



# INTEGRAL COACH FACTORY

Chennai - 600 038



"Culture of Integrity for  
Nation's Prosperity"

# 2024

Vigilance Bulletin  
Issue 25



"Take to the path of dharma - the path of truth and justice.  
Don't misuse your valour.  
Remain united. March forward in all humility,  
but fully awake to the situation you face,  
demanding your rights and firmness"

**-Sardar Vallabhbhai Patel**



सवारी डब्बा कारखाना, चेन्नै – 38

**INTEGRAL COACH FACTORY, CHENNAI - 38**

सतर्कता बुलेटिन - 2024

**VIGILANCE BULLETIN - 2024**

## நேர்மைக்கான குடிமக்களின் உறுதிமொழி

நம் நாட்டின் பொருளாதார, அரசியல், சமூக முன்னேற்றத்திற்கு மிகப்பெரும் தடைகளில் ஒன்றாக ஊழல் இருக்கிறது என்பதை நான் நம்புகிறேன். அரசு, குடிமக்கள், தனியார் துறை போன்ற இதில் தொடர்புடைய அனைவருமே ஊழலை முற்றிலுமாக அகற்றுவதற்கு ஒன்றிணைந்து பாடுபட வேண்டும் என நான் நம்புகிறேன்.

நாட்டின் ஒவ்வொரு குடிமகனும் எல்லா நேரங்களிலும் நாணயம், நேர்மை ஆகியவற்றின் உயர்ந்த தரத்தைக் கடைப்பிடிப்பது என உறுதியேற்பதுடன், அது குறித்த விழிப்புணர்வுடனும் இருப்பதோடு, ஊழலுக்கு எதிரான நடவடிக்கைகளை ஆதரிக்கவும் வேண்டும் என்பதையும் நான் உணர்ந்திருக்கிறேன்.

எனவே, கீழ்க்கண்ட விஷயங்கள் குறித்து நான் உறுதி ஏற்கிறேன்:

- வாழ்க்கையின் எல்லா தருணங்களிலும் நேர்மையையும், சட்டத்தின் ஆட்சியையும் பின்பற்றுவேன்;
- எந்தச் சூழ்நிலையிலும் எவருக்கும் லஞ்சம் கொடுக்கவோ, வாங்கவோ மாட்டேன்;
- எனது கடமைகள் அனைத்தையும் நேர்மையாகவும், வெளிப்படையான வகையிலும் நிறைவேற்றுவேன்;
- பொது நலனுக்கு உகந்த வகையில் செயல்படுவேன்;
- தனிப்பட்ட நடத்தையில் நேர்மையை வெளிப்படுத்துவதில் முன்னுதாரணமாக விளங்குவேன்;
- எந்தவொரு ஊழல் நிகழ்வையும் அது தொடர்பான தகுந்த அமைப்பிற்குத் தெரிவிப்பேன்.



## सत्यनिष्ठा प्रतिज्ञा

मेरा विश्वास है कि हमारे देश की आर्थिक राजनीतिक तथा सामाजिक प्रगति में भ्रष्टाचार एक बड़ी बाधा है। मेरा विश्वास है कि भ्रष्टाचार का उन्मूलन करने के लिए सभी संबंधित पक्षों जैसे सरकार, नागरिकों तथा निजी क्षेत्र को एक साथ मिलकर कार्य करने की आवश्यकता है।

मेरा मानना है कि प्रत्येक नागरिक को सतर्क होना चाहिए तथा उसे सदैव ईमानदारी तथा सत्यनिष्ठा के उच्चतम मानकों के प्रति वचनबद्ध होना चाहिए तथा भ्रष्टाचार के विरुद्ध संघर्ष में साथ देना चाहिए।

अतः, मैं प्रतिज्ञा करता हूँ कि :-

- . जीवन के सभी क्षेत्रों में ईमानदारी तथा कानून के नियमों का पालन करूँगा;
- . ना तो रिश्वत लूँगा और ना ही रिश्वत दूँगा;
- . सभी कार्य ईमानदारी तथा पारदर्शी रीति से करूँगा;
- . जनहित में कार्य करूँगा;
- . अपने निजी आचरण में ईमानदारी दिखाकर उदाहरण प्रस्तुत करूँगा;
- . भ्रष्टाचार की किसी भी घटना की रिपोर्ट उचित एजेंसी को दूँगा।

## INTEGRITY PLEDGE

I believe that corruption has been one of the major obstacles to economic, political and social progress of our country. I believe that all stakeholders such as Government, citizens and private sector need to work together to eradicate corruption.

I realize that every citizen should be vigilant and commit to highest standards of honesty and integrity at all times and support the fight against corruption.

I, therefore, pledge:

- To follow probity and rule of law in all walks of life;
- To neither take nor offer bribe;
- To perform all tasks in an honest and transparent manner;
- To act in public interest;
- To lead by example exhibiting integrity in personal behaviour;
- To report any incident of corruption to the appropriate agency.





राष्ट्रपति  
भारत गणतंत्र  
**PRESIDENT  
REPUBLIC OF INDIA**

**MESSAGE**

I am happy to know that the Central Vigilance Commission is observing Vigilance Awareness Week from 28<sup>th</sup> October to 3<sup>rd</sup> November, 2024 on the theme:

"सत्यनिष्ठा की संस्कृति से राष्ट्र की समृद्धि"  
"Culture of Integrity for Nation's Prosperity"

This theme serves as a reminder that integrity is the foundation of our nation's economic prosperity and social well-being. Integrity promotes inclusive growth, ensuring development benefits reach all sections of society. As citizens, we have a collective responsibility to be steadfast to the value of integrity in our daily lives. Through our actions based on honesty, fairness, and transparency, we can build a stronger and more prosperous nation.

I hope that there will be widespread participation of citizens in this initiative of the Central Vigilance Commission.

I extend my appreciation to the entire team associated with the Central Vigilance Commission.

I convey my best wishes for the success of the Vigilance Awareness Week-2024 in terms of translating values into action.

(Droupadi Murmu)

New Delhi  
September 30, 2024







सत्यमेव जयते

उपराष्ट्रपति

भारत गणराज्य

**VICE-PRESIDENT  
REPUBLIC OF INDIA**

### MESSAGE

Observance of Vigilance Awareness Week by Central Vigilance Commission (CVC) from 28<sup>th</sup> October 2024 to 3<sup>rd</sup> November 2024, commemorating the birth anniversary of Bharat Ratna Sardar Vallabhbhai Patel is not just a tribute to the Iron Man of India, but a reaffirmation of the values he stood for-integrity, unity, and national prosperity.

This year's theme, "Culture of Integrity for Nation's Prosperity" ("सत्यनिष्ठा की संस्कृति से राष्ट्र की समृद्धि"), aligns perfectly with the essence of our nation unity in diversity. Promotion of culture of integrity requires a collective effort that respects and incorporates the diverse perspectives and experiences of all our citizens. Central Vigilance Commission plays a crucial role in this endeavour by promoting transparency and accountability in public administration.

As we observe this Vigilance Awareness Week, let us remember that corruption is a threat not just to our economic prosperity, but to the very fabric of our diverse society. Let this be a time of reflection on our shared values that transcend our differences, and action towards building a corruption-free India.

I extend my best wishes to the Central Vigilance commission and the entire team of Vigilance Officers for their tireless efforts towards building a corruption-free where integrity and ethical conduct guide our actions.

Jagdeep Dhankhar

New Delhi

23<sup>rd</sup> October, 2024





प्रधान मंत्री  
Prime Minister  
MESSAGE

It is heartening to learn that the Central Vigilance Commission - CVC is observing Vigilance Awareness Week 2024. Heartiest greetings and best wishes to everyone associated with CVC on the occasion.

This year's theme – “सत्यनिष्ठा की संस्कृति से राष्ट्र की समृद्धि” – ‘Culture of integrity for nation's prosperity’ is particularly relevant in today's context.

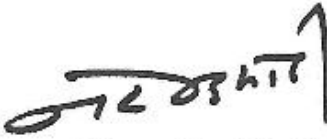
Integrity, along with transparency and accountability, hold the key to good governance and ensuing the nation's all-round growth and development. An environment of integrity nurtures institutions, promotes probity in administration. It leads to a people-centric approach while framing policies and taking decisions.

During the last 10 years, we have focused our efforts on leveraging technology and e-governance to create a transparent and accountable eco-system. We have furthered the spirit of ethics and integrity to strengthen our institutions.

As we march ahead confidently towards building *Viksit Bharat*, the contribution of institutions such as CVC in fulfilling the people's aspirations is important.

The organisation of various programmes including Gram Sabhas, lectures, plays, competitions in schools, colleges and trade organisations to commemorate the Vigilance Awareness Week will help spread awareness among individuals to imbibe such ethics and virtues such as honesty, fairness and integrity in day-to-day work.

May the Vigilance Awareness Week celebrations be a huge success.



(Narendra Modi)

New Delhi  
आश्विन 19, शक संवत् 1946  
11 October, 2024





अश्विनी वैष्णव  
Ashwini Vaishnaw



रेल, सूचना और प्रसारण एवं इलेक्ट्रॉनिक्स  
और सूचना प्रौद्योगिकी मंत्री  
भारत सरकार

Minister of Railways, Information & Broadcasting  
and Electronics & Information Technology  
Government of India

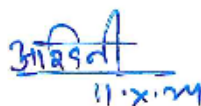


#### MESSAGE

I am delighted to learn that the Central Vigilance Commission is organizing Vigilance Awareness Week from 28<sup>th</sup> October to 3<sup>rd</sup> November, 2024 with the central theme as "सत्यनिष्ठा की संस्कृति से राष्ट्र की समृद्धि" "Culture of Integrity for Nation's Prosperity".

To ensure a nation's prosperity, it is crucial to eliminate corruption and foster transparency in governance. Each citizen has a responsibility to work towards a society free from corruption by nurturing a culture of integrity. I am confident that the campaign launched by the CVC will have a conspicuous effect on the government's Zero Tolerance policy against corruption.

I extend my greetings to everyone and wish a very successful Vigilance Awareness Week, 2024. Let us all join hands together and take a pledge for creating a corruption free nation.

  
11.10.24

Ashwini Vaishnaw





सत्यमेव जयते



**केन्द्रीय सतर्कता आयोग**  
**CENTRAL VIGILANCE COMMISSION**

सतर्कता भवन, जी.पी.ओ. कॉम्प्लेक्स,  
ब्लॉक-ए, आई.एन.ए., नई दिल्ली-110023  
Satarkta Bhawan, G.P.O. Complex,  
Block A, INA, New Delhi-110023

सं./No. 024/VGL/081

दिनांक / Dated 25.10.2024

**MESSAGE**

**Vigilance Awareness Week (28<sup>th</sup> October to 3<sup>rd</sup> November, 2024)**

Observance of Vigilance Awareness Week affirms Commission's commitment to promote integrity and probity in public life by seeking engagement of all stakeholders and to create greater awareness regarding the importance of integrity and ethics. The Commission believes that the theme for this year should be inspired by the rich cultural heritage of India that is rooted in ethical values and integrity. It is believed that these values can serve as a foundation upon which the nation can continue its journey towards development and prosperity. Hence, the theme for this year is:

**"सत्यनिष्ठा की संस्कृति से राष्ट्र की समृद्धि"**  
**"Culture of Integrity for Nation's Prosperity"**

VAW is being observed from 28<sup>th</sup> October to 3<sup>rd</sup> November 2024. Since last couple of years, the Commission has been running a three-month campaign leading upto the Vigilance Awareness Week. This year, the campaign associated with the Vigilance Awareness Week is being undertaken from 16.08.2024 to 15.11.2024. The Commission has sought the participation of all Ministries/ Departments/ Organizations of the Central Government to undertake this three-month campaign on five different focus areas namely Capacity Building Programs, Identification and implementation of Systemic Improvement measures, Up-dation of Circulars/Guidelines/Manuals, Disposal of complaints received before 30.06.2024 and Dynamic Digital Presence. It is believed that focused attention on these Preventive Vigilance measures would build transparent systems.

Emerging challenges, best practices and thoughts on way forward on various issues that come across are being shared with all stakeholders in the form of three booklets that will be released on 08.11.2024. The idea behind this is to disseminate information regarding effective and innovative initiatives undertaken by different organizations to serve as a point of reference for the way forward.

The Commission solicits the participation of all officials and citizens to come together in bringing about transparency and accountability in all spheres of public life.

(A. S. Rejeev)

Vigilance Commissioner

(Praveen K. Srivastava)

Central Vigilance Commissioner





यू . सुब्बा राव, आई.आर.एस.एम.ई  
महाप्रबंधक  
**U. SUBBA RAO, IRSME**  
GENERAL MANAGER



भारत सरकार, रेल मंत्रालय  
सवारी डिब्बा कारखाना  
चेन्नई - 600 038  
**Govt. of India, Ministry of Railways**  
**Integral Coach Factory**  
**Chennai - 600 038**




**MESSAGE**

I am pleased to learn that the Vigilance Organization of ICF is releasing the 25th issue of the Vigilance Bulletin during Vigilance Awareness Week 2024, aimed at fostering vigilance awareness among railway men and women.

Vigilance is integral part of management, ensuring transparency, efficiency, and a corruption-free administration. It should not be seen as an external function but rather as a core element essential for effective management. Vigilance plays a vital role in the smooth functioning of the organization by safeguarding day-to-day activities.

This year's Vigilance Awareness Week theme, "Culture of Integrity for Nation's Prosperity," highlights the critical role of ethical conduct in driving national progress

I urge all employees to renew our commitment in the fight against corruption.

  
(U. Subba Rao) 29/7/2024  
General Manager





**Dilip Kumar Singh**  
Principal Exe. Director (Vigilance) &  
Chief Vigilance Officer



सत्यमेव जयते



एक कदम स्वच्छता की ओर



### MESSAGE

Vigilance Awareness Week is observed annually to emphasize the significance of morality and integrity in public life. This year, it will be celebrated from 28th October to 3rd November, 2024, with the theme chosen by the Central Vigilance Commission (CVC) being "सत्यनिष्ठा की संस्कृति से राष्ट्र की समृद्धि" or "Culture of Integrity for Nation's Prosperity." The theme underscores the idea that a nation's long-term success and development depend on fostering a culture of honesty, ethics, and accountability across all levels of society.

The CVC has directed all organizations to undertake certain preventive vigilance activities, highlighting these as key focus areas. The Vigilance Department of Indian Railways is regularly taking various measures to enhance transparency in the system and promote systemic improvements. A three-month campaign in this direction has been initiated, running from 16<sup>th</sup> August to 15<sup>th</sup> November, 2024. I trust that all units are doing what is necessary to achieve the objectives of the campaign.

I firmly believe that by implementing preventive measures and raising awareness among Railway employees and the public, we can significantly reduce, if not eliminate, corruption within the organization. Indian Railways holds a strong potential to eradicate corruption if we all work in unison, pledge not to take or give bribes, and adopt stringent measures to tackle this menace head-on.

I extend my sincere greetings to everyone contributing to this movement and wish you all a successful Vigilance Awareness Week.

( Dilip Kumar Singh )





**अनुपम चौहान** IRSME

मुख्य सतर्कता अधिकारी

**ANUPAM CHAUHAN, IRSME**

Chief Vigilance Officer



भारत सरकार, रेल मंत्रालय  
सवारी डिब्बा कारखाना  
सतर्कता शाखा  
चेन्ने-600 038.

Government of India  
Ministry of Railways  
Vigilance Branch  
Integral Coach Factory  
Chennai - 600 038.



### MESSAGE

Integral Coach Factory in Chennai observes Vigilance Awareness Week from October 28 to November 3, 2024. During this week, we reaffirm our commitment to vigilance and rededicate ourselves to the fight against corruption.

This year's theme, issued by the Central Vigilance Commission, "Culture of Integrity for Nation's Prosperity," aims to sensitize the public to adhere to a moral code characterized by transparency, honesty, and complete alignment between thoughts, words, and actions.

Vigilance Awareness Week provides an opportunity to devise strategies in priority areas such as system improvements and preventive vigilance, advancing our efforts toward a transparent, fair, and efficient administration free from corruption.

On this occasion, Team Vigilance ICF has come up with 25<sup>th</sup> edition of the Vigilance Bulletin, to spread vigilance awareness among railway employees and educate them on known pitfalls to avoid. This Vigilance Bulletin contains articles, essays, system improvements, guidelines on preventive vigilance and various case studies.

We trust that this Bulletin will be helpful to all railway employees.

(Anupam Chauhan)  
Chief Vigilance Officer

# Integrity Pledge

We believe that corruption has been one of the major obstacles to economic, political and social progress of our country.

We believe that all stakeholders such as Government, citizens and private sector need to work together to eradicate corruption.

We acknowledge our responsibility to lead by example and the need to put in place safeguards, integrity frameworks and code of ethics to ensure that we are not part of any corrupt practice and we tackle instances of corruption with utmost strictness.

We realize that as an Organization, we need to lead from the front in eradicating corruption and in maintaining highest standards of integrity, transparency and good governance in all aspects of our operations.

We, therefore, pledge that:

- We shall promote ethical business practices and foster a culture of honesty and integrity;
- We shall not offer or accept bribes;
- We commit to good corporate governance based on transparency, accountability and fairness;
- We shall adhere to relevant laws, rules and compliance mechanisms in the conduct of business;
- We shall adopt a code of ethics for all our employees;
- We shall sensitize our employees of laws, regulations, etc. relevant to their work for honest discharge of their duties;
- We shall provide grievance redressal and Whistle Blower mechanism for reporting grievances and fraudulent activities;
- We shall protect the rights and interests of stakeholders and the society at large.

TAMIL NADU, 29th Oct 2024



8639397235



**ANUPAM CHAUHAN**  
Chief Vigilance Officer

Authorized Representative  
**INTEGRAL COACH FACTORY**



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## **“MY MUSINGS ON VIGILANCE MANAGEMENT”**

- *Shri.R.Kuppan, IRSME  
(Retd.PCME/Southern Railway)*

- We are all fortunate to be part of this Great Organisation called Indian Railways and to have a direct hand in the Nation Building. That is why our Cadres are called services. No amount of monetary incentives can compensate this satisfaction and lofty objectives.
- Very often, as human beings, we tend to resent someone watching us but it is required when we are in public service and there is so much anger among the people against corruption in the society. Under these circumstances, is it not better that we have a watch dog within us to guide and course correct? Again, are we not lucky that, unlike in many other departments and PSUs, our Vigilance Management (VM) is manned by Railway Officials who are aware of the technicalities and field conditions of the organisation? It is a boon which many of fail to appreciate. Of course, there is need for introspection and attitudinal change in the vigilance administration as is the case in any other function.
- Deming, a renowned quality guru, had applied a 14-Point Program for improving quality and this has become a corner stone for Total Quality Management (TQM).The following points from this Program can become the framework for TQM in VM
  1. Improve constantly and forever the system of production and training.
  2. Institute training. Institute a vigorous program of education and self-improvement.
  3. Institute leadership.
  4. Drive out fear.
  5. Break down barriers between departments.
  6. Eliminate slogans, exhortations and targets for the workforce.
  7. Eliminate numerical quotas.
- It is absolutely important to man the Vigilance Department with officials who are senior and have had all round field experience. He should be able to guide the inspectors working in the organisation and command respect. Inspectors posted in the Vigilance Department should also have field experience and should not seek posting in the Vigilance Department to avoid field work. A systematic training should be instituted to equip them for proper investigation, appreciating the context of decisions taken by the executives.
- Deming in his book “Out of Crisis” discusses the adverse effect of ‘targets’ and has an interesting case study of the targets in police department. If targets are inescapable in VM , it should be on preventive action taken .This can include activities like training programmes conducted to avoid procedural errors and system corrections carried out to minimise complaints and improve transparency.



- The fear psychosis (real & imaginary) that exists due to vigilance function is unfortunately, a fact. While dedication to honest work is a must, fear can be toxic and impede the effective functioning. Can we have periodical 360 degree objective assessment of the fear factor that exists in the organisation due to vigilance function and take effective steps to correct it? This will need the barriers that exist between Vigilance department and Executives to be broken (a TQM point). The employees should have the confidence that bona-fide action will not lead to vigilance cases. This needs inspiring leadership (again a TQM point) which walks the talk and imbibes confidence among the employees. The fear factor should not undermine the performance potential of the individuals and the organization.
- The inordinate delay that happens in the finalisation of vigilance cases is another factor which adds to the fear psychosis. In the name of non -interference in the inquiries, this has virtually become a 'no man's land'. The delay leads to anguish of the charged official and his/her the family. This adversely affects the organisation also. Reforms in this area are a must and to start with this can be addressed at least in departmental inquiries. This should be a key target area for VM
- There is a popular story of how Ratnakar, the way side robber, who ruthlessly looted people to keep his family happy, turned over a new leaf to become Valmiki and authored Ramayana. As Mahatma Gandhiji said there is enough for every one's need but not for even one man's greed. It is essential for each one of us to realise the import of this statement. This can be an item of Self Improvement advocated by Deming.
- No reward can match the soul satisfaction (atma-tripti) that you get for your honest and dedicated work for the nation. Vigilance Management should not only facilitate this but also be seen to do so! This should be the real benefit of TQM in Vigilance Management.

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## **CORPORATES' ETHICS OVER 'MANDATED CSR'- The 'Public –Private' and the 'Dirty- Clean' Divides**

*- Shri J. Vinayan,  
Senior Deputy General Manager  
South Central Railway*

### **LESSONS FROM THE ANALYSIS OF TOP 100 CSR SPENDERS AMONG INDIAN COMPANIES:**

Purpose: Indian Railways are among the major public sector undertakings hoping for a slice of the Corporate Social Responsibility (CSR) spends pie of other public and private sector organizations for carrying out their developmental works. The purpose of this study is to analyze the CSR spends of top 100 CSR spending companies in India and compare them inter-se from the points of view of Public Sector/Private Sector distinction and 'dirty'/'clean' industries distinction, connecting these observations with the theoretical concepts expounded by various international researchers in the area. We intend to add to the discussion on the current CSR practices in India, and to extend the findings to other countries/environments, particularly of developing countries. This study is being placed in the context of the 'Mandated' CSR regime being started by some countries, starting with the New Companies' Act 2013 of India, so that future research can look at changing trends in the companies' approaches to CSR, in the light of the new regime.

Overview: Frederick wrote that 'Social responsibility, in the final analysis implies a public posture toward society's economic and human resources and a willingness to see that those resources are used for broad social ends and not simply for the narrowly circumscribed interests of private persons and firms'(Carroll 1999). Social responsibility means a doctrine that claims that an entity, whether it is government, Private Corporation or public organization has a responsibility to society. CSR is a concept that reduces costs and risks, increases the brand value and reputation, effectiveness and the efficiency of employees, improves transparency, and clarity in the working environment of the business house (Gautam and Singh , 2010). Lankoski (2009) has indicated that many companies use the CSR route to manage the negative 'externalities' that they may have on the environment and society around them. There are 'clean' industries like banking, IT-enabled services, tourism etc with lower levels of negative externalities, and others, called 'dirty' or 'unclean' like mining, petrochemicals, mega infrastructure creation etc. which have larger negative externalities like air/water pollution, large scale displacement of populations etc.. The question that we ask in this paper is, do all companies, whether from 'clean' or dirty' industry, spend on CSR activity at the same levels or rather, does the 'cleanness' of the industry have any relationship with its CSR spends? In many countries, particularly the emerging or developing economies, there are State Owned Enterprises mandated to work for the socio-economic welfare of the country by profitably managing vast national assets like Railways, Coal or Iron ore mines, and other functions like Banking or production of fertilizers, steel, petroleum products etc. By their very creation and mandate, they have a socio-economic purpose ingrained in their 'genes'. Another question we ask in this study is, how does a Public Sector Company differ from its private sector counterpart in managing its CSR activities? Garriga and Mele (2004) have suggested four sets of theories or approaches to CSR. They include Instrumental, Political,

Integrative and Ethical theories. In the integrative theories, there are mentioned two approaches called Issues Management approach and Public Responsibility Approach, which indicate, respectively, that corporates process their responses to those social and political issues which may impact significantly upon it; and that the law and the existing public policy process are taken as a reference for social performance. This study attempts to find whether a link exists between the CSR spends and the generic socio-economic issues in a developing country.

While Public Sector Companies in India have, since inception, been mandated to carry out their business enterprise activities for the common good or 'in public interest', so far, private firms were only expected to contribute voluntarily (as much as they could), into their CSR initiatives. But through the New Companies' Act- 2013, the Government of India has made it mandatory for every Company having net worth of Rs.500 Cr or turnover of Rs.1000Cr or net Profit of Rs.5 Cr during any financial year, to spend at least two percent of its average net profits after taxes made during the three preceding financial years, on CSR activities. India is probably the first country to enact such sweeping legislation that mandates CSR in private sector companies (Mukherji, 2013). The Economic Times (2013) estimates that about US\$ 2 billion (Rs 1200 Cr at the time of writing this article) would now be made available for CSR activities under the 'Mandated CSR' (Mukherjee, 2013) regime. With this background, this paper attempts to study the trends in CSR investments by the top CSR spenders in India and theorize on certain characteristics that could be applied to all companies, irrespective of the country setting. The study posits that Public Sector Companies (PSUs) tend to spend for the sake of spending (merely meeting budgetary requirements) and to satisfy as many stakeholders as possible, while private companies tend to avoid spreading their expenditure too thinly. The study expects to point out that in a developing country, CSR activities and spending are likely to be around the generic social issues of that economy, irrespective of whether the company is from a 'clean' or 'unclean' industry and also whether the company belongs to the public or private sector. Companies within 'unclean' or 'dangerous' industries tend to spend more on CSR activities than those in other industries in order to manage the negative externalities of their industries. Majority of the top CSR spenders also appear to be from 'unclean' industries. This study has used content analysis and other quantitative methodologies on secondary data on top 100 CSR spenders among Indian Companies published by a nongovernmental organization working in the CSR area, the details of various CSR projects being undertaken by these companies, as provided in their own websites and Annual Reports as well as the provisions of the New Companies Act 2013, of the Government of India, for the analysis of this data.

**Design/methodology/approach** -It is a cross sectional study which is exploratory in nature. It involved secondary data collection from 100 top CSR spending Companies in India and use of Content Analysis technique and some other quantitative methodologies to assess CSR practices and areas of CSR activity focus of companies operating in India.

**Findings** -The main findings of the study are that in a developing country, the CSR activities of business enterprises are likely to be centered around the generic socio-economic issues of the country; Public Sector companies would tend to spread their CSR funds in a scattered manner trying to satisfy as many stakeholders as possible, as compared to Private Sector firms; and

companies from ‘Dirty’ industries tend to spend more on CSR than their ‘clean’ counterparts to attempt to neutralize their greater negative externalities. The paper also finds partial support for the observation that Public sector companies tend to spend less than their private sector counterparts on the CSR activities, possibly due to their procedural delays, bureaucratic hassles and compulsions of working within strict rule-bound work practices, and partly due to the idea that social responsibility is one of basic *raison de tre* for their existence.

Sl.	Antecedents	Hypothesis	Observations from this study
(1)	‘Integrative Theories’Issues Management Approach’ Sethi 1975; Ackerman 1973; Jones 1980; Vogel 1986 and Wartick & Mahon 1994. and ‘Public Responsibility’ approach Preston & Prost 1975, 1981	H1: In a developing country, the CSR activities of companies are likely to be around the generic social issues of the country	Supported. Education, Health, Employment, and up-liftment of weaker sections are top CSR areas for majority of companies along with Environmental sustainability. Poverty and Hunger alleviation and Gender equality areas get comparatively less spends, possibly due to overwhelming presence of Government expenditures in these areas.
(2)	CEEP study from Europe on Motivational factor groups for Public Sector companies.  Also ‘Public Responsibility’ approach Preston & Prost 1975, 1981	H2: Public Sector Companies would tend to spread their CSR expenditures in a scattered manner trying to satisfy as many Stakeholders as possible; when compared to private sector companies	Supported. 42% of PSUs have distributed their expenditures in 10 or more areas and 84% of PSUs in 6 or more areas.
(3)	Public Companies already have Social Responsibility ingrained into them since inception. Also Procedural delays, Accountability issues, excess of regulations and lack of CSR guidelines associated with Public Sector Companies. Verband Kommunalen Unternehmen CV of Germany (2006)Ates and Buttgen, 2011	H3: Public Sector companies tend to spend less than their Private Sector counterparts on CSR activities mostly due to their procedural delays, bureaucratic hassles and compulsions of working within strict rule-bound work practices	Supported partly. We see that the absolute level of CSR spend is not related to their being a Public or Private Company. But the top CSR spending PSUs on an average spend (percentage of PAT-wise) less than the top spenders in the Private sector on CSR.
(4)	Instrumental theories Friedman 1970, Jensen 2000 Negative Externalities Kopf et al 2013 Stillwell et al 2011	Hypothesis 4: ‘Dirty’ companies tend to spend more on CSR to attempt to neutralize their greater negative externalities.	Supported. 60 companies among the top 84 CSR spenders are from ‘unclean’ industries; also 38 out of the highest 44 among them are also in the same category.

Practical and Research implications -The study analyzes the CSR performance of 100 top CSR spending Indian companies from a perspective of Public Sector/Private Sector and 'Dirty'/'Clean' divides. Being written at the point of time when India has emerged as the first country to mandate compulsory expenditures in CSR for certain selected companies, this paper will be useful to companies in India as well as other emerging economies in understanding more about the way they approach the CSR activity as a strategic business function. The study points out the trend of scattered spend by some players which really do not serve the spirit behind the activity, either for the Company or the stakeholders or for the recipients behind the effort. This can lead to a review of the present CSR efforts from a point of view of improving efficiency and efficacy.

Originality/value -This is the first time that Indian Companies are being analyzed based on their nature ('clean' or 'unclean' industry) and type (PSU/PVT) with regard to their CSR spends. The study brings out new insights into the typical behaviors of State owned companies and 'dirty'/'clean' industry companies while tackling the CSR spends areas; and their levels of expenditure.

Keywords: Corporate Social responsibility, Public Sector Companies, Private Sector Companies, 'Dirty' Industries, 'Clean' Industries, Mandated CSR.

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# **Integrity in the Workplace and its importance**

– *Shri Anupam Chauhan,  
Chief Vigilance Officer/ICF*

## **Definition and Importance**

Integrity in the workplace refers to upholding strong moral principles and ethical standards, demonstrating honesty, reliability, and accountability in all professional interactions. A well-known definition is: Integrity is doing the right thing through our words, actions and beliefs even when no one is watching.

Within the workplace, integrity can play out in a number of ways on both the individual and organizational level.

At the individual level, this may look like:

- Being honest and trustworthy
- Adhering to company values
- Being consistent in decision making
- Being professional
- Making decisions ethically

At the organizational level, this may look like:

- Building a culture of integrity through leadership
- Making ethical business decisions
- Having clear corporate social responsibility commitments
- Adhering to regulations and laws
- Operating with fair and transparent governance

In short, workplace integrity can operate on two levels: the personal integrity of each employee and the integrity of the corporation. However, there is one key behavior that characterizes both: ethical behavior that serves to uphold moral principles.

## **Key Aspects of Workplace Integrity**

### **1. Trustworthiness and Reliability**

Employees with integrity are dependable, fostering trust within teams. They deliver on promises and meet commitments, ensuring colleagues feel confident in their abilities.

### **2. Open and Honest Communication**

Integrity involves transparent communication, where team members share information and feedback honestly. This openness nurtures collaboration and mutual respect.



### 3. **Responsibility for Actions**

Taking ownership of one's actions—especially mistakes—demonstrates a commitment to integrity. This accountability leads to continuous improvement and learning.

## **Demonstrating Integrity in Practice**

### 1. **Respect Company Policies**

Following workplace policies aligns actions with the organization's values, ensuring a consistent approach to conduct and decision-making.

### 2. **Lead by Example**

Displaying a strong work ethic and professionalism encourages others to uphold similar standards. Leadership rooted in integrity inspires a culture of accountability.

### 3. **Respect Diverse Opinions**

Engaging respectfully with differing viewpoints enhances collaboration and fosters an inclusive environment, even during disagreements.

### 4. **Accountability**

Acknowledging mistakes and learning from them is a hallmark of integrity. It shows a commitment to growth and an openness to feedback.

## **Examples of Integrity in Action**

- **Taking Responsibility:** When a project deadline is missed, a team leader admits their oversight instead of shifting blame, initiating changes to improve future processes.
- **Supporting Co-workers:** A colleague offers assistance to team members facing challenges, recognizing their contributions and showing appreciation.
- **Protecting Confidential Information:** Employees respect privacy policies, safeguarding sensitive information and avoiding misuse for personal gain.

## **The Seven Pillars of Integrity**

1. **Honesty**
2. **Responsibility**
3. **Respect**
4. **Ethical Decision-Making**
5. **Accountability**
6. **Trustworthiness**
7. **Loyalty**

Upholding these principles fosters a positive work environment, increases team bonding, attracting top talent and enhancing job satisfaction.

### **Lasting Benefits of Workplace Integrity**

Demonstrating integrity leads to a culture of trust and respect, promoting ethical behavior and responsibility. Employees who embody these values not only gain respect from peers but also enhance their career prospects, paving the way for growth and success. By prioritizing integrity, organizations can cultivate a supportive atmosphere that drives performance and satisfaction.

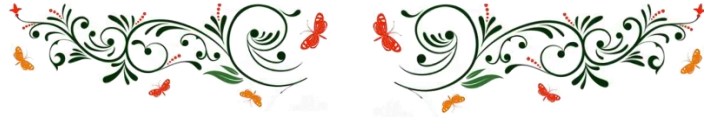
*Having understood the importance of Integrity, Let's commit to upholding strong moral principles and ethical standards in all aspects of our lives by taking pledge to:*

- **Act with Honesty:** Always be truthful and transparent in our professional interactions.
- **Demonstrate Reliability:** Follow through on our commitments and responsibilities.
- **Embrace Accountability:** Take responsibility for our actions and decisions, ensuring they align with our values.
- **Uphold Fairness:** Treat everyone with respect and fairness, fostering an inclusive environment.
- **Promote Ethical Standards:** Advocate for and adhere to high ethical standards in all our dealings.

*Together, let's cultivate a culture of integrity that inspires trust and respect in our workplace and beyond.*

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वंदे भारत टीम सवारी डिब्बा कारखाना की आन, वंदे भारत भारतीय रेल की शान

अजेय टीम सवारी डिब्बा कारखाना को समर्पित

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वंदे भारत सडिका की आन, वंदे भारत देश की शान

प्रधानमंत्री की परिकल्पना ,रेल मंत्री का निर्देशन

उच्च प्रबंधन का विश्वास, प्रेरणा व मार्गदर्शन

वंदे भारत हमारी आन, वंदे भारत देश की शान

बेमिसाल अभिकल्प, उत्तम योजना, असाधारण अद्वितीय भंडार व वित्त प्रबंधन

दिन रात होता उत्पादन, सुनिश्चित करता संरक्षा-कार्यकुशलता, गुणवत्ता आश्वासन

वंदे भारत हमारी आन, वंदे भारत देश की शान

सडिका चेन्नई का कार्य अनोखा, हुआ साकार वंदे भारत का स्वप्न

वर्ल्ड क्लास वंदे भारत मेक इन इंडिया, देख हुई सारी दुनिया हैरान

वंदे भारत हमारी आन, वंदे भारत देश की शान

मात्र 140 सेकंड में 160 किलोमीटर प्रतिघंटे की गति, पहुँचाती अतिशीघ्र गंतव्य स्थान

सर्वोत्तम राइडिंग इंडेक्स 3.5, बनाता सफर सुखद, सविधाजनक, आरामदायक व आसान

वंदे भारत हमारी आन, वंदे भारत देश की शान

यू वी लैंप सहित-अति दक्ष वातानुकूलन, डरता रोगाणु वायरस परेशान

सुनिश्चित बेहतर अग्नि सुरक्षा , अलार्म युक्त प्रणाली अग्निशमन

वंदे भारत हमारी आन, वंदे भारत देश की शान

यात्री सूचना प्रणाली करती हर पल, सूचना निर्वाहन

तो इन्फोटेनमेंट प्रणाली करता सबका मनोरंजन

वंदे भारत हमारी आन, वंदे भारत देश की शान

टीम सवारी डिब्बा कारखाना का अविचल अथक अनंत अजेय प्रयत्न

देश के कोने कोने पहुंचती वंदे भारत, गतिशील प्रगतिशील भारतीय अभिमान

वंदे भारत टीम सडिका की आन, वंदे भारत हमारी शान,

वंदे भारत भारतीय रेल की शान, वंदे भारत देश की शान ।

- अनुपम चौहान

मुख्य सतर्कता अधिकारी

## MORAL FORTITUDE: EXPLORING ETHICAL BEHAVIOR IN TIRUKKURAL

– Shri K.Sudalaimani,  
Dy. Chief Vigilance Officer/ICF

Many negative words related to dishonesty, lack of integrity, and unethical practices have gained entry into corporate vocabulary. Often, we come across the words: misappropriation, fraud, embezzlement, swindle, scams, doping, trafficking, and cheating. *Tiruvalluvar* anticipated that business people and business houses would become greedy and that would result in complications of business practices, introduction of unethical practices and negative consequences to businesses and societies. In *Webster's Ninth New Collegiate Dictionary*, ethics is defined as 'the discipline dealing with what is good and bad and with moral duty and obligation.' This article discusses twelve *Kurals* those inculcate the importance of ethical practices for a long-term success.

Life is an act of balancing. One of the specialities of *Tiruvalluvar* is to balance different concepts. There are many *Kurals* to suit this category. While advising us about lies and telling lies, he says:

**“பொய்மையும் வாய்மை யிடத்த புரைதீர்ந்த  
நன்மை பயக்கும் எனின்” (292)**

[குற்றம் தீர்ந்த நன்மையை விளைக்குமானால் பொய்யான சொற்களும் வாய்மை என்று கருதத்தக்க இடத்தைப் பெறுவனவாம்.]

[Falsehood may take the place of truthful word,  
If blessing, free from fault, it can afford.]

Even telling a lie is acceptable, if that does some good or if telling a lie is better than telling the truth in that particular context, that is acceptable. Telling a lie is acceptable, if that does not do any harm to both the teller and the receiver.

*Tiruvalluvar* would have anticipated that people would take undue advantages of that message and immediately after that, cautioned us with another Kural 293. The Kural says:

**“தன்நெஞ் சறிவது பொய்யற்க பொய்த்தபின்  
தன்நெஞ்சே தன்னைச் சுடும்” (293)**

[ஒருவன் தன் நெஞ்சம் அறிவதாகிய ஒன்றைக் குறித்துப் பொய் சொல்லக்கூடாது. பொய் சொன்னால் அதைக் குறித்துத் தன் நெஞ்சமே தன்னை வருத்தும்.]

[Speak not a word which false thy own heart knows  
Self-kindled fire within the false one's spirit glows.]

One should not tell harmful or hurtful lies knowing that that would cause trouble for both the parties involved in the act. It bothers others, but that falsehood bothers his conscience more. In

other words, your act of lying shouldn't make you feel guilty about it. If telling a lie makes a person regret, that practice is unethical.

Tiruvalluvar resorts to a simile, in Kural 657, to further drive home the importance of ethical behaviour. It is better for an honest person to live in poverty than to gain wealth through improper means as amassing wealth through improper means will get that person all the blame. The wealth amassed through improper means is not worth the blames. Moreover, that act will disturb the conscience of that person at a later stage.

**“பழிமலைந்து எய்திய ஆக்கத்தின் சான்றோர்  
கழிநல் குரவே தலை” (657)**

[பழியை மேற்கொண்டு இழிதொழில் செய்து பெறும் செல்வத்தைவிடச் சான்றோர் வினைத்தூய்மை யோடிருந்து பெறும் பொல்லாத வறுமையே சிறந்தது.]

[Than store of wealth guilt-laden souls obtain,  
The sorest poverty of perfect soul is richer gain.]

When Kural 657 warns us against unethical practice, Kural 281 rules out even the thought of stealing. If you want to guard yourself against criticism, insults, suspicion, and complaints from others, you have to guard yourself from even thinking of stealing. Keep your thoughts of stealing and thieving away. Even just the thought of stealing is equivalent to the act of stealing.

**“எள்ளாமை வேண்டுவான் என்பான் எனைத்தொன்றும்  
கள்ளாமை காக்கதன் நெஞ்சு” (281)**

[பிறரால் இகழப்படாமல் வாழ விரும்புகின்றவன், எத்தன்மையான பொருளையும் பிறரிடமிருந்து வஞ்சித்துக் கொள்ள எண்ணாதபடி தன் நெஞ்சைக் காக்கவேண்டும்.]

[Who seeks heaven's joys, from impious levity secure,  
Let him from every fraud preserve his spirit pure.]

Kural 282 is a sequel to Kural 281. Even if you desire to covet someone's possession that act of thinking itself is an unethical act.

**“உள்ளத்தால் உள்ளலும் தீதே பிறன்பொருளைக்  
கள்ளத்தால் கள்வேம் எனல்” (282)**

[குற்றமானதை உள்ளத்தால் எண்ணுவதும் குற்றமே; அதனால் பிறன் பொருளை அவன் அறியாத வகையால், வஞ்சித்துக் கொள்வோம் என்று எண்ணாதிருக்க வேண்டும்.]

[‘Tis sin if in the mind man but thought conceive;  
‘By fraud I will my neighbour of his wealth bereave.’]

There are hundreds of people who had become rich in overnight and lost their riches overnight. The wealth that someone gets by cheating or deceiving others or through improper means, though that wealth appears to be increasing to an extent, beyond a point will disappear quickly, predicts Kural 283. A thing that does not belong to you will not belong to you. ‘Things easily got are

easily lost' is a wise proverb. This sort of wealth will inflate like a balloon and appear big, but suddenly it will deflate.

**“களவினால் ஆகிய ஆக்கம் அளவிறந்து  
ஆவது போலக் கெடும்” (283)**

[களவு செய்து பொருள் கொள்வதால் உண்டாகிய ஆக்கம் பெருகுவதுபோல தோன்றி, இயல்பாக இருக்க வேண்டிய அளவையும் கடந்து கெட்டுவிடும்.]

[The gain that comes by fraud, although it seems to grow  
With limitless increase, to ruin swift shall go.]

Those who are afraid of bad reputation will fear even a millet size fault and consider that to be as big as the size of a palm fruit and keep themselves away from those faults, asserts Kural 433.

**“தினைத்துணையாங் குற்றம் வரினும் பனைத்துணையாக்  
கொள்வர் பழிநாணு வார்” (433)**

[பழி நாணுகின்ற பெருமக்கள் தினையளவாகிய சிறு குற்றம் நேர்ந்தாலும், அதைப் பனையளவாகக் கருதிக் (குற்றம் செய்யாமல்) காத்துக்கொள்வர்.]

[Though small as millet-seed the fault men deem;  
As palm tree vast to those who fear disgrace 'twill seem.]

It is wise to do any activity that brings fame to self and benefits to others. Tiruvalluvar strongly advocates through Kural 652 that one has to shun or keep away from any activity that brings one disgrace and thanklessness.

**“என்றும் ஒருவதல் வேண்டும் புகழொடு  
நன்றி பயவா வினை” (652)**

[புகழையும் அறத்தையும் தாராத (தூய்மை அற்ற) செயல்களை எக்காலத்திலும் ஒருவன் செய்யாமல் விட்டொழிக்க வேண்டும்.]

[From action evermore thyself restrain  
Of glory and of good that yields no gain.]

Never do acts that will make you regret or feel sorry for doing that. If, by chance, you do an act that makes you regret, never do that again to regret again, reinforces Kural 655. If you build an empire through unimproved means and regret later on for the wrong practices, the entire empire would collapse internally. You cannot be proud of your achievements.

**“எற்றென்று இரங்குவ செய்யற்க செய்வானேல்  
மற்றென்ன செய்யாமை நன்று” (655)**

[பிறகு நினைந்து வருந்துவதற்குக் காரணமான செயல்களைச் செய்யக்கூடாது. ஒருகால் தவறிச் செய்தாலும், மீண்டும் அத்தன்மையானவற்றைச் செய்யாதிருத்தல் நல்லது.]

[Do nought that soul repenting must deplore,  
If thou hast sinned, 'tis well if thou dost sin no more.]



Never do an act that has consequences and will make you regret even if your mother's hunger will be satisfied by that act. That act will make virtuous people blame you, commands Kural 656. The acid test to check if a task is worth doing is to ask one's mother whether she would be proud of that act. Definitely, your mother will not be proud of any unethical act.

**“ஈன்றாள் பசிகாண்பான் ஆயினுஞ் செய்யற்க  
சான்றோர் பழிக்கும் வினை” (656)**

[பெற்ற தாயின் பசியைக் கண்டு வருந்த நேர்ந்தாலும், சான்றோர் பழிப்பதற்குக் காரணமான இழிவுற்ற செயல்களை ஒருவன் செய்யக்கூடாது.]

[Though her that bore thee hung'ring thou behold, no deed  
Do thou, that men of perfect soul have crime decreed.]

Kural 660 contains an outstanding simile. Storing or hoarding, if that is the right word, the wealth that someone has got through improper means, by cheating others, is similar to storing water in a clay pot that is not properly burnt. Only a seasoned pot can retain water that is stored in that. On the contrary, water that is stored in raw clay will disappear soon. So will be the wealth earned through improper ways.

**“சலத்தால் பொருள்செய்தே மார்த்தல் பசுமண்  
கலத்துள்நீர் பெய்திரீஇ யற்று” (660)**

[வஞ்சனையான வழியால் பொருளைச் சேர்த்துக் காப்பாற்றுதல், பச்சை மண்கலத்துள் நீரைவிட்டு அதைக் காப்பாற்றி வைத்தாற் போன்றது.]

[In pot of clay unburnt he water pours and would retain,  
Who seeks by wrong the realm in wealth and safety to maintain.]

Tiruvalluvar uses another simile to emphasize the importance of making money through proper means. Money generated by a characterless person or by hook or crook, is similar to fresh milk kept in an unclean container, according to Kural 1000. The milk will become sour soon. Similarly, the ill got money becomes unusable soon.

**“பண்பிலான் பெற்ற பெருஞ்செல்வம் நன்பால்  
கலந்தீமை யால்திரிந் தற்று” (1000)**

[பண்பு இல்லாதவன் பெற்ற பெரிய செல்வம், வைத்த கலத்தின் தீமையால் நல்ல பால் தன் சுவை முதலியன கெட்டாற் போன்றதாகும்.]

[Like sweet milk soured because in filthy vessel poured,  
Is ample wealth in churlish man's unopened coffer stored.]

Let us remember Gandhi's one of the seven sins a person should avoid, “Wealth without work is a sin.”

***Let us practice Culture of Integrity for Nation's Prosperity!***

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## **Non-stock Demands – Checks/Do's/Dont's**

– Shri S R Shelke, Dy CVO/Stores & Mechanical, SCR.

1. Description shall not be vague or overly restrictive and shall be with standard Drg./Specn. etc.
2. Generic Instructions in Manual for Procurement of Goods:
  - a. Description shall be objective, functional, generic and measurable and specify technical, qualitative and performance characteristics;
  - b. Where applicable, the technical specifications shall, to the extent practicable, be based on the national technical regulations or recognized national standards.
3. Purchase as per sample shall not be indented/allowed.
4. Procurement of ISI marked products: - RB Letter No. 2024/RS(G)/164/33/IR Dated:27.05.2024
  - a. Wherever ISI marked products are available, procurement will be restricted to ISI marked product only.
  - b. Wherever BIS specifications are available, specifications shall not reflect any preference for any brand.
  - c. The description of the subject matter of procurement to the extent practicable should not indicate a requirement for a particular trade mark, trade name or brand.
5. Purchase restriction for approved sources as available in UVAM. (RB Letter dt 30.03.2022).
6. In case of installation/commissioning is involved, readiness of site be ensured before physical delivery of materials/machines at site.
7. Funds availability and certification be ensured before the procurement of material.
8. For PAC items, certification of Clause 6 (a) OR (c) and Sign of Competent Authority thereof. [6(a) certification and ST Powers in Rs Lakhs– AMM- 1, SMM-3, DyCMM-5, CMM-8, PCMM-15)]  
PAC Clause Certification - Para 6:
  - (a) No other make/brand will be suitable.
  - (b) This is the only firm who is manufacturing/stocking this item.
  - (c) A similar article is not manufactured/sold by any other firm, which could be used in lieu.Note- Delete (a) or (c) whichever is not necessary.
9. Avoid splitting of requirement and submission of piecemeal/multiple/repeated indents for same items in short period.
10. GeM Non-availability Report: Key Word search as well as One Time OR Regular requirements.
11. Ensure clubbing of requirements for same item and vetting of NS Demands wherever necessary for bulk procurement by Stores officials.

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## **INTEGRITY, HONESTY AND VIGILANCE**

– *Shri H.Anantharaman IRSE,  
Dy.CVO/Engineering,  
Southern Railway.*

**Integrity, honesty, and Vigilance are three pillars of moral and ethical behavior, crucial in building trust, maintaining personal credibility, and ensuring societal harmony. Each of these values plays a unique role in shaping the way individuals interact with others and navigate their personal and professional lives.**

### **Integrity**

Integrity refers to the quality of being consistent with one's values, principles, and moral compass, regardless of the circumstances or consequences. It's a cornerstone of character, reflecting an individual's ability to stand firm in their beliefs, act in alignment with their internal sense of right and wrong, and avoid compromising their values even when it is inconvenient or challenging. Integrity is often associated with wholeness and reliability, signaling that a person is dependable, can be trusted to do what is right, and behaves with consistency. Whether in personal relationships, professional environments, or community engagements, integrity creates an environment where trust flourishes. A person with integrity does not act for the sake of appearances or rewards; instead, they are driven by an innate commitment to uphold ethical principles. It is integrity that often guides decision-making in ambiguous situations, ensuring that one remains true to their values even when no one is watching.

### **Honesty**

Honesty is closely tied to integrity but focuses more on truthfulness in communication and action. It is the practice of being sincere, open, and straightforward in all dealings, whether in speech or behavior. Honesty is the foundation of authentic relationships because it fosters transparency, openness, and trust. People who are honest do not hide the truth or manipulate others for personal gain. Instead, they are committed to delivering facts as they are, regardless of the potential repercussions. Honesty also means owning up to one's mistakes and accepting responsibility when things go wrong, as opposed to deflecting blame or covering up failures. In both personal and professional settings, honesty establishes credibility and strengthens relationships, as people feel more secure when they can rely on others to be forthright and truthful. It is especially important in leadership, where honesty fosters trust among teams and promotes a culture of transparency and accountability.

### **Vigilance**

Vigilance involves maintaining an active awareness of one's surroundings, obligations, and the potential consequences of actions. It is the practice of staying alert and attentive to ensure that one's integrity and honesty are not compromised. Vigilance plays a crucial role in ethical decision-making, as it involves the conscious effort to recognize potential risks or temptations

that might lead one astray from their values. It also includes being mindful of the impact of one's actions on others and the broader community. Vigilance encourages individuals to be proactive rather than reactive, catching potential problems or ethical dilemmas before they escalate. In professional settings, vigilance is essential for preventing misconduct, ensuring compliance with regulations, and upholding ethical standards. By staying vigilant, individuals can guard against lapses in judgment, mistakes, and the influence of negative forces that might otherwise compromise their integrity or honesty.

### **The Interconnection**

Integrity, honesty, and vigilance are deeply interconnected, forming a foundation for ethical behavior. Integrity ensures that an individual's actions align with their moral beliefs, while honesty guarantees that they communicate and behave truthfully in their interactions with others. Vigilance, on the other hand, acts as a safeguard, ensuring that both integrity and honesty are consistently upheld over time. Together, these values create a framework for trustworthiness, respect, and accountability in every aspect of life. When practiced together, they not only enhance personal credibility but also contribute to a culture of trust and ethical behavior in the wider society. In sum, integrity, honesty, and vigilance are indispensable qualities for anyone striving to live a principled and meaningful life.

If you look at the developed countries, it is crystal clear that no country can develop itself without shedding the baggage of corruption. In Railways, we should strive towards creating an environment that supports systems and people who follow the above three virtues. This can be created and nurtured right from Selection stage itself by evaluating the moral and mental make up of the candidates through Psychometry tests and periodically being ensured during the career through various measures. There should be a system to identify people of high integrity and they should be encouraged to hold high positions in the system. This way it will not only nurture the culture of honesty but also encourages efficient people to be honest also. Other measures like creation of systemic deterrence for the dishonest can also help in ushering a well balanced system in Railways. At the end of the day, we should understand that corruption is bad economy and corrupt people are stumbling blocks for the betterment of the Railways.

Jai Hind.

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## Vigilance

The kite feels bound,  
Held back by the string,  
Thinking, "If only this tie would break,  
I could rise, soar, and spread my wings,  
Touch the stars, and kiss the moon."

But little did it know,  
The string's strength was its guide,  
For when the tether snapped,  
It faltered, swayed, and fell aside,  
Swept away by the winds, it lost its fight.

Just like Vigilance, a string so strong,  
It lifts, sustains, and steers us right,  
Holding steady against all wrong,  
Shielding us from the malice and might  
Of corruption and deceit that hide in plain sight.

- *Shri Jithin Nelson,  
Dy.CVO/Mechanical,  
Southern Railway*



## **“Culture of Integrity for Nation’s Prosperity”**

- *Dr S R Jangid, IPS,  
DGP(Rtd) Tamil Nadu.*

Theme of the year: Culture of Integrity for Nation’s Prosperity

I congratulate the officers, employees, and Vigilance team in connection with the successful observation of Vigilance awareness week 2024.

A nation with people and employees who uphold a culture of integrity thrives in several critical ways:

1. **Strengthened Institutions:** When employees in both public and private sectors embrace integrity, they ensure that systems function transparently, without corruption. This results in stronger institutions that are fair, reliable, and trusted by the people. Government bodies, businesses, and organizations are less likely to fall prey to fraud or malpractices, creating a stable foundation for the country’s growth.
2. **Enhanced Productivity:** Employees who uphold integrity are committed not only to their own work but to the larger goals of the organization. They focus on quality, accountability, and efficiency. This boosts productivity, innovation, and economic output, allowing organizations and industries to compete on a global scale and contribute to national prosperity.
3. **Attraction of Investment:** A nation that promotes integrity as a cultural value is more likely to attract both domestic and foreign investment. Investors look for environments where rules are clear, contracts are honored, and there is minimal risk of corruption. Countries with a strong culture of integrity provide such an environment, which leads to economic growth and development.
4. **Fair Distribution of Resources:** Corruption often leads to the misallocation of resources, where only a few benefit at the expense of the many. A culture of integrity ensures that resources are distributed fairly and equitably, contributing to the well-being of the broader population. This can reduce inequality and foster social cohesion, which are essential for a prosperous society.
5. **Trust in Leadership:** When leaders at all levels, from government officials to corporate executives, demonstrate integrity, it builds trust among citizens and employees. This trust is the bedrock of social stability. Citizens are more likely to comply with laws and contribute positively to society when they believe their leaders are acting in the nation's best interests.
6. **Long-term Sustainability:** A culture of integrity fosters long-term thinking. Rather than pursuing short-term gains through unethical means, employees and leaders prioritize sustainable practices that benefit the nation in the long run. This leads to economic resilience and the capacity to withstand global challenges.



7. **National Pride and Identity:** A nation where integrity is ingrained in its culture develops a strong sense of national pride and identity. Citizens feel connected to the prosperity of their country and are motivated to contribute positively. This collective sense of ownership and responsibility strengthens the nation's social fabric.
8. **Growth and Development of the Country:** A look at the economic scenario of the world would show that there is an infallible correlation between the development of a country and corruption. The richer the country, the less is corruption and vice versa. Browsing over the **Corruption Perceptions Index (CPI)** in the world would indicate this correlation. Unfortunately, India is one among those countries of the world which rank low on Human Development Index and high on the Corruption Perceptions Index (CPI), a trend which has to be reversed.

In essence, when integrity becomes a cultural norm, it leads to more effective governance, a healthier economy, and a fairer society. These are the pillars that support the prosperity of any nation.

India has a rich history of nursing a culture of integrity. Chanakya (or Koutilya) was instrumental in building the Mourya empire by dint of his integrity. History is replete with innumerable stories of the integrity of Chanakya. According to one story when Greek ambassador visited his residence on an invitation for dinner and when he entered Chanakya was working on some State project. On seeing him he switched off the candle, which was purchased with government expense and lighted another candle which was purchased out of his expense as it was a personal dinner. He had once said "Government money is like honey on the tongue. You will be tempted to swallow but you should desist from doing so." Stories of Indian kings who made some of the most marvellous kingdoms were all known for their integrity, like, Harsha, Gupta kings, Rana Pratap, Chatrapati Shivaji etc.

But it is unfortunate that though India became independent in 1947 the disease of rampant corruption continues to erode the strength of the country. It is high time we all take the pledge to eradicate corruption and follow the path of integrity as practiced by our ancient kings and the hero of our independence, Mahatma Gandhi, and enrich the culture once again in the interest of the growth and development of the country as well as the countrymen.

Jai Hind.

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## **UNDERSTANDING THE CYBER CRIME LANDSCAPE IN INDIA**

– *Smt Priyadharshini,*  
*Deputy Superintendent of police/Cyber Crime wing*  
*Chennai Branch*

Cyber crime in India has become a growing concern, affecting individuals, businesses, and government institutions alike. As technology advances, so do the tactics of cybercriminals, leading to various types of cyber crime in India. You need to be aware of these threats to protect yourself and your digital assets from potential harm.

In this article, you'll learn about the different types of cybercrime in India, including financial fraud, identity theft, and cyber defamation. We'll explore the evolution of cyber threats, identify cyber crime hotspots, and discuss government initiatives like the 1930 cyber crime helpline and the national cyber crime reporting portal.

### **Evolution of Cyber Crime in India**

#### **Historical Overview**

The journey of cyber crime in India began in the early 1990s with the advent of the Internet and increasing use of digital technologies. As internet penetration expanded, these crimes evolved and became more sophisticated. The first recorded cyber crime, however, dates back to 1820, when Joseph-Marie Jacquard's textile loom design was sabotaged by his employees. This early incident highlights how technological advancements have always been accompanied by attempts to exploit them.

#### **Current Landscape**

The types of cyber crime in India have diversified, including financial fraud, identity theft, and cyber defamation. Cybercriminals are now employing more sophisticated methods, requiring organizations to stay ahead with advanced cybersecurity measures. The rise of artificial intelligence has further complicated the landscape, with AI-generated frauds like deepfake media posing increased risks of identity theft and phishing scams.

#### **Future Projections**

As India continues its digital transformation, the cybersecurity landscape is expected to evolve rapidly. The country is projected to face a deficit of around 3 million cybersecurity experts by the end of 2024. This shortage poses a significant challenge for organizations in efficiently monitoring their cybersecurity posture and swiftly addressing new threats.

#### **Impact on Digital India Initiative**

To address these challenges, the Indian government has introduced several legislative measures, including the Personal Data Protection Bill, 2019, and the National Cyber Security Policy, 2013. These initiatives aim to protect individual privacy, regulate data collection and processing, and

create a secure cyber ecosystem. However, implementing and enforcing these regulations presents significant challenges in the face of rapidly evolving cyber threats.

## **Cyber Crime Hotspots in India**

### **Metropolitan Cities**

You might be surprised to learn that major cities in India have become prime targets for cybercriminals. Bengaluru, often called the 'IT capital' of India, has consistently topped the list of cyber crimes registered across all metro cities. In 2023 alone, Bengaluru recorded a staggering 17,623 cyber crime cases. This high number of incidents in urban centers is largely due to the rapid digitalization of services and the vast amounts of personal data available online.

Cities like Mumbai, Chennai, and New Delhi are not far behind in terms of cyber crime rates. These metropolitan areas, being major economic hubs, attract not just businesses but also cybercriminals looking to exploit digital vulnerabilities. To address this growing concern, specialized Cyber Cells have been established in these cities. These departments are your first line of defense if you fall victim to cyber crime, investigating incidents such as cyber fraud, hacking, and identity theft.

### **IT Hubs**

As you might expect, IT hubs across India are particularly vulnerable to cyber attacks. These areas, with their high concentration of tech-savvy individuals and businesses, present attractive targets for cybercriminals. According to recent reports, approximately 83 percent of Indian organizations experienced cybersecurity incidents in 2023. These incidents ranged from web attacks and phishing attempts to supply chain infiltrations, leading to substantial financial losses.

### **Rural Areas**

While metropolitan cities and IT hubs are prime targets, rural areas in India are not immune to cyber crime. In fact, several rural districts have emerged as new hotspots for cybercriminal activities. Places like Bharatpur in Rajasthan, Mathura in Uttar Pradesh, and Nuh in Haryana have replaced the infamous Jamtara in Jharkhand as the new centers of cyber crime.

The rise of cyber crime in rural areas can be attributed to factors such as limited cybersecurity infrastructure, economic challenges, and low digital literacy. As internet penetration increases across India, rural youth are being inducted into activities like hacking bank accounts, online financial frauds, and creating fake social media posts.

### **Cross-Border Cyber Crimes**

Cross-border cyber crimes pose a significant challenge to India's cybersecurity landscape. Recent investigations have uncovered sophisticated cyber campaigns targeting critical Indian government entities, allegedly orchestrated by Pakistan-based threat actors. These advanced persistent threats (APTs) have specifically targeted strategic assets such as the Indian Air Force, shipyards, and ports.

To combat these threats, the Indian government has taken several measures. The National Cybercrime Reporting Portal (NCRP) at [www.cybercrime.gov.in](http://www.cybercrime.gov.in) allows 24/7 reporting of all types of cybercrime, with a special focus on crimes against women and children. Additionally, Joint Cyber Coordination Teams (JCCT) have been established to improve coordination among law enforcement agencies across states and union territories.

As you navigate the digital landscape, it's crucial to stay informed about these cyber crime hotspots and take necessary precautions to protect yourself from potential threats.

## **Government Initiatives Against Cyber Crime**

As cyber threats continue to evolve, the Indian government has implemented several initiatives to combat cybercrime and enhance the nation's cybersecurity. These efforts aim to protect individuals, businesses, and critical infrastructure from various types of cyber crime in India.

### **National Cyber Security Policy**

The National Cyber Security Policy, introduced in 2013, serves as a comprehensive framework to address cybersecurity challenges in India. This policy aims to create a secure cyber ecosystem, build capabilities to prevent and respond to cyber threats, and reduce vulnerabilities. The policy's objectives include protecting information infrastructure, enhancing law enforcement capabilities, and creating a workforce of 500,000 cybersecurity professionals within five years.

### **Cyber Swachhta Kendra**

The Cyber Swachhta Kendra, also known as the Botnet Cleaning and Malware Analysis Center, is a crucial initiative under the Digital India program. This center focuses on detecting and removing malicious botnet programs from computers and devices across the country. It provides free tools for malware analysis and offers valuable resources to improve the security of systems and devices.

To use the Cyber Swachhta Kendra's services, you can visit their website and access various security tools. For Windows users, options include eScan Antivirus, K7 Security, and Quick Heal. Android users can download the 'eScan CERT-IN Bot Removal' tool or 'M-Kavach2' from the Google Play Store.

### **Indian Cyber Crime Coordination Center**

The Indian Cyber Crime Coordination Center (I4C) is a government initiative established under the Ministry of Home Affairs to deal with cybercrime in a coordinated and comprehensive manner. The I4C focuses on improving coordination between various Law Enforcement Agencies (LEAs) and stakeholders to tackle cyber threats effectively.

Key components of the I4C include:

1. National Cybercrime Threat Analytics Unit (TAU)
2. National Cybercrime Reporting Portal
3. National Cybercrime Training Center

4. Cybercrime Ecosystem Management Unit
5. National Cybercrime Research and Innovation Center
6. National Cybercrime Forensic Laboratory (NCFL) Ecosystem
7. Platform for Joint Cyber Crime Investigation Team

### **Capacity Building Programs**

To address the growing need for cybersecurity professionals, the government has initiated various capacity building programs. The National Cybercrime Training Center (NCTC) focuses on standardizing course curriculum for cybercrime prevention, investigation, and reporting. The NCTC also emphasizes practical training using simulated cyber environments and establishing Cyber Range for advanced simulation and training.

The CyTrain portal, a Massive Open Online Courses (MOOC) platform, has been developed to provide online courses on critical aspects of cybercrime investigation, forensics, and prosecution. These initiatives aim to enhance the skills of law enforcement officers, public prosecutors, and judges in dealing with various types of cyber crime in India.

By implementing these initiatives, the Indian government strives to create a safer digital environment and combat the rising threat of cybercrime. As cyber threats continue to evolve, it's crucial for you to stay informed about these initiatives and take advantage of the resources available to protect yourself from online fraud and other cyber threats.

### **Conclusion**

The evolving landscape of cyber crime in India poses significant challenges for individuals, businesses, and the government. As technology advances, so do the tactics of cybercriminals, leading to a diverse array of threats including financial fraud, identity theft, and cyber defamation. The government's efforts to combat these issues, such as the introduction of the 1930 cyber crime helpline and the national cyber crime reporting portal, are crucial steps to protect citizens and digital assets.

To effectively tackle cyber crime, a collaborative approach involving both the public and private sectors is essential. The private sector's role in developing innovative cybersecurity solutions, fostering public-private partnerships, and promoting cyber awareness is vital to enhance India's overall cyber resilience. As we move forward, staying informed about cyber threats and taking proactive measures to protect our digital presence will be key to navigating the complex world of cybersecurity and ensuring a safer digital future for all.

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“லஞ்சம் தவிர் நெஞ்சம் நிமிர்”

– திருமதி எம். பி. மேரி ஜெயந்தி,  
உதவி இயக்குநர் (இதழ்),  
குற்ற வழக்குத் தொடர்வு

“தோன்றிற் புகழோடு தோன்றி, வையத்துள்  
வாழ்வாங்கு வாழ்ந்த”, புண்ணியவான்களின்  
காலடிபட்ட பூமி இது. அவர்களின் அடிச்சுவடிகளை  
பின்பற்றி வாழ்வதே நமது கடமையும் பொறுப்பும்  
ஆகும்.

“கல்தோன்றி மண்தோன்றா காலத்தே – வாளோடு  
முன்தோன்றி மூத்தகுடி நம் தமிழ்குடி”

என்று நம் குடிக்கு பெருமை சேர்க்கும் வகையில்  
அன்றே, உத்திரமேரூர் கல்வெட்டில் மக்களின்  
பிரதிநிதிகளாக வருபவர்கள் ஊழலற்ற  
நேர்மையானவர்களாக இருக்க வேண்டுமென்று  
பொறிக்கப்பட்டுள்ளது.

“பண்புடையார் பட்டுண்டு உலகம் அதுவின்றேல்  
மண்புக்கு மாய்வது மண்”

என்றார் திருவள்ளுவர். ஆம், பண்புடைய  
சான்றோர்களால்தான் இந்த உலகம் இன்னும் சுழன்று  
கொண்டிருக்கிறது. இல்லையென்றால், மண்ணோடு  
மண்ணாக உருக்குலைந்து போயிருக்கக்கூடும்.

லஞ்சம் தவிர்த்து நெஞ்சை நிமிர்த்தும் மக்களுக்கு  
சோதனைகள் பல வந்தாலும் அது எதிர்கால  
சாதனைகளுக்கு வித்திடும் என்பதில் ஐயமில்லை.

“எண்ணிய முடிதல் வேண்டும்  
நல்லதே எண்ணல் வேண்டும்  
திண்ணிய நெஞ்சம் வேண்டும்  
தெளிந்த நல்அறிவு வேண்டும்  
பண்ணிய பாவம் எல்லாம்  
பரிதிமுன் பனியே போல  
நண்ணிய நின் முன் இங்கு  
நசித்திடல் வேண்டும் அன்னாய்”



என்ற பாவேந்தரின் கூற்றுக்கிணங்க நல்ல எண்ணமும், நல்அறிவும் கொண்டு உறுதியான நெஞ்சத்தோடு, நான் லஞ்சம் வாங்கமாட்டேன் என்ற உறுதி வரும்போதுதான் சமூகத்தில் நல்லதொரு மாற்றத்தை ஏற்படுத்த முடியும். “நான் இந்த தேசத்தை நேசிக்கிறேன், என் கடமையைச் செய்ய ஒரு போதும் லஞ்சம் வாங்க மாட்டேன்”, என கண்ணியத்துடன் கடமையாற்றி மற்றவர்களுக்கு முன் உதாரணமாக திகழ்பவர்களே இந்த தேசத்தின் உண்மையான சேவகர்கள்.

ஒரு சாராரின் லஞ்ச முறைகேடுகள் ஒட்டு மொத்த சமூகத்தின் மீதும் கறை பூச செய்கிறது. இதனால் நேர்மைக்கு இழுக்கு ஏற்படுகிறது.

ஒழுக்கம் நிலைகுலைகிறது. அப்படியென்றால் நாம் லஞ்சத்தை ஒழிக்க என்ன செய்ய வேண்டும்? சமூக சேவகர்களையும், நேர்மையாளர்களையும் ஊக்குவிக்க வேண்டும். அவர்களை. இனம் கண்டு பாராட்ட

வேண்டும். லஞ்ச ஊழலை ஒழித்திட மக்கள் அனைவரும் ஒருங்கிணைந்து அரசுக்கு உதவ வேண்டும்.

தகவல் அறியும் உரிமைச் சட்டம், கல்வி உரிமைச் சட்டம் குறித்து பொதுமக்களுக்கு விழிப்புணர்வு ஏற்படுத்த வேண்டும். “கையூட்டு வாங்குவதும் தவறு, கையூட்டு கொடுப்பதும் தவறு”, என்ற தாராக மந்திரத்தை சிறுவயது முதல் பாடப்படுத்தத்தில் கொண்டுவந்து படிப்பித்தல் வேண்டும்.

“வரப்புயர நீர் உயரும்  
நீர் உயர நெல் உயரும்  
நெல் உயர குடி உயரும்  
குடி உயர கோல் உயரும்  
கோல் உயர கோன் உயர்வான்”,

என்ற ஒளவையாரின் வாக்கு போல குடியும் கோலும் உயர லஞ்சத்தை ஒழிப்போம். நெஞ்சம் நிமிர்வோம். லஞ்சம் வேரோடு ஒழிந்தால்தான் நம் தேசம் செழிக்கும். எனவே, அனைத்து சமூகத்தினரும் ஒன்றிணைந்து லஞ்சத்தை வேரோடு ஒழிப்போம், நெஞ்சம் நிமிர்வோம்.

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## **“Culture and law – Honesty & Integrity”**

- *Shri.Sankaranarayanan,  
Chief Vigilance Inspector/ICF*

What is a culture? What is Integrity? And why this theme introduced for Nation's prosperity?

Why Culture and Integrity is appraised, instead of Law and honesty?

Whether any relationship between Culture and Law? (And) Honesty and Integrity?

In a country like India, Culture is most Powerful than Law. India is a Land of varied culture, Religion and languages. Law relates to individual's duty, role responsibility, Do's and Don'ts, abiding by the rules and procedures available within the system in our nation.

But with regard to Culture, there is No Law available in the nation to follow as a duty of Individual, under any legal system.

How is Law related to Culture: Legal Rules formulates the Rights and obligations useful from the view point of the societal order, while cultural rules refer to those patterns of behaviors that a society considers to be appropriate.

Article 29 of Indian Constitution provides culture as a matter of Right only, but not as a duty to follow.

If anything advised as per Law, no citizen tends to follow if it is not comfortable to them.

But if it is available in the Culture all people will follow without fail.

In India Culture is more prominent than Law. Also Integrity is something more than honesty.

“A person of Honesty will do his duty, properly”

‘A person of Integrity will love his duty Naturally”

Wearing a seat belt by the driver while driving, people are not comfort enough to follow, since it comes under Law.

Wearing a neck belt (Thali) by the bride while marriage, people will give much effort to follow, since it comes under Love (culture)

An honest father will do his duty for the survival of his family

An integrity father will love his family and strive for it's prosperity.

The word integrity has many meanings that includes Honesty, Probity, Straight forward, up rightness and strictly following the rules and procedures.

But one unique meaning for Integrity is undividedness. That means it represents the sense of ownership of the employee with the organization.

An honest employee will never indulge in corrupt activities and do his duty properly within his purview. But an employee with Integrity will never leave his organization get polluted/corrupted by any internal or external factors.

That is why CVC strongly believe in the theme, Culture of Integrity, for Nation's Prosperity. The core expectation is that the Integrity should strongly flourish like a culture that ultimately contribute to the prosperity of the nation.

How a nation with good people/employees with the culture of Integrity will come prosperous?

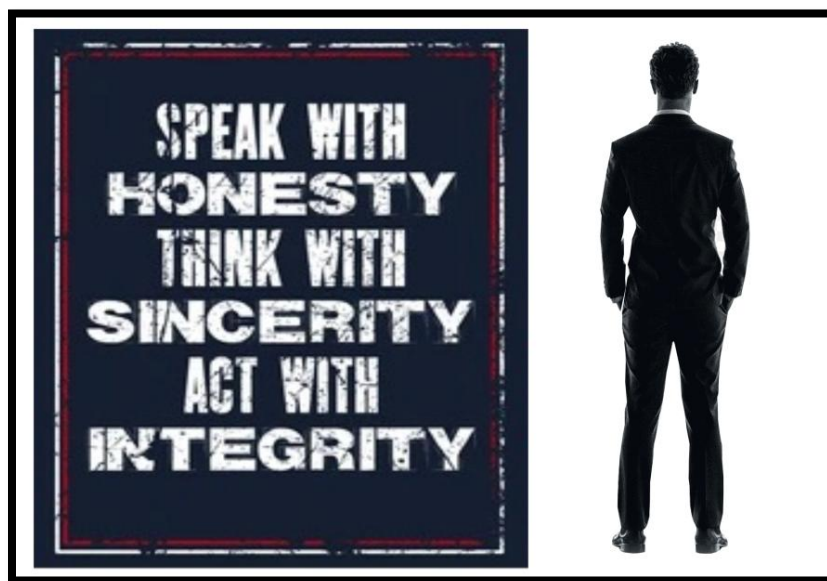
The best example we are having in the recent and past history of the world. The country with the rank, 128th or 129th place in development (app) will rank, 1st or 2nd place in corruption. Similarly the country which ranks 1st or 2nd place in development will rank 128th or 129th rank with regard to prevailing corruption.

If one person do one thing, one time, it is called occasion. If one person do the same thing many times, regularly it is called habit. If many persons (all citizens/employees) follow the same thing (Integrity) regularly all times as part of societal influence, it is called culture. Hence this sense of Integrity should grow as a culture, for the prosperity of the nation.

India is a Country that strives now to become number one in Prosperous nation, and to become last in rank or no place in corruption. Hence I strongly believe in the theme of CVC this year that, "Culture of Integrity for Nation's Prosperity"

And we, the Vigilance Team/Officers of Vigilance/Officers, employees of ICF are very much proud and happy for being part of it, with the growing culture of Integrity.

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### **Nitty-gritty of Integrity**

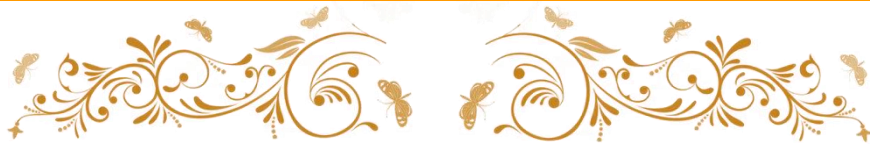
Stand alone if one must  
advocating for the just.  
Walk upright with honesty,  
spread a whiff of integrity.

Flee away from lethargy,  
bounce with devoted energy.  
Embrace self accountability,  
preserve life from vanity.

Keep thoughts uncorrupted,  
work with hands unstained.  
When actions speak louder,  
It lets the nation prosper.

This world is not our home,  
like a mist we are gone.  
When we diligently perform,  
we become examples lifelong.

- *Smt. Jaissy Delson*  
*Chief Office Superintendent/PB*



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## **DOs and DON'Ts**

– *Shri Ravi.K*  
*Senior Section Engineer,*  
*CWE/Fur office,ICF*

Nowadays everyone is busy and moving fast, as a result there is a possibility of making mistakes in a hurry which may affect us as well as others. We should try to avoid the mistakes and also should have an option to come out of the problem if we make the mistake. Some of the tips to come out of the common mistakes:

1. Parking a vehicle behind some other vehicle in urgency or expecting the work to be completed in a short time.  
We should display our cell phone number in the car, visible from the front. In case of emergency others can call us to remove the car from obstruction.
2. Missing the pen drive in some other office  
Naming the pen drive with cell phone number, so that if it reaches good hands, it will get returned.
3. Buying an old vehicle and paying the penalty of previous signal violations in stock.  
Before buying a second hand vehicle check the traffic challan of the vehicle in m-parivahan website by entering the vehicle number.
4. Switching off the cell phone in case of death.  
Never switch off the cell phone of a deceased person. There may be friends who know only the cell number and they may not be able to attend the funeral even if they want to.
5. Don't use CUG number for personal OTPs like Bank account.  
The CUG number may get changed on promotion, change of operator, change of government policy, retirement, in case of death. At that time we may not know all the places where the CUG number has been recorded and changing in every place like bank, insurance, corporation, Aadhaar etc is difficult. Better to have a separate sim card for this purpose.
6. In rental car always note down the main reading and do not depend on trip reading.  
In latest cars there are two trip readings facility available. While starting you may be shown the Trip2 reading which will start from Zero whereas trip1 reading may be something else. While closing you will be shown trip1 reading and you will pay extra.

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## **“CULTURE OF INTEGRITY FOR NATION’S PROSPERITY”**

- *Smt. Radhika Shyam. K.U.*  
*Ch.OS/ICF (Retd)*

### **“Do unto others as you would have them do unto you” – The Bible.**

Recently I encountered an accident- While trying to divert an injury to a stray cattle, a two wheeler driver fell down. Two to three vehicles closely behind his heels also met with the same fate. All sustained minor injuries as the hurdle strolled away as though nothing has happened. Now, who is to be blamed for this mishap-the owner of the animal who had carelessly allowed this poor cow to stray on the streets not bothered about the consequences: His crime –irresponsible, selfishness or can we call it –lack of Integrity.

This is a very simple story. Two little friends, a boy and a girl. The boy had a lovely collection of marbles and the girl, rare collection of picture post cards. Both felt a fascination to own what the other person had and hence decided to exchange. The boy retained, some very rare pieces of marbles and gave away the rest while the girl forsake all her pictures as promised. That night, the girl slept happily clinging on to her new found possession, while the boy could not sleep. He was disturbed wondering if the girl too had kept back some pictures as he had done. This is Integrity in simple terms - The quality of having strong morals, an uncompromising adherence to ethical principles and values. To do the right thing even when nobody is watching.

We Indians boast of our country being the cradle of civilization. It is true indeed that her ancient wisdom is timeless and this country had scaled the peaks of philosophical thought for centuries. But, every-day, the ugly faces of dishonesty, deceit, hypocrisy glare at us. To quote a few recent instances, the irregularities in conducting the NEET exams, the brutal rape and murder of a young doctor, the internet scams leading to great financial losses, the numerous rail and road accidents- all these are only the tip of the ice burg. Such instances create an atmosphere of fear and mistrust and negates the very definition of a nation’s prosperity.

The word integrity is derived from the latin word integer means to feel whole, i.e. a complete person. For a nation to move steadily towards progress, every single citizen should bear the cross of Integrity. Integrity is a choice, every individual should make, a choice we must be making every moment of our lives. It is the most salient element in every single relationship - a way of life, not just a behavior. As Mahatma Gandhiji said, “You must be the change you wish to see in the world.” This trait should be inculcated right from child hood. As the twig is bend, so is the tree inclined. Parents are the first guiding lights and the torch is carried forward by the teachers.

According to Sir Warren Buffet “In looking for people to hire, look for three qualities- Integrity, intelligence and energy. And if they don’t have the first, the other two will kill you.” Hence, only with integrity can an organization move forward. When an individual becomes a leader, he should be an example for one and all to emulate. To quote one of our greatest leader Shri. A.P.J.Abdul Kallam, A leader “must have a vision and passion ...Most important, he must work with integrity.” An amalgamation of small and large actions governed by Integrity alone can lead a nation towards prosperity.

Our country is proudly marching forward and proudly making strides in various fields. But we still have miles to go.... Promises to keep. As a homage to the great industrialist, humanist and person of integrity, the words of Shri. Ratan Tata is reproduced ‘I admire people who are very successful But if that success has been achieved through too much ruthlessness, then I may admire that person less.’ Let us integrate with integrity and keep our national flag flying high!

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# **"For Our Nation to grow shine"**

– Smt. V.Ramya J.E Elec/ICF  
( Essay competition -1<sup>st</sup> Prize)

## **INTRODUCTION:**

For our Nation to grow shine & bright  
We must do what's honest and right  
When we do what's right each day.  
A Better future will come our way

1

A Nation's prosperity is not only determined by its wealth, But also by the values and character of its people. Among these values, integrity act as the foundation for strong, successful and harmonious society. When leaders, citizens uphold integrity, they foster trust, fairness and long term development, paved the way for nation's prosperity.

## **CANNOOTATION OF INTEGRITY CULTURE:**

Integrity means honesty and having strong moral principles. It means doing right thing even when no one is watching. It helps to build a society where trust prevails. Mahatma Gandhi said, "The truth never damages a cause that is just". When leaders, citizens, individuals embrace integrity, they inspire others to do the same creating a ripple effect that strengthens entire nation. In a place, where integrity is valued, corruption, selfish behaviour are minimised.

## **Establishing Nation's integrity:-**

Corruption is a disease, where transparency is the essential part of treatment.

The ultimate goal for establishing Nation's integrity is to make corruption high risk and low return undertaking. Country's strategies vary a great deal, But policies pertains to worldwide as follows:-

1. Public sector anti-corruption strategies
2. Watchdog agencies
3. public participation & democratic process
4. public awareness & role of civil society
5. Accountability of judicial review
6. Role of media
7. Role of private sector
8. International cooperation.

## **1. Public sector anti-corruption strategies:-**

Responsibility for maintaining standards and reducing corruption within the public service falls on public administrator.

3

When people act with trust, fairness and transparency economic growth is sustainable as the resources are managed responsibly. Business thrive on trust and public services are delivered effectively.

*Honesty is the Best policy - Benjamin Franklin.*

Integrity fosters trust between people, business and government. It is the glue that binds them together. Without this, relationship becomes difficult and process not effective.

*A person values privileges above its principles  
Soon loses both - Dwight Eisenhower.*

## **Index of public Integrity:- (IPI)**

*India - 5.27 - IPI index value*

IPI refers to the country's ability to reduce corruption and public resources to be managed effectively. It is a measure to control corruption.

## **Corruption perception Index :- (CPI)**

*India ranks 93 out of 180 countries, Denmark - 1<sup>st</sup>, Somalia - last. over 2/3<sup>rd</sup> of countries scored below 50 out of 100. The average score stuck at 43 which indicates serious problem of corruption.*

Criminal law is too blunt to address the issues of corruption because,

- It is concerned only with minimum standards.
- It emphasizes enforcement rather than prevention.
- Burden of proof is on the government.
- It is costly and time consuming.

Corruption must be faced from the onset of reform process and dealt as an integral part of the process.

## **• Ethical codes:-**

Fighting against corruption requires clear ethical commitment to combat corruption wherever it occurs.

## **• Improved remuneration:-**

The inadequacy of public sector salaries leads to the corruption activities at the level of "petty corruption". Ensuring living wages to the employees make the public sector efficient and effective. Singapore was conspicuously successful in this endeavour. The country ensure the gradual pay rises, fair salary structure and strict penalties. Highest salary must be linked with appropriate accountability.

## **• Administrative reforms:-**

Organisation change within the civil society is essential

4

The following steps will be taken:-

5

- Enhancing work procedures and systems  
Arrange for a surprise check.
- Improving administrative supervision.
- Administrative reforms must be renewed in three to five years
- Rewarding achievements, recognising good behaviour  
and acclaiming role models.
- In service training must be given.

• Disclosure of income, assets and liabilities:-

One of the key instrument for nation's integrity is the periodic completion by in all levels of influence stated their income, assets and liabilities. Disclosure of assets etc. cannot be accurately completed by those taking bribes. However, it forces them to record periodically lay an opportunity for subsequent prosecutions.

• Policy and program rationalisation:-

Programs riddled with corruption must be renewed through redesign and rationalization efforts.

• Improvement in procurement policy:-

- Procurement must be economical.
- Contract awarding process must be transparent & effective.
- Procurement process should be efficient. Sound & consistent frameworks are required.
- Accountability is essential.

linchpin of nation's integrity system. An agency that audits the government income and expenditure, supreme audit institutions act as the watchdog for financial integrity and credibility of reported information.

7

• Public participation and democratic process:-

In the political systems where elections occur, transparency is the essential part. This would include the need for Independent election commission and non-partisan polling process. The election Commission must ensure that the elections are fair and it should follow the rules and regulations which includes as much the limits for political party campaign spending. The election commission should be free from political party influence.

4. Public awareness and role of civil society:-

Anti-corruption campaigns could not be successful without the participation of public support. The role of civil society is an integral part of the process. Civil society emphasizes the expertise and networks which are needed to address the concern including corruption.

5. Accountability of Judicial review:-

In the common laws of most of the country, Attorney general not only act as the executive but also the chief law officer of the state. Attorney general act as the Guardian for the public

Watchdog Agencies:-

6

Nation's serious about corruption. So, it <sup>must</sup> establish new institutions in order to control corruption.

Anti corruption agency

Ombudsman

Supreme audit institutions.

• Anti-corruption agency:-

The government make a bolster detection efforts by

Setting up independent anti-corruption agencies or commissions.

Given that prevention is better than prosecution, a small appropriate monitoring unit with authority, reports all activities to legislative assemblies must be placed better in order to take preventive steps. The anti-corruption agency must possess:-

Committed political background

Political and operational independence to investigate all levels of society.

To access all documentation and questioning the witness.

• Ombudsman:-

The ombudsman constitutes an office where independently receives complaints and investigates all allegations of maladministration.

• Supreme audit institutions:-

Responsible internal financial management is crucial for integrity system, But supreme audit institutions is the

Interest and has extensive powers for discretion, prosecution discontinuance of corruption. Attorney general act as the legal advisor in the public administration.

8

6. Role of media:-

Right to know is linked intricately to accountability. Informed appraisal of government by press, people and parliament is difficult, even impossible task if the government activities and award making decisions will be obscured from public scrutiny. Hence, legislation is often required. Freedom of information legislation. This is not only able to review the establish the right to review but also to establish to observe, even by those who are least willing to do so.

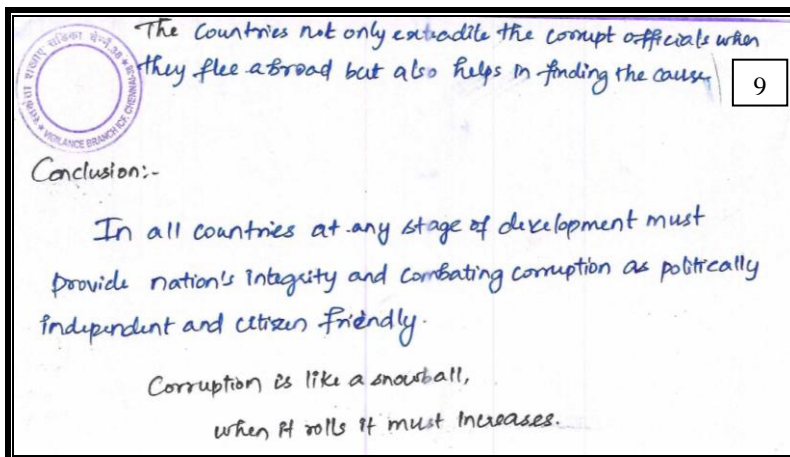
7. Role of private sector:-

The most compelling reason for the private sector to review their ethical behaviour is most likely to be that of self interest. The companies who are tolerating corruption by employees abroad has put them at high risk. The company should review the following activities off the bank record, secret bank account, payment while the employees on prison, the former senior official as middlemen.

8. International cooperation:-

The only country making it illegal to bribe offshore is united States. other countries paradoxically making a dual set of rules that making it illegal domestically but implicitly condoning the corruption offshore.





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## **Chief Technical Examiner's Organization of CVC & Guidelines on Public Procurement Contracts**

The Chief Technical Examiner's Organization (CTEO), which acts as the technical arm of the Central Vigilance Commission, is led by two Chief Technical Examiners at the Chief Engineer level. They are supported by a team comprising eight Technical Examiners at the Executive Engineer level and additional engineering staff.

### **Role & Functions of Chief Technical Examiners' Organization**

- 1) Intensive Examination of Procurement Contracts.
- 2) Advice to the Commission on cases related to public procurement.
- 3) Advice to the Commission on policy matters and specific issues related to public procurement.
- 4) Participate in workshops, seminars and training programmes and sharing of knowledge and experience.

### **Intensive Examination – Purpose**

- 1) To detect deviations from the prescribed policy.
- 2) To detect non-compliance of contract conditions.
- 3) To detect non-compliance of various statutory norms.
- 4) To detect quality compromises, overpayments etc.,
- 5) To identify need and suggest systemic improvements.

### **Selection of Contracts – Intensive Examination**

Quarterly Progress Report being sent to Chief Technical Examiner's Organization by all the Organizations under the jurisdiction of CVC for the contracts of following values:

Sl. No.	Nature of Procurement	Threshold Value
1	Civil Works/Turnkey Works Contracts	Rs.5.0 Crores
2.	Stores & Purchase	Rs.5.0 Crores
3.	PPP-Public Private Partnership (Cost/Revenue Values)	Rs.5.0 Crores
4.	Sale of Goods / Scrap / Land	Rs.5.0 Crores
5.	Electrical / Mechanical Works etc.	Rs.1.0 Crore
6.	Medical Equipment	Rs.50 Lakhs
7.	Consultancy & Non-Consultancy Service Contracts	Rs.1.0 Crore
8.	Horticulture Works	Rs.10 Lakhs
9.	Supply of Medicines Contract	Four highest value contracts

Selection of Contracts for Intensive Examination is done from the Quarterly Progress Reports furnished by CVOs, Contracts specifically recommended by CVOs, Large Value Contracts & on the basis of complaints. After selection of contract, intensive examination is conducted by CTEO, Synopsis of the case is submitted to CVC for perusal and report is sent to the CVO and Head of the Organization for taking suitable action.

To promote compliance in Public Procurement Contracts, the Chief Technical Examiners' Organization has provided comprehensive guidelines. The following is a summary of checkpoints aimed at deepening the understanding, fostering best practices in procurement and minimizing potential errors:

#### **Suggested Check Points on Invitation of Tender**

- Whether, type of tender Open Tender or Limited Tender or Single Tender/ Nomination Basis selected is justified
- In case of Limited Tenders the empanelment should be done in a transparent way and updated periodically.
- Award of contracts on Single Tender/Nomination basis has been resorted to meet emergencies or circumstances were exceptional such as natural calamities.
- The web publicity is also to be given in the case of limited tenders.

#### **Suggested Check Points on Tender Evaluation and Award of Work**

- Evaluation of tenders has been done as per pre-notified criteria.
- Timely decision taken on tender within validity period.
- Conditions / specifications are not relaxed in favour of contractor to whom the work is being awarded.

- Check that L1 is not ignored on flimsy grounds.
- Purchase preference policy of the govt. complied with.
- Work order/supply order is placed within justified rates.
- Proper publicity has been given to the tender as per the guidelines of the organization!
- NIT has been posted on the organization's website!
- The tender Evaluation Committee has been constituted as per the organization guidelines!
- The Tender Evaluation Committee has been duly notified by the competent authority!
- Members of the Tender Evaluation Committee has furnished an undertaking to the effect that they have no conflict of interest with any bidder.
- The bids are evaluated as per the terms of the tender document!
- The tender evaluation committee has commented upon the aspect of the bid being unbalanced or front-loaded!

#### **Suggested Check Points Delay in Tender Evaluation**

- **Whether** the reasons for delay in processing of the tenders have been recorded!
- The bid validity extension has been submitted by all the bidder in case of expiry of original bid validity period!

#### **Suggested Check Points on Rate reasonability of the successful bidder**

- The justified rates have been prepared as per the organization guidelines!
- Reasonableness of the price quoted by the successful bidder has been established before award of the contract.
- The lowest bidder, in a case of abnormally low bid, has been given an opportunity to furnish the basis of the quoted rate.

#### **Suggested Check Points on Submission of performance guarantee**

- Performance guarantee has been furnished by the successful bidder within prescribed duration!
- The action prescribed in the bid document has been taken in case of delayed/ non-

submission of the performance guarantee!

- The performance guarantee furnished by the successful bidder is in the prescribed format!
- The genuineness of Performance Guarantee have been verified!

#### **Suggested Check Points on Award of Work & Signing of contract**

- Approval of competent authority has been taken for award of the contract!
- Letter of award has been uploaded on CPPP/ e- tendering portal!
- The required document i.e. NIT, offer of the successful bidder, integrity pact, response to the queries and doubts of bidders raised during pre-bid conference, negotiation etc. shall be made part of contract document!
- Contract has been signed within the prescribed time period!

#### **Suggested check points on Tender Document**

*Whether;* organization's tender documents are prepared and aligned based on MTD (Month To/Till Date ) issued by Railway Board and DoE;

Complete tender document containing GCC/SCC, specifications, Bill of Quantities, all Addendums etc. are approved by the competent authority;

All the prevailing guidelines of Govt. have been made part of the tender document;

Relevant modality to deal with any ambiguity in the bid has been provided in the tender document;

*Whether;* all the documents / drawings stated to have been attached with the tender documents have actually been attached;

Proper place of tender receipt/ reference to tender portal has been notified in the NIT;

Provision of bank guarantees or other securities have been made;

Description of the subject matter of procurement, its specifications/ drawings including the quality/ nature/ quality assurance, quantity, time and place or places of delivery/ completion are defined;



Whether; Limitation or preference for participation by bidders in terms of Government policies - PPP(MSE), PPP(MII), Land boarder restrictions, etc. is indicated;

There is suitable provisions for enabling a bidder to question the bidding conditions, bidding process and/or rejection of its bid (within given timeframe);

Whether; criteria for determining the responsiveness of bids, criteria as well as factors to be considered for evaluating the bids on a common platform and the criteria for awarding the contract to the responsive bidders, are clearly indicated in the tender documents;

The eligibility criteria for participation is proper;

Any unrealistic requirement defined: Over-stringent or impractical requirement;

Whether; milestones for progress of project are clearly defined;

Any mechanism is incorporated to deal with the failure to achieve the milestones;

Obligations of organization and contractor have been clearly defined;

Timeline is clearly prescribed in the tender document: for submission of drawings by the contractors approval thereof by the competent authority.

There is any provision to handle potential conflict of interest;

Whether; Provisions for mobilization advance along with its utilizations have been defined;

Provisions related to structure of JV/Consortium along with its eligibility are clearly indicated;

Obligations of Public authority and the contractors including timeliness are clearly defined;

Whether; there is suitable clause for recoveries for default on various account during execution of work defined;

Details of Pre-Bid conference are clearly notified;

Payment terms & conditions along with documents required for payment are properly defined;

Provisions for imposition of Liquidated Damages/Penalties for non-adherence of incorporated timelines are mentioned;

Order of Precedence of various clauses is defined;

Whether; commercial terms and condition e.g. payment terms, tax implications, compliance frame work for statutory and other norms are clearly defined;

Price variation clause and methodology for calculation are defined;

Procedures for redressal of grievances/complaints are mentioned;

Clause indicating that resultant contract will be interpreted under Indian laws is mentioned;

### **Check Points on PROVISIONS RELATED TO PRE-QUALIFICATION**

*Whether;* there are proper guidelines on pre-qualification of contractors/suppliers in the procurement manual of organization;

Pre-qualification criteria for the instant procurement has been framed objectively commensurate with importance and size of the project/procurement of Goods;

Pre-qualification criteria was frozen before inviting pre-qualification bids;

Pre-qualification criteria has been approved by competent authority as per organization's SoP;

There is any deliberate attempt to make the pre-qualification criteria suiting to particular bidder(s);

### **Check Points on Provisions related to Scope of Work**

Whether; an overview of the proposed procurement has been put upto the Competent Authority at the time of seeking approval/sanction;

Objective of the procurement is clearly brought out in the scope;

### **Check Points on Provisions related to E-Reverse Auction**

Whether; Specific provisions have been made for deciding the particular tender through e-Reverse Auction process;

Business rules for conducting e-RA have been clearly laid down;

Provisions for variations in quantity/operation of option clause have been mentioned;

### **Check Points on Provisions for Sub-Contracting**

Modus-Operand if or sub-contracting, if allowed, should cover-

- Limit of sub-contracting
- Prior approval by the Organization for engagement of sub- contractor
- Role and responsibility of the sub-contractor

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## **VIGILANCE CASE STUDIES**

### **Case Study - 1 : Dilution in criteria for evaluation of eligibility of bidders after invitation of tender**

Ranking of the bidders meeting the minimum eligibility criteria was to be done based on the score obtained.

Only six top ranking bidders were to be considered for price competition.

However, after receipt of the offers, all the bidders meeting the minimum eligibility criteria considered for opening of price bid.

Eventually, the ninth ranked bidder, on account of offering the highest revenue share was awarded the contract.

Due to incapacity of the concessionaire, port facilities could not be completed even after delay of five years.

The dilution in evaluation criteria led to award of concession to a firm who was not even eligible for award of the contract.

### **Case Study - 2: Undue refund of EMD**

In a tender invited under global competitive bidding, a joint venture of a foreign firm and an Indian firm emerged as the L1.

After emerging as the lowest bidder, the joint venture firm was invited for discussion on various issues like vendors for specialized jobs etc.

However, instead of coming forward for discussion on these issues, the firm started raising many unnecessary and irrelevant issues like exemption in taxes and duties etc.

Such act of the bidder was not found to be consistent with their bid, as the bid submitted by them was in full conformity with the terms and conditions of the tender document and nothing about any tax exemption was mentioned in the tender document.

Such action of the bidder, i.e. not coming forward for discussion and raising unnecessary issues was treated as withdrawal of bid and accordingly a proposal was moved for forfeiture of their Earnest Money Deposit (EMD) which in this case was Rs.9.0 crore.

However, when the proposal reached to a particular senior level officer, he took a separate line of action holding that because of the issues being raised by the bidder, their bid has become non-responsive and there is no provision in the tender document to deal with non-responsive bids as such the proposal for forfeiture of EMD of the bidder does not appear to be tenable.

In the meantime, the bidder approached Hon'ble High Court with prayer that neither their tender is being finalized nor their EMD is being refunded.

In response to the notice issued by the Hon'ble Court for filing their response, the organization submitted before the Court that they are in the process of releasing the EMD.

On this submission of the organization, the Hon'ble Court dismissed the petition of the bidder with the direction to the organization to release the EMD in a time bound manner.

Taking shelter under the court order and highlighting that organization has no other option except to release the earnest money in view of the court order, finally the Earnest Money Deposit amounting Rs. 9.0 crore was refunded to the bidder.

This was a clear-cut case of manipulation of interpretation of tender conditions and manipulation in handling of the court case to unduly help the bidder.

**Case Study - 3: Changes in Pre-Qualification Criteria during evaluation of technical bids.**

In a tender related to supply of medicines and pharmacy services for a hospital costing around Rs.24.0 crore, Pre- Qualification Criteria (PQC) was changed after opening of technical bids.

Though, during the evaluation of technical bids, it was found that two out of nine participant bidders were fulfilling the PQC, however, the organization considered the response to be poor.

Instead of canceling the whole tender process and calling tender afresh, PQC was changed and the same bidders were asked to submit their bids accordingly.

As a result, in addition to two bidders (who were meeting the earlier PQC), only one another bidder was found technically qualified.

The PQC was changed such that the financial criteria became more relaxed and technical criteria became more stringent.

In this case, such change in PQC was apparently made to favour a particular bidder who eventually considered as technically qualified and got the contract.

**Case Study - 4: Insufficient time for submission of bids after issuance of corrigendum to bid document**

In a case related to procurement of drugs costing around Rs. 69.0 crore, the date of issue of last corrigendum to tender document and tender opening date was same.

Hence, adequate time for bid preparation and submission was not ensured which resulted in poor participation of bidders.

**Case Study - 5: Relaxation in eligibility criteria to favour a particular bidder**

In a contract, the eligibility criteria related to financial turnover was relaxed arbitrarily from Rs. 88crore (required as per procurement manual of the organization) to Rs.50.0 crore to favour a particular firm, whose turnover along with turnover of their consortium partner was Rs. 50.56crore.

While seeking approval from the Board, the facts were misrepresented by projecting the said firm as a sole technology provider, submitted the bid as an individual firm and the only responsive bidder.

Existing offer of this firm submitted in consortium with another firm was dispensed and a fresh bid was taken from them as an individual bidder.

Further, the turnover criteria was totally dispensed with as standalone turnover of this firm was only Rs. 8.43 crore and work was awarded to this firm.

**Case Study - 6: Minutes of pre-bid meeting not uploaded on websites and not made part of contract**

In a work related to supply of computer hardware etc. costing around Rs. 29 crore, a pre-bid conference was held for resolving various queries raised by prospective bidders.

The minutes of the pre-bid meeting was neither uploaded on the tender portal nor made the part of the contract.

This is not only violation of extant guidelines, but the decisions taken by the organization during pre-bid meeting also could not be implemented during operation of contract.

**Case Study - 7: Undue favour to a bidder by allowing submission of mandatory documents after opening of bids**

In a tender, the participant bidders were required to submit a solvency certificate issued by a Bank for Rs 18.00 crore along with the bid document.

One of the bidders submitted a solvency certificate issued by the Bank for Rs. 8.0 crore only. During evaluation of technical bid, undue opportunity was given to the bidder for submission of solvency certificate for required amount.

After receiving the solvency certificate of required amount, the said bidder was finally considered techno-commercially eligible for the work and eventually got the contract.

Thus, undue favour was extended to the bidder who otherwise would not have qualified.

**Case Study - 8: Selection of inexperienced consultant**

In a project for wind power, a consultant for preparation of DPR was selected without ascertaining his credentials related to past experience in preparation of Detailed Project Report (DPR) for such projects.

Award of consultancy work to an inexperienced firm, resulted in preparation of faulty DPR wherein, inter alia wind potential for the project site could not be assessed properly by the consultant.

Since the project implementation was based on this DPR, power generation in this plant could not be assessed properly by the consultant.

The power generation in this plant could never reach to the estimated power generation. As a result the whole project eventually became financially unviable.

**Case Study - 9: Work was awarded based on submission of forged documents**

In a pipeline laying project costing around 24crore, a bidder was qualified based on forged documents of balance sheet towards meeting the qualification requirement in pre- qualification bid

There was no system in place to check authenticity of such documents submitted by bidder.

At later stage, this forgery was detected, but by that time bidder had already got 40 different contracts amounting to Rs.141.18crore.

**Case Study - 10: Pre-qualification of contractor in a subjective and non-transparent manner**

Tenders were required to be evaluated based on marking.

35 out of 100 points were based on their assessment of quality of the past executed works, while 65 points for other factors viz. litigation history, financial capabilities etc.

During evaluation, weightage of comments of committee was increased from 35 to 40. Further, the scoring methodology was also not followed, and scores were given arbitrarily.

Consequently, most of the bidders got disqualified by mere 2-3 points leaving just two out of eight bidders in the fray.

**Case Study - 11: Abnormal delay in evaluation of bids and award of work**

In a case related to construction of office building of an organization, the stipulated period for completion of the work was 21 months.

The organization took 20 months time for evaluation of bids and award of the work.

This abnormal delay in evaluation of bids and award of the contract resulted in cost overrun due to higher payment liability for escalation of prices, besides the time over run.

**Case Study - 12: Work awarded to an ineligible firm**

In a tender for housing project, past experience required for the bidders was to be in construction of buildings using monolithic concrete construction technology.



However, the contract was awarded to a firm, which had experience in only prefabricated single-storey buildings.

Because of the inexperience of the contractor, the work executed was of substandard quality and the contractor could not complete the work even after a delay of more than 5 years.

Ultimately, the contract was terminated.

**Case Study - 13:** Loss to the organization due to delay in evaluation of bids

In a tender lowest bid amounting Rs. 30.0 crore was received in the first call of tender.

Due to abnormal delay in processing of tender, it could not be finalized within the bid validity period and the lowest bidder refused to extend the bid validity period.

Subsequently, the tender was re-invited, and contract was finally awarded at higher cost of Rs. 34.5 crore.

Thus, undue delay in processing of tender without any justified reason had resulted into financial loss amounting to Rs. 4.5 crores in addition to delay of more than seven months.

**Case Study - 14:** Estimated cost put to tender reduced arbitrarily to favour a particular bidder

In a work related to construction of office building, the estimated cost of the work was worked out by the consultant amounting to Rs. 395 crore.

While inviting the tender, the estimated cost put to tender was reduced arbitrarily from Rs. 395 crore to Rs. 350 crore.

Had the estimated cost put to tender was kept as Rs. 395 crore, the L1 bidder to whom the work was awarded could not have qualified.

Thus, such an arbitrary reduction in estimated cost facilitated an agency (who did not have the required experience to execute a work costing Rs. 395 crore) to participate in bid process and get the contract.

**Case Study - 15:** Subjectivity regarding demonstration introduced during tender evaluation process

In a case for procurement of medical equipment through GeM, 06 firms had submitted their technical bids.

Procurement section sent the case file to the user department for preparation of comparative statement of technical bid evaluation.

User department decided to have the demonstration of eligible bids to ascertain the quality of medical equipment without any clause in the tender document for demonstration of the equipment as a qualifying criterion.

Two firms were technically disqualified since they had not come for demonstration.

#### **Case Study - 16: Change in similar work definition in Tender**

Similar nature of work definition made restrictive by adding some additional criteria.

Definition as per organization work procedure manual:

Construction Non-plant building/residential building/commercial complex or  
Civil & RCC structure

Similar work definition modified as:

Construction Non-plant building/ residential building/ commercial complex having total built up area of 2100 sqm or above.

Financial Eligibility Criteria:

Three completed works each costing not less than Rs.-(30% of estimated cost)

Two completed works each costing not less than Rs.-(40% of estimated cost)

One completed work costing not less than Rs.-(50% of estimated cost)

Out of 21 bidders, 17 got disqualified for not meeting this criteria.

Total built up area requirement not commensurate with the financial criteria mentioned in the tender.

Non clarity on whether single PO or multiple PO complying total built area condition to be considered.

Restriction made by quantifying in similar work definition (**2135sqm actual construction required**).

#### **Case Study - 17: Making Restrictive Specifications in Tender**

(-) 25 degree Centigrade temperature compatibility for EPBAX equipment being procured for airport in Central India

(-) 45 degree Centigrade temperature compatibility for CCTV's being procured for an education institute in Western India

#### **Case Study - 18: Tailor-made Specs / Eligibility conditions**

To digitize project monitoring system& development of website, Authority processed proposals for selection of vendors.

After investigation, it was found that Authority talked to a particular firm to submit Technical details/Specs.

This was revealed after investigation as metadata of tender specs were pointing to various officials of firm as originator.

### **Case Study - 19: Making bidder specific eligibility criteria**

In a tender for hiring of catering services, BEC was incorporated as:

“Bidder should have executed at least one single order for Catering/ Pantry/Canteen and Housekeeping /Sanitization / Upkeep services of minimum value of work of .....”

Only 2 bids received---In sufficient competition even if it is generic in nature.

So, not necessary that a bidder having prior experience in catering services would also have experience in Housekeeping.

Wrong Bundling of requirements

Schedule of Items	Qty (MT)	Rate received in Rs./MT		
Firms		A	B	C
1)Transportation of regular domestic materials	70000	3300	3500	3000
2)Transportation of Imported Materials	30000	2200	400	2050
Ranks on overall value basis		L-3	L-1	L-2

Transportation Tender; 02 items made as Bill of Quantity

Evaluation criteria was based on overall value basis.

Contract awarded to B; Item-2 not operated.

Bundling & then not operating item-2 (Red flags)

Resulted in overall loss

Mitigation Measure:

Independent items should be tendered separately after proper need assessment.

If need arises to club them in a tender, independent items should be evaluated separately in such scenario.

No red flag was raised for rate received for Item-2.

### **Case Study - 20: Non-disclosure of splitting Conditions in Tender**

In case of splitting of net procurable quantity (NPQ), conditions to split the order in objective manner needs to be pre-disclosed.

However, in a case of selection of empanelment of Agencies, the methodology for empanelment of agencies was not pre-disclosed.

This led to arbitrariness in selection of Agencies and the lowest bidders was not given the highest share.

Mitigation Measure:

The manner of deciding the relative share of L1 and the rest of bidders should be clearly defined along with the minimum number of bidders to be selected along with ratio of splitting.

**Case Study - 21: Deficient terms and conditions for payment**

No documents list such as test reports, delivery challan, insurance etc., with invoices was defined in payment terms and procedure for processing of bill.

Spares/ consumables list was not defined.

Payment was released without testing of Guaranteed generation.

No maximum penalty limit was defined for less generation in EPC contract, this resulted in accumulation of penalty to the tune of Rs. 113 Cr even within the part O&M period against O&M contract of Rs. 40 Cr (Approx)

Examples of complaints for alleged violation

Type of Violation	Details
Turnover/ Restrictive criteria	Restrictive turnover/Restrictive Eligibility Criteria
Specific Brands	Asking for specific Brands
Foreign Certification	Asking for specific foreign certification
Specific Experience	Requirement of specific experience not relevant to related procurement
Prior Experience	Prior experience of supplying to specifications/ entities
PPP-MSE/MII Order	Provisions of PPP-MSE/MII not incorporated
Global Tenders	Opting for GT despite available local capacity/below Rs.200Cr
Rule144(xi)	Not observing provisions of Rule 144 (xi) i.e restrictions/ prior registration on Entities from Class of countries.

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## **System Improvement in ICF Hospital**

- Dr Sathya Babu. K,  
PCMO/ICF Hospital

ICF Hospital has taken necessary efforts in Medical department to introduce/implement the following procedural changes to improve the working of the System to enhance transparency, to save time and efforts and simplification of work.

### **1. Provision of QR code for remittance**

At present payment from outside patients is being directly collected by the OS/Kitchen and remitted to SBI by the way of obtaining Remittance Challan from ICF Cash office. After the remittance of Cash in SBI, the same is produced at Cash office and a cash receipt is obtained from ICF cash office. The remitted cash is credited into the head of allocation of 12/576/91 or 12/578/91.

In order to avoid the tedious procedure and make it easy, efforts have been taken to introduce online payment system through QR code. This will result in

- (i) Realtime credit to Railway account
- (ii) ease and convenience of online payment for patient's attendants
- (iii) transparency
- (iv) easy accounting
- (v) patient's attendants have proof of remittance
- (vi) saving of time and efforts for the hospital staff involved
- (vii) no need to travel from ICF hospital to the cash office and then to SBI/Villvakkam Branch
- (viii) avoids any misappropriation of funds

### **2. Procurement of Groceries from Kendriya Bhandar (Government Department)**

ICF Hospital is functioning with 101 beds with various infrastructure to cater to the need of ICF Serving/retired employees and their family around 65000 (Appx Population). The average bed occupancy ratio of ICF hospital per day is 75% and an average of 30 to 35 eligible inpatients are served hospital diet per day.

The eligible inpatients (Adult & Children) should be served with a timely diet of 1250 to 1800 calories each based on the guidelines of the medical authorities. The schedule of Diet arrangement is shown as below.

ICF HOSPITAL DIET MENU FOR INPATIENTS			
DAYS	BREAKFAST	LUNCH	DINNER
SUNDAY	IDLY	MEALS	RAVA KICHADI
MONDAY	PONGAL	MEALS	IDIYAPPAM
TUESDAY	RAVA KICHADI	MEALS	DOSAI
WEDNESDAY	IDIYAPPAM	MEALS	IDLY
THURSDAY	PONGAL	MEALS	RAVA KICHADI
FRIDAY	IDLY	MEALS	IDIYAPPAM
SATURDAY	RAVA-KICHADI	MEALS	DOSAI
(Morning Coffee, Evening Tea and Night Milk)			

Dietary articles such as groceries, vegetable etc are being procured locally by incurring expenditure from Hospital imprest once in a week. Minimum quantum of stock is being maintained.

Kendirya Bhandar, is a Central Govt. Employees Consumer Cooperative Society Ltd which was set up in 1963 as a welfare project for the benefit of Central Govt. employees and public at large. It is functioning under the aegis of Ministry of Personnel, Public Grievances & Pensions, Govt. It is located at 15th Main Road, Anna Nagar, Chennai - 600040 (Central Revenue Quarters). At present all the groceries, Vegetable and other diet items are being procured from local market and expenditure is incurred from Hospital imprest. In order to Streamline the procedure and keep the stocking items and also to avoid day to day procurement from local market, efforts have been taken to procure all the groceries from Kendirya Bhandar with finance concurrence.

This will result in

- (i) Good quality of grocery items
- (ii) Reasonable wholesale rates
- (iii) Avoids escalation of price due to presence of intermediary dealers/stockists
- (iv) Ease of accounting , if all purchases are made at a single place.

### **3. Engagement of Private Consultants and Empanelment of Private Hospitals/Diagnostic Centres.**

- (i) 23 (Twenty three) case to case consultants have been engaged as Medical/Surgical/Speciality/Super speciality consultants in various fields for the benefit of patients.

This will result in

- (i) **Lesser no.of referral to private empanelled hospitals**
- (ii) Reduces expenditures that can be incurred for admission, evaluation and treatment at these empanelled hospitals.
- (iii) Reduces stress and avoidable inconvenience of transit for the patients/Attendants

3 Diagnostics Centres and 03 Laboratories have been recognized for investigation not available in ICF Hospital

The referral is done usually ***as per the preference of the patients/nearest centres to the patient's residence***

This will result in

- (i) reduced travel and time spent by patients/Attendants
- (ii) increased patients satisfaction.



**SYSTEM IMPROVEMENT, TRANSPARENCY, COST SAVINGS & SIMPLIFICATION OF  
RULES & PROCEDURES adopted and followed by Mechanical QA wing**

- *Shri Sivaraman, CME/QA/ICF*

**System Improvements:**

A system improvement is a planned and structured process of enhancing the performance, efficiency, or quality of a system or a process. The following are the improvements implemented to obtain a better quality component & assemblies and customer feedback overall.

- In-coming materials are cross checked for material conformance using portable spectrometer to avoid faulty material in flow into the production system.
- Process Quality audits are carried out both internally and externally to continuously evaluate the process requirements and improvements.
- ICC – Integrated Command Centre is set up at ICF as per the directions of Railway Board for immediate response to the customer complaints involving detention of prestigious Vande Bharat & Special Trains.

**Transparency:**

Inspecting officials are to act openly in a transparent manner, keeping the system informed of the decisions the officials are making.

- In-coming material inspection statuses are communicated through ISL documents using centralized “Integrated material Management System” iMMS developed by CRIS.
- For bringing in more transparency, all the customer complaints are addressed through “Integrated Warranty Management System” IWMS developed by CRIS since Dec’2022.

**Cost Savings:**

Implementing cost savings is a crucial element of increasing the sustainability and profitability of any business.

- TQM methodology is being implemented to avoid component failures after complete assembly by ensuring quality conformance during sub assembly manufacturing stage and final stage.
- This methodology is been assessed by means of prevention, appraisal, analysis of internal and external failures and by recommending corrective and preventive measures thus bringing down the cost on attention of abnormal & frequent failures of the components.










**Simplification of Rules & Procedures:**

The procedure in place to shorten the terms of the Inspection process







- Check list are introduced wherever necessary to assist as a template in carrying out the inspection process.
- Deviation points are nowadays captured in a google sheet for continual assessments in improving the manufacturing process.
- Working in an e-office environment for effective communication within department in taking decision making

## PRIZE WINNERS



**QUIZ Competition for students held on 14.10.2024 F.N. Session**



<b><u>1<sup>st</sup> Prize</u> - TTC</b>		
		
<b>SATISH KUMAR</b> Fitter	<b>SAUMYA SHARMA</b> Welder	<b>BRAHAM DEV</b> Elec.
<b><u>2<sup>nd</sup> Prize</u> - ICF Vidyaniketan</b>		
		
<b>P. VEDHEESHWAR</b> IX	<b>G. RAJASHREE</b> IX	<b>J. BRIJESH SURYA</b> IX
<b><u>3<sup>rd</sup> Prize</u> - ICF Higher Secondary School</b>		
		
<b>M AYYAPPAN</b> XI IA	<b>L TEJASH</b> XI IB	<b>M JAYA SURYA</b> XI IA



**QUIZ Competition for employees held on 14.10.2024 A.N. Session**



<b><u>1<sup>st</sup> Prize</u></b>		
		
<b>ARUN PRASAD.H</b> Emp.no.850785, CMS/52A	<b>NIRANJANA.R</b> Emp.no. 874568, CMS/93B	<b>RAJESH.L</b> Emp.no. 824827,CMS/52A
<b><u>2<sup>nd</sup> Prize</u></b>		
		
<b>TISA THOMAS</b> Emp.no.883659, CMA/52A	<b>ANJANA G. NAIR</b> Emp.no.890779,CMA/52A	<b>GANESH.A</b> Emp.no.824771,CMS/93B

### ESSAY Competitions for students held on 08.10.2024 A.N. Session



ICF Silver Jubilee Hr. Sec. School			
Prize	Name & Class		
1 <sup>st</sup>	N.MOHITH	IXA	
2 <sup>nd</sup>	R.HANSIKA	IX B	



ICF Vidyaniketan			
Prize	Name & Class		
1 <sup>st</sup>	G.RAJASHREE	IX	
2 <sup>nd</sup>	P.VEDHEESHWAR	IX	



ICF Higher. Sec. School			
Prize	Name & Class		
1 <sup>st</sup>	KAMESH R	IX E1	
2 <sup>nd</sup>	SPANDANA PRIYA G	X E2	



Technical Training Centre			
Prize	Name & Class		
1 <sup>st</sup>	SMRITI	Elec.	
2 <sup>nd</sup>	ANUJ VERMA	Carp.	

### DRAWING Competitions for students held on 08.10.2024 F.N. Session



ICF Silver Jubilee Hr. Sec. School			
Prize	Name & Class		
1 <sup>st</sup>	NITHYA SHREE.S	X-B	
2 <sup>nd</sup>	MARIAN JESS JOSEPH	IX-A	

ICF Vidyaniketan			
Prize	Name & Class		
1 <sup>st</sup>	THAMSEEL AHMED.S	IX	
2 <sup>nd</sup>	B.MAHARISHI	IX	




ICF Higher. Sec. School			
Prize	Name & Class		
1 <sup>st</sup>	DHARSAN D R	X-E2	
2 <sup>nd</sup>	SADHANA T	X-E2	

Technical Training Centre			
Prize	Name & Class		
1 <sup>st</sup>	NAVEENRAJ	Macht.	
2 <sup>nd</sup>	BHAKTI SURESH LOKHANDE	Macht.	

**ESSAY Competitions for Employees held on 07.10.2024 A.N. Session**

<u>1<sup>st</sup> Prize</u>	<u>2<sup>nd</sup> Prize</u>
 <b>RAMYA.V</b> Emp.No.885179 J.E ELEC./45A	 <b>USHA.E</b> Emp.No.857071 TECH-GR.I/45

**SHORTS VIDEOS Competitions for Employees**

<u>1<sup>st</sup> Prize</u>	<u>2<sup>nd</sup> Prize</u>	<u>3<sup>rd</sup> Prize</u>
 <b>PRASOBH.M P</b> Emp.No.829492 TECH.GR-1./28	 <b>VELRAJAN.M</b> Emp.No. 879545 INSPECTOR GR-I/42A	 <b>RAJINAN.T</b> Emp.No. 885101 J.E/50C



## PHOTO GALLERY



Seminar on "Ethics & Governance" by Shri T.Ravichandran APLE/ICF on 04.09.2024



Seminar on "Conduct Rules" by Shri P.Ramachandran RSO/CBI/ACB, Chennai on 17.09.2024







**Seminar on "Integrity and Prosperity of Nation" by J.Vinayan SDGM/SCR on 27.10.2024.**





Lecture on "Cyber Hygiene & Security" by Smt. Priyadharshini, Deputy Superintendent of Police, Cyber Crime Wing, Chennai on 03.10.2024

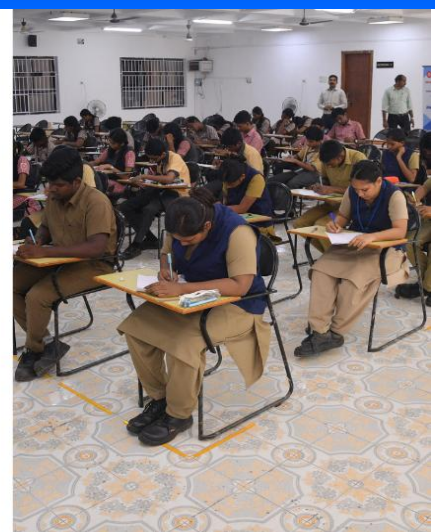




Seminar on "Public Procurement" by Shri S R.Shelke Dy.CVO/S&M, S.C.Rly on 27.09.2024



Essay competitions were conducted among school children on Vigilance awareness.







Drawing competitions were conducted among school children on Vigilance awareness.







**Quiz Competitions were conducted among school Children and ICF employees on 14.10.2024.**







Seminar on “Procurement” by Shri A. Sakthivel Dy.CMM/Bogie/ICF on 21.10.2024.



VAW 2024 Jingles created by ICF Vigilance were inaugurated by GM/ICF on 25.10.2024.





Speech on “Vigilance and Anti-corruption” by Shri M.Sankaranarayanan CVI/ICF among school children on 24.10.2024.







**Seminar on “Paradigm shift in Vigilance Management” by Shri R. Kuppan Retd PCME, Southern Railway on 25.10.2024.**





Integrity Pledge administered by GM/ICF, officers and staffs on 28.10.2024



Tiranga balloons floated by GM/ICF and PHODs of







## Integrity Pledge taken by officers and staffs on their respective areas







Integrity Pledge taken by School Children







“Marathon for Integrity” inaugurated by GM/ICF on 28.10.2024











*Photo booth moments*





**“Human Chain to spread the message for Integrity” inaugurated by CVO/ICF on 29.10.2024**





## “Display of Vigilance Awareness Quotes, Banners and distribution of Do's & Don'ts Pamphlets to employees





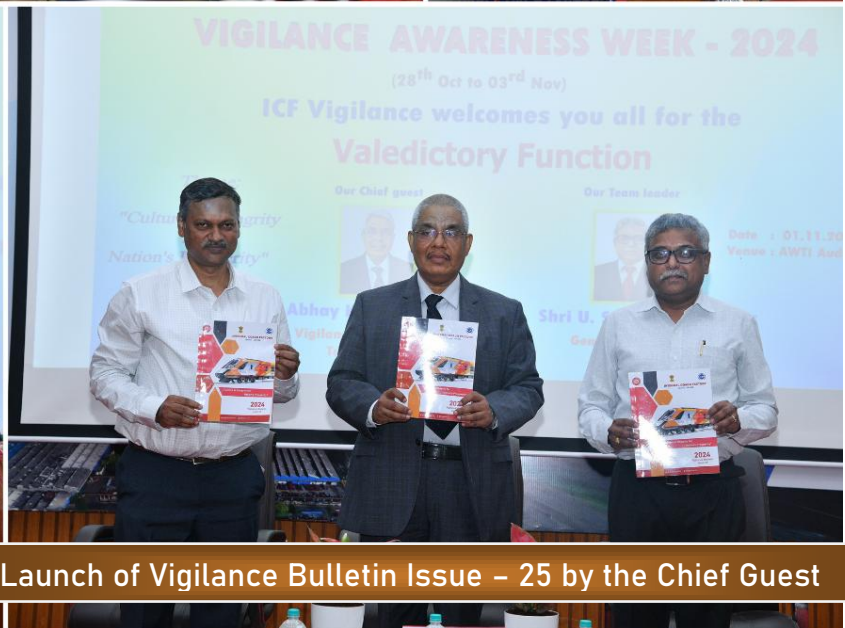


**"Drama" on Vigilance Awareness to Vendors on 30.10.2024**



**"Refresher training for Vendors on 'Vendor Grievance portal' followed by Integrity pledge by Vendors on 30.10.2024**





Launch of Vigilance Bulletin Issue – 25 by the Chief Guest











## DISCLAIMER

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The handbook is only indicative and is by no means exhaustive, nor is it intended to be a substitute for rules, procedures and existing instructions / guidelines on the subject. The contents herein do not in any way supersede the rules contained in any of the CVC / RAILWAYS / ICF and should be read with relevant policy circulars for proper appreciation of the issues involved. This handbook also should not be produced in any court of law and whenever necessary, reference should always be made to the original orders on the subject. The primary purpose of the handbook is for reference only.

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