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ICAR-Indian Institute of Soil & Water Conservation (IISWC)



# Vigilance, Integrity, Good Governance and Self-reliance

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# Why vigilance needed at all?

- To deter unethical activities of getting personal gains at the cost of the organization;
- To avoid wastages, and economic losses, and also protect genuine employees and damage the image/goodwill of organizations.
- So, to rein in corrupt persons' mis-endeavours and promote organizational interest, vigilance is required.
- **Key:** 10% (law-abiding), 10% (law-breaking) extremities and 80% normal employees
- 20-30% employees works with which organization functions





# Where Vigilance?

- Essential in every organ of the organization and every manager needs to ensure clean governance system

## Particularly

- Where officials have high discretions, complex rules and procedures exists
- Scope for jumping the queue exists,
- Accountability is low,
- Delay in decision making is detrimental to the clients' interest
- Opportunities to negotiate exists and
- Individuals are known to be corrupt.

## Key Thrust/Sensitive Areas

- **Fraudulent payment to the staff/firms/parties**
- **Scrap Disposal**
- **Various Dealings of Stores & Purchase:** Tendering-open/advertised, limited/special limited (restrictive), single (proprietary); quotations, spot purchase, passing of bills etc.
- **Contracts – Engg, Electrical, S&T and Commercial Depts.**
- **Recruitments and manpower engagements**
- **Transfer and promotions and such official favors**
- **Financial societies like staff coop. society**



# Manifestations of Corruption or Malfunction

Corruption is a complex process planned/effectuated systematically;  
Manifested usually in many different forms and  
also needs to be RESTRAINED by all means:

1. Financial irregularities
2. Bribery
3. Nepotism/Favoritism
4. Willful action or willful inaction to unduly benefit someone or to deny due benefit to someone known or unknown.
5. Failure to follow laid down processes leading to unintended benefit to someone or denial of benefit to the deserving.
6. Refuse to take-up official duties timely/delay assigned services willfully.
7. Bringing any kind of pressure or suppression or harassment against other employee(s)/groups that affects performance and delivery of individuals/groups.

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8. Inordinate wasting of office time of self and others; Regular gossiping during office hours cause loss of efficiency and poor delivery or disordering work environment/culture.
9. Misuse of office resources and manpower; causing uncongenial working environment by engaging resources and manpower inappropriately and for the personal benefits of self or few favored.
10. Also, irrational distribution of facilities and resources amongst officials/sections bringing work atmosphere indifferent and difficult.
11. Habitual misbehavior with others, the public and fellow public servants;
12. Instigation of sectoral or communal feelings, dominance, mob-culture and thereby causing interference in working place.
13. Inordinate delaying processing bills and payment

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# Vigilance Angle : What is it?

- ➔ Demanding and/or accepting gratification other than legal remuneration for an official act or influencing others.
- ➔ Obtaining valuables without consideration or with inadequate consideration from those with whom official dealings are likely, either directly or by exerting influence.
- ➔ Obtaining for self or for any other person, valuables or pecuniary advantage by corrupt or illegal means or by abusing the position as a public servant.
- ➔ Disproportionate Assets *vis-à-vis* known sources of Income.
- ➔ Misappropriation, Forgery, Cheating or similar criminal offences.
- ➔ Gross or willful negligence, reckless decision making, blatant violation of systems and procedures and excessive exercise of discretion.
- ➔ Other irregularities where circumstances will have to be weighed carefully to view whether the government servants' integrity is doubtful.
- ➔ Sometimes project staffs collect money from beneficiaries, beneficiaries chosen willfully, benefits taken back...





# Why vigilance needed at all?

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- So, to rein in corrupt persons' mis-endeavours and promote organizational interest, vigilance is required. **Key: 10%, 10% and 80% employees**

## Effects of vigilance

- Increasing transparency, fairness; culture of honesty and integrity
- Ascertaining accountability; Reducing wastages and leakages
- Curtailing corruption/irregularities/misconducts through timely preventive vigilance and periodical sensitization
- Reforming systems for corruption-free delivery
- Disciplining the wrong doers by punishing aptly and promptly
- Protecting honest performers, so that honest can work freely and fearlessly,
- Strives for **zero tolerance** against corruptions and enhances image of the organization; Vigilance and good governance help government, employees and the public at large.





# Common Irregularities

## Open Tenders

- Inadequate tender notice, time for participation and publicity
- Late availability of tender documents
- Not keeping ready Tender box timely/in advance
- Deviations in eligibility criteria

## Limited Tenders

- Arbitrary selection of firms.
- Firms with better experience ignored and firms with dubious credential selected.
- Inadequate time given for participation in tender.
- Tender notice not sent to all the firms.
- Bogus firms selected to inflate the number.
- Rates can be reasonably higher since the competition is restricted.

## Single Tender

- Projecting undue/artificial urgency
- Selecting unsuitable tenderer based on exaggerated credential ignoring his past failures.
- Accepting exorbitant rates on the grounds of urgency then merrily giving extensions with token penalty or without penalty.





# Scrap Disposal

## **IRREGULARITIES OBSERVED:**

- **SHORTAGE, EXCESS, UNACCOUNTED SCRAP**
  - **MIXING OF NEW ARRIVING IN SOLD OUT LOTS**
  - **PICK AND CHOOSE DURING DELIVERY**
  - **IMPROPER FIXATION OF RESERVE PRICE**
  - **SELLING BELOW RP W/O RECORDING REASONS**
  - **FORGED CASH RECEIPT**
- 
- **COMBINING LOTS OF DIFFERENT MATERIALS**
  - **EXTRACTING MONEY DURING DELIVERY**
  - **MANIPULATION IN WEIGHTS**
  - **ASSESSING QUANTITY WITHOUT WEIGHMENT**
  - **ACCEPTING CREDIT FOR MUCH LESSER QUANTITY THAN DESPATCHED.**





# Fixing of Reserve price

- Ensure reserve price is fixed for each lot before auction.
- Ensure reserve price is well guarded.
- Ensure Reserve Price is fixed considering past rates, other information and the condition of the material being sold.
- Ensure that whenever lots are accepted below reserve price, the same are put up for Competent Authority's approval immediately.
- Ensure that the bids are competitive before giving acceptance.
- Do not accept bids below reserve price unless reasons are recorded.





# **Strong justification to kill corruption**

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- **Corruption brings ill-gotten wealth and money, for temporary joy taking share of others/depriving others' dues.**
- **It depreciates health and mental peace of concerned individuals...because of excess consumption, unhealthy lifestyle..**
- **Invariably, enhances ecological/carbon footprints of individuals, global warming, climate change and environmental damage and compromises development of the society badly.**
- **It becomes the source of inequality, unemployment, and other social evils.**
- **As long as corruption continues social problems like unemployment, inequality, poor purchase parity, and poor economic performance of the society will prevail.**
- **The corruption and malfunctions being deep rooted in the society.**
- **Laws/regulating bodies alone can not curb, needs self-control, humane, ethical and moral values of individuals.**
- **Let us be the lone reformer “what if I change alone, how about the rest”. But often the change starts from the individual.**



# Types of Vigilance

- **Preventive Vigilance**
- **Punitive Vigilance**
- **Detective Vigilance**
- **Administrative Vigilance**
- **Participative Vigilance**

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# Procurement of Goods – Rules 142 to 176

- (i) Purchases up to Rs.25,000 – Rule 154 and Rule 149  
[*Rule 149-Mandatory purchases through GeM, if available; Rule 154-Purchase without quotation on a personal certificate*]
- (ii) Purchases Above Rs.25,000 and upto Rs.2.5 lakhs – Rule 155 and Rule 149 [*Rule 155-Purchase y purchase committee, if not available on Gem*]
- (iii) Purchases above Rs.2.5 lakhs – Rule 149 , 161, 162,  
Rule 161-Advertised Tender Enquiry (*estimated value =or more than Rs.25 lakhs*)  
Rule 162-Limited Tender Enquiry (*estimated value up to Rs.25 lakhs*)
- (iv) Purchases without any limit-Rule 166 (Single Tender Enquiry)-Proprietary Article Certificate  
[*Rule 166-Purchase on single tender enquiry based on PAC*]



# Purchase through GeM-Rule 149

Procurement will be mandatory for Goods/services available on GeM

## What is GeM ?

### Government e-Marketplace

- (i) Up to Rs.25,000/-Direct online purchase – through any of the available suppliers on GeM
- (ii) Above Rs.25,000/- and up to Rs.5 lakhs - from the lowest price seller after comparing at least 3 different manufacturers

In place of Direct online purchase, we may use online bidding and online reverse auction even for purchase less than Rs. 5 lakhs

- (iii) Above Rs.5 lakhs-from the lowest bidder , after mandatorily e-bidding or reverse auction tool.

Note-For purchase of automobiles the limit is Rs. 30 lakhs in place of Rs.5 lakhs

Procurement of Services-Rules 177 to 206





# Preventive Vigilance Measures

1. Simplification and standardization of rules
2. Leveraging technology: E-procurements, E-payments, use of websites for dissemination of information and creating awareness, use of CCTV etc.
3. **Automation: ICT based, e-governance, ERP, ARMS,**
4. Business process re-engineering (BPR): Periodic monitoring and revising of official committees, procedures and overall functions through meetings and discussions
5. **Transparency:** in issuing store items, stationaries, office facilities/resources; issuing passbook for accounts of coop. society, frequent disclosures of transactions etc.
6. **Accountability and understanding responsibility**
7. Control and supervision
8. Early detection of misconducts





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9. Time-bound and effective punitive action
10. Providing necessary infrastructural facilities: Non-provision of adequate infrastructural facilities such as accommodation, conveyance, utilities, etc. may also induce corruption.
11. Creating conducive work environment: drawing up a list of sensitive posts/persons, rotation policy for sensitive posts, identification of persons of doubtful integrity and keeping them away from sensitive posts/public dealing. Protection to Whistle Blowers must be ensured
12. Increase the emotional intelligence harmonious for the smooth functioning of employees
13. Training and awareness with a list of Do's and Don'ts to employees/officials
14. Awareness among public: Organizing awareness week (Oct-Nov.) and meetings every year.
15. Inculcating moral values and ethical behavior constantly through various means





# Most important rules of GFRs in purchase

- ❖ **Rule 21 - Standards of Financial Propriety**
- ❖ **Rule 23 - Delegation of Financial Powers**
- ❖ **Rule 144 - Fundamental principles of Public Buying**
- ❖ **Rule 173 - Transparency, competition, fairness and elimination of arbitrariness in procurement process**
- ❖ **Rule 174 - Efficiency, Economy and Accountability in public procurement system**
- ❖ **Rule 175 - Code of integrity**







# Corruption-free upstream/higher-ups needed

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- Lower-level employees and petty cases, may be involving few hundreds or thousands of rupees largely reported and dealt.
- Real corruptions of lakhs, crores or millions of rupees often unnoticed or not usually get into traps.
- Higher position/hierarchy like Director, Head, CE, EE, AE, Conservator, Forester,...need compulsorily be corruption-free
- If upstream is polluted, the downstream invariably be contaminated and impure.
- Having dual standards, one to promote vigilance/integrity and another to look for and receive personal benefits/interests out of official dealings/functioning, very damaging.



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# **Reverse the common negative opinions and build trust among public**

## **Resolutions beyond vigilance and social concerns**

Reverse the general opinion of the public that the government servants do not work to their fullest potential with dedication and impartially,....only 20-30% works..

- Works only when personal benefits or promotional avenues seen,
- **Reverse the common argument that the individuals those who are not getting the opportunity for bribes, become the genuine and honest.**
- If one does not yield to pressure of corruption and do the favorable action after getting pecuniary benefits, the corrupt elements would go to another, get the job done and accuses the earlier one as poor, who did not know how to survive or work.
- **Only a meagre fraction of the developmental or promotional funds reach the target beneficiaries and rest gets misused or goes into underground.**
- Avert the opinion “Corruption is Development in India”.





# Reformations and transformations

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- Resolve beyond vigilance and integrity to kill unproductive/negative vibes/activities like willful wasting of time, forming caste/region-based groups and deterring of performance of self and others.
- Although everybody may not be equal in efficiency, but, everyone can be trained. come into play.
- While being the public SERVANTS, egoism, superiority, complacency have no meaning except for respecting and maintaining official hierarchy of superiors, and subordinates.
- Superiority should be exhibited in effective delivery of quality goods and services. Not otherwise only to draw the feeling of elated.
- Undemocratic/unequal distribution of facilities, offices and powers among equals and officials.
- Harassment of any kind-caste, gender, differently-abled and such other official shortcomings.
- Positive attitude, empathy and humane need to be inculcated.
- Ultimately, the collective change should lead to a stage, wherein the CVC, vigilance offices, vigilance officers and vigilance awareness week become obsolete.



# Vigilance and good governance needs leadership qualities

- Develop emotional intelligence and bring emotional connect, agility of people and work environment through periodic and formal and informal meetings.
- Avoid impersonal attitude; develop very personal and active interest
- Embrace and lead the change
- Have self-awareness
- Create a Culture of Coaching & Mentoring
- Facilitate and get 360 Degree Feedback
- Look for knowledge transfer, confidence building, and open collaboration
- Coax people out of the comfort zones and challenge them to employ new strategies to deal with change.
- Improve communication & conflict resolution/management means.



# Good governance

## Good governance

1. Righteousness, honesty, transparency are the foundation of good governance.
2. The organizations, systems and procedures of the Government must not only be efficient but also ethical, just and fair.
3. Integrity of the functional units and individuals of the organizations has to be an essential ingredient.
4. So, the probity and transparency is to be maintained by public servants at all times and is a pre-requisite for effective good governance.







# Thank You

Thank You  
All

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