquartered in Bangalore, Aravind Eye Care System⁴ based in Madurai and Bhagvan Mahaveer Viklaang Sahayata Samiti (BMVSS)⁵ famous for the Jaipur

Foot.

While India traditionally looks to the West for inspiration, today these organizations are being celebrated worldwide not only for their inspirational work but also for the viable and scalable models established over time. They have become subject of Harvard Business School case studies, and a subject of the reverse learning in the first world. It is time we looked carefully within and took note of the remarkable work done by Indian health entrepreneurs on Indian soil.

Starting small the three organizations have scaled over the years to increase and intensify access to health care to their chosen constituencies; Narayana Hrudayalaya multispecialty Hospitals aim at providing affordable quality healthcare to masses, Aravind specializes in eliminating needless blindness and BMVSS rehabilitates the physically

institution with six branches in the state of Tamil Nadu which treat about 2.6 Million outpatients and perform about 300,000 eye surgeries a year. There are 45 million blind people worldwide, of which 12 million are in India. Eighty percent of such blindness is avoidable or curable. Aravind's mission is to eliminate needless blindness through a constellation of services which include:

- Hospital Services
- Community Outreach
- Education and Training
- Research through the Aravind Medical Foundation
- Aurolab for ophthalmic supplies
- LAICO for capacity building
- Eye Bank

Led by a visionary leader who was driven by a powerful mission of eliminating needless blindness, Aravind over thirty five years of its existence has



disabled by fitting artificial limbs.

[Aravind Eye Hospital](#)

Aravind Eye Hospital was established in 1976 by Dr Govindappa Venkataswamy (affectionately known as Dr. V) as a ten bed hospital. Today it is about 4000 bed

evolved a comprehensive eye care system, an integral model which provides services across the entire value chain of eye care- education through community engagement, detection, corrective action and treatment, research and education to find new

ways to ophthalmic health and develop human resources to tackle the problem. Aravind even started making the intraocular lenses in 1992 with locally available material and labour to bring down the cost to about Rs 500- 500⁶ (\$6-7) as against \$50-120 for the imported lenses⁶.

Jaipur Foot

Jaipur foot, a lower limb prosthesis which closely resembled the human foot was invented by Dr. PK Sethi in 1968 and its popularity grew when Bhagvan Mahaveer Viklaang Sahayata Samiti (BMVSS) took over fitting the limb to the needy free of charge. BMVSS in 1975,



began with a very modest fitment of 59 artificial limbs, now fits about 20,000 artificial limbs and about 30,000 polio calipers, and other aids and appliances every year in its centres and through mobile camps in India and abroad⁷.

The Jaipur foot could be popularized only once its design was modified to make the foot less expensive using local materials by Shir Ram Chander Sharma, a local artisan under the guidance of Shri DR Mehta, of BMVSS who brought in a multi-disciplinary approach and combination of expertise from different fields like orthopaedic, prosthetics, social work and philosophy to scale the Jaipur foot. Using locally available

material, support from DRDO and progress in material science and technological advances in allied fields, the foot became more affordable and quick to manufacture⁸. Jaipur Foot too is provided free of charge to all patients.

Narayana Hrudayalaya

Worldwide heart-related ailments accounted for 17.3 million deaths in 2008 and about 80 percent of heart ailment deaths take place in low and middle income countries⁹. The incidence of cardiac disease in India is very high for genetic and lifestyle related reasons; Indians are particularly at a higher genetic risk of heart disease than people from other countries. They also consume food rich in saturated fats and tend to have a sedentary lifestyle. In addition, over 200,000 babies are born every year with congenital heart disease. While India is estimated to need about 2.4 million heart surgeries every year, only about 90,000 get performed.

Narayana Hrudayalaya which means 'God's compassionate home' in Sanskrit was started by Dr. Devi Prasad Shetty in 2001, to provide quality cardiac care to the masses¹⁰. As Dr. Shetty became deeply influenced by Mother Teresa's work and philosophy and started thinking how he could serve the poor better, he became acutely aware of the wide gap between availability of cardiac care and its need and identified its high cost as key reason for this gap.

The cost of heart surgery was highly varying anywhere between Rs 3 to 5 Lakhs (US\$5,000 to \$7,000) for an open-heart surgery at a private hospital. Some of the government hospitals, such as the All India Institute of Medical Sciences in Delhi (AIIMS), did charge less but did not

have the capacity to treat a large number of patients in need. It was this gap which troubled Dr. Shetty and he came to believe that "If a solution is not affordable, it's not a solution"¹¹. He also became cognizant of the limitations to scaling up of a charitable institution which could raise funds only by way of donations or loans. Therefore he set up NH as a business enterprise, the core of which was based on high quality care to attract full paying patients and which would be able to subsidize the cost of surgery to those who cannot afford to pay.

Over the years Narayana



Hrudayalaya Multispecialty Hospitals has scaled to providing affordable quality healthcare to masses worldwide. Starting as a 220 bed hospital in 2001, it has scaled to a 5,000 bed institution today and continues its journey towards being a 30,000 bed institution in the next five years and Dr. Shetty even dreams of further lowering the cost of heart surgery to \$800.

To increase access to healthcare for all by driving demand for it, Dr. Shetty conceptualized Yeshaswini, a micro-health insurance scheme launched by Karnataka Government in 2003. Started with a low premium of Rs 5 a month,

with an equal contribution from the state government today enables cashless treatment at nearly 500 network hospitals in Karnataka¹² and covers more than 10 million farmers in Southern India¹³. At five rupees, NH recovers seventy five percent of their costs and they make up the rest by cross subsidizing from their wealthier patients.

Mantra for success

The three organizations which are essentially serving the poor have innovated relentlessly to reduce cost of services and increase affordability of their services, for those who are able to pay and also to provide at either very low rates or free of charge for those who are unable to pay¹⁴. They have made many process innovations to provide their services cheaply. Mostly they have not invented or innovated new technologies, but have applied existing technologies using local resources and evolved their own business model specializing their services to develop expertise and even evolve an assembly line model for delivery of services like cataract surgeries, heart surgeries and even limb fitting. It is said Dr V was greatly inspired by the McDonald's assembly line for its burgers and successfully adapted it for cataract surgeries.

Lessons for the sector

The scale achieved by Aravind, BMVSS and NH holds many lessons for the programs run by the Government particularly the National Rural Health Mission. The three examples show that to scale programs, results have to be achieved and efficiencies have to be brought in reducing cost of delivery and capacity building is inevitable to achieve scale. Assigning program to a leader whose vision is ignited by a powerful mission like that of Dr. V or Dr. Shetty can

help the program realize its objectives and adapt across the country.

Success of Yeshaswini shows that synergy between public and private sectors in the healthcare solution can be an ideal solution where government brings in the expertise of identifying social goals, designing programs and the funds and the private sector bring in the skills for implementation and innovation along with proven ability to achieve targets and deliver programs¹⁵.

1. World Health Organization website <http://apps.who.int/nha/database/DataExplorer.aspx?ws=1&d=1> accessed on July 23, 2012 <http://www.who.int/bulletin/volumes/88/7/10-020710/en/index.html>

2. Framework for Implementation of National Rural Health Mission 2005-2012 released by Ministry of Health and Family Welfare

Government of India Ministry of Health and Family Welfare Report retrieved from Ministry of Health and Family Welfare website <http://mohfw.nic.in/WriteReadData/1892s/972971120FW%20Statistics%202011%20Revised%2031%2010%2011.pdf> accessed on April 2, 2012

3. Narayana Hospitals website www.hrudayalaya.org

4. Aravind eye care system website www.aravind.org accessed on March 17-18, 2012

5. Bhagvan Mahaveer Viklang Sahayata Samiti website www.jaipurfoot.org

6. Maurice J (2001), "Restoring sight to Millions- The Aravind Way", Bulletin of the World Health Organization, 79(3), p270-271

7. Bhagvan Mahaveer Viklang Sahayata Samiti website www.jaipurfoot.org on March 20, 2012

8. Deshpande, A. P. (n.d.). Jaipur Foot.

Retrieved March 5, 2013, from Vigyan Prasar Science Portal: <http://www.vigyanprasar.gov.in/Radioserials/Jaipur%20Foot.pdf>

9. World Health Organization. "Cardiovascular disease." Accessed April 20, 2013. http://www.who.int/cardiovascular_diseases/en/

10. Narayana means God, Hrudaya means heart and Alaya means Temple.

Kothandaraman, Prabhakar, and Sunita Mookerjee. Healthcare for All: Narayana Hrudayalaya, Bangalore. UNDP, New York: UNDP, 2007.

11. Dotson, A. Delivering health care for the poor: "If a Solution is Not Affordable, Its Not a Solution". 04 26, 2011. <http://www.globalhealthhub.org/2011/04/26/delivering-health-care-for-the-poor-%E2%80%9Cif-the-solution-is-not-affordable-it%E2%80%99s-not-a-solution-%E2%80%9D/> (accessed 04 20, 2012).

12. Yeshaswini Trust website <http://www.yeshaswini.kar.nic.in/about.htm> accessed on August 25, 2012

13. Narayana Hospital website <http://www.narayanahospitals.com/services/corporate-social-responsibility/ngo-support-work/yeshaswini-a-co-operative-farmers-healthcare-scheme/> accessed on August 25, 2012

14. Soman D, Kumar V, Metcalfe M, Wong J (2012), Beyond Great Ideas: A Framework for Scaling Local Innovations, Rotman Magazine Fall issue available from <http://hbr.org/product/beyond-great-ideas-a-framework-for-scaling-local-i/an/ROT180-PDF-ENG>

15. Bloom DE, Khanna T (2007). Health Services for the poor in the developing countries. Business solutions for the global poor. San Francisco, California, Jossey bas

TRYST WITH THE REPUBLIC



AMIT NIGAM, IDAS

ACDA, Office of PCDA, Bengaluru

India has changed more in the last six decades than in the previous six centuries. This is neither accidental nor providential; history shifts its pace when touched by vision. The great dream of raising a new India from the ashes of colonialism reached a historic denouement in 1947; more important, independence became a turning point for an equally dramatic narrative, nation-building. The foundations were laid through our Constitution, adopted on 26 January 1950, which we celebrate each year as Republic Day. Its driving principle was a compact between state and citizen, a powerful public-private partnership nourished by Justice, Liberty and Equality.

India did not win freedom from the British in order to deny freedom to Indians. The Constitution represented a second liberation, this time from the stranglehold of traditional inequity in gender, caste, community, along with other fetters that had chained us for too long.

This inspired a Cultural Evolution which put Indian society on the track to modernity: society changed in a gradual evolution, for violent revolution is not the Indian way. Change across the knotted weaves of the social fabric remains a work in progress, impelled by periodic reform in law and the momentum of popular will.

In the last six decades there is much that we can be proud of. Our economy has

more than tripled. The literacy rate has increased by over four times. After having attained self sufficiency, now we are net exporters of food-grain. Significant reduction in the incidence of poverty has been achieved. Among our other major achievements is the drive towards gender equality.

It is, however, a fact that there can be no society which does not need to evolve to cope with the changing demands of time; and there can be no nation which does not face challenges. India too has its share of problems and obstacles, constraints and difficulties. We cannot evade these or wish them away, but working in different fields, we must together find solutions.

The strength of a nation is not determined by the challenges it faces, but by its responses to these challenges, especially so when it stands at a critical juncture and at a decisive point. What we do in this coming decade in terms of leveraging our advantages and addressing our shortcomings, will shape the destiny of the nation.

Wherever course correction is required, it must be undertaken unhesitatingly and with urgency. There should be national consensus on critical national goals. Among such goals, eradication of poverty, empowerment of women, access to quality education and affordable health facilities are essential for building human resources, fight against corruption. Apart from this, civic discipline, the readiness of people to work with dedication and integrity can make an enormously positive impact.

The time has come for us to take a closer look at our social milieu. Is there growing criminalization of our society? Is there increasing apathy towards each other? Are we becoming too materialistic, short-sighted and

unconcerned about the impact of our actions on our brethren, society or the environment?

It is a matter of anguish and great concern when a person is killed for a petty sum of money; or when a woman is raped because she protests against being teased; or when over small incidents, due to lack of patience, there is a quick flaring of tempers.

Our nation won its freedom by travelling on the high path of non-violence and truth. In our journey as an independent nation too, we must adhere to it and demonstrate moral courage. Societies evolve in a positive direction when people work to bring about constructive changes and to eliminate social evils.

The time has now come to ensure gender equality for every Indian woman. We can neither evade nor abandon this national commitment, for the price of neglect will be high. Vested interests do not surrender easily. The civil society and the government must work together to fulfil this national goal.

The youth of our country must carry forward this legacy. As the architects of the future of the country, their upbringing with a value-based education is paramount in the development of their character. In addition, our special efforts to reach out to students from tribal and remote areas, Scheduled Castes, Scheduled Tribes and other backward communities must be augmented.

As a nation, our aim is to grow and to create a just society. Our goal of poverty eradication and of inclusive growth that embraces the disadvantaged and marginalized sections of society can be achieved when our actions are guided by a social conscience and are not devoid of sensitivity. We are seeking good governance and a people-centric

administration. This callous and casual attitude in the sphere of public service is unacceptable.

Delivery systems for schemes and programmes that promote the welfare of the people and spur economic growth should have inbuilt mechanisms for greater transparency and accountability. Education, Health and Skill Building efforts will create productive human resources for the future. Urban and rural development schemes will make our cities and villages sustainable habitats.

Programmes for women, the youth, the girl child, the differently-abled and marginalized sections of society will equip them to avail of opportunities and face the future with confidence. We need to address the problems of orphans and street children, as well as that of the old and destitute.

For the success of welfare schemes, the total sum of developmental funds must reach the intended beneficiaries. Corruption is the enemy of development and of good governance. Instead of getting lost in this mire, it is necessary to rise above it and seriously look at bringing systemic changes to deal more effectively with corruption.

Financial Institutions, the Corporate World and Civil Society – all must uphold high standards of probity in their

working. Only a genuine partnership between the Government and its people can bring about positive change to create a just society.

The media plays an important role in bringing information, news and views to the public. This generates awareness, promotes discussion on issues and creates perceptions. There are numerous examples of outstanding conduct in the country where good samaritans are rendering yeoman service to society, some civil society organizations are putting in selfless work in the field as are some philanthropists, scientists and educationalists doing pioneering work. A responsive and responsible media is an asset in maintaining the vitality of democracy and its institutions.

Development and progress require an environment of stability and security. The work of our police and internal security agencies is critical in this field, as also is our cooperation and dialogue with our neighbours for stability in our region, and with the international community to create a peaceful world. Terrorism poses the single most detrimental threat to the progress of humankind. There is a crucial need for concerted action by all members of the international community to eradicate the threat of terrorism. India's profile in

global affairs is the focus of international attention today.

India's most impregnable asset is self-belief. Each challenge becomes an opportunity to strengthen our resolve to achieve unprecedented economic growth and social stability. Such resolve must be nourished by an avalanche of investment, particularly in better and greater education. India can double its growth rate by turning today's disadvantaged into multiple engines of economic development.

Thought, there may be some reason for concern, there is none for despair. If India has changed more in six decades than six previous centuries, then it will change more in the next coming years than in the previous sixty. India's enduring vitality is at work.

Even the British sensed that they were leaving a land which was very different from the one they had occupied. At the base of the Jaipur Column in Rashtrapati Bhavan there is an inscription:

"In thought faith...

In word wisdom...

In deed courage...

In life service...

So may India be great"

The spirit of India is written in stone.

FATHER, TO SON



Barnabas Gunaraj, AO
RTC (SR), Bengaluru

My son, you ask me to return,
the ten grand gift you gave!

Four score grand, you now earn,
A 'mount, I could never save !
You say I am a stumbling block,
to the happy times you crave,
and wish that you were never born,
to parents such as us – "insane"?
Though I'd never expect from you,
to tally up all that we spent,
T'would be gross and so unfair too
asking you monetarily to relent !
Can only smile, more in concern,

as I think of Mom's labour pain,
which would easier now be borne,
than hear those stinging words again!
Will the times of happiness unborn,
wee hours in sacrifice for you sake,
be priced and in your portfolio adorn,
A parent's love – costed as stake !
Never ever crossed my mind, my Son,
Or even a moment did we ever take,
In pondering the cost of labour done,
Of what it took us, 'a man' to make !

परछाई



विनोद कुमार विजय, भा.र.ले.से.
र. ले. सं. म. नि. (ए. वि. स. एवं प्रशि.)
नई दिल्ली

मैं जब धरती पर आया,
साथ मेरे वो आई।
साथी बनकर साथ चली,
सदा मेरी परछाई।

कभी मुझसे आगे दौड़ लगाती,
कभी मेरे पीछे आई।
कभी साथ चलें यूँ कदम मिलाकर,
सिमट गई मुझ ही में परछाई।

रोशनी उजाले में मेरे संग,
सदा साथ निभाती आई।
पर अंधकार से मेरे ही जैसे,
डरती है मेरी परछाई।

मैं कैसे भी कर्म करूँ,
पर ये ऐंठी ना शरमाई।
मैं अस्थिर व चलायमान,
पर स्थित प्रज्ञ मेरी परछाई।

खेल खेलती मेरे संग में,
कभी साथ मेरे लहराई।
पर मेरे रोने हँसने पर,
हँसी न रोई, मेरी परछाई।

श्वेत-श्याम और अमीर-गरीब की,
एक दूजे से रही लड़ाई।
पर एक ही रंग में सबको रंगकर,
फर्क करे ना परछाई।

मात-पिता और संगी-साथी,
सब छूटे जब हुई विदाई।
पर मेरी अरथी के संग-संग,
चलती रही मेरी परछाई।

भारत के वीर सिपाही



रेनू कुमारी, आशुलिपिक
रक्षा लेखा प्रधान नियंत्रक,
दक्षिणी कमान, पुणे

देश की शान खतरे में आई
देखो सीमा पर छिड़ी लड़ाई
तुमने जो अभी नजर चुराई
फिर रोकेगा कौन तबाही
देश की शान खतरे में आई ॥

हमारे स्वाभिमान को जिसने
ललकारा
भारत माँ के बेटों को मारा
उनको भी तुम धूल चटाओ
माँ भारती की लाज बचाओ
दूर करो उनकी परछाई
देश की शान खतरे में आई ॥

देश तुम्हारा देश के तुम
आओ उनको भोज के तुम
उनकी तो शामत है आई
जिसने तुम पर नज़र उठाई
देश की शान खतरे में आई ॥

मरना पड़े तो तुम न डरना
देश की खातिर गर्व से मरना
हम हैं साथ तुम्हारे भाई
देश की शान खतरे में आई ॥

मातृभूमि के तुम हो रक्षक
जुल्म-व-हिंसा के तुम भक्षक
फिर चुप क्यूँ बैठे हो अब तक
चलो बढ़ो हथियार उठाओ
दुश्मनों को मार गिराओ
सबने तुमसे आस लगाई
देश की शान खतरे में आई ॥

जब भी तुम्हारा रक्त बहा है,
जब भी तुमने दर्द सहा है,
जब भी तुम पर विपदा आई,
जब भी तुमने जान गँवाई,
पूरे देश की आँख भर आई,
ओ, भारत के वीर सिपाही,
देश की शान खतरे में आई ॥

तुम जब जागते हो सीमाओं पर,
हम आराम से सोते अपने घर।
हमारी सुरक्षा तुम पर निर्भर,
तुम हो तो शत्रु काँपे थर-थर।
तुम हमारे सशक्त प्रहरी,
पूस की रात या जेठ दुपहरी,
हमको तुम पर नाज है भाई,
देश की शान खतरे में आई ॥

सस्पेंस एकाउंट



निहार रंजन,

सहायक लेखा अधिकारी
रक्षा लेखा महानियंत्रक, दिल्ली कैंट
राजा से रंक और रंक से राजा बनते
देखा है,
लेखा व बजट के लोगों के भाग्य का
भी अद्भुत लेखा है।
करोड़ों की राशि के साथ खेलना
जैसे आम है,
शाम को जब घर लौटते तो वही
खाली हाथ है।
अनुभाग में बड़ी-बड़ी राशि कभी
'वोटेंड' तो कभी 'चार्ज' की चर्चा
होते देखा है
ट्रांसपेरेंसी के इस दौर में भी सस्पेंस
एकाउंट को नर्तन करते देखा है,
डीएडी के सूरमाओं को सस्पेंस
एकाउंट के पारावार में गोता लगाते
देखा है,
नियंत्रक कार्यालय की लेखा के
मकड़जाल में मुख्यालय को धिरते
देखा है।
अद्भुत है लेखा का संसार जिसमें
रहती सस्पेंस हेड की भरमार,
इन हेडों में करोड़ों की राशि पड़ी
रहकर करती रहती चमत्कार।
निरीक्षण में जाने पर भी रहता है
इसका जलवा बरकरार,
किसी को देता तनाव तो किसी का
करता यह बेड़ा पार।
कभी अठारह साठ तो कभी अठारह
पैंसठ का होता है यहाँ खेला,

बीस एकसठ भी लगा लेता है यारों
के साथ यहाँ मेला।
किसी हेड के साथ 'रिसीट' तो किसी
के साथ 'चार्ज' का रहता ठेलमठेला,
हाय, सीजिए, डीजीडीएएस और
नियंत्रक कार्यालयों के प्रश्नों का भी
रहता बड़ा झमेला!
बड़े जोश खरोश से पत्रों का घोड़ा
दौड़ाया जाता है,
पर सस्पेंस का यह मकड़जाल सबको
बड़ा ही भरमाता है।
कुछ राशि का 'क्लियरेंस' कर खुशी
का कुछ पल आता है,
पर फिर कुछ राशि अन्य हेडों में
खड़ी ही हो जाती है।
क्यों हमारी ही बनायी विधि हमको
मुहँ चिढ़ाती है,
सस्पेंस हेड इधर उधर दौड़ी ही
जाती है।
जिस विभाग का नाम है रक्षा लेखा,
उसको कैसे दे सकता है सस्पेंस
एकाउंट धोखा?
रक्षा लेखा विभाग का आधार लेखा
अनुभाग है,
कुछ भी काम हो दफ्तर में लेखा से
सबका सरोकार है।
'न ब्रूयात सत्यम अप्रियम' फिर भी
कहने की अब दरकार है,
लेखा अनुभाग में तैनाती जैसे
अपेक्षितों की सरकार है।
खोखले आधार से बुलंद इमारत की
उम्मीद हम करते हैं,
उपेक्षा की सौगात देते पर क्लियरेंस
की अपेक्षा करते हैं।
चलो, 'बीती ताहि बिसारिये' फाग में
नवसृजन का आगाज करते हैं,
नवीन राह, नूतन चाह, नवजीवन का
रंग फिर रक्षा लेखा में भरते हैं।।

बहुत दिन बीते



क. इन्द्रजीत कुमार, भा.र.ले.से.

र. ले. नि.(क्ष. प्र. के.),
बंगलूरु

बहुत दिन बीते
न कहा न सुना
कुछ.....
सखी
कुछ कह तो...
गुजरे कैसे
ये दिन !!
बता....
कैसा था सावन.
बस....
दूर से ही गुजर गई
फुहार !!!!!
या फिर.....
पड़ी कुछ बूँदें,
ठण्डी सी
हथेलियों पर
और उड़ा था आँचल
हल्के से.....
कह न कुछ
सखी
बहुत दिन बीते.....

सौदे बाजी



विजय कुमार, भा.र.ले.से.

ए. वि. स. (मध्यकमान), लखनऊ

एक लाल बत्ती चौराहे पर
 फूल बेचता एक लड़का
 उम्र सात - आठ साल
 कपड़े गन्दे फटेहाल
 आँखों में गहरा सूनापन
 बाल सुलभ चंचलता
 खो गया हो जैसे सालों साल
 लिए उम्र सात में ही
 है सत्तर साल की गंभीरता
 लाल बत्ती जल जाती है
 गाड़ियाँ रुक जाती है
 बच्चा दौड़ पड़ता है
 फूल बेचने के लिए
 माला है ज्यादा समय है कम
 करता है याचना
 फूल खरीद लो
 हैं दोपहर हो चला
 सुबह से एक माला भी न बिक सका
 और एक
 रोटी भी न खरीद सकी
 बड़ी सी चमचमाती कार में
 बैठे हैं साहब और मेम साहब
 साहब देखते हैं, मेम साहब को

मूक याचना
 हामीं में है सिर हिलता
 और हो जाती शुरु सौदे बाजी
 पाँच रुपया में ज्यादा है दो माला
 लूटता हे तू सड़कों पे साला
 पाँच रुपया का
 पाँच दे दो माला
 लड़का रुआंसा हो आता है
 याद आती है मालिक की
 और उसकी हिदायतें
 कुछ भी हो जाए
 कम में नहीं बेचना
 नहीं तो मार पड़ेगी सोचना
 असमंजस की स्थिति आ जाती है
 भूख की मार से बचा जाए, या
 बचा जाए शरीर की मार से
 लड़का निर्णय कर डालता है
 बेच डालता है पांच रुपये में पाँच माला
 और है सोचता
 जब भूख मिट जाएगी
 मार खाने की शक्ति भी आ जाएगी
 एक दिन और मार पड़ जाएगी
 लेकिन
 एक और दिन रोटी तो मिल जाएगी
 होती है इस सौदेबाजी में जीत
 अमीरी की गरीबी पर
 भूख की यातना पर
 लेकिन
 मिल जाती है भूखें को रोटी
 जिसे खाकर वो रह सके जिन्दा
 और सह सके
 मार गरीबी की बिना हुए शर्मिन्दा

यह जीवन एक उत्सव है



आशीष कुमार वर्मा, भा.र.ले.से.

र. ले. स. नि., बेंगलुरु

यह जीवन एक उत्सव है
 तुम इसे मना कर देखो
 धरती का कण-कण उर्वर है
 तुम फूल खिला कर देखो।

मानव मन की जिजीविषा
 अक्लांत-प्रखर अकंप-अचल
 कम करके न कभी मापो
 तुम अपने संकल्पों का बल।

तारे आ जाएंगे मुट्टी में
 तुम हाथ बढ़ाकर देखो।

पथ विस्तीर्ण चमकता
 क्षितिज की उजली-सी रेखा पर
 मत गिनो पथ की बाधाएँ
 मत तोलो राह के पत्थर

पर्वत धँस जाएगा भू में
 तुम कदम उठा कर देखो।

मनुष्य प्रकृति का स्वामी
 इसके वश में ब्रह्मांड सकल
 यह तन जाता तो थम जाता
 सौ-सौ तूफानों का बल

तेरी धुन पर विश्व नाचेगा
 तुम कोई गीत सुनाकर देखो।

POEMS FROM “NOCTURNAL NOMAD”

DIFFERING PERCEPTIONS

Some regard Life as having a purposeful end
To others, Life's but a fleeting dream
Therefore, while a few do the river bend
Most, drift heedlessly in the stream

THE MENDICANT

Famished, I did on the street lie
Till offered food by a Mendicant passing by
“You're yourself starving,” I said, “How do you live?”
He replied, “I will live as long as I give;
I will die the moment I deny”

WOMAN OF THE MOUNTAINS

In Summer I weed the field
To make for a bountiful yield
In a sack on my back my little lad naps
Dreaming of a rainbow perhaps
The following season with a majestic sweep
Of my scythe, I do reap
Grain, which I shall then pound
My heart a-flutter with the sound
Come Winter, gathering wood I sing
My back creaking from the weighty sling
Short-breathed clear the roof of snow
Hold up myself oblivious to friend or foe
Spring melts the cold from hearts
Thus, another cycle starts
I wear my clothes inside out
Dancing, into the air leap and shout
I know no provider other than my soil
Know no religion other than toil
And while I wipe off a speck of dust
I know to rest would be to rust

BIRTHDAY WISHES

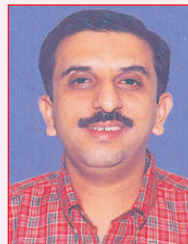
At my Birthday Party their presence was rife
With a profusion of gifts and cheers
All wished for more years to my Life;
No one wished for more life to my years

AT THE CROSSROADS

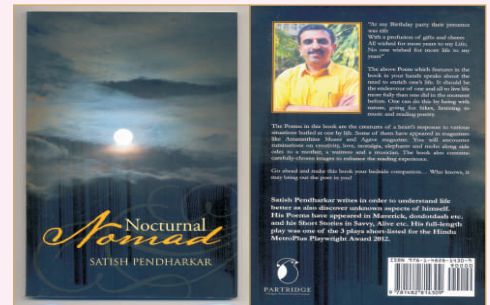
What length the span of a man?
What significance does a life
encompass?
What criterion is sifted for
judgment?
What line divides life lived from
life squandered?
These thoughts engulf me
this afternoon
I'm tempted to look at the
sheer littleness
Of my life- any life
When set against mighty Eternity
And thereby my failures

seek to condone

But when I do the lives
Of some others against mine
juxtapose
Stupefied, I do see the mountains
That their mere hands patted
And springs that sprung from
their steps
I realize that all such analogy
Is futile; an excuse
I can only look up to those who
did
And be galvanized into
accomplishing



S. S. Pendharkar, IDAS
CDA (CSD), Mumbai



ELEPHANT RIDE

On Asha we ride this morning
An elephant whose name means
Hope
At seventy she is no doubt old
Yet treats us as her guests
Notwithstanding the sorrows
untold
Lodged in her mighty heart
We creep into the forest
Darkness being dissipated by
light
It's routine for Asha
Yet exhilarating for us the
prospect
of sighting the striped Marshal
Whole rule in the forest
Was ended by the brute
among beings

In pursuit of a one-sided sport

Asha suddenly stops
A hush descends Will the Lord
of the Jungle reveal
himself? Trembling, we grip
the saddle tighter
Our anticipation soaring
Moments pass
A susurrant demolishes the
silence
The Mahout admonishes Asha
His mace striking her head
Enraged, I protest
He spews barbarian wisdom
“This creature is gigantic yet
dumb
And will only to human might
succumb”

SENIOR APPOINTMENTS

Sl. No.	Name of the Officer	Last Posting	Current Posting
1.	Shri G.S. Sood	Chairman & MD, National Scheduled Tribes Finance & Development Corporation, New Delhi	PCDA (Western Command), Chandigarh
2.	Shri Upendra Sah	PCDA (Western Command), Chandigarh	PCDA (R&D), New Delhi
3.	Ms. Rasika Chaube	Staff Officer, National Defence College, New Delhi	PCDA (Central Command), Lucknow
4.	Shri Rakesh Sehgal	Director (Finance), IPGCL/PPCL, New Delhi	PCDA (Navy), Mumbai

SENIOR SUPERANNUATION

RETIREMENT OF SHRI D K SHARMA

An IDAS officer of 1982 batch Shri Devendra Kumar Sharma superannuated on 28th February, 2014 as PCDA (R&D), New Delhi after completing more than 31 years of service.



*Fare Thee Well : CGDA felicitating shri D.K. Sharma on his farewell
Also seen : Shri S.S. Sandhu, Shri D.B.K. Reddy and Shri D.C.S. Negi*

డిఫెन्స్ అకౌంట్స్ కొత్త భవనం ప్రారంభం

ఎన్ఎస్టీ జంక్షన్, న్యూస్ట్రైట్: ఎన్ఎస్టీఎల్లో నూతన డిఫెన్స్ అకౌంట్స్ కార్యాలయ భవన సముదాయాన్ని బుధవారం డిఫెన్స్ అకౌంట్స్ కలెక్టర్ జనరల్ వందనా శ్రీవాస్తవ ప్రారంభించారు. విశిష్ట అతిథిగా ఎన్ఎస్టీఎల్ డైరెక్టర్ సి.డి. మల్లేశ్వర్ శాస్త్రవేత్త-డి.వై.రాజు రెడ్డి, సికింద్రాబాద్ కలెక్టర్- డిఫెన్స్ అకౌంట్స్ ఎ.వి.రామ్, డిఫెన్స్ అకౌంట్స్ అధికారి ఎ.రామయ్య పాల్గొన్నారు.



Defence Accounts Office at NSTL Now



Controller general of Defence Accounts Office (R&D) Vandana Srivastava inaugurating the new building of the accounts office at the NSTL premises in Visakhapatnam on Wednesday | EXPRESS PHOTO

Express News Service counting, financial advice and internal audit. **Visakhapatnam:** Controller general of Defence Accounts - New Delhi, Vandana Srivastava inaugurated a new building of the accounts office (R&D) on the NSTL premises here Wednesday. On the occasion, she emphasised the role of defence accounts departments in diversified activities of defence forces in India, particularly in the field of payment, ac-

ENGINEERS ON TOP

Three from Mumbai bell the CAT, secure 100 percent

Apoorva Puranik
apoorva.puranik@indianexpress.com

MUMBAI: Engineers once again scored the highest in the common admission test (CAT), results for which were announced on Tuesday. Eight candidates scored 100 percentile, with six of them being engineering graduates and two post graduates from the discipline. Other than the 13 Indian Institutes of Management (IIMs), 158 other B-schools

in the country accept CAT scores for MBA admissions. While there were four toppers from Andhra Pradesh, Mumbai had three candidates with a 100 percentile score. Abhiram Iyer, a Kalyan resident, who graduated from the Indian Institute of Technology (IIT), Madras, in 2011, emerged as one of the toppers from the city with a total score of 359 out of 450. This was Iyer's third attempt at CAT. He had previously scored 99.4 and 98.99 percent



THE CITY TOPPERS
Abhiram Iyer, a Kalyan resident, who graduated from IIT-Madras, in 2011, emerged one of the toppers from the city. Names of the other Mumbai toppers were not available. While 1,94,516 candidates had registered for CAT 2013, 1,73,738 took the test.

tile. The names of the two other toppers from Mumbai were not available. "It was a pleasant surprise when I got my score card. The verbal section was tricky and I thought, I would lose marks there," said Iyer, a mechanical engineer, who has been working in a private firm for a year-and-a-half. He aims to clear IIM Ahmedabad's screening rounds. "The IIMs are expected to

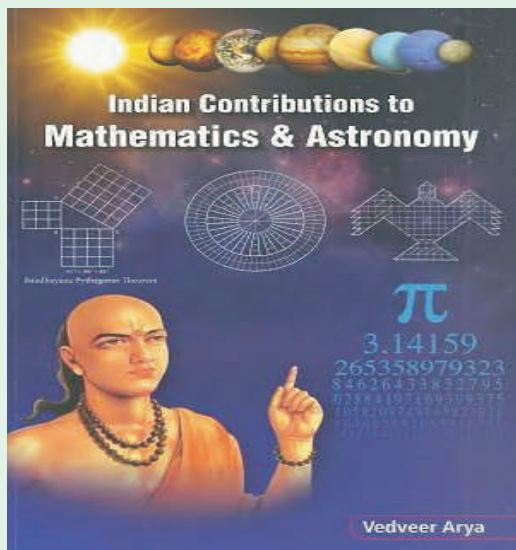
come out with the list of candidates by in January," said Kishu conveener for CAT. This year, the 13 altogether added 11 hundred seats, taking total tally to 3,335 entering the chances getting admission. Last year, of the dates who scored 100 percentile, four were girls this year; only one reached the top 100 score of 99.99 percent

Shri Abhiram Iyer, 23 years, s/o Shri. G. Ramgopal who is working as Sr. Auditor at LAO (AF) Mumbai, stands amongst the top 8 achievers of CAT 2013 who have scored 100 percentile.

Shri Kashmir Singh, AAO serving at ALAO(A) Kapurthala who has been felicitated by the British Channel as "Best Singer" at



जालंधर छावनी, 16 अक्टूबर (शर्मा): छावनी निवासी कश्मीर ठक्करवाल को इंग्लैंड के बर्मिंघम में आयोजित पंजाब म्यूजिक अवार्ड में बैस्ट गीतकार के तौर पर सम्मानित किया गया। यह सम्मान ब्रिटेशिया चैनल की ओर से इस प्रसिद्ध गीतकार को उसके द्वारा लिखे गीत 'मैं पंजाबी बोली हूं मैं भूल न जाईं जवाना' के लिए प्रदान किया गया। यह अवार्ड कश्मीर ने 4 और गीतकार साथियों को पछाड़ कर प्राप्त किया है। ठक्करवाल ने कहा कि मैं यह अवार्ड समूचे पंजाबियों को समर्पित करता हूं। कश्मीर ठक्करवाल को उनके लिखे गीत 'लोकी हंजूआं चो पड़ लैंदे ने' फिल्म 'मेल करादे रब्बा' के लिए पहले भी बैस्ट गीतकार का अवार्ड मिल चुका है।



Cover Page of Book by Shri Vedveer Arya, Director (Finance), ASL, Hyderabad





Stone-laying ceremony for DSC Accommodation at CQDA Office



Joi De Sports